SEPTEMBER 3 & 4, 2015
SEDONA HOTEL
YANGON, MYANMAR

WORLDWIDE HOSPITAL MANAGEMENT
Thinking & Experience
How to Measure and Analyze Patient Satisfaction as a Tool to Improve Customer Service

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Operations Director
Fe Del Mundo Medical Center
Philippines
Fe Del Mundo Medical Center

Under the new management of Pinehurst Medical Services, Inc. FDMMC will become a 103-Bed general hospital that provides medical services to both adults and children. Main clinical specializations of Internal Medicine, Pediatrics, Obstetrics-Gynecology, and Surgery are available.

With more than 50 years of service excellence, FDMMC was founded by Dr. Fe Del Mundo Medical Center in 1957. Today, the legacy lives on with new facilities to better serve its community.

www.fedelmundo.com.ph
Current Services offered

- Outpatient Clinic Services
- 24-hour Emergency Room
- 24-hour Pharmacy
- Pathology and Laboratory
- Radiology
- Inpatient Services – Private rooms and wards
- Operating Room
- Delivery Room
- Hemodialysis
- Hematology-Oncology Unit
Other Facilities will be available soon

- Executive Wing
- Adult ICU
- General Pediatric and ICU
- Neonatal ICU
- Endoscopy
- Immunology and Allergology
- Heart Station
- Cardio-Pulmonary Unit
- Rehabilitation Medicine
- Outpatient General Services
- Amenities: Cafeteria, Conference Hall, Chapel, and Memorabilia of Dr. Fe Del Mundo
Mount Grace Hospitals

- Seeks to create a nationwide network of hospitals
- Focus on improving and upgrading hospital facilities; enhance operating efficiency, delivering quality service, and organizational culture-building
- Goal of offering better equipped facilities, affordable medical care, exceptional and committed service
- Targeting to have 7-9 hospitals, total of 1,000 beds by end of 2015
Customer Service

- Provision of service to customers before, during and after an engagement or purchase
- Reflective of the culture of the organization
- Great companies’ success and reputations are built on the concept of delivering an outstanding customer experience
- Unfortunately, this philosophy hasn’t necessarily been adopted by hospitals or health facilities
- Hospital clients are very different since they don’t want to be there
Patient Satisfaction

• "who can adjust themselves to the personality of the guest” – Micah Solomon
• ID the clients & understand how to meet their needs and expectations
Patient Satisfaction

Touch points in the Continuum of Care

CALL

Impression Management

ENTRY

Accessibility Management

SERVICE

Clinical Service

EXIT

Transactional Services
Measures of Patient Satisfaction

- Verbal feedback received by staff
- Comments & Suggestions box
- Complaint Desk
- Social Media
- Patient Satisfaction Survey
Patient Satisfaction Survey

ISO clause 8.2.1 Customer Satisfaction- required that the organization must monitor information relating to customer perception. Monitor customer perception can include obtaining input from customer satisfaction survey, customer opinion.

ISO clause 8.4 Analysis of Data- required the organization shall determine, collect and analyse appropriate data where continual improvement can be made.

Analysis of data shall provide information relating to customer satisfaction.
Medical Group Management Association (MGMA) discovered that nearly 80 percent of the practices they identified as “better-performing” used patient satisfaction surveys.
## Things to Consider

<table>
<thead>
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<th>Purpose or Objective of the survey</th>
</tr>
</thead>
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<td>Designing the survey tool</td>
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<td>Distribution and Collection</td>
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<td>Processing of Results</td>
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<td>Implementation of Necessary Action</td>
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Purpose of the Patient Satisfaction Survey

- Measure the satisfaction level for services
- Identify & address gaps between expectations & actual service level
Formulating the Questions

• standardized survey instrument and data collection methodology for measuring patients' perspectives on hospital care

• 21 patient perspectives on care and patient rating items that encompass nine key topics: communication with doctors, communication with nurses, responsiveness of hospital staff, pain management, communication about medicines, discharge information, cleanliness of the hospital environment, quietness of the hospital environment, and transition of care
Formulating the Questions

Management team identify areas of patient satisfaction that fit into the healthcare organization’s strategic goals or existing patient satisfaction improvement plans.

- Decide what it is you want to know
- Determine what topic area(s) to address
- Can be based on VMV & KPIs
- Define what you’re going to do with the information, basis for questions
Formulating the Questions

Common topics:

<table>
<thead>
<tr>
<th>Service Delivery at certain points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to care</td>
</tr>
<tr>
<td>Quality of care</td>
</tr>
<tr>
<td>Coordination of care</td>
</tr>
<tr>
<td>Confidence in providers</td>
</tr>
<tr>
<td>Infection control</td>
</tr>
<tr>
<td>Patient rights</td>
</tr>
<tr>
<td>Nursing care &amp; nurses’ competency</td>
</tr>
<tr>
<td>Why they come back</td>
</tr>
</tbody>
</table>
Questions should be designed to gather patients’ feedback about every point of interaction.
Formulating the Questions

- Simple & easy to understand
- Straightforward, worded carefully so there is no confusion about how the questions should be answered
- Unbiased and not leading

<table>
<thead>
<tr>
<th>TEST AND TREATMENTS</th>
<th>Staff (Please specify names)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diagnostic/Therapeutic Unit</td>
<td></td>
</tr>
<tr>
<td>1. Promptly attended to your tests and treatments procedures</td>
<td></td>
</tr>
<tr>
<td>2. The tests and treatments are well explained</td>
<td></td>
</tr>
<tr>
<td>3. Staff kept you informed about your medical care</td>
<td></td>
</tr>
<tr>
<td>4. Staff were friendly, courteous and caring</td>
<td></td>
</tr>
</tbody>
</table>

Comments: ________________________________
Formulating the Questions

• Word questions in a way that takes into account cultural, gender and age sensitivities
• Don’t include problem areas that are not possible to be improved - unless prepared to make those improvements
Formulating the Questions

Language known by patient

ST. JUDE GENERAL HOSPITAL & MEDICAL CENTER
Dimasalang corner Don Quijote St.  
Sampaloc, Manila, Philippines

Paano namin mas mapapagbuti ang aming serbisyo?

Kung maari sana ay maglaan ng kaunting oras sa pagsagot sa survey patungkol sa inyong karansasan sa aming institusyon upang kami ay matulungan na mapapagbuti ang aming mga serbisyo. Kapag tapos na sa pagsagot, pakihulog na lamang ito sa survey box na makikita sa nurse station. Ang lahat ng sagot, komento at suhestyon mula sa inyo ay ituring na confidential na mga impormasyon.  □ In-patient  □ Out-patient

PANGKALAHATANG PAGSUSURI

1. Base sa pamamalagi ninyo sa ospital ng ilang oras/araw, paano ninyo maisasalarawan ang inyong karansasan sa ST. JUDE GENERAL HOSPITAL & MEDICAL CENTER?
   □ Napakahusay  □ Mahusay  □ Mainam  □ Kailangan Ipagbuti Pa

2. Bilang pasyente, muli mo bang pipiliin ang ST. JUDE GENERAL HOSPITAL & MEDICAL CENTER sa pagkakataon na ikaw ay muling magkasakit?
   □ Oo  □ Maaari  □ Hindi

3. Bilang naging pasyente kana sa ST. JUDE GENERAL HOSPITAL & MEDICAL CENTER, inyo bang maitereskomenda ang ospital sa inyong mga kaibigan at kamag-anak?
   □ Oo  □ Maaari  □ Hindi

SERBISYONG MEDIKAL

<table>
<thead>
<tr>
<th></th>
<th>NAPAKA HUSAY</th>
<th>MAHUSAY</th>
<th>MAINAM</th>
<th>KAILANGAN IPAGBUTI PA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Maagap na pagsubaybay ng mga doktor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Pagkamapitagan o magalang ng doktor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Designing the Survey Tool

Tell people what you will do with the information, how it will be viewed by others, whether the data is destroyed or kept, etc.

Please help us providing the best possible care by filling out this Inpatient Survey

*Your answers remain strictly confidential with our guarantee that the information will only be used to improve our services.*

**General evaluation:**

How would you rate your overall experience with BIMC Hospital?

How likely is it that...

...you would choose BIMC Hospital again in a similar situation?

...you would recommend BIMC Hospital to your friends and family?

**Please rate our services:**

<table>
<thead>
<tr>
<th>A. Medical Service</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Promptness &amp; attentiveness of the doctor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Courtesy of the doctor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Information &amp; explanation provided</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Quality of the medical care</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Designing the Survey Tool

What did you like most with your experience in BIMC Hospital?

__________________________________________________________

__________________________________________________________

What did you like least with your experience in BIMC Hospital?

__________________________________________________________

__________________________________________________________

Any suggestions to improve the services?

__________________________________________________________

__________________________________________________________

__________________________________________________________

75% should be scale/rating questions, 25 % open-ended questions (Nick Fabrizio, MGMA)
Designing the Survey Tool

Break questions down into sections focusing on the information wanted
Designing the Survey Tool

Make it clear that respondents can remain anonymous & avoid answering certain questions

Manila Med Medical Center Manila

Your feedback is important!

Your feedback will help us serve you better. We assure you that your personal information and your answers will be kept confidential.
Designing the Survey Tool

Scale should be simple & clear – 5-point rating scale with endpoints clearly & specifically labelled to avoid confusion

Please encircle the rating that best describes your experience. Kindly skip the sections that do not apply to your present experience.

**Ratings Equivalent:**

5 = Excellent; 4 = Very Good; 3 = Good; 2 = Fair; 1 = Poor

**OVERALL ASSESSMENT OF HOSPITAL**

1. Overall, how would you rate your experience with Makati Medical Center? ____________
2. What is the single, most important reason why you answered the way you did in question #1? ____________________________
3. Would you choose our facility for your future health care needs? Yes No
4. Would you recommend us to your relatives/friends? Yes No

Other comments ________________________________
Designing the Survey Tool

L. PROBLEM INCIDENCE AND RESOLUTION
Did you personally experience a problem during your stay with us?  
Yes  No

a. If yes, please describe briefly. Please indicate the date and time of incident.

b. Was the problem reported to our staff?  
Yes  No

c. Was the problem resolved?  
Yes  No

d. If yes, how would you rate the way the problem was resolved?

5  4  3  2  1  NA

e. Do you want an MMC representative to call you?  
Yes  No

If Yes, kindly provide us with your name, contact details and the best time to call so that our MMC representative can attend to your concern soonest.

Patient’s Name: __________________________ Nationality: __________________________

Unit/Room No.: ______________ Age: ______ Gender: ______

Date of Admission: ______________ Contact No.: ______________

Best time to call: __________________________

Are you a ☐ patient? ☐ companion? Relationship to patient: __________________________

Encourage patients/ customers to write there complaints and suggestions
Designing the Survey Tool

• 3 Types of survey: Inpatient, Outpatient, Doctors’ survey
## Designing the Survey Tool

### Doctors’ Survey

<table>
<thead>
<tr>
<th>WORK PERFORMANCE</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADMISSION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promptness &amp; attentiveness of staff [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of service [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>HOUSEKEEPING/ENGINEERING</strong></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cleanliness of hospital [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amenities/Facilities of the room [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>BILLING</strong></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtesy of staff [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of service [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>OTHER SERVICES / AMENITIES</strong></th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtesy of our telephone operator [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Courtesy of security guards [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Canteen services [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking [ ] [ ] [ ] [ ] [ ] [ ]</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Distribution & Collection

• Survey response rates typically very low.
  – Experts said one should strive to reach a 10-20 percent response rate across all distribution methods so the results will be statistically significant
  – A minimum of 200 responses (The Myers Group)
Distribution & Collection

- Retrieval rate is KPI of dept. staff & customer service
- ManilaMed target is around 40-50%; VRP has 90% OP & 95% IP retrieval rate

<table>
<thead>
<tr>
<th>NURSING STATIONS</th>
<th>Number of Discharges</th>
<th>% of Collection</th>
<th>% of Response</th>
<th>% of Declined</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Responses</td>
<td>Responses</td>
<td>Responses</td>
</tr>
<tr>
<td>5S</td>
<td>179</td>
<td>178</td>
<td>172</td>
<td>6</td>
</tr>
<tr>
<td>6N</td>
<td>111</td>
<td>110</td>
<td>110</td>
<td>0</td>
</tr>
<tr>
<td>6S</td>
<td>79</td>
<td>77</td>
<td>71</td>
<td>6</td>
</tr>
<tr>
<td>7F</td>
<td>95</td>
<td>95</td>
<td>95</td>
<td>0</td>
</tr>
<tr>
<td>8F</td>
<td>191</td>
<td>180</td>
<td>172</td>
<td>8</td>
</tr>
<tr>
<td>9F</td>
<td>120</td>
<td>120</td>
<td>114</td>
<td>6</td>
</tr>
<tr>
<td>10F</td>
<td>75</td>
<td>73</td>
<td>72</td>
<td>1</td>
</tr>
<tr>
<td>OVER-ALL</td>
<td>850</td>
<td>833</td>
<td>806</td>
<td>27</td>
</tr>
</tbody>
</table>

98% and 95% collection and response rates respectively.
Distribution & Collection

• Depends on characteristics & behavior of respondents
• Reaching out on multiple fronts – paper & digital
  – Surveys can be typed up and printed out or designed online and sent electronically
  – paper surveys have higher response rates than web-based email surveys, but are more costly to administer – may take some experimentation
Distribution & Collection

Ways to improve retrieval rate

- Phone interviews/survey
- Gifts for answering
- Consider outsourcing
- Customer Care Officer
- OP retrieval is via drop box for Manila Med; VRP requires staff to collect
- Timing of survey administration – 1 day before discharge
Processing of Results

Identify staff members who will review the results and process for acting on feedback – members should be receptive to the feedback and able to look at the organization critically

- Tallying the results
- Assigning weights to responses for each question and average them to get the score
- Noting sentinel events
- Deeper analysis of open-ended questions
Processing of Results

VRPMC’s counting machine
## Processing of Results

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>EXCELLENT</th>
<th>GOOD</th>
<th>FAIR</th>
<th>POOR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of responses</td>
<td>%</td>
<td>No. of responses</td>
<td>%</td>
</tr>
<tr>
<td>PROFESSIONAL</td>
<td>1129</td>
<td>56.6%</td>
<td>784</td>
<td>39.3%</td>
</tr>
<tr>
<td>ANCILLARY</td>
<td>1037</td>
<td>48.3%</td>
<td>1058</td>
<td>49.3%</td>
</tr>
<tr>
<td>NURSING</td>
<td>2189</td>
<td>57.7%</td>
<td>1427</td>
<td>37.6%</td>
</tr>
<tr>
<td>FOOD &amp; FOOD SERV</td>
<td>583</td>
<td>35%</td>
<td>884</td>
<td>53%</td>
</tr>
<tr>
<td>AMENITIES</td>
<td>849</td>
<td>35%</td>
<td>1231</td>
<td>51%</td>
</tr>
<tr>
<td>BUSINESS OFFICE</td>
<td>594</td>
<td>40%</td>
<td>753</td>
<td>51%</td>
</tr>
<tr>
<td>GEN. SERVICES</td>
<td>1375</td>
<td>41.0%</td>
<td>1717</td>
<td>52%</td>
</tr>
</tbody>
</table>
Processing of Results

Use of graphs for better appreciation

DIETARY OCTOBER TO DECEMBER CUSTOMER SATISFACTION SURVEY RESULT

- Presentation
- Taste
- Food was delivered on time
- Food server was friendly, courteous and caring

Use of graphs for better appreciation
Tracking of trends - patterns
Influence in Choosing FDMMC

- Doctor's advice: 34%
- Previous experience: 19%
- Friends/relatives: 18%
- Hospital staff recommend: 1%
- Reputation - care: 12%
- Reputation - eqpt: 5%
- Insurance: 5%
- Other: 6%

Include patients' demographic information
Processing of Results

Doctor-Centric

DOCTORS’ SATISFACTION SURVEY – Quarterly

Manila Med's survey revealed some preferences of physicians on items such as:

• Accompanying them on their rounds.
• To have a system where they can view or access laboratory results aside from the station
• Prompt relaying of important laboratory exams
• Establish a standard turnaround time for procedures and lab test results
Processing of Results

Manila Med – customer service gathers; QA compiles & audits; HR analysis – check & balance – coordinated & validated

Standing part of management meetings – weekly, monthly or quarterly
Processing of Results

Patient Satisfaction

• Collection efforts improved: 28 IP & 51 OP respondents
• Better rating for IP services
  • Nursing service had more “excellent” ratings
  • Appearance & cleanliness, courtesy of housekeeping staff also good
  • Food service still lags – “poor” ratings for food quality, taste & variety, dietary services
  • Appreciation for calling pediatric nurse to insert IV to a pedia child
• Suggestions: reduce waiting time for specialist consults, less movement at night, customer service for admin staff
• Improvement in ratings for OP services
  • Nursing service garnered higher “excellent” ratings
  • General support services, diagnostic services also fared well
  • Need to provide more info & explanation
Implementing Corrective Actions

For complaint written in the survey:

- Corrective and Preventive Action Report (CPAR) issued to concerned unit.
- Concerned unit head shall conduct root cause analysis of the complain using fishbone diagram or 5 why's.
- Based on the root cause of the complaint, unit head formulates corrective action to prevent re-occurrence of the problem.
Implementing Corrective Actions

For suggestions written in the survey:

- Analyzed if it will be an opportunity for continual improvement.
- If the suggestion can be opportunity for continual improvement, QA shall issue CPAR to unit concerned.
- Concerned unit head shall implement necessary action/s
Implementing Corrective Actions

- Threshold for action is a percentage of total responses – 5%

- Staff’s input to create action plans

- Start with the issues that have the greatest impact on the patient experience

- Impactful changes made quickly & easily and would make a visible difference should be enacted immediately
Implementing Corrective Actions

Surveys an ongoing effort to improve patient satisfaction

Also use the results to improve the survey

Communicate with patients about how management has acted on the information from its surveys

“You talked, and we listened.”
Focus on the patient should be the most important thing in healthcare - it could be a real differentiator for healthcare organizations

Thank You