WEBVTT

NOTE duration:"00:57:30"

NOTE recognizability:0.888

NOTE language:en-us

NOTE Confidence: 0.770797780909091

00:00:00.000 --> 00:00:01.392 Thank you all for joining on

NOTE Confidence: 0.770797780909091

00:00:01.392 --> 00:00:02.650 behalf of Doctor Nita Ahuja,

NOTE Confidence: 0.770797780909091

00:00:02.650 --> 00:00:04.350 our interim Cancer Center

NOTE Confidence: 0.770797780909091

00:00:04.350 --> 00:00:06.475 director at Yale Cancer Center,

NOTE Confidence: 0.770797780909091

00:00:06.480 --> 00:00:07.686 doctor David Fisher.

NOTE Confidence: 0.770797780909091

00:00:07.686 --> 00:00:09.696 Want to invite everyone to

NOTE Confidence: 0.770797780909091

00:00:09.696 --> 00:00:11.658 sit back and enjoy this?

NOTE Confidence: 0.770797780909091

00:00:11.660 --> 00:00:13.520 It's going to be a wonderful

NOTE Confidence: 0.770797780909091

00:00:13.520 --> 00:00:15.580 presentation by Doctor Jessica Dudley.

NOTE Confidence: 0.770797780909091

00:00:15.580 --> 00:00:17.749 But before we get to Doctor,

NOTE Confidence: 0.770797780909091

00:00:17.749 --> 00:00:21.501 Dudley wanted to talk about the Iris Fisher

NOTE Confidence: 0.770797780909091

00:00:21.501 --> 00:00:25.930 Lectureship which was endowed in 1999.

NOTE Confidence: 0.770797780909091

00:00:25.930 --> 00:00:28.499 And since then, we've been very fortunate

NOTE Confidence: 0.770797780909091

00:00:28.499 --> 00:00:31.308 to have some pretty amazing speakers.

NOTE Confidence: 0.770797780909091

00:00:31.310 --> 00:00:33.870 I think last year was Doctor Ethan Bosch,

NOTE Confidence: 0.770797780909091

00:00:33.870 --> 00:00:35.785 when I remember Doctor Fisher

NOTE Confidence: 0.770797780909091

00:00:35.785 --> 00:00:38.743 has over a 60 year history with

NOTE Confidence: 0.770797780909091

00:00:38.743 --> 00:00:41.138 with Yale School of Medicine.

NOTE Confidence: 0.770797780909091

00:00:41.140 --> 00:00:44.380 He was and and is the first medical

NOTE Confidence: 0.770797780909091

00:00:44.380 --> 00:00:47.218 oncologist for the New Haven community.

NOTE Confidence: 0.770797780909091

00:00:47.220 --> 00:00:48.510 It was in private practice,

NOTE Confidence: 0.770797780909091

00:00:48.510 --> 00:00:52.127 but then came over full time faculty in 1995.

NOTE Confidence: 0.770797780909091

00:00:52.127 --> 00:00:54.112 Obviously he's had countless contributions

NOTE Confidence: 0.770797780909091

00:00:54.112 --> 00:00:56.469 to the Yale School of Medicine.

NOTE Confidence: 0.770797780909091

00:00:56.470 --> 00:00:58.174 Yelp Cancer Center.

NOTE Confidence: 0.770797780909091

00:00:58.174 --> 00:01:02.150 The Smilow Cancer Hospital and our community.

NOTE Confidence: 0.770797780909091

00:01:02.150 --> 00:01:04.658 But really important for today is

NOTE Confidence: 0.770797780909091

00:01:04.660 --> 00:01:05.974 Doctor Fisher's wife.

NOTE Confidence: 0.770797780909091

00:01:05.974 --> 00:01:07.726 Iris was the diagnosis,

NOTE Confidence: 0.770797780909091

00:01:07.730 --> 00:01:10.265 sarcoidosis and incurable disease and

NOTE Confidence: 0.770797780909091

00:01:10.265 --> 00:01:13.849 really a lot of the decision making

NOTE Confidence: 0.770797780909091

00:01:13.849 --> 00:01:16.990 in terms of you know what types of

NOTE Confidence: 0.770797780909091

00:01:16.990 --> 00:01:19.526 treatment and quality of life in terms

NOTE Confidence: 0.770797780909091

00:01:19.526 --> 00:01:22.221 of her personal well being are really

NOTE Confidence: 0.770797780909091

00:01:22.221 --> 00:01:24.509 immortalized in this in this lectureship.

NOTE Confidence: 0.770797780909091

00:01:24.510 --> 00:01:25.440 So you know,

NOTE Confidence: 0.770797780909091

00:01:25.440 --> 00:01:27.957 it's a it's really phenomenal that we get

NOTE Confidence: 0.770797780909091

00:01:27.957 --> 00:01:30.213 to do this every year and bring them,

NOTE Confidence: 0.770797780909091

00:01:30.220 --> 00:01:31.030 you know,

NOTE Confidence: 0.770797780909091

00:01:31.030 --> 00:01:31.840 fantastic faculty.

NOTE Confidence: 0.770797780909091

00:01:31.840 --> 00:01:34.270 And people around the country and

NOTE Confidence: 0.770797780909091

00:01:34.339 --> 00:01:36.715 around the world to to be able to

NOTE Confidence: 0.770797780909091

00:01:36.715 --> 00:01:39.174 present we of course wish that doctor

NOTE Confidence: 0.770797780909091

00:01:39.174 --> 00:01:41.360 Jessica Dudley was here in person,

NOTE Confidence: 0.770797780909091

00:01:41.360 --> 00:01:43.726 but maybe we'll get a rain check.

NOTE Confidence: 0.770797780909091

00:01:43.730 --> 00:01:45.114 Or, you know, inviter.

NOTE Confidence: 0.770797780909091

00:01:45.114 --> 00:01:47.886 Invite her in the next couple of months

NOTE Confidence: 0.770797780909091

00:01:47.886 --> 00:01:50.390 if things clear up a little bit more.

NOTE Confidence: 0.770797780909091

00:01:50.390 --> 00:01:52.508 Moving on to doctor Jessica Dudley,

NOTE Confidence: 0.770797780909091

00:01:52.510 --> 00:01:54.785 she's the Chief clinical officer for Press,

NOTE Confidence: 0.770797780909091

00:01:54.790 --> 00:01:55.125 Gainey,

NOTE Confidence: 0.770797780909091

00:01:55.125 --> 00:01:57.805 and you know this is what the focus

NOTE Confidence: 0.770797780909091

00:01:57.805 --> 00:02:00.180 of her talk is going to be on.

NOTE Confidence: 0.770797780909091

00:02:00.180 --> 00:02:00.776 But really,

NOTE Confidence: 0.770797780909091

00:02:00.776 --> 00:02:03.160 I'm I wanted to take a few moments

NOTE Confidence: 0.770797780909091

00:02:03.228 --> 00:02:05.022 just to talk about my personal

NOTE Confidence: 0.770797780909091

00:02:05.022 --> 00:02:06.750 relationship with Doctor Dudley.

NOTE Confidence: 0.770797780909091

00:02:06.750 --> 00:02:09.126 She was my chief medical officer

NOTE Confidence: 0.770797780909091

00:02:09.130 --> 00:02:10.999 when I was on faculty at Brigham

NOTE Confidence: 0.770797780909091

00:02:10.999 --> 00:02:12.742 Women's Hospital in the Brigham and

NOTE Confidence: 0.770797780909091

00:02:12.742 --> 00:02:14.930 Women's physician or organization.

NOTE Confidence: 0.770797780909091

00:02:14.930 --> 00:02:16.606 And really, you know,

NOTE Confidence: 0.770797780909091

00:02:16.606 --> 00:02:18.062 looked up to her as my mentor.

NOTE Confidence: 0.770797780909091

00:02:18.070 --> 00:02:21.496 She really helped me navigate many.

NOTE Confidence: 0.770797780909091

00:02:21.500 --> 00:02:22.048 Crises,

NOTE Confidence: 0.770797780909091

00:02:22.048 --> 00:02:25.532 whether it was in the care of our

NOTE Confidence: 0.770797780909091

00:02:25.532 --> 00:02:27.147 patients in my area specifically

NOTE Confidence: 0.770797780909091

00:02:27.147 --> 00:02:29.157 and in breast cancer patients,

NOTE Confidence: 0.770797780909091

00:02:29.160 --> 00:02:30.522 and he really even personally through

NOTE Confidence: 0.770797780909091

00:02:30.522 --> 00:02:32.489 some of the things that I had to go through.

NOTE Confidence: 0.770797780909091

00:02:32.490 --> 00:02:33.591 And you know,

NOTE Confidence: 0.770797780909091

00:02:33.591 --> 00:02:36.160 a huge loss for for the Brigham,

NOTE Confidence: 0.770797780909091

00:02:36.160 --> 00:02:36.860 you know,

NOTE Confidence: 0.770797780909091

00:02:36.860 --> 00:02:39.310 real amazing game for a press ganey.

NOTE Confidence: 0.770797780909091

00:02:39.310 --> 00:02:42.620 And it's absolutely phenomenal that

NOTE Confidence: 0.770797780909091

00:02:42.620 --> 00:02:44.648 that she's here with us today.

NOTE Confidence: 0.770797780909091

00:02:44.650 --> 00:02:47.345 I did want to share one quick

NOTE Confidence: 0.770797780909091

00:02:47.345 --> 00:02:49.760 picture because I'm not dressed up,

NOTE Confidence: 0.770797780909091

00:02:49.760 --> 00:02:52.700 but this was my 2010 clinical

NOTE Confidence: 0.770797780909091

00:02:52.700 --> 00:02:53.680 collaboration award.

NOTE Confidence: 0.770797780909091

00:02:53.680 --> 00:02:56.128 That I want from was awarded by the

NOTE Confidence: 0.770797780909091

00:02:56.128 --> 00:02:58.180 Brigham Women's Physician Organization.

NOTE Confidence: 0.770797780909091

00:02:58.180 --> 00:02:59.496 I had a little bit more here.

NOTE Confidence: 0.770797780909091

00:02:59.500 --> 00:03:02.556 There Doctor Dudley has not changed a bit,

NOTE Confidence: 0.770797780909091

00:03:02.560 --> 00:03:05.325 and with that I'd like to pass

NOTE Confidence: 0.770797780909091

00:03:05.325 --> 00:03:07.898 on the floor to to Jessica.

NOTE Confidence: 0.770797780909091

00:03:07.900 --> 00:03:09.028 Thank you so much for being

NOTE Confidence: 0.9903127

00:03:09.040 --> 00:03:13.368 here. Thank you so much and for

NOTE Confidence: 0.9903127

00:03:13.368 --> 00:03:15.911 making me laugh. With that photo,

NOTE Confidence: 0.9903127

00:03:15.911 --> 00:03:18.096 not 'cause you're ended up.

NOTE Confidence: 0.9903127

00:03:18.100 --> 00:03:21.678 Very proud of you, but 'cause I was

NOTE Confidence: 0.9903127

00:03:21.678 --> 00:03:23.790 thinking about when I took the job

NOTE Confidence: 0.9903127

00:03:23.790 --> 00:03:25.561 at the Brigham hold and I'm just

NOTE Confidence: 0.9903127

00:03:25.561 --> 00:03:27.513 trying to get to the to my slides.

NOTE Confidence: 0.9903127

00:03:27.520 --> 00:03:29.794 When I took the chief medical

NOTE Confidence: 0.9903127

00:03:29.794 --> 00:03:32.030 officer job at the Brigham.

NOTE Confidence: 0.9903127

00:03:32.030 --> 00:03:33.686 In my job description,

NOTE Confidence: 0.9903127

00:03:33.686 --> 00:03:35.756 actually was hosting that gala

NOTE Confidence: 0.9903127

00:03:35.760 --> 00:03:38.730 and I know I thought, you know,

NOTE Confidence: 0.9903127

00:03:38.730 --> 00:03:40.320 I had this big population health

NOTE Confidence: 0.9903127

00:03:40.320 --> 00:03:42.057 background and was very focused on care,

NOTE Confidence: 0.9903127

00:03:42.060 --> 00:03:43.890 innovation, and then the gala,

NOTE Confidence: 0.9903127

00:03:43.890 --> 00:03:45.864 which was a wonderful event to

NOTE Confidence: 0.9903127

00:03:45.864 --> 00:03:47.960 celebrate all of our physicians.

NOTE Confidence: 0.9903127

00:03:47.960 --> 00:03:49.570 But having to pick out a dress

NOTE Confidence: 0.9903127

00:03:49.570 --> 00:03:51.480 to go to the Gallic you just

NOTE Confidence: 0.9903127

00:03:51.480 --> 00:03:53.214 brought back a lot of stress,

NOTE Confidence: 0.9903127

00:03:53.220 --> 00:03:54.440 but that's it's all good.

NOTE Confidence: 0.9903127

00:03:54.440 --> 00:03:56.370 It's all behind me now.

NOTE Confidence: 0.9903127

00:03:56.370 --> 00:03:58.750 Great, so thank first one.

NOTE Confidence: 0.9903127

00:03:58.750 --> 00:04:00.976 So honored to be here to speak

NOTE Confidence: 0.9903127

00:04:00.976 --> 00:04:02.770 with all of you today.

NOTE Confidence: 0.9903127

00:04:02.770 --> 00:04:06.914 And thank you Doctor Fisher for this

NOTE Confidence: 0.9903127

00:04:06.914 --> 00:04:10.143 incredible honor to be presenting

NOTE Confidence: 0.9903127

00:04:10.143 --> 00:04:13.726 at this specific grand rounds and

NOTE Confidence: 0.9903127

00:04:13.726 --> 00:04:17.310 Mira and all for inviting me here.

NOTE Confidence: 0.9903127

00:04:17.310 --> 00:04:19.984 I am really excited to spend this

NOTE Confidence: 0.9903127

00:04:19.984 --> 00:04:23.169 time with all of you and I have quite

NOTE Confidence: 0.9903127

00:04:23.169 --> 00:04:26.062 a few slides and my goal is not to

NOTE Confidence: 0.9903127

00:04:26.062 --> 00:04:28.380 kind of bury you in these slides.

NOTE Confidence: 0.9903127

00:04:28.380 --> 00:04:30.810 My goal is to hopefully engage

NOTE Confidence: 0.9903127

00:04:30.810 --> 00:04:32.899 you in thinking about.

NOTE Confidence: 0.9903127

00:04:32.900 --> 00:04:33.832 These issues,

NOTE Confidence: 0.9903127

00:04:33.832 --> 00:04:36.162 and I think things that

NOTE Confidence: 0.9903127

00:04:36.162 --> 00:04:38.209 you've probably come I know,

NOTE Confidence: 0.9903127

00:04:38.210 --> 00:04:40.520 think about quite a bit,

NOTE Confidence: 0.9903127

00:04:40.520 --> 00:04:42.736 but hoping that by the end of this,

NOTE Confidence: 0.9903127

00:04:42.740 --> 00:04:45.246 maybe I can shine a different light

NOTE Confidence: 0.9903127

00:04:45.246 --> 00:04:49.093 on it and share a little bit of a

NOTE Confidence: 0.9903127

00:04:49.093 --> 00:04:50.770 different perspective and one that

NOTE Confidence: 0.9903127

00:04:50.770 --> 00:04:52.330 hopefully going forward we can work

NOTE Confidence: 0.9903127

00:04:52.330 --> 00:04:54.206 with each other and continue to grow.

NOTE Confidence: 0.7066638425

00:04:55.780 --> 00:04:59.560 Richard, sorry to present.

NOTE Confidence: 0.7066638425

00:04:59.560 --> 00:05:00.928 You're showing like the next slide.

NOTE Confidence: 0.924274890952381

00:05:01.570 --> 00:05:03.299 OK, so let me work on that

NOTE Confidence: 0.924274890952381

00:05:03.299 --> 00:05:04.964 'cause I was worried about this

NOTE Confidence: 0.924274890952381

00:05:04.964 --> 00:05:07.220 and I I'm trying to get it in.

NOTE Confidence: 0.924274890952381

00:05:07.220 --> 00:05:08.805 Sorry yeah it's supposed to

NOTE Confidence: 0.924274890952381

00:05:08.805 --> 00:05:10.390 be in the slideshow mode,

NOTE Confidence: 0.924274890952381

00:05:10.390 --> 00:05:13.318 but it sounds like it's not.

NOTE Confidence: 0.924274890952381

00:05:13.320 --> 00:05:15.172 Not yet. Hold on one second.

NOTE Confidence: 0.924274890952381

00:05:15.172 --> 00:05:17.520 Give me a second.

NOTE Confidence: 0.924274890952381

00:05:17.520 --> 00:05:20.880 Give me one second stop share.

NOTE Confidence: 0.924274890952381

00:05:20.880 --> 00:05:24.310 Share and I wanna share.

NOTE Confidence: 0.924274890952381

00:05:24.310 --> 00:05:26.160 This screen.

NOTE Confidence: 0.845807897333333

00:05:28.890 --> 00:05:31.690 And I have that sound on share screen

NOTE Confidence: 0.845807897333333

00:05:31.690 --> 00:05:34.296 and then this should pop it into.

NOTE Confidence: 0.918931888

00:05:37.470 --> 00:05:39.138 Is it still? Are you still

NOTE Confidence: 0.918931888

00:05:39.138 --> 00:05:40.250 getting my notes page?

NOTE Confidence: 0.757057008

00:05:40.280 --> 00:05:41.810 Oh, got it, you're great.

NOTE Confidence: 0.91647508125

00:05:42.600 --> 00:05:44.589 OK, let me know if they pop up 'cause

NOTE Confidence: 0.91647508125

00:05:44.589 --> 00:05:46.399 I'll just kill it if that happens.

NOTE Confidence: 0.91647508125

00:05:46.400 --> 00:05:49.800 Seems fine, OK, great.

NOTE Confidence: 0.91647508125

00:05:49.800 --> 00:05:51.256 OK, let's get going.

NOTE Confidence: 0.91647508125

00:05:51.256 --> 00:05:54.838 So I called this two sides of the same coin.

NOTE Confidence: 0.91647508125

00:05:54.840 --> 00:05:57.048 UM, patient experience

NOTE Confidence: 0.91647508125

00:05:57.048 --> 00:05:59.256 and clinician engagement.

NOTE Confidence: 0.91647508125

00:05:59.260 --> 00:06:02.172 And I came to press ganey Asmira

NOTE Confidence: 0.91647508125

00:06:02.172 --> 00:06:04.954 was saying two years ago and I

NOTE Confidence: 0.91647508125

00:06:04.954 --> 00:06:06.424 don't think I really understood

NOTE Confidence: 0.91647508125

00:06:06.424 --> 00:06:08.579 then what I do understand now.

NOTE Confidence: 0.91647508125

00:06:08.580 --> 00:06:11.800 Which is it really is two sides of the same

NOTE Confidence: 0.91647508125

00:06:11.875 --> 00:06:15.016 coin meaning and and I can like feel that,

NOTE Confidence: 0.91647508125

00:06:15.020 --> 00:06:17.220 but I'm going to show you data to

NOTE Confidence: 0.91647508125

00:06:17.220 --> 00:06:18.458 hopefully convince you of that.

NOTE Confidence: 0.91647508125

00:06:18.460 --> 00:06:19.472 I'll also.

NOTE Confidence: 0.91647508125

00:06:19.472 --> 00:06:23.905 Add my bias, which is the coin does

NOTE Confidence: 0.91647508125

00:06:23.905 --> 00:06:27.429 not exist without the foundation of

NOTE Confidence: 0.91647508125

00:06:27.429 --> 00:06:30.068 a really engaged clinical workforce.

NOTE Confidence: 0.91647508125

00:06:30.068 --> 00:06:34.016 And that also means that the Clinton

NOTE Confidence: 0.91647508125

00:06:34.016 --> 00:06:36.741 clinicians have to be able to do

NOTE Confidence: 0.91647508125

00:06:36.741 --> 00:06:39.559 their jobs well and have to be well,

NOTE Confidence: 0.91647508125

00:06:39.560 --> 00:06:41.160 so we'll go through that.

NOTE Confidence: 0.91647508125

00:06:41.160 --> 00:06:44.210 I know that you know all of you are still

NOTE Confidence: 0.91647508125

00:06:44.285 --> 00:06:46.890 addressing the challenges of kobid,

NOTE Confidence: 0.91647508125

00:06:46.890 --> 00:06:48.048 and I suspect that's going to

NOTE Confidence: 0.91647508125

00:06:48.048 --> 00:06:49.180 be with us for awhile,

NOTE Confidence: 0.91647508125

00:06:49.180 --> 00:06:50.804 and I'm going to share with you.

NOTE Confidence: 0.91647508125

00:06:50.810 --> 00:06:53.654 Our data for both patients and

NOTE Confidence: 0.91647508125

00:06:53.654 --> 00:06:55.550 the workforce regarding kovid,

NOTE Confidence: 0.91647508125

00:06:55.550 --> 00:06:57.854 but then I really want to spend time

NOTE Confidence: 0.91647508125

00:06:57.854 --> 00:06:59.462 showing you things that organizations

NOTE Confidence: 0.91647508125

00:06:59.462 --> 00:07:02.510 are doing to solve for a lot of the

NOTE Confidence: 0.91647508125

00:07:02.510 --> 00:07:04.193 challenges that have appeared and

NOTE Confidence: 0.91647508125

00:07:04.193 --> 00:07:05.651 hopefully give you some ideas and

NOTE Confidence: 0.91647508125

00:07:05.651 --> 00:07:07.669 maybe think a little bit more about

NOTE Confidence: 0.91647508125

00:07:07.669 --> 00:07:09.209 how you're solving these challenges.

NOTE Confidence: 0.91647508125

00:07:09.210 --> 00:07:11.331 Because I I know having talked to

NOTE Confidence: 0.91647508125

00:07:11.331 --> 00:07:13.335 doctor stamped and I work closely

NOTE Confidence: 0.91647508125

00:07:13.335 --> 00:07:15.399 also with Doctor Bennett that you're

NOTE Confidence: 0.91647508125

00:07:15.399 --> 00:07:17.413 already pretty much on your way to

NOTE Confidence: 0.91647508125

00:07:17.413 --> 00:07:19.138 addressing a lot of these issues

NOTE Confidence: 0.91647508125

00:07:19.138 --> 00:07:21.406 and have been for a long time.

NOTE Confidence: 0.91647508125

00:07:21.410 --> 00:07:23.840 So some of you may have seen this slide,

NOTE Confidence: 0.91647508125

00:07:23.840 --> 00:07:24.782 maybe not,

NOTE Confidence: 0.91647508125

00:07:24.782 --> 00:07:27.915 but this is really the UM perspective

NOTE Confidence: 0.91647508125

00:07:27.915 --> 00:07:30.050 that press ganey has when we use

NOTE Confidence: 0.91647508125

00:07:30.050 --> 00:07:31.820 the term patient experience.

NOTE Confidence: 0.91647508125

00:07:31.820 --> 00:07:34.284 A lot of people say patient satisfaction,

NOTE Confidence: 0.91647508125

00:07:34.290 --> 00:07:36.504 but we're really focused on calling

NOTE Confidence: 0.91647508125

00:07:36.504 --> 00:07:38.801 it the full experience and making

NOTE Confidence: 0.91647508125

00:07:38.801 --> 00:07:41.045 sure when we're using that language,

NOTE Confidence: 0.91647508125

00:07:41.050 --> 00:07:43.690 we are absolutely talking about quality,

NOTE Confidence: 0.91647508125

00:07:43.690 --> 00:07:44.995 safety, Clinical Excellence,

NOTE Confidence: 0.91647508125

00:07:44.995 --> 00:07:48.568 and then we know none of this happens

NOTE Confidence: 0.91647508125

00:07:48.568 --> 00:07:51.718 without the foundation of the care team.

NOTE Confidence: 0.91647508125

00:07:51.720 --> 00:07:53.720 And it's a team and I know you

NOTE Confidence: 0.91647508125

00:07:53.720 --> 00:07:55.099 all in cancer care.

NOTE Confidence: 0.91647508125

00:07:55.100 --> 00:07:57.249 Know that probably better than anybody else

NOTE Confidence: 0.91647508125

00:07:57.249 --> 00:07:59.479 in medicine and then the other point is,

NOTE Confidence: 0.91647508125

00:07:59.480 --> 00:08:01.640 while we often capture data

NOTE Confidence: 0.91647508125

00:08:01.640 --> 00:08:02.936 in specific settings,

NOTE Confidence: 0.91647508125

00:08:02.940 --> 00:08:05.100 we know patients are getting their

NOTE Confidence: 0.91647508125

00:08:05.100 --> 00:08:06.540 experience across the continuum

NOTE Confidence: 0.91647508125

00:08:06.598 --> 00:08:08.388 often when they're not even

NOTE Confidence: 0.91647508125

00:08:08.388 --> 00:08:09.820 actually directly getting care.

NOTE Confidence: 0.91647508125

00:08:09.820 --> 00:08:12.641 So I just want to put that

NOTE Confidence: 0.91647508125

00:08:12.641 --> 00:08:13.850 definition out there.

NOTE Confidence: 0.91647508125

00:08:13.850 --> 00:08:18.160 I also know that we all have our own story,

NOTE Confidence: 0.91647508125

00:08:18.160 --> 00:08:20.296 even as clinicians of being patients

NOTE Confidence: 0.91647508125

00:08:20.296 --> 00:08:22.080 and experienced care in care,

NOTE Confidence: 0.91647508125

00:08:22.080 --> 00:08:25.070 often in our own systems.

NOTE Confidence: 0.91647508125

00:08:25.070 --> 00:08:25.964 And you know,

NOTE Confidence: 0.91647508125

00:08:25.964 --> 00:08:28.050 I think all of us as caregivers

NOTE Confidence: 0.91647508125

00:08:28.116 --> 00:08:29.536 kind of often cross our fingers

NOTE Confidence: 0.91647508125

00:08:29.536 --> 00:08:31.170 and just like hope it goes OK,

NOTE Confidence: 0.91647508125

00:08:31.170 --> 00:08:33.291 'cause sometimes we know how many things

NOTE Confidence: 0.91647508125

00:08:33.291 --> 00:08:35.685 have to go right for it to go well.

NOTE Confidence: 0.91647508125

00:08:35.690 --> 00:08:37.958 And this was just an experience

NOTE Confidence: 0.91647508125

00:08:37.958 --> 00:08:40.130 I had over the summer.

NOTE Confidence: 0.91647508125

00:08:40.130 --> 00:08:42.070 My husband finally was able

NOTE Confidence: 0.91647508125

00:08:42.070 --> 00:08:44.010 to get an elective surgery

NOTE Confidence: 0.919064915

00:08:44.010 --> 00:08:47.195 completed in June and we actually did

NOTE Confidence: 0.919064915

00:08:47.195 --> 00:08:51.121 it at one of our organizations where

NOTE Confidence: 0.919064915

00:08:51.121 --> 00:08:55.280 I practiced and I'm going to say.

NOTE Confidence: 0.919064915

00:08:55.280 --> 00:08:57.590 Overall, everything went very well,

NOTE Confidence: 0.919064915

00:08:57.590 --> 00:08:59.320 so we got in there.

NOTE Confidence: 0.919064915

00:08:59.320 --> 00:09:00.994 UM, the nurse after the doctor

NOTE Confidence: 0.919064915

00:09:00.994 --> 00:09:03.014 checked us in said the doctor forgot

NOTE Confidence: 0.919064915

00:09:03.014 --> 00:09:04.967 to mark which side of your body

NOTE Confidence: 0.919064915

00:09:05.033 --> 00:09:07.084 we're going to do this procedure on.

NOTE Confidence: 0.919064915

00:09:07.090 --> 00:09:08.778 She needs to come back and do it.

NOTE Confidence: 0.919064915

00:09:08.780 --> 00:09:10.859 I'm paging her now and I was like so

NOTE Confidence: 0.919064915

00:09:10.859 --> 00:09:12.799 relieved as a patient that as a family

NOTE Confidence: 0.919064915

00:09:12.799 --> 00:09:14.456 member that that happened and there

NOTE Confidence: 0.919064915

00:09:14.456 --> 00:09:16.238 was no hesitation from the nurse.

NOTE Confidence: 0.919064915

00:09:16.240 --> 00:09:17.518 And I thought that's so awesome.

NOTE Confidence: 0.919064915

00:09:17.520 --> 00:09:19.578 They have their safety culture down.

NOTE Confidence: 0.919064915

00:09:19.580 --> 00:09:20.992 And then an anesthesiologist

NOTE Confidence: 0.919064915

00:09:20.992 --> 00:09:23.946 came by and he said hi, I'm Josh,

NOTE Confidence: 0.919064915

00:09:23.946 --> 00:09:25.618 I'm your lead anesthesiologist,

NOTE Confidence: 0.919064915

00:09:25.620 --> 00:09:26.826 I have these four other people.

NOTE Confidence: 0.919064915

00:09:26.830 --> 00:09:28.923 He introduced all their names and talked

NOTE Confidence: 0.919064915

00:09:28.923 --> 00:09:30.630 through what everybody was going to do.

NOTE Confidence: 0.919064915

00:09:30.630 --> 00:09:32.324 So I had another kind of OK,

NOTE Confidence: 0.919064915

00:09:32.330 --> 00:09:34.010 great like they have team culture.

NOTE Confidence: 0.919064915

00:09:34.010 --> 00:09:36.206 This is all good and then he got through

NOTE Confidence: 0.919064915

00:09:36.206 --> 00:09:37.725 surgery and we were in the pack.

NOTE Confidence: 0.919064915

00:09:37.730 --> 00:09:41.105 You and this nurse was just all over it.

NOTE Confidence: 0.919064915

00:09:41.110 --> 00:09:42.965 My husband was totally out of it

NOTE Confidence: 0.919064915

00:09:42.965 --> 00:09:45.830 so I came in there and she was just

NOTE Confidence: 0.919064915

00:09:45.830 --> 00:09:47.995 explaining everything to me in a

NOTE Confidence: 0.919064915

00:09:47.995 --> 00:09:49.890 very kind of incredibly constructive.

NOTE Confidence: 0.919064915

00:09:49.890 --> 00:09:50.520 Detailed way,

NOTE Confidence: 0.919064915

00:09:50.520 --> 00:09:52.725 which is exactly what I needed and

NOTE Confidence: 0.919064915

00:09:52.725 --> 00:09:53.680 I said wow,

NOTE Confidence: 0.919064915

00:09:53.680 --> 00:09:56.120 you know this is you're you're so helpful.

NOTE Confidence: 0.919064915

00:09:56.120 --> 00:09:58.087 Thank you so much and they've been

NOTE Confidence: 0.919064915

00:09:58.087 --> 00:10:01.030 doing this for a long time and she said,

NOTE Confidence: 0.919064915

00:10:01.030 --> 00:10:01.500 well,

NOTE Confidence: 0.919064915

00:10:01.500 --> 00:10:04.764 I've been here for 20 years but I've

NOTE Confidence: 0.919064915

00:10:04.764 --> 00:10:06.540 only been in the pack you for nine

NOTE Confidence: 0.919064915

00:10:06.592 --> 00:10:08.980 months and I said well, what happened?

NOTE Confidence: 0.919064915

00:10:08.980 --> 00:10:12.580 She said well COVID happened and

NOTE Confidence: 0.919064915

00:10:12.580 --> 00:10:14.813 after you know nine months or so

NOTE Confidence: 0.919064915

00:10:14.813 --> 00:10:17.262 of COVID in this unit after I've

NOTE Confidence: 0.919064915

00:10:17.262 --> 00:10:19.032 been here for 20 years,

NOTE Confidence: 0.919064915

00:10:19.040 --> 00:10:20.230 I just couldn't do this.

NOTE Confidence: 0.919064915

00:10:20.230 --> 00:10:20.503 Anymore,

NOTE Confidence: 0.919064915

00:10:20.503 --> 00:10:22.960 and in fact all of our all of my

NOTE Confidence: 0.919064915

00:10:23.030 --> 00:10:24.428 colleagues have left.

NOTE Confidence: 0.919064915

00:10:24.430 --> 00:10:27.400 There's only three of the senior

NOTE Confidence: 0.919064915

00:10:27.400 --> 00:10:30.010 nurses remaining and I was

NOTE Confidence: 0.919064915

00:10:30.010 --> 00:10:32.170 going to leave altogether.

NOTE Confidence: 0.919064915

00:10:32.170 --> 00:10:32.930 She said,

NOTE Confidence: 0.919064915

00:10:32.930 --> 00:10:35.210 but then I remembered when I

NOTE Confidence: 0.919064915

00:10:35.210 --> 00:10:37.448 first came here 20 years ago.

NOTE Confidence: 0.919064915

00:10:37.450 --> 00:10:40.090 They said to me nurses are

NOTE Confidence: 0.919064915

00:10:40.090 --> 00:10:41.410 like potted plants.

NOTE Confidence: 0.919064915

00:10:41.410 --> 00:10:44.854 They come, they stay, they never leave.

NOTE Confidence: 0.919064915

00:10:44.860 --> 00:10:47.527 And that was not how I was

NOTE Confidence: 0.919064915

00:10:47.527 --> 00:10:49.400 feeling at that moment,

NOTE Confidence: 0.919064915

00:10:49.400 --> 00:10:52.096 but I was able to get some support

NOTE Confidence: 0.919064915

00:10:52.096 --> 00:10:54.268 and engage with my colleagues.

NOTE Confidence: 0.919064915

00:10:54.270 --> 00:10:55.990 The hospital sponsored some very

NOTE Confidence: 0.919064915

00:10:55.990 --> 00:10:58.013 informal peer groups and that helped

NOTE Confidence: 0.919064915

00:10:58.013 --> 00:11:00.209 me realize I did want to stay and I'm

NOTE Confidence: 0.919064915

00:11:00.268 --> 00:11:02.599 actually thrilled to be working down here.

NOTE Confidence: 0.919064915

00:11:02.600 --> 00:11:03.758 I needed a change of scenery,

NOTE Confidence: 0.919064915

00:11:03.760 --> 00:11:06.200 but I'm still here.

NOTE Confidence: 0.919064915

00:11:06.200 --> 00:11:08.522 So I just wanted all of you to know

NOTE Confidence: 0.919064915

00:11:08.522 --> 00:11:11.022 that I know for many this has been

NOTE Confidence: 0.919064915

00:11:11.022 --> 00:11:13.119 like an incredibly challenging time.

NOTE Confidence: 0.919064915

00:11:13.120 --> 00:11:14.550 On top of, you know,

NOTE Confidence: 0.919064915

00:11:14.550 --> 00:11:16.278 an incredibly challenging,

NOTE Confidence: 0.919064915

00:11:16.278 --> 00:11:19.734 probably decades of careers for many.

NOTE Confidence: 0.919064915

00:11:19.740 --> 00:11:22.548 And I'm worried because I don't

NOTE Confidence: 0.919064915

00:11:22.548 --> 00:11:25.608 want folks to leave and I loved

NOTE Confidence: 0.919064915

00:11:25.608 --> 00:11:27.984 the image of that potted plant

NOTE Confidence: 0.919064915

00:11:27.984 --> 00:11:30.887 and I just wanted to share that.

NOTE Confidence: 0.919064915

00:11:30.890 --> 00:11:33.620 So I'm going to share some patient

NOTE Confidence: 0.919064915

00:11:33.620 --> 00:11:35.585 experience findings and then I

NOTE Confidence: 0.919064915

00:11:35.585 --> 00:11:37.763 will go ahead and share some

NOTE Confidence: 0.919064915

00:11:37.763 --> 00:11:39.767 workforce findings and then we'll

NOTE Confidence: 0.919064915

00:11:39.767 --> 00:11:40.976 talk about solutions.

NOTE Confidence: 0.862338569090909

00:11:43.160 --> 00:11:45.302 So you know, most of you probably

NOTE Confidence: 0.862338569090909

00:11:45.302 --> 00:11:47.474 that press ganey has a lot of data

NOTE Confidence: 0.862338569090909

00:11:47.474 --> 00:11:49.530 and I'm going to like briefly flat,

NOTE Confidence: 0.862338569090909

00:11:49.530 --> 00:11:51.826 flip up a slide to show you that,

NOTE Confidence: 0.862338569090909

00:11:51.830 --> 00:11:54.550 so you can believe me when I tell you we do,

NOTE Confidence: 0.862338569090909

00:11:54.550 --> 00:11:56.760 but I don't want to ping, you know pain,

NOTE Confidence: 0.862338569090909

00:11:56.760 --> 00:11:59.282 you make it painful for you to have to

NOTE Confidence: 0.862338569090909

00:11:59.282 --> 00:12:01.873 sort through all the data when we look

NOTE Confidence: 0.862338569090909

00:12:01.873 --> 00:12:04.610 at our kind of hundreds of thousands

NOTE Confidence: 0.862338569090909

00:12:04.693 --> 00:12:07.486 and millions of comments from patients

NOTE Confidence: 0.862338569090909

00:12:07.486 --> 00:12:10.990 and we look at them across all settings.

NOTE Confidence: 0.862338569090909

00:12:10.990 --> 00:12:13.370 Inpatient ambulatory emergency medicine.

NOTE Confidence: 0.862338569090909

00:12:13.370 --> 00:12:16.940 And then all different outpatient sites.

NOTE Confidence: 0.862338569090909

00:12:16.940 --> 00:12:19.740 Ultimately there are a few big themes

NOTE Confidence: 0.862338569090909

00:12:19.740 --> 00:12:21.999 that really shine through and I

NOTE Confidence: 0.862338569090909

00:12:21.999 --> 00:12:24.194 put them on this slide and they're

NOTE Confidence: 0.862338569090909

00:12:24.194 --> 00:12:26.410 very similar to what I felt with my

NOTE Confidence: 0.862338569090909

00:12:26.474 --> 00:12:28.594 husband in the story I just told you

NOTE Confidence: 0.862338569090909

00:12:28.600 --> 00:12:30.679 the first is about keeping me safe,

NOTE Confidence: 0.862338569090909

00:12:30.680 --> 00:12:33.722 so marking that side of the face known that

NOTE Confidence: 0.862338569090909

00:12:33.730 --> 00:12:35.714 you know balls aren't going to be dropped.

NOTE Confidence: 0.862338569090909

00:12:35.720 --> 00:12:36.968 That's really critical.

NOTE Confidence: 0.862338569090909

00:12:36.968 --> 00:12:41.079 Of course, the working together.

NOTE Confidence: 0.862338569090909

00:12:41.080 --> 00:12:43.276 Is of course the most important,

NOTE Confidence: 0.862338569090909

00:12:43.280 --> 00:12:46.206 because this is a team sport and

NOTE Confidence: 0.862338569090909

00:12:46.206 --> 00:12:48.068 then the caring piece and I know

NOTE Confidence: 0.862338569090909

00:12:48.068 --> 00:12:50.118 you all have worked really hard.

NOTE Confidence: 0.862338569090909

00:12:50.120 --> 00:12:53.382 I think across your system on the

NOTE Confidence: 0.862338569090909

00:12:53.382 --> 00:12:55.590 carrying on communicating the caring

NOTE Confidence: 0.862338569090909

00:12:55.590 --> 00:12:58.999 piece which is a huge component of that,

NOTE Confidence: 0.862338569090909

00:12:58.999 --> 00:13:02.197 but that all like doesn't happen

NOTE Confidence: 0.862338569090909

00:13:02.197 --> 00:13:05.678 unless we have this engaged workforce.

NOTE Confidence: 0.862338569090909

00:13:05.680 --> 00:13:07.858 This is the data that we're going to skip,

NOTE Confidence: 0.862338569090909

00:13:07.860 --> 00:13:09.883 so you don't have to like try

NOTE Confidence: 0.862338569090909

00:13:09.883 --> 00:13:11.500 to figure out the slide,

NOTE Confidence: 0.862338569090909

00:13:11.500 --> 00:13:14.140 but I have one for inpatient

NOTE Confidence: 0.862338569090909

00:13:14.140 --> 00:13:15.460 ambulatory emergency medicine.

NOTE Confidence: 0.862338569090909

00:13:15.460 --> 00:13:18.252 It has gone through it all and those

NOTE Confidence: 0.862338569090909

00:13:18.252 --> 00:13:20.934 trust me that in that purple box

NOTE Confidence: 0.862338569090909

00:13:20.934 --> 00:13:23.661 are those three themes of keep me

NOTE Confidence: 0.862338569090909

00:13:23.661 --> 00:13:26.258 safe work together and care for me.

NOTE Confidence: 0.862338569090909

00:13:26.260 --> 00:13:27.836 They look slightly different.

NOTE Confidence: 0.862338569090909

00:13:27.836 --> 00:13:30.200 'cause in the inpatient setting it's,

NOTE Confidence: 0.862338569090909

00:13:30.200 --> 00:13:30.812 you know,

NOTE Confidence: 0.862338569090909

00:13:30.812 --> 00:13:32.648 the room clean is the measure

NOTE Confidence: 0.862338569090909

00:13:32.648 --> 00:13:34.328 of safety in that setting.

NOTE Confidence: 0.862338569090909

00:13:34.330 --> 00:13:36.386 But trust me, these themes are the same.

NOTE Confidence: 0.862338569090909

00:13:36.390 --> 00:13:40.710 Yeah, come across all of the settings so.

NOTE Confidence: 0.911780055517242

00:13:44.020 --> 00:13:47.287 This is now data you may not have seen

NOTE Confidence: 0.911780055517242

00:13:47.287 --> 00:13:50.095 because this is some newer data from

NOTE Confidence: 0.911780055517242

00:13:50.095 --> 00:13:53.259 COVID and we recently acquired a company

NOTE Confidence: 0.911780055517242

00:13:53.259 --> 00:13:56.259 that's able to take unstructured data.

NOTE Confidence: 0.911780055517242

00:13:56.260 --> 00:13:59.122 So comments that people put into

NOTE Confidence: 0.911780055517242

00:13:59.122 --> 00:14:01.244 surveys that patients put into

NOTE Confidence: 0.911780055517242

00:14:01.244 --> 00:14:03.299 surveys and then organize that.

NOTE Confidence: 0.911780055517242

00:14:03.300 --> 00:14:05.586 So instead of just anecdotally remembering

NOTE Confidence: 0.911780055517242

00:14:05.586 --> 00:14:08.231 the last thing that somebody said or

NOTE Confidence: 0.911780055517242

00:14:08.231 --> 00:14:10.766 trying to sift through these, you know,

NOTE Confidence: 0.911780055517242

00:14:10.766 --> 00:14:12.298 literally hundreds of thousands.

NOTE Confidence: 0.911780055517242

00:14:12.300 --> 00:14:14.766 Or in this case 18 million.

NOTE Confidence: 0.911780055517242

00:14:14.770 --> 00:14:17.042 Comments that were collected.

NOTE Confidence: 0.911780055517242

00:14:17.042 --> 00:14:20.054 We can actually now using this

NOTE Confidence: 0.911780055517242

00:14:20.054 --> 00:14:22.256 kind of pet to patented technology,

NOTE Confidence: 0.911780055517242

00:14:22.260 --> 00:14:24.752 extract the real themes and this is

NOTE Confidence: 0.911780055517242

00:14:24.752 --> 00:14:28.045 just to show you that these themes of

NOTE Confidence: 0.911780055517242

00:14:28.045 --> 00:14:30.657 gratitude of kindness and empathy they

NOTE Confidence: 0.911780055517242

00:14:30.657 --> 00:14:33.352 are shining through in this COVID time

NOTE Confidence: 0.911780055517242

00:14:33.352 --> 00:14:36.410 mid more than we've ever seen before.

NOTE Confidence: 0.911780055517242

00:14:36.410 --> 00:14:38.708 This is from our national data.

NOTE Confidence: 0.911780055517242

00:14:38.710 --> 00:14:40.350 We do have your data,

NOTE Confidence: 0.911780055517242

00:14:40.350 --> 00:14:43.990 so yells data and this is just a kind of

NOTE Confidence: 0.911780055517242

00:14:44.082 --> 00:14:47.448 graphic way of grouping the comments.

NOTE Confidence: 0.911780055517242

00:14:47.450 --> 00:14:50.208 So when we look at your positive

NOTE Confidence: 0.911780055517242

00:14:50.208 --> 00:14:52.250 comments from this past year,

NOTE Confidence: 0.911780055517242

00:14:52.250 --> 00:14:54.570 these are the main themes.

NOTE Confidence: 0.911780055517242

00:14:54.570 --> 00:14:57.724 So this kind of courtesy, respect, kindness.

NOTE Confidence: 0.911780055517242

00:14:57.724 --> 00:14:58.858 That's that.

NOTE Confidence: 0.911780055517242

00:14:58.858 --> 00:15:02.260 The size of the box represents

NOTE Confidence: 0.911780055517242

00:15:02.354 --> 00:15:04.549 the end of the comments.

NOTE Confidence: 0.911780055517242

00:15:04.550 --> 00:15:05.810 The proportionality of them,

NOTE Confidence: 0.911780055517242

00:15:05.810 --> 00:15:07.385 and that is what patients

NOTE Confidence: 0.911780055517242

00:15:07.385 --> 00:15:08.718 take the time to write.

NOTE Confidence: 0.911780055517242

00:15:08.720 --> 00:15:10.550 And about, yes, of course.

NOTE Confidence: 0.911780055517242

00:15:10.550 --> 00:15:12.480 Skills and knowledge are important.

NOTE Confidence: 0.911780055517242

00:15:12.480 --> 00:15:14.896 And yes, of course some of the logistics,

NOTE Confidence: 0.911780055517242

00:15:14.900 --> 00:15:17.273 but the big bulk of the positive

NOTE Confidence: 0.911780055517242

00:15:17.273 --> 00:15:20.097 feedback is in the space of the caring,

NOTE Confidence: 0.911780055517242

00:15:20.100 --> 00:15:21.810 courtesy and respect, and those are

NOTE Confidence: 0.911780055517242

00:15:21.810 --> 00:15:23.978 just a few quotes that you can read.

NOTE Confidence: 0.911780055517242

00:15:23.980 --> 00:15:26.506 Their doctor axe is the kindest,

NOTE Confidence: 0.911780055517242

00:15:26.510 --> 00:15:28.920 most courteous and knowledgeable physician,

NOTE Confidence: 0.911780055517242

00:15:28.920 --> 00:15:31.641 kind and knowledgeable,

NOTE Confidence: 0.911780055517242

00:15:31.641 --> 00:15:32.548 etc.

NOTE Confidence: 0.911780055517242

00:15:32.550 --> 00:15:35.088 So of course we want to hear it all,

NOTE Confidence: 0.911780055517242

00:15:35.090 --> 00:15:38.060 and these are the negative comments.

NOTE Confidence: 0.911780055517242

00:15:38.060 --> 00:15:38.921 And and honestly,

NOTE Confidence: 0.911780055517242

00:15:38.921 --> 00:15:41.398 and I've seen your data to the positive

NOTE Confidence: 0.911780055517242

00:15:41.398 --> 00:15:44.205 comments are almost always more than the

NOTE Confidence: 0.911780055517242

00:15:44.205 --> 00:15:46.507 negative comments like the volume of them.

NOTE Confidence: 0.911780055517242

00:15:46.510 --> 00:15:48.078 We tend to focus on the negative.

NOTE Confidence: 0.911780055517242

00:15:48.080 --> 00:15:49.180 Can't help ourselves with that.

NOTE Confidence: 0.911780055517242

00:15:49.180 --> 00:15:51.572 But trust me,

NOTE Confidence: 0.911780055517242

00:15:51.572 --> 00:15:53.236 the passives are outweighing

NOTE Confidence: 0.911780055517242

00:15:53.236 --> 00:15:55.827 the negatives when we look at

NOTE Confidence: 0.911780055517242

00:15:55.827 --> 00:15:57.535 the negative comments though.

NOTE Confidence: 0.911780055517242

00:15:57.540 --> 00:15:59.350 You know they're slightly different,

NOTE Confidence: 0.911780055517242

00:15:59.350 --> 00:16:00.304 and they're very,

NOTE Confidence: 0.911780055517242

00:16:00.304 --> 00:16:02.530 very focused on what I'm going to

NOTE Confidence: 0.911780055517242

00:16:02.596 --> 00:16:05.000 call logistice and reliability and

NOTE Confidence: 0.911780055517242

00:16:05.000 --> 00:16:08.060 scheduling is that biggest block here,

NOTE Confidence: 0.911780055517242

00:16:08.060 --> 00:16:10.445 and we have seen this a lot in COVID,

NOTE Confidence: 0.911780055517242

00:16:10.450 --> 00:16:11.913 and we know how hard it was

NOTE Confidence: 0.911780055517242

00:16:11.913 --> 00:16:12.920 for everybody to change,

NOTE Confidence: 0.911780055517242

00:16:12.920 --> 00:16:14.172 innovating and deliver care

NOTE Confidence: 0.911780055517242

00:16:14.172 --> 00:16:15.737 in a very different way.

NOTE Confidence: 0.911780055517242

00:16:15.740 --> 00:16:18.164 I'll tell you one place where we've really

NOTE Confidence: 0.911780055517242

00:16:18.164 --> 00:16:19.928 seen challenges around logistics was

NOTE Confidence: 0.911780055517242

00:16:19.928 --> 00:16:22.124 initially in the telemedicine paste space,

NOTE Confidence: 0.911780055517242

00:16:22.130 --> 00:16:23.194 which patient actually loved,

NOTE Confidence: 0.911780055517242

00:16:23.194 --> 00:16:25.756 and we had a ton of positive comments

NOTE Confidence: 0.911780055517242

00:16:25.756 --> 00:16:27.568 about connecting with providers.

NOTE Confidence: 0.911780055517242

00:16:27.570 --> 00:16:28.785 I'm feeling so grateful that

NOTE Confidence: 0.911780055517242

00:16:28.785 --> 00:16:30.000 that was able to happen,

NOTE Confidence: 0.911780055517242

00:16:30.000 --> 00:16:32.737 but a lot of frustration with using

NOTE Confidence: 0.911780055517242

00:16:32.737 --> 00:16:35.330 the technology that comes up in this.

NOTE Confidence: 0.911780055517242

00:16:35.330 --> 00:16:35.966 You know,

NOTE Confidence: 0.911780055517242

00:16:35.966 --> 00:16:37.556 very inefficient as far as

NOTE Confidence: 0.911780055517242

00:16:37.556 --> 00:16:39.110 managing time for patients,

NOTE Confidence: 0.911780055517242

00:16:39.110 --> 00:16:42.116 and then these delays down there.

NOTE Confidence: 0.911780055517242

00:16:42.120 --> 00:16:44.440 And I meant to tell you, please,

NOTE Confidence: 0.911780055517242

00:16:44.440 --> 00:16:48.040 if you want put questions in the chat and

NOTE Confidence: 0.911780055517242

00:16:48.126 --> 00:16:51.150 I'll try to respond to them as we go.

NOTE Confidence: 0.911780055517242

00:16:51.150 --> 00:16:51.368 OK,

NOTE Confidence: 0.911780055517242

00:16:51.368 --> 00:16:53.330 so this is also a newer slide you probably

NOTE Confidence: 0.8993927475

00:16:53.383 --> 00:16:55.113 haven't seen, and it's a

NOTE Confidence: 0.8993927475

00:16:55.113 --> 00:16:56.226 little bit complicated.

NOTE Confidence: 0.8993927475

00:16:56.230 --> 00:16:58.705 It's how we group our data and flow it,

NOTE Confidence: 0.8993927475

00:16:58.710 --> 00:17:00.583 but this is your data, by the way,

NOTE Confidence: 0.8993927475

00:17:00.583 --> 00:17:02.779 this is y'all's data, so this is

NOTE Confidence: 0.860754472142857

00:17:05.030 --> 00:17:08.414 really trying to demonstrate that even

NOTE Confidence: 0.860754472142857

00:17:08.414 --> 00:17:12.527 when you have patients who are very loyal,

NOTE Confidence: 0.860754472142857

00:17:12.530 --> 00:17:15.530 so that blue ball on the left says

NOTE Confidence: 0.860754472142857

00:17:15.530 --> 00:17:18.521 that you've got of the 30,000 patients

NOTE Confidence: 0.860754472142857

00:17:18.521 --> 00:17:21.660 that were included in this particular.

NOTE Confidence: 0.860754472142857

00:17:21.660 --> 00:17:26.275 Measurement that 87.1% of them,

NOTE Confidence: 0.860754472142857

00:17:26.275 --> 00:17:29.012 which is benchmark at the 76 percentile.

NOTE Confidence: 0.860754472142857

00:17:29.012 --> 00:17:32.048 This is the cohort that says,

NOTE Confidence: 0.860754472142857

00:17:32.050 --> 00:17:33.826 you know I'm going to score

NOTE Confidence: 0.860754472142857

00:17:33.826 --> 00:17:35.010 this the highest possible.

NOTE Confidence: 0.860754472142857

00:17:35.010 --> 00:17:37.656 You know my and that loyal

NOTE Confidence: 0.860754472142857

00:17:37.656 --> 00:17:38.979 to this organization.

NOTE Confidence: 0.860754472142857

00:17:38.980 --> 00:17:41.344 And that's I'm giving it the

NOTE Confidence: 0.860754472142857

00:17:41.344 --> 00:17:43.759 highest possible or top box score.

NOTE Confidence: 0.860754472142857

00:17:43.760 --> 00:17:44.936 What happens, though,

NOTE Confidence: 0.860754472142857

00:17:44.936 --> 00:17:48.571 and what we've been looking at now is

NOTE Confidence: 0.860754472142857

00:17:48.571 --> 00:17:53.917 that when patients have friction points,

NOTE Confidence: 0.860754472142857

00:17:53.920 --> 00:17:58.720 so hassle experiences before their visit,

NOTE Confidence: 0.860754472142857

00:17:58.720 --> 00:18:01.702 and that actually greatly impacts how

NOTE Confidence: 0.860754472142857

00:18:01.702 --> 00:18:05.268 what happens to their kind of likelihood

NOTE Confidence: 0.860754472142857

00:18:05.268 --> 00:18:08.747 to recommend or loyalty to the practice.

NOTE Confidence: 0.860754472142857

00:18:08.750 --> 00:18:10.570 So in this example,

NOTE Confidence: 0.860754472142857

00:18:10.570 --> 00:18:13.166 a little more than half they

NOTE Confidence: 0.860754472142857

00:18:13.166 --> 00:18:14.430 didn't have the friction.

NOTE Confidence: 0.860754472142857

00:18:14.430 --> 00:18:16.990 And I'll tell you what those points are in a

NOTE Confidence: 0.860754472142857

00:18:17.054 --> 00:18:19.614 minute and their scores went up even higher.

NOTE Confidence: 0.860754472142857

00:18:19.620 --> 00:18:22.962 So even more likely to recommend

NOTE Confidence: 0.860754472142857

00:18:22.962 --> 00:18:25.190 90th percent 99th percentile.

NOTE Confidence: 0.860754472142857

00:18:25.190 --> 00:18:27.062 But a little less than half

NOTE Confidence: 0.860754472142857

00:18:27.062 --> 00:18:28.310 did have some friction,

NOTE Confidence: 0.860754472142857

00:18:28.310 --> 00:18:29.850 and their scores go down,

NOTE Confidence: 0.860754472142857

00:18:29.850 --> 00:18:32.532 so they then score you at

NOTE Confidence: 0.860754472142857

00:18:32.532 --> 00:18:34.704 this 73.2 the 9th percentile.

NOTE Confidence: 0.860754472142857

00:18:34.704 --> 00:18:36.859 So that's for friction points

NOTE Confidence: 0.860754472142857

00:18:36.859 --> 00:18:39.188 that happened before my visit.

NOTE Confidence: 0.860754472142857

00:18:39.190 --> 00:18:42.772 Those are things like courtesy of

NOTE Confidence: 0.860754472142857

00:18:42.772 --> 00:18:45.269 registration staff, ease of contacting,

NOTE Confidence: 0.860754472142857

00:18:45.269 --> 00:18:47.420 ease of scheduling, the appointment.

NOTE Confidence: 0.860754472142857

00:18:47.420 --> 00:18:48.695 Providing information about

NOTE Confidence: 0.860754472142857

00:18:48.695 --> 00:18:51.320 delays and wait time at clinic.

NOTE Confidence: 0.860754472142857

00:18:51.320 --> 00:18:53.486 Those are all the components that

NOTE Confidence: 0.860754472142857

00:18:53.486 --> 00:18:56.099 make up this before friction points.

NOTE Confidence: 0.860754472142857

00:18:56.100 --> 00:18:59.580 And then, UM, the care happens.

NOTE Confidence: 0.860754472142857

00:18:59.580 --> 00:19:01.455 And there's another kind of

NOTE Confidence: 0.860754472142857

00:19:01.455 --> 00:19:03.330 logistics piece that that happens,

NOTE Confidence: 0.860754472142857

00:19:03.330 --> 00:19:06.515 or can create friction during the care.

NOTE Confidence: 0.860754472142857

00:19:06.520 --> 00:19:08.624 And again, all of this is outside of

NOTE Confidence: 0.860754472142857

00:19:08.624 --> 00:19:10.398 the experience with the care provider,

NOTE Confidence: 0.860754472142857

00:19:10.400 --> 00:19:12.570 and this is cleanliness of the room

NOTE Confidence: 0.860754472142857

00:19:12.570 --> 00:19:15.436 is one of the examples in this space,

NOTE Confidence: 0.860754472142857

00:19:15.440 --> 00:19:18.800 so when that doesn't score,

NOTE Confidence: 0.860754472142857

00:19:18.800 --> 00:19:22.094 when that is not kind of up to snuff,

NOTE Confidence: 0.860754472142857

00:19:22.100 --> 00:19:23.501 per the patient,

NOTE Confidence: 0.860754472142857

00:19:23.501 --> 00:19:25.836 the score drops even further.

NOTE Confidence: 0.860754472142857

00:19:25.840 --> 00:19:28.276 So you go down to this.

NOTE Confidence: 0.860754472142857

00:19:28.280 --> 00:19:30.860 34.3 or the first percentile.

NOTE Confidence: 0.860754472142857

00:19:30.860 --> 00:19:31.660 It's forgiving,

NOTE Confidence: 0.860754472142857

00:19:31.660 --> 00:19:33.260 though patients are forgiving,

NOTE Confidence: 0.860754472142857

00:19:33.260 --> 00:19:33.878 so if you,

NOTE Confidence: 0.860754472142857

00:19:33.878 --> 00:19:35.114 even if you have all those

NOTE Confidence: 0.860754472142857

00:19:35.114 --> 00:19:36.437 friction points before the visit,

NOTE Confidence: 0.860754472142857

00:19:36.440 --> 00:19:38.000 but then you deliver on the

NOTE Confidence: 0.860754472142857

00:19:38.000 --> 00:19:39.040 cleanliness of the room,

NOTE Confidence: 0.860754472142857

00:19:39.040 --> 00:19:42.415 you kind of come back up here to this.

NOTE Confidence: 0.867484237272727

00:19:45.210 --> 00:19:47.114 8888 point 484th percentile.

NOTE Confidence: 0.867484237272727

00:19:47.114 --> 00:19:49.970 Hopefully you all followed me on

NOTE Confidence: 0.867484237272727

00:19:50.048 --> 00:19:52.175 this with the take home message

NOTE Confidence: 0.867484237272727

00:19:52.175 --> 00:19:53.990 being like these friction points.

NOTE Confidence: 0.867484237272727

00:19:53.990 --> 00:19:55.718 These hassles really impact

NOTE Confidence: 0.867484237272727

00:19:55.718 --> 00:19:57.446 overall experience and how

NOTE Confidence: 0.867484237272727

00:19:57.446 --> 00:19:59.459 patients rate their experience.

NOTE Confidence: 0.867484237272727

00:19:59.460 --> 00:20:02.036 I know not no surprise to you

NOTE Confidence: 0.867484237272727

00:20:02.036 --> 00:20:04.588 all and I also know that hassles

NOTE Confidence: 0.867484237272727

00:20:04.588 --> 00:20:06.410 are impacting all of you.

NOTE Confidence: 0.867484237272727

00:20:06.410 --> 00:20:08.696 But I think it's really important

NOTE Confidence: 0.867484237272727

00:20:08.696 --> 00:20:12.028 that we've now can show this with the

NOTE Confidence: 0.867484237272727

00:20:12.028 --> 00:20:14.188 data because it enables practices.

NOTE Confidence: 0.867484237272727

00:20:14.190 --> 00:20:16.806 Or units to really focus now on these

NOTE Confidence: 0.867484237272727

00:20:16.806 --> 00:20:19.091 areas that otherwise might have gotten

NOTE Confidence: 0.867484237272727

00:20:19.091 --> 00:20:22.163 kind of wrapped up and bucket did it

NOTE Confidence: 0.867484237272727

00:20:22.163 --> 00:20:24.835 and we wouldn't have that level of detail.

NOTE Confidence: 0.867484237272727

00:20:24.840 --> 00:20:27.690 OK, so in a shift to

NOTE Confidence: 0.867484237272727

00:20:27.690 --> 00:20:29.115 clinician specific findings.

NOTE Confidence: 0.867484237272727

00:20:29.120 --> 00:20:30.914 So just like we have a

NOTE Confidence: 0.867484237272727

00:20:30.914 --> 00:20:32.930 lot of data on patients,

NOTE Confidence: 0.867484237272727

00:20:32.930 --> 00:20:34.855 we actually have a tremendous

NOTE Confidence: 0.867484237272727

00:20:34.855 --> 00:20:36.780 amount of data on clinicians.

NOTE Confidence: 0.867484237272727

00:20:36.780 --> 00:20:37.290 And honestly,

NOTE Confidence: 0.867484237272727

00:20:37.290 --> 00:20:38.565 I didn't even realize this

NOTE Confidence: 0.867484237272727

00:20:38.565 --> 00:20:40.118 when I came to press ganey.

NOTE Confidence: 0.867484237272727

00:20:40.120 --> 00:20:42.451 I knew that we had a good amount of

NOTE Confidence: 0.867484237272727

00:20:42.451 --> 00:20:45.037 data on the workforce like I know that

NOTE Confidence: 0.867484237272727

00:20:45.037 --> 00:20:47.439 press Gainey was survey our employees,

NOTE Confidence: 0.867484237272727

00:20:47.440 --> 00:20:49.348 but I didn't realize that that

NOTE Confidence: 0.867484237272727

00:20:49.348 --> 00:20:51.100 we have the largest clinician

NOTE Confidence: 0.867484237272727

00:20:51.100 --> 00:20:53.165 database in the country also.

NOTE Confidence: 0.867484237272727

00:20:53.170 --> 00:20:56.790 So we are serving approximately

NOTE Confidence: 0.867484237272727

00:20:56.790 --> 00:20:59.025 125,000 physicians annually.

NOTE Confidence: 0.867484237272727

00:20:59.025 --> 00:21:03.495 And about 50,000 advanced practice providers,

NOTE Confidence: 0.867484237272727

00:21:03.500 --> 00:21:07.245 so it's a very big data set.

NOTE Confidence: 0.867484237272727

00:21:07.250 --> 00:21:07.552 So,

NOTE Confidence: 0.867484237272727

00:21:07.552 --> 00:21:07.854 uhm,

NOTE Confidence: 0.867484237272727

00:21:07.854 --> 00:21:10.647 we're also now able to kind of look and

NOTE Confidence: 0.867484237272727

00:21:10.647 --> 00:21:13.087 dive deep into that data set to see,

NOTE Confidence: 0.867484237272727

00:21:13.090 --> 00:21:15.046 at least at the aggregate levels,

NOTE Confidence: 0.867484237272727

00:21:15.050 --> 00:21:17.605 what's most important to physicians

NOTE Confidence: 0.867484237272727

00:21:17.605 --> 00:21:20.560 and what's most important to APS.

NOTE Confidence: 0.867484237272727

00:21:20.560 --> 00:21:22.888 And so we did that by looking at

NOTE Confidence: 0.867484237272727

00:21:22.888 --> 00:21:25.650 one of our survey driver questions,

NOTE Confidence: 0.867484237272727

00:21:25.650 --> 00:21:28.906 which is intent to stay for three years.

NOTE Confidence: 0.867484237272727

00:21:28.910 --> 00:21:30.910 So we asked that question,

NOTE Confidence: 0.867484237272727

00:21:30.910 --> 00:21:33.550 and when we asked that of our physicians,

NOTE Confidence: 0.867484237272727

00:21:33.550 --> 00:21:36.574 these three themes kind of surface

NOTE Confidence: 0.867484237272727

00:21:36.574 --> 00:21:38.086 to the top.

NOTE Confidence: 0.867484237272727

00:21:38.090 --> 00:21:41.906 So the first for physicians is about kind of

NOTE Confidence: 0.867484237272727

00:21:41.906 --> 00:21:44.929 certainty and success of the organization,

NOTE Confidence: 0.867484237272727

00:21:44.930 --> 00:21:47.177 and this is what kind of makes

NOTE Confidence: 0.867484237272727

00:21:47.177 --> 00:21:50.010 them feel most confident and about.

NOTE Confidence: 0.867484237272727

00:21:50.010 --> 00:21:52.523 And this is the number one key

NOTE Confidence: 0.867484237272727

00:21:52.523 --> 00:21:54.847 driver for actually both male and

NOTE Confidence: 0.867484237272727

00:21:54.847 --> 00:21:57.098 female physicians is the certainty

NOTE Confidence: 0.867484237272727

00:21:57.098 --> 00:21:59.850 of the organization's success.

NOTE Confidence: 0.867484237272727

00:21:59.850 --> 00:22:01.968 So the second key driver it's

NOTE Confidence: 0.867484237272727

00:22:01.968 --> 00:22:03.750 again the same for men,

NOTE Confidence: 0.867484237272727

00:22:03.750 --> 00:22:05.880 male and female physicians is

NOTE Confidence: 0.867484237272727

00:22:05.880 --> 00:22:08.010 work life balance and this.

NOTE Confidence: 0.867484237272727

00:22:08.010 --> 00:22:10.722 This is literally that this location

NOTE Confidence: 0.867484237272727

00:22:10.722 --> 00:22:12.962 supports me and balancing my

NOTE Confidence: 0.867484237272727

00:22:12.962 --> 00:22:15.086 work life and my personal life.

NOTE Confidence: 0.867484237272727

00:22:15.090 --> 00:22:18.050 And and I think this is really about,

NOTE Confidence: 0.867484237272727

00:22:18.050 --> 00:22:18.560 UM,

NOTE Confidence: 0.867484237272727

00:22:18.560 --> 00:22:22.130 the importance to all of us that

NOTE Confidence: 0.867484237272727

00:22:22.130 --> 00:22:25.530 we are in this profession.

NOTE Confidence: 0.867484237272727

00:22:25.530 --> 00:22:26.916 And want to be in it,

NOTE Confidence: 0.867484237272727

00:22:26.920 --> 00:22:29.422 but it has to kind of be a part

NOTE Confidence: 0.867484237272727

00:22:29.422 --> 00:22:32.230 of our lives because we all have

NOTE Confidence: 0.867484237272727

00:22:32.230 --> 00:22:33.862 lives outside of it.

NOTE Confidence: 0.867484237272727

00:22:33.870 --> 00:22:35.855 And if our organization can't

NOTE Confidence: 0.867484237272727

00:22:35.855 --> 00:22:37.046 help deliver that,

NOTE Confidence: 0.867484237272727

00:22:37.050 --> 00:22:38.625 that makes it really difficult

NOTE Confidence: 0.867484237272727

00:22:38.625 --> 00:22:40.600 for us to want to stay.

NOTE Confidence: 0.867484237272727

00:22:40.600 --> 00:22:43.500 And then the third one,

NOTE Confidence: 0.867484237272727

00:22:43.500 --> 00:22:44.388 which is again,

NOTE Confidence: 0.867484237272727

00:22:44.388 --> 00:22:46.460 this creates this link and not surprising.

NOTE Confidence: 0.867484237272727

00:22:46.460 --> 00:22:49.832 I'm sure to anybody here is

NOTE Confidence: 0.867484237272727

00:22:49.832 --> 00:22:52.132 that the location provides high

NOTE Confidence: 0.867484237272727

00:22:52.132 --> 00:22:54.297 quality patient care and service.

NOTE Confidence: 0.867484237272727

00:22:54.300 --> 00:22:56.911 That is an absolute driver like we

NOTE Confidence: 0.867484237272727

00:22:56.911 --> 00:22:59.843 need to know that if we're going

NOTE Confidence: 0.867484237272727

00:22:59.843 --> 00:23:02.003 to stay at our organizations.

NOTE Confidence: 0.867484237272727

00:23:02.010 --> 00:23:05.330 So for APS it's similar,

NOTE Confidence: 0.867484237272727

00:23:05.330 --> 00:23:07.150 but a little bit different,

NOTE Confidence: 0.867484237272727

00:23:07.150 --> 00:23:08.932 and these are the themes and

NOTE Confidence: 0.867484237272727

00:23:08.932 --> 00:23:10.120 I think that that's

NOTE Confidence: 0.917931217333333

00:23:10.187 --> 00:23:11.961 probably a good way of thinking

NOTE Confidence: 0.917931217333333

00:23:11.961 --> 00:23:14.838 about APS in our data in general,

NOTE Confidence: 0.917931217333333

00:23:14.840 --> 00:23:17.738 and I actually often feel like

NOTE Confidence: 0.917931217333333

00:23:17.738 --> 00:23:21.390 APS is kind of the last cohort

NOTE Confidence: 0.917931217333333

00:23:21.390 --> 00:23:23.868 because they spend a lot of time.

NOTE Confidence: 0.917931217333333

00:23:23.870 --> 00:23:25.669 I think our AP spent a ton

NOTE Confidence: 0.917931217333333

00:23:25.669 --> 00:23:27.240 of time with physicians,

NOTE Confidence: 0.917931217333333

00:23:27.240 --> 00:23:29.179 but they're not always measured with them,

NOTE Confidence: 0.917931217333333

00:23:29.180 --> 00:23:31.771 and there are some differences and.

NOTE Confidence: 0.917931217333333

00:23:31.771 --> 00:23:35.299 They're not really sitting in with any other,

NOTE Confidence: 0.917931217333333

00:23:35.300 --> 00:23:38.004 so we've been really active at looking at

NOTE Confidence: 0.917931217333333

00:23:38.004 --> 00:23:40.575 them both separately and then aggregating

NOTE Confidence: 0.917931217333333

00:23:40.575 --> 00:23:43.317 their data into this clinician space.

NOTE Confidence: 0.917931217333333

00:23:43.320 --> 00:23:45.709 But for APS and again, we've looked at

NOTE Confidence: 0.917931217333333

00:23:45.709 --> 00:23:47.970 it from male and female AP separately.

NOTE Confidence: 0.917931217333333

00:23:47.970 --> 00:23:51.194 But these are the big four themes that

NOTE Confidence: 0.917931217333333

00:23:51.194 --> 00:23:53.902 we find for their kind of interest and

NOTE Confidence: 0.917931217333333

00:23:53.902 --> 00:23:56.410 intent to stay for three year period.

NOTE Confidence: 0.917931217333333

00:23:56.410 --> 00:23:57.880 So the first is this.

NOTE Confidence: 0.917931217333333

00:23:57.880 --> 00:24:00.624 I feel like I belong in this organization.

NOTE Confidence: 0.917931217333333

00:24:00.630 --> 00:24:02.425 That's the number one key

NOTE Confidence: 0.917931217333333

00:24:02.425 --> 00:24:04.570 driver for male and female APS.

NOTE Confidence: 0.917931217333333

00:24:04.570 --> 00:24:07.006 I like the work that I do.

NOTE Confidence: 0.917931217333333

00:24:07.010 --> 00:24:08.760 Then we have the patient

NOTE Confidence: 0.917931217333333

00:24:08.760 --> 00:24:10.510 quality and service that had.

NOTE Confidence: 0.917931217333333

00:24:10.510 --> 00:24:10.969 Also,

NOTE Confidence: 0.917931217333333

00:24:10.969 --> 00:24:13.723 we just saw with the physicians

NOTE Confidence: 0.917931217333333

00:24:13.723 --> 00:24:16.140 and then another interesting driver

NOTE Confidence: 0.917931217333333

00:24:16.140 --> 00:24:18.220 here is this respect.

NOTE Confidence: 0.917931217333333

00:24:18.220 --> 00:24:20.220 And confidence in our leader,

NOTE Confidence: 0.917931217333333

00:24:20.220 --> 00:24:22.434 both the direct person I'm reporting

NOTE Confidence: 0.917931217333333

00:24:22.434 --> 00:24:25.259 to and then senior management overall,

NOTE Confidence: 0.917931217333333

00:24:25.260 --> 00:24:26.769 and that's become.

NOTE Confidence: 0.917931217333333

00:24:26.769 --> 00:24:29.787 I think that's a really interesting

NOTE Confidence: 0.917931217333333

00:24:29.787 --> 00:24:32.336 insight into thinking about kind

NOTE Confidence: 0.917931217333333

00:24:32.336 --> 00:24:34.990 of where many of our AP's are

NOTE Confidence: 0.917931217333333

00:24:34.990 --> 00:24:36.700 connecting and what is going to

NOTE Confidence: 0.917931217333333

00:24:36.700 --> 00:24:38.647 be really important to keep them.

NOTE Confidence: 0.905023061666667

00:24:43.460 --> 00:24:45.116 And and I will answer questions.

NOTE Confidence: 0.905023061666667

00:24:45.120 --> 00:24:46.648 So the great question.

NOTE Confidence: 0.905023061666667

00:24:46.648 --> 00:24:50.090 So if I'm if I've showed you any like,

NOTE Confidence: 0.905023061666667

00:24:50.090 --> 00:24:51.443 yell any data,

NOTE Confidence: 0.905023061666667

00:24:51.443 --> 00:24:54.600 right now it's Yale New Haven Health.

NOTE Confidence: 0.905023061666667

00:24:54.600 --> 00:24:57.642 Overall, I do have and I can send it

NOTE Confidence: 0.905023061666667

00:24:57.642 --> 00:25:00.760 to Terra the Smilow specific data.

NOTE Confidence: 0.905023061666667

00:25:00.760 --> 00:25:02.533 So I had that I have like a smile,

NOTE Confidence: 0.905023061666667

00:25:02.540 --> 00:25:06.033 a specific breakout for those that circle

NOTE Confidence: 0.905023061666667

00:25:06.033 --> 00:25:09.600 picture with the hassle factors drivers.

NOTE Confidence: 0.905023061666667

00:25:09.600 --> 00:25:12.379 It actually looks quite similar to Yale,

NOTE Confidence: 0.905023061666667

00:25:12.380 --> 00:25:13.744 New Haven but better.

NOTE Confidence: 0.905023061666667

00:25:13.744 --> 00:25:14.767 In certain areas,

NOTE Confidence: 0.905023061666667

00:25:14.770 --> 00:25:16.318 and maybe a little bit different

NOTE Confidence: 0.905023061666667

00:25:16.318 --> 00:25:17.800 in a couple of others,

NOTE Confidence: 0.905023061666667

00:25:17.800 --> 00:25:20.520 and I will make that point about the data in

NOTE Confidence: 0.905023061666667

00:25:20.586 --> 00:25:23.309 general to actually like make change happen.

NOTE Confidence: 0.905023061666667

00:25:23.310 --> 00:25:26.118 All of us need to look at that data

NOTE Confidence: 0.905023061666667

00:25:26.118 --> 00:25:28.934 at the practice level in order,

NOTE Confidence: 0.905023061666667

00:25:28.934 --> 00:25:31.269 I think to really ultimately

NOTE Confidence: 0.905023061666667

00:25:31.269 --> 00:25:33.150 understand what's driving what

NOTE Confidence: 0.905023061666667

00:25:33.150 --> 00:25:35.586 the drivers are for each practice.

NOTE Confidence: 0.905023061666667

00:25:35.590 --> 00:25:38.868 So this is the this is everybody's

NOTE Confidence: 0.905023061666667

00:25:38.868 --> 00:25:40.242 moment for interaction.

NOTE Confidence: 0.905023061666667

00:25:40.242 --> 00:25:43.849 So if you could take a second and

NOTE Confidence: 0.905023061666667

00:25:43.849 --> 00:25:46.558 look at this picture and tell me

NOTE Confidence: 0.905023061666667

00:25:46.558 --> 00:25:48.972 where you think you are and if

NOTE Confidence: 0.905023061666667

00:25:48.972 --> 00:25:51.166 you like you can you can say like

NOTE Confidence: 0.905023061666667

00:25:51.166 --> 00:25:53.040 this where I think I am and or

NOTE Confidence: 0.905023061666667

00:25:53.040 --> 00:25:54.685 you could say well this is where

NOTE Confidence: 0.905023061666667

00:25:54.685 --> 00:25:56.793 my colleagues are but but this is

NOTE Confidence: 0.905023061666667

00:25:56.793 --> 00:25:58.340 this phases of disaster slide.

NOTE Confidence: 0.905023061666667

00:25:58.340 --> 00:26:00.980 Some of you may have seen this before.

NOTE Confidence: 0.905023061666667

00:26:00.980 --> 00:26:02.950 You know I use this early on in the pandemic.

NOTE Confidence: 0.905023061666667

00:26:02.950 --> 00:26:03.614 It's not.

NOTE Confidence: 0.905023061666667

00:26:03.614 --> 00:26:06.636 It's not COVID related at all, it's a.

NOTE Confidence: 0.905023061666667

00:26:06.636 --> 00:26:09.714 Kind of used for national disasters?

NOTE Confidence: 0.905023061666667

00:26:09.720 --> 00:26:11.680 Or are there other instances?

NOTE Confidence: 0.905023061666667

00:26:11.680 --> 00:26:14.347 And it's on the kind of stamps

NOTE Confidence: 0.905023061666667

00:26:14.347 --> 00:26:16.610 and mental health support site.

NOTE Confidence: 0.905023061666667

00:26:16.610 --> 00:26:19.011 So what it shows is and I'm

NOTE Confidence: 0.905023061666667

00:26:19.011 --> 00:26:21.237 waiting for anybody who's ready to

NOTE Confidence: 0.905023061666667

00:26:21.237 --> 00:26:23.475 type who's already ahead of me.

NOTE Confidence: 0.905023061666667

00:26:23.480 --> 00:26:29.640 But what it shows is as a an event unfolds.

NOTE Confidence: 0.905023061666667

00:26:29.640 --> 00:26:31.650 There's this kind of anticipation

NOTE Confidence: 0.905023061666667

00:26:31.650 --> 00:26:34.599 and we saw this across the country.

NOTE Confidence: 0.905023061666667

00:26:34.600 --> 00:26:35.785 By the way.

NOTE Confidence: 0.905023061666667

00:26:35.785 --> 00:26:37.760 We formed a caregiver collaborative

NOTE Confidence: 0.905023061666667

00:26:37.760 --> 00:26:40.329 right when COVID started last March,

NOTE Confidence: 0.905023061666667

00:26:40.330 --> 00:26:42.859 and we included lots of folks from New York,

NOTE Confidence: 0.905023061666667

00:26:42.860 --> 00:26:44.897 Connecticut, New Jersey who got hit hard,

NOTE Confidence: 0.905023061666667

00:26:44.900 --> 00:26:45.235 fast,

NOTE Confidence: 0.905023061666667

00:26:45.235 --> 00:26:47.580 and the rest of the country was

NOTE Confidence: 0.905023061666667

00:26:47.580 --> 00:26:49.820 kind of sitting and waiting,

NOTE Confidence: 0.905023061666667

00:26:49.820 --> 00:26:51.698 so we actually lived through this.

NOTE Confidence: 0.905023061666667

00:26:51.700 --> 00:26:53.611 And then there was the heroics and

NOTE Confidence: 0.905023061666667

00:26:53.611 --> 00:26:55.319 the honeymoon period where lots of

NOTE Confidence: 0.905023061666667

00:26:55.319 --> 00:26:57.265 support and cheering and people felt like,

NOTE Confidence: 0.905023061666667

00:26:57.270 --> 00:26:59.838 OK, we got this, and we have treatments.

NOTE Confidence: 0.905023061666667

00:26:59.840 --> 00:27:01.872 Now and then we got a vaccine and

NOTE Confidence: 0.905023061666667

00:27:01.872 --> 00:27:04.652 we can do this and then this kind

NOTE Confidence: 0.905023061666667

00:27:04.652 --> 00:27:05.753 of disillusionment phase.

NOTE Confidence: 0.905023061666667

00:27:05.760 --> 00:27:07.544 So I'm looking here and I see a

NOTE Confidence: 0.905023061666667

00:27:07.544 --> 00:27:09.469 lot of people saying like five.

NOTE Confidence: 0.905023061666667

00:27:09.470 --> 00:27:09.705 Well,

NOTE Confidence: 0.905023061666667

00:27:09.705 --> 00:27:10.880 not a lot of people,

NOTE Confidence: 0.905023061666667

00:27:10.880 --> 00:27:14.112 but I see five from most people and

NOTE Confidence: 0.905023061666667

00:27:14.112 --> 00:27:17.679 some people are saying 6 and I'll tell you,

NOTE Confidence: 0.905023061666667

00:27:17.680 --> 00:27:18.336 this is.

NOTE Confidence: 0.905023061666667

00:27:18.336 --> 00:27:20.960 I've also showed this slide with a lot

NOTE Confidence: 0.905023061666667

00:27:21.035 --> 00:27:23.897 of folks and there's been a lot of force.

NOTE Confidence: 0.905023061666667

00:27:23.900 --> 00:27:27.250 I showed it a couple weeks ago and I got

NOTE Confidence: 0.905023061666667

00:27:27.340 --> 00:27:30.357 the feedback that my slide is wrong.

NOTE Confidence: 0.905023061666667

00:27:30.360 --> 00:27:33.740 And that I need to fix it and make it up.

NOTE Confidence: 0.905023061666667

00:27:33.740 --> 00:27:36.518 This kind of downward sloping bucket

NOTE Confidence: 0.905023061666667

00:27:36.518 --> 00:27:40.049 needs to happen again and again and again.

NOTE Confidence: 0.905023061666667

00:27:40.050 --> 00:27:43.186 'cause that's how they are feeling right now,

NOTE Confidence: 0.905023061666667

00:27:43.190 --> 00:27:44.852 but I will say most leaders

NOTE Confidence: 0.905023061666667

00:27:44.852 --> 00:27:45.960 feel like they're somewhere

NOTE Confidence: 0.927689025238095

00:27:46.016 --> 00:27:47.126 between five and six and

NOTE Confidence: 0.927689025238095

00:27:47.126 --> 00:27:48.590 that they can see a light.

NOTE Confidence: 0.675015024

00:27:51.580 --> 00:27:53.840 So we have a, uh,

NOTE Confidence: 0.675015024

00:27:53.840 --> 00:27:55.780 a colleagues at press ganey,

NOTE Confidence: 0.675015024

00:27:55.780 --> 00:27:58.354 who actually lead a lot of our safety work,

NOTE Confidence: 0.675015024

00:27:58.360 --> 00:28:00.112 and I think some of them worked with

NOTE Confidence: 0.675015024

00:28:00.112 --> 00:28:01.916 have worked with you guys over the years.

NOTE Confidence: 0.675015024

00:28:01.920 --> 00:28:04.200 Are HPI safety Consulting Group

NOTE Confidence: 0.675015024

00:28:04.200 --> 00:28:07.238 and a number of them have military

NOTE Confidence: 0.675015024

00:28:07.238 --> 00:28:09.419 experience and they spent a couple

NOTE Confidence: 0.675015024

00:28:09.419 --> 00:28:11.470 months kind of looking at our data

NOTE Confidence: 0.675015024

00:28:11.532 --> 00:28:13.542 talking to folks around the country

NOTE Confidence: 0.675015024

00:28:13.542 --> 00:28:15.779 and really landed on why they think

NOTE Confidence: 0.675015024

00:28:15.780 --> 00:28:18.368 health care workforce experience

NOTE Confidence: 0.675015024

00:28:18.368 --> 00:28:21.603 during COVID is actually been.

NOTE Confidence: 0.675015024

00:28:21.610 --> 00:28:24.250 Far more difficult than UM,

NOTE Confidence: 0.675015024

00:28:24.250 --> 00:28:26.302 experiences in the military,

NOTE Confidence: 0.675015024

00:28:26.302 --> 00:28:29.380 and for these four reasons and

NOTE Confidence: 0.675015024

00:28:29.471 --> 00:28:32.447 the kind of relentlessness of the

NOTE Confidence: 0.675015024

00:28:32.447 --> 00:28:35.824 experience that you you can't get go

NOTE Confidence: 0.675015024

00:28:35.824 --> 00:28:38.869 home especially early on and get away

NOTE Confidence: 0.675015024

00:28:38.870 --> 00:28:42.181 from it because there was so much

NOTE Confidence: 0.675015024

00:28:42.181 --> 00:28:44.566 concern about safety and exposing

NOTE Confidence: 0.675015024

00:28:44.566 --> 00:28:48.070 families for women or for men who are

NOTE Confidence: 0.675015024

00:28:48.159 --> 00:28:51.834 the kind of principle caregiver for their.

NOTE Confidence: 0.675015024

00:28:51.840 --> 00:28:55.938 If they have kids or a.

NOTE Confidence: 0.675015024

00:28:55.940 --> 00:28:57.740 Parents that they're caring for

NOTE Confidence: 0.675015024

00:28:57.740 --> 00:29:00.308 that going to work and coming home

NOTE Confidence: 0.675015024

00:29:00.308 --> 00:29:02.390 was around the clock the entire

NOTE Confidence: 0.675015024

00:29:02.390 --> 00:29:04.690 time and really felt relentless.

NOTE Confidence: 0.675015024

00:29:04.690 --> 00:29:05.761 And then what?

NOTE Confidence: 0.675015024

00:29:05.761 --> 00:29:08.260 We're seeing a lot more is this

NOTE Confidence: 0.675015024

00:29:08.346 --> 00:29:10.552 oppositional piece that I think

NOTE Confidence: 0.675015024

00:29:10.552 --> 00:29:12.460 is driving a lot of compassion,

NOTE Confidence: 0.675015024

00:29:12.460 --> 00:29:15.408 fatigue, and secondary trauma

NOTE Confidence: 0.675015024

00:29:15.408 --> 00:29:19.093 for many folks right now.

NOTE Confidence: 0.675015024

00:29:19.100 --> 00:29:20.300 So this is, uhm,

NOTE Confidence: 0.675015024

00:29:20.300 --> 00:29:22.100 I don't think anybody seen this.

NOTE Confidence: 0.675015024

00:29:22.100 --> 00:29:22.790 You might have seen it,

NOTE Confidence: 0.675015024

00:29:22.790 --> 00:29:24.624 it was tweeted a couple weeks ago,

NOTE Confidence: 0.675015024

00:29:24.630 --> 00:29:25.720 but it's not yet published.

NOTE Confidence: 0.675015024

00:29:25.720 --> 00:29:29.203 This is from this epic research data of like

NOTE Confidence: 0.675015024

00:29:29.210 --> 00:29:31.744 350 organizations that are using at Beck.

NOTE Confidence: 0.675015024

00:29:31.750 --> 00:29:34.718 And there they were just tracking the

NOTE Confidence: 0.675015024

00:29:34.718 --> 00:29:36.993 percent difference in digital messages

NOTE Confidence: 0.675015024

00:29:36.993 --> 00:29:39.771 that are coming from patients directly

NOTE Confidence: 0.675015024

00:29:39.771 --> 00:29:42.920 to providers right now to physicians.

NOTE Confidence: 0.675015024

00:29:42.920 --> 00:29:44.264 And they have.

NOTE Confidence: 0.675015024

00:29:44.264 --> 00:29:46.040 There's been 157% increase

NOTE Confidence: 0.675015024

00:29:46.040 --> 00:29:48.240 in that volume of digital.

NOTE Confidence: 0.675015024

00:29:48.240 --> 00:29:49.998 Messaging now it's not an absolute,

NOTE Confidence: 0.675015024

00:29:50.000 --> 00:29:53.303 so you could have had four messages a day

NOTE Confidence: 0.675015024

00:29:53.303 --> 00:29:56.199 before and now you have seven messages,

NOTE Confidence: 0.675015024

00:29:56.200 --> 00:29:58.416 but it's a huge shift and the glass

NOTE Confidence: 0.675015024

00:29:58.416 --> 00:30:00.916 half full piece of this is like

NOTE Confidence: 0.675015024

00:30:00.916 --> 00:30:02.420 fantastic patients have finally

NOTE Confidence: 0.675015024

00:30:02.420 --> 00:30:04.459 figured out how to use the portal.

NOTE Confidence: 0.675015024

00:30:04.460 --> 00:30:05.308 That's great.

NOTE Confidence: 0.675015024

00:30:05.308 --> 00:30:07.852 The glass half empty is Oh

NOTE Confidence: 0.675015024

00:30:07.852 --> 00:30:09.760 my goodness we built it,

NOTE Confidence: 0.675015024

00:30:09.760 --> 00:30:12.478 they came but we didn't actually

NOTE Confidence: 0.675015024

00:30:12.480 --> 00:30:13.968 figure out how to manage it.

NOTE Confidence: 0.675015024

00:30:13.970 --> 00:30:15.570 So it's this overwhelming amount

NOTE Confidence: 0.675015024

00:30:15.570 --> 00:30:17.955 and this is when I talked to

NOTE Confidence: 0.675015024

00:30:17.955 --> 00:30:19.750 my colleagues in primary care.

NOTE Confidence: 0.675015024

00:30:19.750 --> 00:30:22.065 They are overwhelmed by this

NOTE Confidence: 0.675015024

00:30:22.065 --> 00:30:24.380 amount of messaging and lack.

NOTE Confidence: 0.675015024

00:30:24.380 --> 00:30:27.452 They haven't had a chance to build the

NOTE Confidence: 0.675015024

00:30:27.452 --> 00:30:30.940 system to manage this influx appropriately.

NOTE Confidence: 0.675015024

00:30:30.940 --> 00:30:33.343 So I wanted to share with you just a

NOTE Confidence: 0.675015024

00:30:33.343 --> 00:30:35.594 couple of the terms that we use a lot.

NOTE Confidence: 0.675015024

00:30:35.600 --> 00:30:38.379 1 is resilience and this is really

NOTE Confidence: 0.675015024

00:30:38.379 --> 00:30:41.010 this ability to recover or adjust

NOTE Confidence: 0.675015024

00:30:41.010 --> 00:30:44.390 when challenging things happen

NOTE Confidence: 0.675015024

00:30:44.390 --> 00:30:46.950 and we measure resilience with

NOTE Confidence: 0.675015024

00:30:46.950 --> 00:30:49.510 two different sets of metrics.

NOTE Confidence: 0.675015024

00:30:49.510 --> 00:30:51.526 One is about activation and it's the

NOTE Confidence: 0.675015024

00:30:51.526 --> 00:30:53.447 ability to kind of get charged up,

NOTE Confidence: 0.675015024

00:30:53.450 --> 00:30:55.496 ready to go and find meaning

NOTE Confidence: 0.675015024

00:30:55.496 --> 00:30:56.519 in every encounter,

NOTE Confidence: 0.675015024

00:30:56.520 --> 00:30:58.272 and then the other is to decompress to

NOTE Confidence: 0.675015024

00:30:58.272 --> 00:31:00.298 be able to go home, recharge and recover.

NOTE Confidence: 0.675015024

00:31:00.298 --> 00:31:00.970 And we.

NOTE Confidence: 0.675015024

00:31:00.970 --> 00:31:03.574 Absolutely need to do both if

NOTE Confidence: 0.675015024

00:31:03.574 --> 00:31:06.330 we want to remain resilient.

NOTE Confidence: 0.675015024

00:31:06.330 --> 00:31:09.500 So I'm sorry for the like small font on this,

NOTE Confidence: 0.92308613125

00:31:09.500 --> 00:31:11.960 but I do want to point out and I'm going

NOTE Confidence: 0.92308613125

00:31:12.029 --> 00:31:14.402 to talk about engagement in a minute

NOTE Confidence: 0.92308613125

00:31:14.402 --> 00:31:16.500 that physicians of all the professions

NOTE Confidence: 0.92308613125

00:31:16.500 --> 00:31:20.340 in the hospital scored the lowest

NOTE Confidence: 0.92308613125

00:31:20.340 --> 00:31:23.840 for both resilience and engagement.

NOTE Confidence: 0.92308613125

00:31:23.840 --> 00:31:26.075 Will talk about engagement in

NOTE Confidence: 0.92308613125

00:31:26.075 --> 00:31:27.863 it and for resilience.

NOTE Confidence: 0.92308613125

00:31:27.870 --> 00:31:30.768 So this is physicians down here.

NOTE Confidence: 0.92308613125

00:31:30.770 --> 00:31:32.365 This score overall score is

NOTE Confidence: 0.92308613125

00:31:32.365 --> 00:31:33.960 made up of two components.

NOTE Confidence: 0.92308613125

00:31:33.960 --> 00:31:35.940 Activation physicians are great at

NOTE Confidence: 0.92308613125

00:31:35.940 --> 00:31:37.920 getting activated and treating each

NOTE Confidence: 0.92308613125

00:31:37.983 --> 00:31:40.078 patient individual as individuals and

NOTE Confidence: 0.92308613125

00:31:40.078 --> 00:31:42.173 finding meaning and where physicians

NOTE Confidence: 0.92308613125

00:31:42.233 --> 00:31:44.201 really are struggling is their ability

NOTE Confidence: 0.92308613125

00:31:44.201 --> 00:31:47.375 to decompress to be able to go home and

NOTE Confidence: 0.92308613125

00:31:47.375 --> 00:31:48.859 disconnect from work communications

NOTE Confidence: 0.92308613125

00:31:48.859 --> 00:31:50.632 to be able to sleep, recover,

NOTE Confidence: 0.92308613125

00:31:50.632 --> 00:31:52.810 and be able to come back the next day.

NOTE Confidence: 0.92308613125

00:31:52.810 --> 00:31:55.276 And this is what we're going to talk about.

NOTE Confidence: 0.92308613125

00:31:55.280 --> 00:31:56.508 I will make one.

NOTE Confidence: 0.92308613125

00:31:56.508 --> 00:31:58.702 I've seen the resilience data for this

NOTE Confidence: 0.92308613125

00:31:58.702 --> 00:32:01.249 past year and the one flip that I thought

NOTE Confidence: 0.92308613125

00:32:01.312 --> 00:32:03.462 was interesting is teaching faculty

NOTE Confidence: 0.92308613125

00:32:03.462 --> 00:32:05.612 have now dropped below physicians.

NOTE Confidence: 0.92308613125

00:32:05.620 --> 00:32:06.968 Their resilience is lower.

NOTE Confidence: 0.9009948825

00:32:08.980 --> 00:32:11.940 Again due to decompression.

NOTE Confidence: 0.9009948825

00:32:11.940 --> 00:32:15.685 So now, as tough as this is,

NOTE Confidence: 0.9009948825

00:32:15.690 --> 00:32:18.644 we are seeing places where there are

NOTE Confidence: 0.9009948825

00:32:18.644 --> 00:32:21.978 some kind of hopes and bright spots,

NOTE Confidence: 0.9009948825

00:32:21.980 --> 00:32:23.339 and I'm going to call this one of them.

NOTE Confidence: 0.9009948825

00:32:23.340 --> 00:32:25.560 So this is looking at engagement.

NOTE Confidence: 0.9009948825

00:32:25.560 --> 00:32:27.786 So engagement is how we measure.

NOTE Confidence: 0.9009948825

00:32:27.790 --> 00:32:30.355 We have a six out of six questions that

NOTE Confidence: 0.9009948825

00:32:30.355 --> 00:32:32.872 we use to measure kind of an individual's

NOTE Confidence: 0.9009948825

00:32:32.872 --> 00:32:35.224 likelihood to go above and beyond with

NOTE Confidence: 0.9009948825

00:32:35.224 --> 00:32:37.598 the organization that they're working,

NOTE Confidence: 0.9009948825

00:32:37.600 --> 00:32:39.388 and we capture things like pride

NOTE Confidence: 0.9009948825

00:32:39.388 --> 00:32:40.580 and likelihood to recommend

NOTE Confidence: 0.9009948825

00:32:40.636 --> 00:32:41.928 the organization and send.

NOTE Confidence: 0.9009948825

00:32:41.930 --> 00:32:44.594 Family there and so as you can see from

NOTE Confidence: 0.9009948825

00:32:44.594 --> 00:32:46.988 this over the past couple of years,

NOTE Confidence: 0.9009948825

00:32:46.990 --> 00:32:49.377 although there is a cohort that's having

NOTE Confidence: 0.9009948825

00:32:49.377 --> 00:32:52.137 a dip down and engagement and we are

NOTE Confidence: 0.9009948825

00:32:52.137 --> 00:32:54.661 seeing this and and from many that

NOTE Confidence: 0.9009948825

00:32:54.661 --> 00:32:57.013 the engagement scores are going down,

NOTE Confidence: 0.9009948825

00:32:57.020 --> 00:32:59.926 there is a group of organizations

NOTE Confidence: 0.9009948825

00:32:59.926 --> 00:33:02.656 where physician engagement is actually

NOTE Confidence: 0.9009948825

00:33:02.656 --> 00:33:05.085 going up during the pandemic,

NOTE Confidence: 0.9009948825

00:33:05.085 --> 00:33:08.770 and I like to think that's because of UM,

NOTE Confidence: 0.9009948825

00:33:08.770 --> 00:33:09.318 honestly,

NOTE Confidence: 0.9009948825

00:33:09.318 --> 00:33:12.058 the concept of high reliability.

NOTE Confidence: 0.9009948825

00:33:12.060 --> 00:33:13.425 And, uh, leadership.

NOTE Confidence: 0.9009948825

00:33:13.425 --> 00:33:16.155 Stopping and recognizing that they might

NOTE Confidence: 0.9009948825

00:33:16.155 --> 00:33:18.990 not have the answers for many things,

NOTE Confidence: 0.9009948825

00:33:18.990 --> 00:33:21.694 but those on the front lines probably do.

NOTE Confidence: 0.9009948825

00:33:21.700 --> 00:33:24.444 And actually creating the space to listen

NOTE Confidence: 0.9009948825

00:33:24.444 --> 00:33:27.700 and take that information and act on that.

NOTE Confidence: 0.9009948825

00:33:27.700 --> 00:33:29.340 And we've seen all across,

NOTE Confidence: 0.9009948825

00:33:29.340 --> 00:33:31.846 and I actually seen 'cause Michael shared

NOTE Confidence: 0.9009948825

00:33:31.846 --> 00:33:35.054 with me the the depth and breadth of

NOTE Confidence: 0.9009948825

00:33:35.054 --> 00:33:37.114 the communication approaches you all

NOTE Confidence: 0.9009948825

00:33:37.189 --> 00:33:39.780 had throughout your pandemic where you

NOTE Confidence: 0.9009948825

00:33:39.780 --> 00:33:41.520 know your frontline voices could work,

NOTE Confidence: 0.9009948825

00:33:41.520 --> 00:33:41.913 heard.

NOTE Confidence: 0.9009948825

00:33:41.913 --> 00:33:42.699 And actually,

NOTE Confidence: 0.9009948825

00:33:42.699 --> 00:33:44.664 I think greatly informed decisions

NOTE Confidence: 0.9009948825

00:33:44.664 --> 00:33:45.820 that were made,

NOTE Confidence: 0.9009948825

00:33:45.820 --> 00:33:47.605 and that's something that you

NOTE Confidence: 0.9009948825

00:33:47.605 --> 00:33:49.660 know we don't often see UM.

NOTE Confidence: 0.9009948825

00:33:49.660 --> 00:33:53.164 And when like times are normal in healthcare.

NOTE Confidence: 0.9009948825

00:33:53.170 --> 00:33:53.426 So,

NOTE Confidence: 0.9009948825

00:33:53.426 --> 00:33:55.730 so we now need to like I want to

NOTE Confidence: 0.9009948825

00:33:55.804 --> 00:33:58.009 focus on how do we move forward

NOTE Confidence: 0.9009948825

00:33:58.010 --> 00:33:59.454 and address these challenges.

NOTE Confidence: 0.9009948825

00:33:59.454 --> 00:34:02.603 So I do think these are four major

NOTE Confidence: 0.9009948825

00:34:02.603 --> 00:34:04.427 challenges facing most organizations

NOTE Confidence: 0.9009948825

00:34:04.427 --> 00:34:07.687 right now and we're going to go through.

NOTE Confidence: 0.9009948825

00:34:07.690 --> 00:34:09.242 Will go through them.

NOTE Confidence: 0.9009948825

00:34:09.242 --> 00:34:10.794 They're actually pretty connected

NOTE Confidence: 0.9009948825

00:34:10.794 --> 00:34:13.109 because when I use the term well being,

NOTE Confidence: 0.9009948825

00:34:13.110 --> 00:34:15.012 it's it's far more than my

NOTE Confidence: 0.9009948825

00:34:15.012 --> 00:34:15.963 individual well being.

NOTE Confidence: 0.9009948825

00:34:15.970 --> 00:34:18.360 It's thinking about the organizational

NOTE Confidence: 0.9009948825

00:34:18.360 --> 00:34:21.230 kind of well being as well.

NOTE Confidence: 0.9009948825

00:34:21.230 --> 00:34:23.118 But I suspect that these issues of trust,

NOTE Confidence: 0.9009948825

00:34:23.120 --> 00:34:25.745 uncertainty and staffing are ones

NOTE Confidence: 0.9009948825

00:34:25.745 --> 00:34:28.370 that you're all challenged by.

NOTE Confidence: 0.9009948825

00:34:28.370 --> 00:34:31.074 I will say then I'll get to this

NOTE Confidence: 0.9009948825

00:34:31.074 --> 00:34:34.126 later that the accountability for like

NOTE Confidence: 0.9009948825

00:34:34.126 --> 00:34:36.996 addressing and solving these challenges

NOTE Confidence: 0.9009948825

00:34:36.996 --> 00:34:39.929 can't just happen at an individual

NOTE Confidence: 0.9009948825

00:34:39.929 --> 00:34:42.611 level or at an organizational level.

NOTE Confidence: 0.9009948825

00:34:42.611 --> 00:34:43.814 It's gotta happen.

NOTE Confidence: 0.9009948825

00:34:43.814 --> 00:34:47.540 Also at a leader level and at a team level.

NOTE Confidence: 0.9009948825

00:34:47.540 --> 00:34:49.020 These problems are too

NOTE Confidence: 0.9009948825

00:34:49.020 --> 00:34:51.240 complex and for some of them.

NOTE Confidence: 0.9009948825

00:34:51.240 --> 00:34:53.815 Like getting like I talked

NOTE Confidence: 0.9009948825

00:34:53.815 --> 00:34:56.242 about earlier to the unit of

NOTE Confidence: 0.9009948825

00:34:56.242 --> 00:34:57.634 measurement that's most important,

NOTE Confidence: 0.9009948825

00:34:57.640 --> 00:35:00.152 and that might be your practice in your

NOTE Confidence: 0.9009948825

00:35:00.152 --> 00:35:02.489 clinic is going to be really critical

NOTE Confidence: 0.9009948825

00:35:02.489 --> 00:35:05.160 if we're going to solve these problems.

NOTE Confidence: 0.9009948825

00:35:05.160 --> 00:35:05.823 So I have.

NOTE Confidence: 0.9009948825

00:35:05.823 --> 00:35:07.709 I'm going to talk a little bit about

NOTE Confidence: 0.9009948825

00:35:07.709 --> 00:35:09.365 well being and these first three

NOTE Confidence: 0.9009948825

00:35:09.365 --> 00:35:11.523 slides are a case study from an

NOTE Confidence: 0.9009948825

00:35:11.523 --> 00:35:13.118 organization that decided they wanted

NOTE Confidence: 0.9009948825

00:35:13.118 --> 00:35:16.045 to really go deeper to understand

NOTE Confidence: 0.9009948825

00:35:16.045 --> 00:35:18.650 what was driving for things.

NOTE Confidence: 0.9009948825

00:35:18.650 --> 00:35:20.260 They were very worried about.

NOTE Confidence: 0.939982547142857

00:35:20.260 --> 00:35:22.372 That was resilience,

NOTE Confidence: 0.939982547142857

00:35:22.372 --> 00:35:25.188 both activation and decompression,

NOTE Confidence: 0.939982547142857

00:35:25.190 --> 00:35:26.720 and this was for their clinicians.

NOTE Confidence: 0.939982547142857

00:35:26.720 --> 00:35:28.520 Their AP is and physicians.

NOTE Confidence: 0.939982547142857

00:35:28.520 --> 00:35:30.830 They were also very focused on

NOTE Confidence: 0.939982547142857

00:35:30.830 --> 00:35:33.131 productivity and on intent to stay

NOTE Confidence: 0.939982547142857

00:35:33.131 --> 00:35:35.546 'cause they really don't want to lose.

NOTE Confidence: 0.939982547142857

00:35:35.550 --> 00:35:38.590 A single physician or AP,

NOTE Confidence: 0.939982547142857

00:35:38.590 --> 00:35:40.510 given the challenges right now,

NOTE Confidence: 0.939982547142857

00:35:40.510 --> 00:35:42.250 so they had a very.

NOTE Confidence: 0.939982547142857

00:35:42.250 --> 00:35:43.220 They've had a very kind

NOTE Confidence: 0.939982547142857

00:35:43.220 --> 00:35:44.190 of robust look at this.

NOTE Confidence: 0.939982547142857

00:35:44.190 --> 00:35:46.108 They did kind of what many people

NOTE Confidence: 0.939982547142857

00:35:46.108 --> 00:35:48.429 do is as the engagement survey,

NOTE Confidence: 0.939982547142857

00:35:48.430 --> 00:35:50.344 but then they've dug deeper and

NOTE Confidence: 0.939982547142857

00:35:50.344 --> 00:35:52.200 they've dug deeper into the data,

NOTE Confidence: 0.939982547142857

00:35:52.200 --> 00:35:53.660 and they've dug deeper into

NOTE Confidence: 0.939982547142857

00:35:53.660 --> 00:35:55.120 listening to their front lines.

NOTE Confidence: 0.939982547142857

00:35:55.120 --> 00:35:57.256 And then they've used this information

NOTE Confidence: 0.939982547142857

00:35:57.256 --> 00:35:59.383 to help prioritize and begin to

NOTE Confidence: 0.939982547142857

00:35:59.383 --> 00:36:01.309 build their road map going forward.

NOTE Confidence: 0.939982547142857

00:36:01.310 --> 00:36:03.704 So this is just a schematic for the data,

NOTE Confidence: 0.939982547142857

00:36:03.710 --> 00:36:05.958 and I don't want to get lost in this.

NOTE Confidence: 0.939982547142857

00:36:05.958 --> 00:36:08.500 'cause trust me, it's a lot of detail.

NOTE Confidence: 0.939982547142857

00:36:08.500 --> 00:36:11.216 But basically we are taking survey data.

NOTE Confidence: 0.939982547142857

00:36:11.220 --> 00:36:14.139 We are taking your HR utilization data,

NOTE Confidence: 0.939982547142857

00:36:14.140 --> 00:36:16.332 so the minutes that people are in it

NOTE Confidence: 0.939982547142857

00:36:16.332 --> 00:36:18.879 and the time of day that they're in it.

NOTE Confidence: 0.939982547142857

00:36:18.880 --> 00:36:22.030 We're also looking at productivity data

NOTE Confidence: 0.939982547142857

00:36:22.030 --> 00:36:24.513 from your human resources platform,

NOTE Confidence: 0.939982547142857

00:36:24.513 --> 00:36:26.811 and we can integrate all of

NOTE Confidence: 0.939982547142857

00:36:26.811 --> 00:36:28.940 that together and then surface.

NOTE Confidence: 0.939982547142857

00:36:28.940 --> 00:36:31.980 What are the key drivers for these areas

NOTE Confidence: 0.939982547142857

00:36:31.980 --> 00:36:34.880 that were very focused on addressing?

NOTE Confidence: 0.939982547142857

00:36:34.880 --> 00:36:37.082 And this is again a schematic

NOTE Confidence: 0.939982547142857

00:36:37.082 --> 00:36:39.270 that's just trying to show you.

NOTE Confidence: 0.939982547142857

00:36:39.270 --> 00:36:41.342 It is not going to be one

NOTE Confidence: 0.939982547142857

00:36:41.342 --> 00:36:42.600 thing that pops out.

NOTE Confidence: 0.939982547142857

00:36:42.600 --> 00:36:44.930 Uhm, and most things fall,

NOTE Confidence: 0.939982547142857

00:36:44.930 --> 00:36:47.499 I think into these three big areas.

NOTE Confidence: 0.939982547142857

00:36:47.500 --> 00:36:49.903 What we can learn by going deep here though,

NOTE Confidence: 0.939982547142857

00:36:49.910 --> 00:36:51.918 is the actual impact.

NOTE Confidence: 0.939982547142857

00:36:51.918 --> 00:36:53.926 And what will happen?

NOTE Confidence: 0.939982547142857

00:36:53.930 --> 00:36:54.954 The likelihood of something

NOTE Confidence: 0.939982547142857

00:36:54.954 --> 00:36:56.690 happening if we go to fix it.

NOTE Confidence: 0.939982547142857

00:36:56.690 --> 00:36:58.364 So for example,

NOTE Confidence: 0.939982547142857

00:36:58.364 --> 00:37:00.038 for this group.

NOTE Confidence: 0.939982547142857

00:37:00.040 --> 00:37:01.090 There was a.

NOTE Confidence: 0.939982547142857

00:37:01.090 --> 00:37:03.540 It became very clear that a huge

NOTE Confidence: 0.939982547142857

00:37:03.620 --> 00:37:05.990 driver of the challenges for

NOTE Confidence: 0.939982547142857

00:37:05.990 --> 00:37:08.360 doctors to decompress was around

NOTE Confidence: 0.939982547142857

00:37:08.444 --> 00:37:11.009 the EMR efficiency and proficiency

NOTE Confidence: 0.939982547142857

00:37:11.009 --> 00:37:13.574 and the challenges of resources

NOTE Confidence: 0.939982547142857

00:37:13.580 --> 00:37:15.040 and workflow in the clinic.

NOTE Confidence: 0.939982547142857

00:37:15.040 --> 00:37:17.472 And this came out when we looked at

NOTE Confidence: 0.939982547142857

00:37:17.472 --> 00:37:19.139 their decompression data and saw that,

NOTE Confidence: 0.939982547142857

00:37:19.140 --> 00:37:20.706 like those people who are doing

NOTE Confidence: 0.939982547142857

00:37:20.706 --> 00:37:22.360 really well versus those who weren't,

NOTE Confidence: 0.939982547142857

00:37:22.360 --> 00:37:24.440 it was due to things like the amount

NOTE Confidence: 0.939982547142857

00:37:24.440 --> 00:37:26.324 of time that they were spending

NOTE Confidence: 0.939982547142857

00:37:26.324 --> 00:37:28.274 charting or how many days until

NOTE Confidence: 0.939982547142857

00:37:28.339 --> 00:37:30.529 their next appointment was available.

NOTE Confidence: 0.939982547142857

00:37:30.530 --> 00:37:32.168 And those who were kind of swamped.

NOTE Confidence: 0.939982547142857

00:37:32.170 --> 00:37:34.306 We're doing far worse than those who weren't.

NOTE Confidence: 0.939982547142857

00:37:34.310 --> 00:37:36.634 So again, things that you would think,

NOTE Confidence: 0.939982547142857

00:37:36.640 --> 00:37:37.516 OK, I get it.

NOTE Confidence: 0.939982547142857

00:37:37.516 --> 00:37:39.178 But the fact that the data revealed

NOTE Confidence: 0.939982547142857

00:37:39.178 --> 00:37:41.208 it then gave them something to kind

NOTE Confidence: 0.939982547142857

00:37:41.208 --> 00:37:43.493 of stand on to try to then help

NOTE Confidence: 0.939982547142857

00:37:43.493 --> 00:37:44.878 address what the challenges are.

NOTE Confidence: 0.939982547142857

00:37:44.878 --> 00:37:47.182 Lots of other areas and I think these

NOTE Confidence: 0.939982547142857

00:37:47.182 --> 00:37:49.738 are probably ones you're well aware of,

NOTE Confidence: 0.939982547142857

00:37:49.740 --> 00:37:51.492 which is the role of leadership

NOTE Confidence: 0.939982547142857

00:37:51.492 --> 00:37:53.150 and addressing kind of culture.

NOTE Confidence: 0.939982547142857

00:37:53.150 --> 00:37:55.571 And and then what do we do to better

NOTE Confidence: 0.939982547142857

00:37:55.571 --> 00:37:57.260 support individuals and teams?

NOTE Confidence: 0.939982547142857

00:37:57.260 --> 00:37:58.737 And actually some of those things came

NOTE Confidence: 0.939982547142857

00:37:58.737 --> 00:38:00.839 up when we were looking at the earlier data.

NOTE Confidence: 0.9543305375

00:38:03.300 --> 00:38:07.260 So I was going to show this video,

NOTE Confidence: 0.9543305375

00:38:07.260 --> 00:38:09.843 but I'm a little worried I'm going to run

NOTE Confidence: 0.9543305375

00:38:09.843 --> 00:38:12.036 out of time so I'm not going to show it,

NOTE Confidence: 0.9543305375

00:38:12.040 --> 00:38:14.312 even though I think it's really powerful and

NOTE Confidence: 0.9543305375

00:38:14.312 --> 00:38:16.774 I will send it and anybody can watch it.

NOTE Confidence: 0.9543305375

00:38:16.780 --> 00:38:19.811 It's a really wonderful 3 minute heartfelt

NOTE Confidence: 0.9543305375

00:38:19.811 --> 00:38:23.960 video and I'm using it as an example.

NOTE Confidence: 0.9543305375

00:38:23.960 --> 00:38:25.910 Of how important it is,

NOTE Confidence: 0.9543305375

00:38:25.910 --> 00:38:28.968 and then I know, you know this to

NOTE Confidence: 0.9543305375

00:38:28.968 --> 00:38:33.058 feedback these comments from patients.

NOTE Confidence: 0.9543305375

00:38:33.060 --> 00:38:35.510 The positive ones so your providers can

NOTE Confidence: 0.9543305375

00:38:35.510 --> 00:38:38.062 hear them and remember just how important

NOTE Confidence: 0.9543305375

00:38:38.062 --> 00:38:41.199 they are and the work that they're doing,

NOTE Confidence: 0.9543305375

00:38:41.200 --> 00:38:43.575 how much they are changing

NOTE Confidence: 0.9543305375

00:38:43.575 --> 00:38:45.475 people's lives and these.

NOTE Confidence: 0.9543305375

00:38:45.480 --> 00:38:47.250 This is not just physicians,

NOTE Confidence: 0.9543305375

00:38:47.250 --> 00:38:49.164 it's transport folks,

NOTE Confidence: 0.9543305375

00:38:49.164 --> 00:38:51.560 it's the helicopter, EMTs,

NOTE Confidence: 0.9543305375

00:38:51.560 --> 00:38:53.960 and they're all reading letters.

NOTE Confidence: 0.9543305375

00:38:53.960 --> 00:38:55.890 Of patients that that were

NOTE Confidence: 0.9543305375

00:38:55.890 --> 00:38:57.434 written to them specifically,

NOTE Confidence: 0.9543305375

00:38:57.440 --> 00:38:59.696 and they're all kind of recognizing.

NOTE Confidence: 0.9543305375

00:38:59.700 --> 00:39:01.317 Gosh, I didn't realize I needed this.

NOTE Confidence: 0.9543305375

00:39:01.320 --> 00:39:01.978 Thank you,

NOTE Confidence: 0.9543305375

00:39:01.978 --> 00:39:05.550 but I did and it really makes a difference.

NOTE Confidence: 0.9543305375

00:39:05.550 --> 00:39:07.524 There are a couple other areas in

NOTE Confidence: 0.9543305375

00:39:07.524 --> 00:39:09.700 well being that we're seeing folks do,

NOTE Confidence: 0.9543305375

00:39:09.700 --> 00:39:11.188 and again I suspect you're doing

NOTE Confidence: 0.9543305375

00:39:11.188 --> 00:39:12.180 some of this here.

NOTE Confidence: 0.9543305375

00:39:12.180 --> 00:39:14.772 I would say the concept of peer support

NOTE Confidence: 0.9543305375

00:39:14.772 --> 00:39:17.457 has kind of never been more important,

NOTE Confidence: 0.9543305375

00:39:17.460 --> 00:39:20.628 and it can be like simple or it can

NOTE Confidence: 0.9543305375

00:39:20.628 --> 00:39:24.520 be very complex and we are seeing

NOTE Confidence: 0.9543305375

00:39:24.520 --> 00:39:27.660 organizations do all variations of this.

NOTE Confidence: 0.9543305375

00:39:27.660 --> 00:39:30.033 These the kind of themes of what

NOTE Confidence: 0.9543305375

00:39:30.033 --> 00:39:32.141 happens with peer support and why

NOTE Confidence: 0.9543305375

00:39:32.141 --> 00:39:34.514 it's so important or what I wanted

NOTE Confidence: 0.9543305375

00:39:34.520 --> 00:39:36.944 folks to just focus on for a minute.

NOTE Confidence: 0.9543305375

00:39:36.950 --> 00:39:40.488 But it for sure is true that well

NOTE Confidence: 0.9543305375

00:39:40.488 --> 00:39:43.204 one we as colleagues know each other

NOTE Confidence: 0.9543305375

00:39:43.210 --> 00:39:45.282 and might pick up and sense things

NOTE Confidence: 0.9543305375

00:39:45.282 --> 00:39:47.747 that you know somebody that you don't

NOTE Confidence: 0.9543305375

00:39:47.747 --> 00:39:50.009 know wouldn't necessarily pick up on.

NOTE Confidence: 0.9543305375

00:39:50.010 --> 00:39:51.957 And we also,

NOTE Confidence: 0.9543305375

00:39:51.957 --> 00:39:52.606 unfortunately,

NOTE Confidence: 0.9543305375

00:39:52.606 --> 00:39:56.848 there is still often a stigma around

NOTE Confidence: 0.9543305375

00:39:56.848 --> 00:39:57.544 getting help,

NOTE Confidence: 0.9543305375

00:39:57.544 --> 00:39:59.632 and this is something that you

NOTE Confidence: 0.9543305375

00:39:59.632 --> 00:40:01.877 know we all have to work more

NOTE Confidence: 0.9543305375

00:40:01.877 --> 00:40:04.029 aggressively to fix that stigma around.

NOTE Confidence: 0.9543305375

00:40:04.030 --> 00:40:06.170 The need for emotional support.

NOTE Confidence: 0.9543305375

00:40:06.170 --> 00:40:07.358 And there's been.

NOTE Confidence: 0.9543305375

00:40:07.358 --> 00:40:09.338 And I'm really hopeful right

NOTE Confidence: 0.9543305375

00:40:09.338 --> 00:40:12.123 now that we are going to change

NOTE Confidence: 0.9543305375

00:40:12.123 --> 00:40:13.659 the paradigm around them.

NOTE Confidence: 0.9543305375

00:40:13.660 --> 00:40:15.538 And that's something that I I.

NOTE Confidence: 0.9543305375

00:40:15.540 --> 00:40:17.334 I'm I'm working really hard for

NOTE Confidence: 0.9543305375

00:40:17.334 --> 00:40:19.459 us to focus on and address that

NOTE Confidence: 0.9543305375

00:40:19.459 --> 00:40:21.922 we have to make it easy for folks

NOTE Confidence: 0.9543305375

00:40:21.922 --> 00:40:24.262 to access mental health and meet

NOTE Confidence: 0.9543305375

00:40:24.262 --> 00:40:25.793 them wherever they're at.

NOTE Confidence: 0.9543305375

00:40:25.793 --> 00:40:28.264 And that's what these three examples that

NOTE Confidence: 0.9543305375

00:40:28.264 --> 00:40:30.908 I threw up here show this first one,

NOTE Confidence: 0.9543305375

00:40:30.910 --> 00:40:33.038 which may be hard to see this

NOTE Confidence: 0.9543305375

00:40:33.038 --> 00:40:34.330 resilience check in list.

NOTE Confidence: 0.9543305375

00:40:34.330 --> 00:40:36.958 This was created by an organization,

NOTE Confidence: 0.9543305375

00:40:36.960 --> 00:40:38.112 actually Valley Health.

NOTE Confidence: 0.9543305375

00:40:38.112 --> 00:40:40.416 System in New Jersey they copy

NOTE Confidence: 0.9543305375

00:40:40.416 --> 00:40:42.784 catted from an organization in the

NOTE Confidence: 0.9543305375

00:40:42.784 --> 00:40:45.090 Pacific Northwest in our mountain and

NOTE Confidence: 0.9543305375

00:40:45.090 --> 00:40:47.344 Intermountain did it as a going home.

NOTE Confidence: 0.9543305375

00:40:47.350 --> 00:40:49.582 Checklist Valley Health did it as

NOTE Confidence: 0.9543305375

00:40:49.582 --> 00:40:52.131 a coming in checklist but the goal

NOTE Confidence: 0.9543305375

00:40:52.131 --> 00:40:54.448 was we need to remind our colleagues

NOTE Confidence: 0.9543305375

00:40:54.521 --> 00:40:56.551 that we are here for them that

NOTE Confidence: 0.9543305375

00:40:56.551 --> 00:40:58.654 they need to check in and make

NOTE Confidence: 0.9543305375

00:40:58.654 --> 00:41:00.490 sure they're OK and that there

NOTE Confidence: 0.9543305375

00:41:00.558 --> 00:41:02.802 are resources to support them and

NOTE Confidence: 0.9543305375

00:41:02.802 --> 00:41:05.154 will meet them where they're at.

NOTE Confidence: 0.9543305375

00:41:05.160 --> 00:41:05.710 You know,

NOTE Confidence: 0.9543305375

00:41:05.710 --> 00:41:07.360 Columbia has a very comprehensive program.

NOTE Confidence: 0.9543305375

00:41:07.360 --> 00:41:10.069 I suspect you all have a pretty

NOTE Confidence: 0.9543305375

00:41:10.069 --> 00:41:11.230 comprehensive program for

NOTE Confidence: 0.873897575789474

00:41:11.305 --> 00:41:13.870 accessing mental health when folks

NOTE Confidence: 0.873897575789474

00:41:13.870 --> 00:41:15.922 really need professional support,

NOTE Confidence: 0.873897575789474

00:41:15.930 --> 00:41:17.930 and then the bottom one is an example

NOTE Confidence: 0.873897575789474

00:41:17.930 --> 00:41:19.980 from New York City health and hospitals

NOTE Confidence: 0.873897575789474

00:41:19.980 --> 00:41:22.052 that have really built a kind of

NOTE Confidence: 0.873897575789474

00:41:22.052 --> 00:41:23.879 pyramid type model to try to capture

NOTE Confidence: 0.873897575789474

00:41:23.879 --> 00:41:25.888 for their entire workforce workforce

NOTE Confidence: 0.873897575789474

00:41:25.888 --> 00:41:28.941 and those who need support and create

NOTE Confidence: 0.873897575789474

00:41:28.941 --> 00:41:31.461 a buddy system and then really work

NOTE Confidence: 0.873897575789474

00:41:31.461 --> 00:41:34.491 their way up the pointy part of that is

NOTE Confidence: 0.873897575789474

00:41:34.491 --> 00:41:38.240 the seeking help from a professional.

NOTE Confidence: 0.873897575789474

00:41:38.240 --> 00:41:40.166 Coaching is another area that we

NOTE Confidence: 0.873897575789474

00:41:40.166 --> 00:41:42.510 are seeing folks kind of lean into

NOTE Confidence: 0.873897575789474

00:41:42.510 --> 00:41:43.834 more actively than before,

NOTE Confidence: 0.873897575789474

00:41:43.840 --> 00:41:45.527 and I think part of that is

NOTE Confidence: 0.873897575789474

00:41:45.527 --> 00:41:46.500 this recognition that wow,

NOTE Confidence: 0.873897575789474

00:41:46.500 --> 00:41:48.042 you can do this virtually and

NOTE Confidence: 0.873897575789474

00:41:48.042 --> 00:41:49.070 it works really well.

NOTE Confidence: 0.873897575789474

00:41:49.070 --> 00:41:51.190 Some organizations are building that,

NOTE Confidence: 0.873897575789474

00:41:51.190 --> 00:41:53.154 others are outsourcing it.

NOTE Confidence: 0.873897575789474

00:41:53.154 --> 00:41:55.609 If you build it internally,

NOTE Confidence: 0.873897575789474

00:41:55.610 --> 00:41:58.613 you have this like win win opportunity

NOTE Confidence: 0.873897575789474

00:41:58.613 --> 00:42:01.041 because most folks who take the

NOTE Confidence: 0.873897575789474

00:42:01.041 --> 00:42:03.519 time and coach also get a benefit.

NOTE Confidence: 0.873897575789474

00:42:03.520 --> 00:42:06.397 As well as the person being coached.

NOTE Confidence: 0.873897575789474

00:42:06.400 --> 00:42:09.984 Trust after well being was another area,

NOTE Confidence: 0.873897575789474

00:42:09.990 --> 00:42:12.780 and it's something that we're

NOTE Confidence: 0.873897575789474

00:42:12.780 --> 00:42:14.520 all working really hard.

NOTE Confidence: 0.873897575789474

00:42:14.520 --> 00:42:17.000 And I know it's again you all have.

NOTE Confidence: 0.873897575789474

00:42:17.000 --> 00:42:17.714 You know,

NOTE Confidence: 0.873897575789474

00:42:17.714 --> 00:42:20.213 maybe have trained up more folks in

NOTE Confidence: 0.873897575789474

00:42:20.213 --> 00:42:21.830 communication than any other organization,

NOTE Confidence: 0.873897575789474

00:42:21.830 --> 00:42:23.720 at least that I'm aware of,

NOTE Confidence: 0.873897575789474

00:42:23.720 --> 00:42:26.224 and I think like,

NOTE Confidence: 0.873897575789474

00:42:26.224 --> 00:42:26.850 uhm.

NOTE Confidence: 0.873897575789474

00:42:26.850 --> 00:42:28.866 Keeping that dial turned up is going

NOTE Confidence: 0.873897575789474

00:42:28.866 --> 00:42:30.850 to be really important on this.

NOTE Confidence: 0.873897575789474

00:42:30.850 --> 00:42:33.094 This is really talking about communicating

NOTE Confidence: 0.873897575789474

00:42:33.094 --> 00:42:35.220 and connecting with the workforce,

NOTE Confidence: 0.873897575789474

00:42:35.220 --> 00:42:36.450 so not let's put it.

NOTE Confidence: 0.873897575789474

00:42:36.450 --> 00:42:37.320 It's so critical.

NOTE Confidence: 0.873897575789474

00:42:37.320 --> 00:42:39.350 Of course we do that for patients,

NOTE Confidence: 0.873897575789474

00:42:39.350 --> 00:42:41.324 but it's really critical we do

NOTE Confidence: 0.873897575789474

00:42:41.324 --> 00:42:43.700 it right now for the workforce,

NOTE Confidence: 0.873897575789474

00:42:43.700 --> 00:42:46.360 so this is rounding reliably,

NOTE Confidence: 0.873897575789474

00:42:46.360 --> 00:42:48.600 so not just times one and there's

NOTE Confidence: 0.873897575789474

00:42:48.600 --> 00:42:50.783 no way like a senior level

NOTE Confidence: 0.873897575789474

00:42:50.783 --> 00:42:52.693 leader could round on every.

NOTE Confidence: 0.873897575789474

00:42:52.700 --> 00:42:53.606 Unit or department?

NOTE Confidence: 0.873897575789474

00:42:53.606 --> 00:42:56.717 I mean they they can and they do and we

NOTE Confidence: 0.873897575789474

00:42:56.717 --> 00:42:58.880 see folks around the country doing that.

NOTE Confidence: 0.873897575789474

00:42:58.880 --> 00:43:00.609 It will take them a year right

NOTE Confidence: 0.873897575789474

00:43:00.609 --> 00:43:02.040 to get to everybody.

NOTE Confidence: 0.873897575789474

00:43:02.040 --> 00:43:04.329 So this is where again this rounding

NOTE Confidence: 0.873897575789474

00:43:04.329 --> 00:43:06.556 has to happen and at a very like

NOTE Confidence: 0.873897575789474

00:43:06.560 --> 00:43:08.480 small team level so that that

NOTE Confidence: 0.873897575789474

00:43:08.480 --> 00:43:10.545 leader is present and hears from

NOTE Confidence: 0.873897575789474

00:43:10.545 --> 00:43:12.340 their team how they're doing,

NOTE Confidence: 0.873897575789474

00:43:12.340 --> 00:43:13.556 how they're not doing.

NOTE Confidence: 0.873897575789474

00:43:13.556 --> 00:43:15.380 We have seen this for nurses,

NOTE Confidence: 0.873897575789474

00:43:15.380 --> 00:43:15.843 physicians,

NOTE Confidence: 0.873897575789474

00:43:15.843 --> 00:43:19.547 APS and just like showing that you are

NOTE Confidence: 0.873897575789474

00:43:19.547 --> 00:43:22.968 present that you care that you're listening.

NOTE Confidence: 0.873897575789474

00:43:22.970 --> 00:43:24.900 That you are transparently communicating

NOTE Confidence: 0.873897575789474

00:43:24.900 --> 00:43:27.736 back what you can fix and what you

NOTE Confidence: 0.873897575789474

00:43:27.736 --> 00:43:30.100 can't has really gone a long way for

NOTE Confidence: 0.873897575789474

00:43:30.100 --> 00:43:32.128 folks and something that you know.

NOTE Confidence: 0.873897575789474

00:43:32.130 --> 00:43:34.866 The trick with this is to do it reliably,

NOTE Confidence: 0.873897575789474

00:43:34.870 --> 00:43:37.555 meaning the same on a

NOTE Confidence: 0.873897575789474

00:43:37.555 --> 00:43:39.166 consistent way overtime,

NOTE Confidence: 0.873897575789474

00:43:39.170 --> 00:43:41.474 not just times one or once a month.

NOTE Confidence: 0.867998148888889

00:43:43.740 --> 00:43:45.420 I suspect all of you are

NOTE Confidence: 0.867998148888889

00:43:45.420 --> 00:43:46.260 pretty familiar with.

NOTE Confidence: 0.867998148888889

00:43:46.260 --> 00:43:47.860 Well, actually I don't know 'cause I have

NOTE Confidence: 0.867998148888889

00:43:47.860 --> 00:43:49.575 a mix when I tell people about this.

NOTE Confidence: 0.867998148888889

00:43:49.580 --> 00:43:51.760 This concept of psychological safely

NOTE Confidence: 0.867998148888889

00:43:51.760 --> 00:43:54.664 DI know Mary is 'cause we took a

NOTE Confidence: 0.867998148888889

00:43:54.664 --> 00:43:56.562 course together and Amy Edmondson

NOTE Confidence: 0.867998148888889

00:43:56.562 --> 00:43:59.484 is one of the folks who really talks

NOTE Confidence: 0.867998148888889

00:43:59.484 --> 00:44:04.079 about this a lot using examples from.

NOTE Confidence: 0.867998148888889

00:44:04.080 --> 00:44:05.420 All sorts of other industries,

NOTE Confidence: 0.867998148888889

00:44:05.420 --> 00:44:09.440 especially spaceflight, but the important,

NOTE Confidence: 0.867998148888889

00:44:09.440 --> 00:44:11.526 but she's also really done a lot

NOTE Confidence: 0.867998148888889

00:44:11.526 --> 00:44:13.379 of her work in hospitals.

NOTE Confidence: 0.867998148888889

00:44:13.380 --> 00:44:15.216 In fact, that's where she started,

NOTE Confidence: 0.867998148888889

00:44:15.220 --> 00:44:16.501 and this concept.

NOTE Confidence: 0.867998148888889

00:44:16.501 --> 00:44:19.063 This is a picture of Gramercy

NOTE Confidence: 0.867998148888889

00:44:19.063 --> 00:44:20.519 Tavern in New York,

NOTE Confidence: 0.867998148888889

00:44:20.520 --> 00:44:23.584 because even in a restaurant where you

NOTE Confidence: 0.867998148888889

00:44:23.584 --> 00:44:25.360 think the stakes might not be so high,

NOTE Confidence: 0.867998148888889

00:44:25.360 --> 00:44:27.460 although this pretty expensive restaurant,

NOTE Confidence: 0.867998148888889

00:44:27.460 --> 00:44:28.966 so the stakes are pretty high

NOTE Confidence: 0.867998148888889

00:44:28.966 --> 00:44:29.970 to get it right,

NOTE Confidence: 0.867998148888889

00:44:29.970 --> 00:44:31.910 the expectation is that the

NOTE Confidence: 0.867998148888889

00:44:31.910 --> 00:44:34.370 wait staff on their first shift.

NOTE Confidence: 0.867998148888889

00:44:34.370 --> 00:44:36.806 An will ask for help at least

NOTE Confidence: 0.867998148888889

00:44:36.806 --> 00:44:39.264 10 times and they are encouraged

NOTE Confidence: 0.867998148888889

00:44:39.264 --> 00:44:41.916 to do that so their leaders.

NOTE Confidence: 0.867998148888889

00:44:41.920 --> 00:44:45.330 They're kind of team lead.

NOTE Confidence: 0.867998148888889

00:44:45.330 --> 00:44:47.423 Models that it is OK for them

NOTE Confidence: 0.867998148888889

00:44:47.423 --> 00:44:49.050 to help ask for help.

NOTE Confidence: 0.867998148888889

00:44:49.050 --> 00:44:51.090 In fact they expect them to do it,

NOTE Confidence: 0.867998148888889

00:44:51.090 --> 00:44:52.458 so they're framing this.

NOTE Confidence: 0.867998148888889

00:44:52.458 --> 00:44:55.130 In that way they the leaders demonstrate

NOTE Confidence: 0.867998148888889

00:44:55.130 --> 00:44:57.590 that they are far from perfect,

NOTE Confidence: 0.867998148888889

00:44:57.590 --> 00:44:59.460 and then they thank people

NOTE Confidence: 0.867998148888889

00:44:59.460 --> 00:45:01.330 when they ask for help.

NOTE Confidence: 0.867998148888889

00:45:01.330 --> 00:45:05.026 So this kind of psychological safety concept,

NOTE Confidence: 0.867998148888889

00:45:05.030 --> 00:45:06.822 the set of tools or things that

NOTE Confidence: 0.867998148888889

00:45:06.822 --> 00:45:08.923 we need to train our leaders in

NOTE Confidence: 0.867998148888889

00:45:08.923 --> 00:45:10.825 and and we this the clinicians.

NOTE Confidence: 0.867998148888889

00:45:10.830 --> 00:45:13.248 On this call you our leaders,

NOTE Confidence: 0.867998148888889

00:45:13.250 --> 00:45:16.029 whether you may have a leadership title.

NOTE Confidence: 0.867998148888889

00:45:16.030 --> 00:45:18.870 Or not for sure whatever practice you're in,

NOTE Confidence: 0.867998148888889

00:45:18.870 --> 00:45:22.166 I'm sure you are perceived as the leader,

NOTE Confidence: 0.867998148888889

00:45:22.170 --> 00:45:25.418 so knowing how to have the skills to

NOTE Confidence: 0.867998148888889

00:45:25.418 --> 00:45:28.516 help other people speak up and engage

NOTE Confidence: 0.867998148888889

00:45:28.516 --> 00:45:32.190 them and support them is really critical.

NOTE Confidence: 0.867998148888889

00:45:32.190 --> 00:45:34.200 This is from an organization that

NOTE Confidence: 0.867998148888889

00:45:34.200 --> 00:45:36.840 actually is one of our top performers.

NOTE Confidence: 0.867998148888889

00:45:36.840 --> 00:45:41.776 It's a large system and they have

NOTE Confidence: 0.867998148888889

00:45:41.776 --> 00:45:44.590 been on a journey just like you.

NOTE Confidence: 0.867998148888889

00:45:44.590 --> 00:45:46.635 Just like many organizations have

NOTE Confidence: 0.867998148888889

00:45:46.635 --> 00:45:49.123 for many years to improve both

NOTE Confidence: 0.867998148888889

00:45:49.123 --> 00:45:50.958 patient experience and then in

NOTE Confidence: 0.867998148888889

00:45:50.958 --> 00:45:53.783 the last three or four years very

NOTE Confidence: 0.867998148888889

00:45:53.783 --> 00:45:55.487 focused on their workforce,

NOTE Confidence: 0.867998148888889

00:45:55.490 --> 00:45:58.110 specifically their clinicians and aips.

NOTE Confidence: 0.867998148888889

00:45:58.110 --> 00:45:59.880 But when they started their journey

NOTE Confidence: 0.867998148888889

00:45:59.880 --> 00:46:02.510 back in 2012, they've been very.

NOTE Confidence: 0.867998148888889

00:46:02.510 --> 00:46:03.020 Desperate,

NOTE Confidence: 0.867998148888889

00:46:03.020 --> 00:46:04.882 they came together and they were very

NOTE Confidence: 0.867998148888889

00:46:04.882 --> 00:46:06.866 focused on how do we become a system?

NOTE Confidence: 0.867998148888889

00:46:06.870 --> 00:46:08.640 How do we create that communication?

NOTE Confidence: 0.867998148888889

00:46:08.640 --> 00:46:12.069 How do we create some bit of sameness but

NOTE Confidence: 0.867998148888889

00:46:12.069 --> 00:46:15.359 also permit permit some local autonomy?

NOTE Confidence: 0.867998148888889

00:46:15.360 --> 00:46:17.925 They ultimately embraced high reliability

NOTE Confidence: 0.867998148888889

00:46:17.925 --> 00:46:21.025 as they're kind of building block

NOTE Confidence: 0.867998148888889

00:46:21.025 --> 00:46:23.315 foundation for doing this work.

NOTE Confidence: 0.867998148888889

00:46:23.320 --> 00:46:25.365 They have been rigorous about

NOTE Confidence: 0.867998148888889

00:46:25.365 --> 00:46:27.872 measurements and then in the last

NOTE Confidence: 0.867998148888889

00:46:27.872 --> 00:46:30.588 few years they're kind of solved for

NOTE Confidence: 0.867998148888889

00:46:30.588 --> 00:46:32.988 the clinician well being challenges.

NOTE Confidence: 0.867998148888889

00:46:32.990 --> 00:46:36.462 Has been both a fix the system and

NOTE Confidence: 0.867998148888889

00:46:36.462 --> 00:46:39.888 then assist the clinician UM approach,

NOTE Confidence: 0.867998148888889

00:46:39.890 --> 00:46:41.810 but I did want to just spend a

NOTE Confidence: 0.867998148888889

00:46:41.810 --> 00:46:43.370 second on high reliability.

NOTE Confidence: 0.867998148888889

00:46:43.370 --> 00:46:45.526 I know you have a framework here.

NOTE Confidence: 0.867998148888889

00:46:45.530 --> 00:46:50.320 You use the Champ acronym.

NOTE Confidence: 0.867998148888889

00:46:50.320 --> 00:46:51.820 Actually asked Michael about this,

NOTE Confidence: 0.867998148888889

00:46:51.820 --> 00:46:54.106 'cause I talked to press Gainey

NOTE Confidence: 0.867998148888889

00:46:54.106 --> 00:46:55.980 colleagues who had years ago.

NOTE Confidence: 0.867998148888889

00:46:55.980 --> 00:46:58.056 Worked with folks and we used

NOTE Confidence: 0.867998148888889

00:46:58.056 --> 00:46:59.440 this acronym and Michael

NOTE Confidence: 0.901395215666667

00:46:59.440 --> 00:47:01.864 whipped out a card and showed me that

NOTE Confidence: 0.901395215666667

00:47:01.864 --> 00:47:04.264 indeed you do have this and I think this

NOTE Confidence: 0.901395215666667

00:47:04.264 --> 00:47:06.795 is a very helpful way of remembering

NOTE Confidence: 0.901395215666667

00:47:06.795 --> 00:47:08.515 those high reliability behaviors

NOTE Confidence: 0.901395215666667

00:47:08.515 --> 00:47:12.182 that are so important if we want to

NOTE Confidence: 0.901395215666667

00:47:12.182 --> 00:47:14.395 deliver care to every single patient

NOTE Confidence: 0.901395215666667

00:47:14.395 --> 00:47:17.039 and get it right every single time.

NOTE Confidence: 0.901395215666667

00:47:17.040 --> 00:47:18.728 And so these communications,

NOTE Confidence: 0.901395215666667

00:47:18.728 --> 00:47:22.820 all of the things. And that, uhm, I know.

NOTE Confidence: 0.901395215666667

00:47:22.820 --> 00:47:25.628 All of you work to practice work

NOTE Confidence: 0.901395215666667

00:47:25.628 --> 00:47:28.092 to do already. How do we kind of,

NOTE Confidence: 0.901395215666667

00:47:28.100 --> 00:47:30.578 uhm, why hardwire that end so that

NOTE Confidence: 0.901395215666667

00:47:30.578 --> 00:47:33.617 we do it not just with patients,

NOTE Confidence: 0.901395215666667

00:47:33.620 --> 00:47:36.224 but even as we're working to support

NOTE Confidence: 0.901395215666667

00:47:36.224 --> 00:47:38.424 our workforce even as we're working

NOTE Confidence: 0.901395215666667

00:47:38.424 --> 00:47:40.790 to find ways to be more efficient

NOTE Confidence: 0.901395215666667

00:47:40.862 --> 00:47:42.197 and to deliver care,

NOTE Confidence: 0.901395215666667

00:47:42.197 --> 00:47:44.519 that is of the highest quality.

NOTE Confidence: 0.901395215666667

00:47:44.520 --> 00:47:47.580 So this is the performance of

NOTE Confidence: 0.901395215666667

00:47:47.580 --> 00:47:50.849 that system and they really are.

NOTE Confidence: 0.901395215666667

00:47:50.850 --> 00:47:52.800 Super performers and these are

NOTE Confidence: 0.901395215666667

00:47:52.800 --> 00:47:54.750 the highest percentiles that we

NOTE Confidence: 0.901395215666667

00:47:54.818 --> 00:47:57.239 have for employee experience.

NOTE Confidence: 0.901395215666667

00:47:57.239 --> 00:48:00.854 This rising tide of physician

NOTE Confidence: 0.901395215666667

00:48:00.854 --> 00:48:04.919 engagement and then patient experience.

NOTE Confidence: 0.901395215666667

00:48:04.920 --> 00:48:08.448 So. I am actually a going so for

NOTE Confidence: 0.901395215666667

00:48:08.448 --> 00:48:11.598 staffing I I'm going to mention.

NOTE Confidence: 0.901395215666667

00:48:11.600 --> 00:48:12.605 Just very briefly,

NOTE Confidence: 0.901395215666667

00:48:12.605 --> 00:48:14.280 there is no silver bullet,

NOTE Confidence: 0.901395215666667

00:48:14.280 --> 00:48:16.212 just like there is no silver

NOTE Confidence: 0.901395215666667

00:48:16.212 --> 00:48:18.459 bullet with any of these things.

NOTE Confidence: 0.901395215666667

00:48:18.460 --> 00:48:20.676 We work with organizations,

NOTE Confidence: 0.901395215666667

00:48:20.676 --> 00:48:22.338 many of them.

NOTE Confidence: 0.901395215666667

00:48:22.340 --> 00:48:24.770 They're all everybody is struggling

NOTE Confidence: 0.901395215666667

00:48:24.770 --> 00:48:28.261 right now with staffing and it's mostly

NOTE Confidence: 0.901395215666667

00:48:28.261 --> 00:48:32.408 nursing or like Technical Support

NOTE Confidence: 0.901395215666667

00:48:32.408 --> 00:48:34.738 and then like respiratory therapy

NOTE Confidence: 0.901395215666667

00:48:34.738 --> 00:48:37.609 or other kind of skilled positions.

NOTE Confidence: 0.901395215666667

00:48:37.610 --> 00:48:39.270 Where folks are choosing to

NOTE Confidence: 0.901395215666667

00:48:39.270 --> 00:48:40.930 leave and do something else,

NOTE Confidence: 0.901395215666667

00:48:40.930 --> 00:48:42.928 or dramatically cut back their hours

NOTE Confidence: 0.901395215666667

00:48:42.928 --> 00:48:45.790 or go and do the same thing but in

NOTE Confidence: 0.901395215666667

00:48:45.790 --> 00:48:48.127 a site of care that's easier than

NOTE Confidence: 0.901395215666667

00:48:48.127 --> 00:48:50.112 the rigors that they're experiencing

NOTE Confidence: 0.901395215666667

00:48:50.112 --> 00:48:51.700 where they're currently working.

NOTE Confidence: 0.901395215666667

00:48:51.700 --> 00:48:53.410 So this all for this,

NOTE Confidence: 0.901395215666667

00:48:53.410 --> 00:48:53.917 honestly,

NOTE Confidence: 0.901395215666667

00:48:53.917 --> 00:48:56.959 are those the same concept of

NOTE Confidence: 0.901395215666667

00:48:56.959 --> 00:48:57.973 high reliability,

NOTE Confidence: 0.901395215666667

00:48:57.980 --> 00:49:00.386 really taking the time to communicate.

NOTE Confidence: 0.901395215666667

00:49:00.390 --> 00:49:02.868 So one of our Western California

NOTE Confidence: 0.901395215666667

00:49:02.868 --> 00:49:05.820 based health systems have set up ways

NOTE Confidence: 0.901395215666667

00:49:05.820 --> 00:49:07.865 of communicating and listening to.

NOTE Confidence: 0.901395215666667

00:49:07.870 --> 00:49:09.900 Nurses beyond the rounding they

NOTE Confidence: 0.901395215666667

00:49:09.900 --> 00:49:11.930 are surveying them actually every

NOTE Confidence: 0.901395215666667

00:49:11.997 --> 00:49:14.272 quarter to make sure they get their

NOTE Confidence: 0.901395215666667

00:49:14.272 --> 00:49:16.568 voices heard and then they are

NOTE Confidence: 0.901395215666667

00:49:16.568 --> 00:49:18.244 responding immediately and again.

NOTE Confidence: 0.901395215666667

00:49:18.250 --> 00:49:19.518 It's with this communication,

NOTE Confidence: 0.901395215666667

00:49:19.518 --> 00:49:21.420 even if we can't solve exactly

NOTE Confidence: 0.901395215666667

00:49:21.474 --> 00:49:22.690 what you're asking for.

NOTE Confidence: 0.901395215666667

00:49:22.690 --> 00:49:25.198 Here's what we're doing and why.

NOTE Confidence: 0.901395215666667

00:49:25.200 --> 00:49:26.610 For most places,

NOTE Confidence: 0.901395215666667

00:49:26.610 --> 00:49:29.430 figuring out how to what's called

NOTE Confidence: 0.901395215666667

00:49:29.430 --> 00:49:31.485 force multiply so that really

NOTE Confidence: 0.901395215666667

00:49:31.485 --> 00:49:32.860 is this concept of practicing

NOTE Confidence: 0.901395215666667

00:49:32.860 --> 00:49:34.549 at the top of your license.

NOTE Confidence: 0.901395215666667

00:49:34.550 --> 00:49:37.890 So how can we take the stuff off of the.

NOTE Confidence: 0.901395215666667

00:49:37.890 --> 00:49:40.278 Physician PA nurses plate that they

NOTE Confidence: 0.901395215666667

00:49:40.278 --> 00:49:43.352 don't have to be doing and support

NOTE Confidence: 0.901395215666667

00:49:43.352 --> 00:49:46.160 them within another set of resources.

NOTE Confidence: 0.901395215666667

00:49:46.160 --> 00:49:48.260 So in some places folks that had

NOTE Confidence: 0.901395215666667

00:49:48.260 --> 00:49:50.140 stopped using LP ends or pulling

NOTE Confidence: 0.901395215666667

00:49:50.140 --> 00:49:52.611 LPN's back in to provide that type

NOTE Confidence: 0.901395215666667

00:49:52.611 --> 00:49:54.838 of support figuring out how to

NOTE Confidence: 0.901395215666667

00:49:54.838 --> 00:49:56.673 change the inbox messaging system.

NOTE Confidence: 0.901395215666667

00:49:56.680 --> 00:49:59.032 So all of those messages aren't

NOTE Confidence: 0.901395215666667

00:49:59.032 --> 00:50:01.530 going to directly to the provider

NOTE Confidence: 0.901395215666667

00:50:01.530 --> 00:50:03.238 are examples of this.

NOTE Confidence: 0.901395215666667

00:50:03.240 --> 00:50:03.633 Uhm?

NOTE Confidence: 0.901395215666667

00:50:03.633 --> 00:50:06.384 I do and I'm seeing some of

NOTE Confidence: 0.901395215666667

00:50:06.384 --> 00:50:08.289 the questions in the chat,

NOTE Confidence: 0.901395215666667

00:50:08.290 --> 00:50:10.170 so one of them is about how do

NOTE Confidence: 0.901395215666667

00:50:10.170 --> 00:50:11.957 we get leadership to respond

NOTE Confidence: 0.901395215666667

00:50:11.957 --> 00:50:13.625 to concerns with action,

NOTE Confidence: 0.901395215666667

00:50:13.630 --> 00:50:16.726 which I think is a really great questions.

NOTE Confidence: 0.901395215666667

00:50:16.730 --> 00:50:18.610 So we're going to get to that in a minute

NOTE Confidence: 0.911233355294118

00:50:18.658 --> 00:50:20.516 and I'm going to get to that, actually.

NOTE Confidence: 0.911233355294118

00:50:20.516 --> 00:50:22.620 After my next slide,

NOTE Confidence: 0.911233355294118

00:50:22.620 --> 00:50:26.859 so we've covered a lot and I think

NOTE Confidence: 0.911233355294118

00:50:26.859 --> 00:50:29.217 it's really important to remember the

NOTE Confidence: 0.911233355294118

00:50:29.217 --> 00:50:31.283 connection between working to support

NOTE Confidence: 0.911233355294118

00:50:31.283 --> 00:50:33.683 our clinicians and the work you're

NOTE Confidence: 0.911233355294118

00:50:33.751 --> 00:50:36.306 already doing to take care of patients.

NOTE Confidence: 0.911233355294118

00:50:36.310 --> 00:50:38.123 I'm going to start with this concept

NOTE Confidence: 0.911233355294118

00:50:38.123 --> 00:50:39.572 of removing the hassles because

NOTE Confidence: 0.911233355294118

00:50:39.572 --> 00:50:41.735 we know that's what's making it so

NOTE Confidence: 0.911233355294118

00:50:41.735 --> 00:50:43.337 challenging for folks to decompress

NOTE Confidence: 0.911233355294118

00:50:43.337 --> 00:50:44.887 the patient quality and service.

NOTE Confidence: 0.911233355294118

00:50:44.890 --> 00:50:46.978 Kind of that that's the kind of sweet

NOTE Confidence: 0.911233355294118

00:50:46.978 --> 00:50:49.154 spot for all of us and then really

NOTE Confidence: 0.911233355294118

00:50:49.154 --> 00:50:50.850 focusing on trust and belonging.

NOTE Confidence: 0.911233355294118

00:50:50.850 --> 00:50:52.440 And that includes the psychological

NOTE Confidence: 0.911233355294118

00:50:52.440 --> 00:50:54.390 safety that we were talking about.

NOTE Confidence: 0.911233355294118

00:50:54.390 --> 00:50:56.830 This is what's going to,

NOTE Confidence: 0.911233355294118

00:50:56.830 --> 00:50:59.368 like propel us forward and kind

NOTE Confidence: 0.911233355294118

00:50:59.368 --> 00:51:02.530 of enable us to be successful

NOTE Confidence: 0.911233355294118

00:51:02.530 --> 00:51:05.290 using high reliability concepts.

NOTE Confidence: 0.911233355294118

00:51:05.290 --> 00:51:06.046 Really, for.

NOTE Confidence: 0.911233355294118

00:51:06.046 --> 00:51:07.180 Every single thing,

NOTE Confidence: 0.911233355294118

00:51:07.180 --> 00:51:08.668 whether it's safety,

NOTE Confidence: 0.911233355294118

00:51:08.668 --> 00:51:11.988 whether it's a engagement of our people,

NOTE Confidence: 0.911233355294118

00:51:11.988 --> 00:51:14.273 whether it's looking at resources,

NOTE Confidence: 0.911233355294118

00:51:14.280 --> 00:51:18.504 being able to deliver these types

NOTE Confidence: 0.911233355294118

00:51:18.504 --> 00:51:21.990 of aspirations reliably every time,

NOTE Confidence: 0.911233355294118

00:51:21.990 --> 00:51:22.998 so that every individual,

NOTE Confidence: 0.911233355294118

00:51:22.998 --> 00:51:25.040 whether it's a patient or a caregiver,

NOTE Confidence: 0.911233355294118

00:51:25.040 --> 00:51:26.980 or having these experiences,

NOTE Confidence: 0.911233355294118

00:51:26.980 --> 00:51:30.937 is really what we need to hardwire and

NOTE Confidence: 0.911233355294118

00:51:30.937 --> 00:51:32.833 then to answer the question in the chat.

NOTE Confidence: 0.911233355294118

00:51:32.840 --> 00:51:35.152 This is how I think we need to

NOTE Confidence: 0.911233355294118

00:51:35.152 --> 00:51:37.008 change our thinking on this.

NOTE Confidence: 0.911233355294118

00:51:37.010 --> 00:51:41.150 So instead of thinking of UM

NOTE Confidence: 0.911233355294118

00:51:41.150 --> 00:51:43.465 solutions that belong and this

NOTE Confidence: 0.911233355294118

00:51:43.465 --> 00:51:45.780 is something I mentioned earlier,

NOTE Confidence: 0.911233355294118

00:51:45.780 --> 00:51:47.688 either to an individual like go,

NOTE Confidence: 0.911233355294118

00:51:47.690 --> 00:51:50.750 get yes Jessica, if you're struggling,

NOTE Confidence: 0.911233355294118

00:51:50.750 --> 00:51:51.866 here's the number.

NOTE Confidence: 0.911233355294118

00:51:51.866 --> 00:51:54.470 Go get the support you need and

NOTE Confidence: 0.911233355294118

00:51:54.550 --> 00:51:56.710 we have it available for you.

NOTE Confidence: 0.911233355294118

00:51:56.710 --> 00:51:59.405 We need to recognize that every layer

NOTE Confidence: 0.911233355294118

00:51:59.405 --> 00:52:02.610 here plays a role in almost all of

NOTE Confidence: 0.911233355294118

00:52:02.610 --> 00:52:05.120 the things that we're talking about.

NOTE Confidence: 0.911233355294118

00:52:05.120 --> 00:52:07.815 So there is a role and everybody

NOTE Confidence: 0.911233355294118

00:52:07.815 --> 00:52:08.585 actually needs.

NOTE Confidence: 0.911233355294118

00:52:08.590 --> 00:52:10.150 To have some ownership and

NOTE Confidence: 0.911233355294118

00:52:10.150 --> 00:52:11.086 accountability for that,

NOTE Confidence: 0.911233355294118

00:52:11.090 --> 00:52:12.806 and this is where the measurement

NOTE Confidence: 0.911233355294118

00:52:12.806 --> 00:52:13.664 is so important.

NOTE Confidence: 0.911233355294118

00:52:13.670 --> 00:52:16.190 So there are things that the

NOTE Confidence: 0.911233355294118

00:52:16.190 --> 00:52:18.160 organization can take ownership of,

NOTE Confidence: 0.911233355294118

00:52:18.160 --> 00:52:20.648 and I've listed some of them over here.

NOTE Confidence: 0.911233355294118

00:52:20.650 --> 00:52:22.978 I would say the biggest opportunity

NOTE Confidence: 0.911233355294118

00:52:22.978 --> 00:52:25.835 right now is in addressing the

NOTE Confidence: 0.911233355294118

00:52:25.835 --> 00:52:28.275 workflow and operational inefficiencies

NOTE Confidence: 0.911233355294118

00:52:28.275 --> 00:52:31.020 that folks are challenged by.

NOTE Confidence: 0.911233355294118

00:52:31.020 --> 00:52:31.452 You know,

NOTE Confidence: 0.911233355294118

00:52:31.452 --> 00:52:32.748 that's what we saw with the

NOTE Confidence: 0.911233355294118

00:52:32.748 --> 00:52:33.430 patient hassle data.

NOTE Confidence: 0.911233355294118

00:52:33.430 --> 00:52:35.236 The friction points in the clinic,

NOTE Confidence: 0.911233355294118

00:52:35.240 --> 00:52:37.928 and that's what we hear all the time

NOTE Confidence: 0.911233355294118

00:52:37.928 --> 00:52:40.088 from those. Who are practicing that?

NOTE Confidence: 0.911233355294118

00:52:40.088 --> 00:52:42.940 We have got to stop and retool.

NOTE Confidence: 0.911233355294118

00:52:42.940 --> 00:52:45.178 How we're doing this work so

NOTE Confidence: 0.911233355294118

00:52:45.178 --> 00:52:48.080 that we can keep doing this work?

NOTE Confidence: 0.911233355294118

00:52:48.080 --> 00:52:50.528 I think we skip a lot the two layers

NOTE Confidence: 0.911233355294118

00:52:50.528 --> 00:52:52.829 in the middle and this to me is

NOTE Confidence: 0.911233355294118

00:52:52.829 --> 00:52:55.278 going to be the game changer here.

NOTE Confidence: 0.911233355294118

00:52:55.280 --> 00:52:57.500 How do we build stronger teams

NOTE Confidence: 0.911233355294118

00:52:57.500 --> 00:53:00.160 and how do we grow leaders?

NOTE Confidence: 0.911233355294118

00:53:00.160 --> 00:53:02.689 Because at the end of the day you may

NOTE Confidence: 0.911233355294118

00:53:02.689 --> 00:53:05.524 have a very senior level C-Suite of folks,

NOTE Confidence: 0.911233355294118

00:53:05.530 --> 00:53:06.376 and that's great,

NOTE Confidence: 0.911233355294118

00:53:06.376 --> 00:53:08.068 and they're going to keep your

NOTE Confidence: 0.911233355294118

00:53:08.068 --> 00:53:09.109 kind of ship steady.

NOTE Confidence: 0.911233355294118

00:53:09.109 --> 00:53:11.412 But the real work is going to

NOTE Confidence: 0.911233355294118

00:53:11.412 --> 00:53:12.920 happen at this level,

NOTE Confidence: 0.911233355294118

00:53:12.920 --> 00:53:14.876 so training these folks making sure

NOTE Confidence: 0.911233355294118

00:53:14.876 --> 00:53:17.180 they have the data and the support

NOTE Confidence: 0.911233355294118

00:53:17.180 --> 00:53:19.371 that they need to advance this work.

NOTE Confidence: 0.911233355294118

00:53:19.380 --> 00:53:19.854 And yes,

NOTE Confidence: 0.911233355294118

00:53:19.854 --> 00:53:21.513 it may be a negotiation if they

NOTE Confidence: 0.911233355294118

00:53:21.513 --> 00:53:22.340 need resources.

NOTE Confidence: 0.911233355294118

00:53:22.340 --> 00:53:24.020 And how do they get those

NOTE Confidence: 0.911233355294118

00:53:24.020 --> 00:53:25.140 resources so that they

NOTE Confidence: 0.963070865454545

00:53:25.206 --> 00:53:27.608 can, you know, do their job and be the

NOTE Confidence: 0.963070865454545

00:53:27.608 --> 00:53:29.698 leader and advance with their team.

NOTE Confidence: 0.963070865454545

00:53:29.700 --> 00:53:33.183 And then I do as you all know already,

NOTE Confidence: 0.963070865454545

00:53:33.190 --> 00:53:34.716 if we don't take the time to

NOTE Confidence: 0.963070865454545

00:53:34.716 --> 00:53:36.280 take care of ourselves first,

NOTE Confidence: 0.963070865454545

00:53:36.280 --> 00:53:38.888 we can't do any of this work and

NOTE Confidence: 0.963070865454545

00:53:38.888 --> 00:53:40.879 giving ourselves kind of permission,

NOTE Confidence: 0.963070865454545

00:53:40.880 --> 00:53:42.248 not just permission,

NOTE Confidence: 0.963070865454545

00:53:42.248 --> 00:53:44.984 but insistence that we take that

NOTE Confidence: 0.963070865454545

00:53:44.984 --> 00:53:47.563 time to take care of ourselves

NOTE Confidence: 0.963070865454545

00:53:47.563 --> 00:53:49.626 first is absolutely critical.

NOTE Confidence: 0.963070865454545

00:53:49.626 --> 00:53:50.730 For ourselves,

NOTE Confidence: 0.963070865454545

00:53:50.730 --> 00:53:53.068 but for our teams and for organizations,

NOTE Confidence: 0.963070865454545

00:53:53.070 --> 00:53:55.680 and of course, for our patients.

NOTE Confidence: 0.963070865454545

00:53:55.680 --> 00:53:59.404 K So I think I've gotten to my

NOTE Confidence: 0.963070865454545

00:53:59.404 --> 00:54:02.470 last slide with my one minute left.

NOTE Confidence: 0.963070865454545

00:54:02.470 --> 00:54:06.350 UM, hopefully you all followed

NOTE Confidence: 0.963070865454545

00:54:06.350 --> 00:54:08.678 me through this.

NOTE Confidence: 0.963070865454545

00:54:08.680 --> 00:54:13.034 That and there's a reminder in the

NOTE Confidence: 0.963070865454545

00:54:13.034 --> 00:54:15.590 chat about recording CME attendance,

NOTE Confidence: 0.963070865454545

00:54:15.590 --> 00:54:18.512 but hopefully all of you you

NOTE Confidence: 0.963070865454545

00:54:18.512 --> 00:54:20.346 know are with me on this kind

NOTE Confidence: 0.963070865454545

00:54:20.346 --> 00:54:22.446 of two sides of the same coin.

NOTE Confidence: 0.963070865454545

00:54:22.450 --> 00:54:23.536 Two different perspectives,

NOTE Confidence: 0.963070865454545

00:54:23.536 --> 00:54:26.070 but really the same set of solutions

NOTE Confidence: 0.963070865454545

00:54:26.070 --> 00:54:28.810 for addressing patient experience and

NOTE Confidence: 0.963070865454545

00:54:28.810 --> 00:54:31.002 really supporting clinician engagement.

NOTE Confidence: 0.963070865454545

00:54:31.010 --> 00:54:32.326 The importance of measurement,

NOTE Confidence: 0.963070865454545

00:54:32.326 --> 00:54:34.300 especially if we're going to hold

NOTE Confidence: 0.963070865454545

00:54:34.354 --> 00:54:35.999 all of those layers accountable.

NOTE Confidence: 0.963070865454545

00:54:36.000 --> 00:54:38.088 I don't think can be overstressed,

NOTE Confidence: 0.963070865454545

00:54:38.090 --> 00:54:39.295 and it's also really critical

NOTE Confidence: 0.963070865454545

00:54:39.295 --> 00:54:41.360 to use it so we can prioritize.

NOTE Confidence: 0.963070865454545

00:54:41.360 --> 00:54:44.356 Not have kind of a shotgun like

NOTE Confidence: 0.963070865454545

00:54:44.356 --> 00:54:46.800 approach to what we're doing.

NOTE Confidence: 0.963070865454545

00:54:46.800 --> 00:54:49.299 I think I've gotten it all in,

NOTE Confidence: 0.963070865454545

00:54:49.300 --> 00:54:51.000 so I'm going to stop.

NOTE Confidence: 0.963070865454545

00:54:51.000 --> 00:54:53.456 Thank you all for your time and uhm,

NOTE Confidence: 0.963070865454545

00:54:53.460 --> 00:54:54.888 I hope that this was helpful.

NOTE Confidence: 0.963070865454545

00:54:54.890 --> 00:54:55.748 Thank you, Mara.

NOTE Confidence: 0.888135454

00:54:56.240 --> 00:54:57.500 Thank you so much, Jessica.

NOTE Confidence: 0.888135454

00:54:57.500 --> 00:55:00.048 This is fantastic and.

NOTE Confidence: 0.888135454

00:55:00.050 --> 00:55:02.118 You know will open it up for even

NOTE Confidence: 0.888135454

00:55:02.118 --> 00:55:04.107 though I wear it one o'clock maybe

NOTE Confidence: 0.888135454

00:55:04.107 --> 00:55:06.228 for a question or two and then.

NOTE Confidence: 0.888135454

00:55:06.230 --> 00:55:10.020 You know I have one that wanted to see if.

NOTE Confidence: 0.888135454

00:55:10.020 --> 00:55:11.724 The work that you and Lisa

NOTE Confidence: 0.888135454

00:55:11.724 --> 00:55:13.679 Rodan Steen did at the Brigham,

NOTE Confidence: 0.888135454

00:55:13.680 --> 00:55:15.804 looking at gender differences

NOTE Confidence: 0.888135454

00:55:15.804 --> 00:55:17.928 and burnout and fulfillment,

NOTE Confidence: 0.888135454

00:55:17.930 --> 00:55:20.514 is that was that's specific to the Brigham.

NOTE Confidence: 0.888135454

00:55:20.520 --> 00:55:23.040 Or do you see that translatable

NOTE Confidence: 0.888135454

00:55:23.040 --> 00:55:24.720 really across the country

NOTE Confidence: 0.888135454

00:55:24.720 --> 00:55:27.690 with your press ganey? Such

NOTE Confidence: 0.95106082

00:55:27.700 --> 00:55:28.552 a great question.

NOTE Confidence: 0.95106082

00:55:28.552 --> 00:55:30.256 Thank you for bringing that up,

NOTE Confidence: 0.95106082

00:55:30.260 --> 00:55:32.269 so I think some is very translatable

NOTE Confidence: 0.95106082

00:55:32.269 --> 00:55:33.830 across the country and I would

NOTE Confidence: 0.95106082

00:55:33.830 --> 00:55:35.328 love to come back and talk to

NOTE Confidence: 0.95106082

00:55:35.384 --> 00:55:37.109 you about the gender differences.

NOTE Confidence: 0.95106082

00:55:37.110 --> 00:55:40.670 'cause I really worry about them a lot.

NOTE Confidence: 0.95106082

00:55:40.670 --> 00:55:41.450 And then some was very.

NOTE Confidence: 0.95106082

00:55:41.450 --> 00:55:44.348 It was specific to our data and I don't

NOTE Confidence: 0.95106082

00:55:44.348 --> 00:55:46.870 know if that's gonna come kind of.

NOTE Confidence: 0.95106082

00:55:46.870 --> 00:55:48.250 Beach, something that we're

NOTE Confidence: 0.95106082

00:55:48.250 --> 00:55:49.630 going to see everywhere,

NOTE Confidence: 0.95106082

00:55:49.630 --> 00:55:51.538 but certainly in our data nationally

NOTE Confidence: 0.95106082

00:55:51.538 --> 00:55:53.779 and also the work that we have

NOTE Confidence: 0.95106082

00:55:53.779 --> 00:55:55.585 been doing with the Brigham data.

NOTE Confidence: 0.95106082

00:55:55.590 --> 00:55:58.733 We are seeing the themes of the

NOTE Confidence: 0.95106082

00:55:58.733 --> 00:56:00.671 challenges that female physicians

NOTE Confidence: 0.95106082

00:56:00.671 --> 00:56:04.164 and female APS have with being able

NOTE Confidence: 0.95106082

00:56:04.164 --> 00:56:06.034 to decompress with feeling like

NOTE Confidence: 0.95106082

00:56:06.034 --> 00:56:07.762 they have the support and resources

NOTE Confidence: 0.95106082

00:56:07.762 --> 00:56:09.348 that they need to get the work

NOTE Confidence: 0.95106082

00:56:09.348 --> 00:56:10.979 done in the time that they have.

NOTE Confidence: 0.95106082

00:56:10.980 --> 00:56:13.156 We have lots of good data that show

NOTE Confidence: 0.95106082

00:56:13.156 --> 00:56:14.964 that female patients probably take

NOTE Confidence: 0.95106082

00:56:14.964 --> 00:56:16.959 more time and female physicians.

NOTE Confidence: 0.95106082

00:56:16.960 --> 00:56:19.280 Often have more female patients.

NOTE Confidence: 0.95106082

00:56:19.280 --> 00:56:20.974 You know, physicians often take more time,

NOTE Confidence: 0.95106082

00:56:20.980 --> 00:56:24.886 so there's a lot of drivers in this space.

NOTE Confidence: 0.95106082

00:56:24.890 --> 00:56:27.905 One of the things that we found in that

NOTE Confidence: 0.95106082

00:56:27.905 --> 00:56:30.494 paper was the lack of self compassion

NOTE Confidence: 0.95106082

00:56:30.494 --> 00:56:33.302 and how female physicians score.

NOTE Confidence: 0.95106082

00:56:33.302 --> 00:56:34.690 You know,

NOTE Confidence: 0.95106082

00:56:34.690 --> 00:56:38.908 worse on that than male physicians,

NOTE Confidence: 0.95106082

00:56:38.910 --> 00:56:39.442 and actually,

NOTE Confidence: 0.95106082

00:56:39.442 --> 00:56:41.304 that explained a lot of the difference,

NOTE Confidence: 0.95106082

00:56:41.310 --> 00:56:42.794 and I think that that is true,

NOTE Confidence: 0.95106082

00:56:42.800 --> 00:56:46.069 and that is a societal challenge and a lots

NOTE Confidence: 0.95106082

00:56:46.069 --> 00:56:48.050 been written on that in other industries.

NOTE Confidence: 0.95106082

00:56:48.050 --> 00:56:50.540 The kind of how women tend to

NOTE Confidence: 0.95106082

00:56:50.540 --> 00:56:52.076 kind of set a really high bar

NOTE Confidence: 0.95106082

00:56:52.076 --> 00:56:53.346 and then beat themselves up.

NOTE Confidence: 0.95106082

00:56:53.350 --> 00:56:55.574 I mean play with men do this too.

NOTE Confidence: 0.95106082

00:56:55.580 --> 00:56:57.296 But it's more common,

NOTE Confidence: 0.95106082

00:56:57.296 --> 00:57:00.610 I think in a lot of women,

NOTE Confidence: 0.95106082

00:57:00.610 --> 00:57:02.506 and certainly something we found in our data.

NOTE Confidence: 0.867191949

00:57:03.620 --> 00:57:05.950 Uhm, Doctor Fisher or anyone

NOTE Confidence: 0.867191949

00:57:05.950 --> 00:57:08.280 else with last moment questions?

NOTE Confidence: 0.867191949

00:57:08.280 --> 00:57:11.440 I know we're out of time and again,

NOTE Confidence: 0.867191949

00:57:11.440 --> 00:57:12.872 thank you so much.

NOTE Confidence: 0.867191949

00:57:12.872 --> 00:57:15.020 Just the cover coming down even

NOTE Confidence: 0.867191949

00:57:15.098 --> 00:57:17.678 though you're not here in conquered,

NOTE Confidence: 0.867191949

00:57:17.680 --> 00:57:19.731 but hopefully we'll be able to bring

NOTE Confidence: 0.867191949

00:57:19.731 --> 00:57:21.967 you here soon to visit us in person.

NOTE Confidence: 0.914779125714286

00:57:22.700 --> 00:57:24.100 Thank you so much for having me

NOTE Confidence: 0.914779125714286

00:57:24.100 --> 00:57:25.630 and I would love to come visit.

NOTE Confidence: 0.945642966666667

00:57:25.780 --> 00:57:26.749 Thank you everyone.