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LEARN
webcasts

Dr. Gordon Morewood

Professor and Chair of the
Department of Anesthesiology

The Lewis Katz School of
Medicine, Temple University

Dr. Tony Petrucci

CEO – DevelapMe

Academic Director of Leadership Development –
Fox School of Business, Temple University

Outcomes

- Discover how improved communication between physicians, nurses, residents and staff translates to improved organizational performance
- Use competency-based, real-time feedback data to drive patient satisfaction, improve outcomes and enhance accreditation reporting
- Accurately measure employee development, increasing your ability to effectively develop and coach employees into leaders

Today’s Agenda

- 5 min. Healthcare: State of the Union
- 20 min. Mega-trends around real-time feedback
- 20 min. Use cases
- 15 min. Q+A

State of the Union

Communication is KEY

Complex

vs.

Complicated

Patient Care during Hospitalization

2.5 FTE
clinicians
1960’s

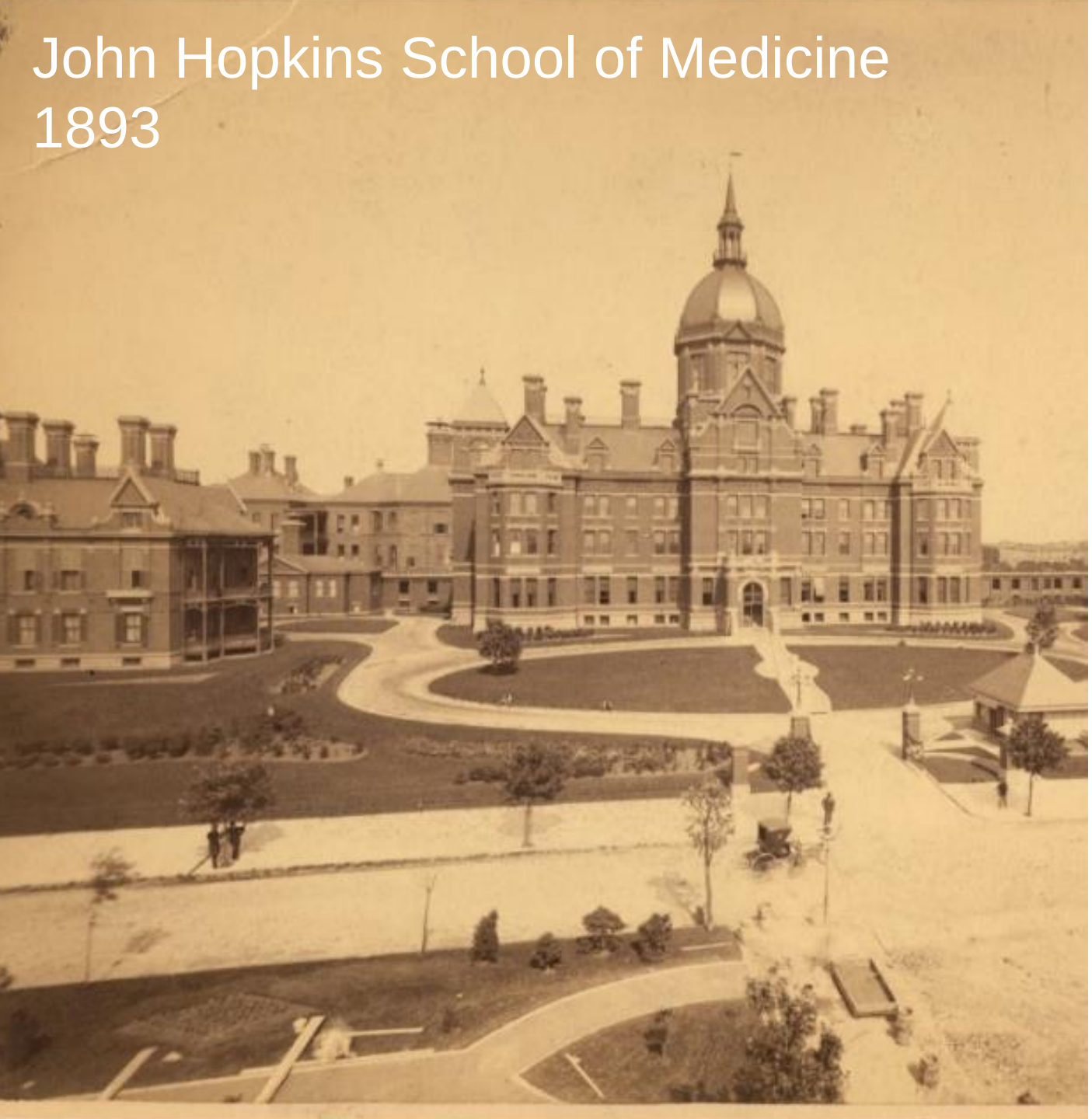
>15 FTE
clinicians
1990’s

Outpatient Care: Last Year of Life

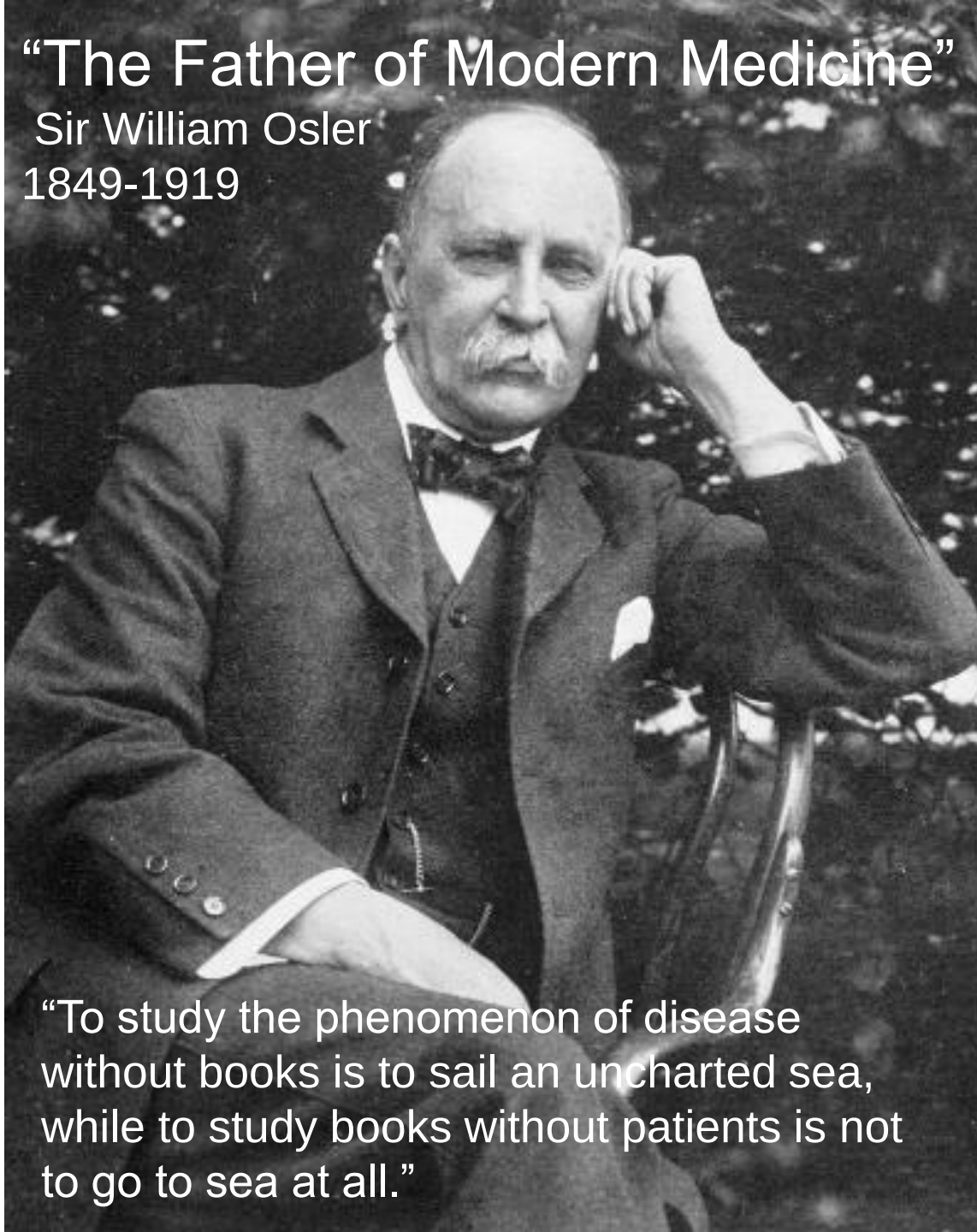
Top 33% of patients

>10 specialist physicians

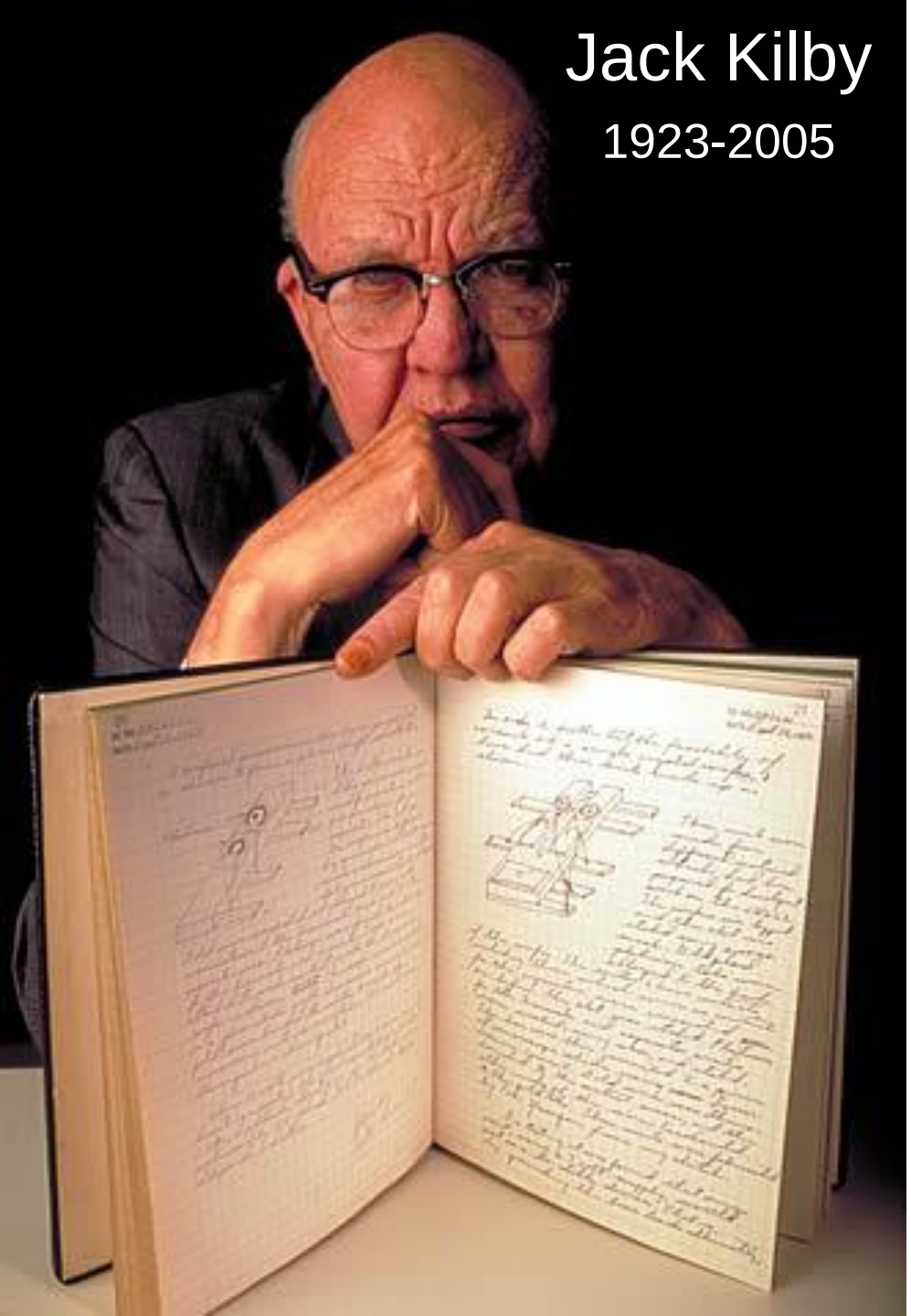
John Hopkins School of Medicine
1893

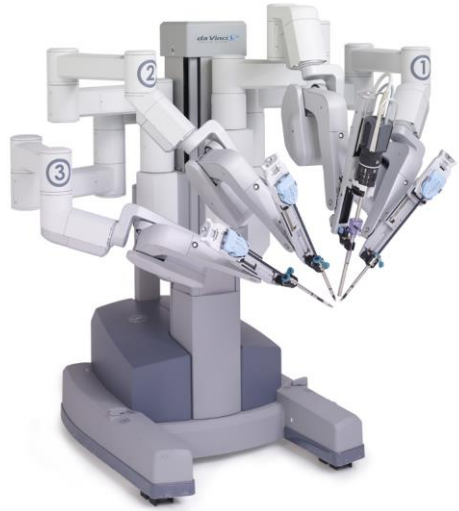


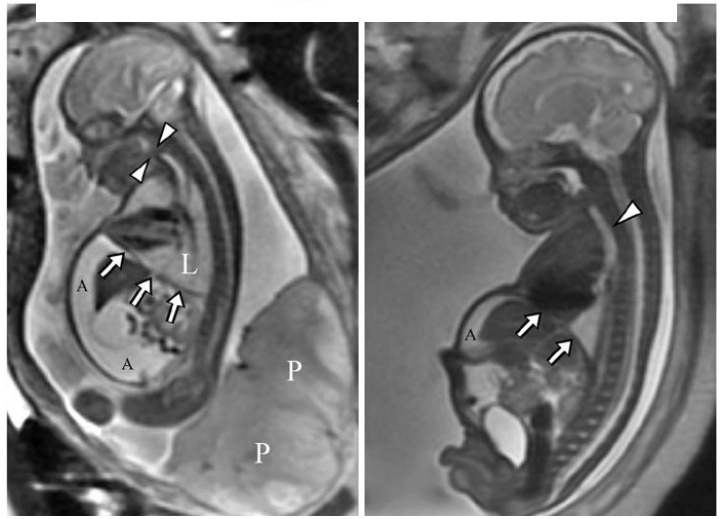
“The Father of Modern Medicine”
Sir William Osler
1849-1919



“To study the phenomenon of disease without books is to sail an uncharted sea, while to study books without patients is not to go to sea at all.”


Jack Kilby
1923-2005

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The Principles of Scientific Management

BY

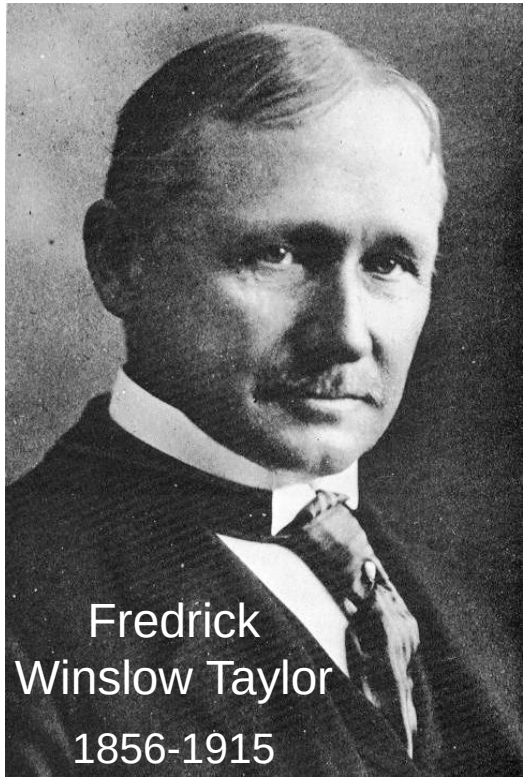
FREDERICK WINSLOW TAYLOR, M.E., Sc.D.

PAST PRESIDENT OF THE AMERICAN SOCIETY OF MECHANICAL ENGINEERS

HARPER & BROTHERS PUBLISHERS

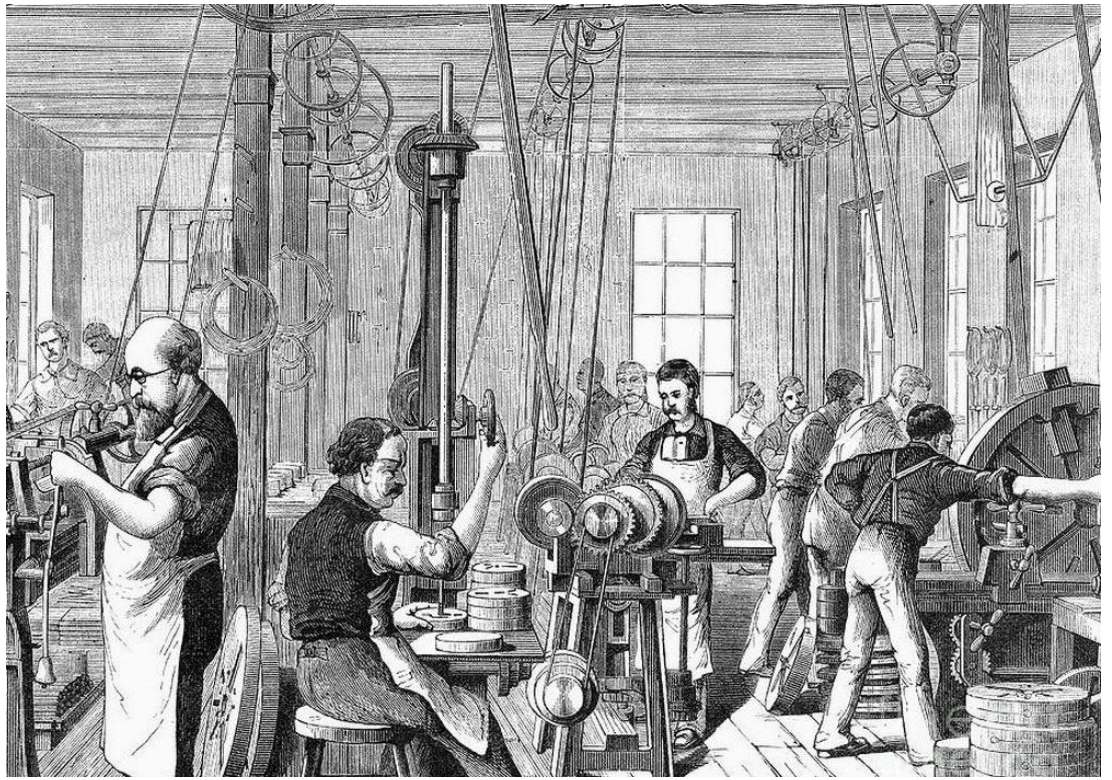
NEW YORK AND LONDON

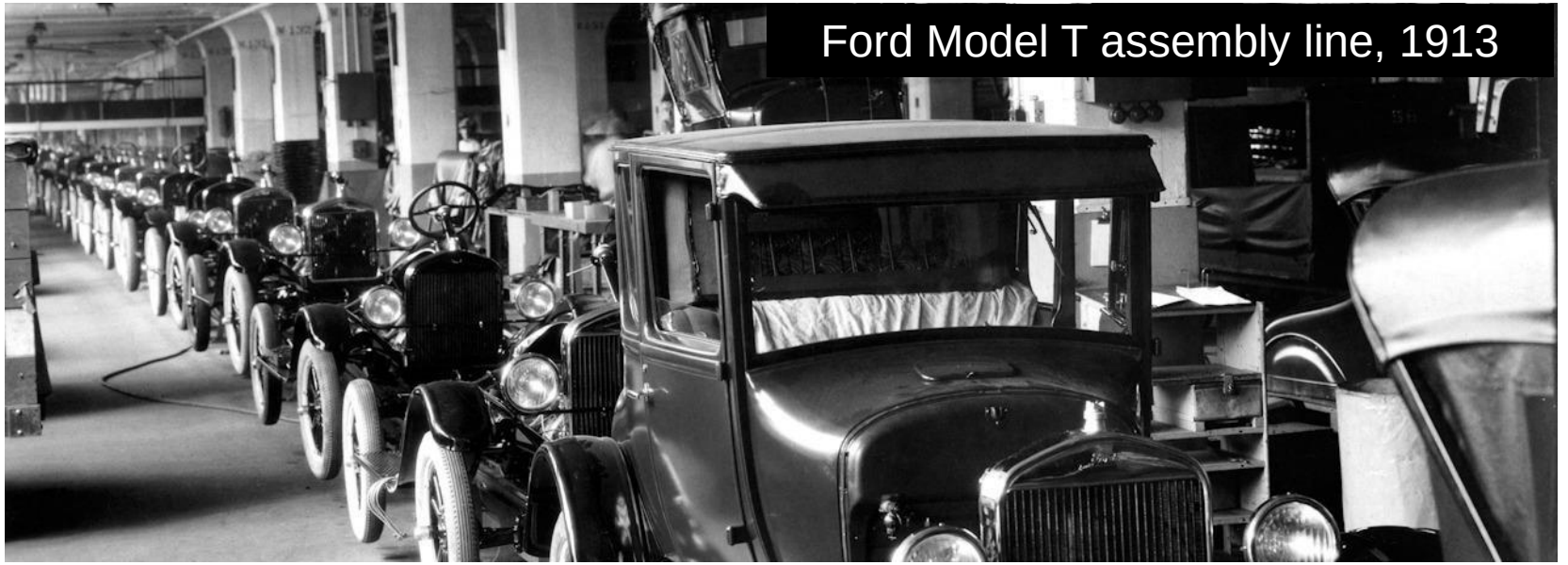
1919



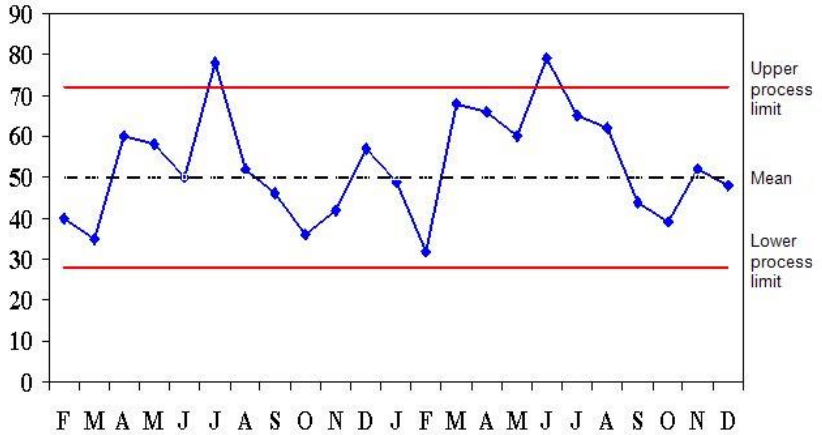
Fredrick Winslow Taylor

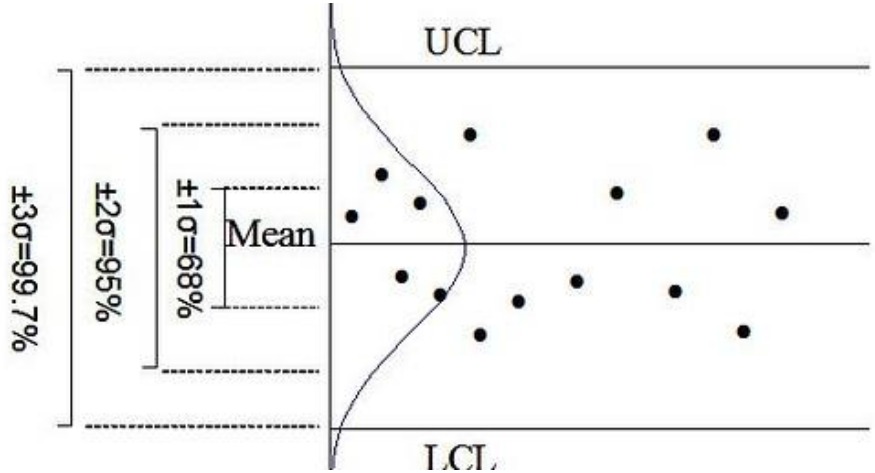
1856-1915





Ford Model T assembly line, 1913

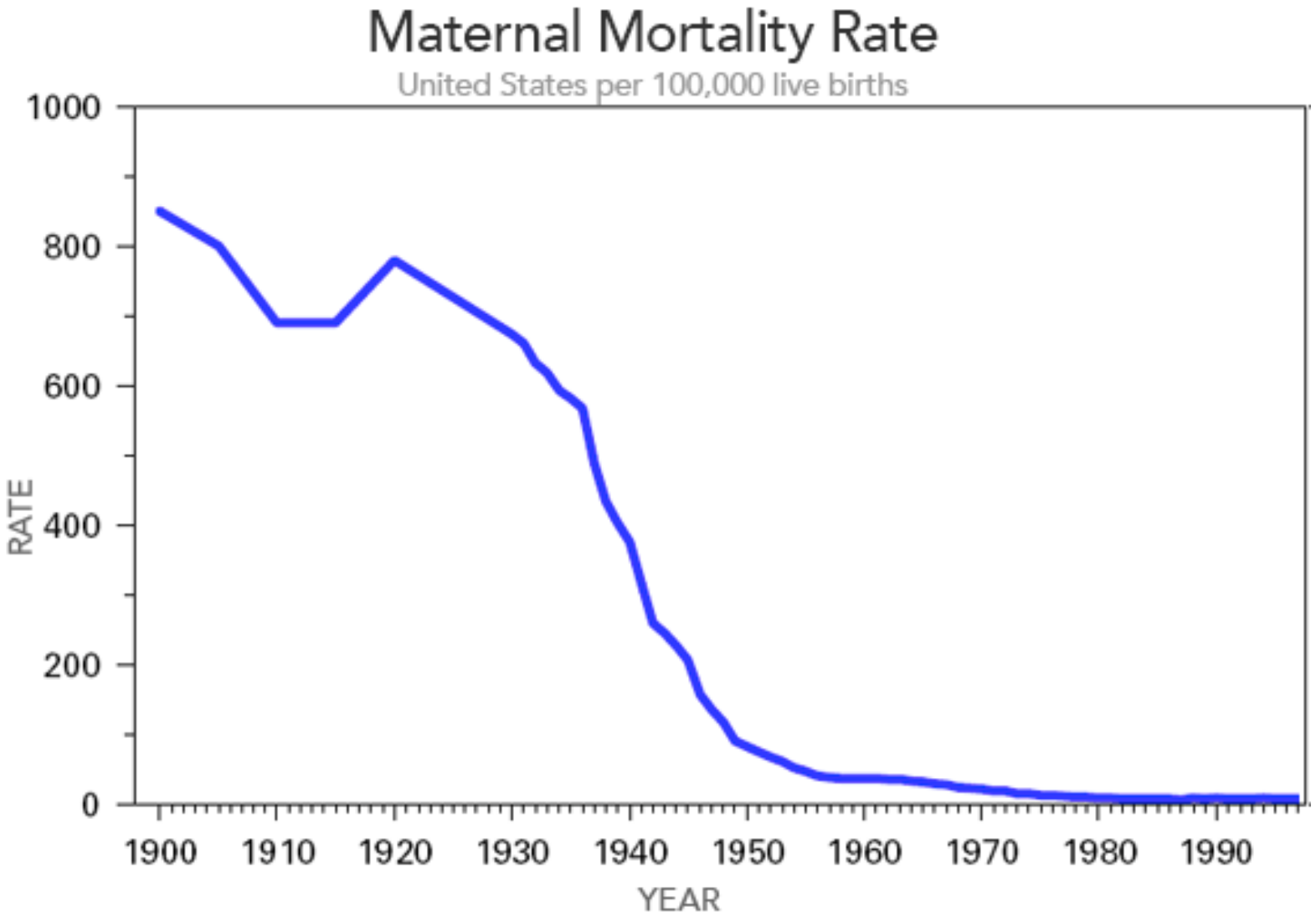




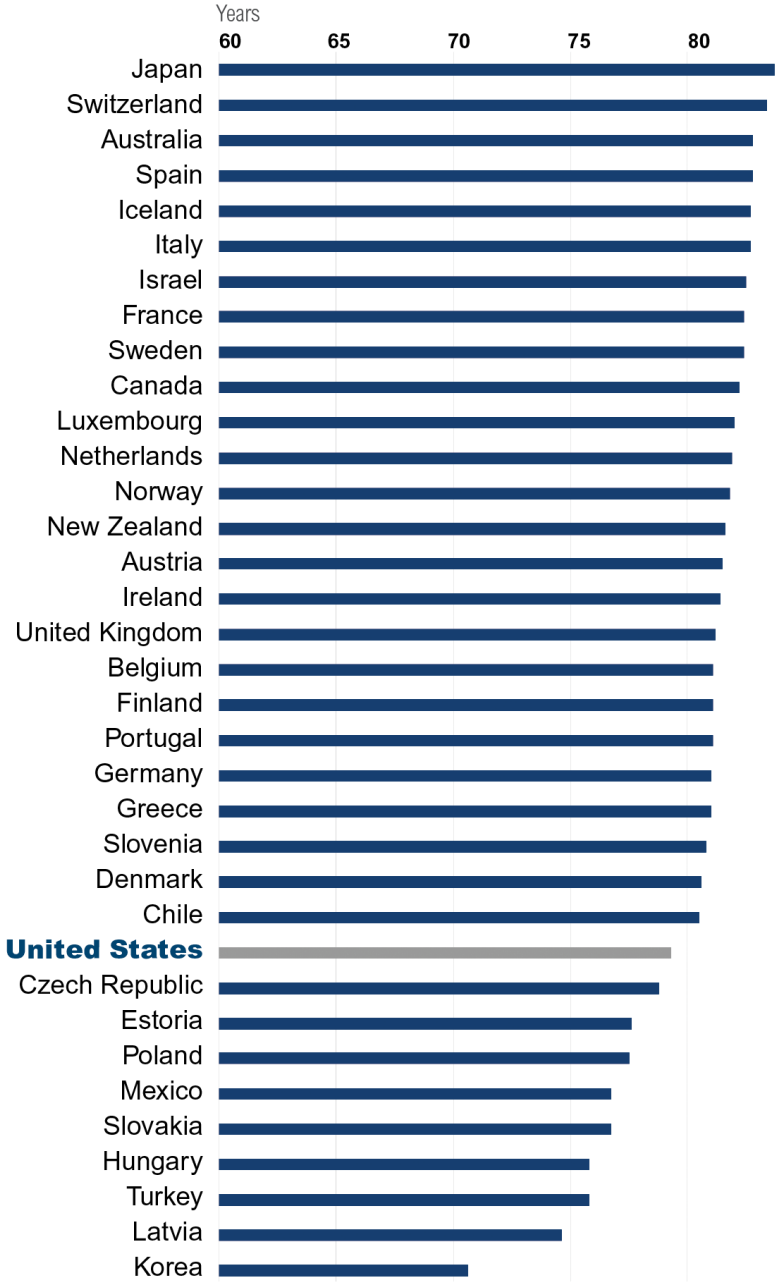
"If you can't describe what you are doing as a process, you don't know what you're doing."

W. Edwards Deming

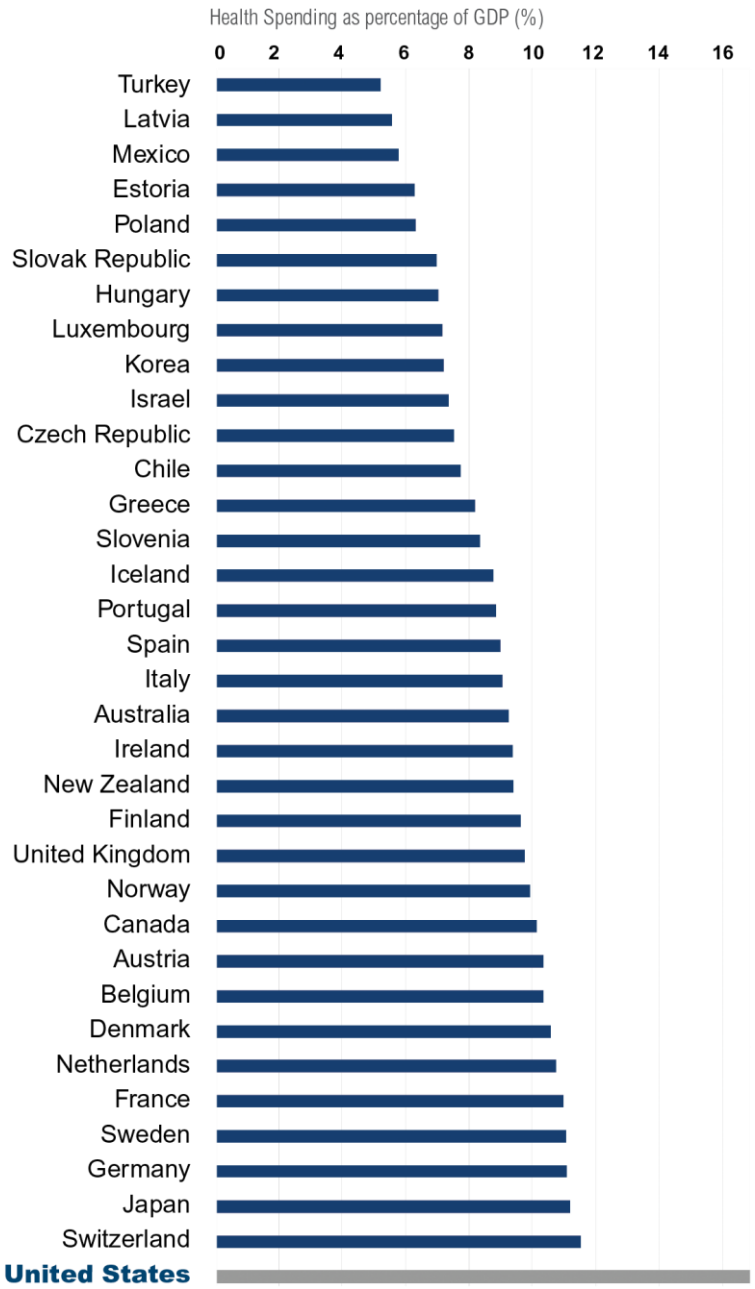
1900-1993


Maternal Mortality Rate
United States per 100,000 live births
1000
800
600
400
200
0
RATE
1900
1910
1920
1930
1940
1950
1960
1970
1980
1990
YEAR

Life Expectancy at Birth (Years) Among OECD Countries, 2015



Health Expenditures Among OECD Countries, 2015



Air Force

Coast Guard

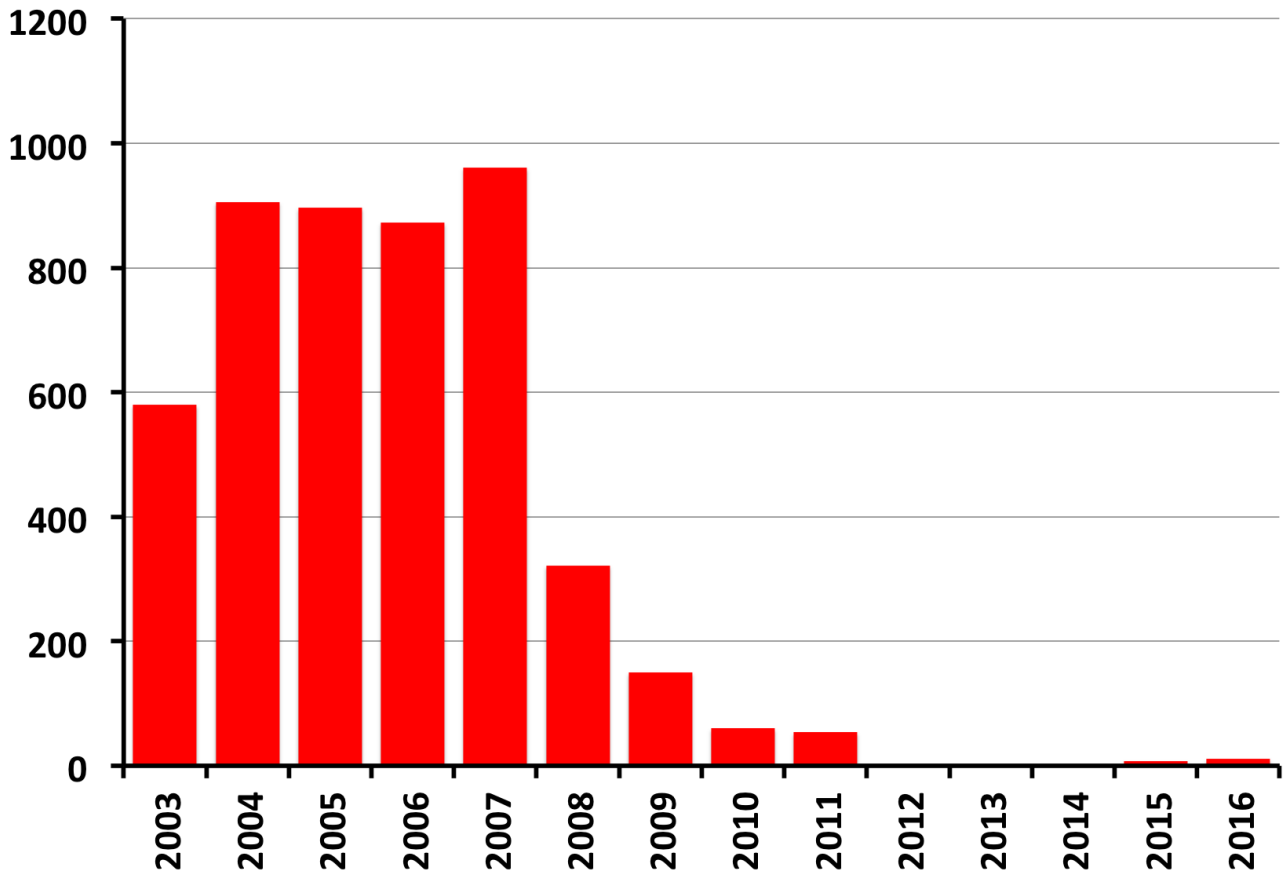
Navy

Army

Marines

On the Decline

Annual Coalition Fatalities in Iraq



Edward Lorenz

Chaos Theory

The “Butterfly Effect”

Middle East

Iraq

- 99% Muslim
- 75% Arab
- 66% urban
- 59% < age 25
- 38M population
- 438,000 sq. km
- 6 ethnicities
- 5 languages

McChrystal

Information Flow

Mutual Understanding

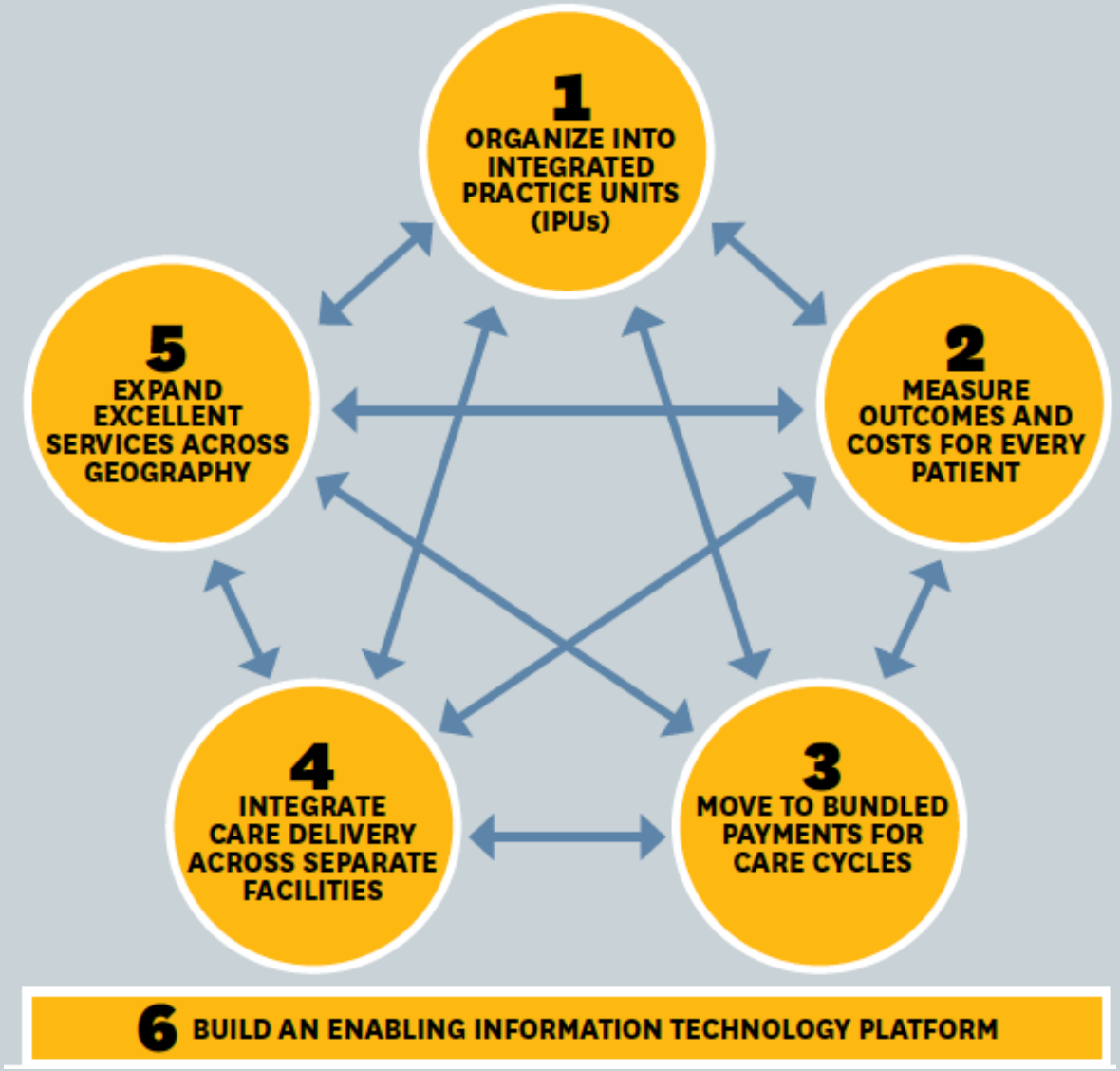
Targeted Resources

Distributed Authority

The Value Agenda

The strategic agenda for moving to a high-value health care delivery system has six components. They are independent and mutually reinforcing.

Progress will be greatest if multiple components are advanced together.



“Communication”

cited as a major root cause of reported sentinel events

Sentinel Event Alert (October 2013) on preventing URFOs

“Communication”

cited as a major root cause of reported sentinel events

Most commonly reported causative factors

- Problems with hierarchy and intimidation
- Failure in communication with physicians
- Failure of staff to communicate relevant patient information

Sentinel Event Alert (October 2013) on preventing URFOs

THE WALL STREET JOURNAL.

GE Re-Engineers Performance Reviews

CNN

Goldman Sachs overhauls performance reviews

Forbes

Why Keeping Score At Work Can Fix Millennials' Need For Feedback

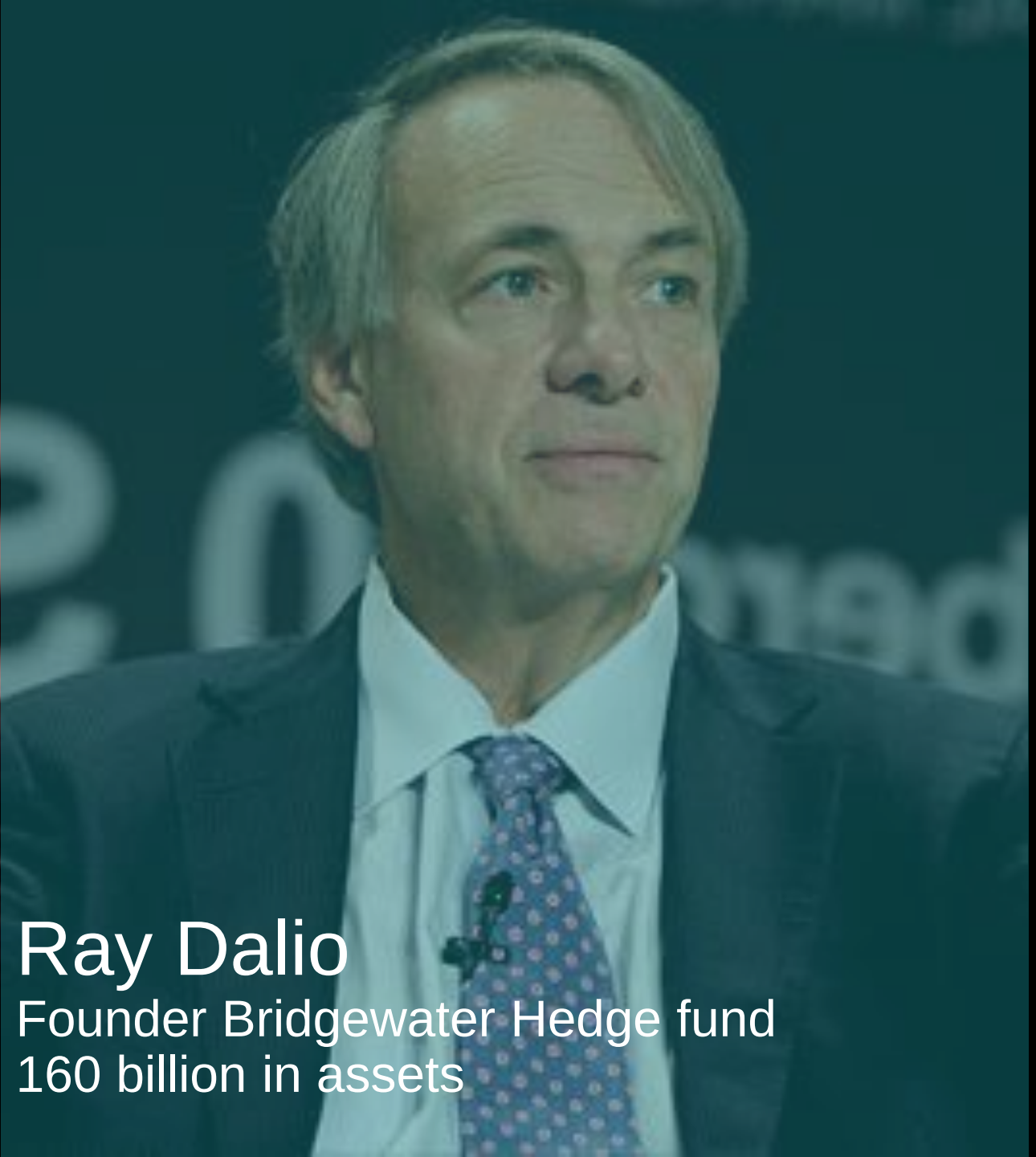
MARKET WIRED

SAP Helps Create "All-In" Workforces with Continuous Performance Management

Technology Reinvents Performance Management

1. Reorient performance management toward shared outcomes
2. Make performance management more transparent
3. Use technology to enhance the process of performance improvement
4. Build advanced digital knowledge in your senior HR leadership
5. Use measurement to motivate

Accenture (2017). *Technology Reinvents Performance Management*



Ray Dalio
Founder Bridgewater Hedge fund
160 billion in assets

Uses a real-time feedback app so best ideas “win” versus hierarchy to make investment decisions

“We cannot change what we are not aware of, and once aware we cannot help but change. Professional growth comes from seeking feedback.”

Sheryl Sandberg

On seeking feedback

Elon Musk

On feedback

“You must seek and listen carefully to negative feedback if you want to be successful.”

the art of feedback

Giving | Seeking | Receiving

- Innovate and collaborate (client & vendor teams, crowdsource, hackathons)

- Knowledge sharing, exposure to others, and connecting networks of teams

- Understand unconscious bias, inclusion and diversity in their role

“The way millennials communicate is real-time and continuous.”

**Gallup. (2016). *How Millennials Want to Work and Live. pg 3.*

Digital

complements

face-to-face feedback

Feedback Methods

Annual Performance Appraisals

360 degree feedback

Pulse Surveys

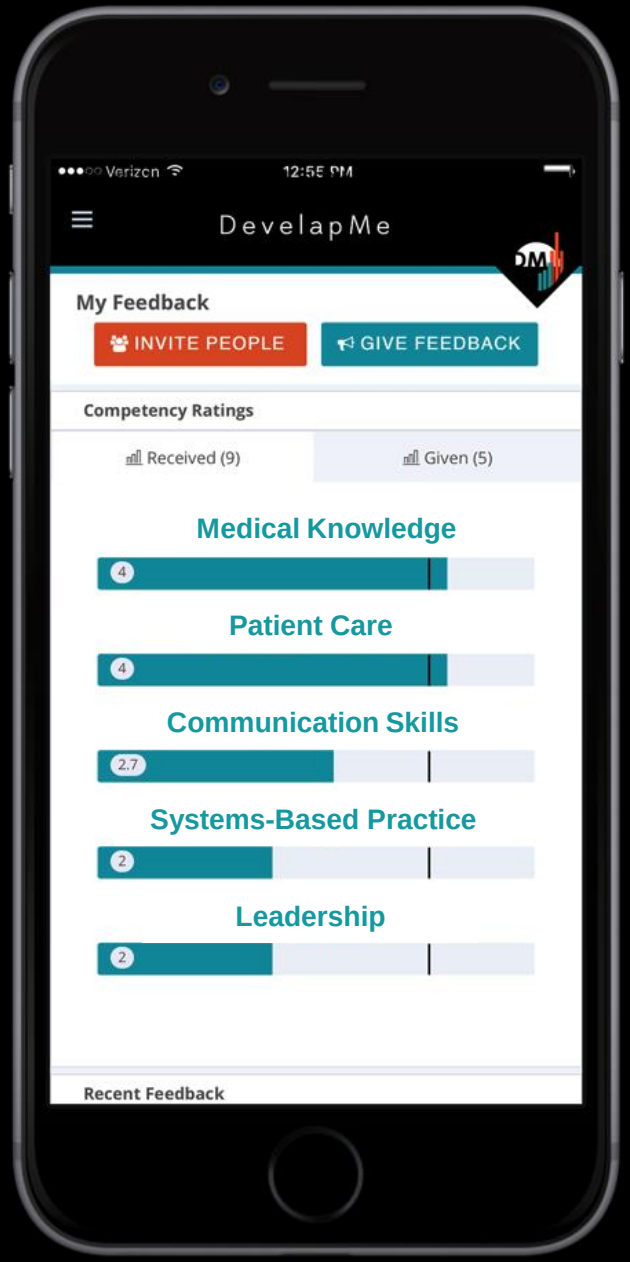
Engagement Surveys

DISC, MBTI, Hogan, etc.

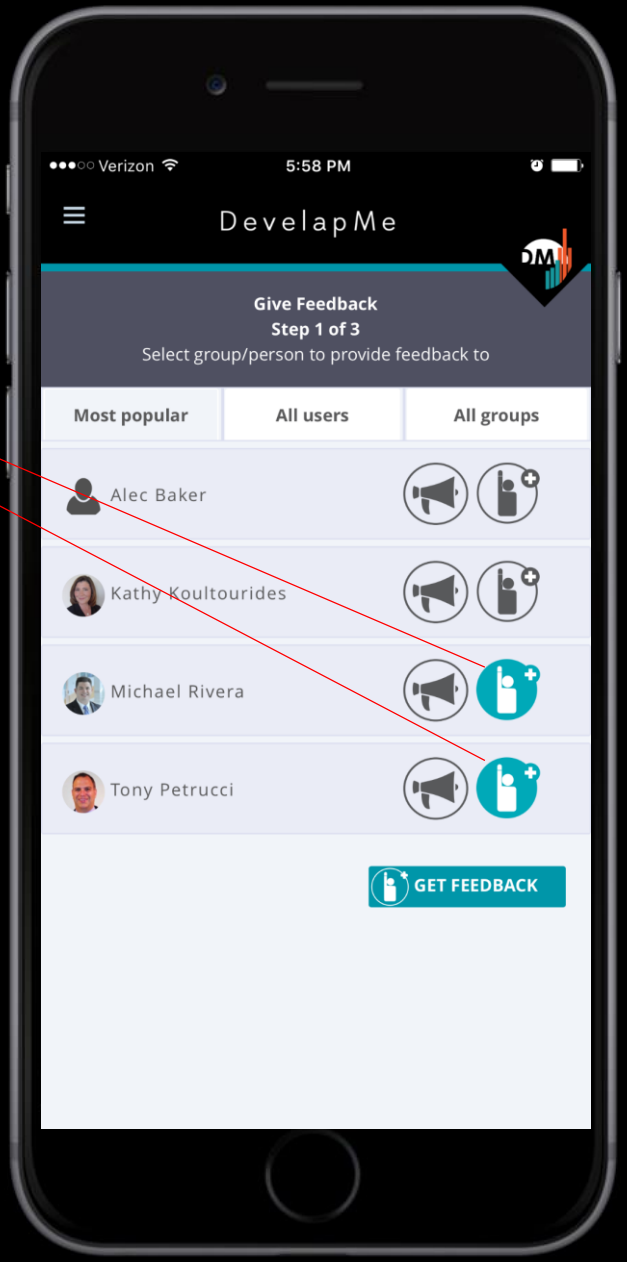
Real-Time Feedback

Organizational Success

Align feedback with your organization's competencies and strategies.

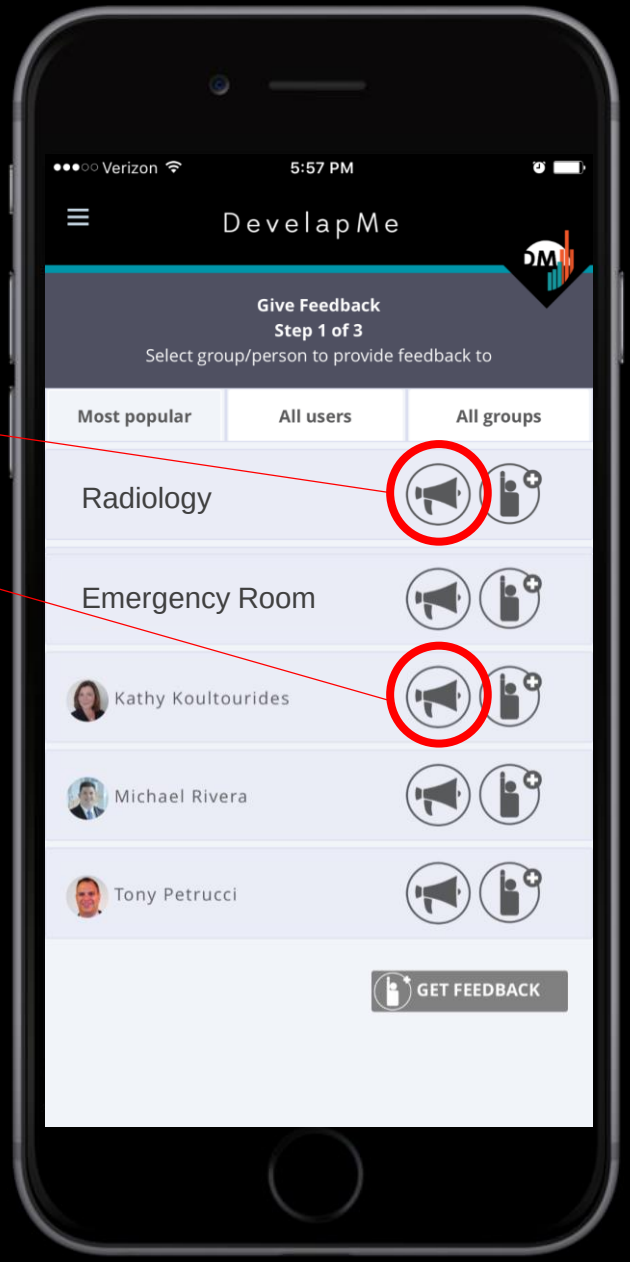


Request feedback

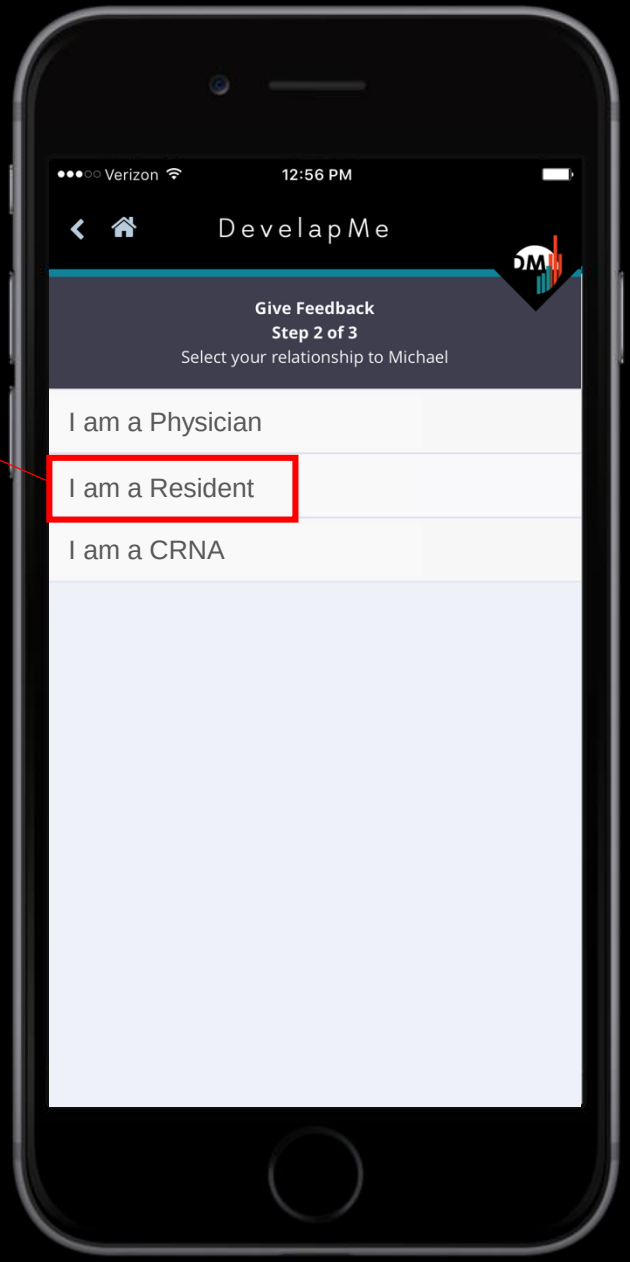


Give Feedback

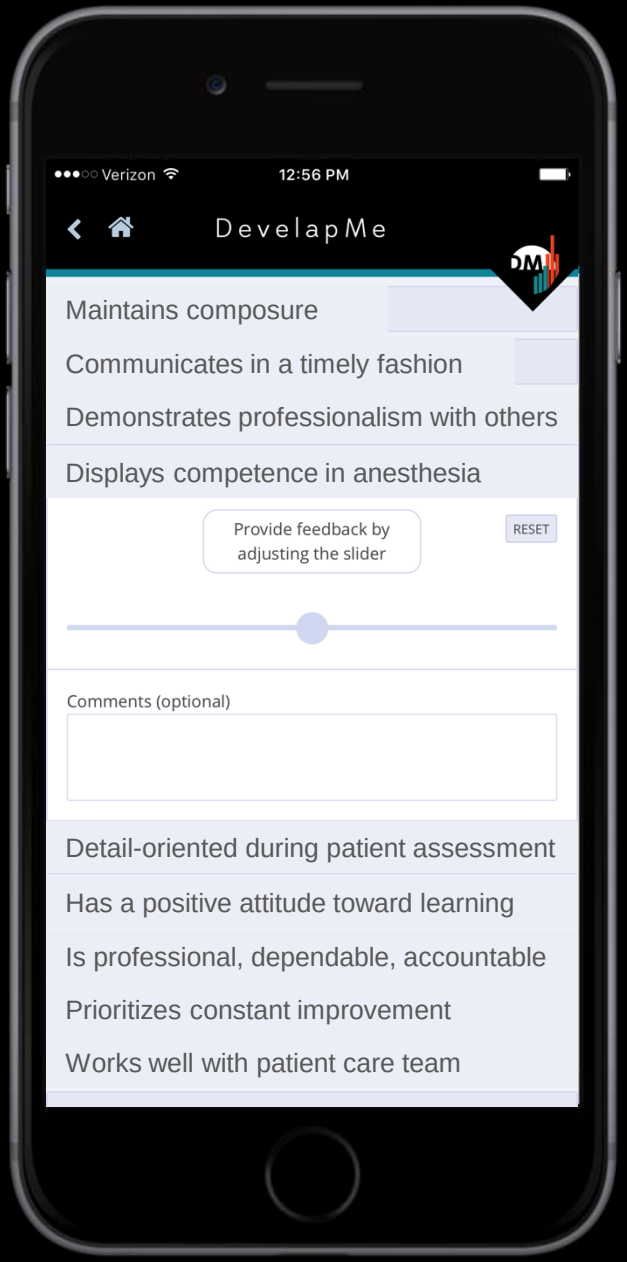
Select a division
or person
to give feedback to



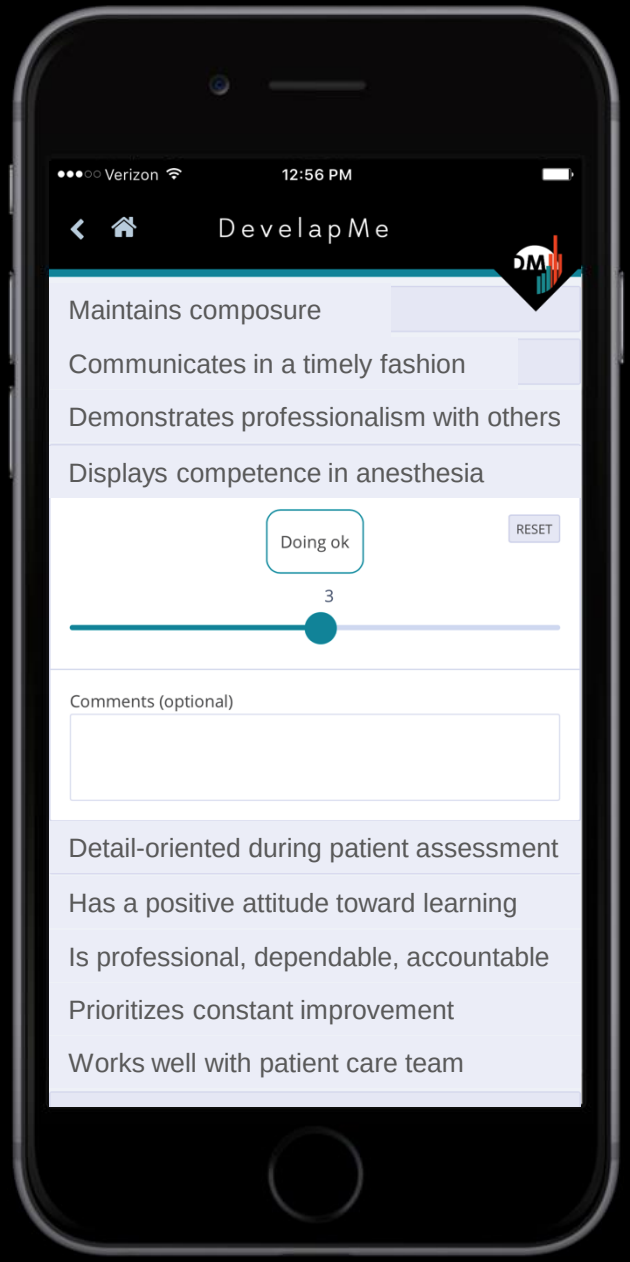
Select relationship



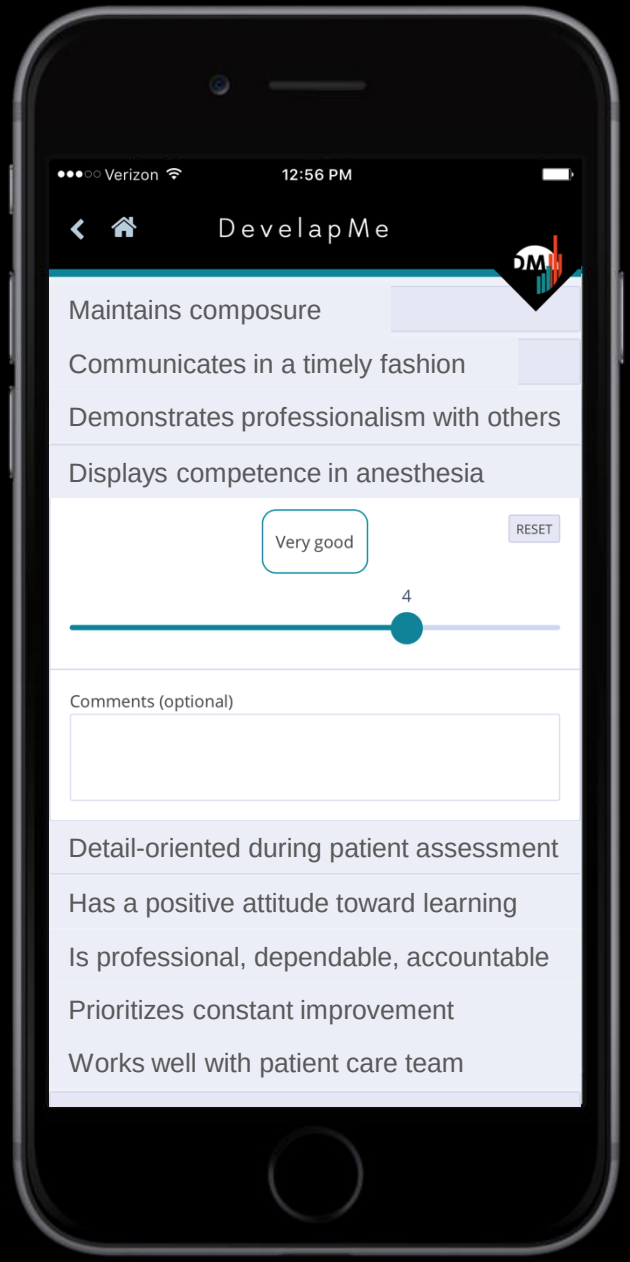
Give feedback



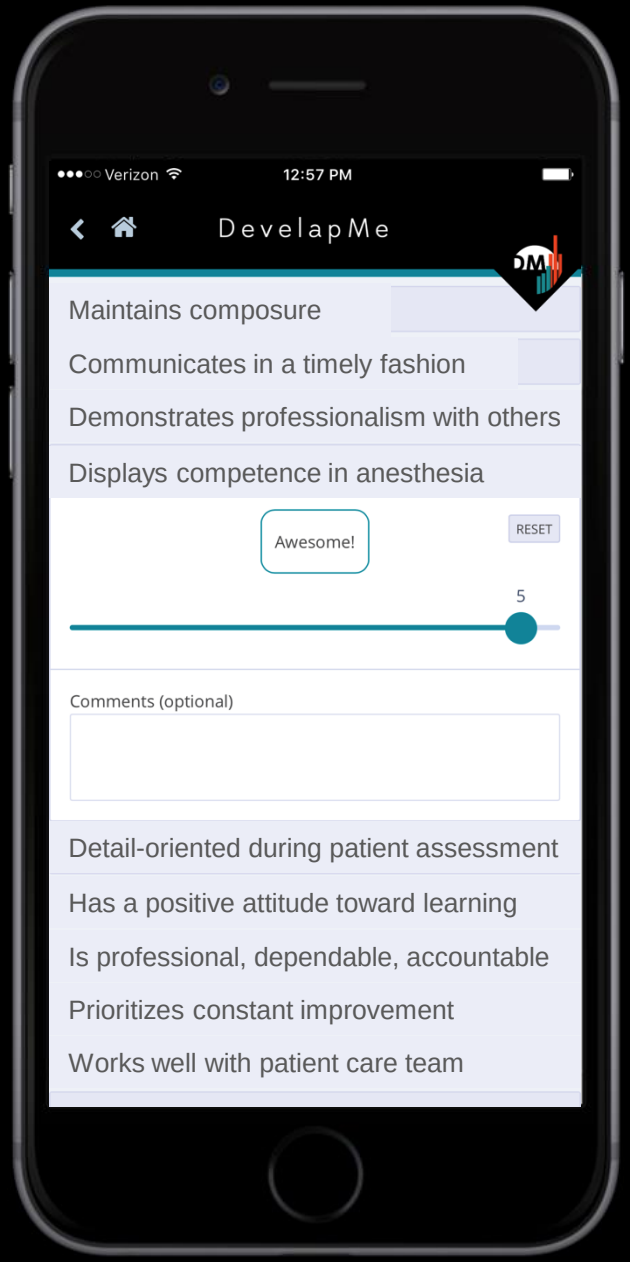
Adjust the slider



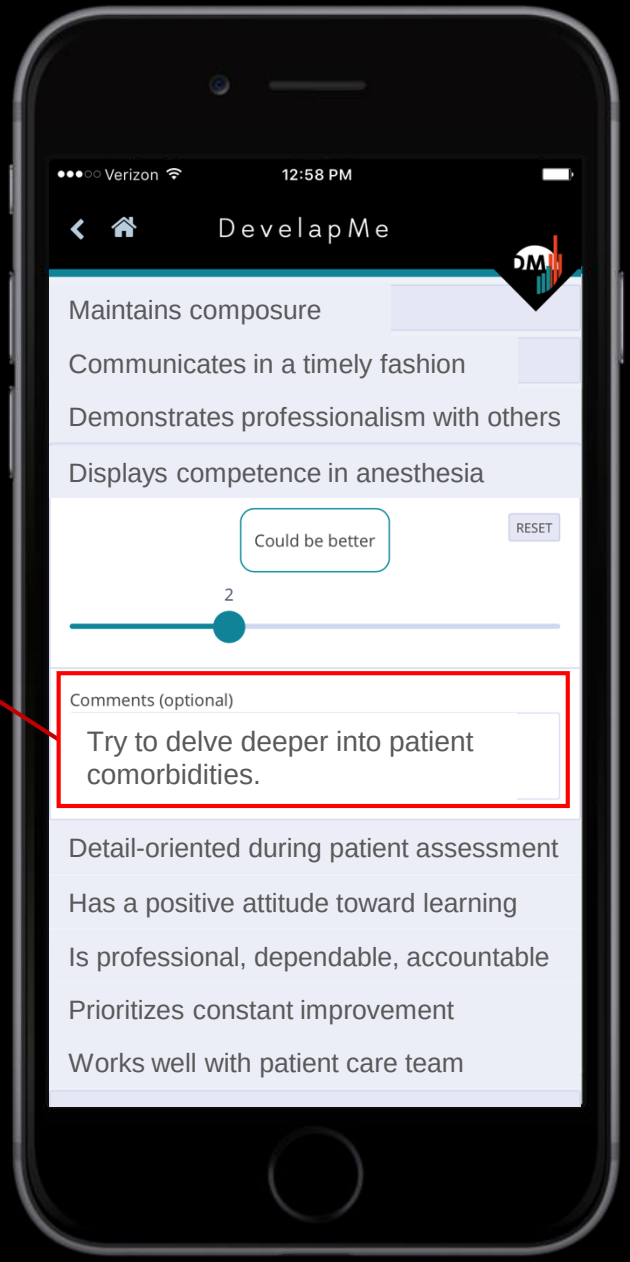
Adjust the slider



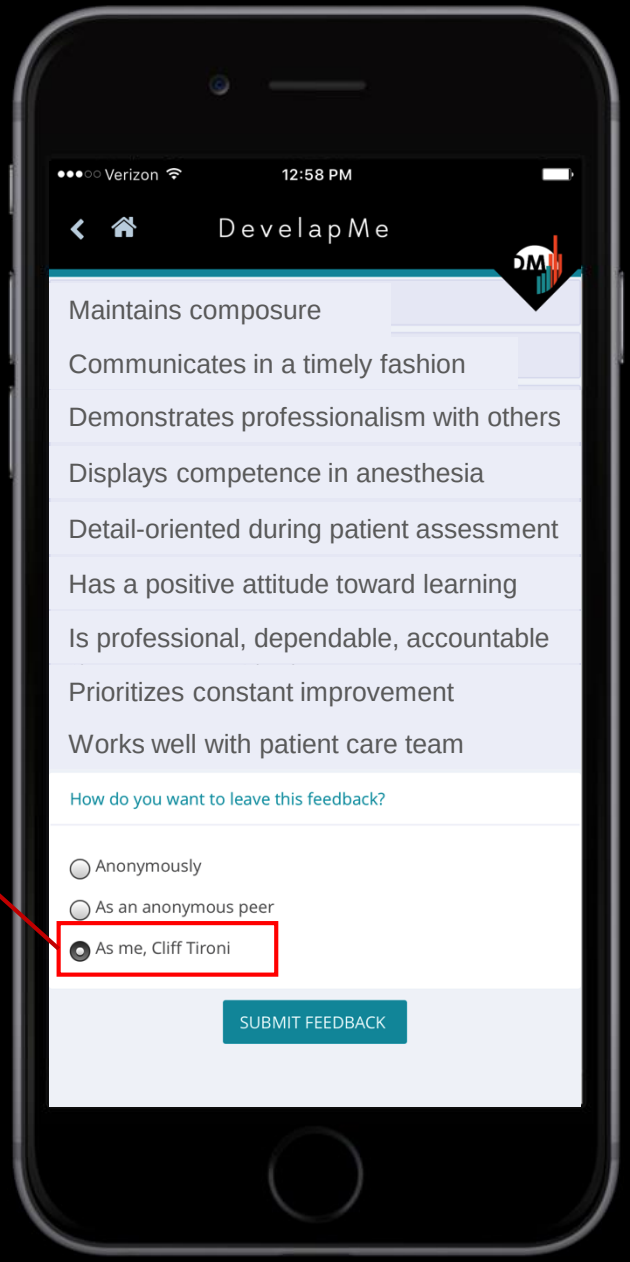
Adjust the slider



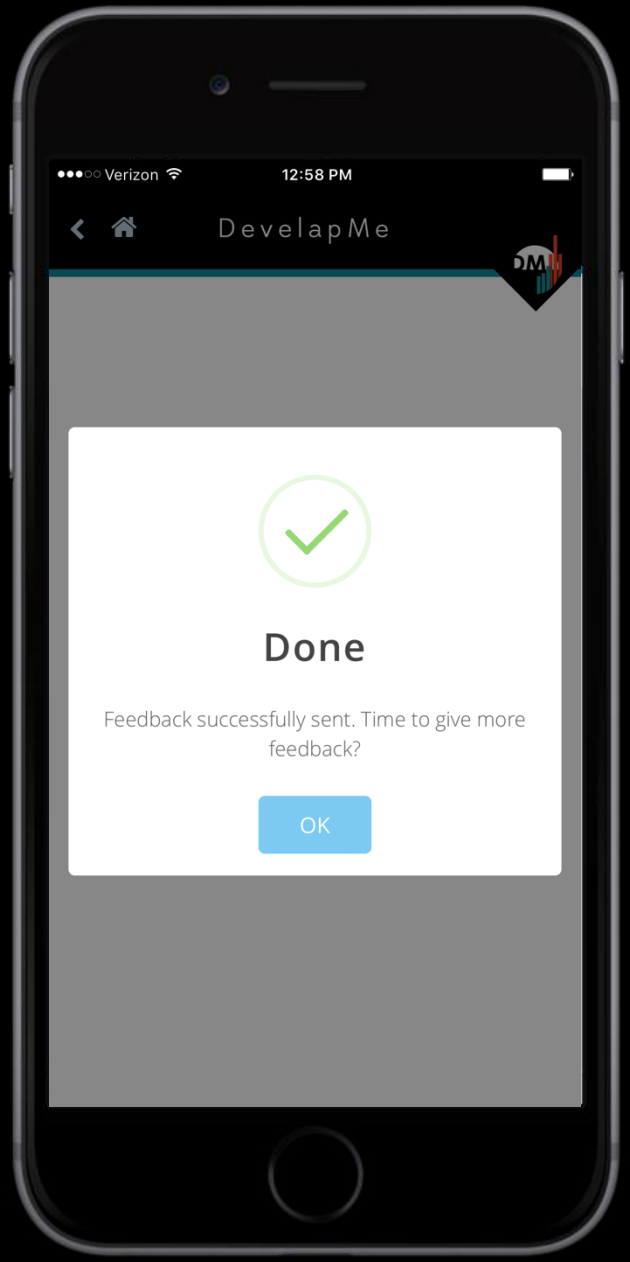
Leave comments



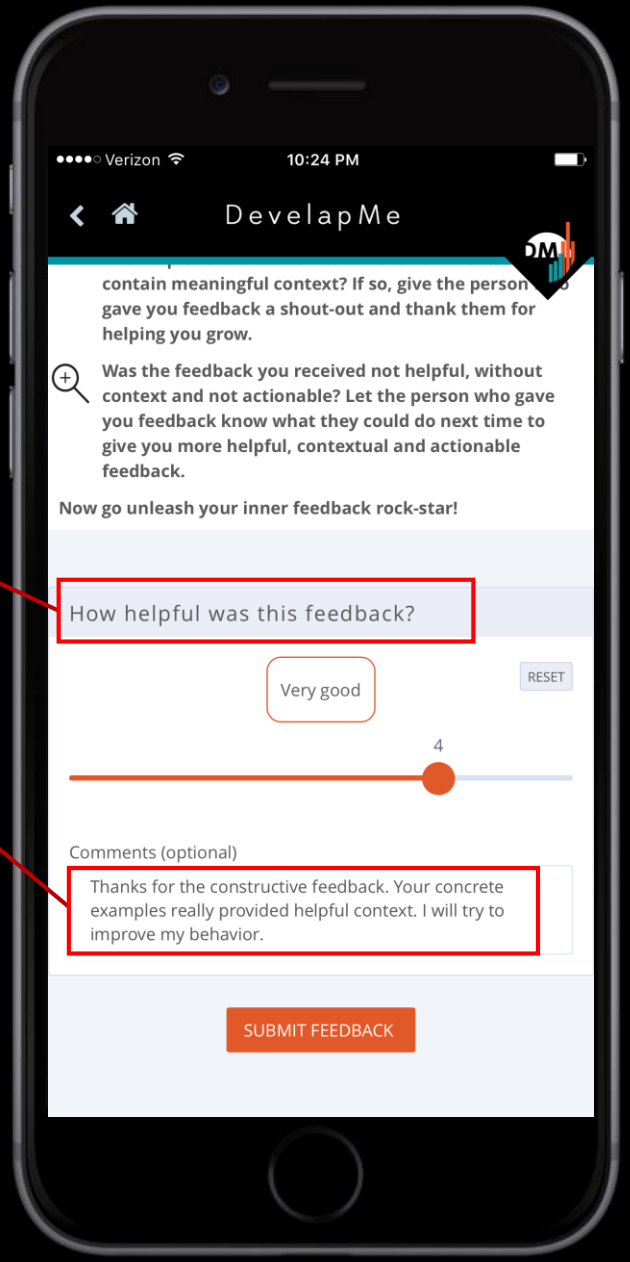
Submit feedback



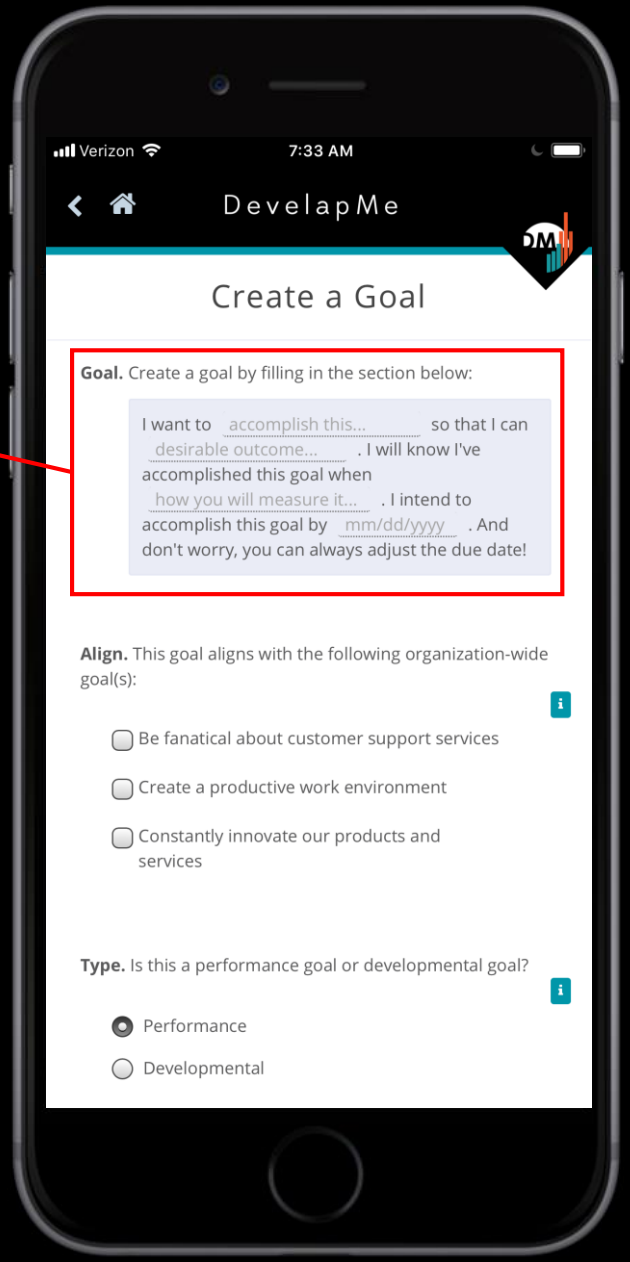
Instant feedback



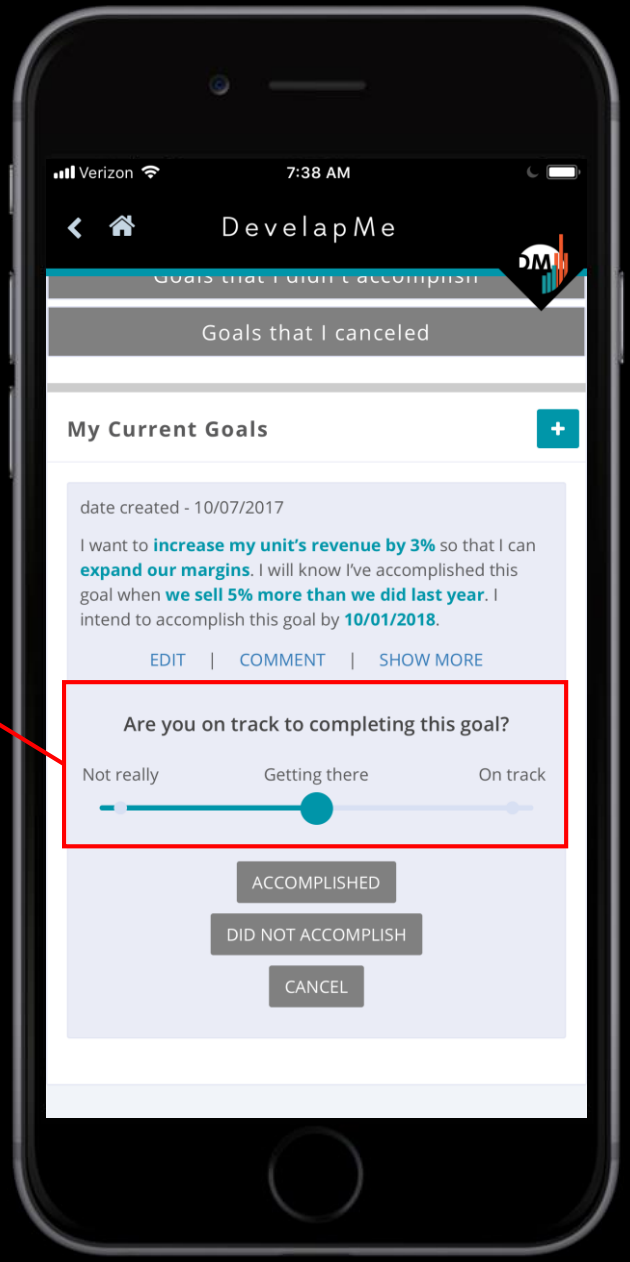
Coach others



Create Measurable Goals



Monitor Goal Progress



Healthcare Uses for Real-Time Feedback

- Revenue cycle feedback
- JCAHO-aligned feedback
- Patient satisfaction-focused feedback
- Operations-focused feedback

Enterprise-level Dashboard: Insights across the Organization

Activity

Feedback Givers	Feedback Receivers
243	248

# of Comments	# of Data Points
997	6563

Feedback Date

3/7/2016 — 2/17/2017

Count of feedback over time

DevelapMe

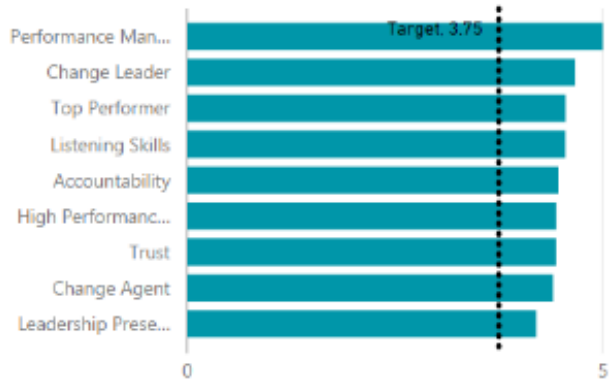
Insights

Competency: All

Question: All

Recipient Name: All

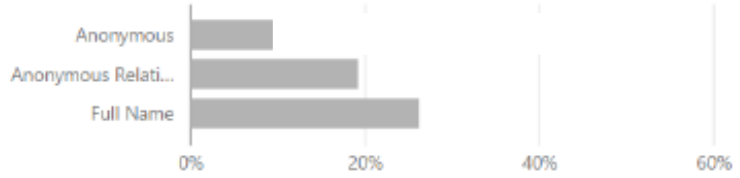
Average competency score



This is the average % change in scores between two points in time. Use the time slider on the left to dynamically calculate average % change at different points in time.

-1.54%
% Change

% of feedback by identity



Average score over time

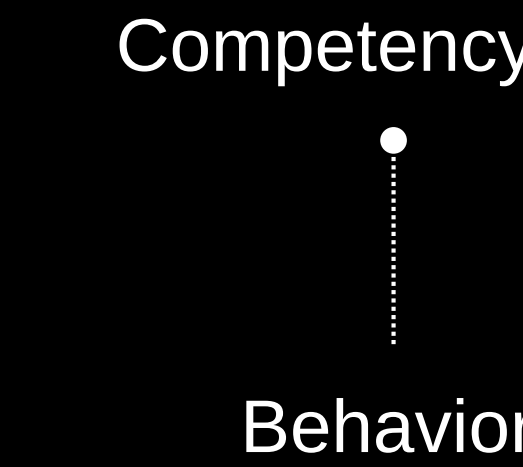
Comments by competency

Competency	Comment
Top Performer	Absolutely killed it as Corporate Relations, great growth potential within the organization.
High Performance Conflict	Adam does a great job managing others' expectations.
Top Performer	All the events planned this semester were really fun! I think you did a great job of creating new and inter

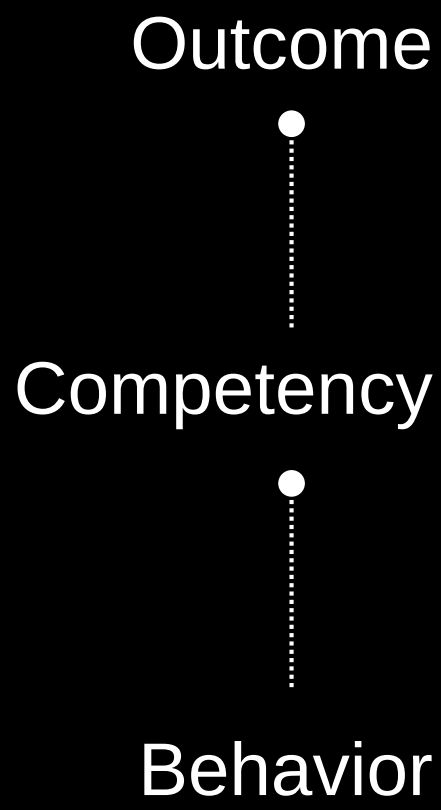
Connecting the Dots

Behavior

Connecting the Dots



Connecting the Dots



Connecting the Dots

Outcome	Improved patient outcomes
Competency	Patient Care
Behavior	Is detail-oriented during patient assessment and anesthetic care

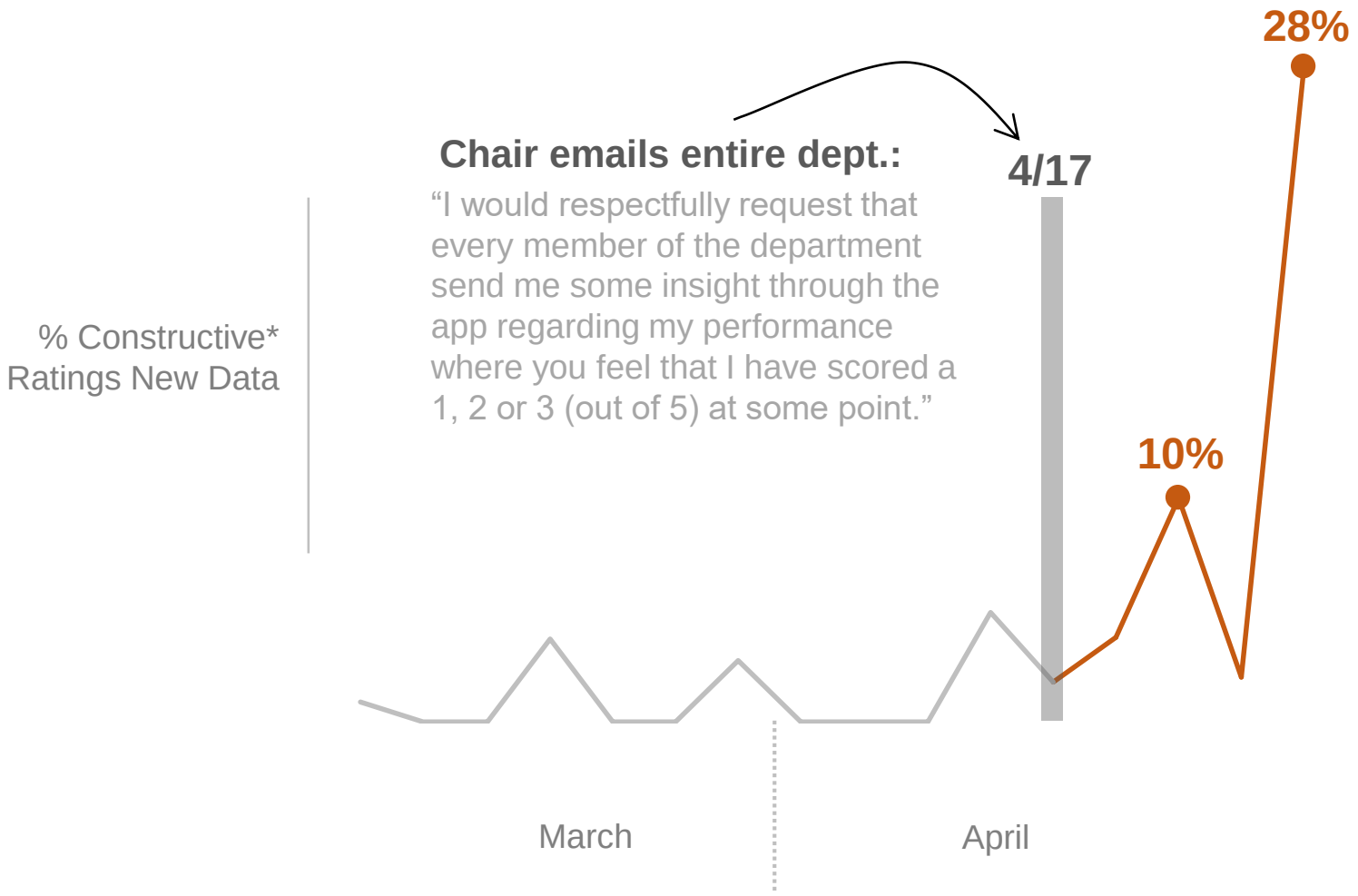
Use Case

Graduate Medical Education

TEMPLE HEALTH

Department Chair Communicates the Vision: “I honestly cannot become more effective at my job if I don’t know what I’m doing wrong.”

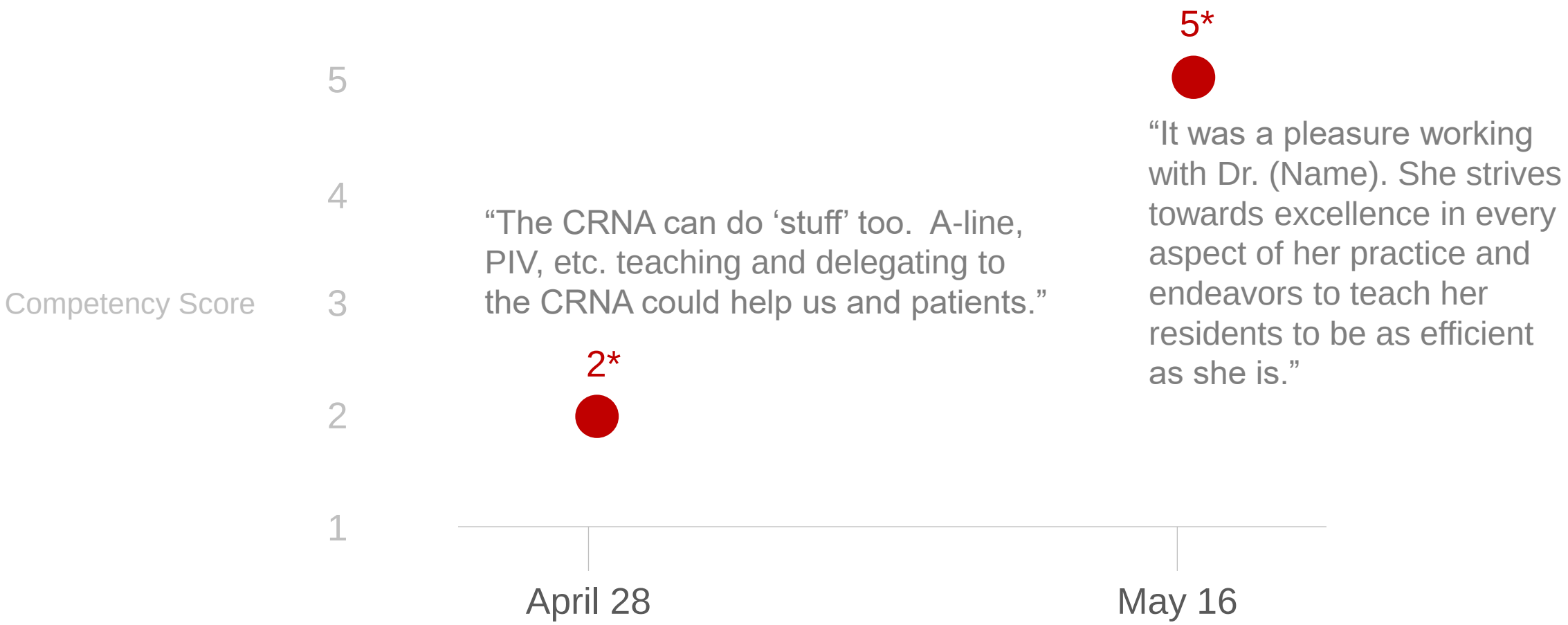
Growth feedback emerges: constructive* ratings **increase dramatically**



*Constructive rating = score of 1, 2 or 3 on a 5-point scale

Performance improvement

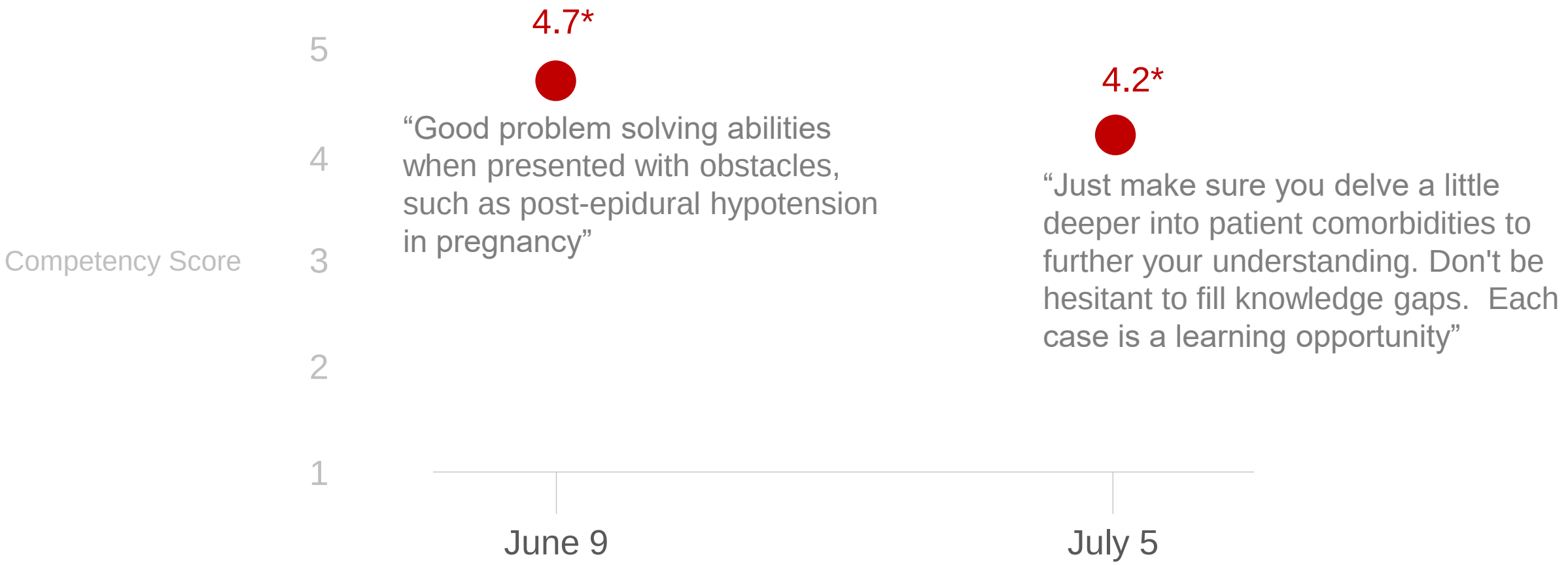
Physician supervisor improves based on feedback from Resident direct report



*Average score on April 28 based off 9 pieces of feedback, and on May 16, off 7 pieces of feedback. Feedback delivered on: Interpersonal and Communication Skills, Leadership, Patient Care, Practice-Based Learning and Professionalism

Growth feedback emerges

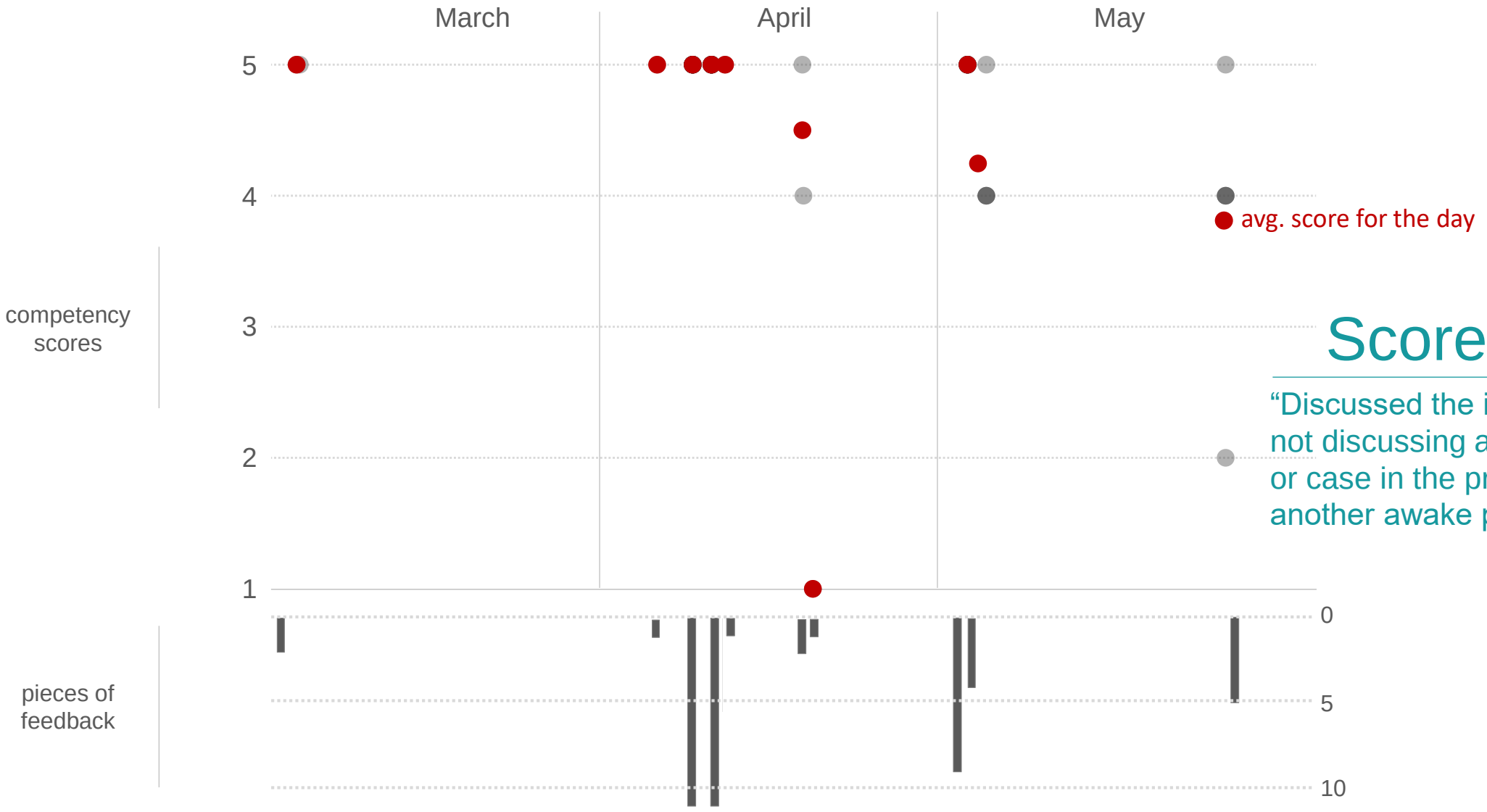
Physician supervisor gives specific, constructive feedback to Resident direct report



*Average score on June 9 based off 10 pieces of feedback, and on July 5, off another 10 pieces of feedback. Feedback delivered on: Interpersonal and Communication Skills, Leadership, Medical Knowledge, Patient Care, Practice-Based Learning and Professionalism

Real-time feedback encourages constant growth

Physician receives varied scores from physicians, residents and CRNAs

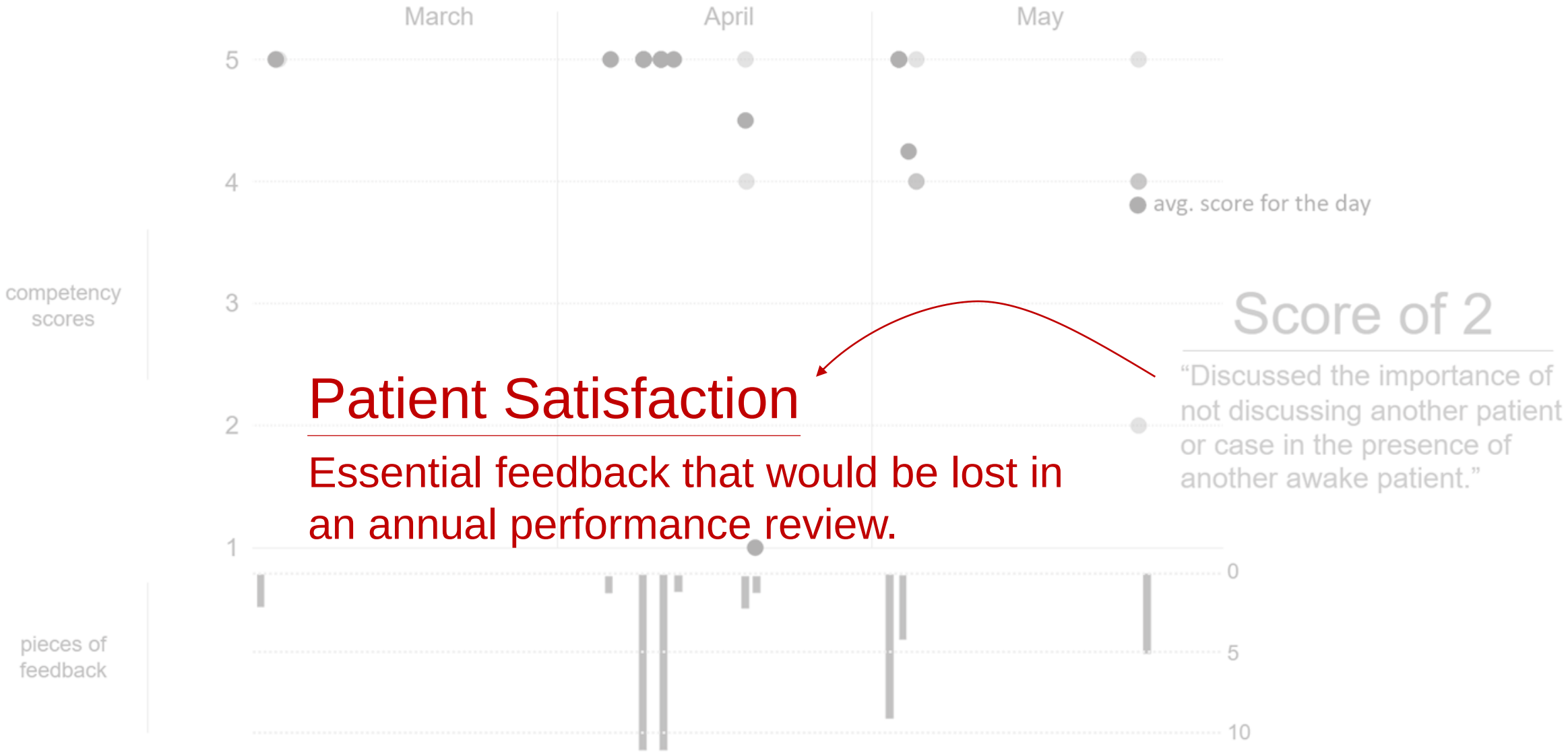


Score of 2

"Discussed the importance of not discussing another patient or case in the presence of another awake patient."

Real-time feedback encourages constant growth

Physician receives varied scores from physicians, residents and CRNAs



Patient Satisfaction

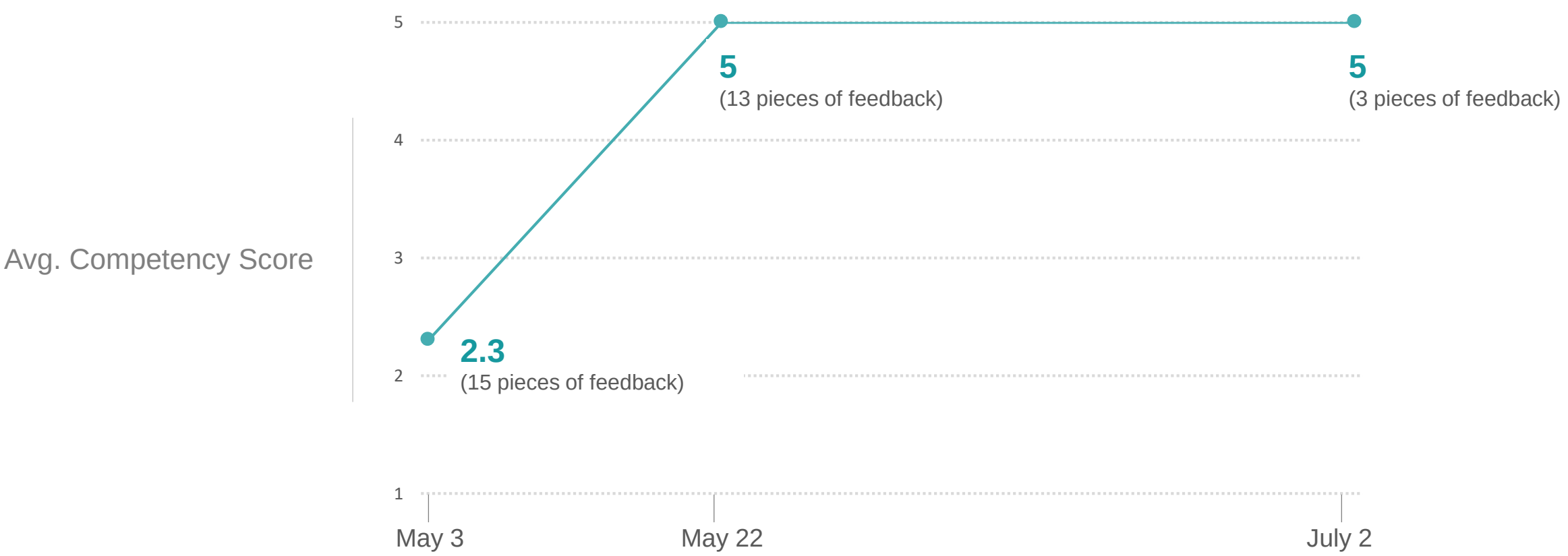
Essential feedback that would be lost in an annual performance review.

Score of 2

"Discussed the importance of not discussing another patient or case in the presence of another awake patient."

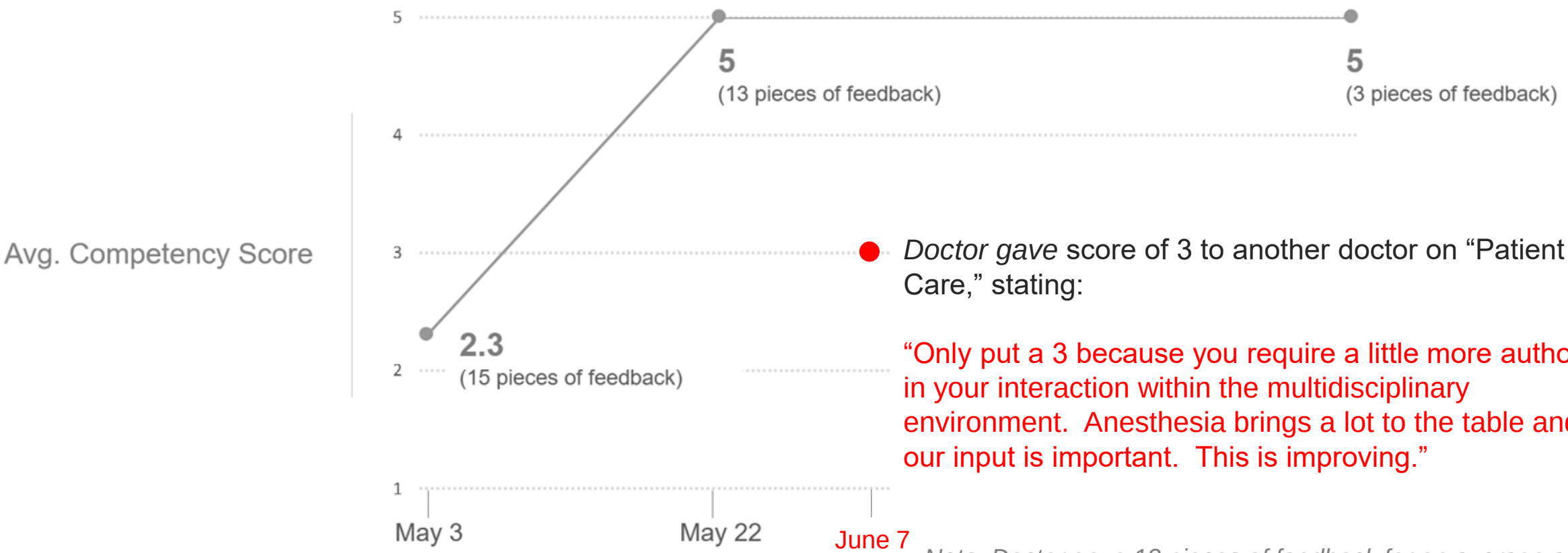
Constructive Feedback Results in Improvement

Feedback for Physician from Residents



Constructive Feedback Results in Improvement

Feedback for Physician from Residents



Doctor gave score of 3 to another doctor on "Patient Care," stating:

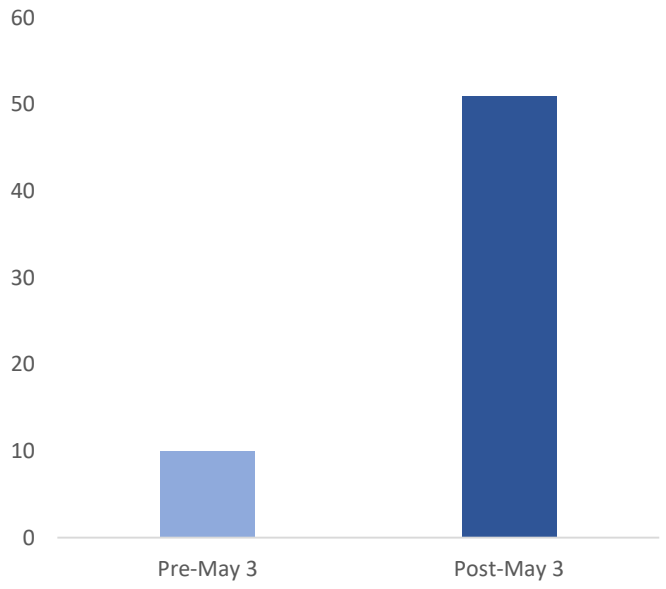
"Only put a 3 because you require a little more authority in your interaction within the multidisciplinary environment. Anesthesia brings a lot to the table and our input is important. This is improving."

Note: Doctor gave 12 pieces of feedback for an average of 4.3

Receiving Feedback *Incentivizes* Giving Feedback

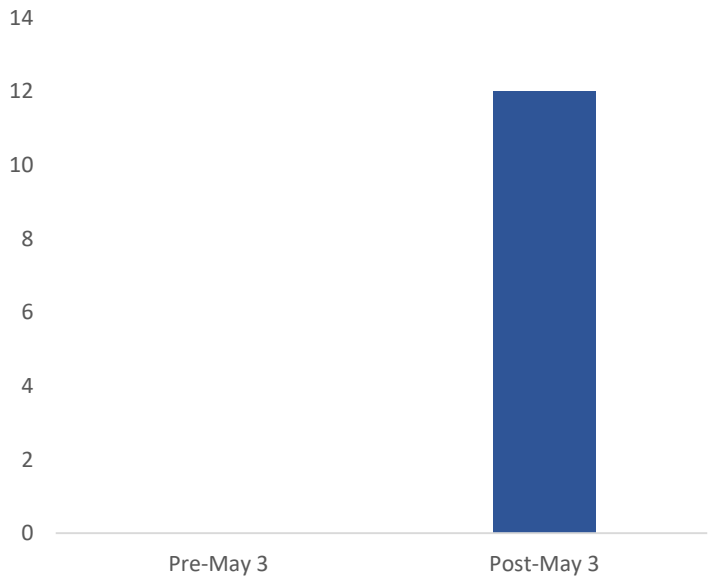
Upon receiving feedback on May 3rd, this physician…

…increased amount of feedback he was providing



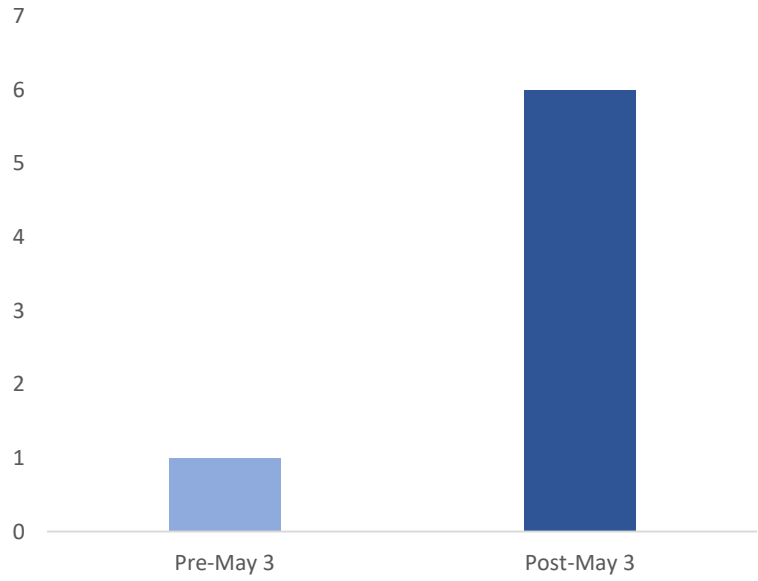
pieces of feedback given

…increased number of comments included with his feedback



comments provided

…increased number of recipients he provided feedback to



number of recipients

Accelerating Change with Feedback

"Communication skills could be improved in working with residents. A debriefing should occur at the end of cases when things do not go well."

"Had a patient who dropped O2 during an EGD - called Dr. (Name) to room - responded immediately & took the time to ASK me what was going on & LISTENED to my assessment. Made a few suggestions and patient status improved."

"Dr. (Name) helped me to correct my misunderstanding on daily assignment this morning."

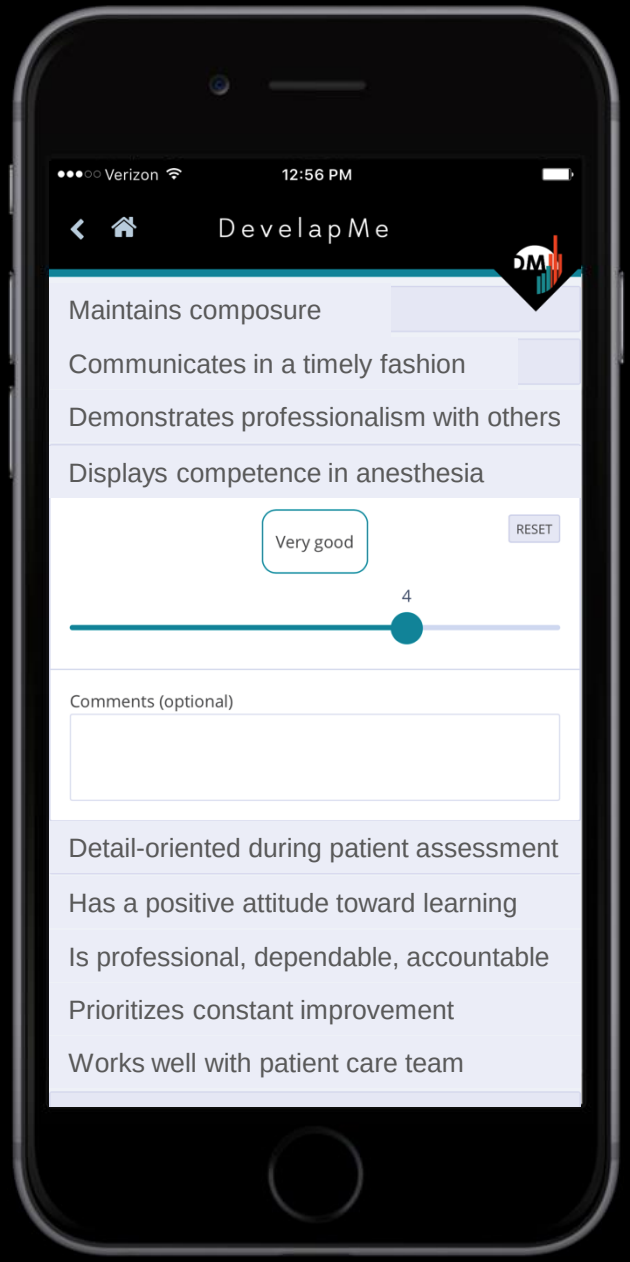
"Consider drugs other than propofol in hypovolemic patients!"

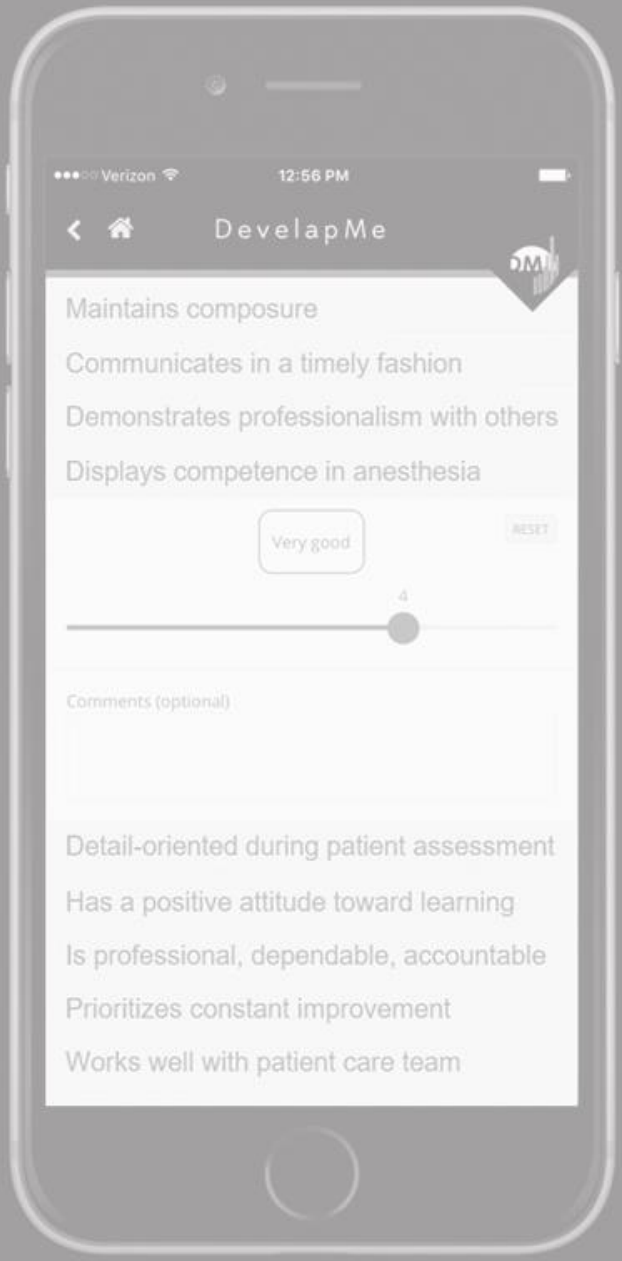
"Needs to improve his workflow efficiency, which will come with practice."

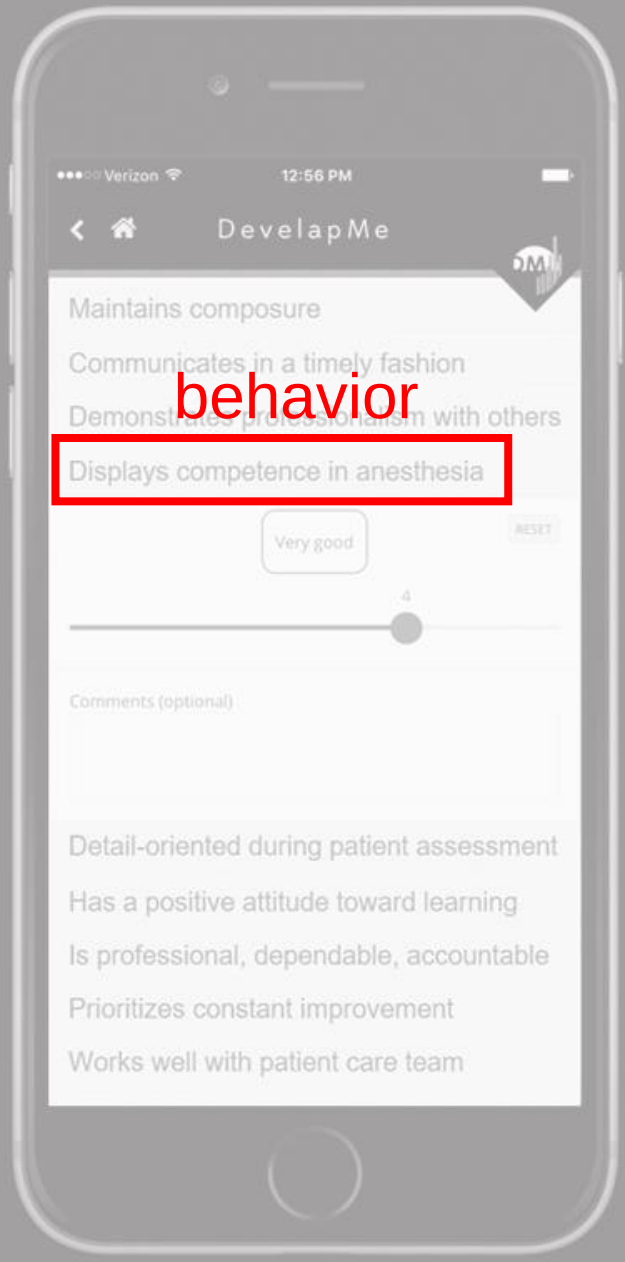
"Dr. (Name) was instructive in the OR and gave me constructive criticism in a manner that's conducive to learning."

Real-time feedback

Powerful tool for reporting




Verizon
12:56 PM
DevelapMe
Maintains composure
Communicates in a timely fashion
Demonstrates professionalism with others
Displays competence in anesthesia
Very good
RESET
4
Comments (optional)
Detail-oriented during patient assessment
Has a positive attitude toward learning
Is professional, dependable, accountable
Prioritizes constant improvement
Works well with patient care team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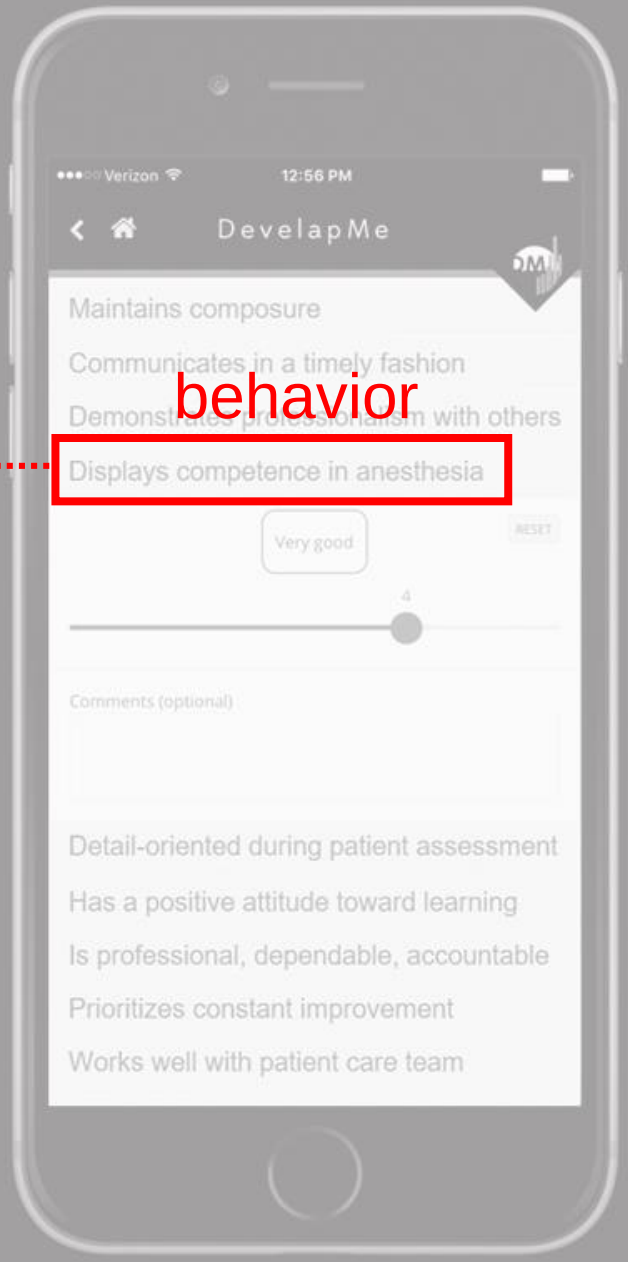
ACGME Core Program Requirement

Medical Knowledge – demonstrate knowledge about established and evolving biomedical, clinical, and cognate



behavior

Very powerful tool for reporting

ACGME Core Program Requirement

Medical Knowledge – demonstrate knowledge about established and evolving biomedical, clinical, and cognate

The big takeaways

- Improved communication translates to better outcomes
- Use technology to enhance performance management
- Accurately measure employee development

Questions

Connect with us

CONTACT@develapme.com

www.develapme.com