

Measuring the Patient, Employee and Physician Experience

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OHA Conference on the Excellent Care for All Act –
Implications for your Organization's Quality Agenda.
Toronto, 15 October 2010

Key issues

- 1. Holistic QI**
- 2. Using models**
- 3. Successful surveys**
- 4. Taking action**

Bill 46 survey requirements

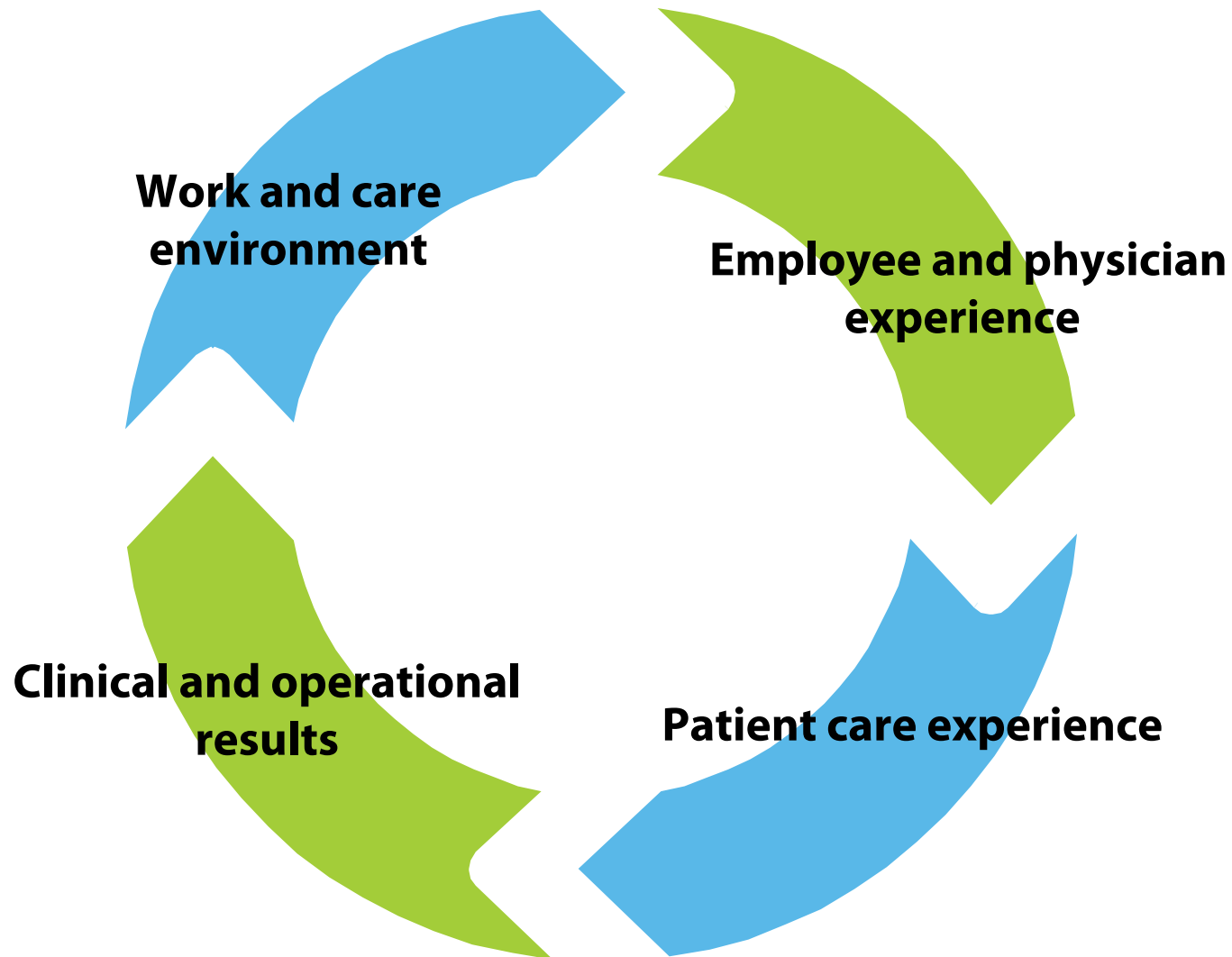
The purpose of surveys

Patient survey: "...to collect information concerning satisfaction with the services provided by a health care organization."

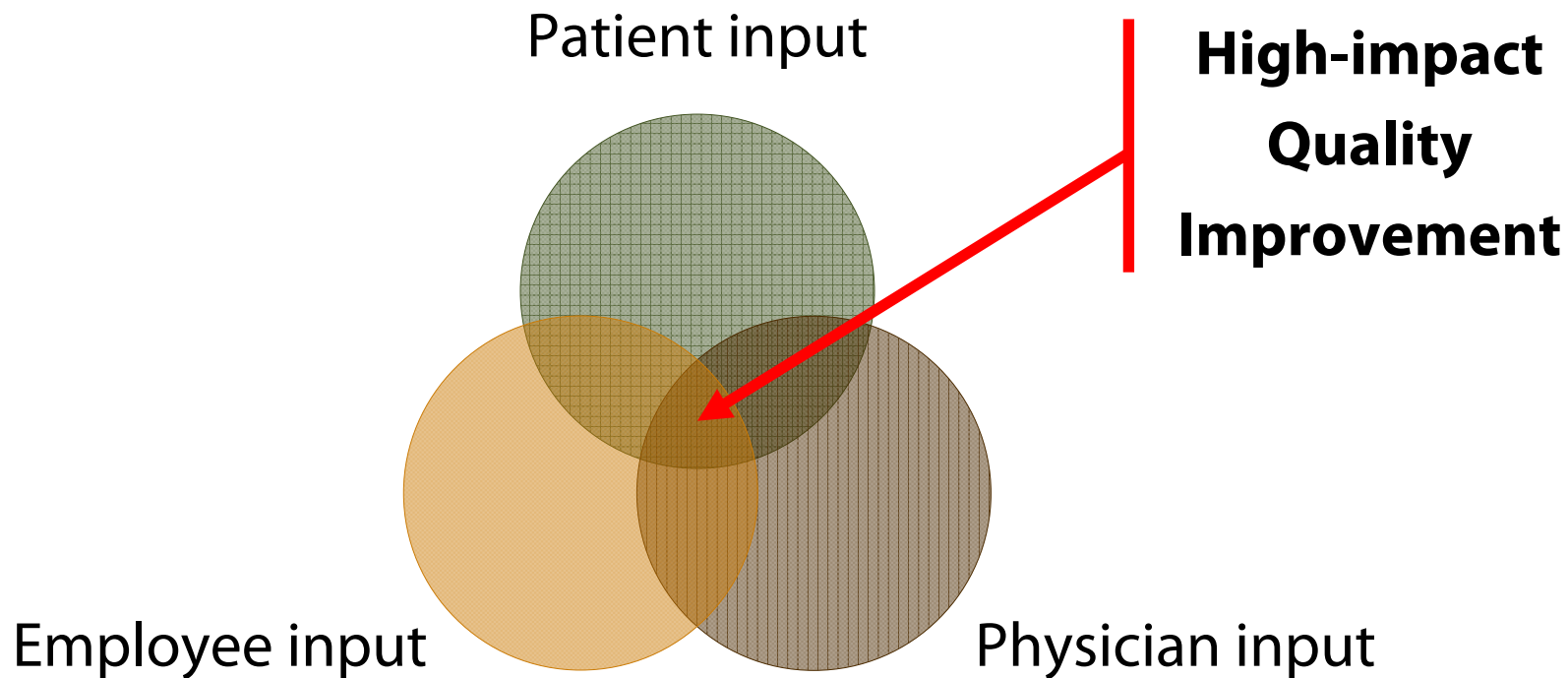
Employee and Physician surveys: "...to collect information on the satisfaction of employees with their experience working for or providing services for a health care organization and to solicit views about the quality of health care organization."



A total quality perspective



Triangulating input for action



Defining a healthy workplace

... “a work setting that takes a strategic and comprehensive approach to providing the physical, cultural, psychosocial and work/job design conditions that maximize health and well-being of health care providers, quality of patient outcomes and organizational performance.”

Quality Worklife – Quality Healthcare Collaborative

Surveys can document

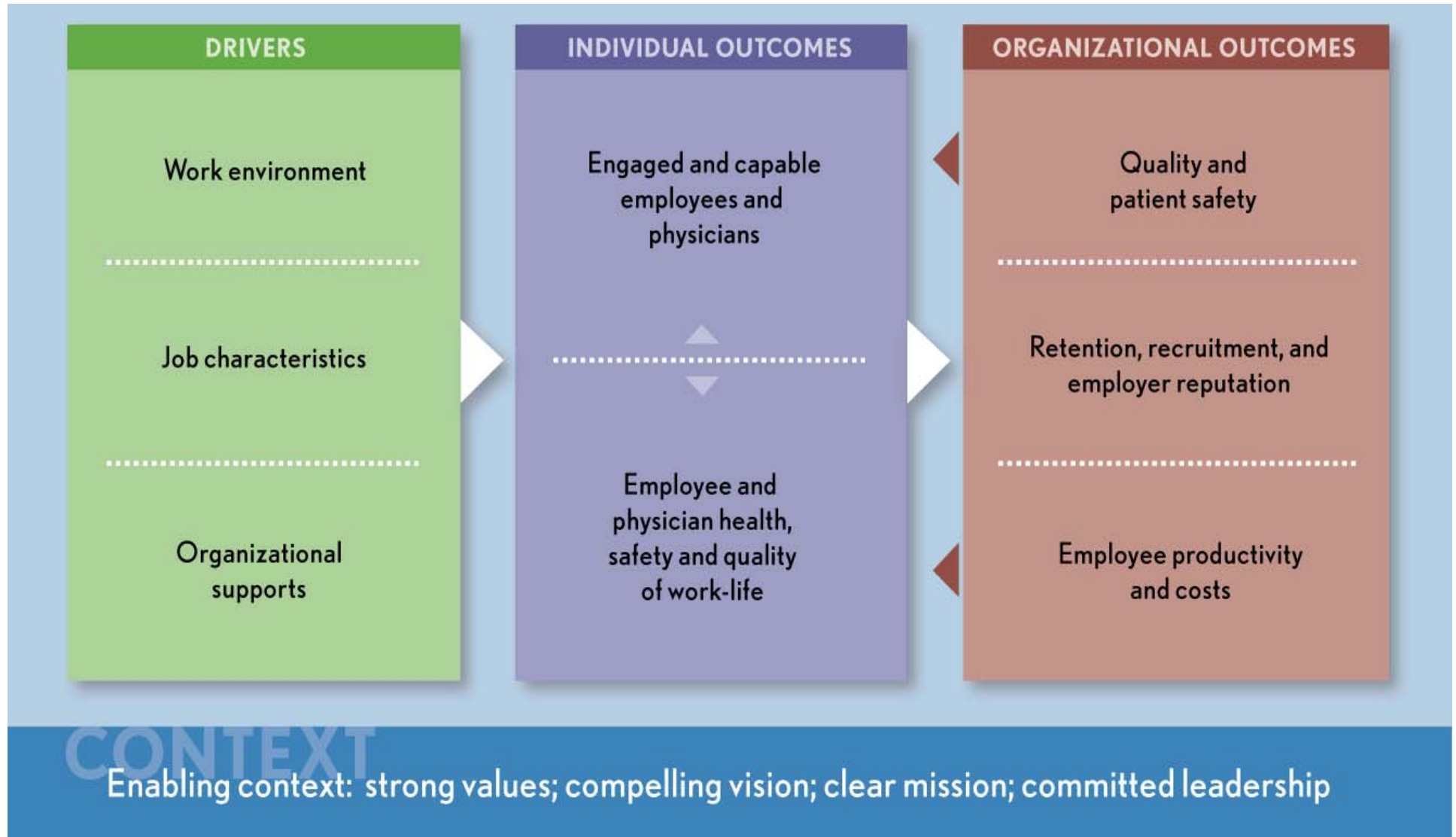


- ✓ Drivers
- ✓ Processes
- ✓ Outcomes
- ✓ Evaluation
- ✓ Needs
- ✓ Suggestions

Trends
Prediction
Benchmarks

OHA QUALITY HEALTHCARE WORKPLACE MODEL

The people dimensions of high-performance



NHS: health & wellbeing impact results

MANAGEMENT PRACTICES

- Job design
- Work pressures
- Work-life support
- Feedback
- Teamwork

STAFF HEALTH & WELLBEING

- Job stress
- Work-related injury
- Job satisfaction
- Turnover intentions

ORGANIZATIONAL OUTCOMES

- Financial (turnover, absenteeism, agency costs)
- Patient experience (satisfaction, wait time)
- Health-related (infection rates, mortality)
- Overall performance (Annual Health Checks)

Source: Department of Health, England. (2009). *Health and Wellbeing of NHS Staff – A Benefit Evaluation Model*. Report prepared by the Work Foundation, Aston Business School and RAND Europe.

Effective use of surveys

1. View it as a communication and improvement tool
2. Design meaningful and actionable questions
3. Link measures and strategy
4. Make a commitment to follow-up
5. Provide resources to implement changes

Goal = *better information to help you make and implement better decisions*

Position your survey to succeed

1. Plan the entire survey cycle
2. Communicate before, during, after
3. Define roles
4. Aim for 50% + response rate
5. Timing
6. Make surveying a routine QI activity

Build capacity for action

Q: How can you best use survey results?

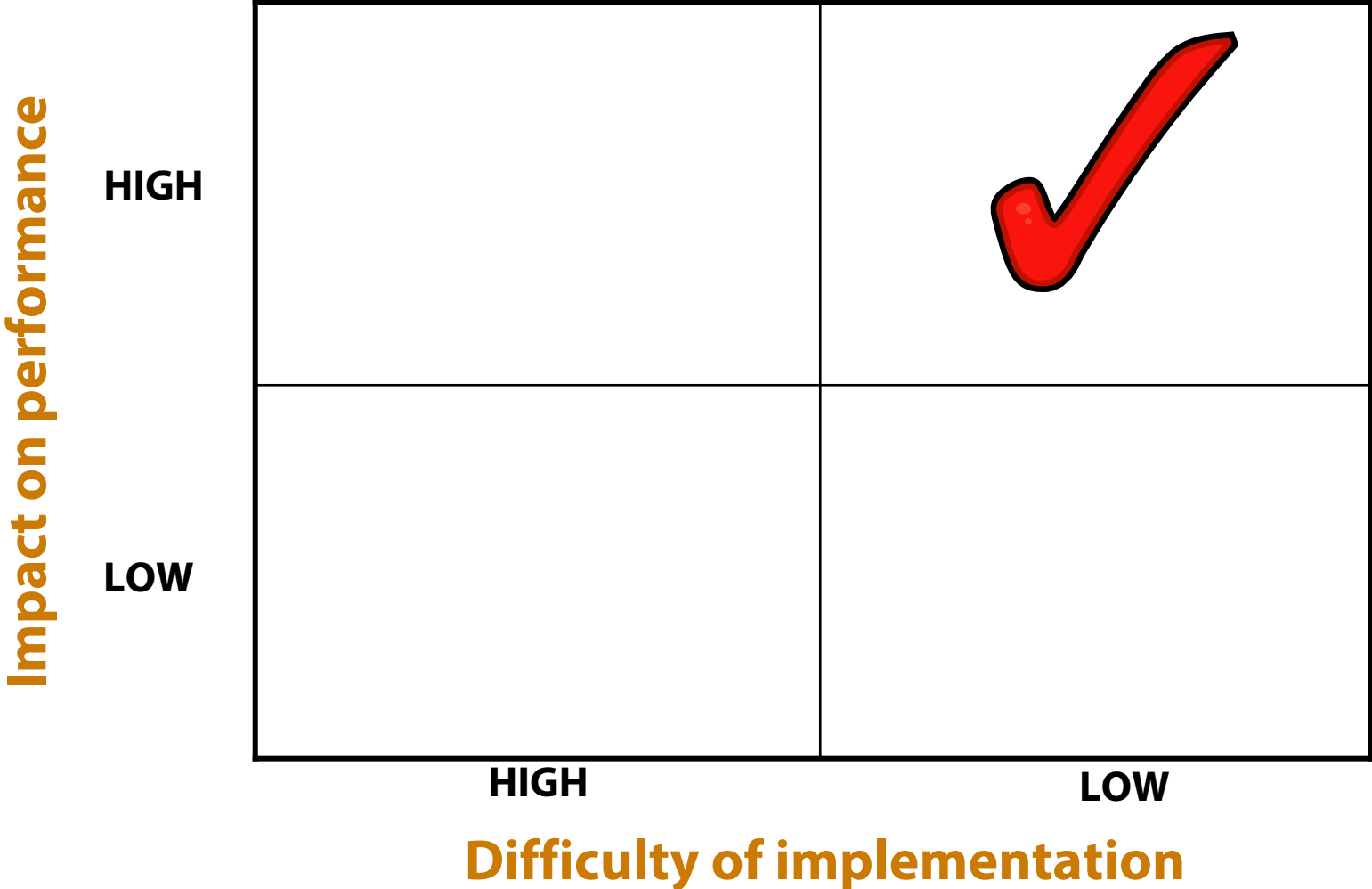
1. Clear executive commitment to follow-through
2. Executive and physician leader champions
3. Wide “ownership” of process and results
4. Surveys don’t have all the answers

Surveys invite further conversations about strengths, improvement opportunities, solutions

Planning and implementing change

1. User-friendly reporting
2. Positive, constructive, future-oriented focus
3. Learn from your own “centres of excellence”
4. Empower front-line units to identify priority changes
5. Align with corporate-wide priorities
6. Set realistic targets with accountability

Identifying priority actions



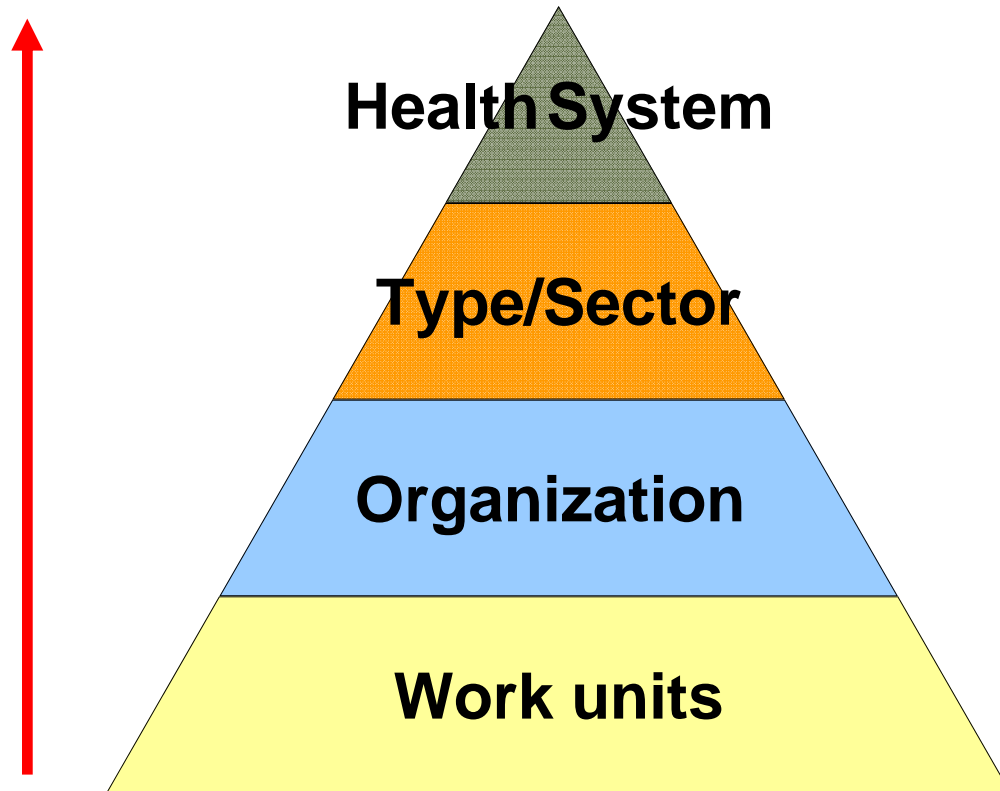
Example of action plan

Department and Unit Action Plan`					
Department or Unit Name:					
Name of Action Planning Lead:					
Date:					
Survey theme or concept	Actions to be taken	Success criteria	Responsibilities	Review date	Progress report
1.					
2.					
3.					
Comments:					

See: OHA's Action Planning Guide for the Employee and Physician Experience Surveys

Nested approach to improvement

**Diffusion of
effective
practices from
the ground up**



EXAMPLE: Ernst & Young

- *People First Strategy*
- Measures impact of the work environment on bottom line
- Three pillars: people, quality, growth
- Each manager must have two people goals
- Employees rate managers using on-line tool
- “Fosters a positive work environment and helps people grow.”
- Global People Survey predicts business performance

Achieving sustainable success

Build high-performance capabilities by taking a holistic, long-term, strategic approach to workforce and workplace issues.

Questions & Comments