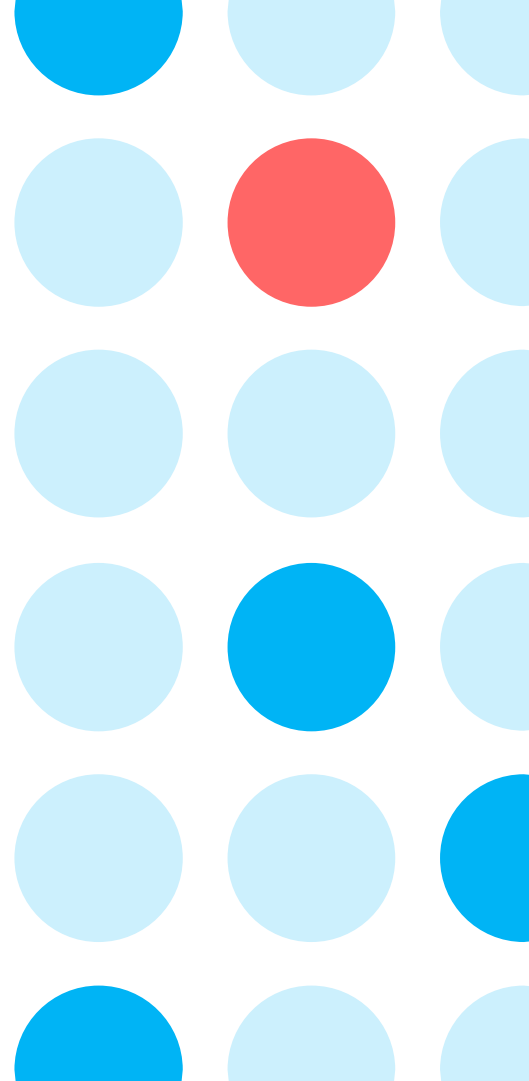




# Achieving Level 5 Patient Satisfaction: What drives high scores?

American Academy of PAs  
Austin, TX meeting  
February 2022

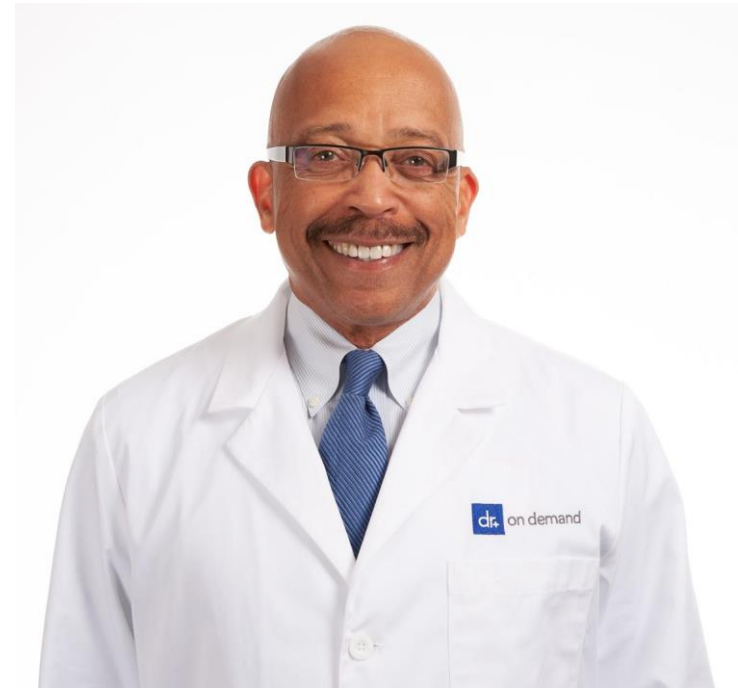


# About Prentiss

Vice President of Medical Affairs at Included Health—frmly Grand Rounds Health & Doctor On Demand

Dr. Prentiss Taylor is a Primary Care Physician and has coached primary care clinicians to achieve outstanding Patient Satisfaction scores. He is a graduate of Harvard Medical School and has worked as a Medical Director for the Advocate Aurora Health Care system, and as an employee health physician at AT&T, UPS, and JPMorgan Chase.

He is board certified in Internal Medicine and Preventive Medicine. He is based in Metro Chicago. Prentiss has won the Unsung Hero Award from WGN-TV for his volunteer work with CommunityHealth, a free clinic for families without insurance. After initially struggling with PS scores, **Prentiss has consistently achieved 4.9/5.0 average PS scores in clinic & telemedicine visits for 12 years.**



# Disclosures

I have no relevant relationships with ineligible companies to disclose within the past 24 months. (Note: Ineligible companies are defined as those whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients.)



# Objectives

- 1 Demonstrate how to project empathy-verbally and nonverbally
- 2 Recall and illustrate Stanford Presence 5 principles in the examination room
- 3 Demonstrate how to "Say No" to guideline-nonconcordant requests and still earn 5/5 scores!
- 4 Apply selected Motivational Interviewing techniques to elicit the patient's priorities
- 5 Apply these skills to telemedicine visits





# Acknowledgements

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**Alexis Brandon PAC**

**Emily Hunter**

**Todd Thames M.D.**

**PA staff at Included Health**

**All provided comments and  
suggestions**

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# Real patient evaluations

**Call ID: 4598902**

**Call Start Time: 01:02PM 11/13/2021**

**Rating: 5/5**

**Feedback: Very kind and professional. Made sure I had all of my questions answered before the end of the visit. also checked that prescription was received by the pharmacy. I will make future appointments with Dr. Taylor.**

**Call ID: 4599705**

**Call Start Time: 01:36PM 11/13/2021**

**Rating: 5/5**

**Feedback: Dr. Taylor stayed on track, offered validating statements about symptoms (“I’m sorry you’re experiencing that.”). He asked questions and asked if i had questions. The biggest thing for me was he did not seem rushed or irritated by our interaction or associated technology he had to use for our visit. Everything went smoothly.**



# My personal journey



- Trained at Harvard Medical School and University of Chicago Hospitals
- No training on patient priorities. Just one month on communication skills in clinic.
- **Many mentor examples of arrogant attending physicians who don't listen.**
- First years in private practice: lots of stress, low ratings, low life balance
- **"Employment contract not renewed"**
- **New wife is a retailing manager: Shared her perspective on pleasing the customer and "How To Make It Right."**
- Got coaching when joined large medical group. Became ratings leader with highest scores in group. Published national article.
- Selected as leader of Patient-Centered Medical Home team at Advocate Health Care. **Top Doctor awards through 2018.**

# What healthcare organizations are learning from hospitality, hotels, and Disney

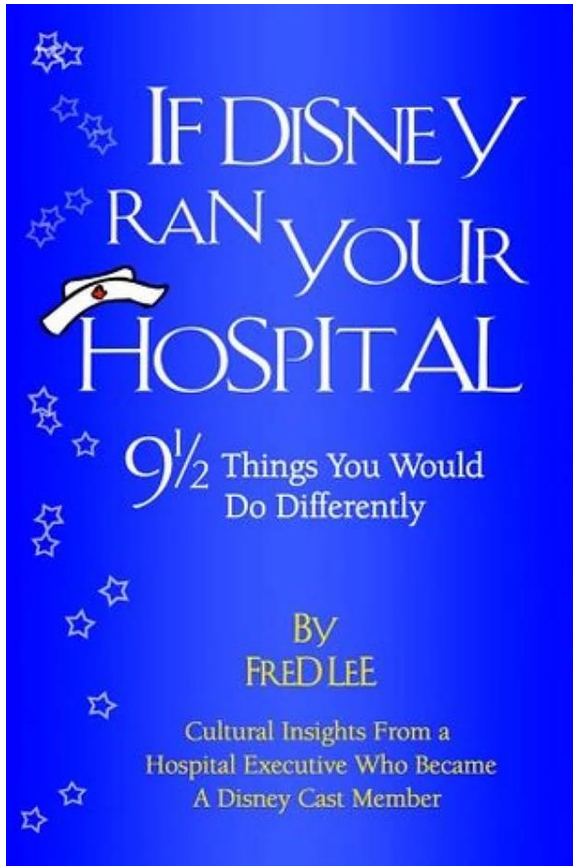
Here is an example from the outstanding Sharp Healthcare system in San Diego:

## The five “Must Haves” of The Sharp Experience are:

- 1** Greet people with a smile and "Hello," using their name when possible.
- 2** Take people where they are going, rather than point or give directions.
- 3** Use key words at key times. "Is there anything else I can do for you? I have the time."
- 4** Foster an attitude of gratitude. Send thank-you notes to deserving teammates.
- 5** Round with reason to better connect with staff, patients, family and other customers.







“For Fred, **patient loyalty** is more important than patient satisfaction as it is loyalty that leads people to return to use a service.

He states that studies have shown that the difference between people giving a ‘5’ rating and a ‘4’ rating for service is a huge difference in their likelihood to return again. He makes the point that no airline has increased in growth without improving the number of passengers rating it at the top end of the scale and **that one thing that costs nothing but increases loyalty in the health care setting is compassion in addition to competence...**”

# Attitude of gratitude

Our attitude we bring to our work each day is the secret sauce in healthcare relationships. Indifference and lack of passion are horrible in a healthcare setting. If you've ever experienced receiving it, you never forget it.

**"Gratitude can transform common days into thanksgivings, turn routine jobs into joy, and change ordinary opportunities into blessings."**

—William Arthur Ward



# Staying centered over the work day

**TAKE 5**  
for your health!

Take 5 minutes to learn how you can make health a priority.

### Stretch at Your Desk

Do you know that sitting at a desk is one of the worst things you can do for your body? The way you sit in your chair, type on the keyboard and hold the phone can all wreak havoc on your bones, joints and muscles — especially if you don't move around enough.

Break up your workday with these 5 stretches that you can do at your desk to ease muscle tension and boost energy.

- 1 Shrug your shoulders** — Inhale deeply and lift your shoulders up to your ears. Exhale and release. Repeat three times. Interlace your fingers and extend your arms up for a deeper stretch.
- 2 Sit and stand** — Stand up, then sit down 5 times in a row, without using your hands. It will get your blood flowing and use your core muscles. Try this while on the phone; nobody will know.
- 3 Stretch your upper back** — Hug your body by placing your right hand on your left shoulder and your left hand on your right shoulder. Breathe in and out slowly, releasing the area between your shoulder blades.
- 4 Point your fingers** — Outstretch one arm, bend your wrist and point your fingers down toward the floor. Use your other hand to gently pull your fingers toward your body, increasing the stretch. Then, flip your palm up and, again, pull your fingers toward the body for the opposite stretch. Repeat both stretches on the other hand.
- 5 Roll your feet** — A few times a day, slip off your shoes and roll each foot on a massage ball, a tennis ball in a sock or a frozen water bottle.

**QUICK TIP:** Rather than email your colleague down the hall, stretch your body by walking over to them for some good old-fashioned face-to-face conversation.

Sources: WebMD; Equinox.

**Time in... via My Health or me@jpmc:**  
June 28: **Investment in Making the Most of Your Benefits: Consumerism**  
July 8: **Understand your personal work style so you can interact more effectively.**  
July 14 and 21: **Discover how regular walking can improve your life expectancy.**

**Did you know...** You can get support reaching your wellness goals. Consult with a nurse at a JPMorgan Chase Health & Wellness Center. For hours of operation and contact information, go to My Health or me@jpmc.

The JPMorgan Chase U.S. Benefits Program is available to eligible employees only. It is made up of multiple voluntary and non-voluntary plans administered by JPMorgan Chase & Co. or one of its subsidiaries or the JPMorgan Chase U.S. Benefits Program. The information does not include all of the details contained in the applicable member contracts, plan documents, and trust agreements. There is no assurance that such information is accurate for all employees. All services are provided by JPMorgan Chase & Co. or its subsidiaries. Health, fitness, and/or insurance services are provided by one or more of the JPMorgan Chase U.S. Benefits Program. JPMorgan Chase does not make a contract or guarantee of employment between JPMorgan Chase and any individual. JPMorgan Chase is the sole provider of the employee relationship as set forth.

JPMORGAN CHASE & CO.

Stretching in the office for 5 minutes and taking appropriate breaks may help you stay centered and help with people stress.

## Consider breaking up your work day with these 5 stretches:

- 1 Shrug your shoulders
- 2 Sit and stand
- 3 Stretch your upper back
- 4 Point your fingers
- 5 Roll your feet

# Four primary drivers of patient satisfaction: W.I.S.E.

**W**aiting Times

**I**nformation Delivery

**S**ymptoms Attention

**E**xpressive Quality

Satisfaction results from meeting or exceeding patient expectations. This is also known as the **disconfirmation paradigm**.

If you expect a certain level of service and perceive that the service to be received is higher, you will be satisfied. Conversely, if you expect a certain level of service and perceive that the service to be received is lower, you will be dissatisfied.



# Stanford 5 Principles



## Prepare with intention

- Familiarize yourself with the patient you are about to meet.
- Create a ritual to focus your attention before a visit.

Are you prepared for a meaningful interaction?



## Listen intently and completely

- Sit down, lean forward, position yourself to listen.
- Don't interrupt. Your patient is your most valuable source of information.

What does your patient say when uninterrupted?



## Agree on what matters most

- Find out what your patient cares about and incorporate these priorities into the visit agenda.

What are your patient's health goals, now and in the future?



## Connect with the patient's story

- Consider the circumstances that influence your patient's health.
- Acknowledge your patient's efforts, celebrate successes.

How can you contribute positively to your patient's journey?



## Explore emotional cues

- Tune in.
- Notice, name, and validate your patient's emotions to become a trusted partner.

What can you learn from your patient's emotions?

# Expressive quality = Clear concise communication

## Tips for being a good listener:

- 1** Not interrupting
- 2** Showing empathy
- 3** Establishing closeness/ relatability
- 4** Not offering a solution too soon; really understanding the problem the patient wants solved
- 5** Repeating part of what the patient said: "Let me make sure I understand this..."
- 6** Showing you understand the person's life challenges in social context.

## Tips for being a clear communicator:

- 1** Keep It Simple. Use short sentences and avoid jargon.
- 2** Structure statements as: Features / Advantages / What's In It For You.
- 3** Consider kitchen table analogies.



# Can empathy be learned, as a healing skill?

## Definition

**Recognizing and sharing another person's feelings by projecting oneself into the other person's perspective.**

## Expert speaker Dr. David Shore:

**“Warmth, Empathy, Genuineness, and Integrity must be displayed to patients, to build their trust.”**  
Projecting empathy is a skill that takes practice, to get better and better at it over time.

## Helpful phrases:

- **“Are you in good spirits today?”** – I use it as a greeting, in repeat visits.
- “That [specific situation] must be tough on you.”
- “I hear you saying that you’re having trouble with X...”
- **“I’m so sorry to hear that you're going through all that... Let’s see how we can work something out to make things better.”**



# Motivational interviewing: guiding principles

## Open ended questions

“What are some of the reasons you would like to quit smoking?” “What are your current barriers?”

## Express empathy

“You are worried about the withdrawal symptoms.”

## Develop discrepancy

“You seem devoted to your family, how do you think smoking is affecting your children?”

## Roll with resistance

Back off and use reflection. “Sounds like you’re feeling pressured about your smoking.”

## Support self-efficacy

Belief and possibility of change. “So you were fairly successful last time you tried to quit.”

## Reflective listening

“It sounds like trying to quit smoking has been frustrating for you.”





# Motivational interviewing

## Assess readiness to change – the conversation starter!

- What is your desire to quit smoking on a scale of 1-10?
- How confident are you in your ability to stop smoking?

What are your current barriers to quitting?

What are some “good” things about smoking?

What are some “bad” things about smoking?



# Shared agenda setting

**Patients often come to Mayo Clinic/Included Health with a number of questions they hope to discuss. Unfortunately, there is not always enough time during appointments to address all of these concerns.**

**Agenda Setting** is how we can best use our time addressing their most important question(s).

In the YouTube video in the References, a Mayo Clinic physician partners with his patient to explore her concerns, establish an agenda, and provide reassurance that any unanswered questions will be addressed in a future appointment. Through partnerships like this that we fulfill our primary Included Health value, “Put The Patient First”.

## **Key response:**

“In our first visit, unfortunately we can’t solve every question on your list, Please tell me which of these concerns is most important to you to tackle today. Then we will get you scheduled for another session to address each of the other ones.”



# AIDET: also popular in healthcare systems

## What is AIDET?

AIDET is a simple acronym that represents a very powerful way to **communicate with people** who are often nervous, anxious and feeling vulnerable. It can also be used as we communicate with other staff and colleagues, especially when we are providing an internal service.

**A**cknowledge

**I**ntroduce

**D**uration

**E**xplanation

**T**hank you



# Go deeper into social history

**“Please tell me a little about yourself”**

is a great open-ended question that can provide key insights.

**Who does the patient live with?**

**How far did the patient go in school?**

**What does the patient do for fun?**

**What does the patient do for exercise?**

Social history allows you to ask engaging questions on the next visit like:

**“How are things with your daughter that you were worried about?”**

**We treat people, not diseases.**



# Professor Atul Gawande

Atul Gawande M.D. was born in Brooklyn to Indian immigrant parents. He graduated from Stanford as a Rhodes Scholar, and has since been at Harvard Medical School, where he rose to become a full Professor of Health Policy, as well as an expert surgeon at the Brigham Hospitals in Boston. He is an outstanding writer and thought leader, having published several general books on improving healthcare, including Checklist Manifesto, Better, and Being Mortal, which have been NY Times #1 best sellers.

He is known as an outstandingly compassionate clinician with his patients.



# Gawande's 3 Compassionate Care Questions – adapted for Care Team

- 1 What is your understanding of where you are with your condition ?
- 2 What are your fears or worries for the future?
- 3 What are your goals and priorities?

**This is an opportunity for innovation.**

Your team may decide together to tweak these, to better fit your tasks and the culture of your patients.

# Handling “Door Knob Issues”

## Definition

A Door Knob Issue is when you have stood up to leave the exam room and the patient says, **“One more thing....”**, bringing up an entirely new problem, when you were done in your head, ready to move on to the next person.

## One approach:

- 1 Sound calm and relaxed.
- 2 Say something like, “Tell me about that briefly.”
- 3 Stay empathetic.
- 4 Suggest that “We’ll make that the top priority at our next visit.”
- 5 Occasionally, it's a really important issue that the person was reluctant to bring up. Professionalism is knowing when, and when not, to devote more time to that person’s issues.



# Stanford Telepresence Principles



## Prepare with intention

Pause, refresh, and focus between virtual visits, familiarizing yourself with the next patient.



## Listen intently and completely

Remain visible, lean in and maintain eye contact, communicate through facial expressions, avoid interruptions.



## Agree on what matters most

Establish a virtual visit agenda that incorporates patient priorities and goals.



## Connect with the patient's story

Engage virtually with the patient's home environment and social support.



## Explore emotional cues

Look for and validate emotional cues in facial expressions, body language, and changes in verbal tone and volume.



# Service recovery



From Consumer Reports, January 2020:

- 87%** To be treated with dignity
- 76%** Just want the problem fixed promptly
- 76%** To be talked to in everyday language, not a scripted response
- 71%** Want you to put yourself in my shoes
- 64%** A Thank You for my business
- 60%** An apology
- 49%** To express my side of the story

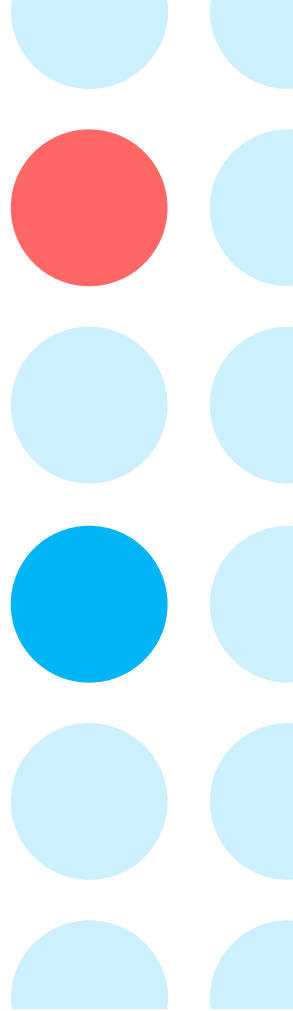
# Challenging Patient Scenarios

- The patient who insists on an Antibiotic
- The patient who really wants a very specific pain medication
- The patient who you spent extra time with... but still gave you a 1 out of 5 rating !!
- Patients who are clearly very depressed
- The racist patient



## Final thought

**“People first need to know you care  
Before they care how much you  
know. Technology & your warm,  
compassionate concern can bridge  
barriers of education, class, culture,  
race, and place.”**



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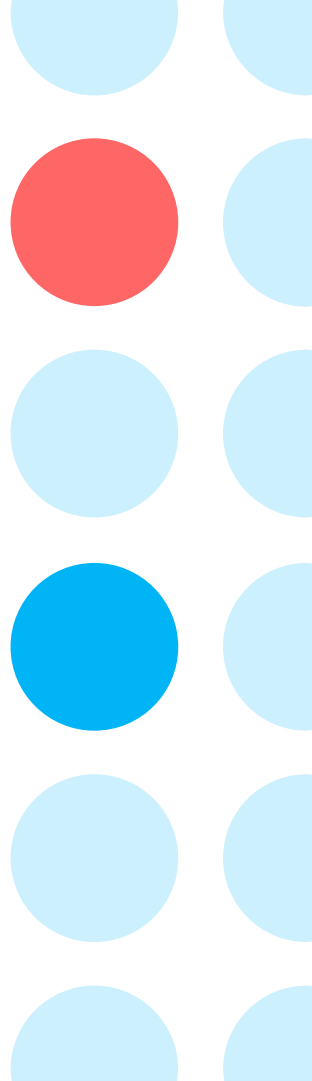




# Thank you !

Contact: Prentiss Taylor

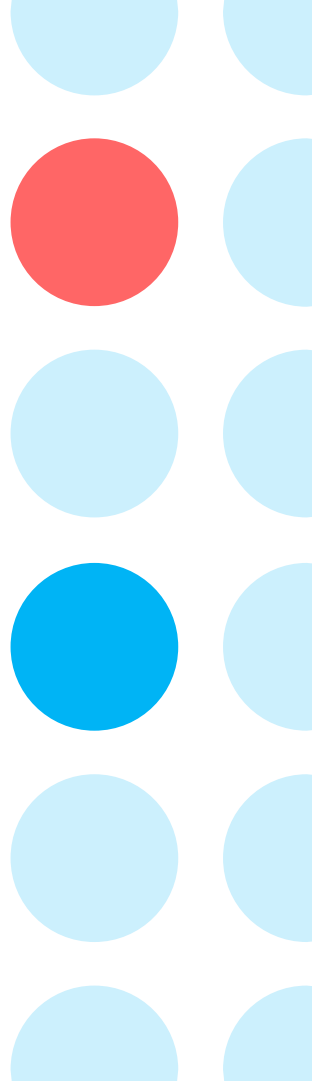
[prentiss.taylor@includedhealth.com](mailto:prentiss.taylor@includedhealth.com)





# Questions?

– Please share!



# APPENDIX

Original Slides with Comments for Reference

