

The BIG Goal and BIG Question: Physician Development & Patient Trust

Rodney Stout, MD, MMM, CPE

Chief Executive Officer

Ryan Finch, MHA, MBA

Executive Director, Organizational Experience



**We have no real or perceived conflicts of interest
that relate to this presentation.**



OHIO

HISTORICAL
MARKER

GALLIA COUNTY, GALLIPOLIS AND THE OHIO RIVER

The Ohio River, the southeast border of Gallia County, played a significant role in the development of Gallipolis and Gallia County. One of the state's first thoroughfares, this waterway enabled pioneers to settle in what was known as the Northwest Territory. On October 17, 1790, approximately 500 French immigrants arrived in Gallipolis, traveling by flatboats from Pittsburgh, and settled in log cabins in what is now City Park, in the heart of Gallipolis. This established the second oldest permanent settlement in the territory. The settlers relied on the River for communication, commerce, and transportation, and the River brought postal service to Gallipolis in 1794. As local business and river trade developed in the 1800s, Gallipolis became a thriving port. The scenic Ohio River is an important inland waterway, providing transportation for many commodities between major cities. The river also provides recreational opportunities for both visitors and residents, including water sports, fishing and boating.



OHIO BICENTENNIAL COMMISSION
TALL STACKS, INC.
GALLIA COUNTY BICENTENNIAL COMMISSION
THE OHIO HISTORICAL SOCIETY
2003

14-27





Bob Evans

Every Year at Holzer Health

More than

1.5 Million

Friendly Visits Are Delivered

Supported by

2,200+
Caregivers

600+
Nurses

150+
Providers



BIG Goal

Patients to feel confident, heard, and cared about.



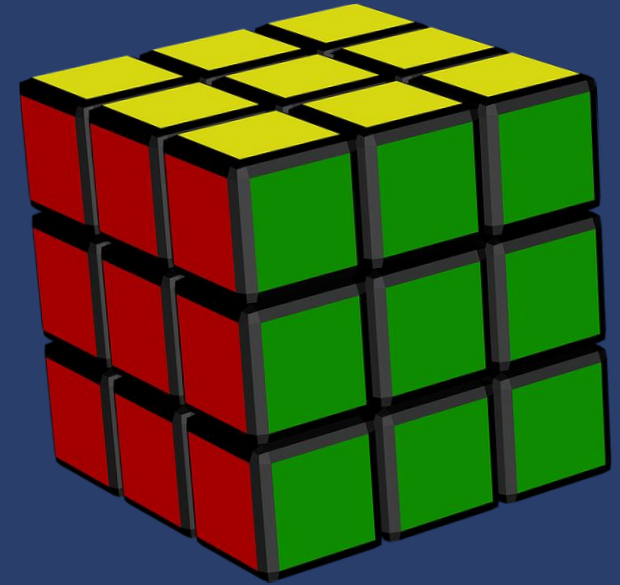
BIG Question

How do we develop systems and grow skills
that deliver value and trust?

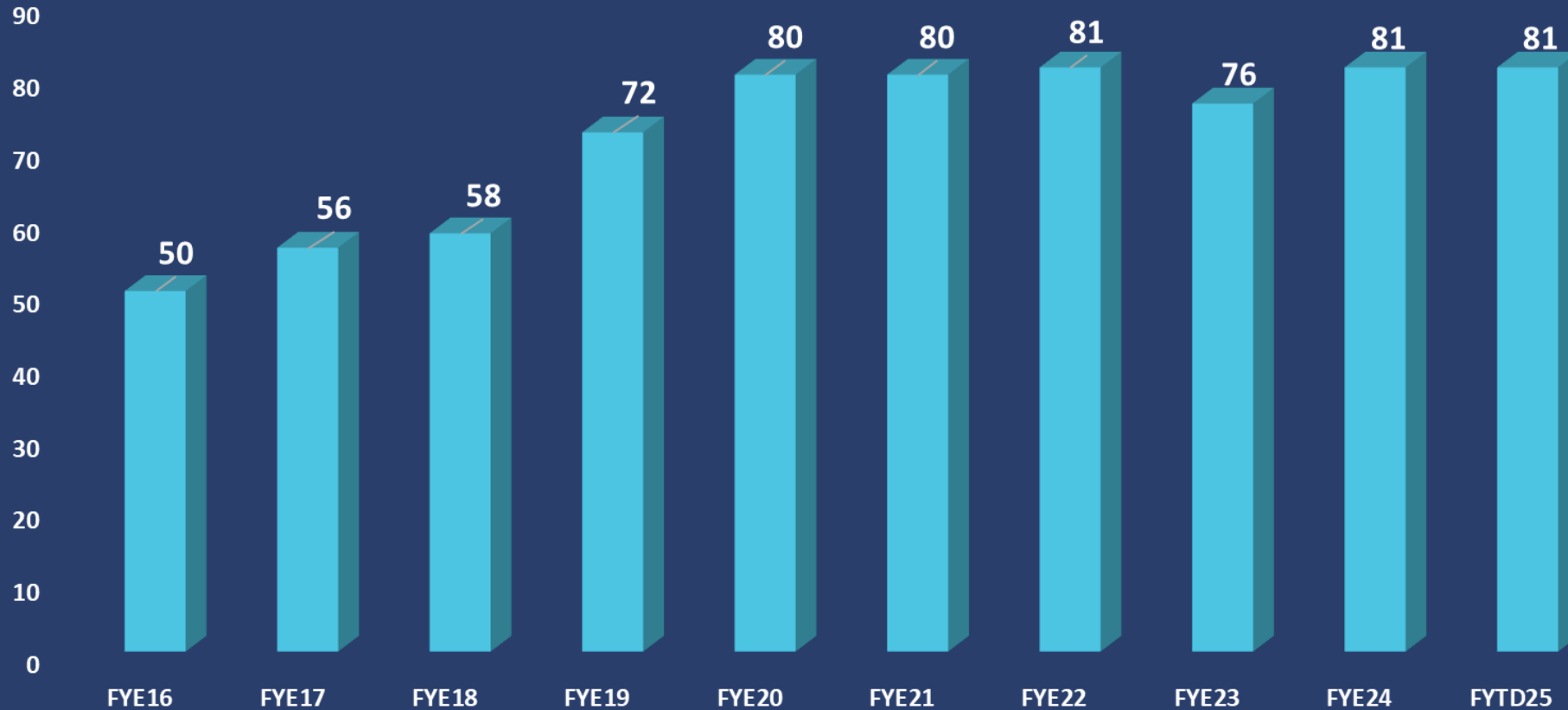




- Mission-driven
- Solution-focused
- Operates as a system with unique individual pieces



Likelihood to Recommend Providers



Mission-Driven

- Clear and memorable
- Provider involvement
- Defines the patient experience

**Friendly Visits, Excellent Care;
Every Patient, Every Time.**



Solution-Focused Thinking

Education → Coaching → Performance



| Citizenship Standards (Measured independently of one another) | | Calendar Year | |
|--|---|---------------|-------|
| | | Physician | APP |
| Standard 1 Timely Chart Completion | <p>Document and bill submission within 48 hours for Ambulatory Encounters. Documentation for non-ambulatory encounters shall be done in accordance with existing policies. Charge submission for non-ambulatory encounters must be submitted within 30 days from the date of service or will be considered delinquent. Charges submitted more than 90 days after date of service will not be applied to the provider's revenue until we show collections for that service.</p> <p>Must achieve 90% compliance to meet metric</p> <p>Adjustment if not met</p> | 2% | \$500 |
| Standard 2 Meeting Attendance | <p>Department Meeting Attendance</p> <p>Attend 75% of your department meetings</p> <p>Adjustment if not met</p> | 2% | \$500 |
| Standard 3 Non-Proceduralist Video Visits | <p>Non-Proceduralists</p> <p>Video Visits</p> <p>Minimum 20 video visits per year</p> <p>Adjustment if not met</p> | 2% | \$500 |
| OR | | | |
| Standard 3 Proceduralist On Time Starts | <p>Proceduralists</p> <p>On Time OR Starts</p> <p>80% On Time Starts</p> <p>Adjustment if not met</p> | 2% | N/A |

Education

- **2018** – Live outside speaker
- **2019** – Recorded videos
- **1%** of compensation at risk for physicians; **\$250** for APPs for failure to complete
- **Monthly** scorecard (rolling 12-month average) given to medical directors and providers



Medical Directors: Service Line Performance

Patient Experience of Family Practice Providers

Holzer Health System

February 1, 2024 - January 31, 2025

Likelihood to Recommend

Office:

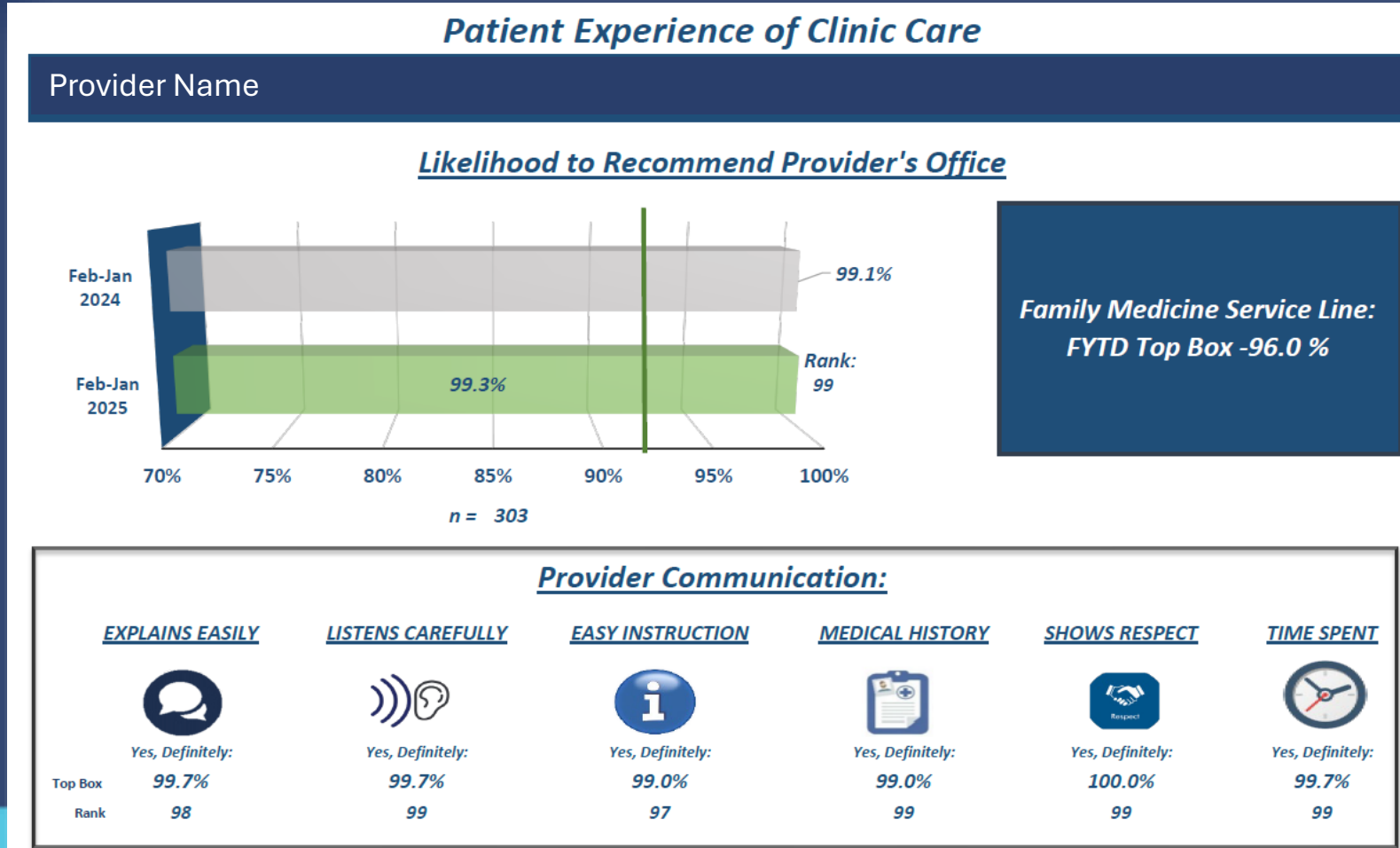


Provider Communication:

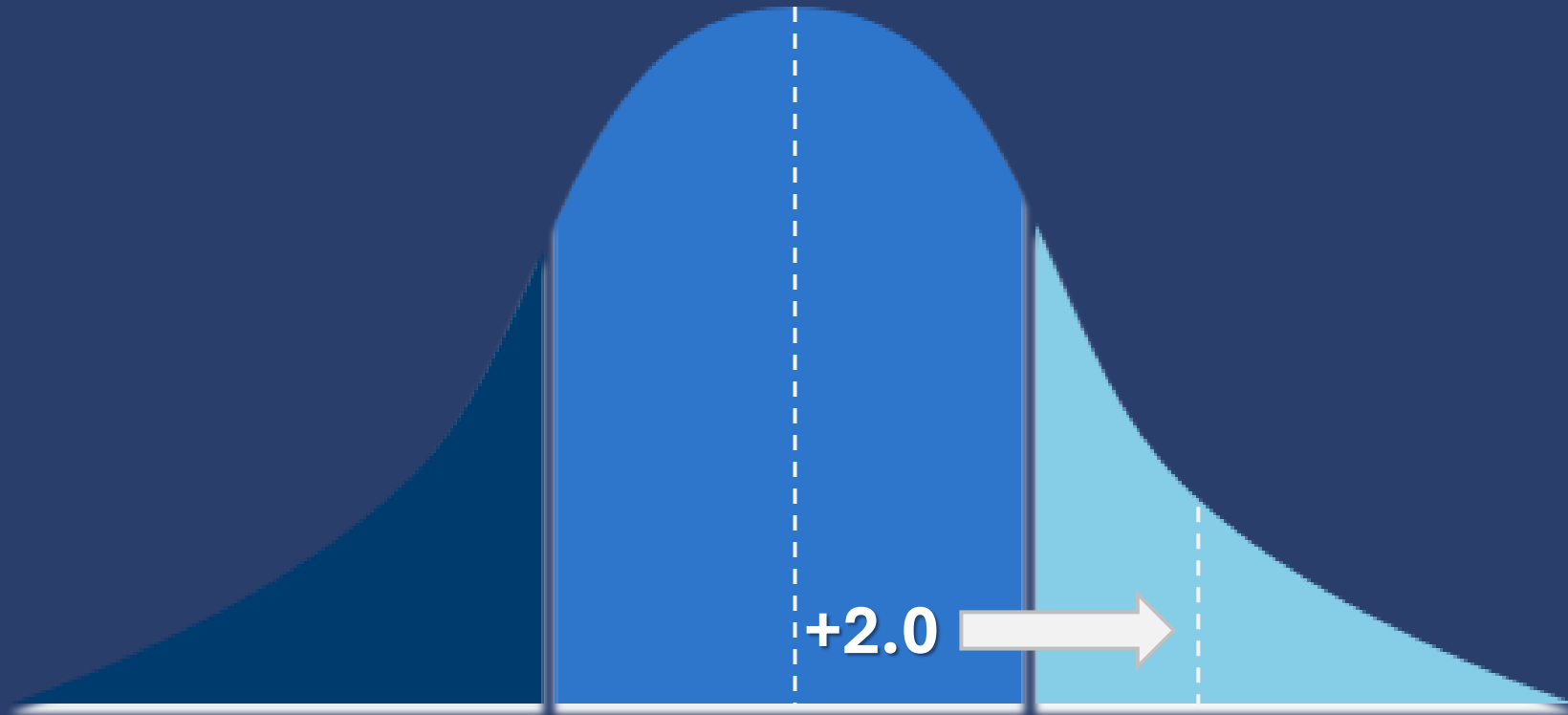
| <u>Question (CAHPS)</u> | <u>Yes, Definitely</u> | <u>Rank</u> |
|--|------------------------|-------------|
| <i>Provider explains in a way you understand</i> | 97.4% | 92 |
| <i>Provider listens carefully to you</i> | 97.6% | 92 |
| <i>Provider gives easy to understand instruction</i> | 96.9% | 93 |
| <i>Provider knows important medical history</i> | 93.6% | 89 |
| <i>Provider shows respect for what you say</i> | 98.1% | 87 |
| <i>Provider spent enough time with you</i> | 97.5% | 95 |



Providers: Individual Scorecard Performance



Survey & Benchmarking Education



Developing a Zero-Excuse Culture

Shock

“The data are wrong. My patients love me.”

Denial

“Patients don’t understand quality.”

Frustration

“I see too many patients.”

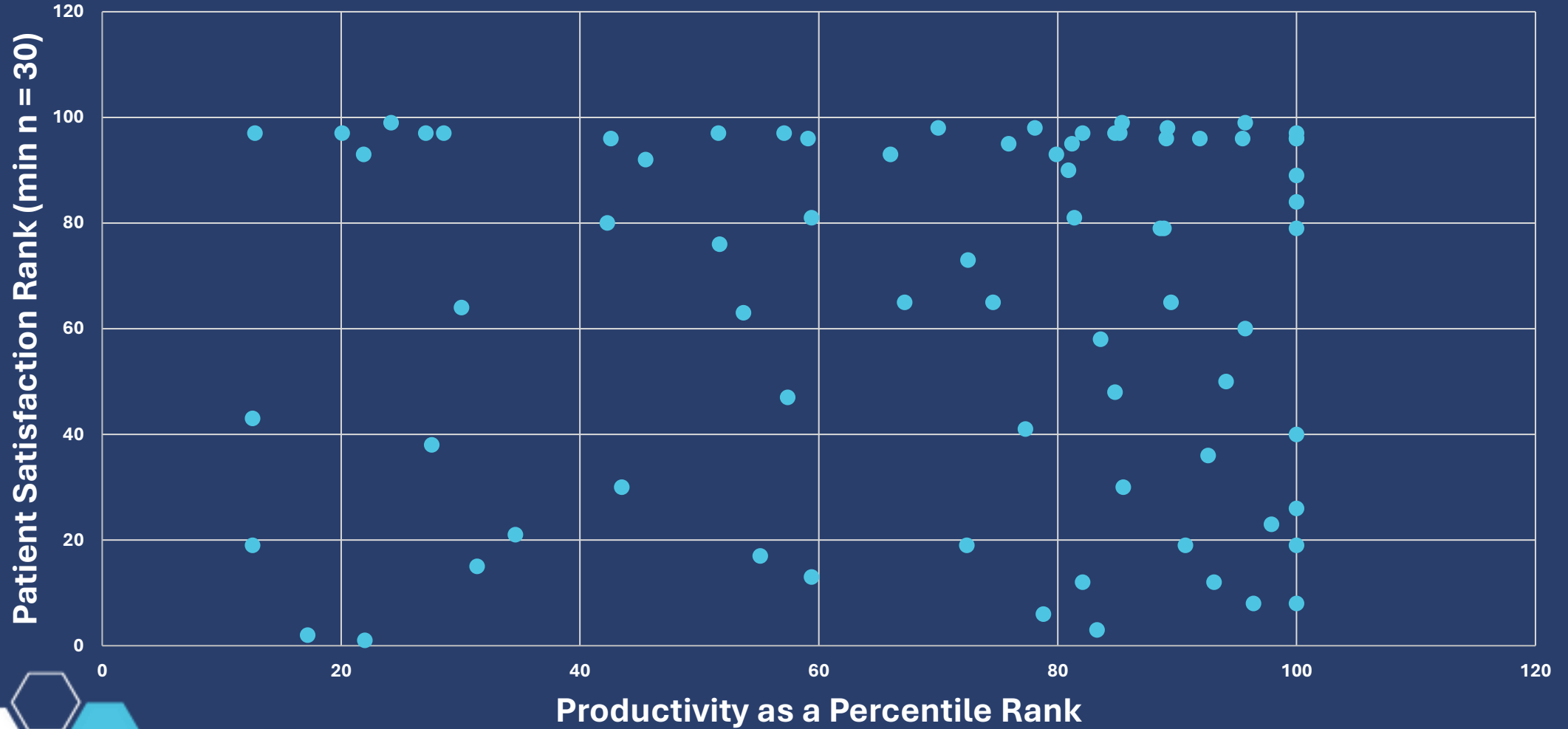
Exploration

“The data are right. I will work on it because you are making me.”

Integration

“I want to improve. Could you spend time coaching me?”

Patient Experience Rank vs Productivity



Coaching (for lower performance)

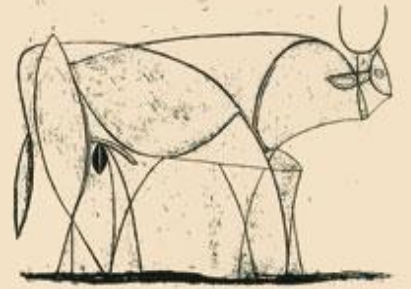
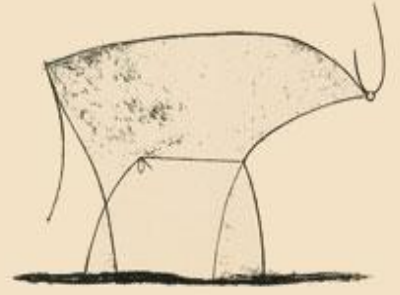
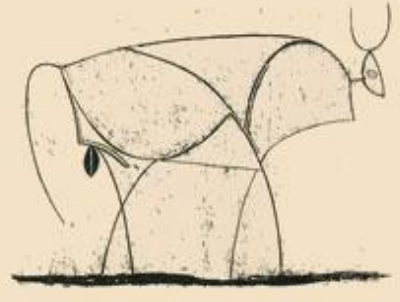
Observation of physician coach

- Video of mock interview
- 1% of compensation at risk for physicians; **\$250** for APPs for failure to complete.
- **\$2000** paid to physician coaches (4-hour expectation)
- Prize Incentive

Observational Feedback

- Provider Coaching – Executive Director, Organizational Experience





Picasso

Key Drivers of Patient Loyalty

Provider Listened Carefully



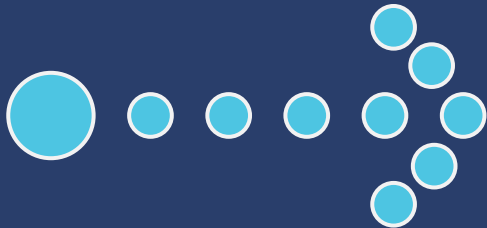
Provider Showed Respect



Provider Explained Well



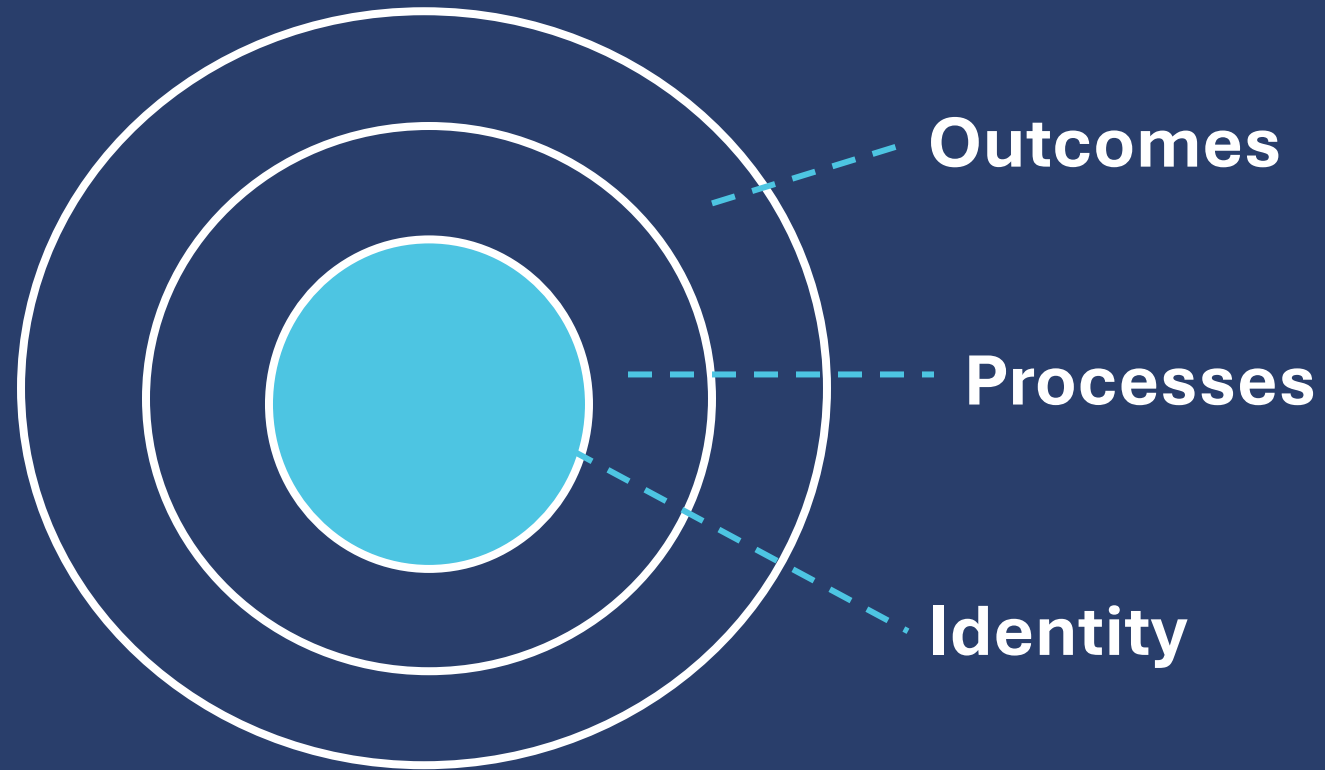
9 x



Likely to Recommend



Coaching: Awareness and Skill Sets



Coaching Framework

1. What do you want your patients say about you?
2. What are you doing at every visit to increase chances they feel that way?
3. What are the barriers that make it hard for you make that happen?
4. Does your team know this is what is important to you?



Observation Feedback

Clinic Observation Summary

Top Drivers:

- Listened carefully to me
- Explained in a way I could understand
- Gave easy to understand instruction
- Know info on medical history

Connected Behaviors

- Review notes prior to room entrance
- Sat near patient – good forward leaning posture
- Engaging patients and parents in clinical conversation
- Nod, eye contact, acknowledgments, no interruption
- Narrated and gave explanation
- Appropriate gentleness, and distraction techniques
- Empathy and compassion shown
- Educated parents
- Refer to computer / record
- Cleaned stethoscope/hands

Connection Opportunities

- Aware of speaking pace and amount of information
- Slow down exit to effectively close the encounter
- Be mindful of talking outside of door
- Use key words to summarize what was heard

Experiences
of Care

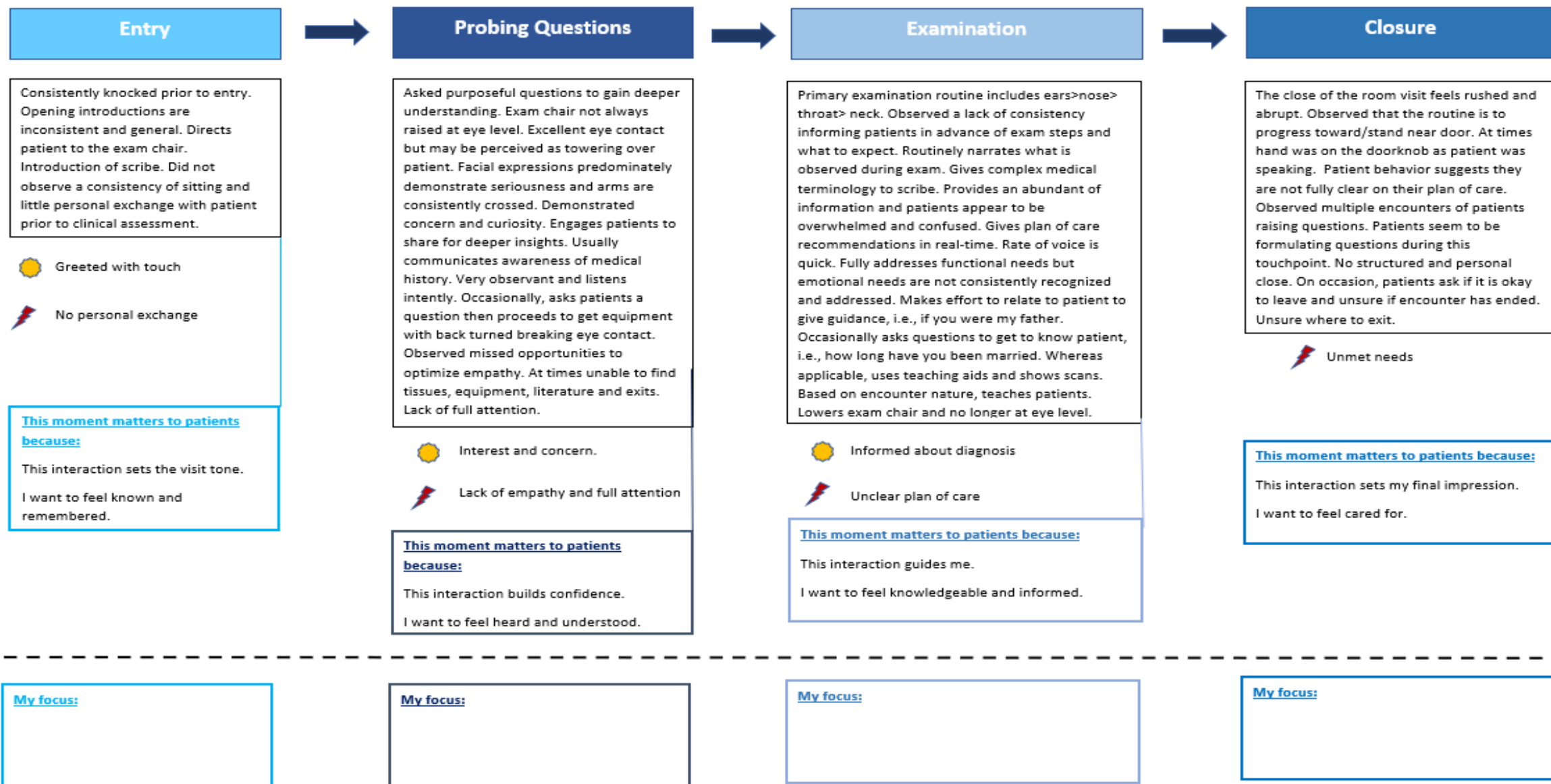
Consistency Opportunities

- Knocking
- Sitting – at times will lean on wall/exam table
- What questions/concerns/worries
- Balance the conversation
- Optimize moments to connect
- Shared decision making
- *Engage in non-clinical, personalized conversations*

Be Aware

- Frustration with non-compliant parents
- Preparation and familiarity
- Demonstrate confidence

Current Patient Journey/Experience



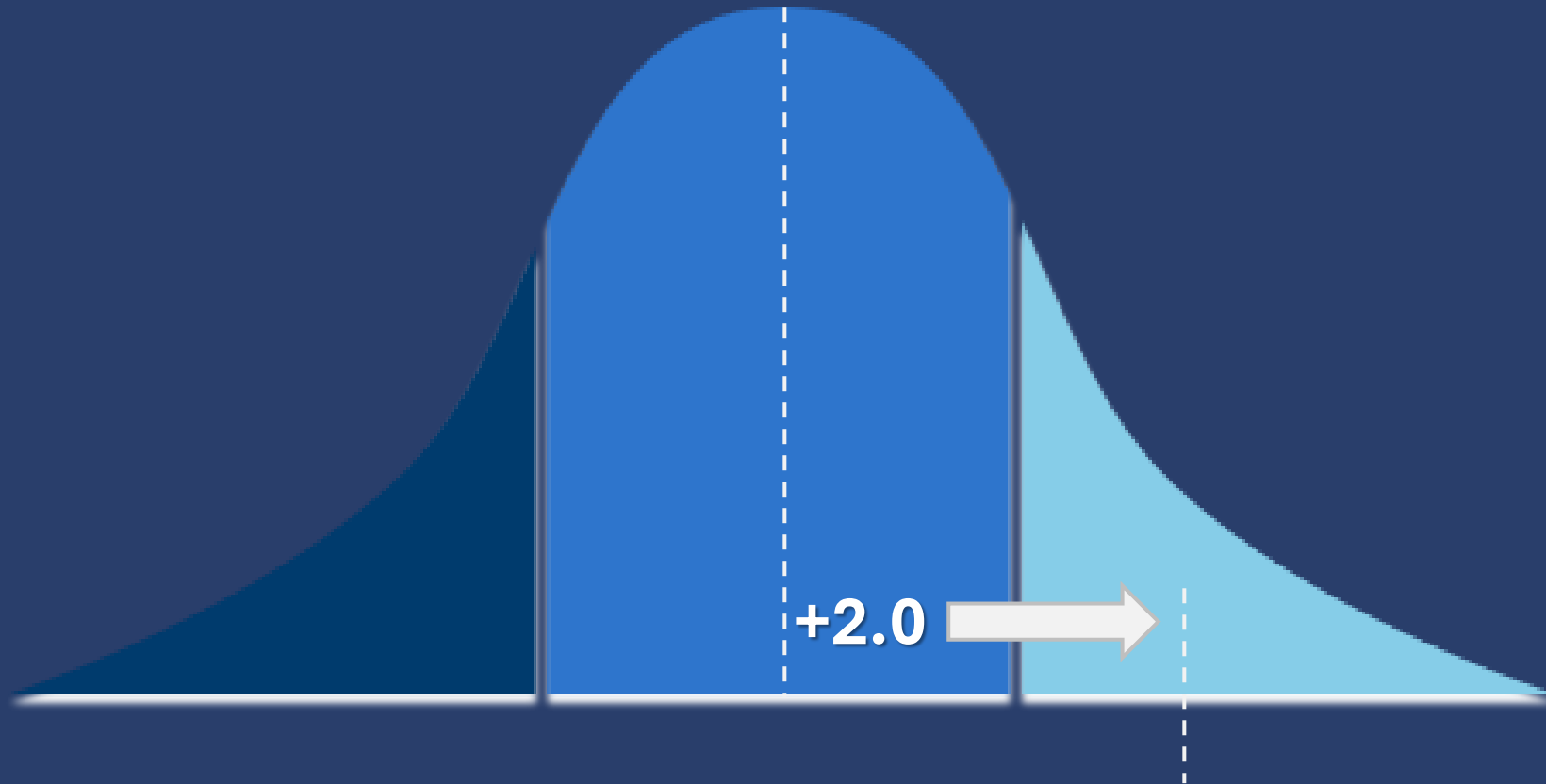
| FY24 Providers Coached | Likelihood to Recommend Percentile Rank |
|------------------------|---|
| Provider 1 | +8 |
| Provider 2 | -1 |
| Provider 3 | +3 |
| Provider 4 | +77 |
| Provider 5 | +11 |
| Provider 6 | +12 |
| Provider 7 | +1 |
| Provider 8 | 0 |



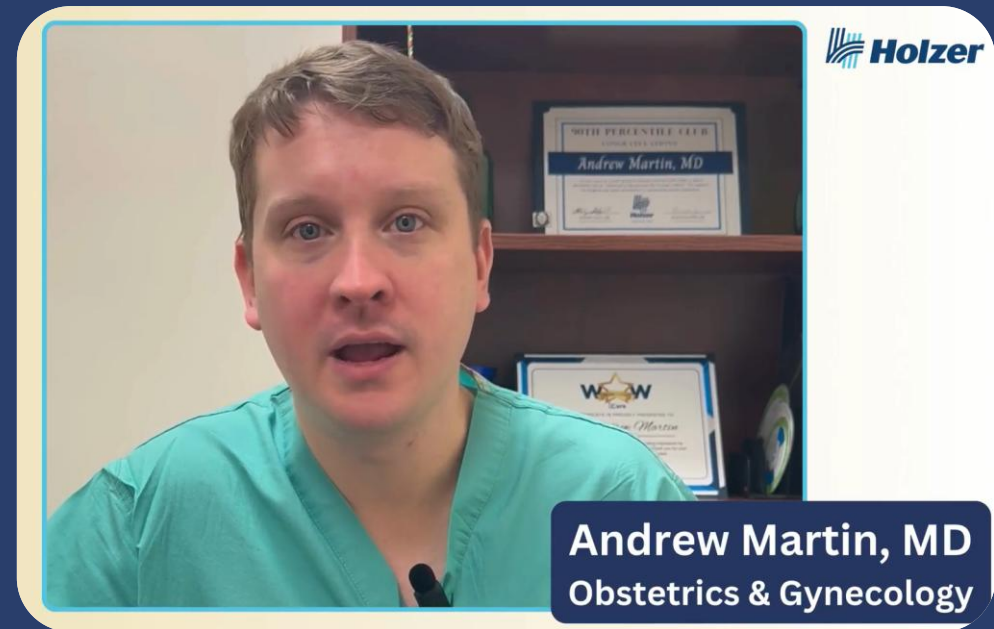
Performance

- **< 5th percentile** – 1% compensation at risk for physicians; \$250 for APPs
- **<15th percentile** – enrollment in performance improvement plan
- Performance based on calendar year results





Peer Micro-learning



Andrew Martin, MD
Obstetrics & Gynecology



Mission Moments



Daily HUDDLE

Friday, February 21, 2025

Mission Moment: Friendly Visits, Excellent Care; Every Patient, Every Time

"Dr. Barbour is not only impressively knowledgeable but also genuinely cares about her patients. She took the time to listen to my concerns and asked questions that made me feel valued and understood. She thoroughly discussed my healthcare needs and encouraged me to be an active participant in my healthcare decisions. Her ability to communicate complex medical information in relatable ways made it easy for me to understand my health better." - Point Pleasant Family Practice Patient





90th Percentile Club



90TH PERCENTILE CLUB

CONGRATULATIONS!

Jenna Barbour, MD

You are a part of a select group of providers who achieved a 90th or above percentile rank on "Likelihood to Recommend this Provider's Office". This award is to recognize your great achievement in outstanding patient experience.

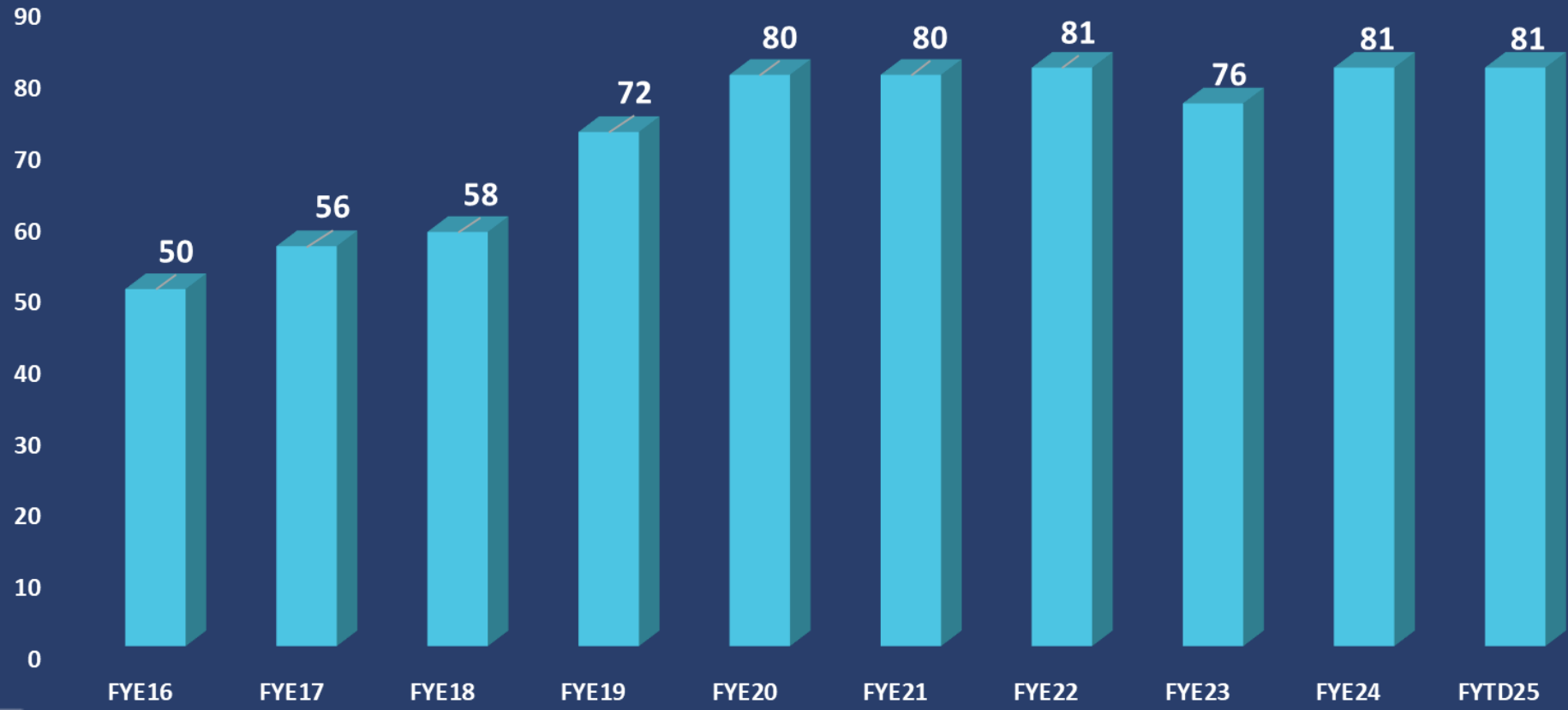
RODNEY STOUT, MD
CHIEF EXECUTIVE OFFICER



NICOLETTE JONES, MD
CHIEF MEDICAL OFFICER



Likelihood to Recommend Providers



Let's Stay In Touch

Rod and Ryan

rstout@holzer.org

rfinch@holzer.org

