

# **Implementing the Language of Compassion by Sharing a Common Purpose with our Patients – A Health System’s Experience**

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*Vice Chief of Staff & Medical Director of Quality*

*Baylor Scott & White – Hillcrest Medical Center*



# “Relationship- Centered Communication (RCC)

brings all the relationships in healthcare together—patients, clinicians, team members, and families—to improve the quality and safety of healthcare and well-being.”

**Calvin Chou**  
*Communication RX*




# objectives

- Explain how to start a RCC program at your institution
- Describe the impact of RCC program on BSW outcomes
- Provide an inside look at the growth of an RCC program

# Overview of Relationship-Centered Communication Skills

The skill sets offer the most effective and efficient use of time during an encounter - whether it be a clinical appointment or meeting

Skill Set 1	Skill Set 2	Data Centered Portion	Additional	Skill Set 3
<p>Create Rapport and Set Agenda</p> <ul style="list-style-type: none"> <li>• Small Talk</li> <li>• Elicit the list of items</li> <li>• Negotiate Priorities</li> </ul>	<p>Elicit Perspectives</p> <ul style="list-style-type: none"> <li>• Explore Ideas, Concerns, Expectations (ICE)</li> <li>• Respond with PEARLS</li> </ul>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• Clinician directed History Building Skills (H&amp;P/Review of Systems)</li> <li>• Screening Questions</li> <li>• Meeting Objectives</li> <li>• Presentation</li> </ul>	<p>Examples:</p> <ul style="list-style-type: none"> <li>• Conduct Physical Exam</li> </ul>	<p>Educate, Counsel &amp; Plan</p> <ul style="list-style-type: none"> <li>• Chunk &amp; Check</li> <li>• I.C.E</li> <li>• Teachback</li> </ul>

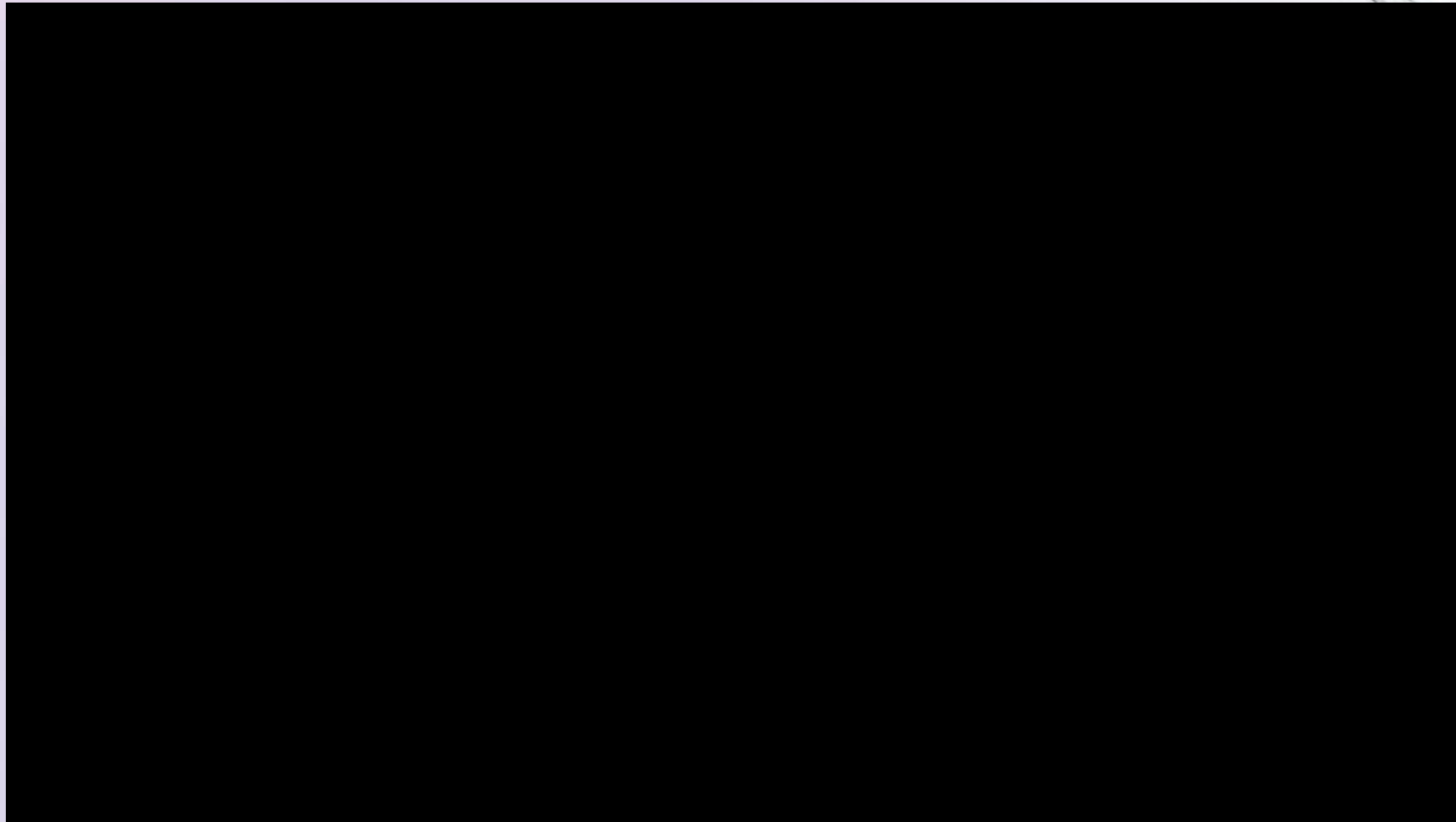


Modified from Fortin AH, Dwamena FC, Frankel RM, Smith RC. Smith's Patient Centered Interviewing: An Evidence-Based Method. 4th ed. New York, NY: McGraw Hill; 2019.





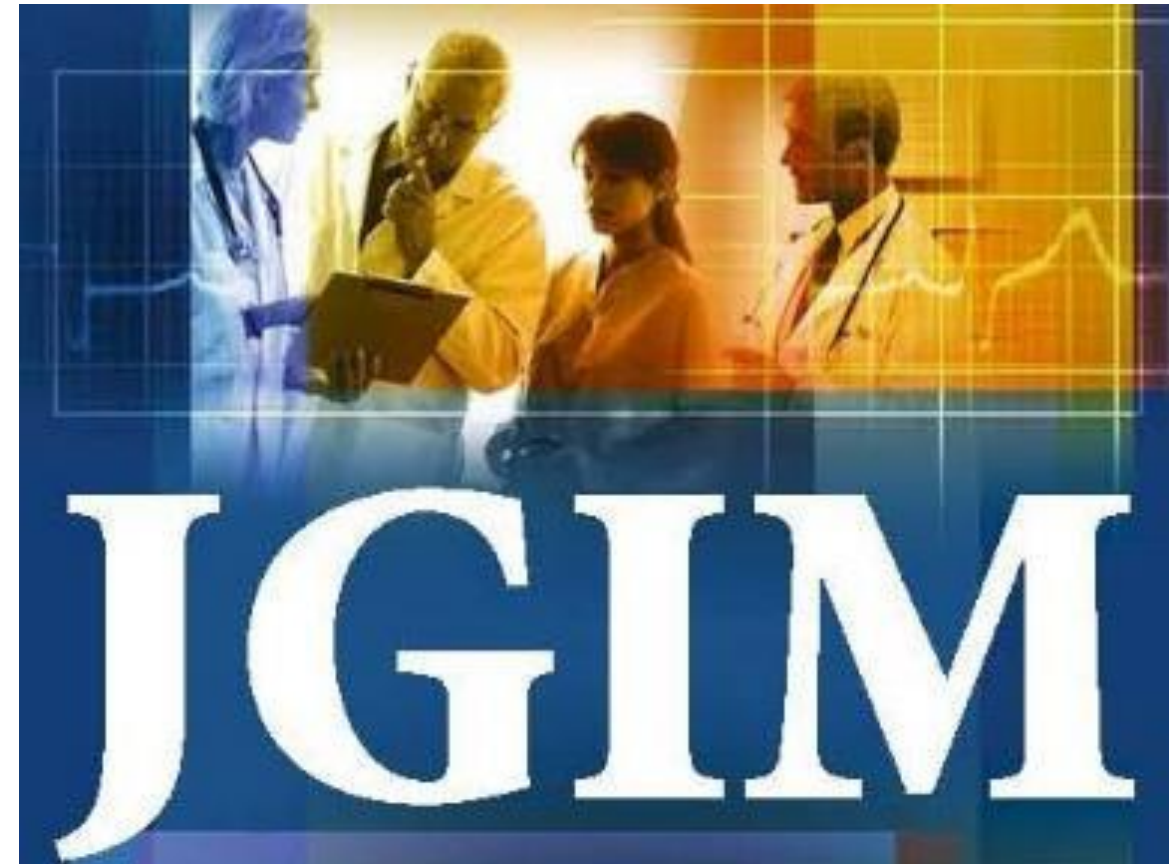
# First 5 Minutes™







# Cleveland Clinic



- Higher adjusted overall doctor communication CGCAHPS scores compared to controls ( $p < .03$ )
- Higher improvement in HCAHPS Respect domain score compared to controls ( $p = .015$ )
- Increased levels of empathy as rated by the Jefferson Scale of Empathy ( $p < .001$ )
- Decreased levels of burnout, as assessed with the Maslach Burnout Inventory for emotional exhaustion ( $p < .001$ ), depersonalization ( $p < .003$ ) and personal accomplishment ( $p < .04$ )
- High satisfaction with the course itself, in many domains

Communication Skills Training for Physicians Improves Patient Satisfaction.  
Boissy et al., [J Gen Intern Med](#). 2016  
Jul;31(7):755-61. doi: 10.1007/s11606-016-3597-2. Epub 2016 Feb 26.



# HCAHPS Improved 14<sup>th</sup> – 58<sup>th</sup> percentile (2014 – 2016)

Hospital Results

Metric	Unit of Measure	2014	2015	2016
Physician Communication Quality Domain	N-size	611	931	1903
	% Top Box	89.2	90.8	93.3
	All Facilities Rank	14	21	58

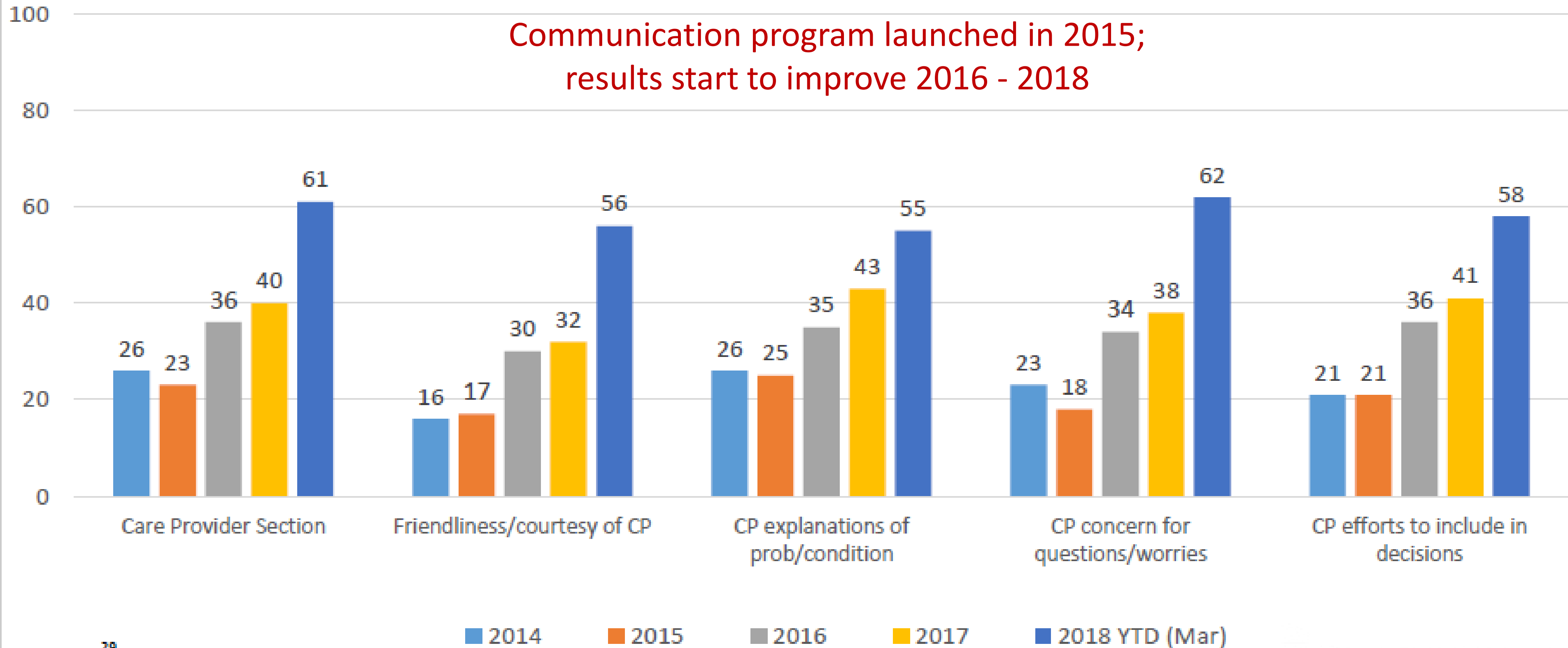


# Press Ganey Medical Practice Survey

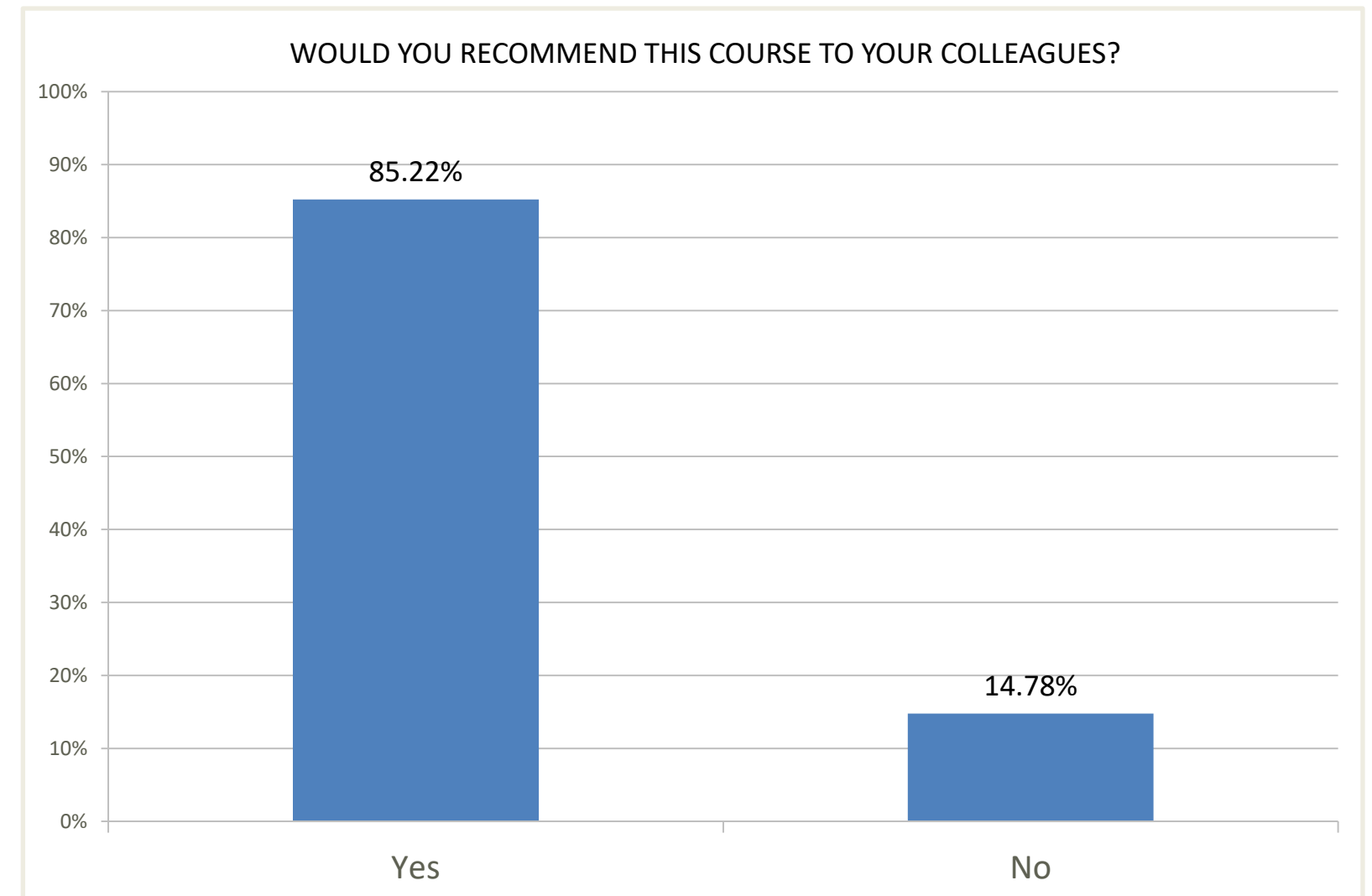
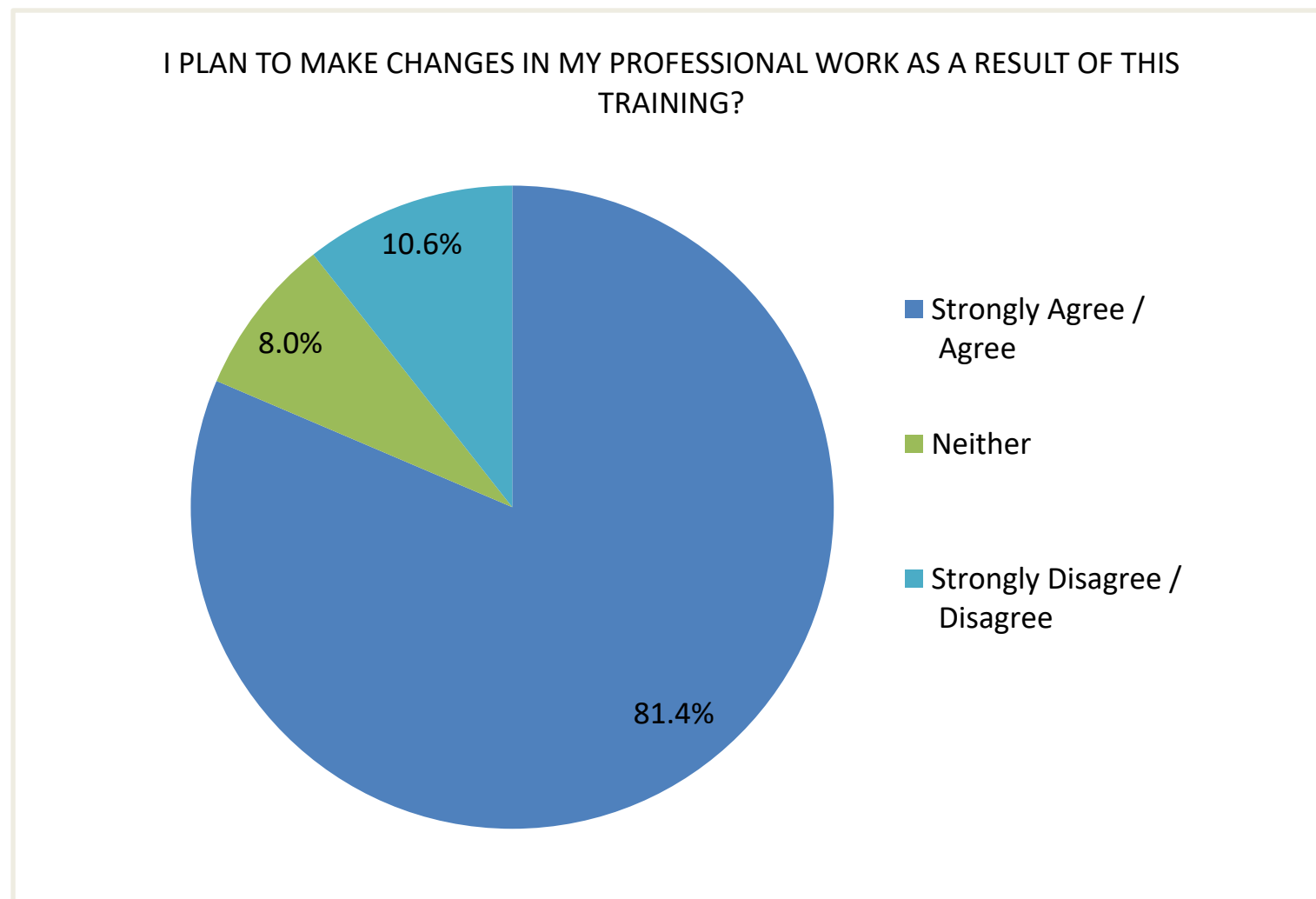
## UM SOM Percentile Ranking - Faculty Attending PEP

### By Visit Date | Calendar Year

Communication program launched in 2015;  
results start to improve 2016 - 2018



# University of Maryland



# Patient Experience – Pre/Post Comparison

\*For all TCH clinic providers who took the course prior to September 30, 2017.

Press Ganey Performance	Pre Course Mean	Post Course Mean	P-value	Outcome
<b>CP concern for questions/worries</b>	93.0 (n=2894)	94.8 (n=1612)	0.001	Scores were significantly higher after the course compared to before the course.
<b>CP efforts to include in decisions</b>	93.2 (n=4512)	94.6 (n=2884)	<0.001	
<b>CP information about medications</b>	93.1 (n=2662)	94.5 (n=1519)	0.004	
<b>CP spoke using clear language</b>	94.8 (n=4520)	95.7 (n=2891)	0.006	
<b>Likelihood of recommending CP</b>	92.6 (n=4513)	94.5 (n=2894)	<0.001	
<b>Care Provider Section</b>	93.4 (n=4535)	94.8 (n=2903)	<0.001	
Limitations	excludes TCP/UC, non-clinic providers, surveys after 9/30/17			



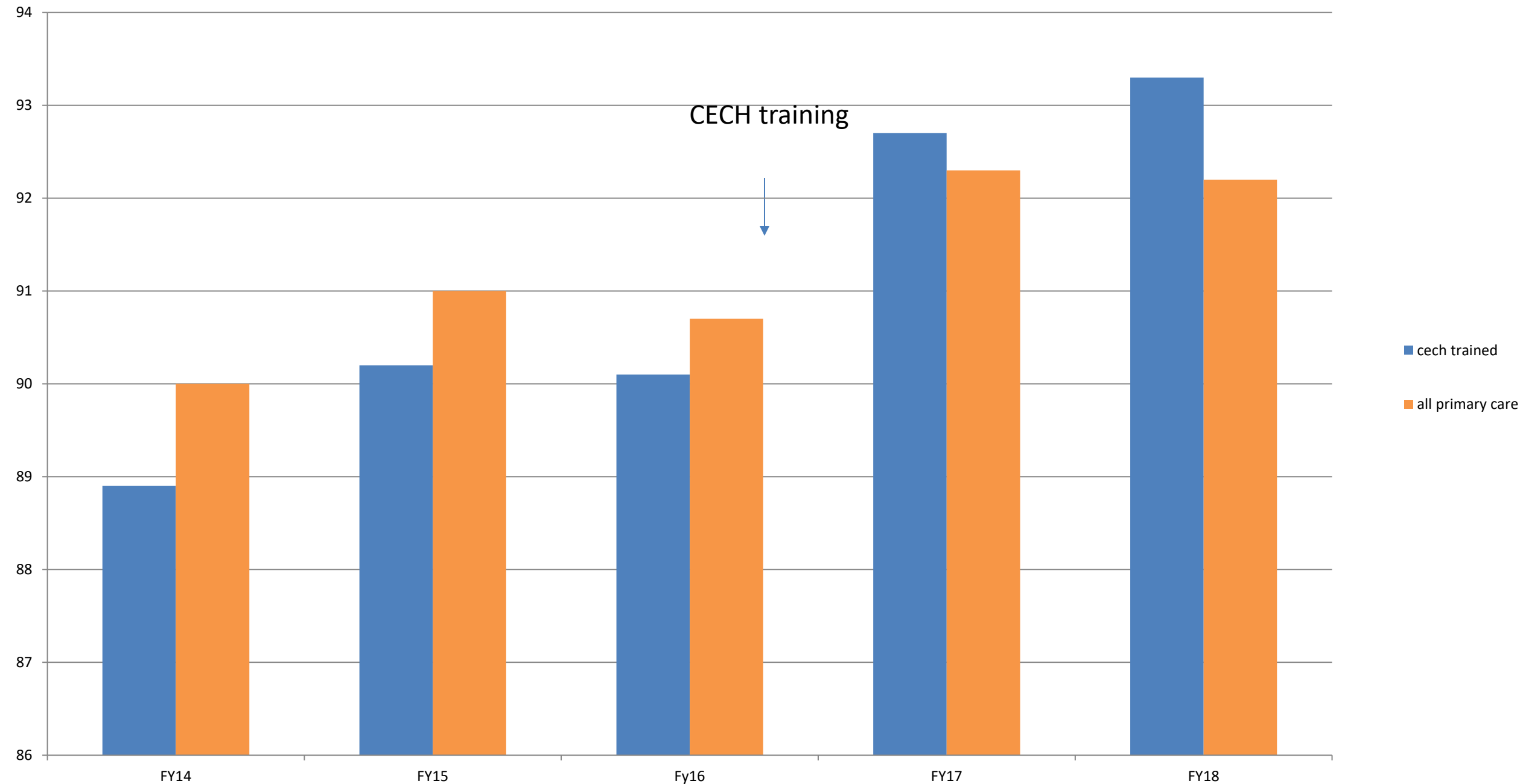
# Outcomes: Maslach Burnout Questions

Question	Pre Course Score	Post Course Score	P-value	Outcome
<b>I feel used up at the end of the workday</b>	3.13 (n=532)	2.72 (n=235)	0.0039	Statistically Significant Change
<b>I can easily understand how my patients feel about things</b>	5.25 (n=531)	5.55 (n= 235)	0.0033	

In 19 of the 22 questions, scores trend favorably after the course as compared to before the course.

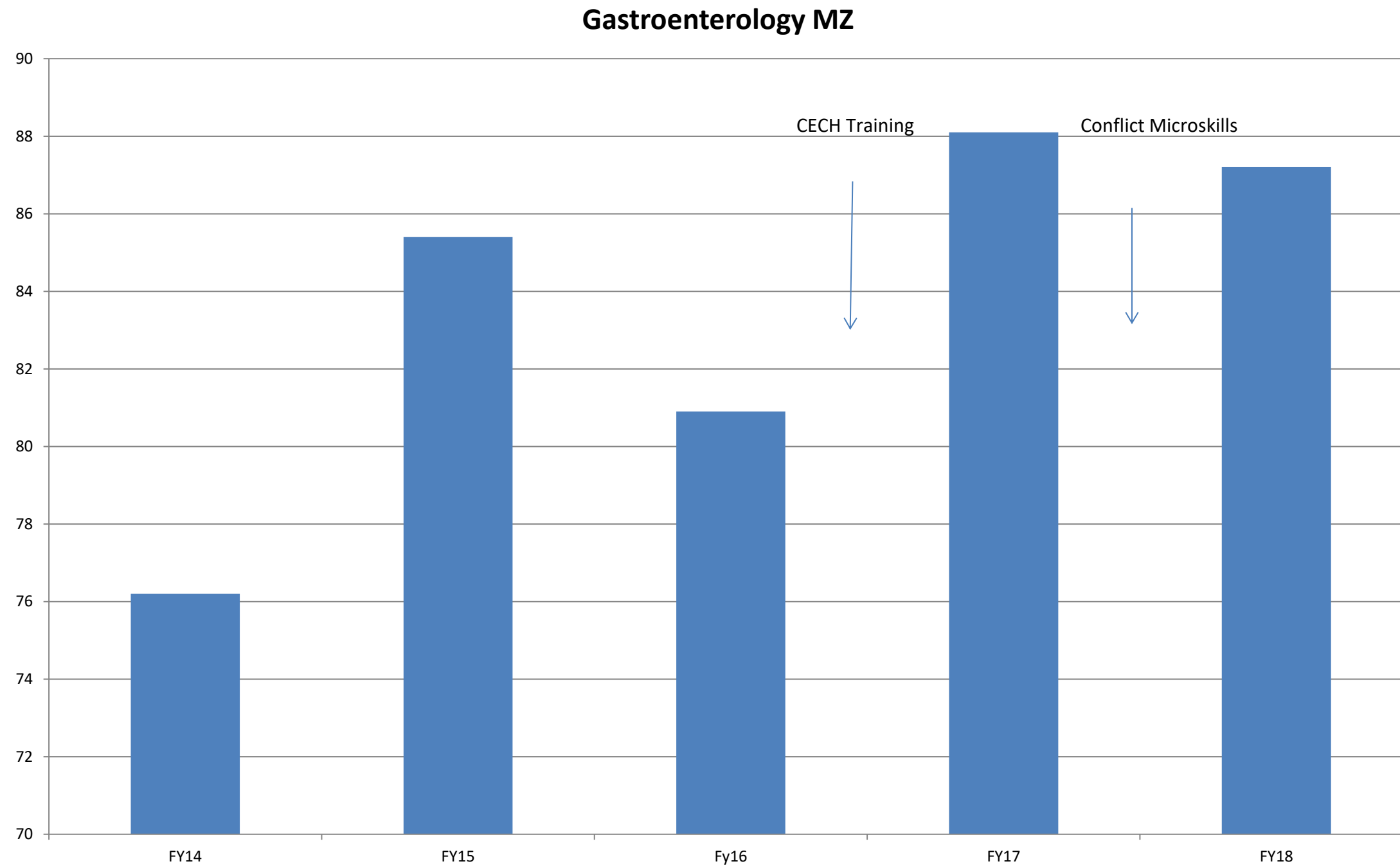
# Overall Care Provider Rating: Mean Top Box: CECH Trained vs. All Primary Care

CECH Training vs. All Primary Care



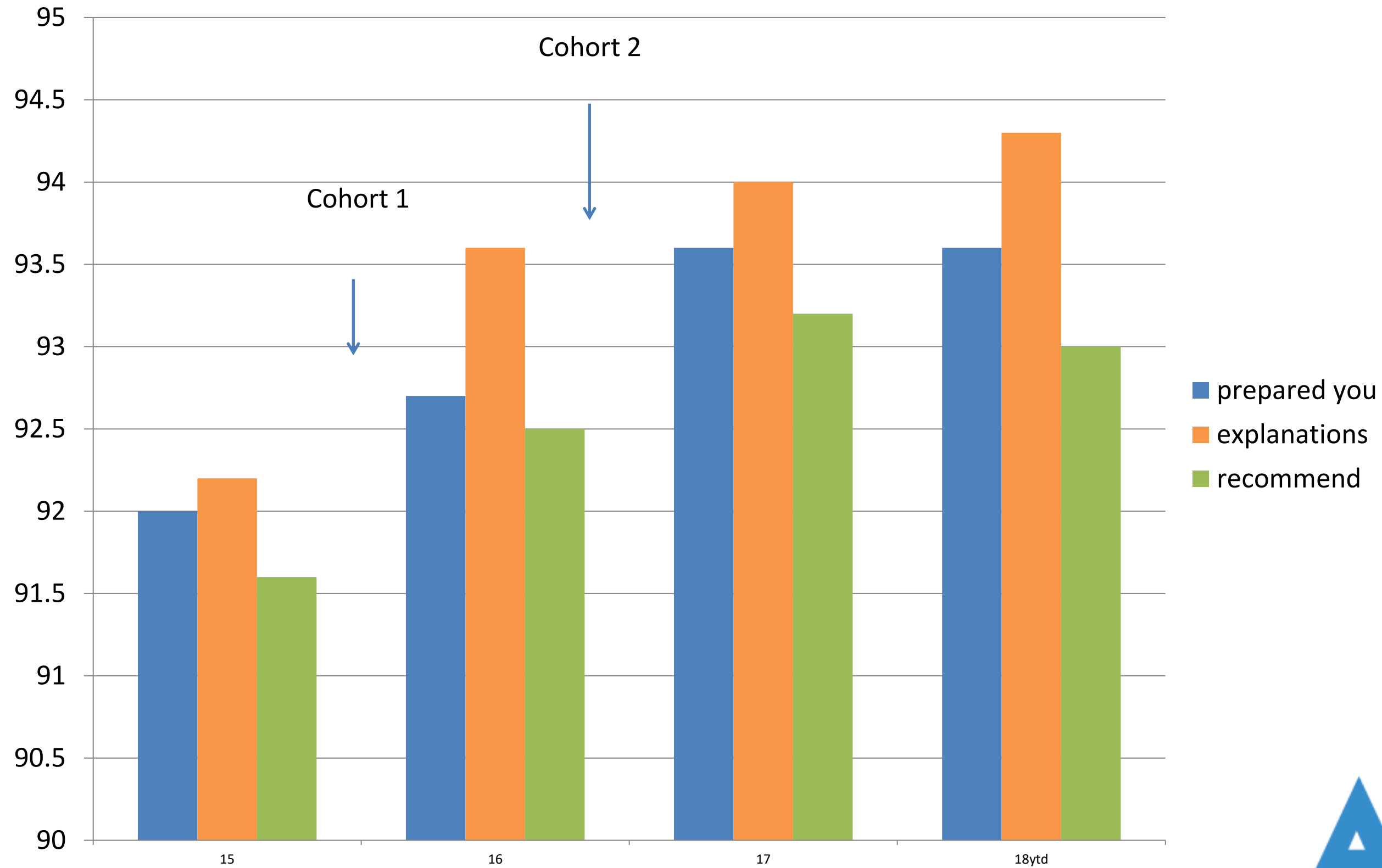
\*Sacc excluded from all primary care due to ED question set. Coaching also ongoing in these practices for CECH trained and untrained clinicians.

# Overall Care Provider Rating: Mean Top Box: **Gastroenterology MZ**





# Anesthesiologist Patient Communication Mean Scores Domains



# Physician Engagement Survey

## Overall Engagement

	2018		Difference vs. Control Group
	n	Engagement Score	
<b>RCC Participants</b>	<b>251</b>	<b>4.17</b>	<b>+ .09</b>
<b>RCC Faculty</b>	<b>10</b>	<b>4.55</b>	<b>+ .47</b>
<b>Control Group</b>	<b>2,298</b>	<b>4.08</b>	<b>-</b>

**Q. I am satisfied with my opportunities to be an educator.**

	2018		Difference vs. Control Group
	N	Score	
<b>RCC Faculty</b>	<b>10</b>	<b>4.50</b>	<b>+ .50</b>
<b>Control Group</b>	<b>2,209</b>	<b>4.00</b>	<b>-</b>



# RCC Improves Clinician Burnout

	<b>Pre-course</b>	<b>Post-course</b>	<b>P value</b>
Burnout	35%	26%	<0.039
Compassionate Self- improvement	37%	50%	<0.020
Professional Fulfillment	41%	51%	<0.034



# ART of Communication: Relationship-Centered Communication Program

## Improving Patient, Clinician & Team Experiences

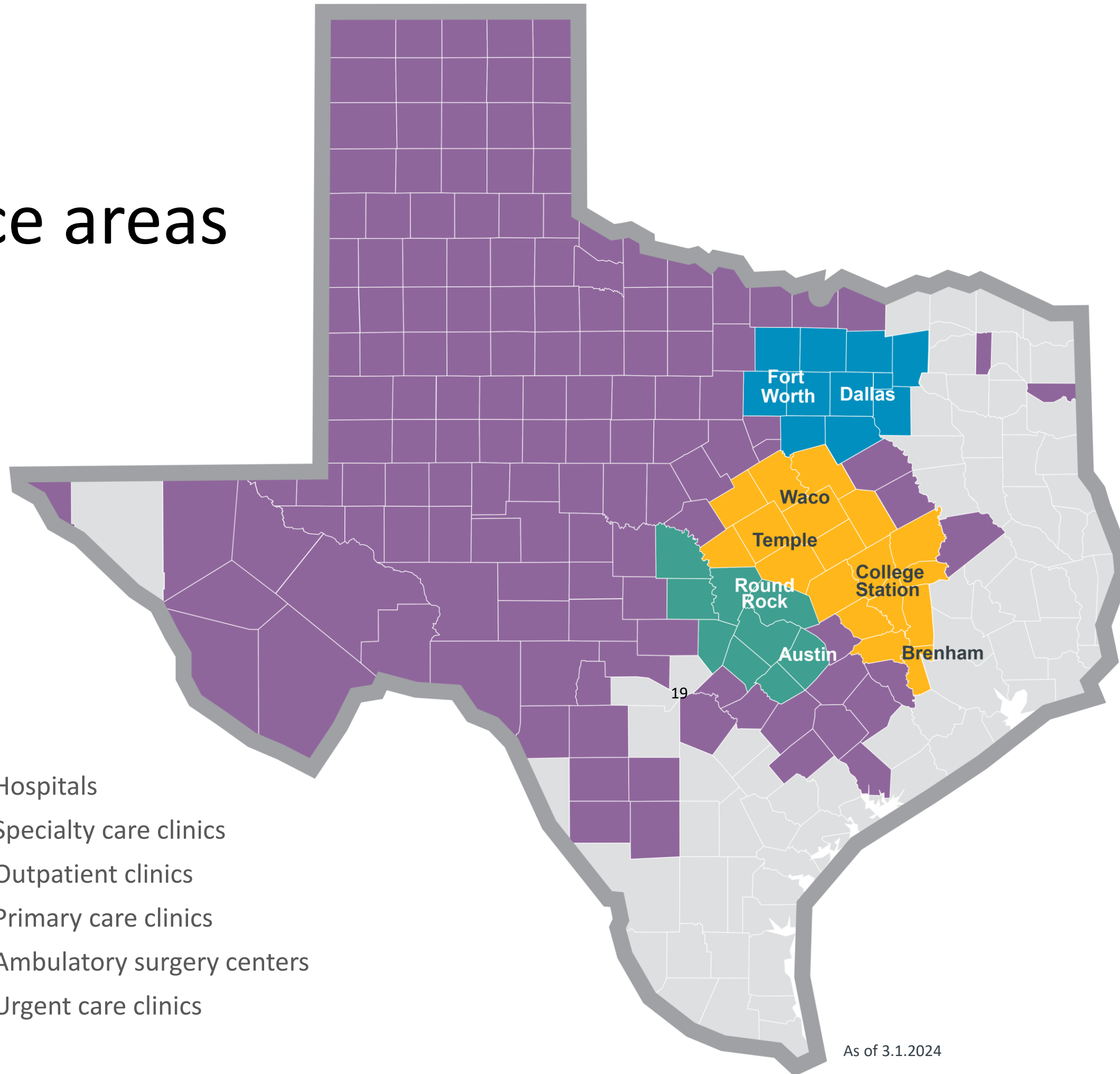
Better Communication. Better Relationships. Better Care

ZERO HARM





# Service areas



## DALLAS-FORT WORTH

- 35 Hospitals
- 287 Specialty care clinics
- 178 Outpatient clinics
- 84 Primary care clinics
- 30 Ambulatory surgery centers
- 26 Urgent care clinics

## CENTRAL TEXAS

- 8 Hospitals
- 203 Specialty care clinics
- 34 Outpatient clinics
- 43 Primary care clinics
- 7 Urgent care clinics

## GREATER AUSTIN

- 9 Hospitals
- 100 Specialty care clinics
- 45 Outpatient clinics
- 37 Primary care clinics
- 11 Urgent care clinics

## DIGITAL CARE

254 Counties (available statewide)

## HEALTH PLAN

171 Counties

- 52 Hospitals
- 632 Specialty care clinics
- 260 Outpatient clinics
- 164 Primary care clinics
- 30 Ambulatory surgery centers
- 62 Urgent care clinics

As of 3.1.2024



## Our partners:

- Leadership
- Physicians
- Nursing
- Operation leaders
- Patient Experience
- Quality Department
- Risk Management





## First year experience:

- Partnered with ACH to train 10 facilitators
- We selected clinical and non-clinical colleagues with an interest in communication
- We performed 15 RCC workshops
- Reached 131 participants



## Year 1 to now

- Trained 10 facilitators in year 2
- 2529 participants from 2016-2024
- 254 RCC workshops
- Over 20,000 hours of training from 2016-2024





# Train the Trainer

- Subsequent years we performed Train the Trainer
- Yearly training
- Plan for attrition of facilitators
- We prioritized diversity in clinical role and identity in facilitators



# Our Facilitator Team:

## **BSWH - ACH FACULTY:**

Robert (Bert) Stewart, MD

Tresa McNeal, MD

## **FACILITATORS:**

Trina Dorrah, MD, MPH

Corey Pollard, DPM

Shon Tackett, MHA

Mike Averitt, DO

Rebecca Lyon, PA

Ammar Haque, MD

Kevin Spera, MS, CSCS, USAW

Katy Miller, M.Ed., LSSGB, CPXP

Alex Ivey, MHA

Trey Madison, BS

Audrey Holdren, BA

Minda Mathew, MBA, MSHCLM

Kara Landrum, MSLOD, CCLS

Amber Lee, BSN, RN

Ben Larsen, MBA, MHA

Jarita Camacho, MBA, MHRM

Michael McNeal, MD

Stacy Albert, BS

Craig Vanmetre, MBA

Harini Medicherla, MBA

Kendra Hammack, BSN, RN

Simone Christensen, MSHM

Alissa Schick, MSN, RN, NE-BC

Stacy Cooper, DNP, RN, NE-BEA

Thien Nguyen, DHA, MBA

Shea Miech, BSN, RN, NE-BE

Lisa Gingerich, MBA, CPXP

Shannon Lynch, MHA

Chelsea Bargsley, LVN

Monica Anderson, MS, CPXP

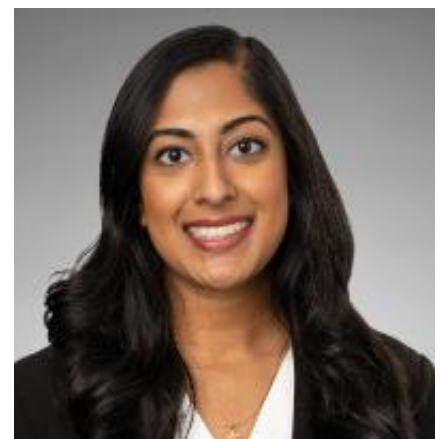
Roxanne Baier MN, CPXP

Karen Pinkston, BSN, RN, CMSRN





# Patient Experience Team





# Impact Overview

## REDUCTIONS

- Burnout
- Workload stress
- Emotional Exhaustion
- LOS
- Rates of HAIs
- Readmissions
- Medical malpractice
- Workload stress and burnout
- Lower spending 30 days post op
- Patient safety and adverse events
- Per-patient spend for readmissions

## INCREASES

- Resilience
- Empowerment
- Self-awareness
- Work engagement
- Quality of personal life
- Control of professional life
- Higher net margins
- Team collaboration
- Patient compliance
- Net promoter score
- Chronic condition outcomes
- Better HCAHPS performance
- Patient engagement and loyalty
- Higher reimbursement per beneficiary
- Employee engagement, retention and recruitment



# Internal Evidence

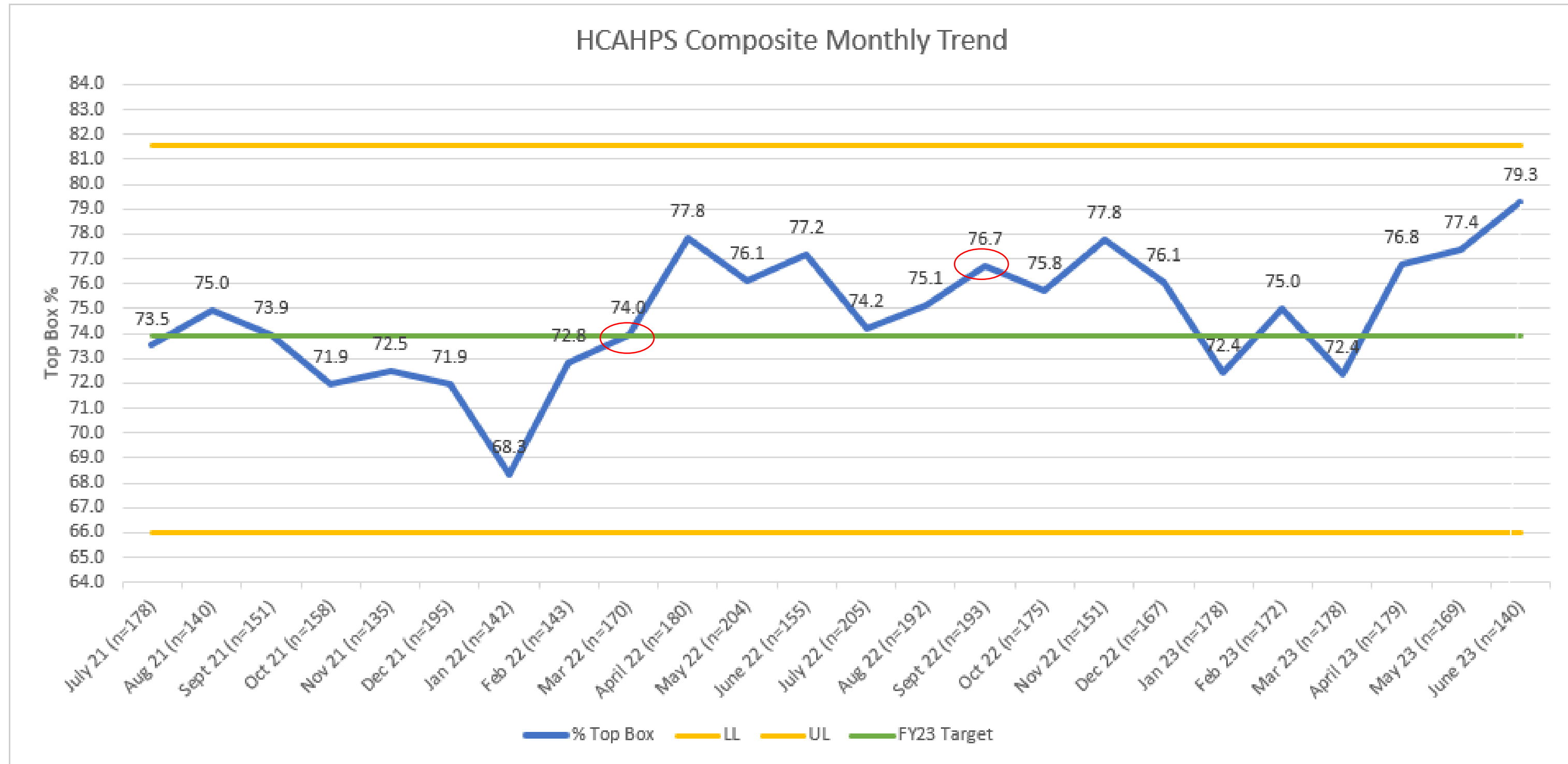
- 2 outpatient Medical Practices
- RCC provided followed by coaching
- Improved patient experience compared to regional clinics

	<b>Clinic A FY23 – FY24 change</b>	<b>Clinic B FY23 – FY24 change</b>	<b>Regional FY23 – FY24 Change*</b>
<b>Friendliness of Care Provider</b>	+0.27	+0.43	-0.01
<b>Care Provider include you in the decisions</b>	+0.15	+0.86	-0.03
<b>Care Provider discuss treatments</b>	+0.16	+1.18	-0.02
<b>Recommend Care Provider</b>	+0.15	+0.94	-0.05
<b>Time spent with Care Provider</b>	+0.3	+1.04	-0.05
<b>Staff worked together to care for you</b>	+0.25	+0.5	-0.09

\*Excludes clinic A&B



# RCC Hospitalist Program



# Evidence of Impact

## Quality data from BSW – Hillcrest Medical Center

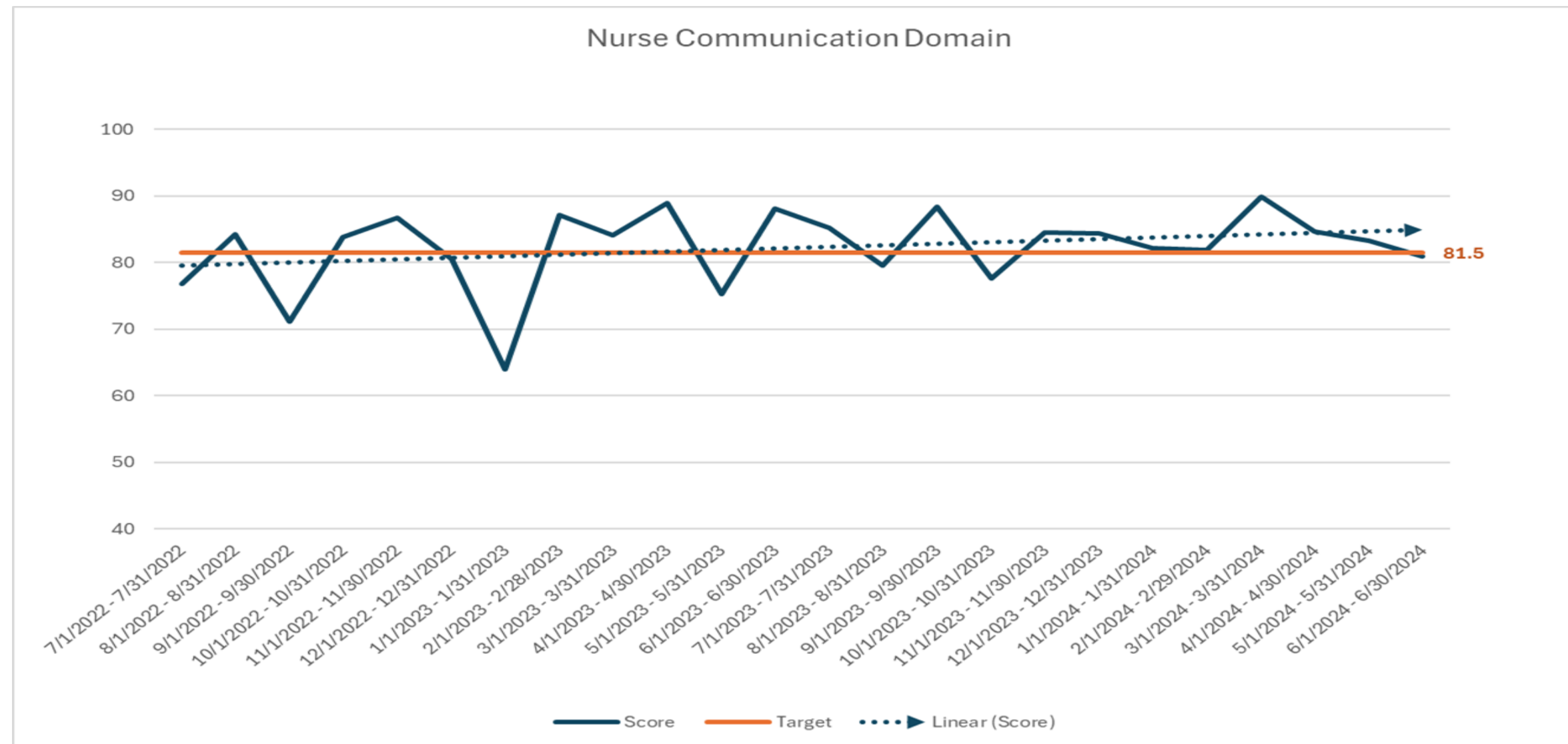
- Comparing 2023 quality metrics to 2022
- HAPIs decreased by 69%
- CLABSI decreased by 90%
- CAUTIs decreased by 83%
- MRSA reduced 80%
- Mortality rates improved 32%
- Patient falls reduced 10%
- Employee engagement improved 2.3%
- Culture of safety improved 1.7%



# Evidence of Impact

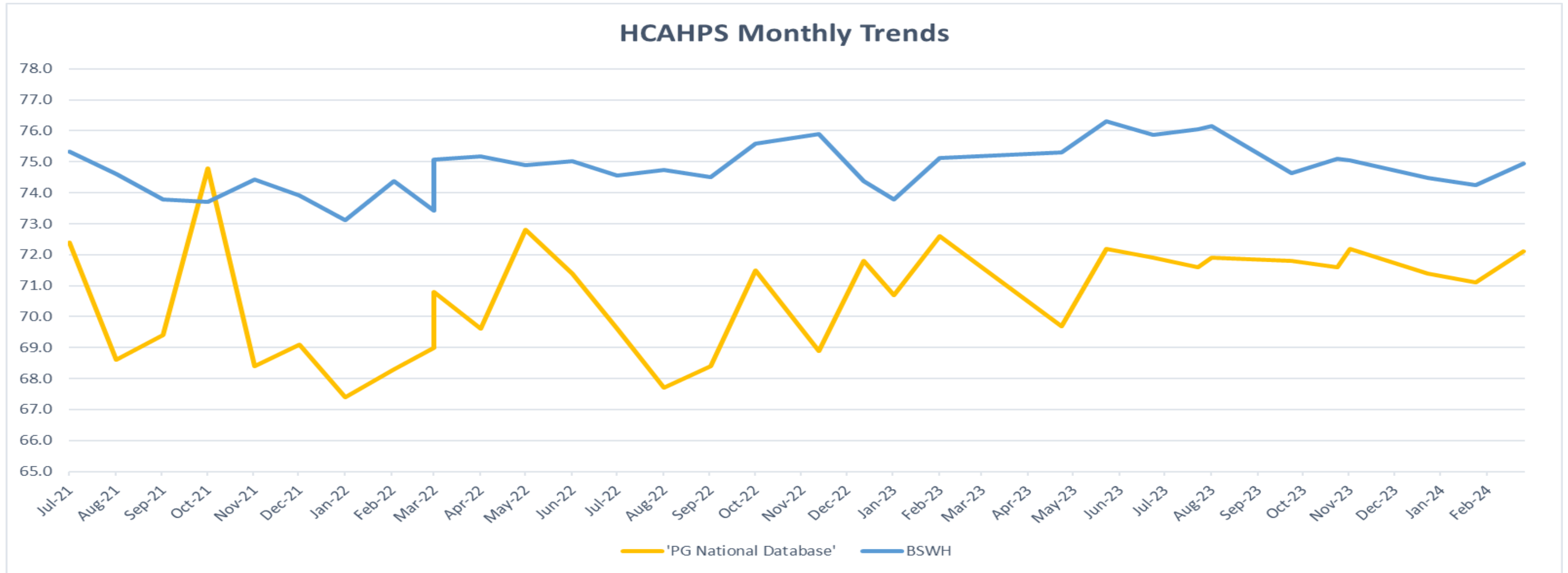
## Inpatient unit in a tertiary care hospital

- RN Communication Domain +0.2 improvement from previous FY
- MD Communication Domain +0.4 improvement from previous FY

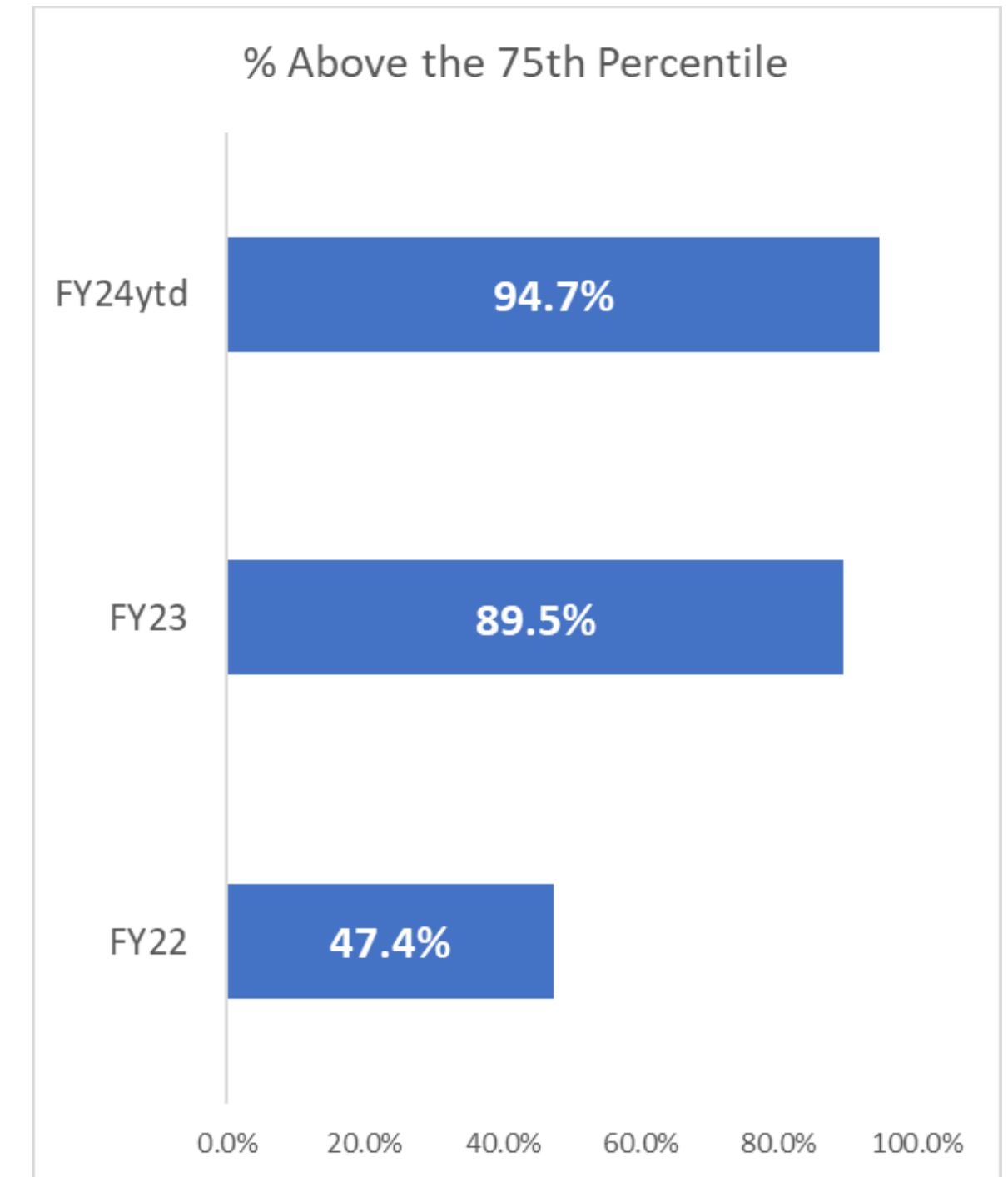
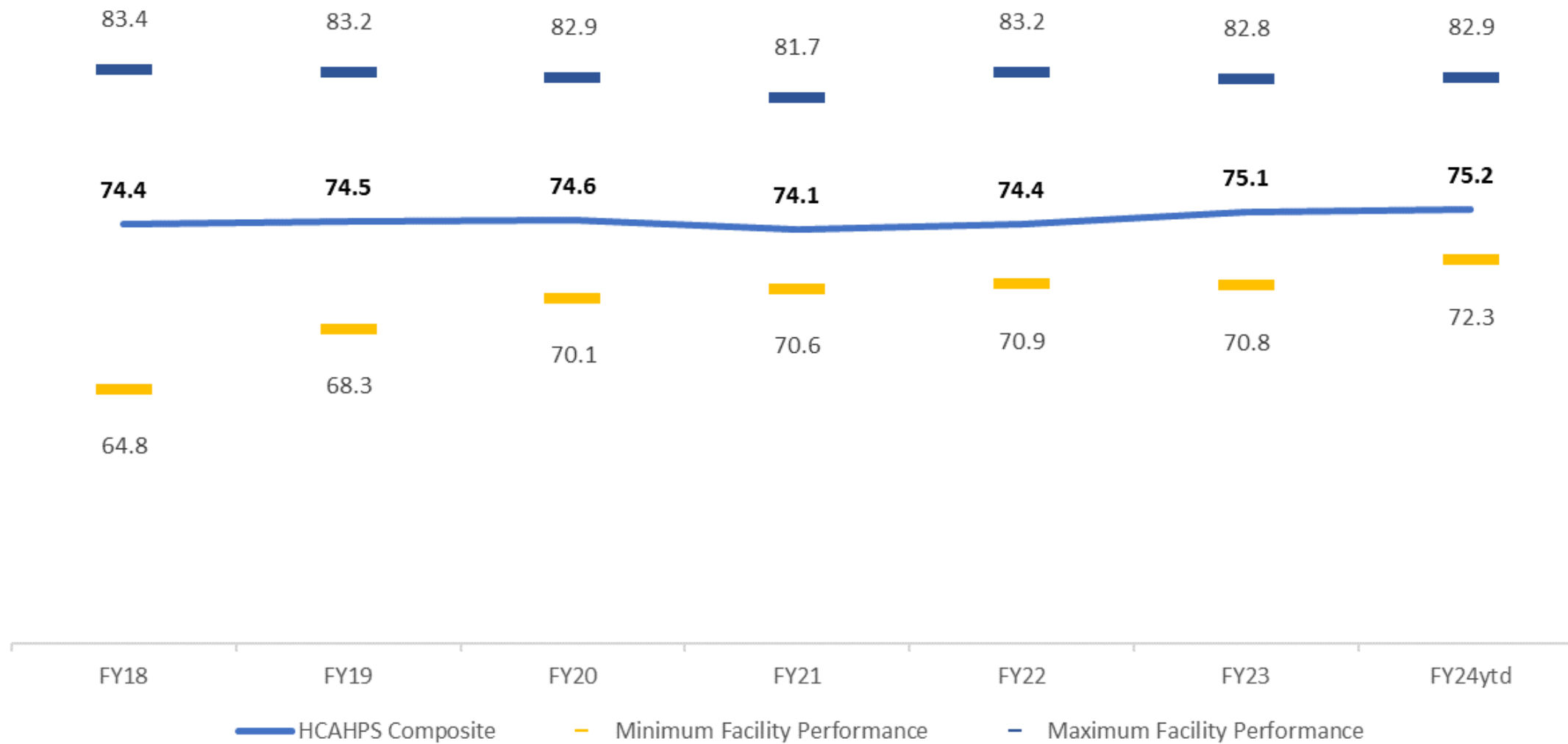




# Evidence of Impact



# What about pandemics?

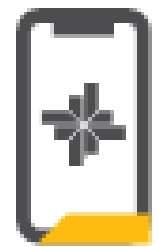


# Curriculum Development

- Difficult conversations
- Diversity for Teams
- Feedback with good judgment
- Virtual program
- Coaching



# What is the cost?



**3.1 million**  
MyBSWHealth  
accounts



**3.5 million**  
customers



**52,000**  
employees



**\$13.9 billion**  
total operating revenue



**7,100+**  
physicians



**\$997 million**  
community benefit

- Over 7 years supporting our RCC program we have only spent:
- 0.00084515% of a single year's operating budget



# Thank You

