Monarch HealthCare, Inc.

IMPROVING THE PATIENT EXPERIENCE

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Helping Physician Partners Advance Medical Excellence in the Communities We Serve

Improving the Patient Experience

1. Overview of Monarch HealthCare, Inc.
2. Improving the Patient Experience:
   - Baseline Measurement
   - Interventions
   - Re-measurement
   - Analysis
3. What We've Learned
4. Getting Started

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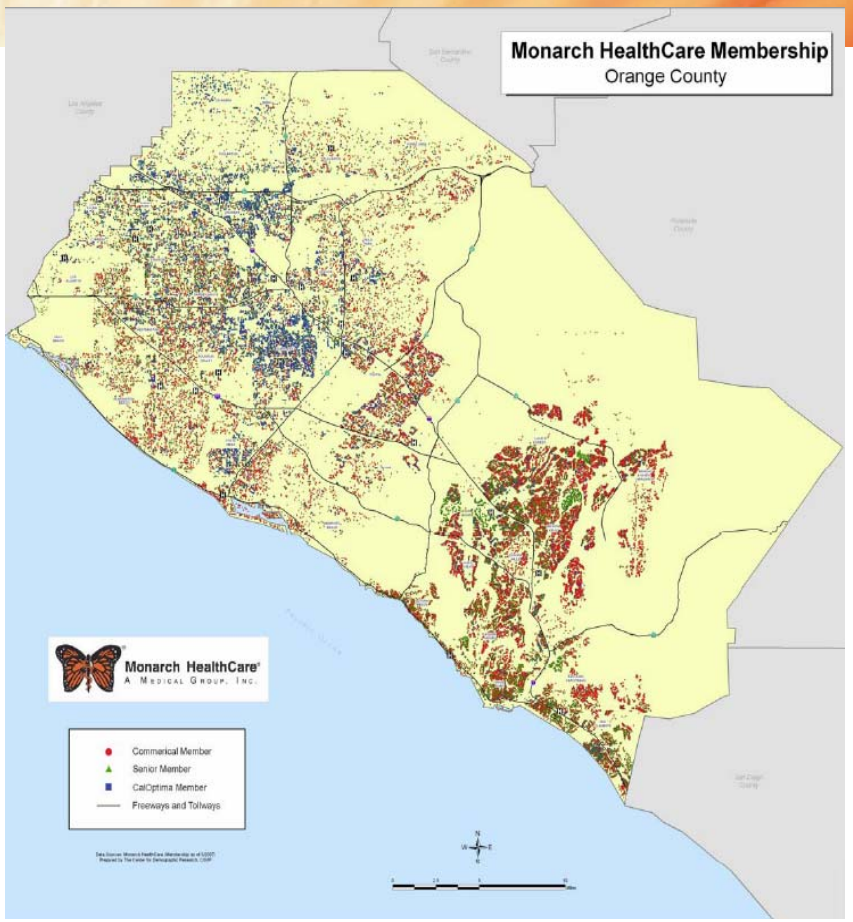
Monarch HealthCare is an Individual Practice Association

- Physician Network
  - 1600+ Specialists
  - 700+ Primary Care Physicians
  - 24 Employed Hospitalists

- Member Network
  - 116,000 Commercial/POS
    - 28,000 Medicare
    - 22,000 Medi-Cal/CalOptima

- Health Plan Contracts

Currently contracted with all major Plans in Southern California



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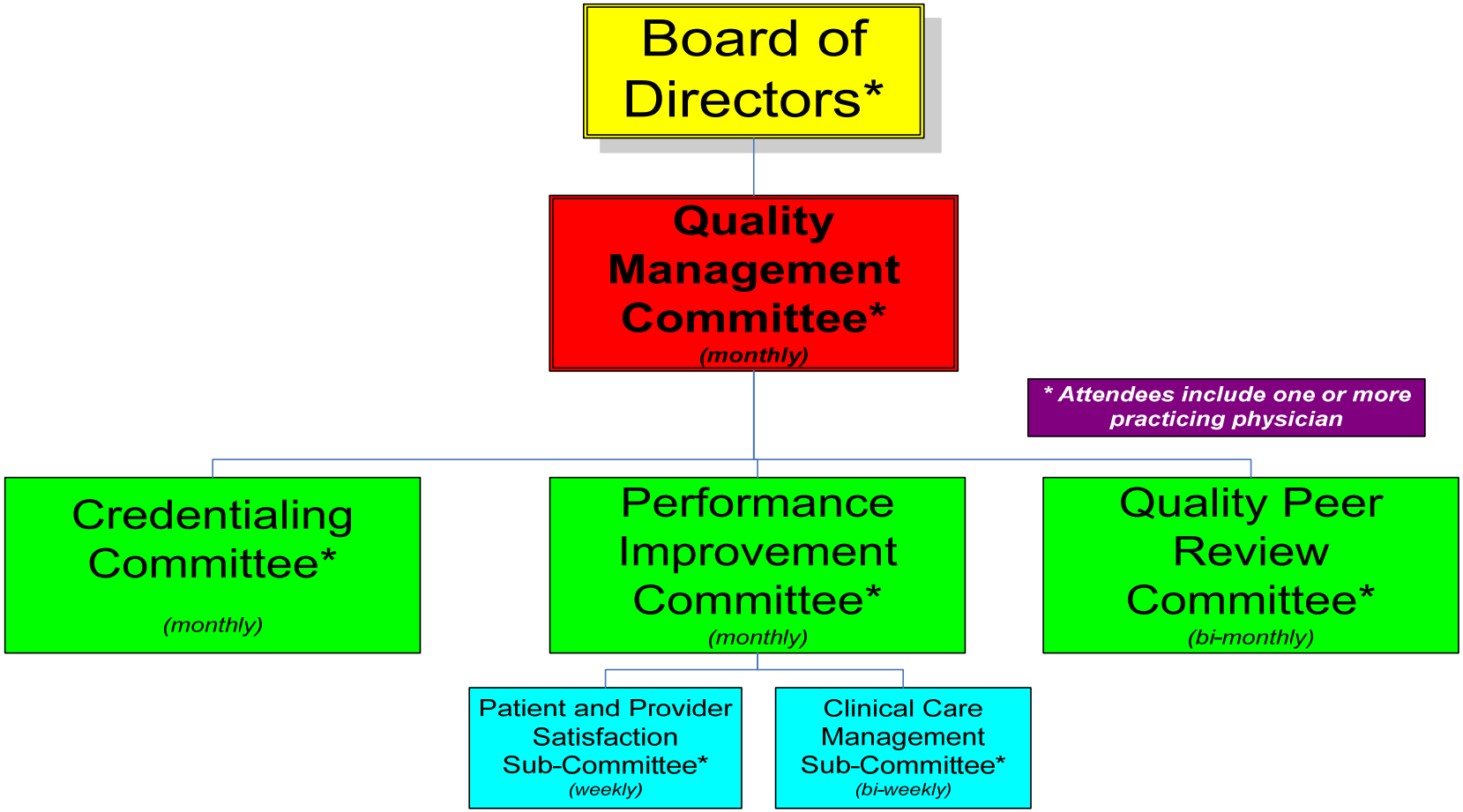
MHC Committee Structure



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Patient Satisfaction Measurement Tools

- **Patient Assessment Survey (PAS)**
  - Annual Tool used by IHA, administered by the Pacific Business Group on Health (PBGH) /California Cooperative Healthcare Reporting Initiative (CCHRI) and used to measure performance in P4P's **Patient Experience domain**
- **Sullivan Luallin**
  - Independent, third party healthcare customer service consulting firm

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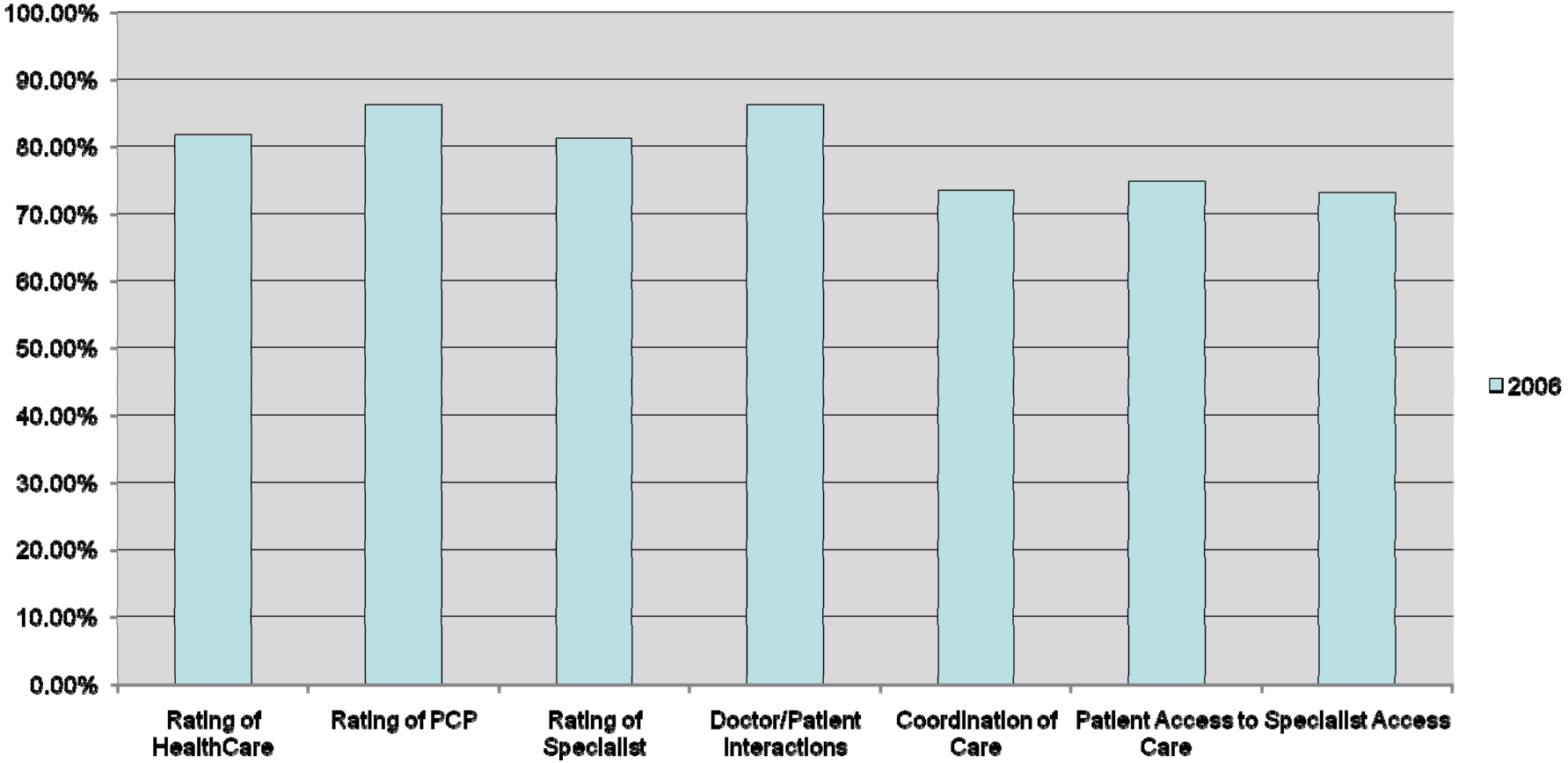
Patient Satisfaction Measurement Baseline: 2006



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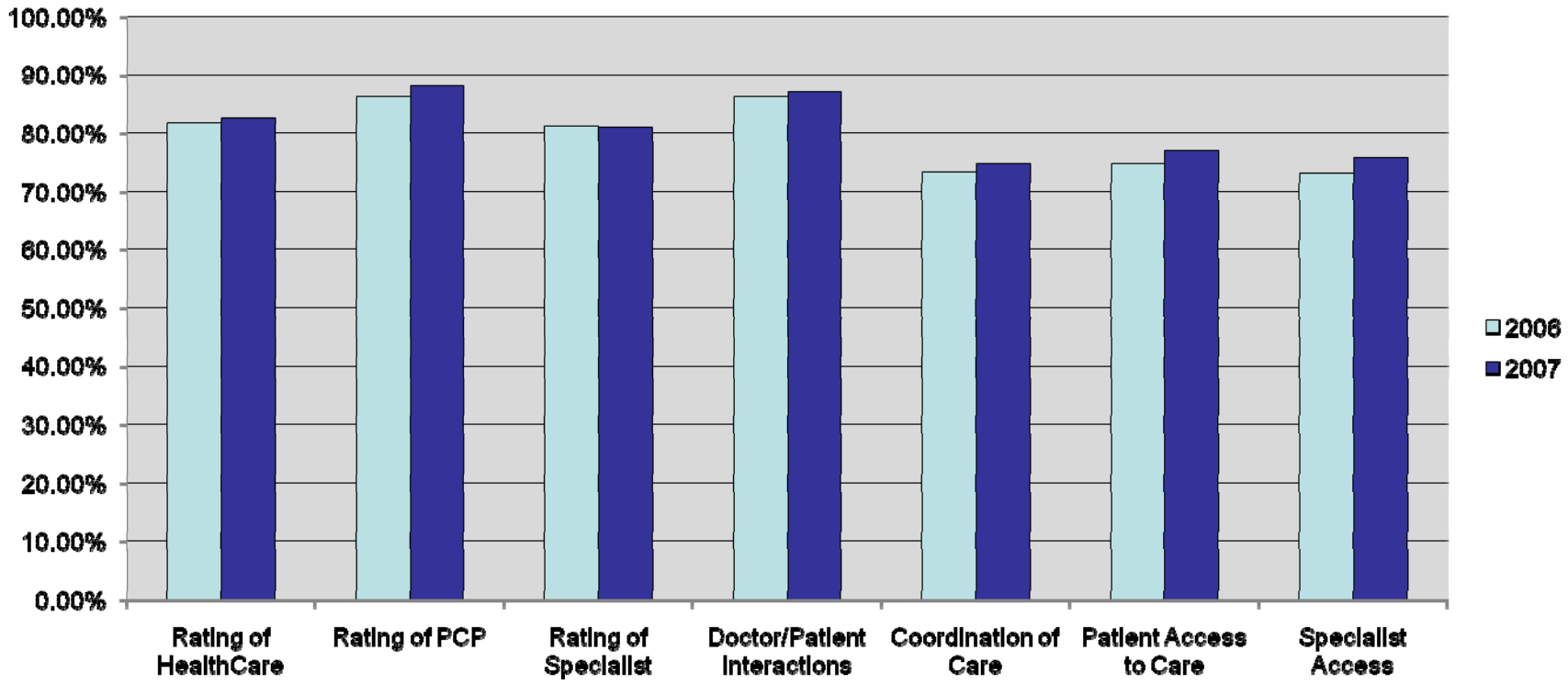
MY2006 PAS Results

2007 Patient Satisfaction Interventions/Programs

- CQC Patient Experience Collaborative
  - Participating physicians presented collaborative learnings at General Membership Meetings
- Hosted Dr. Larry Baker (Subject Matter Expert)
  - Doctor-Patient Communication
- Semi-annual physician awards for Patient and Peer Satisfaction (recognition and monetary award)
- Physician bonuses based on Patient Satisfaction individual scores

Patient Satisfaction Measurement



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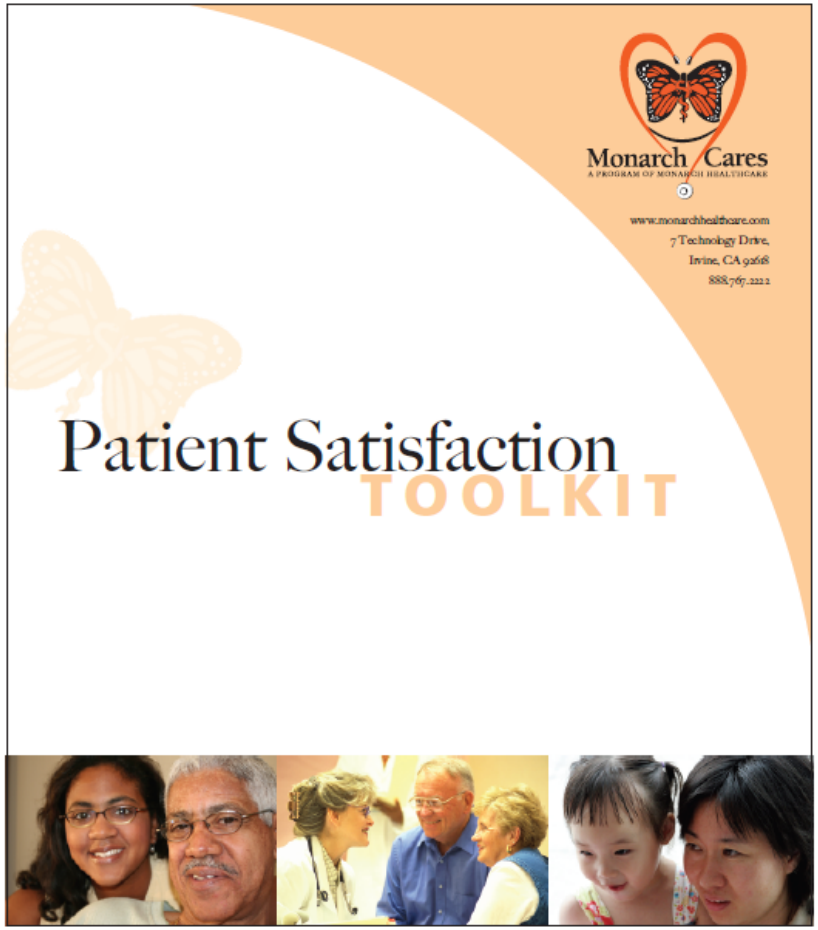
MY2007 PAS Results

2008 Patient Satisfaction Interventions/Programs

- Hosted Dr. Dan O'Connell (Subject Matter Expert)
  - Top 10 Tips for Efficient and Satisfying Patient Encounters
  - Achieving Patient Compliance and Behavior Changes
- Patient Satisfaction Survey Exam Room Posters ("Lexus Survey")
- Monthly Patient Satisfaction "Hints and Tips"
- Patient Satisfaction Toolkit Workshops

Patient Satisfaction Toolkit Workshop



- Thriving in a Busy Practice
- Growing Your Practice
- Effectively Facing Patient Challenges
- Working with a Diverse Patient Population
- Working with Senior Members
- The Hiring Process: Screening for Outstanding Staff
- "Best Practices" from the Monarch Network
- The Four Habits Model
- Office Environment and Process Enhancements
- Patient Satisfaction Surveys
- Online Patient Communication Systems
- Lab Result Communication Tools

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Patient Satisfaction Toolkit Workshop

The difficult patient

- If you can satisfy difficult people, you will be able to satisfy others as well
  - Remember that you may not know the whole story
  - Consider how the patient feels
  - The patient could be having a "bad day"

"I already diagnosed myself on the Internet. I'm only here for a second opinion."

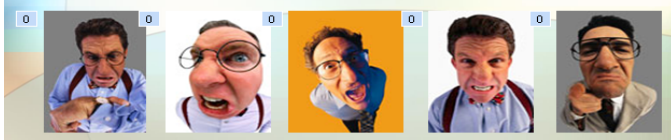
You only get 1 chance to make a first impression!

FOR THE FIRST 30 SECONDS, YOU ARE THE DOCTOR!!!!!

- A warm smile and friendly greeting creates positive expectation and builds trust and rapport.
- Without a welcoming smile, patients may assume it will not be a good visit and focus on the negative.
- Greet the patient first!

Dealing with a difficult patient

- Be attentive and show genuine concern
  - Let them finish what they need to say
  - When people feel you care about them, they are less likely to expect perfection



- Respond calmly and graciously
  - Use the patient's name when speaking to them
  - "Kill them with kindness". Patients will be embarrassed to be mean when you are being nice

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Promoting the 4 'FISH!' Principles:

Ingredients to an energy-filled workplace

- **Choose your attitude!**
- **PLAY!**
- **Make their day!**
- **Be present!**

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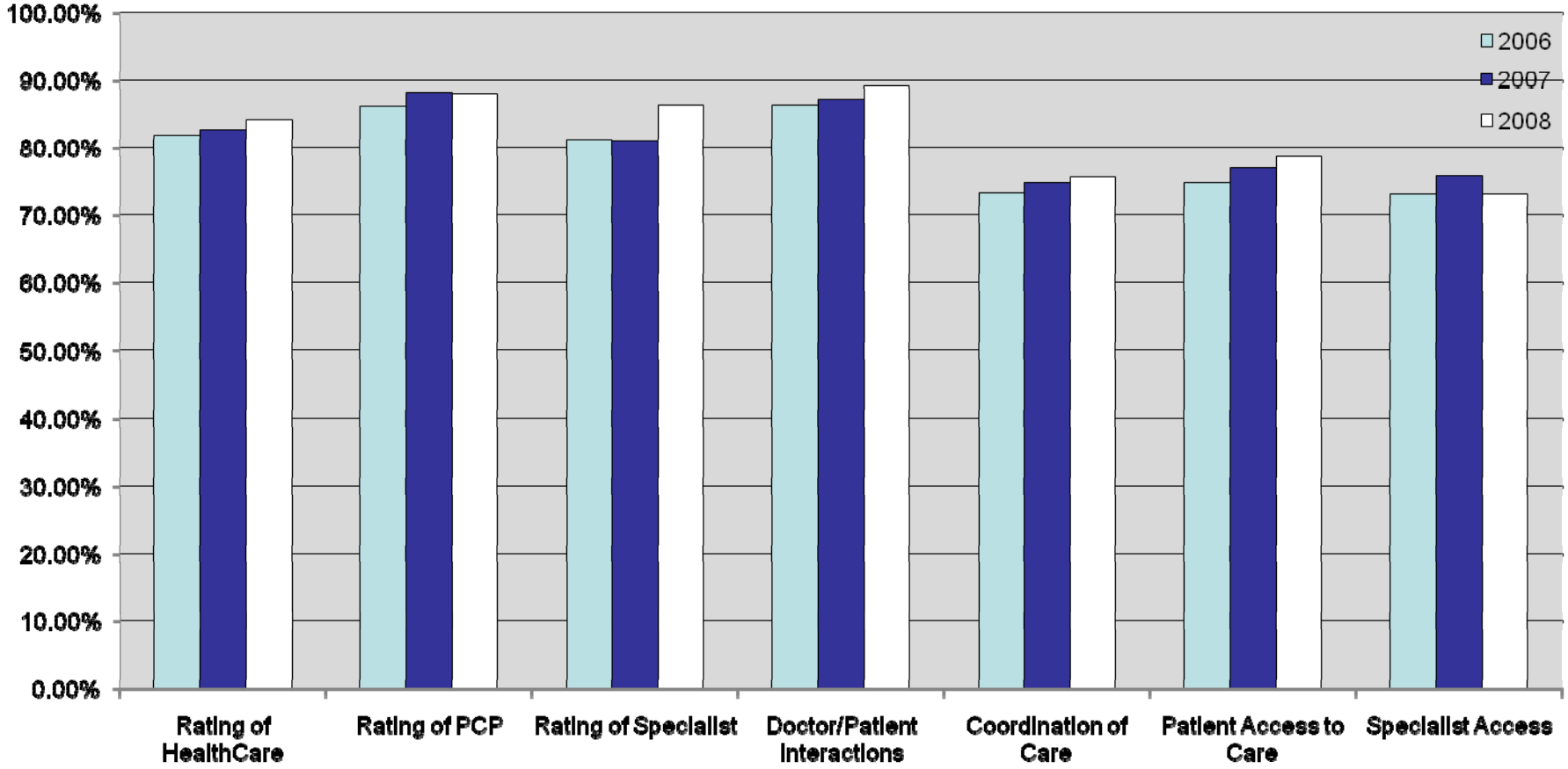
Patient Satisfaction 2008 Measurement



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MY2008 PAS Results

2009 and Beyond…

- Butterfly Rewards Pilot Program
  - An Office Staff Incentive Program
  - Focus on: P4P Clinical Measures, Patient Satisfaction, Team Building, Engagement & Participation with Monarch
  - Offices earn “Butterflies” for utilizing Patient Satisfaction Tools and Trainings

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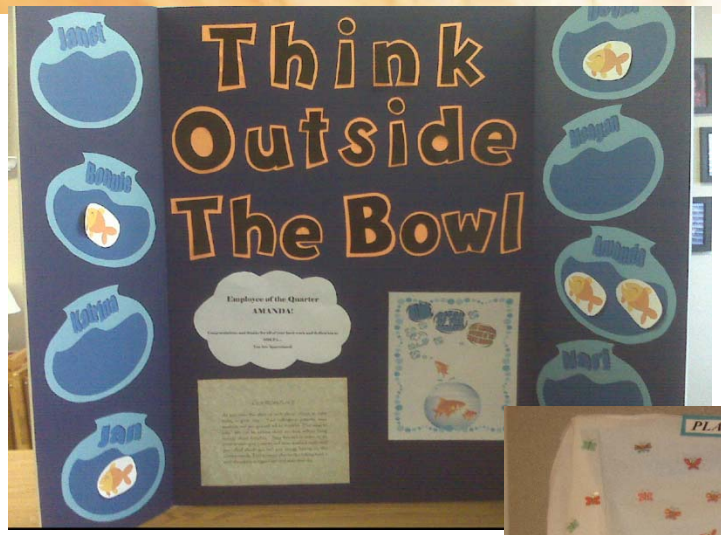
Amazing Office Response!



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What we've learned…

- Start by contracting quality patient satisfaction–focused physicians
  - New screening criteria and requirements during the credentialing/ re-credentialing process
  - Service expectations are established upfront
- Continue to measure Patient Satisfaction
- Find creative ways to promote and reward offices for prioritizing Patient Satisfaction

Getting Started:

- Engage Senior Leadership
- Take advantage of educational and best practice sharing opportunities
- PDSA!!!
  - Plan: Analyze your data, set goals
  - Do: Implement interventions
  - Study: Re-measure
  - Act: Adjust interventions
- Model the desired behavior!