

## Improving Patient Experience

### **East Boston Neighborhood Health Center**

Anita Morris, FNP-BC, Senior Vice President of Clinical Services

Peter Smith, MD, Lead, Physician for Care Management

Adela Amador, RN, Clinical Coordinator for Care Management

Session 2C

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MacColl Institute at  
Group Health Cooperative

# The East Boston Neighborhood Health Center SNMHI Team

- Anita Morris, FNP-BC, Senior Vice President of Clinical Services for EBNHC, Team Leader for SNMHI
- Jody Reifenberger, PA-C, Team Anchor for CDEM (Chronic Disease Education and Management Department), Co-Team Leader SNMHI
- Peter Smith, MD, Lead Physician for Care Management, Physician Champion for SNMHI
- Adela Amador, RN, Clinical Coordinator for Care Management, Team Member for SNMHI

# About East Boston Neighborhood Health Center

- FQHC in East Boston, Massachusetts
- Approximately 250,000 annual patient visits; 55,000 patients
- Chelsea, Revere, East Boston, and Winthrop
- 50% of patients are served better in a language other than English
  - Spanish, Portuguese, Arabic and Italian

# Improving Patient Experience Goals

- Look for ways of improving the quality and quantity of feedback
- Organize our many mechanisms for patient feedback
- Improve our ability to track and trend this data and utilize it as we plan future clinical programs.

# Mechanisms for Receiving Feedback

- Many mechanisms in place
  - Patient surveys
  - Sampling tools
  - Comment cards
  - Complaints/resolutions processes
  - Focus groups with targeted populations
  - Patient walk-throughs
  - Patient Care Committee of our Board of Directors

# Information on the Patient Experience

- Surveys
  - Internal
  - External
    - HRSA Primary Care Interview (22 people)
    - NHP survey
    - BPHC survey
    - Future: Medical Home questions
    - MHQP (clinical indicators not patient satisfaction)
  - Samplings
- Narratives
  - Patient Experience walk-throughs
  - Comment cards
  - Patient Issues (formal and informal)
  - AOC calls
  - Patient Care Committee
  - Consumer Advisory Boards
    - ESP
    - SCO
    - Project Shine
- Dashboard – Key Performance Indicators
  - Call capture rate
  - 3rd next available
  - Transfer of medical record tracking

# Surveying Patient Experience

## Annual Survey

- Revising and updating our annual patient survey
  - Simplify
  - On-line version
- Increase responses by utilizing health center volunteers to assist patients in completing the survey

## Patient Walk-throughs

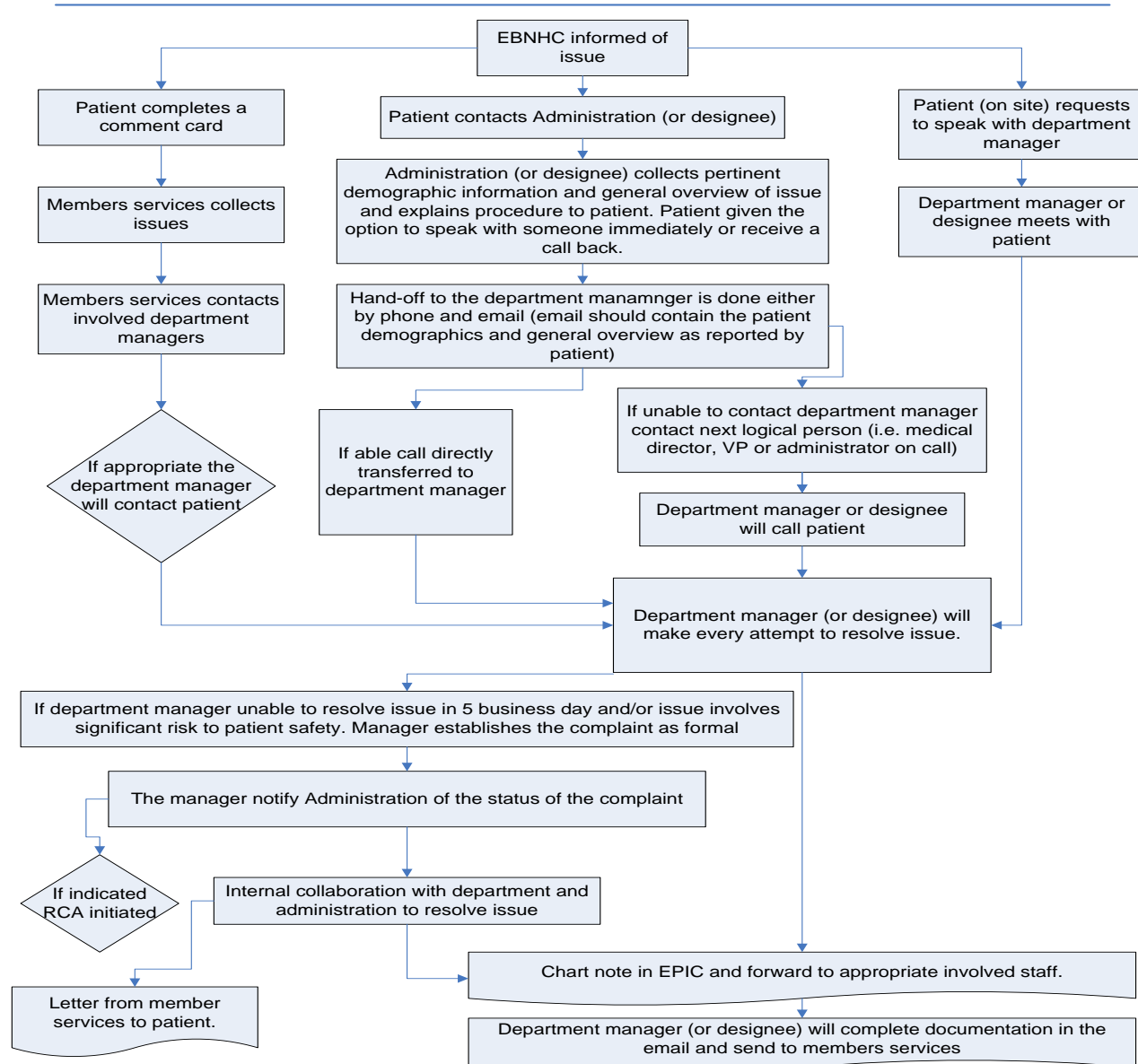
- Increase the number of patient walk-throughs completed by the Patient Experience Committee
  - Walk-throughs require a significant investment of time and resources

# Patient Issues Policy

- Revised and updated our Patient Issues policy
  - Simplified the process for documenting and responding to patient complaints or other issues
- We encourage reporting of all patient issues, including those that are easily resolved
- We try to make reporting and resolving of patient issues as simple as possible



## Patient Issues Resolution Addendum to Policy



# Letter to Patients

- Date
- Patient Name
- Patient Street Address
- Patient Town, State, Zip
- Dear \_\_\_\_\_,
- I appreciate having had the opportunity to speak with you on \_\_\_\_\_ about your experience in \_\_\_\_\_ at the health center.
- Based on our discussion I took the following actions:
- I conferred with the \_\_\_\_\_ (Title), \_\_\_\_\_, .....
- (If applicable) I also conferred with the \_\_\_\_\_ about the same.
- After careful review of your complaint, the following steps were taken:
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- I do wish to take this opportunity to apologize to you for the ..... (choose from inconvenience or frustration) that you experienced (re-state experience).
- If I can be of any further help to you please do not hesitate to call me at 617-568-\_\_\_\_\_. We welcome your feedback, positive and negative, as it helps us in our continuous efforts to provide our patients the very best care possible.
- Sincerely,
- Name
- Title

# Data on Improved Patient Experience

- Reported issues rose
- Database simplified to capture documentation
- Trends emerging from review of patient issues

# Impact on the Patient Experience

- NP/PA role
  - FAQ describing the role for front line staff and patients
- Confusion over forms
  - Working to streamline types of forms, best way to process forms, etc.
  - Immediately instituted a mechanism for patients to identify a proxy to pick up forms on their behalf

# FAQ: NPs and PAs

- NPs and PAs are state licensed healthcare providers with advanced education and clinical experience. They provide a wide range of healthcare services, including diagnosis and management of urgent, routine and chronic health issues for all ages. Some are also licensed to provide OB and prenatal care.
- They can write prescriptions, order tests, and make referrals.
- NPs and PAs maintain a close working relationship with your health care team.

# Lessons Learned

- Feedback from patients is extremely varied; a simple and streamlined approach to collating all the feedback information is necessary.
- Departmental leadership is paramount to the successful implementation of an approach to illicit and monitor all forms of patient feedback.
- Some very useful forms of patient feedback, such as the patient walk-throughs, are very labor intensive. This has limited our ability to complete a significant number of walk-throughs.

# Recommendations to Other Sites

- Creating a master list of all forms of patient feedback underscored the large variety of forms in which feedback can come.
- A simple process for documenting patient issues has lowered the threshold for reporting any and all issues.
  - We hope this simplification will increase the volume of feedback allowing us to translate this feedback into system-wide improvements in our clinical services.

# Next Steps

- We plan to dedicate a quarterly meeting of the Clinical Administrative Directors to a review of all patient feedback in an effort to identify patterns and trends. This data will be used to help evaluate and improve our clinical services.
- We continue to look for sustainable ways to complete more patient walk-throughs.



# Contact Information



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