

2018 HCMS Physicians' Hospital Survey

Executive Summary

Objective and Background

The Harris County Medical Society (HCMS) Physicians' Hospital Survey is conducted regularly to improve the quality of care at Houston area hospitals via collaboration and improved relations between physicians and hospital administration. The results of the surveys are shared with hospitals who had statistically valid results, physicians and the public. This was our third survey. The 2016 results were blinded and shared only with hospitals and physicians. However, starting with the 2017 survey, all results were openly reported.

Houston area hospitals are eager to understand the survey findings. Once the 2017 survey was published, HCMS was asked by numerous hospitals to review the results as well as present the key findings to all the CEOs and CMOs at one large hospital system. HCMS also presented the survey at the American College of Healthcare Executives Conference in the fall of 2017 and 2018. Hospital administrators were interested and engaged. Each year, the panel discussion included a different hospital CEO who spoke about the value of the survey and how survey data was used to enhance processes at his/her hospital.

Survey Results

The results of the 3rd Physicians' Hospital Survey identified "management actions show patient safety is a top priority" is one of the issues that have the greatest impact on physician overall satisfaction with the hospital. The question received the highest question composite score and had one of the highest overall statistically significant increases from 2017 to 2018.

The survey offered actionable information for hospital administrators and showed results, positive and negative, that reflect outcomes due to hospital initiatives. For example, MD Anderson showed significant improvements in several areas after addressing feedback from past surveys. This year, the survey indicated that changes implemented at Houston Northwest by the new administration were not seen as positive by the medical staff. We reported those findings to the hospital CEO and system CEO.

Key Findings

Below you will find the key findings of the 2018 survey.

- ✓ Hospitals received the highest ratings for questions in the Quality of Medical Care section compared to questions in the other sections and were unchanged among the 22 hospitals reported in both 2018 and 2017.
- ✓ There was variance in scores for hospitals within the same system. It indicates that physicians did not have bias for a specific system but rather rated each hospital on its own merits. This allows hospitals within a system to identify best practices and areas for improvement.
- ✓ Overall physician satisfaction was highest among specialized hospitals.
- ✓ The results of the survey identified the issues which most affect overall physician satisfaction with the hospital:
 - Management actions that show patient safety is a top priority
 - Prompt, accurate answers to physicians' questions and feedback by hospital administration.

- Adequate physician input into quality measures
 - Opportunities to provide feedback on policies without retribution
 - Administration respect for and willingness to collaborate with medical staff.
- ✓ Patient Safety and Reporting Medical Errors show the highest level of satisfaction among the attributes measured.
 - ✓ Medical Staff Issues showed improved scores for Frequency of Meetings and Physician Impact on Bylaws & Policies compared to 2017 scores.

By System

- **CHI St. Luke's:** Patients Medical Center is among the top 33% of local hospitals for Overall Satisfaction at 81% but Baylor St. Luke's Medical Center is 2nd lowest with Overall Satisfaction at 61%. Baylor St. Luke's rated the lowest compared to all hospitals for Management Actions Showing that Patient Safety is a Top Priority (74%), even though their score increased significantly from 2017.
- **Harris Health:** Overall Satisfaction among physicians is average for Ben Taub (76%) and below average for Lyndon B. Johnson (70%). Satisfaction is at the bottom for Ease of Admitting Patients (67% for Ben Taub; 62% for LBJ), Ease of Scheduling Patients (58% for Ben Taub; 60% for LBJ) and Ease of Referring Patients (58% for Ben Taub; 59% for LBJ). All of these are challenging issues for a public health care system. However, EMR-related ratings remain above average for both institutions. Ease of Use scores are 81% for LBJ, and 80% for Ben Taub – virtually tied for highest with Memorial Hermann The Woodlands Hospital.
- **HCA:** Overall Satisfaction scores range from 78% for Clear Lake Regional Medical Center to 62% for Houston Northwest Medical Center. Houston Northwest dropped significantly on Overall Satisfaction and several other metrics since 2017. Park Plaza Hospital, a new entry due to increased physician participations, typically scores at or near the bottom among HCA hospitals.
- **Houston Methodist:** The West location scores 2nd highest in Overall Satisfaction at 88%, while the San Jacinto campus scores lowest at 60%, consistent with last year's ratings. Houston Methodist West replaces Texas Children's West Campus as the top scoring hospital on several measures. Houston Methodist San Jacinto is at the bottom of the ratings on several metrics. All campuses except San Jacinto score in the top half of area hospitals for Ease of Admitting, Scheduling and Referring Patients.
- **Memorial Hermann:** Children's Memorial Hermann scores highly in Overall Satisfaction (85%) while Memorial Hermann Memorial City Medical Center (MHMCMC) underperforms at 68%. MHMCMC scores the lowest of all area hospitals for several attributes. EMRs are an area of strength for the Woodlands location (#1 in Ease of Use) and Children's Memorial Hermann (#1 in Help Desk Support).
- **Texas Children's:** Both the Main Texas Medical Center campus and the West Campus again have above average scores for most metrics. The West Campus repeats as the top-rated hospital for Overall Satisfaction and is at or near the top for many metrics. The West and Main campuses are #1 and #2 respectively for Referrals, EMR Implementation & Training and Comprehensive Access to Clinical

Patient Information and would lead in others if not for the stellar performance of Houston Methodist West.

- **MD Anderson Cancer Center:** MD Anderson scores significantly higher than in 2017 for Overall Satisfaction at 88% and has improved over last year on several other metrics. MD Anderson is still near the bottom for Frequency of Meetings (65%), though physicians now have a better view of work/life balance at MDACC, and MD Anderson is the highest scoring local hospital for Leadership Training Opportunities.
- **St. Joseph Medical Center:** St. Joseph scores below average in Overall Satisfaction (67%) and most other metrics. Results for St. Joseph are relatively unchanged from 2017.

Methodology

The 2018 HCMS Hospital Survey, conducted by Endeavor Management, was launched in September 2018 and was completed in November 2018.

Invitations to participate in the Web survey were e-mailed in September and reminders were sent via email and fax throughout September, October and November. Announcements encouraging participation were made at hospital medical staff meetings.

Physicians could choose to evaluate multiple hospitals, and the majority evaluated between 1 and 3 hospitals. A total of 2,336 physicians completed the survey, providing 3,909 unique hospital evaluations. Results were analyzed and reported for the 24 hospitals receiving at least 65 evaluations, to ensure statistical significance of the results.

Evaluations included basic physician demographics for hospital systems in Harris County. Each individual hospital was rated according to satisfaction with 39 specific components in these areas:

- Overall Satisfaction
- Quality of Medical Care
- Hospital Policy & Administration
- Medical Staff Issues
- Electronic Medical Records (EMR)

All satisfaction questions were asked on a 5-point rating scale, with 5 meaning Very Satisfied and 1 meaning Very Dissatisfied. Results for these questions are reported as Net Satisfaction, weighting individual responses by this formula:

- Very Satisfied = 100%
- Somewhat Satisfied = 75%
- Neutral = 50%
- Somewhat Dissatisfied = 25%

Conclusion

The main purpose of the HCMS 2018 Hospital Survey was to encourage dialogue and collaboration between physicians and hospital administrators to improve the quality of care in Houston area hospitals. HCMS presented the results to hospital administrator organizations and hospital systems and plans to continue outreach in 2019. The results of the survey show that overall physician satisfaction is high, but there are areas where physicians and hospital administrators can work together to improve the quality of care for Harris County residents.