



# Communicating Details with Patients Setting Expectations

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a **PG Forsta** company



## Andrew Burt MBA, FACHE, CPXP

Member Experience, Strategic Consulting

Andrew is a strategic Improvement Specialist who has held diverse roles across the healthcare continuum. He has experience leading marketing, consumerism, corporate partnerships, workforce engagement, quality, performance & process improvement, value-based payment model restructuring and regulatory within academic medical centers, outpatient enterprises, and accountable care organizations. He has also held patient experience advisory roles where he supported and collaborated with leading integrated health systems' teams as a guest speaker and trusted partner. Andrew's expertise lies in advancing the patient experience and building an engaging and collaborative culture.

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# Disclaimer

Concepts presented highlight some patient experience touch points at a medical practice. Patient experience touch points may vary based on your clinic.

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# Things to remember during session!

- Use chat feature for questions/comments
- Session recorded
- Slides will be sent at end of session within few day
- Please place in chat
  - Name
  - Office Name
  - Email
  - Affiliated Group

# Learning objectives

**Define** the importance of communication throughout the patient journey

**Describe** how providers can improve the quality of their communication

**Identify** 3 phases providers should focus on to improve their communication

**Describe** 3 strategies to enhance communication with patients and explain why they make a difference

# Human experience: know your audience

## Patient

When interacting with the care team and physician



## Member

When interacting with health plans



## Consumer

When interacting with everything & everyone else

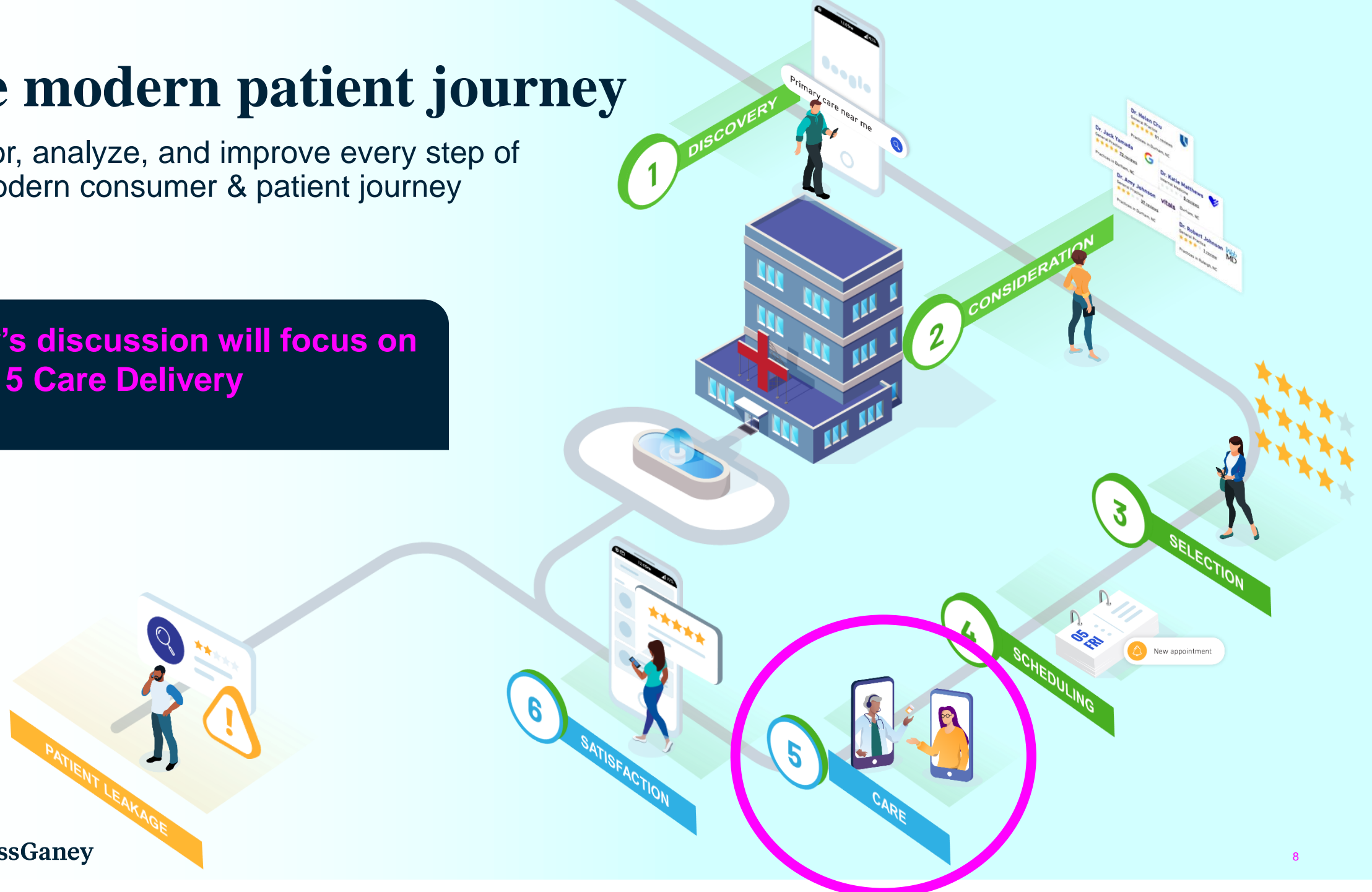


# Human Experience

# The modern patient journey

Monitor, analyze, and improve every step of the modern consumer & patient journey

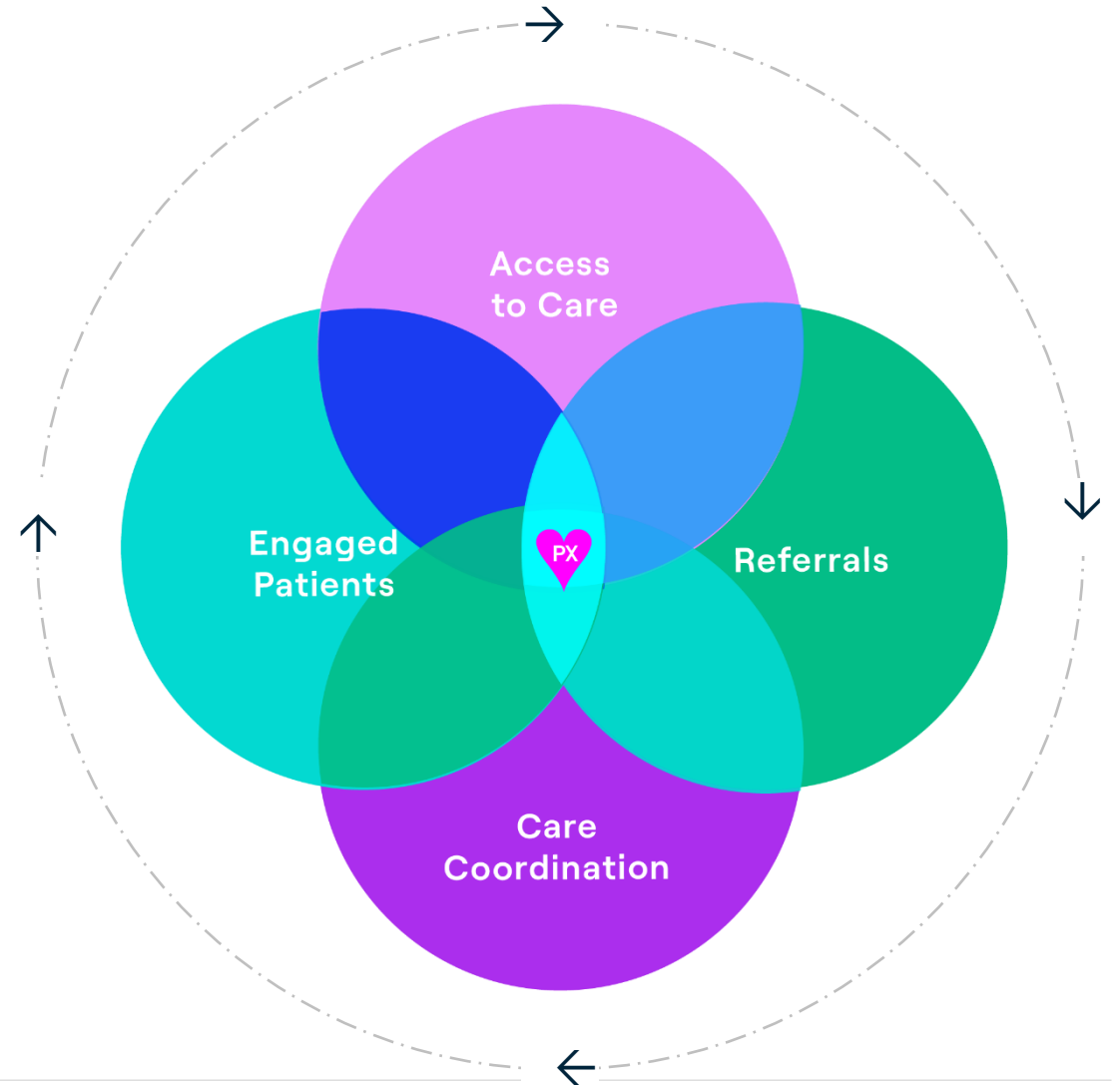
Today's discussion will focus on Stage 5 Care Delivery



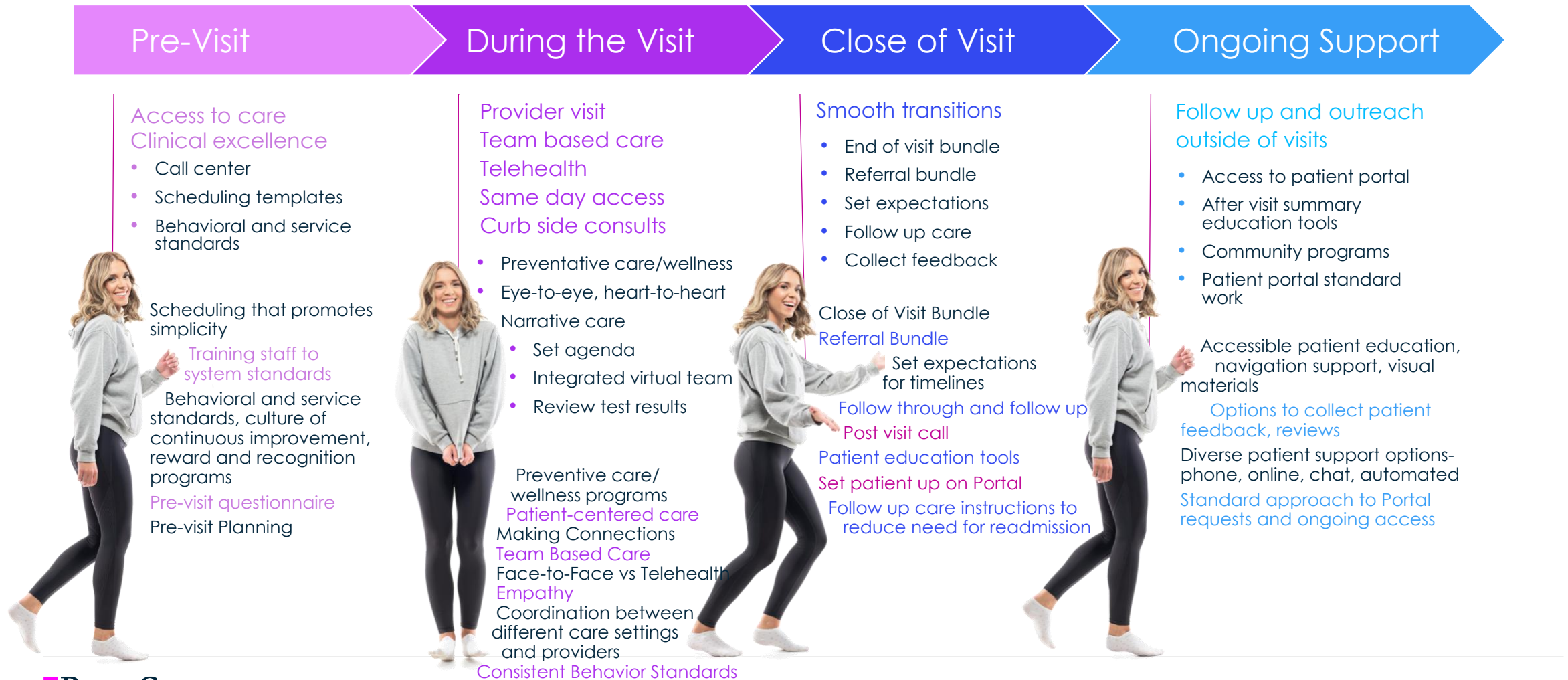


# Our care delivery system determines our patients' experience

**Consistency** across the patients' journey determines a clinic's success.



# The patient journey



# Provider communication drives patient experience outcomes

### Key objective

- Define what providers want patients to say about them to enhance their personal brand
- Select proven techniques that impact outcomes
- Practice these techniques in a learning environment

### Impact

- Patients benefit from provider communication which leads to better clinical outcomes, relief of suffering, increased satisfaction with care and greater loyalty
- Clinicians and teams experience less stress, improved satisfaction and greater team collaboration

### ROI

Provider clarity with patients is proven to improve outcomes for patient experience, workforce engagement, quality and safety

**STRATEGIC CONSULTING**

## Provid Comm

Built on High (HRO) principles, Communication Advanced Pra compassionate to improved p engagement.

### The 4 Keys to Becoming a Great Comm

**Key Objectives**

- Define what providers want patients to say about them to enhance their personal brands
- Select proven techniques that impact outcomes

**STRATEGIC CONSULTING**

**Case Study**

## Provider Communication Training & Coaching Drives Sustained Improvements

Academic Medical Center | Southwestern United States

**Challenge**

In its commitment to support physicians in their roles of delivering high-quality compassionate care, leaders identified physician training as an organizational priority. An analysis of key drivers and recent patient experience scores highlighted the opportunity to focus on physician communication skills.

**Strategy**

The organization partnered with Press Ganey's Strategic Consulting experts to provide Provider Communication training rooted in high reliability organizing (HRO) principles.

- Our team customized proven training content to align with the organization's messaging and existing initiatives.
- We delivered training to more than 200 providers and followed up with coaching to support sustained improvements.
- To rapidly deploy the program organization wide, we facilitated a Train-the-Trainer workshop for a group of internal trainers.
- We also coached internal trainers on Collaborative Coaching techniques, which focus on providing positive feedback to drive successful, sustainable behavioral changes.

**Results**

Press Ganey delivered training to providers and internal Train-the-Trainer facilitators in April and May 2022. From April through the end of the year, medical practices improved on all patient experience survey scores related to the care provider. The graph below provides a snapshot of the organization's success.

**% PG Top Box Scores & Percentile Ranks Improve**

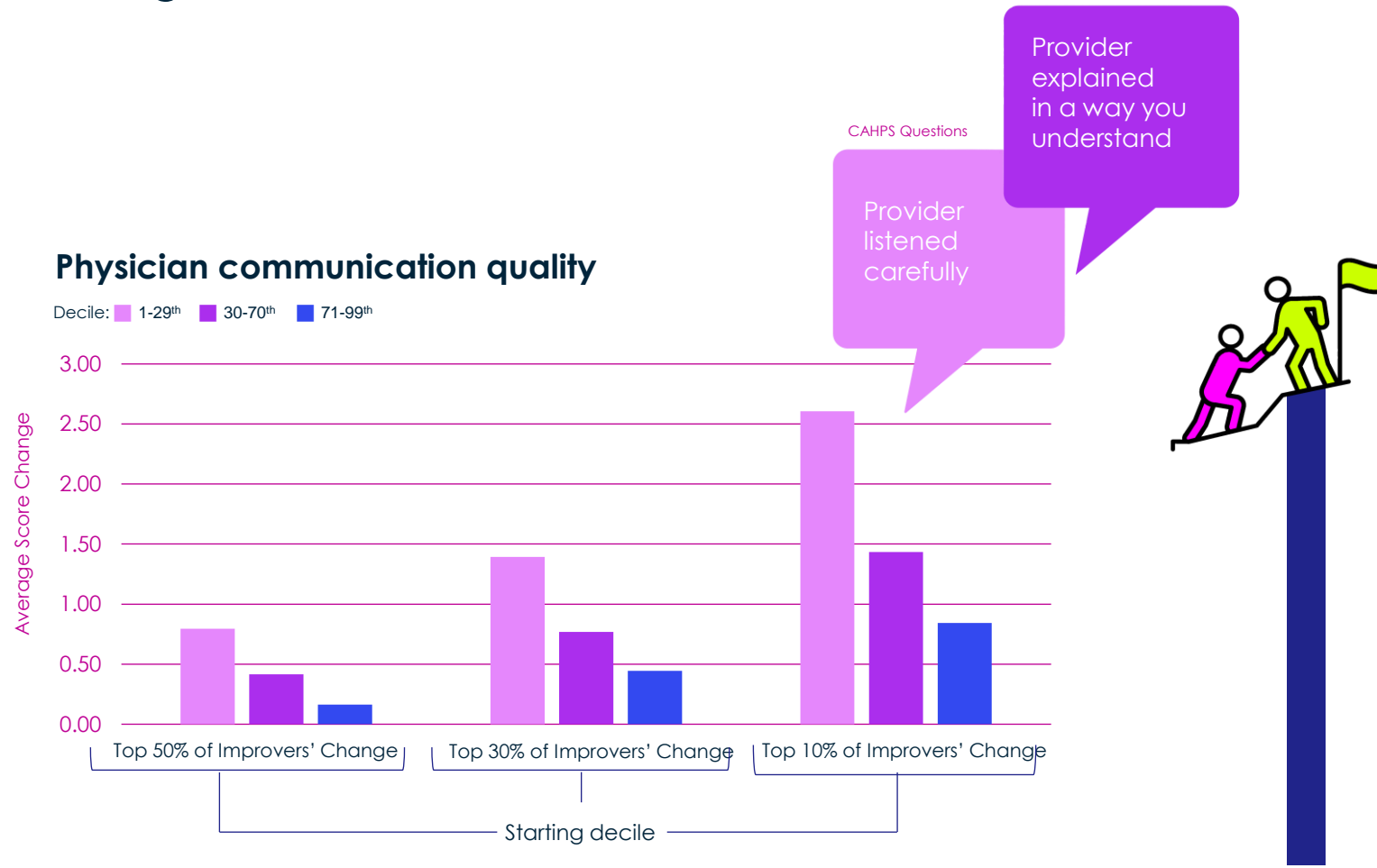
Category	Apr '22	Dec '22
Care Provider (CP) Overall	85.0%	87.30%
Leadership of Responder/CP	85.51%	88.08%
CP Instructions for Care at Home	81.71%	84.83%
CP Efforts to Include in Decisions	81.0%	87.26%

Legend: Apr '22 = Dec '22, ( ) = Peer group percentile rank

For More Information: [pressganey.com/strategicconsulting](mailto:pressganey.com/strategicconsulting) email: [info@pressganey.com](mailto:info@pressganey.com)

# Making changes, makes a difference

Changes increase mean scores



## Help patients feel in control by:



92.4% of consumers use online reviews to guide most of their ordinary purchasing decisions



60.8% of patients say they've avoided doctors based on negative reviews



59.9% of patients say they've selected a doctor based on positive reviews



Doctor's online reputation is very important—more than any other industry

- 3X more than Hotel Reviews
- 2X more than Restaurants & Bars

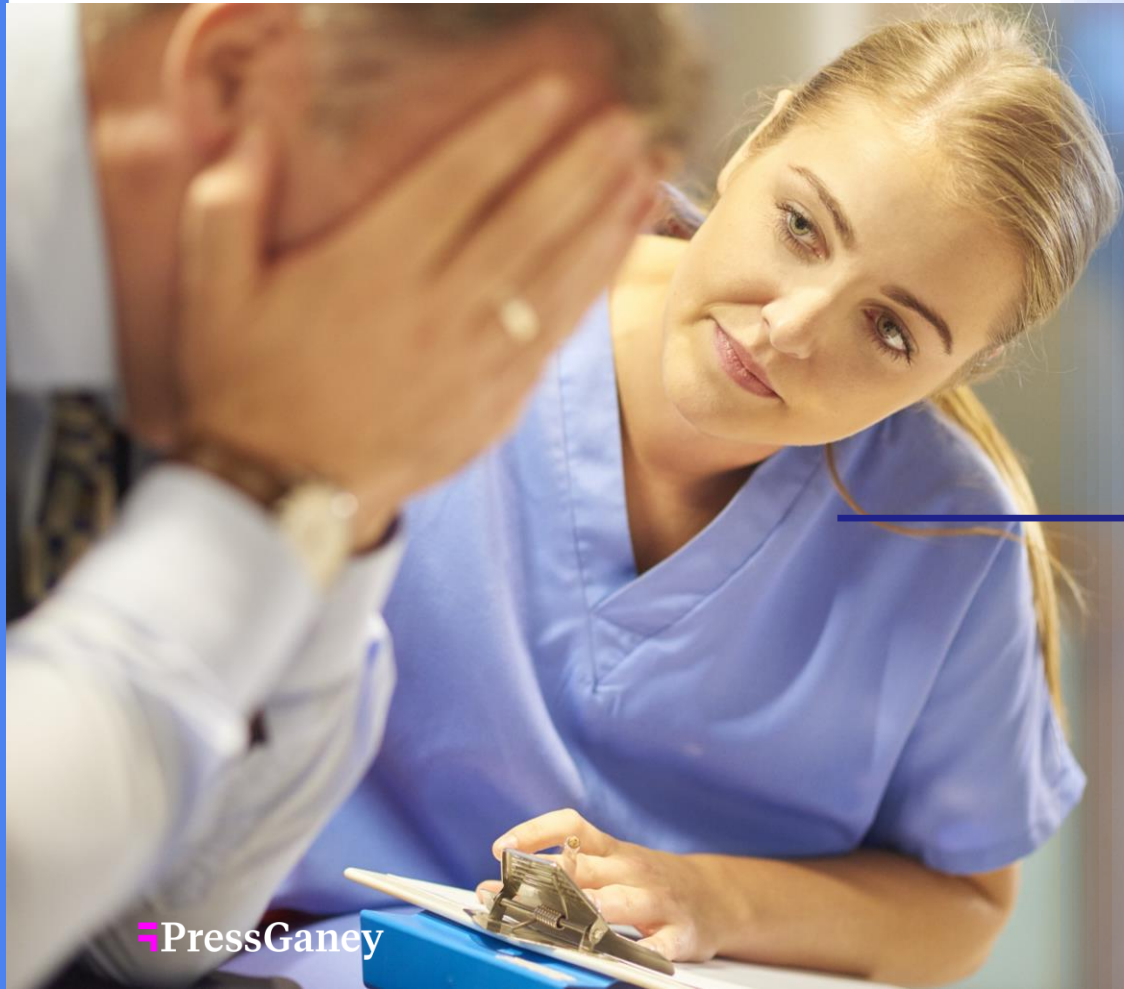
# Enhancing Continuity of Care

## Understanding Your Patient's Expectations

# How to balance the science and art of caring



Focus on behaviors patients share about their interactions with their providers



## The Art of Caring

When you practice caring, you are establishing trust with patients. Always be courteous and respectful so patients feel safe and valued.

{technology}  
Science

The patient

{heart}  
Art

# What patients value

Trust and confidence

Keep me safe

Clean clinic

Provider and staff  
explain things  
so I understand

Confidence in  
caregivers



Work together

Team works together  
to care for me

Keep me informed  
about delays

Include me in  
decision making

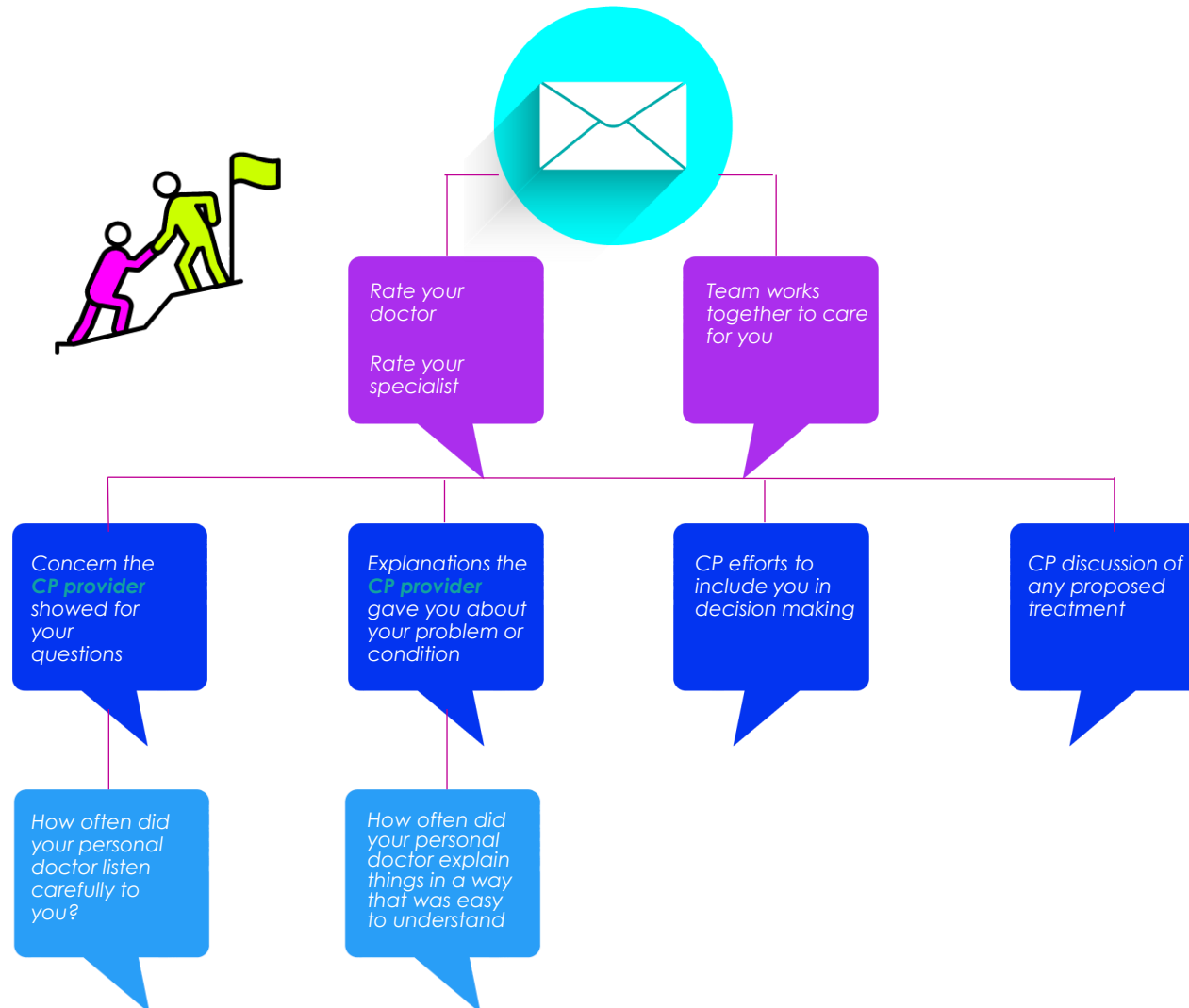
Be caring

Provider and staff  
listen to me

Staff cares  
about me

Understand  
my worries

# Understanding survey questions



If it were your loved one, which of these would be negotiable?

- A. Being treated with courtesy and respect
- B. Being listened to carefully
- C. Having things explained in a way you can understand
- D. None of the Above



# How to communicate better to improve patient experience



Use these sample patient questions to improve your patient experience

Survey questions to watch

How often were you treated with courtesy and respect?

Tell me what you're doing before you do it and...

Ask me what I think and what's important to me

How often were you listened to carefully?

Careful listening requires being present; look at me when you speak to me

Show me you understand by nodding, using reflection & using empathy

How often were things explained to you in a way you could understand?

Use visual aids to help me understand

Provide instructions

Ask questions to validate I understand what I am being told

# Improvement Interventions

# Key communication at every point

based on the voice of the patient



## Beginning *the encounter*

- Knock on the door
- Ask permission to enter the room
- Introduce yourself & your role
- Make eye contact and smile
- Warmly greet me, ask my preferred name, and acknowledge those in the room with me
- **Make a personal connection**, know me beyond today's visit and my diagnosis
- **Set the agenda with me**, set expectations for the visit
- Narrate care to help me know what you are thinking



## During *the visit & treatment*

- Show you understand why I am here and be prepared
- **Always be empathetic**
- Don't appear to be rushed
- Sit down and face me; eye-to-eye, heart-to-heart
- Acknowledge those in the room with me
- **Don't interrupt me**
- Be friendly and compassionate
- Explain things in a way I can understand
- Include me in decisions
- Demonstrate you received information from other care team members
- Deliver messages with compassion



## Closing *the encounter*

- Ask me what questions I may have
- Summarize the next steps in a way I understand
- Use encouraging phrases and words
- **Ask open-ended questions to validate I understand what I am being told**
- Let me know you will follow up with the plan of care with the care team
- **Help and support me between visits**
- Extend a warm farewell to me and those with me

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When our patients  
feel we know them,  
it builds trust



# First, set the agenda

Ask before offering information and advice



**Patients need to make a list, it's important!**

Identifying a patient's priorities early helps them feel heard and the provider knows where to focus their attention



**Beginning** the encounter  
To implement best practice:

- **Develop a shared agenda for today's visit** by asking:
  - What do you want to accomplish during today's visit?
  - What is the most important thing we should discuss today?
- **Mutually agree to treatment goals**
- **Use tools to help patients remember details and avoid follow ups**
  - While they're in the waiting room, give the patient notepaper and have them jot down their concerns

# During the visit and treatment

Based on the voice of the patient



COMMUNICATION IS KEY AT EVERY TOUCH POINT



## During the visit & treatment

- Show you understand why I am here and be prepared
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# The power of empathy statements

Empathy is the differentiator in patient experience



Avoid these empathy-blocking phrases:

- I know how you feel
- I understand
- Everything happens for a reason
- Don't worry, at least..."



**During** the visit & treatment  
**To implement best practice:**

**E = Empathy:** Use a descriptive word to restate a patient's feelings to demonstrate our attempt to connect

**S = Stop:** Be silent to prevent us from jumping in with a solution and to give patients time to think and speak

**P = Probe:** Open-ended questions let us explore the deeper meaning of what patients say

Use the empathy statement formula:

Sensory word		Name the Emotion
I can imagine	that	this is very frustrating
I can see	why	you're anxious
I can hear	how	upset you are
It sounds	like	you're very disappointed



# Closing the encounter

Based on the voice of the patient

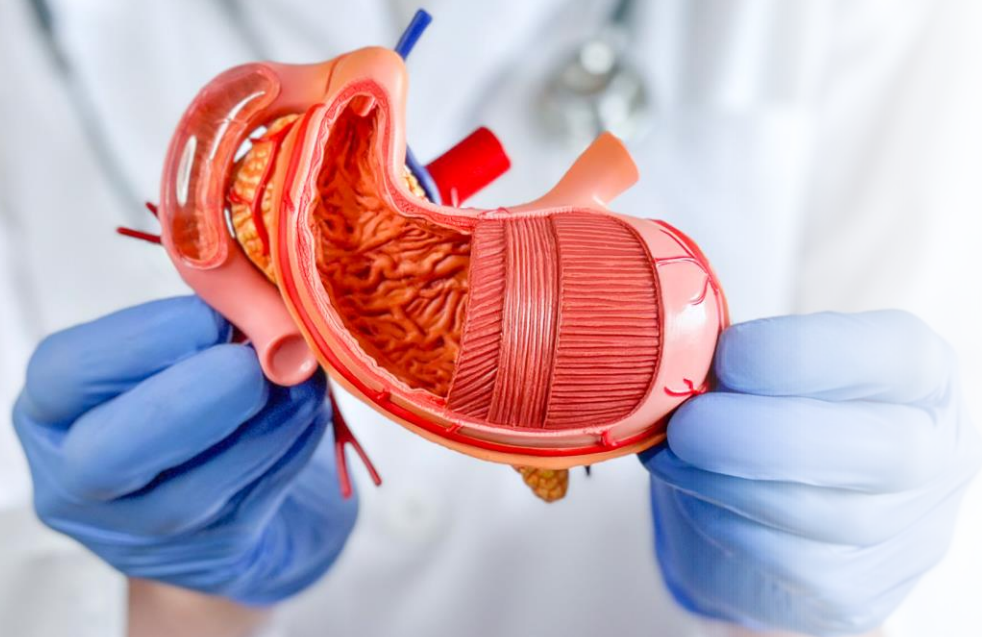


**Close the encounter**  
To implement best practice:

- Ask me what questions I have
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# Close with a strong ending

Based on the voice of the patient



**Patients remember**  
What they see and hear.  
Use visual aids and teach-  
backs.



**Close the encounter**  
**To implement best practice:**

Ensure patient comprehension of their care plan with these approaches:

### Ask for a teach-back

- "Can you summarize what I've explained?"
- "How would you explain this to your son later?"
- "Demonstrate how you'll do this for safety."
- "Tell me in your words so I can fill in gaps."

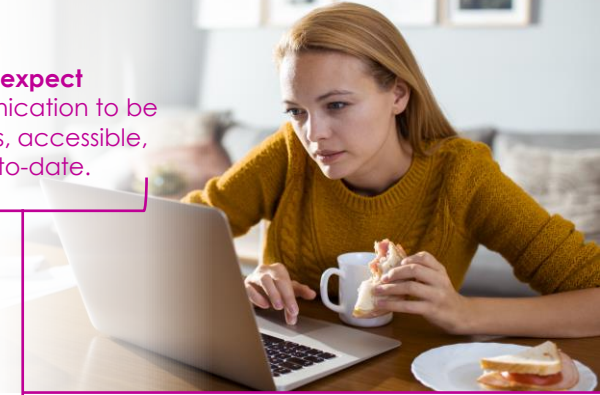
### Provide an after-visit summary (AVS)

- "Review this document detailing our discussion."
- "Let's go over the key points in this document."
- "Dr. \_\_\_'s notes are in this summary, and we'll discuss them."

# Better portal communication

Manage care between visits

Patients expect communication to be effortless, accessible, and up-to-date.



**Close the encounter**  
To implement best practice:

Identify portal-appropriate inquiries and make streamlining the patient process a priority.

1. Enroll during check-in or check-out
2. Manage your inbox
3. Triage and follow-up
4. Refill prescriptions
5. Encourage portal usage
6. Review EHR/Portal records for assistance

**Before patients leave**, have them reach out to your team for guidance

# What are your key take aways from the session today?

What are 2 things that you can start doing today?



Decide what tools you will embrace in your practice.



Discuss and train your team so they will be confident and consistent in delivery of optimal communication of all details.



Audit team performance and provide coaching and reinforcement to drive outcomes.

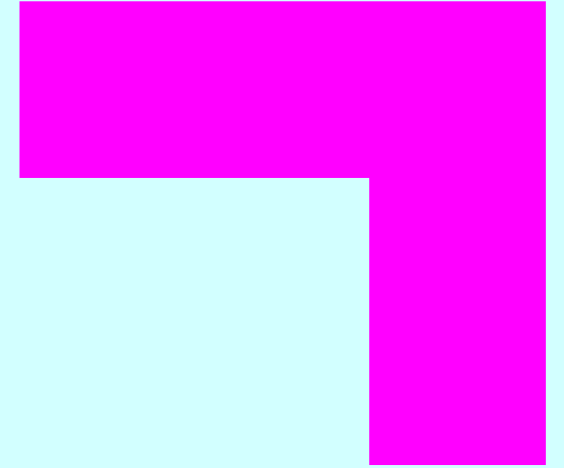


Celebrate successes!

We need  
to be soft  
on our  
people  
and tough  
on our  
processes



# Thank you



## Next session

Tuesday, August 27<sup>th</sup>

12:00pm-12:30pm

Special Topic: TEACHBACK



The logo icon consists of two horizontal magenta bars of equal length, stacked vertically. The top bar is positioned to the left of the top of the letter 'P', and the bottom bar is positioned to the left of the top of the letter 'G'.

# Press Ganey

Data in black and white, [stories in color](#)