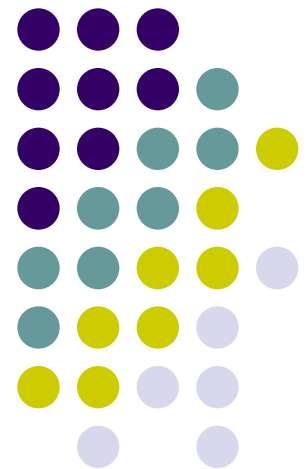
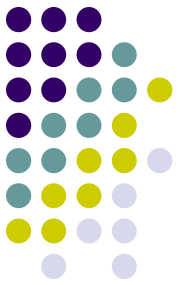


# Mass General Medical Group Quality and Service Initiative

**David Finn, MD**  
**Associate Medical Director**  
**Massachusetts General Medical Group**  
**CAHPS Webcast: September 24, 2009**

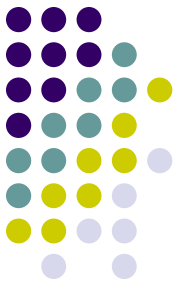




# Welcome to MGGMG

- Established in 1994
- Eight primary care physicians
- 3 managers
- Seven residents
- Five NP
- 3 RN
- 4 MA
- 4 Secretaries
- 4 additional staff (front desk, radiology, pharmacist)

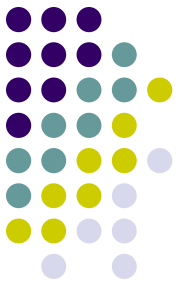
*On average, staff have been employed with the practice for 5 years*



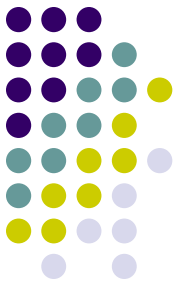
# Management Structure

- Medical Director
- Associate Medical Director
- Clinical Manager
- Operations Manager
- Business Manager
- Rotating RN/NP and MD each year

# Teams



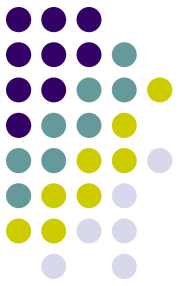
- Care Team structure – approx 2 years
- 2 MD's aligned with MA, RN/NP, Secretary
- Pro – continuity for patients, communication, internal pilots
- Con – cross-coverage



# Nifty Fifty....*or ninety*

- List of 50-90 projects, initiatives, directives
- Use Summer 2008 retreat to prioritize
- Take a step back and look at what are we really trying to accomplish and how projects align with our practice goals and ideals
- Provide the highest quality of care AND service to our patients and to ourselves

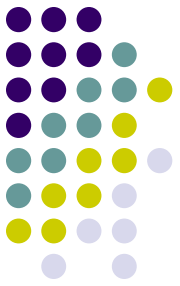
# Survey



- Define what “Quality Care” means to you
- Define what “Quality Service” means to you
- What do you need to do your job better?
- What do you feel are the obstacles to this?

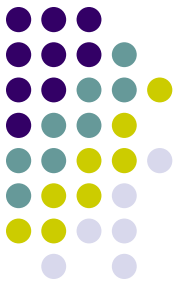
*100% participation without reminders!!*

# Quality Care – Provider and Staff Responses



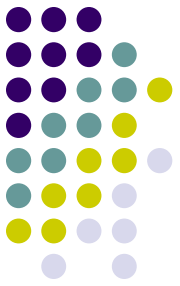
- Giving the highest level of clinical care possible to patients, their families and the community
- Access
- Timely care
- Coordination of care with specialists and in general
- Friendly
- Going above and beyond
- Care of the physical emotional, spiritual, and clinical needs of the patient
- Meet standards of care
- Professionalism
- The right care, by the right provider, at the right time

# Quality Service – Provider and Staff Responses



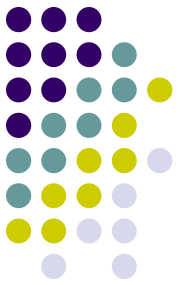
- Access for care and information
- Respect, friendly, pleasant interactions
- Professionalism
- Patient valued customer
- Proper greetings
- Timely communication
- Time with patient
- High service to co-workers and other departments
- Inviting physical environment
- Go extra step





# Obstacles/Opportunities

- Communication
- Access
- Resources
- Environment (physical)
- Teamwork



# Obstacles - Teamwork

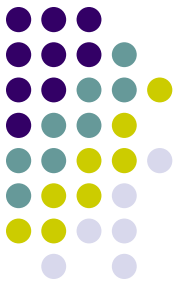
- Providers

- Lack of camaraderie
- Lost time trying to coordinate with others
- Having to do too much for myself rather than being able to count on support
- Fear that I will not be part of a team and I will work in isolation or be an imposition
- Lack of consideration
- Changing personnel/care team
- Staff not helping each other

- Staff

- Lack of camaraderie
- Strain between teams
- Cliques
- Staff tardiness/lunch schedules
- Members of practice are oblivious to the work of others
- Lack of initiative
- Little concept of the impact of changes in schedule and policies on others
- Lack of huddles
- Less than professional/sophomoric behaviors
- Mocking of decisions/policies/procedures
- Staff shortages

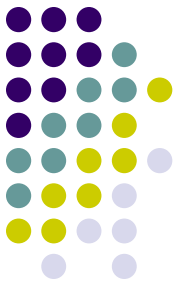
# Opportunities – Core Values, Core Culture



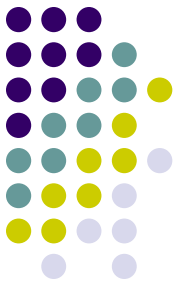
- Enhance professionalism
- Recognize and reward accountability, investment, initiative
- Move from culture of good enough to best we can be
- Have clear goals and vision
- Get out of neutral

*Doing the above will allow us to provide the highest quality care and service to patients, families and our practice.*

# Actualizing Our Goal: Quality Care and Service

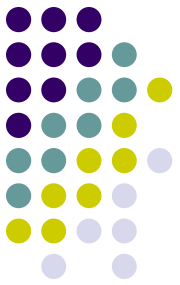


- Full practice involvement
- Training and utilization of available resources
  - LEAP
  - Front and Center Program
  - MA Professional Development Series
  - Staff Continuing Education support
- Management training
  - Studer Group Conference
  - GPIN
  - Leadership Academy
  - Disney Institute



# All Practice Retreat

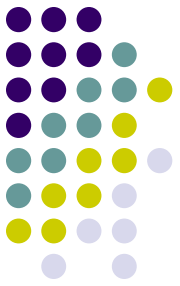
- Closed entire practice for ½ day, off site
- CARE Work Groups
  - Communication
  - Access
  - Resources
  - Environment
- Underlying theme of TEAMWORK in each group



# Work Group Summaries

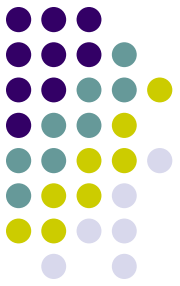
- Communication – internal>external
- Access – phones, patient email
- Resources – ongoing education (patient and staff), technology
- Environment – patient experience

# Keeping up Momentum and Sustaining Enthusiasm



- Reward and Recognition Program
- Biannual all-practice retreats/team building
- Staff involvement in work-groups
- Ongoing management training
- Development of action plans from staff/patient surveys in conjunction with this initiative
- Resources to support efforts

# Challenges – How to change the tires while traveling 60 mph



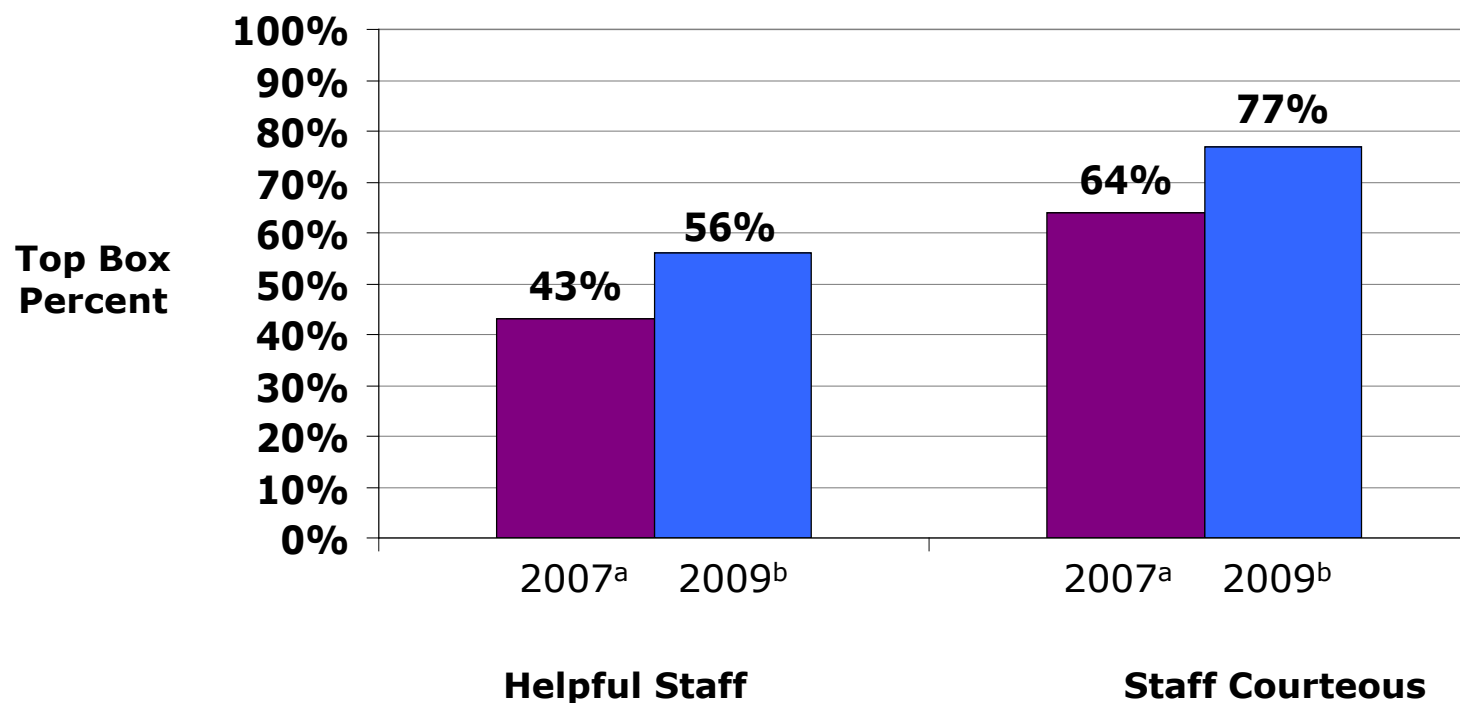
- Fiscal – it is the economy stupid....
- Setting the bar alone is not enough
  - Coaching
  - Training
  - If someone is not on the bus...
- Integration of change into daily life



# Comparison of MGMG Office Staff Results: 2007 vs. 2009



**CAHPS Clinician & Group Top Box Results**



<sup>a</sup> Data reflects results from 2007 MHQP Clinician & Group Survey

<sup>b</sup> Data reflects results from 2009 MGH Clinician & Group Survey

President Lyndon B. Johnson was touring Cape Canaveral during the space race to the moon.

During his visit, the president came across a man mopping the floor and asked him, "What's your position here?"

The man looked up from his pail and proudly replied, "I'm sending a man to the moon."

