Boston Children’s Hospital
Management Grand Rounds Presentation

September 11, 2105

Kevin McGeachy, MBA, FACHE
Executive Director
Cohen Children’s Medical Center

North Shore – LIJ Health System Geography

The System Today

Clinical Enterprise
- Inpatient Facilities
- Ambulatory/Outpatient
- Long Term/Home Care
- Hospice
- Joint Ventures
- Medical Transport
- Medical Group

Educational Enterprise
- GME/CME
- School of Medicine
- Elmezzi Graduate School
- Graduate School of Nursing
- Center for Learning and Innovation

Research Enterprise
- Feinstein
- Bio-Electronic Medicine
- Clinical Research Management
- Cold Spring Harbor Laboratory
- Karolinska Institute
- Health Services/Outcomes Research

Insurance Enterprise
- CareConnect
- Value-Based Purchasing
- Product Offerings
- Joint Product Offerings
- Employer Products
- Care Solutions Population Health

Community Health Enterprise
- Community Benefit
- Access and Education Programs
- Veterans’ Programs
- Children’s Programs

North Shore Ventures
- New Businesses
- Consulting
- Partnerships

Shared Services
- Management Services
- Clinical Services
- Support Services

Partnerships

North Shore – LIJ Health System Key Facts

- 19 Hospitals (6,400+ hospital & Long-term care beds)*
  - 5 Tertiary
  - 9 Community
  - 3 Specialty (Children’s & 2 Psychiatric)
  - 2 Affiliates
- 3 Skilled Nursing Facilities
- Over 400 ambulatory & Physician Practices
- Feinstein Institute
  - Staff of more than 1,500 (scientists, investigators and other employees)
  - Among top 6% of institutions receiving NIH funding
  - 2,100 Research Studies; 15,000 participants
- Urgent Care Centers, Diagnostic Imaging, Rehabilitation Network, Home Care, Clinical Laboratory, Special Needs Programs, Hospice and LTC Affiliate Network
- North Shore-LIJ CareConnect Insurance Company, Inc.
- Largest provider in the NY Metro area
- 8.0 M Population Served
- Over 4.0 million patient contacts
- 276,495 Discharges
- 27,570 Births
- 147,731 Ambulatory Surgeries
- 687,102 Emergency Visits
- 670,958 Home Care Visits
- 101,960 Ambulance Transports
- 1,500 + Residents & Fellows
  - 120 Resident and Fellowship Programs
  - 1,200 + Medical Student Rotations
- Over 10,000 Physicians
  - Over 2,750 Employed
- Over 13,000 Nurses
- Over 4,725 Volunteers
- $7.8 Billion Operating Budget
- Contributes more than $750.4 million in community benefit by offering 3,250 programs serving 2.0 million people and 27,995 health professionals
- 14th Largest Health System in U.S. (net patient revenue);
  - Largest in New York State
- 54,000+ Employees
  - LIJ’s Largest Employer
  - New York State’s Largest Private Employer
- Recipient of the 2010 National Quality Award from NQF
- Hofstra North Shore-LIJ School of Medicine
- Elmezzi Graduate School of Molecular Medicine
- Center for Learning and Innovation
- Patient Safety Institute
- Bioskills Education Center

*Does not include affiliate organizations
Source: NS-LIJ Health System At-A-Glance: June 2015
Cohen Children’s Overview

• CCMC is by volume, the largest provider of inpatient pediatric services in New York State
• One of two trauma programs in the New York metropolitan area who treat only children
• Operate the only pediatric bone marrow transplant and pediatric open heart surgery programs in Suffolk, Nassau, Queens and Brooklyn
• Robust and dedicated transfer service. Accepted over 1,400 transfers from over 70 different hospitals/health care providers in 2014
• Nationally ranked as a top Children’s Hospital by US News and World Report the past eight years. For 2015/2016, CCMC had 9 out of 10 specialties ranked in the top 50.

CCMC Key Figures and Operating Statistics

• 206 licensed beds
• Over 175 full time faculty
• 28 pediatric medical subspecialties
• 9 pediatric surgical subspecialties
• Pediatric anesthesia, radiology, pathology

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discharges - Acute</td>
<td>8,608</td>
<td>8,915</td>
<td>9,273</td>
</tr>
<tr>
<td>Discharges - Neonatal</td>
<td>1,156</td>
<td>1,186</td>
<td>1,182</td>
</tr>
<tr>
<td>Total Discharges</td>
<td>9,764</td>
<td>10,101</td>
<td>10,455</td>
</tr>
<tr>
<td>Surgical Procedures - Inpatient</td>
<td>2,567</td>
<td>2,509</td>
<td>2,845</td>
</tr>
<tr>
<td>Surgical Procedures - Outpatient</td>
<td>4,724</td>
<td>4,969</td>
<td>4,616</td>
</tr>
<tr>
<td>Outpatient Visits-Subspecialty</td>
<td>153,898</td>
<td>160,421</td>
<td>181,094</td>
</tr>
<tr>
<td>Outpatient Visits-Primary Care</td>
<td>33,512</td>
<td>39,324</td>
<td>110,276</td>
</tr>
<tr>
<td>ED Visits</td>
<td>37,449</td>
<td>40,131</td>
<td>45,401</td>
</tr>
<tr>
<td>UrgiCenter Visits</td>
<td>13,401</td>
<td>13,315</td>
<td>11,348</td>
</tr>
</tbody>
</table>
Local Market Dynamics

- No freestanding Children’s Hospital in New York State
- Highly fragmented pediatric delivery system in the metro area
  - 15 hospitals currently provide inpatient pediatric services
  - 19 hospitals have a Level II or higher neonatology unit
- 4 Level IV, 8 Level III, 7 Level II

Inpatient Pediatric Market Share

- CCMC*: 29%
- Other NSLIJ: 68%
- All Others: 3%

Neonatology Market Share

- CCMC*: 19%
- Other NSLIJ Hospitals: 7%
- All Others: 74%

Our Priorities

- Quality and Safety—our True North
- Employee Engagement as the pillar for driving results

Source: K. Kruse, “The ROI of Employee Engagement in Hospitals”, Forbes
It's about culture, stupid

Cultivating a Culture of Engagement

Leadership Engagement = Front Line Staff Engagement
Cultivating a Culture of Engagement with Leadership

Our 3 Key Drivers
- Communication
- Involvement in Decision Making
- Recognition

Leadership Engagement

Cultivating a Culture of Engagement with Front Line Staff

Our 3 Key Drivers
- Communication
- Involvement in Decision Making
- Recognition

Front Line Staff Engagement
Cultivating a Culture of Engagement

Where the culture of engagement begins

Leadership Engagement

Front Line Staff Engagement

Keys to Sustainability

• Allow your Leaders to Develop their Strategies
  • They know their People

• Provide the Tools to your Leaders
  • Quarterly Engagement Courses
  • Opportunity to Review Engagement Plans and tweak if necessary

• Don't Try to Recreate the Wheel
  • Share Best Practices

• Make Work Fun……while keeping everyone focused
  • Quarterly Engagement Events
  • Employee Driven Newsletter

• Accountability for Results
Our Results

### Yearly Engagement Score

<table>
<thead>
<tr>
<th>Year</th>
<th>Engagement Score</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014*</td>
<td>4.29</td>
<td>85th</td>
</tr>
<tr>
<td>2012*</td>
<td>4.11</td>
<td>45th</td>
</tr>
</tbody>
</table>

### Work Unit Breakdown

<table>
<thead>
<tr>
<th>Tier</th>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014*</td>
<td>49%</td>
<td>41%</td>
<td>10%</td>
</tr>
<tr>
<td>2012*</td>
<td>29%</td>
<td>46%</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Most Improved Items

- Sr. mgmt. communicates news
- Clear job responsibilities
- Climate of trust within work unit

### High Performing Items

- Climate of trust within work unit
- Survey used to make improvements
- Work unit collaboration

---

9. There is a climate of trust within my work unit. EMP 4.01 9% +.29 +.22
34. Information from this survey will be used to make improvements. ORG 3.87 9% +.21 +.19
1. My work unit works well together. EMP 4.33 6% +.18 +.20
32. I get the training I need to do a good job. ORG 4.22 4% +.18 +.22
3. Different work units work well together in this hospital/facility/physician practice. ORG 3.87 7% +.17 +.16
Reliability from the Patient & Family’s Perspective

1. Keep me safe
2. Heal me
3. Be nice to me

...in this order...

3 Types of Accountability...

- Individual (Intrinsic)
- Peer (200%)
- Leaders (Vertical)

Optimal Accountability
CCMC SAFETY CULTURE JOURNEY

Serious Safety Event Rate
December 2011-July 2015

---

Notable Patient Safety Achievements in 2015

- The Hematology/Oncology unit had 341 CLABSI-free days
- NICU and PICU have been VAP-free for 555 days and counting
- Cohen achieved 756 CAUTI-free days
- Cohen has gone 699 days and counting without a fall (moderate or major injury)
- Cohen has gone 299 days without an adverse drug event causing harm requiring intervention
Cohen’s Model for Safety

- Data transparency and sharing
- Leadership engagement at all levels
- Error-prevention methodology and reliable use of process bundles
- Just culture
- Continuous improvement
- Situational mindfulness
- Small tests of change lead to big results

Next Steps in our Journey

Pediatric HCAHPS is on the horizon............

How do we use our quality and engagement platform efforts to improve HCAHPS scores and drive patient loyalty?
North Shore LIJ Health System’s
Patient Experience Journey:
Creating an Innovative Culture to Deliver
World Class Care

Sven Gierlinger, Chief Experience Officer

A patient story...
“Consumerism Has Arrived”

New to health care and thereby requires new thinking, new culture and new practice. Must recognize we are now in the customer service business.

- We are in competition for the customers’ attention and satisfaction
- It is more than traditional patients – it is a technologically empowered new generation of customers
- Requires improved access, response times, follow-up and short- and long-term relationships
- Requires new delivery mechanisms, new distribution locations, new staff education, new leadership philosophy, new communication tools, etc.
- What they want versus what we provide

Source: Michael Dowling
Presentation at Senior Leadership retreat
Sagamore: July 10-12, 2013

Definition of Customer

cus-tom-er

noun

1. A person or organization that buys goods or services from a store or business.
2. A person or thing of a specified kind that one has to deal with.
Word of Mouth

A satisfied patient tells 3 people about the positive experience.

A dissatisfied patient tells up to 25 people about the negative experience.


Complaints

For every patient that complains, 20 other dissatisfied patients don’t complain.

Of those dissatisfied patients that don’t complain only 1 in 10 will return.

System Level HCAHPS Survey Data 2010 – Sept 2014

- Similar trend to LTR with lower %ile ranks
- Similar trend with PG data with exception of 2014, generally 6-10 %ile points higher

Data from HCAHPS surveys ‘Global Rating’ top box percentages; benchmarked against ‘All PG DB’; discharge date 1/1/2010 – 9/30/2014; report run on 11/21/2014.

“People-izing” the Data
HCAHPS - Inpatient

71 out of 100 of our patients tell us “definitely yes” they would recommend this hospital to their friends and family

How do we make every moment matter, with every patient, every time so that 100% of our patients will definitely recommend us......
Why is Patient Experience more than just “The right thing to do”

- **Reputation/Marketing:**
  - Patient loyalty increases referrals and repeat visits

- **Correlation between Experience and Outcomes:**
  - Quality scores for hospitals in highest HCAHPS quartile 2 to 4 percentage points higher than those in lowest quartile (Jha AK, et al., Patients’ Perceptions of Hospital Care in the US, New England Journal of Medicine, 2008. 359: 1929-31)
  - Research indicates that better patient care experiences are associated with higher levels of adherence to recommended prevention and treatment processes, better clinical outcomes, better patient safety within hospitals, and less health care utilization. (Anhang Price et al., "Examining the role of patient experience surveys in measuring health care quality", Medical Care Research and Review, 71(5), 522-554).

- **Financial Impact:**
  - Malpractice Rates: One-point drop in survey scores equals 21.7% rise in risk of a malpractice suit. (Fulham F et al., "The Use of Patient Satisfaction Surveys and Alternative Coding Procedures to Prevent Malpractice Risk", Medical Care, May 2009, 47(5) 553-9 Medical Group Strategy Council interviews and analysis.)
  - Pay for Performance – Dollars at risk based on patient experience performance:
    - CMS Value Based Purchasing (patient experience portion): over 5 M at risk annually for NSLIJHS
    - Commercial contracts tied to patient experience metrics: over 6 M at risk annually for NSLIJHS

---

**Value Based Purchasing Program**

The Total Performance Score is determined by the weighting assigned to each domain (FY2017 impact)

**HCAHPS**
1. Nurse Communication
2. Doctor Communication
3. Hospital Staff Responsiveness
4. Pain Management
5. Medication Communication
6. Hospital Cleanliness & Quietness
7. Discharge Information
8. Overall Hospital Rating

**Clinical Process of Care Measures**
- AMI: Acute Myocardial Infarction
- CHF: Congestive Heart Failure
- COPD: Chronic Obstructive Pulmonary Disease
- HOM: Home Oxygen Management

**Outcome Measures**
- Mortality
- Readmission
- Length of Stay

**Efficiency Measure**
- Medicare Spending per Beneficiary Measure

NSLIJ: North Shore–LIJ Health System

* New Measure impacting FY2017
WHY SHOULD WE CARE?

Our Goal:
- It’s the right thing to do
- Voice of the patient
- Impacts our reputation
- Health system financials
- It’s the right thing to do

North Shore-LIJ Patient Experience Strategy
### North Shore-LIJ Health System – Customer Experience Targets

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>60th Percentile*</td>
<td>60th Percentile*</td>
<td>75th Percentile*</td>
<td>82nd Percentile*</td>
<td>87th Percentile*</td>
<td>90th Percentile*</td>
</tr>
</tbody>
</table>

*HCAHPS Inpatient Likelihood to Recommend – Top Box %
Press Ganey ED Likelihood to Recommend
Press Ganey Likelihood to Recommend Practice/Site

### Patient/Customer Experience Strategic Objectives

1. Develop a service centric culture—putting the expressed and unexpressed needs of our patients and customers first.

2. Identify processes with high impact on the patient/customer experience and hardwire best practices to drive sustainable improvement.

3. Create a hospitality and healing focused environment that instills wellbeing for all.

4. Develop an accountability focused organizational structure and support system for patient and customer experience across the enterprise.
Madison Square Garden Leadership Rally: Launched Culture Transformation Journey
OUR BEHAVIORAL EXPECTATIONS

• **Customer Focused** — Always anticipates and exceeds the expressed and unexpressed needs of others. Builds strong relationships and delivers customer-centric solutions.

• **Teamwork** — Inspires one another to work together to achieve organizational goals. Creates a feeling of belonging and strong team morale.

• **Execution** — Demonstrates expertise in role. Takes ownership and accountability of work. Makes well-informed and balanced decisions in order to efficiently handle deadlines and achieve excellence.

• **Enable Change** — Adapts to shifting organizational needs. Seeks opportunities to champion new processes and ideas. Anticipates and responds to change to improve work outcomes.

• **Organizational Awareness** — Recognizes and works to achieve business goals. Understands complexities of the organization and works to overcome obstacles.

• **Develop Self** — Takes action to increase knowledge and skills. Embraces challenging assignments. Seeks learning opportunities.

---

**Service Standards and Behavioral Expectations...The Cycle**

- Best Practice
- Feedback Aggregation & Validation with HR
- Model Development – Project Team
- Enterprise-wide Focus Groups Conducted
- Focus Group Methodology & Train-the-Trainer

---

North Shore LIJ
Refreshing the Behavioral Expectations...
Best Practice

Created Experience Behavioral Expectations

Communication Framework Acronym

Customer Focus

- Am welcoming, kind, courteous, and caring in all my interactions.
- Show, greet, and make eye contact with others, when appropriate.
- Freely check-in, provide updates, and make time to answer customers’ questions.
- Am empathetic to others and listen with an open mind.
- Am respectful of cultural diversity and individual preferences.
- Take ownership responding and resolving concerns and complaints.
- Take pride in my appearance, my work environment, and everyone (North Shore LIJ).
Service Recovery: L.A.S.T.

**Listen**: Pay attention, make eye contact, and listen to the patient/customer.

**Apologize**: “I apologize.” “I’m sorry that happened to you.”

**Solve**: Propose a solution, or find an alternative.

**Thank**: “Thank you for bringing this to my attention.”

Established Patient Experience Learning Plan
A CASCADING APPROACH

Executive Leaders

Culture Leader

Facilitators

Leaders

Employees

Physicians

Executive Leader Workshops
A CULTURE OF C.A.R.E

- Connectedness
- Awareness
- Respect
- Empathy

- Mandatory for all 55,000 employees launched at the end of August
- Leaders go through it first
- 2 hour interactive sessions
- In groups of 25 (or less)

Collaboration with Key Stakeholders

2015 Nursing Leadership retreat theme:
“Reigniting the passion – I own the customer experience”
Transparency of MD patient satisfaction scores & comments

WE ALL MATTER
Every ROLE matters
Every PERSON matters
Every MOMENT matters
Becoming the Most Customer-Centric Healthcare Organization in the US

How North Shore-LIJ got to the 90th Percentile in Patient Satisfaction & Workforce Engagement

Published 2013