

How They Did It: Award Winners for Medical Staff Excellence and Consistency Our Lady of the Lake & St. Elizabeth Hospital

Franciscan Missionaries of Our Lady Health System
Baton Rouge & Gonzales, Louisiana

Franciscan Missionaries of Our Lady Health System, a very high performing system client of HealthStream Research, has two facilities which are stellar examples of Medical Staff satisfaction. *Our Lady of the Lake Regional Medical Center* is the 2nd Place winner of HealthStream Research's 2005 **Overall Medical Staff Satisfaction** award, and *St. Elizabeth Hospital* has performed at such a high level for so long that they inspired the creation of a brand new award category, for which they were the clear winner: 2005 **Top Performer—Sustained Excellence**, stemming from their second year in a row in the 99th percentile for Overall Medical Staff Satisfaction.

In fact, in the time that Franciscan Missionaries of Our Lady Health System has been a valued client of HealthStream Research, their *St. Elizabeth* facility has been achieving the highest Medical Staff satisfaction scores *ever* recorded.

HealthStream Research

HealthStream Research is a national leader in the measurement of physician, employee, patient, and community satisfaction for healthcare organizations. We currently work with more than 1,100 facilities nationwide, including many of the nation's largest for-profit and not-for-profit health systems and specialty healthcare companies.

	Our Lady of the Lake	St. Elizabeth Hospital
<u>Overall Medical Staff Satisfaction Score</u>	3.97	4.21
<u>Percentile Rank</u>	92nd	99th

As can be seen in the table above, *Our Lady of the Lake* (Mr. Robert C. Davidge, CEO) and *St. Elizabeth Hospital* (Mrs. Dee LeJeune, CEO) have plenty of advice to share on achieving excellence. "We are proud of the performance of our entire system, and these two hospitals are fantastic examples of what happens when trust is carefully cultivated, cooperation rules the day, and communication thrives," said Dr. George Burgess, Vice President of Innovation and Technology for Franciscan Missionaries of Our Lady Health System.

How to Get There—and How to Stay There

Franciscan Missionaries of Our Lady Health System has constructed a detailed roadmap to organizational excellence with their physicians—one that clearly demonstrates achieving excellence with Medical Staff Satisfaction requires cooperation between physicians and administration, and also one where there is a realization that all groups are interdependent on each other for success. “The single best practice we’d like to share with all hospitals is that administration *must* have a commitment to building a culture that values physicians, patients and employees. Based on our values and mission, one of our strategies is to excel in physician relationships. As a religious based, Catholic healthcare system, providing excellent patient care and partnering with physicians is a clear goal,” said Dr. Burgess.

Franciscan Missionaries of Our Lady Health System focused on physician participation in the development of organization-wide goals. The initial process was to determine who would be eligible to participate in the physician survey. “When we began this process, it was established that every physician in the top admitting 85% and all hospital-based physicians—radiology, pathology, intensivists, and hospitalists—would be included in the survey,” said Dr. Burgess. “We not only needed their input and insight—we wanted them to be *certain* that we valued what they had to say.”

Once the list of physicians to be surveyed was finalized, HealthStream Research worked closely with Franciscan Missionaries of Our Lady Health System leadership to develop a ‘core + custom’ survey, where a core set of questions would be asked throughout the entire system and each facility received five to six custom questions to address unique issues.

The next step? Communicate and promote! “We left nothing to chance with survey promotion. The survey was announced through our medical staff newsletter,” said Dr. Burgess. (*Best Practice: HealthStream Research considers their dedicated medical staff newsletter an excellent idea that all hospitals should consider.*) “Additionally, we promoted the survey in our quarterly medical staff meetings.”

Once the survey administration began, Franciscan Missionaries of Our Lady Health System *continued* to aggressively promote participation. “HealthStream Research quickly identified all non-responders, and our Medical Staff Director *personally* contacted each one—face to face if possible. Each contact represented an opportunity to remind all physicians that their opinions were highly valued, and that we base our organizational strategy on what they tell us,” stated Dr. Burgess.

The Physicians Drive the Strategy

After each physician survey, HealthStream Research provided a detailed Action Blueprint for organizational improvement that was directly based on the responses from the physicians. Once again, Franciscan Missionaries of Our Lady Health System has a unique approach that would serve just about any hospital seeking to improve. “Doctors place the most value on the quality of care and the efficiency of care as it relates to their patients and practice. Hence, administration must be devoted to quality and efficiency of patient care. We assigned a single individual for each item in the Action Blueprint,” stated Dr. Burgess. HealthStream Research has seen this play out time and time again—accountability drives the best results.

Of course, the best philosophy to drive these positive results is to increase trust and communication.

- Involve medical staff in governance at the board level

- Actually *do* something—“Trust comes in two interdependent stages: seeking the opinions from the physicians, and then taking action on what they say.”
- Get out there among your physicians and make frequent rounds—“St. Elizabeth rounds twice each week. It is essential that the doctors *see* you.”
- Develop a personal relationship with your physicians—“This can’t be emphasized enough. The physicians must be comfortable with you (*see previous bullet point*). Ask them what’s important to them. *Listen.*”

“We were truly committed to listening to the doctors, and we showed this by directly responding to their suggestions. We quickly recruited a specialist *they* said we needed. We rely on creating joint ventures with our doctors, such as outpatient surgery centers—and building trust makes it all come together,” said Dr. Burgess.

Once Franciscan Missionaries of Our Lady Health System began implementing the Action Blueprint, they made certain that communication and trust continued to grow. “Once the Action Blueprint was implemented, administration met with the physicians over the following two weeks to review initial progress. It was essential to tweak the strategy so that we could achieve our goals. Two weeks later, administration had a meeting with the physicians so that the doctors could report progress and results of the initiatives,” said Dr. Burgess.

So how did they get buy-in from the physicians on these initiatives? “We concentrated on getting the medical staff’s acceptance of each initiative—you can’t force the issue, else trust will suffer. Also, you must allow for a process that has a flexible timeline,” said Dr. Burgess. If you are constantly seeking input from your physicians, rest assured that they will constantly offer suggestions for improvement to processes. Flexibility allows you to incorporate ongoing improvements to the process.

The Results

“A great example of the compounding interest earned on success is how HealthStream Research’s survey showed that our physicians wanted more specialists, and the high medical staff satisfaction scores we received helped us recruit the specialists we needed,” said Dr. Burgess.

- The 2005 Franciscan Missionaries of Our Lady Health System mean rating for medical satisfaction with affiliate hospitals is 3.83. This score is slightly above the 2004 score of 3.75 and statistically greater than a rating of 3.58 in 2003. The system has placed at the 80th percentile of the HealthStream Research National Database for medical staff satisfaction, compared to the 76th percentile in 2004 and the 60th percentile in 2003. This increase in percentile rank is especially impressive as the database mean increased from 3.49 to 3.59 to 3.63 over the past two years.
- In addition to achieving the highest system rating in 2005, individually *Our Lady of the Lake* and *St. Francis* had their best ratings to date.
- Ratings for executive administration, hospital-based services, Operating Room services, and patient services/access factors improved the most over the past year.

Success Story: Franciscan Missionaries of Our Lady Health System






- It is positive to note that ratings for most measures of performance consistently increased. In fact, 2005 ratings were statistically greater than ratings achieved in 2004 for the following factors:
 - Communication between the medical staff and the administration
 - How well the hospital’s leadership fosters an atmosphere of trust
 - How well the administrative team lives out the religious-based mission and values of the hospital in their day-to-day management of the organization

From the 2003 survey to the 2005 survey, Franciscan Missionaries of Our Lady Health System achieved a 20 point increase in their percentile rank in HealthStream Research’s national database!

Overall Physician Satisfaction with Franciscan Missionaries of Our Lady Health System Over Time

Hospital	2003 Survey	2004 Survey	2005 Survey	2005 Percentile Rank
Our Lady of the Lake Regional Medical Center	3.44	3.89	3.97	92 nd
St. Elizabeth Hospital	4.00	4.43	4.21	99 th
FMOLHS	3.58	3.75	3.83	80th

Franciscan Missionaries of Our Lady Health System Performance on Top Predictors of Physician Satisfaction

Factor/Service	Correlation To Physician Satisfaction	Franciscan Missionaries of Our Lady Health System Mean	HealthStream National Database Mean	Franciscan Missionaries Percentile Ranking	
The administration’s responsiveness to the needs of the medical staff	.72	3.48	3.07	91	
The administration’s involvement of the medical staff in hospital-related decisions	.70	3.53	3.09	93	
How well the hospital’s leadership fosters an atmosphere of trust	.69	3.46	2.96	95	
Communication between the medical staff and the administration	.66	3.55	3.09	94	
How well the administrative team lives out the religious-based mission and values of the hospital in their day-to-day management of the organization	.62	3.89	3.44	93	

“HealthStream Research was an invaluable resource in identifying precisely where we needed improvement. Just as important, however, was their identification of what we should celebrate. All service lines improved, and the results were celebrated in staff meetings, newsletters, and events for the employees’ and physician’s families—such as BBQ’s and Easter egg hunts,” said Dr. Burgess.

Success Story: Franciscan Missionaries of Our Lady Health System

To achieve their success, Franciscan Missionaries of Our Lady Health System made a specific target for each attribute in the surveys and a timeline for achieving the targeted results. “We have monthly progress meetings with each administrator of every service line,” stated Dr. Burgess. “Having our scores trended over time—and then having those scores compared to HealthStream Research’s national databases—gave us the tools we needed to succeed. All scores are presented to the medical staff leadership, all service line directors, and to each hospital’s board. We then incorporate the overall satisfaction scores into our system dashboard report, which shows the quarterly system performance for physicians, patients, employees, and also quality, mission and financial outcomes. The reported indicators in the dashboard are based on HealthStream Research’s national benchmarks,” said Dr. Burgess.

HealthStream Research looks forward to the opportunity to recognizing their achievements in this year’s Annual Conference in Kingsmill, Virginia. And the next year, and the next, and the next.

Excellence begets excellence.