


Duke Raleigh Hospital
DUKE UNIVERSITY HEALTH SYSTEM

The Physician Leader's Role in Creating the Patient Experience of the Future Starting Now

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DukeHealth



Duke

My Journey as a Physician Leader

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Duke

Circa 1998 – 2002: Medical Training

Planning my academic career Developing physician identity



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Circa 2002 – 07: Early Career


Achieving career ambitions Building a family





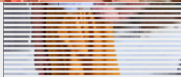

 


How can we make a difference?



PLAY CBS NEWS VIDEO

Double Transplant Operation Saves Teen's Life







Physician scientist to physician executive








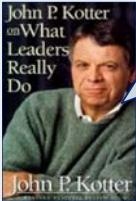
Physicians as Hospital Leaders

"Physician-executives may be the only ones capable of coping with the rapid and profound changes as well as the medical, financial, and ethical complexity that now beset the practice of medicine."
- JAMA 1987




What is Leadership?



"A true leader defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite obstacles."
- J.P. Kotter



Effective Physician Leadership

- ✔ Leadership Skill and Behavior
- ✔ Organizational Culture
- ✔ Communicating Vision
- ✔ Managing Change



The Duke Raleigh Journey

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Duke Raleigh Past & Present

Physicians, Dr. Glascock and Dr. Tucker established Mary Elizabeth Hospital at the corner of Halifax and Peace Streets

The hospital closes and a new hospital is built at 3400 Wake Forest Road and named Raleigh Community Hospital

1914 1920 1978 1998

The hospital moved to a new building designed by Dr. Glascock located at 1100 Wake Forest Road

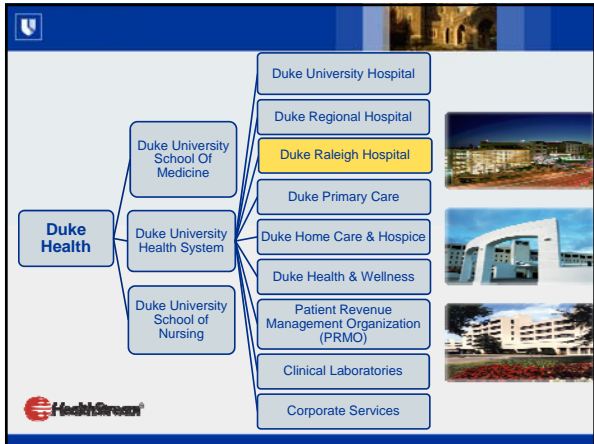
Duke Raleigh Hospital joined Duke University Health System

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Duke Raleigh's Unique Identity

- Leading provider in specialty care
- Leader who practices medicine
- History of innovation
- Strong reputation of high quality service and care
- Committed to the community
- DukeHealth

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What we do: The Duke Health Mission

As a world-class academic and health care system, Duke Health strives to transform medicine and health locally and globally through innovative scientific research, rapid translation of breakthrough discoveries, educating future clinical and scientific leaders, advocating and practicing evidence-based medicine to improve community health, and leading efforts to eliminate health inequalities.

Advancing Our Health Strategic Framework

- Engage and empower patients to be full partners in their care
- Enhance consistency, reliability and transparency of care delivery
- Advance a comprehensive, integrated and scalable set of competencies

LEADING HEALTHCARE DELIVERY SYSTEM IN THE NATION

- Revolutionizing Care Delivery**
Patient-Centered Care
Mastero Care
"Every patient, every time, across Duke Medicine"
- Clinical Growth**
Primary/Specialty Care Duke
Connected Care
Access Improvement
DMP & Cancer Center
Duke Life Point
- Care Innovation & Re-Design**
Clinical Value Bundles
Population Health
Duke Institute for Health Innovation
- Clinical Efficiency**
Reduce costs for episodes of care
Expense management
Competitive pricing

Performance Excellence

- Quality & Patient Safety
- Patient Experience
- Finance & Growth
- Work Culture

Physicians, Providers & Direct Care Staff
Deliver compassionate patient care efficiently and effectively, consistently seek innovations in safety and quality

Support Care Staff
Improve the patient experience, support optimal care delivery, experience in operational execution

All Physicians, Staff, Volunteers
Demonstrate values-based behaviors and decision-making

DUHS Values
Caring for Our Patients, Their Loved Ones, & Each Other

- Excellence
- Safety
- Integrity
- Diversity
- Teamwork

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Patient-Centered Care: Getting Back to the Basics

Quality

Patient

Safety

Patient Experience

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Empower Leadership

- Reporting
- Rapid cycle
- Transparency
- Engagement
- Analytics

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Quality as a Driver in the Healthcare Continuum



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Performance Measurement Tools: Balanced Scorecard



- Align business activities to the vision and strategy
- Improve internal and external communications
- Monitor organizational performance against strategic goals

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Rapid Cycle Improvement

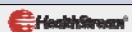


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Patient Experience HCAHPS Performance Dashboard

Better than peer hospitals
Better than peer top quartile

Domain	Duke University Hospital	Duke Regional Hospital	Duke Raleigh Hospital	Natl Median	Top Quartile
Timeframe	FY14YTD: Jul - Nov 2015	FY14YTD: Jul - Nov 2015	FY14YTD: Jul - Nov 2015	Apr 2014 - Mar 2015	1st Top Quartile
Communication with Nurses	80.5%	80.2%	79.8%	79%	83.1%
Communication with Doctors	85.1%	86.1%	83.5%	82%	84.5%
Responsiveness of Staff	61.6%	65.7%	62.9%	68%	71.9%
Pain Management	72.8%	72.5%	70.3%	71%	75.2%
Communication about Medications	66.9%	62.2%	66.8%	62.3%	68.1%
Hospital Environment	62.9%	63.1%	63.6%	68%	71.9%
Discharge Information	90.8%	96.7%	90.6%	86%	89.6%
Likelihood to Recommend	85.4%	80.2%	78.5%	71%	79.7%
Overall Rating of Hospital	79.5%	68%	74.7%	71%	77.7%




Provider Engagement

Individual Performance

Patient Comments

Peer Comparison

- CG CAHPS patient experience data
- 'Rating of the Provider' & 'Physician Communication'
- Verbatim patient comments
- Based on office visit experience
- Department
- Division



Importance of Data Transparency for the Patient

DukeHealth DOCTORS TREATMENTS LOCATIONS SERVICES & VISITORS ABOUT US CONTACT

★ Ratings and reviews

The Patient Rating score is an average of all responses to care provider-related questions on our nationally recognized Press Ganey Patient Satisfaction Survey. Learn more about our survey process. Responses are measured on a scale of 1 to 5 with 5 being the best score.

OVERALL PATIENT RATING
★★★★★ 4.8 out of 5.0 (range: 1.0 reviews)

PATIENT REVIEWS
Patient comments are gathered from our Press Ganey Patient Survey and displayed in their entirety. Patients are de-identified for confidentiality and patient privacy.

Duke Health Patient - August 2015
[Redacted] is a doctor who immediately instills my confidence in him as a top-notch average medical doctor. He still answers my questions for me and I love it. Only disappointed would describe him, he made me as a person, not as an entity to put "you" on a computer about my medical history.


Duke Health Patient - July 2015
[Redacted] is excellent to meet with. Also, the Physicians Assistant was excellent as well. The provided me the information I was looking for and gave me several options.

Duke Health Patient - May 2015
[Redacted] staff are awesome!!

Duke Health Patient - July 2015
Very pleased with my care and the concern for my well being. I have recommended they provide [Redacted] because he is very gifted.

Duke Health Patient - June 2015
[Redacted] is an excellent surgeon & has been completely responsive to all questions & he & his staff have been completely professional & 100% recommended them to anyone.

Duke Health Patient - April 2015
Excellent experience. [Redacted] explains the 3D best.



Engaging Patients & Staff

Education iPads Social media

Unit Practice Council (UPC) Patient Advisory Council


Bringing it all Together

Patient Centered Mindset



Leadership

- Commitment
- Vision
- Patient Focus
- Mentoring





Our Duke Raleigh Family