Improving Patient Satisfaction Results: The Radiology Journey

The Entire Radiology Team

**Introduction:**
- Radiology began to focus on improving patient satisfaction scores at the beginning of FY11.
- An organizational goal of achieving the 40th percentile was announced at that time

**Aims of the Initiative:**
- Identify, analyze and address obstacles to superior patient satisfaction results
- Demonstrate 1% improvement in patient satisfaction results

**Situation Analysis:**
- Results not reviewed regularly
- Results fluctuated monthly
- Employees not held accountable to achieving improvements in results

**Methods:**
- Implemented Patient Satisfaction Committee including frontline employees and managers
- Committee reviewed results of Press Ganey Scores and established baseline (Jan 10 – Jun 10)
- Questions selected that could be directly impacted on employees
- Goal to improve results by 1% set
- Goals distributed to all employees and announced that goals would be incorporated in FY11 employee evaluations

**Solution Development FY11:**
- Continued Town Hall Meetings
- Refreshed AIDET training
- Implemented
  - Employee identification badges
  - Monitoring of patient delays in EPIC
  - Scripts for informing patients about delays
  - Scripts for telephone greetings
  - Pagers for family members of patients undergoing long procedures
  - Radiology Communication Boards
  - Employee Suggestion Boxes
- Conducted internal patient surveys using Press Ganey questions

**FY11 Results:**

<table>
<thead>
<tr>
<th>Press Ganey Question</th>
<th>FY11 Goal</th>
<th>FY11 Score</th>
<th>FY11 Evaluation Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helpfulness of the person at the registration desk</td>
<td>92.1</td>
<td>90.3</td>
<td>1</td>
</tr>
<tr>
<td>Degree to which you were informed about delays</td>
<td>83.1</td>
<td>79.9</td>
<td>1</td>
</tr>
<tr>
<td>Friendliness/Courtesy of staff</td>
<td>94.5</td>
<td>93.4</td>
<td>1</td>
</tr>
<tr>
<td>Courtesy of X-ray technologist</td>
<td>92.6</td>
<td>94.6</td>
<td>5</td>
</tr>
<tr>
<td>Staff's concern for your comfort</td>
<td>91.7</td>
<td>91.4</td>
<td>2</td>
</tr>
<tr>
<td>Explanation from the staff about what would happen</td>
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<td>91.3</td>
<td>3</td>
</tr>
<tr>
<td>Cleanliness of facility</td>
<td>90.0</td>
<td>89.8</td>
<td>2</td>
</tr>
<tr>
<td>Overall rating of care received during your visit</td>
<td>92.4</td>
<td>91.2</td>
<td>1</td>
</tr>
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**Solution Development FY12:**
- Enhanced Town Hall Meetings
- Began use of multi-media format
- Included frontline staff as presenters
- Developed themes for meeting content
- Made meetings more interactive
- Established Employee Business Card Program
- Provided feedback mechanism for patients
- Positive feedback used as source of content for thank you notes to employees and other employee recognition opportunities
- Negative feedback provided opportunity for improvement and service recovery with patients
- Reinforced use of key words for comfort and explanation
- Conducted management rounding with patients and employees

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**Conclusion:**
- Improving Press Ganey Scores takes:
  - A team approach
  - Time
  - Effort
  - Consistent communication of current results
  - Consistent reinforcement of initiatives
  - Creative thinking
  - Implementing employee suggestions when possible fosters a sense of ownership of the team
  - Driving accountability through inclusion of goals on employee evaluations facilitates improvements in scores
- Even with a focused approach success was not achieved for all metrics (Informed About Delays)