Patient-Centered Medicine: Our Definition

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Department of Radiology

Chief Medical Officer & Director of Health Care Planning
Michigan State University Health Team
“Patient-Centered Medicine”
Radiology

- Subspeciality interpretations
- Access to imaging
- Timely interpretations
  - ED, Inpatients
- Maintenance of Certification
- Quality Improvement processes
  - Division, Department, Institution
- MR safety
- Radiation dose awareness
- Resource utilization
- Process Improvement
  - Lean, Six sigma
- Trainees
- Research
“Patient-Centered Medicine”

- The Institute of Medicine: “Providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide all clinical decisions.”

- Bardes CL. NEJM 2012;366:782-783: “Patient-centered medicine….seeks to focus medical attention on the individual patient's needs and concerns, rather than the doctor's.”

- Sacristan JA. BMC Medical Informatics and Decision Making. 2013;13:6. “Medical practice aimed at improving the health outcomes of individual patients in everyday clinical practice, taking into account their preferences, objectives and values, as well as the available economic resources.”
“Patient-Centered Value”

- Rickert J. Health Affairs 2012. “Replaces our current physician centered system with one that revolves around the patient.”

- Michigan State University: Patient-Centered Value:
  - Access (Imaging & “us”)
  - Quality
  - Cost
<table>
<thead>
<tr>
<th>Distribution of Roles Among All Comments</th>
<th>Distribution of Roles Among Employees in Top 10% of Number of Comments Received</th>
<th>Distribution of Modalities Among Technologist Comments</th>
<th>Distribution of Subspecialties Among Radiologist Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technologist:</td>
<td>Technologist: 50.8%</td>
<td>MRI: 29.4%</td>
<td>Breast: 48.0%</td>
</tr>
<tr>
<td>Receptionist:</td>
<td>Receptionist: 37.7%</td>
<td>CT: 21.2%</td>
<td>IR: 16.3%</td>
</tr>
<tr>
<td>Supervisor:</td>
<td>Supervisor: 4.9%</td>
<td>X-ray: 18.3%</td>
<td>MSK: 13.8%</td>
</tr>
<tr>
<td>Nurse:</td>
<td>Expeditor: 3.3%</td>
<td>Ultrasound: 12.2%</td>
<td>Other: 22.0%</td>
</tr>
<tr>
<td>Patient expeditor/assistant:</td>
<td>Nurse: 1.6%</td>
<td>Breast imaging: 9.7%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scheduler: 1.6%</td>
<td>Nuclear medicine: 8.1%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other administrator: 1.1%</td>
<td>IR: 1.1%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other: 0.5%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: IR = interventional radiology; MSK = musculoskeletal.

Table 1. Most common themes relating to the patient experience in radiology, in descending order of frequency, along with representative examples

<table>
<thead>
<tr>
<th>Theme</th>
<th>Frequency</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>1   Staff behavior and communications</td>
<td>74.5%</td>
<td>Caring, empathy, courteous, took time to listen, humor, calming attitude, employee going “extra mile” beyond normal responsibilities, cold, unfriendly, rushed, ignored patient; staff overheard having casual conversations, gossiping, talking on cell phones, or joking around with one another</td>
</tr>
<tr>
<td>2   Wait times</td>
<td>11.9%</td>
<td>n/a</td>
</tr>
<tr>
<td>3   Comfort during examination</td>
<td>3.7%</td>
<td>Easy and painless examination, no pillows provided, pain during IV insertion</td>
</tr>
<tr>
<td>4   Quality of facilities</td>
<td>3.2%</td>
<td>Cleanliness, refreshments and other waiting area amenities, comfortable gowns, issue with changing area or lockers, patient gowns unsuitable for large body habitus</td>
</tr>
<tr>
<td>5   Medical records</td>
<td>2.3%</td>
<td>Never received report, report not sent to appropriate physician, difficulty in obtaining disc, no call back from medical records office</td>
</tr>
<tr>
<td>6   Clinical competence of staff</td>
<td>2.0%</td>
<td>Staff seemed highly skilled and confident in their roles</td>
</tr>
<tr>
<td>7   Access to information related to the examination</td>
<td>1.4%</td>
<td>Uninformed staff, staff unable to answer questions, incorrect/misleading examination instructions</td>
</tr>
<tr>
<td>8   Billing</td>
<td>0.5%</td>
<td>Received multiple bills, unable to get answer to billing question</td>
</tr>
<tr>
<td>9   Radiology report</td>
<td>0.4%</td>
<td>Typographical error, insufficient comparison with prior study, incorrect history, discrepancy between findings and impression, comment on suboptimal image quality</td>
</tr>
<tr>
<td>10  Patient privacy</td>
<td>0.2%</td>
<td>Nonprivate check-in area, staff speaking in loud voices, being referenced by full name</td>
</tr>
</tbody>
</table>

Rosenkrantz AB, Pysarenko K. The patient experience in radiology: observations from over 3500 patient feedback reports in a single institution. JACR 2016;13:1371-1377
“Patient-Centered Medicine”
“Access”

- Daily Utilization and Access Metrics

<table>
<thead>
<tr>
<th>Area</th>
<th>Room</th>
<th>Openings</th>
<th>#Imaging Procedures</th>
<th>%Utilization</th>
<th>15 Min Holes</th>
<th>3rd Next Avail (Days)</th>
</tr>
</thead>
<tbody>
<tr>
<td>MR/CT</td>
<td>M1</td>
<td>1</td>
<td>26</td>
<td>96%</td>
<td>0</td>
<td>1.1</td>
</tr>
<tr>
<td>MR/CT</td>
<td>M2</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>3.1</td>
</tr>
<tr>
<td>MR/CT</td>
<td>M3</td>
<td>6</td>
<td>19</td>
<td>76%</td>
<td>3</td>
<td>0.1</td>
</tr>
<tr>
<td>MR/CT</td>
<td>M4</td>
<td>4</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0.3</td>
</tr>
<tr>
<td>MR/CT</td>
<td>CT</td>
<td>3</td>
<td>20</td>
<td>87%</td>
<td></td>
<td>0.4</td>
</tr>
</tbody>
</table>
“Access”

- Clinic Information (www.rad.msu.edu)
“Access”

- Clinic Information (www.rad.msu.edu)

Directory of Services

To schedule or confirm an appointment please call:
(517) 353-5063 - or - (517) 353-4020

MSU Imaging Facilities and Services

- MSU Clinical Center (1st floor): MRI, CT, PET/CT, SPECT
- MSU Clinical Center (2nd floor): X-Ray, Fluoroscopy, Ultrasound, Bone Density, Interventional Radiology
- Eyde Building (Sports Medicine): X-Ray
  (517) 353-6132
- Clinic Health Center: X-Ray (MSU Students)
  (517) 353-9541
- Women’s Imaging Center: Mammography, Ultrasound, Bone Density
- Eyde Building (MSU Spine Center): X-Ray
  (517) 353-7450

MSU Affiliated Imaging Facilities

- Mid-Michigan MRI, Inc.: MRI, CT
  1215 East Michigan Ave
  Lansing, MI 48912
  (517) 483-2877

Schedule an Appointment

- (517) 353-5063
- or
- (517) 353-4920

MSU Sports Med. X-Ray (Eyde Building)
(517) 684-0132

MSU Spine Center - X-Ray (Eye Building)
(517) 353-7450

Clin Health Center
(517) 353-9541

Administrative Offices:
(517) 355-0120

Welcome to the Michigan State University Department of Radiology
“Access”

• Phone Tree
  – 6 clicks (recording machine)
  – 2 clicks (real person)
  – Referring Physicians & Patients
“Access”

For our patients who have questions about an appointment with MRI, PET, or CT scans, please reference our new “What to expect videos” that we have uploaded to YouTube for your convenience.

https://www.youtube.com/user/msurad

Questions that are frequently asked will be answered by the end of the video(s). However, if you should still have a question or concern, feel free to call the office at 517.353.5053.... See More

https://www.youtube.com/watch?v=Qi89vRVZF1I
https://www.youtube.com/watch?v=xfZIERIZzGw
https://www.youtube.com/watch?v=JRzY4-fDR_o
“Access”

• I personally call back each patient that has a documented concern or complaint
• Meetings with patients?
“Quality”

Duane Mezwa’s “2 minute survey”

What exam(s) did you have today? ____________________________

Registration:
How long was your wait between check-in and exam?
○ < 10 Mins ○ 10-20 Mins ○ >20 Mins

Imaging Facility/Visit:
1=Poor 2=Below Average 3=AVERAGE 4=Above Average 5=Excellent

Availability of parking? ○ ○ ○ ○ ○
Friendliness & courtesy of staff? ○ ○ ○ ○ ○
How well did our staff explain your exam to you? ○ ○ ○ ○ ○
Cleanliness of clinic? ○ ○ ○ ○ ○
Concern for your comfort during the exam? ○ ○ ○ ○ ○
Your imaging visit overall? ○ ○ ○ ○ ○

How likely is it that you would recommend MSU Radiology to a friend or colleague?
Very Unlikely ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ Very Likely
0 1 2 3 4 5 6 7 8 9 10

Optional:
Name: ____________________________ Phone: ____________
Would you like someone to contact you? ○ Yes ○ No
Comments/Suggestions: ____________________________
“Quality”
The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company’s products or services to others. It is used as a proxy for gauging the customer’s overall satisfaction with a company’s product or service and the customer’s loyalty to the brand.
“Quality”

Net Promoter Score

How likely is it that you would recommend MSU Radiology to a friend or colleague?

Very Unlikely 0 0 0 0 0 0 0 0 0 0 0 Very Likely

0 1 2 3 4 5 6 7 8 9 10

- **Promoters** (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth.
- **Passives** (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- **Detractors** (score 0-6) are unhappy customers who can damage your brand and impede growth through negative word-of-mouth.

Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter).
The top 10 NPS leaders are dominated by USAA and Apple:

1. USAA - Insurance = 80%
2. USAA - Banking = 78%
3. Costco = 78%
4. Apple - Laptop = 76%
5. Dillards = 75%
6. Nordstrom = 75%
7. Apple - iphone = 70%
8. Amazon = 69%
9. Southwest Airlines = 66%
10. Apple - ipad = 65%

“Quality”

<table>
<thead>
<tr>
<th>MSU Radiology</th>
<th>Net Promoter Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIC</td>
<td>95</td>
</tr>
<tr>
<td>Advanced Imaging</td>
<td>94</td>
</tr>
<tr>
<td>Gen Radiology</td>
<td>89</td>
</tr>
<tr>
<td>PT/OT</td>
<td>88</td>
</tr>
<tr>
<td>SPM</td>
<td>89</td>
</tr>
</tbody>
</table>
“Quality”

• Parking
  – Dedicated parking spaces of patients undergoing CT, MRI & PET
“Quality”

• Public Disclosure
  • “Ratings”
    • WebMD
    • Health Grades
    • PhysicianWiki
    • Vitals.com
“Vitals.com”

Dr. Suresh Mukherji MD

OVERALL REVIEW

⭐ 3.8

4 patient ratings

write a review

PATIENT REVIEWS

- highly satisfied: 50%
- satisfied: 25%
- neutral: 0%
- dissatisfied: 0%
- highly dissatisfied: 25%
Dr. Suresh Mukherji MD

Doctor primarily located in Ann Arbor, MI, specializing in Diagnostic Radiology

🌟 3.8 4 patient ratings

ABOUT

Dr. Suresh Mukherji, MD is a Doctor primarily located in Ann Arbor, MI. He has 28 years of experience. His specialties include Diagnostic Radiology and Neuroradiology. Dr. Mukherji is affiliated with St Mary's of Michigan - Medical Center. He speaks English.
“Social Media”

Average of 28 Days: The number of people who have seen any content associated with your Page. (Unique Users)
“Social Media”

Max of Lifetime: The total number of people who have liked your Page. (Unique Users)
Molly Ann Minnick  MSU Department of Radiology
2 hrs · Croton · 🌟

I completely understand that you have just gotten new EMRs and that there might be wait times. But being put on hold twice for an innumerable amount of time when all I want to do is schedule an appointment is ridiculous. You’re going to lose patients. There are just too many other places we can go. I want to be loyal to MSU but this is making it hard.

Like · Comment · Share

MSU Department of Radiology  Hi Molly. Thank you for reaching out to us. It is very important to MSU HealthTeam to improve our patients' experience. Can you please email your contact information and the location where you experienced this to healthteam.communication@hc.msu.edu so that we can follow up with you directly?

Like · Reply · 3 mins

Write a comment...
Summary

• Beyond Traditional Boundaries
• Look outside the box
• Patient’s Perspective
• Technologists & Staff