



**ZUCKERBERG
SAN FRANCISCO GENERAL**
Hospital and Trauma Center

Improving the Patient Experience

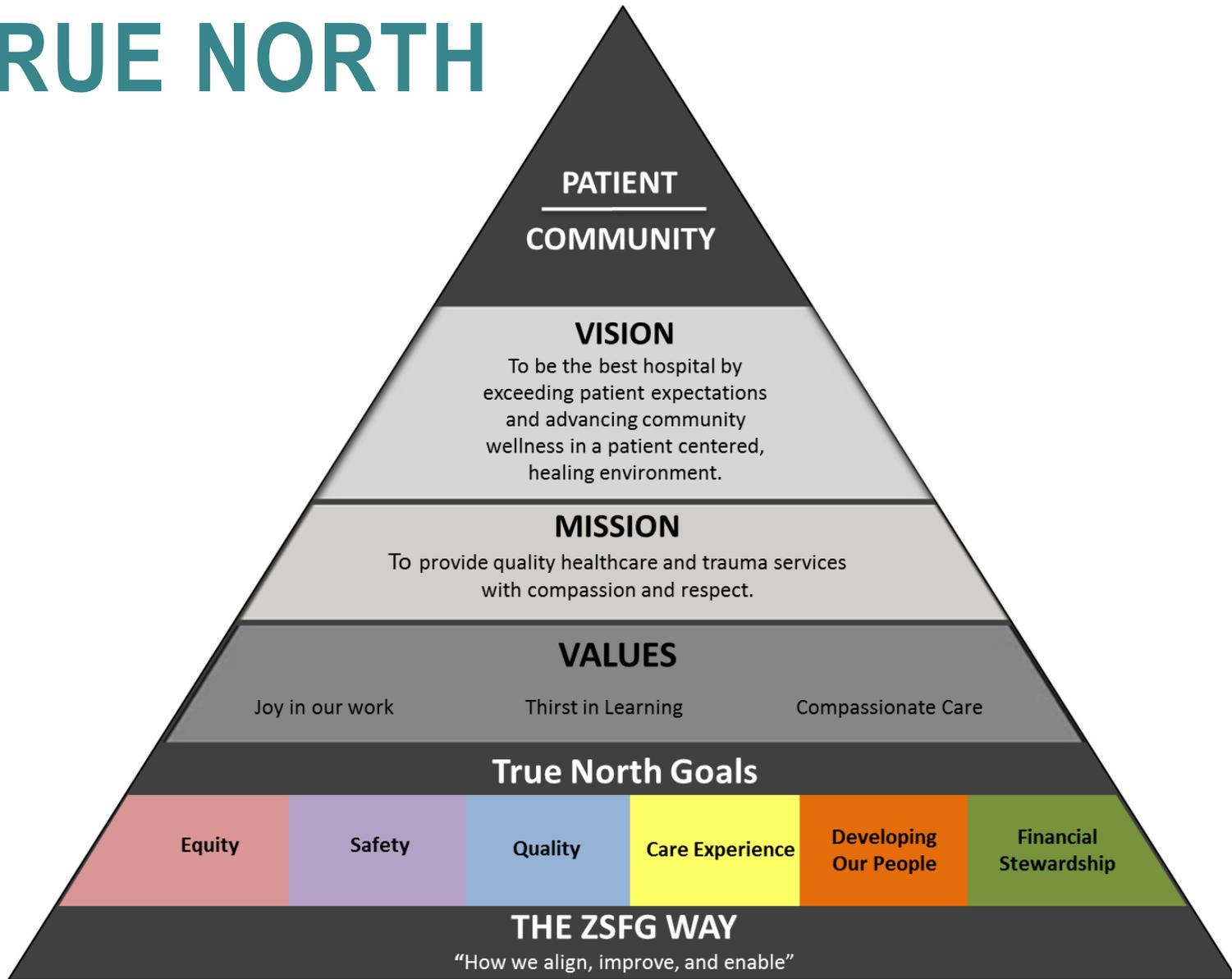
A Data Driven Approach

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**San Francisco Department
of Public Health**

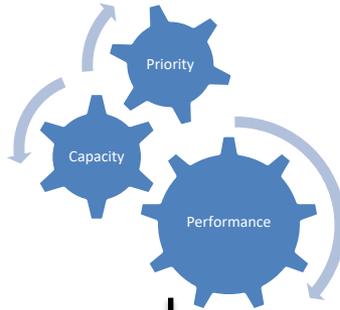
TRUE NORTH



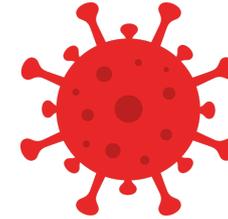
CARE EXPERIENCE JOURNEY



FOCUS
Improvement driven by first and lasting impressions



TARGETED INITIATIVES
Improved data solutions to support strategic solutions



DATA DRIVEN IMPROVEMENTS
Data driven efforts aligned with True North metric

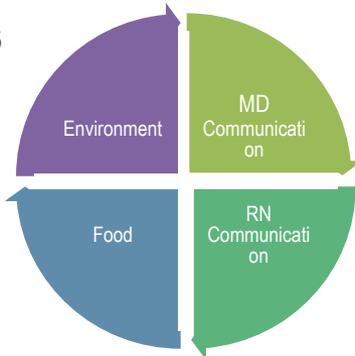
2017

2019

2021

2016

STRUCTURE
ICARE ZSFG's Caring Framework Developed



2018

ALIGNMENT
Leveraging daily management system to drive dept. level improvement work

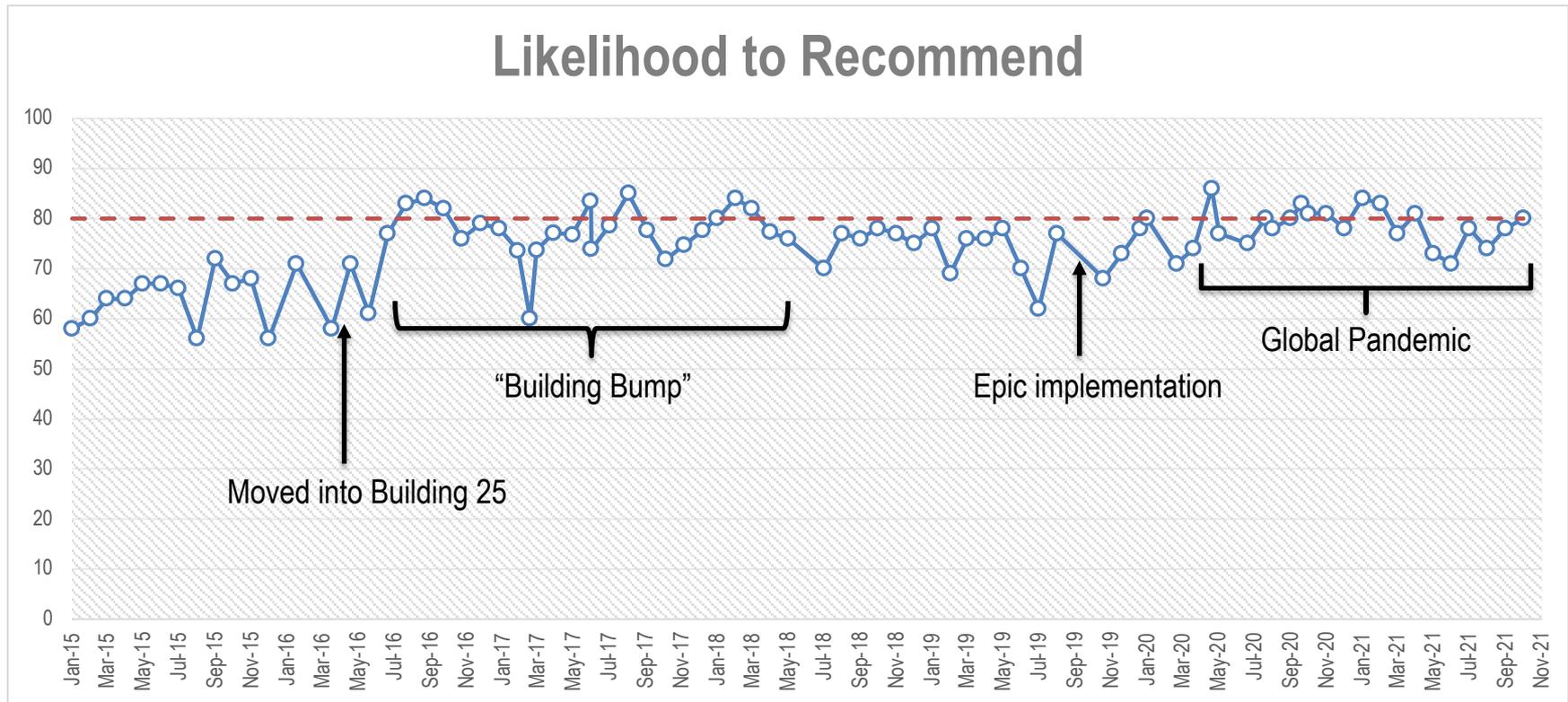


2020

GLOBAL PANDEMIC
COVID-19 response



True North Outcome Metric (HCAHPS)



2015 Avg = 64%

2016 Avg = 73%

2017 Avg = 77%

2018 Avg = 77%

2019 Avg = 73%

2020 Avg = 78%

2021 Avg = 78%

Reliable and Actionable Data



- Data limitations: Response rate is low (2020)

Sampled	Undeliverable	Returned	Response Rate	Avg Rate
11,520	2,541	1,161	10%	28%



- Dissemination methodology is not favorable for our patient population.
- Literacy level and language diversity limitations.

Diverse Sources of Patient Voice

- In the absence of reliable HCAHPS data, we have assessed the patient experience from other data sources:
 - Grievances – average of 207/year
 - Service recovery via eVideon (via inpatient TV system) – approximately 1,200 responses/year
 - Patient Advisors – 8 advisors

Real-time Survey

- Timely, targeted data with real-time feedback



Real-time Survey Locations

- Available in the following areas::
 1. Primary Care (since 2020)
 2. Specialty Care (since 2020)
 3. Emergency Department
 4. Rehabilitation Services
 5. Cath Lab
 6. Endoscopy
 7. PACU
 8. Imaging

Key Features to Elicit Feedback

1. Automated patient outreach via 3 modes:



2. Survey available in 3 threshold languages
English Spanish Chinese
3. Builds familiarity via custom caller ID and email subject line.

Asking the Right Questions

- The right topics
- The right wording
- Consistency in response scale
- Moderate length
- Example Questions

Respect for Patient Preferences	Did the care providers spend enough time with you?	Did the care providers spend enough time with your child?	No Yes, somewhat Yes, mostly Yes, definitely
Emotional Support	Did you trust the care providers with your care?	Did you trust the care providers with your child's care?	No Yes, somewhat Yes, mostly Yes, definitely

Net Promoter Score (NPS)

- NPS is a singular metric
- Focus shifted from satisfaction to loyalty

Promoters (9 or 10)

Promoters are loyal and enthusiastic. Likely to remain over time, refer to others, and generally more pleasant to interact with.

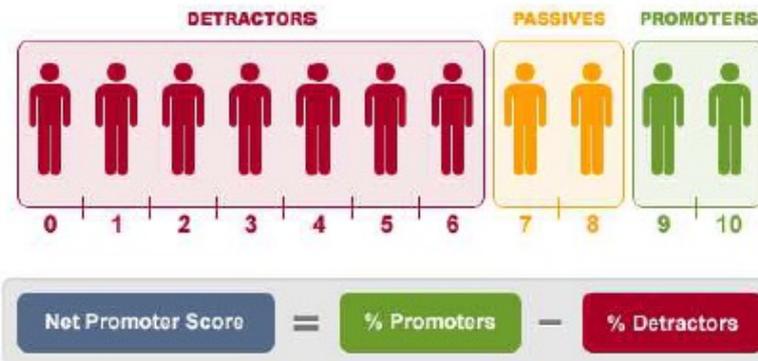
Passives (7 or 8)

This group is satisfied—for now. Their likelihood for repeat visits or referrals to others is lower than that of promoters. They may defect to competition.

Detractors (0 to 6)

Detractors are unhappy. Accounting for majority of negative word-of-mouth, they have high rates of defection. Their criticisms diminish a company's reputation.

An NPS is calculated by subtracting % detractors from % promoters.



Qualitative Data

- “*What else would you like to say about your experience?*”
- Comments are coded by:
 - Accountable entity: “Who should know” or “Who should be accountable for taking action”
 - Action: “What does it pertain to”
- Correlation to NPS
- Service alerts

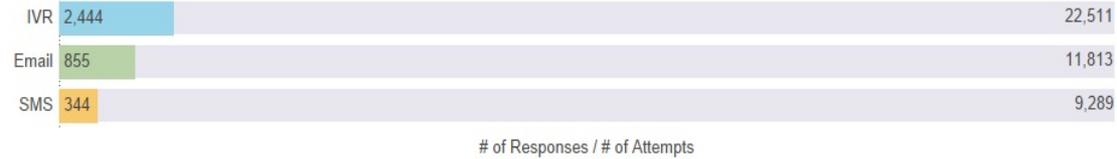


Response Rate Overview (for all 6 areas)

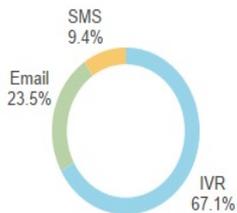
RESPONSE RATE: 22.4%



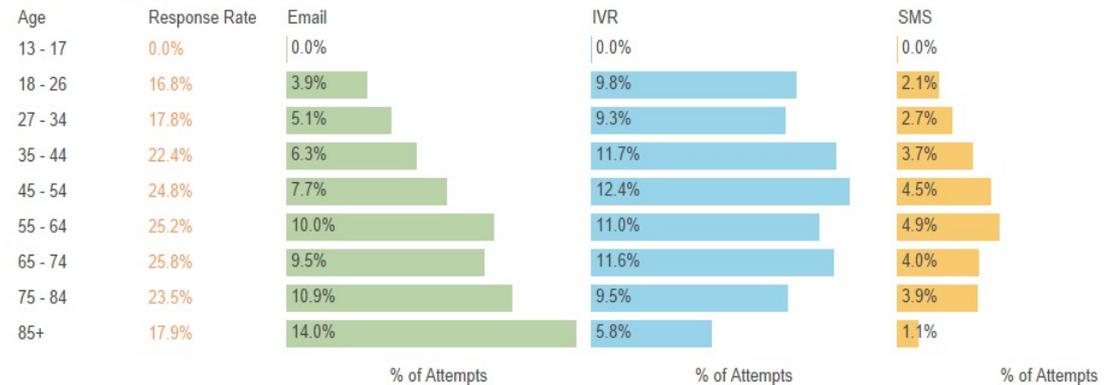
MODE PERFORMANCE



% OF TOTAL RESPONSES

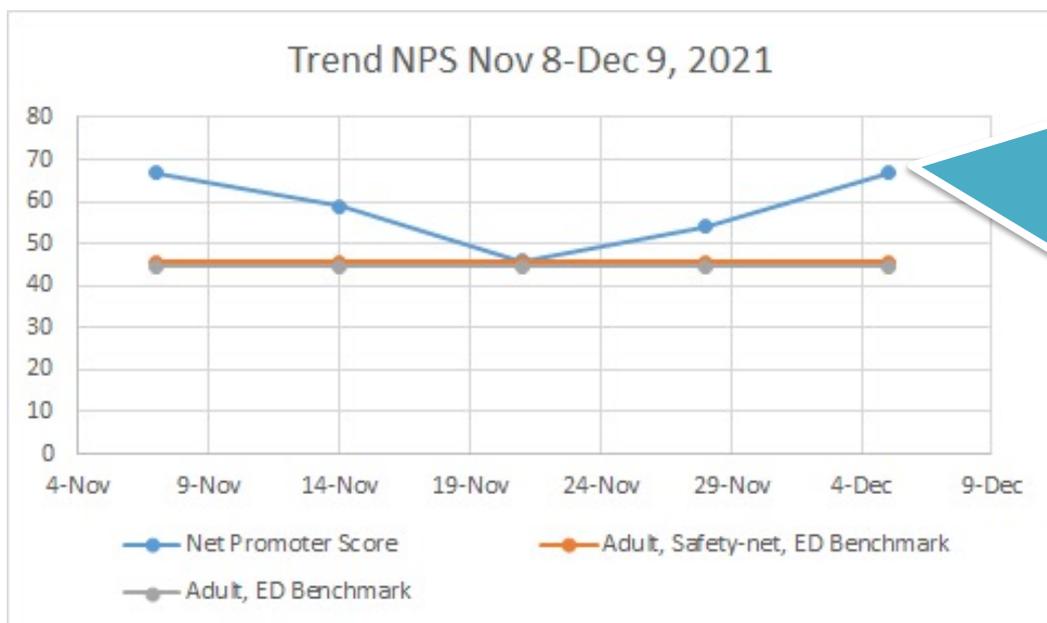


AGE GROUP BREAKDOWN



Emergency Medicine

- Net Promoter Score (NPS) + 56.1 Benchmark +45.6 (Adult, Safety-Net Eds)



I am very grateful for the care my husband and I received. Everyone was kind and helpful. Please pass along our thanks!

Excellent care. Both nurses and doctors were very professional, very kind, and compassionate.

Next Steps

1. Identify root causes and prioritize efforts
2. Act upon emerging trends
3. Perform service recovery