



Your Voice Matters:
Patient Experience with Primary Care
Providers in the Puget Sound Region

2014 Community Checkup Overview

Your Voice Matters is an initiative of the Washington Health Alliance (formerly known as the Puget Sound Health Alliance) to understand patients' experience with their primary health care providers. While many medical groups take steps periodically to assess their patients' level of satisfaction or experience using a variety of survey tools, **this initiative produces publicly available comparable results for 46 medical groups with clinics in 185 locations across a five-county Puget Sound region** (King, Kitsap, Pierce, Snohomish, and Thurston counties). This is the only report of its kind in the Puget Sound area. Both medical group and clinic results are available on the Alliance's Community Checkup website: www.WAcommunitycheckup.org



www.wacommunitycheckup.org

This is the second time that the Washington Health Alliance has administered this nationally developed and standardized patient experience survey. Between September and November 2013, surveys were mailed to approximately 120,000 people in the Puget Sound area, a 33% increase from the first survey in 2011 (results reported in 2012). The survey asked patients to report their experiences with their health care provider and the provider's office staff over the last 12 months. We are very pleased to have achieved an overall 29% response rate that enables robust reporting. This rate of response is typical for this type of patient experience survey.

Through this effort, we are striving to:

- Send clear signals for expected performance by measuring and publicly reporting patient experience in a standardized manner across medical groups and clinics with comparisons to both the regional average and the regional 90th percentile performance;
- Support learning opportunities with actionable information for primary care practices to improve patient experience; and
- Activate consumers to better understand and expect excellence in patient experience.

This year, for the first time, we were able to include individuals in the survey who are insured through the Washington State Medicaid program, thus enabling results for more of the community health centers and other safety net clinics serving this population.

We would like to extend our very sincere thanks to the six health plans—Cigna, Group Health, Premera Blue Cross, Regence Blue Shield, UnitedHealthcare, and the Washington State Health Care Authority (Medicaid)—that recognized the importance of this effort and enabled the survey by providing the patient sample for the survey. We would also like to thank The Center for the Study of Services (CSS), the vendor who fielded the survey on behalf of the Washington Health Alliance and provided expert assistance throughout the process.

For more information, please contact Susie Dade at the Washington Health Alliance: sdade@wahealthalliance.org

Summary of 2013–2014 Patient Experience Survey Results

Considerable detail is included in this report and on the Alliance’s Community Checkup website (www.wacommunitycheckup.org) with both medical group and clinic level results included for four measures of patient experience. A high level overview of the 2013–2014 results is shown below. Results include the “top box” scores or the best performance for each measure.

GETTING TIMELY APPOINTMENTS, CARE AND INFORMATION

(Scores reflect the % of patients that responded “always”)

Puget Sound Regional Average	54.1%
Puget Sound 90th Percentile Performance	62.8%
National 90th Percentile Performance ¹	77%
Range of Performance within the Region (from lowest scoring to highest scoring medical group)	36.6% – 70.1%

HOW WELL PROVIDERS COMMUNICATE WITH PATIENTS

(Scores reflect the % of patients that responded “always”)

Puget Sound Regional Average	79.2%
Puget Sound 90th Percentile Performance	85%
National 90th Percentile Performance ¹	92%
Range of Performance within the Region (from lowest scoring to highest scoring medical group)	61.6% – 90.8%

HELPFUL, COURTEOUS AND RESPECTFUL OFFICE STAFF

(Scores reflect the % of patients that responded “always”)

Puget Sound Regional Average	73.2%
Puget Sound 90th Percentile Performance	81.3%
National 90th Percentile Performance ¹	90%
Range of Performance within the Region (from lowest scoring to highest scoring medical group)	52.6% – 91.2%

PATIENT’S OVERALL RATING OF THE PROVIDER

(Scores reflect the % of patients that responded 9 or 10 on a scale of 0–10)

Puget Sound Regional Average	73.8%
Puget Sound 90th Percentile Performance	82%
National 90th Percentile Performance ¹	91%
Range of Performance within the Region (from lowest scoring to highest scoring medical group)	56.1% – 88.0%

¹ Based on the most recent 12-month period of data available through the CAHPS database which is for Calendar Year 2012; Source: CAHPS Database

How Do the Most Recent Overall Scores Compare to Scores from the 2011–2012 Survey

The news is mixed, unfortunately. We were able to analyze the scores for the 154 clinics that participated in both the 2011 and the 2013 surveys to provide a more comparable analysis of Puget Sound averages on each of the four measures across the two years.

Overall, regional performance, based on the regional average, **improved** for one measure:

- Helpful, Courteous and Respectful Office Staff

Overall, regional performance, based on the regional average, **declined** for two measures:

- How Well Providers Communicate with Patients
- Patient’s Rating of the Provider

The details are shown below. *The changes are statistically significant at the 95% confidence level.*

	HELPFUL, COURTEOUS AND RESPECTFUL OFFICE STAFF	HOW WELL PROVIDERS COMMUNICATE WITH PATIENTS	PATIENT’S RATING OF THE PROVIDER
	IMPROVED	DECLINED	DECLINED
2013 Puget Sound Regional Average	73.9% (n = 23,664)	80.1% (n = 23,677)	74.6% (n = 23,521)
2011 Puget Sound Regional Average	71.9% (n = 26,025)	80.9% (n = 26,135)	75.4% (n = 25,943)

* *Note: These regional scores differ from other regional scores included in this report because they are based on a subset of the 154 clinics that participated during both survey years.*

Overall, regional performance, based on the regional average, **did not change** for one of the measures:

- Getting Timely Appointments, Care and Information

The comparison of results for this fourth measure (54.9% in 2013 and 55.5% in 2011) was not statistically significant at the 95% confidence level.

What Do We Mean By Patient Experience?



“Patient experience” refers to what **happens** to a person when they are interacting with the health care system and trying to have their needs met; it is also the patient’s perceptions of those interactions. A patient’s experience typically begins with a phone call or secure email to their primary care provider’s office. It includes the patient’s experience in making an appointment for routine or urgent care and how easy it is to be seen *at a time that the patient feels is needed*. It includes the time a patient is at the provider’s office and any follow-up contact that happens after. **Effective communication between provider and patient is the most critical element of the patient’s experience.** Patients need easy-to-understand explanations about their health concerns and clear instructions about what they need to do following their visit to their health care provider. Patient experience is about creating trust, laying the foundation for improving the health and well-being of the patient.

A patient’s experience is heavily influenced by how well their provider knows important information about their medical history and how well their provider listens to what they have to say. Patients want their provider to explain things in a way they can understand and show respect for their concerns and questions. Patients want their primary care providers to be informed and up-to-date about the care they received from specialists.



The Results of Excellent Patient Experience and Effective Patient Communication

INTERMEDIATE OUTCOMES

- Increased patient knowledge
- Increased patient feeling of empowerment
- Better independent decision-making and self-care
- Increased adherence to provider recommendations for care and for use of medications
- Reduced medical errors and adverse events

LONG TERM OUTCOMES

- Improved clinical outcomes (biometric indicators like blood pressure or cholesterol levels)
- Improved quality of life, functional status and well-being
- Reduced disparities in care
- Reduced cost of care (less non value-added or duplicative care)
- Improved survival

Why is Patient Experience Important?

#1 Experience matters to patients and their families. Excellent patient experience during care is an outcome unto itself, and one highly valued by patients. Patients want to be respected, feel heard, get the care they feel they need when they need it, and understand their health conditions.

#2 Patient care experience is linked to clinical quality. “Patient-centeredness” is now widely accepted as a core dimension of health care **quality**. The Institute of Medicine (IOM) includes patient-centered care as one of six domains of quality. The term may seem like jargon, but it refers to important, basic ideas, such as:

- Physicians and other members of the health care team encourage the engagement and active involvement of patients and their families in decision-making.
- Care focuses on the “whole person” with consideration for personal preferences and values, family situation, social circumstances and lifestyle choices.
- Communication is two-way and sensitive to the needs of the patient and his or her ability to understand.
- Care is well coordinated with and for the patient, so that as patients move between different providers and settings of care, important care elements are remembered, communicated and tracked.

#3 Patient-centered care, patient experience and quality all go hand-in-hand. “Research evidence indicates that there are strong positive relationships between a healthcare team member’s communication skills and a patient’s capacity to follow through with medical recommendations, self-manage a chronic medical condition, and adopt preventive health behaviors. Studies show that the clinician’s ability to explain, listen and empathize can have a profound effect on biological and functional health outcomes as well as patient satisfaction and experience of care.”²

#4 Patient experience is good for business. There is heightened market focus on patient experience. Both nationally and here in Washington, more and more attention is being given to the development of Accountable Care Organizations (ACOs) and Accountable Collaboratives for Health (ACHs). Strong, effective primary care, delivered through patient-centered medical homes or health homes, is recognized as foundational to cost-effective health care over the longer term. As both public and private health care payers move toward payment for *value*, not just the volume of care provided, patient experience will, no doubt, be a key metric in evaluating performance.

In addition, relationship quality is a major predictor of patient loyalty. Patients often act in response to their experience of care, responding either by staying or by “voting with their feet.” Further, patient experience is inversely correlated to complaints and medical malpractice risk, meaning that as patient experience improves, the risk of complaints goes down.

² Institute for Healthcare Communication

Why Measure Patient Experience Using a Standardized Survey?

The use of surveys to ask patients about their experience in the health care setting is the best and often only way to know (and to measure) whether the experiences deemed essential for high quality, patient-centered care actually take place. **If you want to know about patient experience, you have to ask patients.** And if you want to be able to see results across primary care practices and share those results with consumers, you have to use the same survey in a standardized way to get comparable results.

Is Patient Experience the Same Thing as Patient Satisfaction?

Patient experience is different from patient satisfaction in some very important ways.

Surveys designed to measure patient **experience** include satisfaction measures but go beyond simple ratings of satisfaction to focus on the interactions patients should ideally experience during their health care encounters. Patient experience surveys ask patients *whether or not, or how often*, certain events or behaviors actually occurred. Patient experience survey questions focus on the dimensions of care that are most important to patients AND that are linked to improved health *outcomes* for patients. For example, these are two questions that patients are uniquely qualified to answer:

- How often does the patient have the ability to get the information they need in response to questions about their health concerns?
- How often does the patient feel listened to and do they understand explanations about their health issues and important instructions about recommended care?

Because patient experience surveys ask patients whether or not, or how often, certain events or behaviors happen, the results can be useful in highlighting specific, actionable areas that providers can focus on for improvement in the practice setting.

In contrast, many patient surveys are based exclusively on the respondent's **satisfaction** ratings of their health care provider and other aspects of care. These patient satisfaction surveys use ratings, for example, from excellent to poor, to reflect the patient's *expectations and feelings*, which can be very subjective. Unfortunately, even though they have been more widely used, patient satisfaction surveys are less helpful in understanding what can be done to improve performance. More importantly, patient *satisfaction* alone is not strongly linked to improved health outcomes in any meaningful way.

Understanding the Most Important Patient Experience Drivers of Overall Rating of Providers

With heightened attention focused on patient experience as a key measure of performance, more and more medical groups are doing work to understand what elements of the patient experience most highly correlate with the overall rating of care. In other words, which patient experience measures distinguish clinics that are highly rated overall from clinics that receive lower ratings overall?

We conducted a "Key Driver Analysis." Using correlation analysis and the data from this patient experience survey, we identified nine variables that explain 82% of the variation in the overall provider ratings among all the surveyed clinics across the Puget Sound region. Interestingly, eight of the nine variables concern different aspects of *effective provider communication*.

The table below lists them in order of importance, from highest to lowest, based on the correlation of the key driver to the Rating of Provider score; the correlation coefficient is given in the table. Also shown is the Puget Sound Regional 90th percentile score for this question.

KEY DRIVER ³	CORRELATION COEFFICIENT	PUGET SOUND REGIONAL 90TH PERCENTILE ⁴
How often did you feel this provider really cared about you as a person?	0.838	88.2%
How often did this provider listen carefully to you?	0.821	90.3%
How often did this provider seem to know the important information about your medical history?	0.817	75.6%
How often did this provider explain things in a way that was easy to understand?	0.813	89.5%
How often did this provider answer all your questions to your satisfaction?	0.805	85.9%
How often did this provider show respect for what you had to say?	0.797	91.8%
How often did this provider spend enough time with you?	0.771	83.8%
How often did this provider give you easy to understand information about your health questions or concerns?	0.746	86.9%
How often did this provider seem informed and up-to-date about the care you got from specialists?	0.681	71.5%

Importance (Correlation) to Rating of Provider

↑ Higher

↓ Lower

Improving Patient Experience

There is a growing body of evidence and information about proven activities that support patients and families in the day-to-day self-management of their conditions and overall health. Enabling patients to make good choices, to follow-through with recommended care and sustain healthy behaviors requires a collaborative relationship—a health partnership between health care providers and teams, and patients and their families.

Two resources are noted below to provide some ideas, but a review of the literature will readily reveal additional resources to help busy medical practices.

In 2011, the California Quality Collaborative⁵ focused on patient experience in a year-long intensive effort that brought provider organizations together with expert faculty. Through this process, they identified several high impact **changes that practices and physicians can make to improve patient experience**. Here's what they found:

³ Questions from the CG-CAHPS Survey

⁴ Reflects % of patients reporting "Always" in response to the question noted

⁵ For more information, see: <http://www.calquality.org/>

- Negotiate the agenda with the patient at the start of each visit
- Make a personal connection and demonstrate empathy through eye contact and empathic statements
- Provide closure by summarizing next steps and an action plan for the patient
- Notify patients of all test results right away, whether positive or negative
- Review the patient chart prior to the visit
- Handle more than one medical problem during the visit and extend (lengthen) return intervals when appropriate
- Open same-day appointment slots
- Implement office “huddles” to monitor and manage patient flow on a daily basis

In May 2013, Minnesota Community Measurement⁶ published “A Guide for Transforming the Patient Experience through Improved Communication.” This guide relies upon patient stories and case studies to illustrate, ultimately offering several recommendations for improvement that are summarized below. You’ll note the similarities to the ideas shared above.

Pre-Visit

- Establish systems within the practice that make it easy for the health care team to gather clinical information prior to the visit.
- Have schedulers ask (or messages in your automated scheduling system asking) patients to bring questions, concerns, medications and health monitoring information to their appointment.
- On a daily basis hold seven-minute “office huddles” to rapidly identify areas for bottlenecks and inefficiencies to occur and address immediately.

During-the-Visit

- Collaboratively develop a visit agenda with the patient and family, handling as many concerns as possible, and plan return visits as appropriate.
- Engage the entire practice team in supporting patients, using “warm handoff” introductions and explain team member roles to patients.
- Ask about patient goals to improve their health and help them make action plans that build confidence in their ability to reach these goals.
- Use “teach-back” (or ask-tell-ask) to provide just the right information at just the right time and “close the loop” to ensure patients understand and know how to use the information.

Post-Visit

- Provide a written care plan or visit summary that includes goals and action plans to ensure patients and families know what to do when they leave the visit.
- Use group medical appointments, peer-led support groups, or patient education classes to provide opportunities for patients to share experiences and support one another.
- Organize follow-up support to help patients sustain healthy behaviors between visits.
- Extend care into the community by linking patients to community program.

⁶ For more information, see: <http://www.mncm.org/>

The Survey Instrument



The Washington Health Alliance Patient Experience Survey is based on the Consumer Assessment of Healthcare Providers and Systems (CAHPS®) Clinician & Group 12-Month Survey, also known as the CG-CAHPS Survey. Introduced by the U.S. Agency for Healthcare Research and Quality (AHRQ) in the mid-1990s, the CAHPS program encompasses a range of standardized surveys that ask consumers and patients to report on and evaluate their experiences with health care. CAHPS surveys are the most widely used surveys for assessing patient experience of care in the U.S., and have undergone rigorous scientific development and testing to ensure validity and reliability.

The survey content is shaped by input from patients and other key stakeholders, including health care providers, health plans and purchasers of care. The CG-CAHPS survey includes 52 questions, asking patients to report their experiences with the health care provider and the provider's office staff over the last 12 months. The CG-CAHPS was endorsed by the National Quality Forum (NQF) in 2007.

By using a nationally developed, standardized survey, we will not only be able to compare our results locally but also benchmark those results against national best practices.

A detailed description of the survey protocol and analysis plan may be found at the end of this report.



What Patient Experience Measures Are Included in this Report?

We are using **four measures** that summarize the results of the survey. Three of these four measures are composite measures. Composite measures are used because they efficiently summarize what would otherwise be a large amount of data generated by a 52-question survey. The three composite measures are:

1. Getting Timely Appointments, Care and Information

(Composite of 5 survey questions)

2. How Well Providers Communicate with Patients

(Composite of 6 survey questions)

3. Helpful, Courteous and Respectful Office Staff

(Composite of 2 survey questions)

The fourth measure is not a composite, but rather reflects patient responses to a single question:

4. Patient's Overall Rating of the Provider

What follows in this report are results for 46 medical groups located across the Puget Sound region for these measures. In addition, results on the same four measures are being reported for 185 clinic locations. Results are also available on the Alliance's Community Checkup website: www.wacommunitycheckup.org

Performance results reflect the "top box" rate. The reported rate is the percentage of patients whose responses indicated high performance for a given measure. To illustrate, the following response categories indicate a high level of performance or the "top box":

- Questions that ask about **how often something happens: ALWAYS**
(out of a 4-point scale: Always, Usually, Sometimes, Never)
- Questions that ask **whether something happened: YES or YES, DEFINITELY**
(based on Yes/No choice or Yes, definitely/Yes, somewhat/No choice)
- Question that asks for a **rating of the provider: 9 and 10 combined**
(scale of 0–10)

We are reporting the top box rate (rather than the average) for two important reasons:

First, here in Washington, we aspire to excellent (90th percentile) performance and to be among the best in the country. By reporting top box results for each medical group and clinic, we aim to establish excellence as the standard.

Second, top box rates are easier to explain. Focus group testing indicates that consumers understand what the results mean. Top box reporting is more effective in helping consumers to identify providers with whom patients *most often* have the best patient experience.

Summary of Respondent Characteristics Across Puget Sound

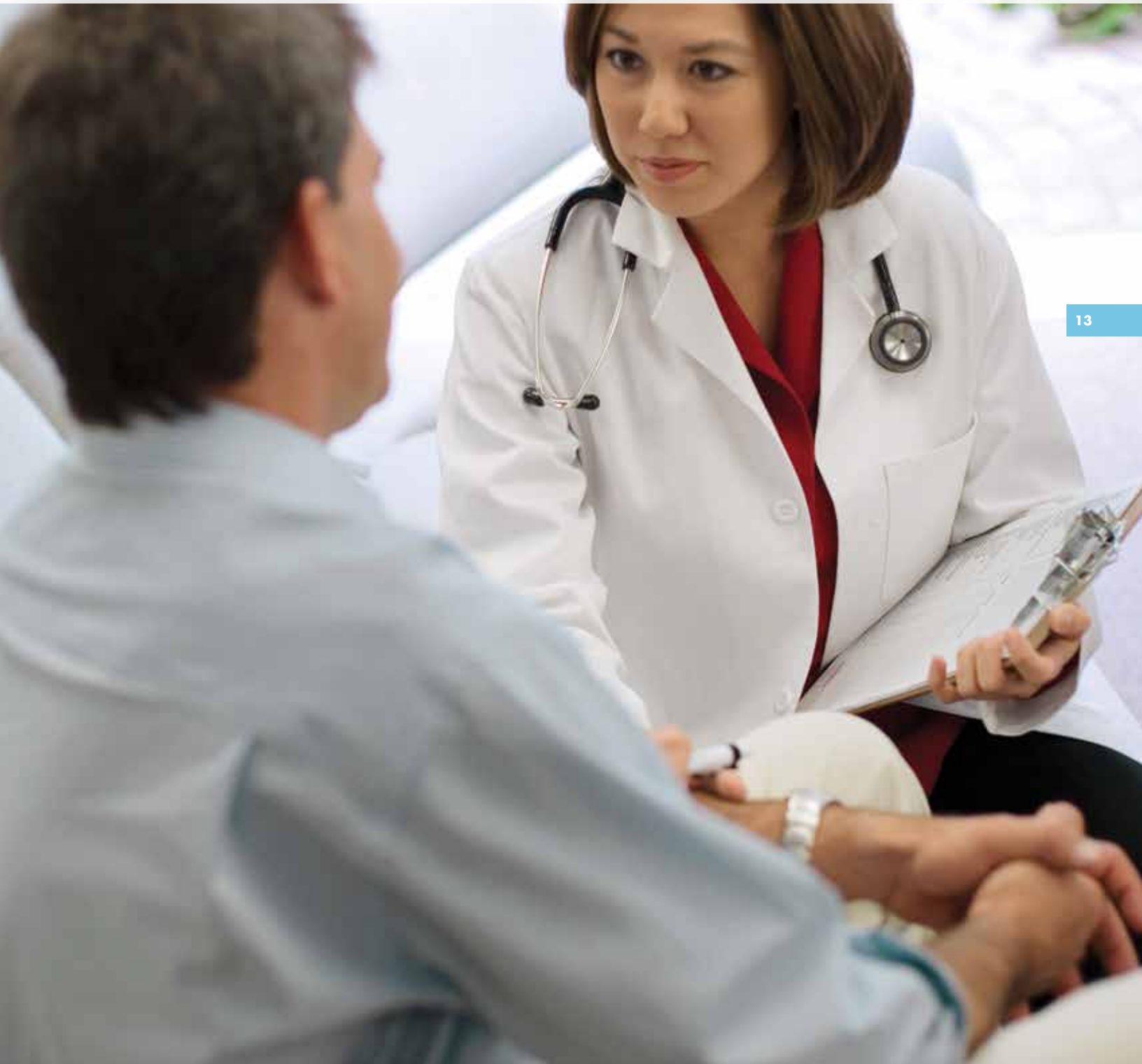
Patient Reported Characteristics

AGE	
18 – 24 years	2%
25 – 34 years	8%
35 – 44 years	11%
45 – 54 years	19%
55 – 64 years	30%
65 – 74 years	19%
75 or older	11%
GENDER	
Male	36%
Female	64%
GENERAL HEALTH	
Excellent	14%
Very Good	36%
Good	32%
Fair	14%
Poor	4%
EDUCATION	
8th grade or less	1%
Some high school, but did not graduate	3%
High school graduate or GED	16%
Some college or 2-year degree	33%
4-year graduate	19%
More than 4-year college degree	27%
RACE*	
White	85%
Black or African-American	4%
Asian	7%
Native Hawaiian or other Pacific Islander	1%
American Indian or Alaskan Native	2%
Other/Multiple	3%
ETHNICITY	
Hispanic or Latino	3%

* Percentage may not add up to 100% because respondents could choose more than one category.

Medical Group Results for the Puget Sound Region

On the following pages, you'll find results for 46 medical groups in the Puget Sound area on four measures of patient experience. On all four measures, the Puget Sound's 90th percentile score is at least seven percentage points *below* the national 90th percentile score for the most recent year that data is available.



Getting Timely Appointments, Care and Information

As was true in 2011–2012, this area is where the region has the most room for improvement. Overall, only 54.1% of patients report that they “always” get timely appointments, care and information. On a *national* level, top 10% performers are achieving scores of 77% or higher, whereas the Puget Sound 90th percentile score is 62.8%.

Having timely access to care and information that patients can rely upon is important for several reasons:

- Patients are more likely to identify health problems early and prevent them from becoming worse.
- Patients are less likely to make unnecessary and costly trips to the emergency room or experience potentially preventable hospitalizations.
- Knowing that they can get what they need when they need it is critical for patients to build trust with their primary care team.

Here are some ways that providers and medical groups can improve the timeliness of care for patients:

- Provide open access scheduling for routine and urgent care appointments.
- Provide access to secure email for clinical advice, test results and follow-up with primary care team members.
- Utilize all the members of the health care team efficiently and to the maximum extent of their license.

Medical Group Results for the Puget Sound Region

Medical Group Score Compared to the Puget Sound Average

% of Patients Responding “Always” ● Better ■ Average ▼ Below

5-County Regional Average		54.1 %
Medical Group	Score	Score vs. Average
EvergreenHealth Women's Care	70.1 %	● Better
Hall Health Center @ UW	70.0 %	● Better
Bastyr Center for Natural Health	63.8 %	● Better
Eastside Internal Medicine PLLC	62.7 %	● Better
The Polyclinic	62.1 %	● Better
Familycare of Kent	60.4 %	● Better
Virginia Mason Medical Centers	58.1 %	● Better
Pacific Medical Centers	57.9 %	● Better
Swedish Medical Group	57.9 %	● Better
UW Neighborhood Clinics	57.7 %	● Better
The Doctors Clinic	56.8 %	● Better
Northwest Physicians Network	57.1 %	■ Average
Overlake Internal Medicine Associates, P.S.	57.0 %	■ Average
University of Washington Medical Center	57.0 %	■ Average
Lakeshore Clinics	56.6 %	■ Average
Interlake Medical Center	56.5 %	■ Average
Puget Sound Family Physicians	56.4 %	■ Average
St. Peter Family Practice	56.1 %	■ Average
Providence Physicians Group	55.8 %	■ Average
Overlake Medical Clinics	55.7 %	■ Average
The Everett Clinic	55.4 %	■ Average
Country Doctor Community Health Centers	54.9 %	■ Average
Valley Medical Center	54.7 %	■ Average
MultiCare Health System	54.3 %	■ Average
EvergreenHealth Medical Group	54.1 %	■ Average
Group Health Cooperative	53.9 %	■ Average
Bellevue Family Medicine Associates	52.3 %	■ Average
Neighborcare Health	51.9 %	■ Average
Swedish Minor and James	51.8 %	■ Average
Summit View Clinic	50.9 %	■ Average
Richmond Internal Medicine	50.0 %	■ Average
South Hill General Medical Clinic	50.0 %	■ Average
Olympia Family Medicine & Internal Medicine	49.1 %	■ Average
Peninsula Community Health Services	48.0 %	■ Average
Franciscan Medical Group	49.9 %	▼ Below
HealthPoint	49.5 %	▼ Below
Southlake Clinic	49.1 %	▼ Below
Community Health Center of Snohomish County	48.2 %	▼ Below
Eastside Family Medicine Clinic	47.6 %	▼ Below
Yelm Family Medicine	46.1 %	▼ Below
Harborview Medical Center	45.4 %	▼ Below
Women's & Family Health Specialists	45.3 %	▼ Below
International Community Health Services	42.3 %	▼ Below
Cascade Skagit Health Alliance	41.5 %	▼ Below
Sound Family Medicine	41.3 %	▼ Below
Sea Mar Community Health Center	36.6 %	▼ Below

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being “Below” or “Better” than the Puget Sound Average. Scores that are not statistically significantly different are marked as “Average.”

Getting Timely Appointments, Care and Information

In the Puget Sound region, three medical groups score at or above the regional 90th percentile in *Getting Timely Appointments, Care and Information*.

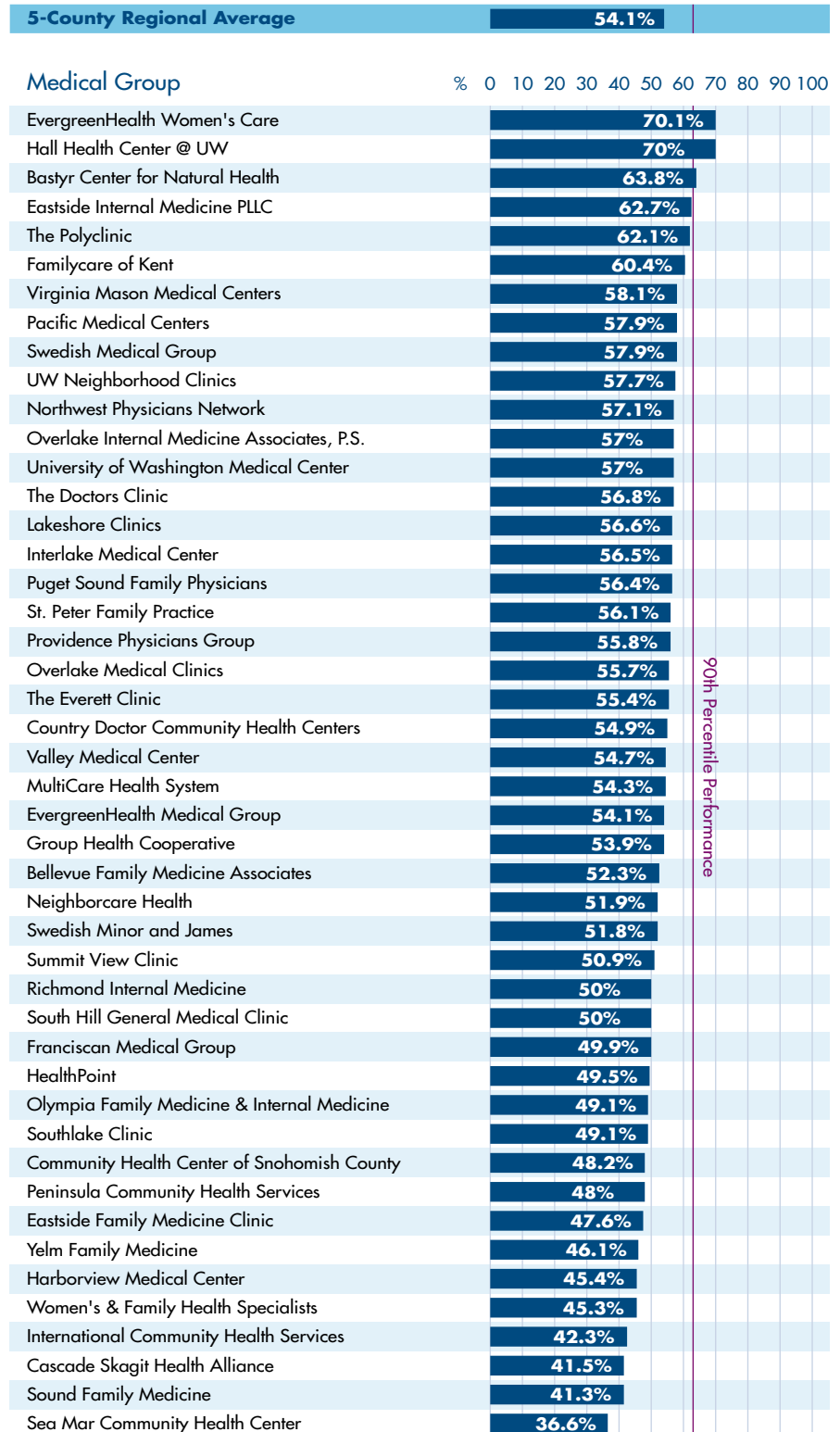
CONGRATULATIONS to these medical groups and thanks for leading the way to excellence!

- EvergreenHealth Women’s Care
- Hall Health Center @ UW
- Bastyr Center for Natural Health

Getting to Excellence

Comparison of Medical Group and 90th Percentile Performance in the Puget Sound Region

■ % of Patients Responding “Always” | Regional 90th Percentile Score



How Well Providers Communicate with Patients

This is arguably the most important aspect of patient experience as demonstrated in the Key Driver Analysis. Fortunately, this area is where the region performs the best overall with a regional average of 79.2% of patients reporting “always” on the composite measure.

It is well established that effective provider-patient communication has important beneficial effects, such as improving patient adherence to medical advice and use of prescribed medications, improving diagnostic accuracy, improving health outcomes, and reducing malpractice risk. Effective provider-patient communication is about:

- Listening carefully to patients.
- Knowing important medical history information about the patient at the time of the visit.
- Explaining things in a way that patients can easily understand.
- Showing respect for what the patient says and their role in decision-making about their care.
- Enhancing patients’ perception of time spent with them by improving the quality of the time.

On a *national* level, the top 10% of performers are achieving scores of 92% or better on this composite measure. Here in the Puget Sound region, our 90th percentile score is 85%. So while the region is doing pretty well overall, there’s still room for improvement.

Medical Group Results for the Puget Sound Region

Medical Group Score Compared to the Puget Sound Average

% of Patients Responding “Always” ● Better ■ Average ▼ Below

5-County Regional Average		79.2 %
Medical Group	Score	Score vs. Average
Familycare of Kent	90.8 %	● Better
EvergreenHealth Women's Care	88.8 %	● Better
Northwest Physicians Network	86.8 %	● Better
Lakeshore Clinics	85.9 %	● Better
Bastyr Center for Natural Health	85.5 %	● Better
Eastside Family Medicine Clinic	84.5 %	● Better
Eastside Internal Medicine PLLC	84.2 %	● Better
Hall Health Center @ UW	84.0 %	● Better
Puget Sound Family Physicians	82.7 %	● Better
The Polyclinic	82.7 %	● Better
Providence Physicians Group	82.2 %	● Better
University of Washington Medical Center	82.1 %	● Better
UW Neighborhood Clinics	81.6 %	● Better
Swedish Medical Group	81.2 %	● Better
Overlake Medical Clinics	83.6 %	■ Average
Country Doctor Community Health Centers	83.1 %	■ Average
Women's & Family Health Specialists	82.2 %	■ Average
EvergreenHealth Medical Group	81.2 %	■ Average
Olympia Family Medicine & Internal Medicine	81.2 %	■ Average
Harborview Medical Center	80.7 %	■ Average
Bellevue Family Medicine Associates	80.3 %	■ Average
The Doctors Clinic	80.2 %	■ Average
Sound Family Medicine	79.4 %	■ Average
St. Peter Family Practice	79.4 %	■ Average
Virginia Mason Medical Centers	79.4 %	■ Average
Neighborcare Health	79.2 %	■ Average
Pacific Medical Centers	79.2 %	■ Average
Summit View Clinic	79.1 %	■ Average
The Everett Clinic	79.0 %	■ Average
Valley Medical Center	79.0 %	■ Average
MultiCare Health System	78.5 %	■ Average
Swedish Minor and James	78.0 %	■ Average
Yelm Family Medicine	77.3 %	■ Average
Group Health Cooperative	77.5 %	▼ Below
HealthPoint	76.1 %	▼ Below
Franciscan Medical Group	76.0 %	▼ Below
Southlake Clinic	73.8 %	▼ Below
Interlake Medical Center	73.5 %	▼ Below
Overlake Internal Medicine Associates, P.S.	73.4 %	▼ Below
Richmond Internal Medicine	72.5 %	▼ Below
Community Health Center of Snohomish County	70.9 %	▼ Below
South Hill General Medical Clinic	69.9 %	▼ Below
Sea Mar Community Health Center	68.1 %	▼ Below
International Community Health Services	66.2 %	▼ Below
Cascade Skagit Health Alliance	66.0 %	▼ Below
Peninsula Community Health Services	61.6 %	▼ Below

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being “Below” or “Better” than the Puget Sound Average. Scores that are not statistically significantly different are marked as “Average.”

How Well Providers Communicate with Patients

In the Puget Sound region, five medical groups score at or above the regional 90th percentile in *How Well Providers Communicate with Patients*.

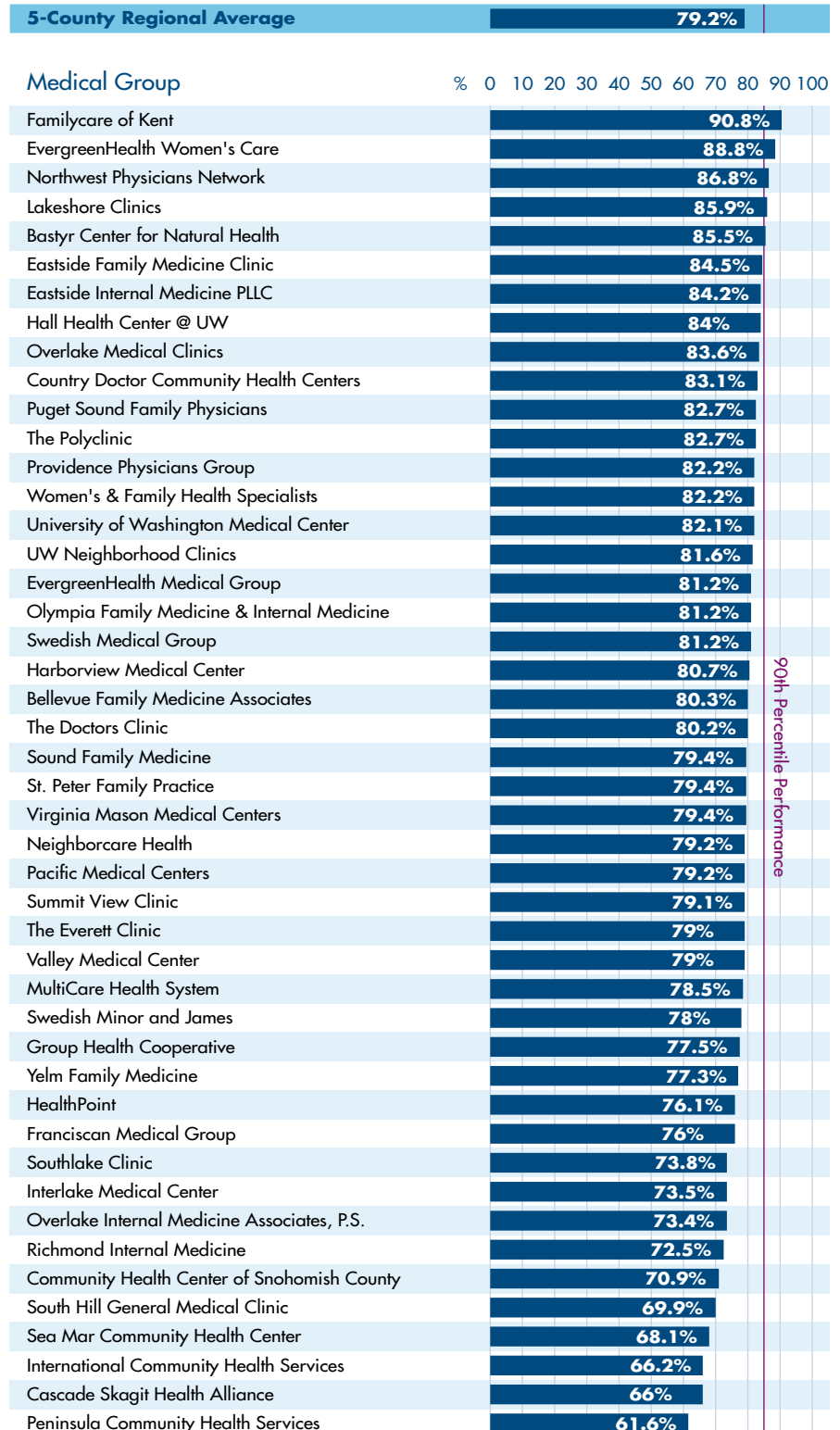
CONGRATULATIONS to these medical groups and thanks for leading the way to excellence!

- Familycare of Kent
- EvergreenHealth Women’s Care
- Northwest Physicians Network
- Lakeshore Clinics
- Bastyr Center for Natural Health

Getting to Excellence

Comparison of Medical Group and 90th Percentile Performance in the Puget Sound Region

■ % of Patients Responding “Always” | Regional 90th Percentile Score



Helpful, Courteous and Respectful Office Staff

A medical group's office staff is the face of the practice, with front office staff often being the first people that patients come into contact with each time they interact with the practice, whether it by phone or in person. Trust is built and continually reinforced when patients are routinely met with courtesy and respect, and when the office staff is always helpful in meeting patients' needs for appointments, care and information.

The Puget Sound regional average on this composite measure is 73.2% of patients reporting that the office staff is "always" helpful, courteous and respectful, and the Puget Sound's 90th percentile score is 81.3%. On a national level, the top 10% of performers are achieving scores of 90% or higher. This measure is the only one of the four where we saw improvement overall for the Puget Sound region compared to results from 2011–2012. So, while we are doing better, there's still work to do here.

Complaints that the office staff is not as helpful can stem from many sources. Here are some common examples given by patients:

- Not being given clear instructions about how to get to the practice or about how to follow through with the provider's advice (e.g., where to go for a test).
- Not being able to get an appointment when they need it.
- Being told to expect a call back and then not receiving one.
- Being put on hold in the middle of a telephone conversation.
- Lack of eye contact and/or pleasant demeanor when being greeted.
- Real rudeness and disrespect during a visit or on the phone.

Medical Group Results for the Puget Sound Region

Medical Group Score Compared to the Puget Sound Average

% of Patients Responding "Always" ● Better ■ Average ▼ Below

5-County Regional Average		73.2 %
Medical Group	Score	Score vs. Average
Familycare of Kent	91.2 %	● Better
Bellevue Family Medicine Associates	85.8 %	● Better
EvergreenHealth Women's Care	84.9 %	● Better
Bastyr Center for Natural Health	84.8 %	● Better
Hall Health Center @ UW	82.7 %	● Better
University of Washington Medical Center	81.8 %	● Better
Northwest Physicians Network	80.5 %	● Better
Summit View Clinic	79.9 %	● Better
The Polyclinic	79.0 %	● Better
Virginia Mason Medical Centers	77.8 %	● Better
Puget Sound Family Physicians	77.6 %	● Better
The Doctors Clinic	76.5 %	● Better
The Everett Clinic	75.9 %	● Better
UW Neighborhood Clinics	75.7 %	● Better
MultiCare Health System	75.4 %	● Better
Overlake Medical Clinics	77.7 %	■ Average
Country Doctor Community Health Centers	77.6 %	■ Average
Lakeshore Clinics	75.9 %	■ Average
Harborview Medical Center	75.0 %	■ Average
Cascade Skagit Health Alliance	74.5 %	■ Average
EvergreenHealth Medical Group	74.5 %	■ Average
Swedish Medical Group	73.8 %	■ Average
St. Peter Family Practice	73.6 %	■ Average
Group Health Cooperative	73.3 %	■ Average
Valley Medical Center	73.2 %	■ Average
Pacific Medical Centers	72.3 %	■ Average
Providence Physicians Group	72.3 %	■ Average
Olympia Family Medicine & Internal Medicine	71.3 %	■ Average
Community Health Center of Snohomish County	70.8 %	■ Average
Yelm Family Medicine	70.7 %	■ Average
Eastside Internal Medicine PLLC	70.6 %	■ Average
Sound Family Medicine	70.1 %	■ Average
Overlake Internal Medicine Associates, P.S.	69.3 %	■ Average
Swedish Minor and James	68.6 %	■ Average
Peninsula Community Health Services	66.6 %	■ Average
HealthPoint	68.3 %	▼ Below
Neighborcare Health	66.8 %	▼ Below
Franciscan Medical Group	66.4 %	▼ Below
Sea Mar Community Health Center	65.2 %	▼ Below
South Hill General Medical Clinic	63.2 %	▼ Below
Eastside Family Medicine Clinic	60.7 %	▼ Below
Women's & Family Health Specialists	59.3 %	▼ Below
Richmond Internal Medicine	58.1 %	▼ Below
Southlake Clinic	58.1 %	▼ Below
Interlake Medical Center	56.5 %	▼ Below
International Community Health Services	52.6 %	▼ Below

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being "Below" or "Better" than the Puget Sound Average. Scores that are not statistically significantly different are marked as "Average."

Helpful, Courteous and Respectful Office Staff

In the Puget Sound region, six medical groups score at or above the regional 90th percentile in *Helpful, Courteous and Respectful Office Staff*.

CONGRATULATIONS to these medical groups and thanks for leading the way to excellence!

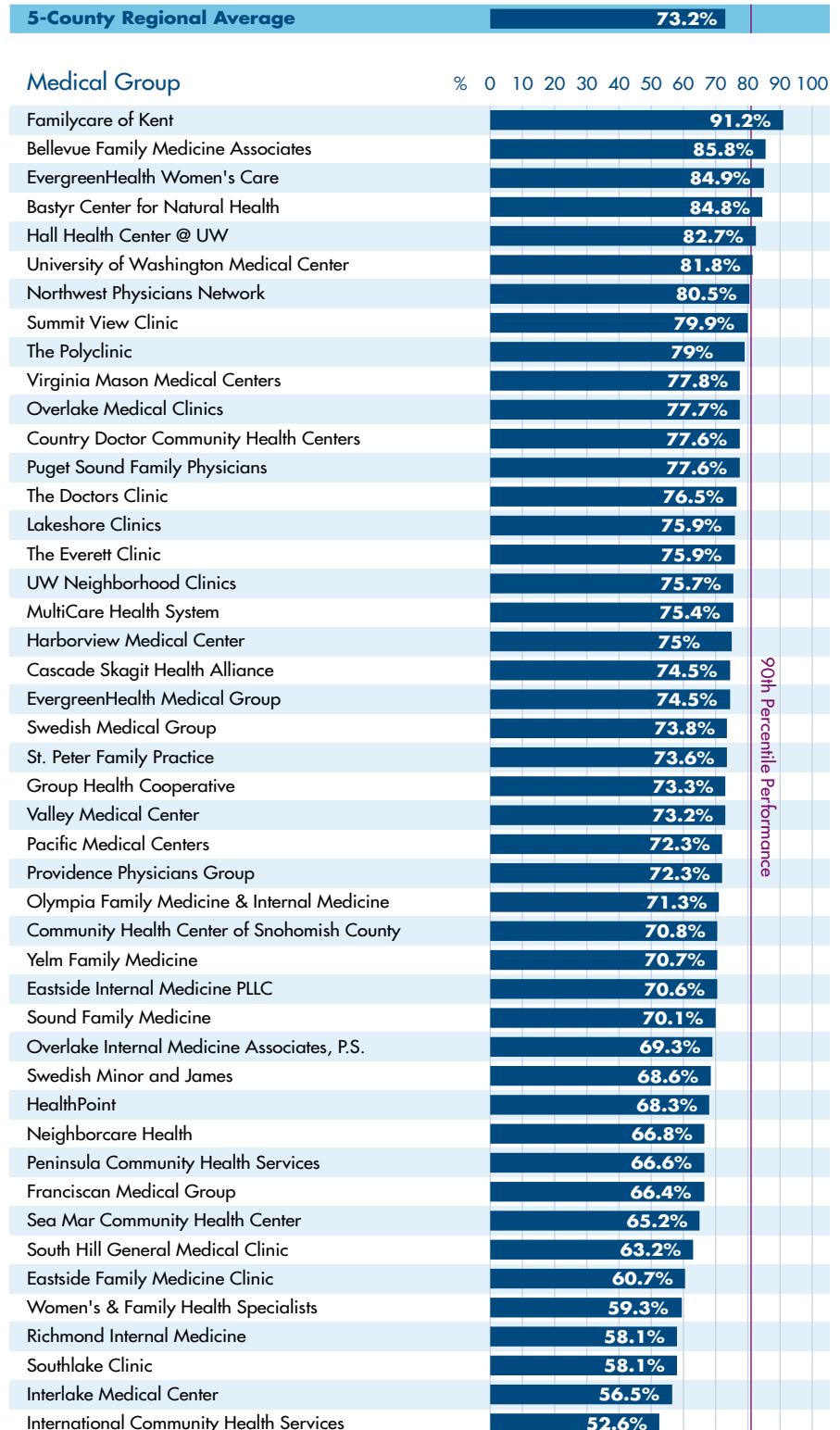
- Familycare of Kent
- Bellevue Family Medicine Associates
- EvergreenHealth Women’s Care
- Bastyr Center for Natural Health
- Hall Health Center @ UW
- University of Washington Medical Center

It is worth special mention that **Familycare of Kent** scores **above the national 90th percentile on this measure!**

Getting to Excellence

Comparison of Medical Group and 90th Percentile Performance in the Puget Sound Region

■ % of Patients Responding “Always” | Regional 90th Percentile Score



Overall Rating of the Provider

The rating of the provider is a measure of the patient’s overall satisfaction and is driven by the patient’s experiences during the care process. As we learned in the Key Driver Analysis, nine variables explain 82% of the variation in overall provider ratings among all the surveyed clinics across the Puget Sound region—and eight of the nine variables concern different aspects of *effective provider communication!*

Patients who feel that their providers are “the best” are more likely to continue with their providers, turning to them for the care and advice they need to get and stay healthy. A strong commitment from patients to work with their provider is essential for achieving positive health outcomes. This type of loyalty is especially needed for patients with chronic conditions or other serious health issues that require trust and focused management over time.

The Puget Sound regional average on this measure is 73.8% of patients rating their provider a 9 or 10 (on a scale of 0–10), and the Puget Sound’s 90th percentile score is 82%. On a national level, the top 10% of performers are achieving scores of 91% or higher.

Medical Group Results for the Puget Sound Region

Medical Group Score Compared to the Puget Sound Average

% of Patients Responding “9” or “10” ● Better ■ Average ▼ Below

5-County Regional Average		73.8 %
Medical Group	Score	Score vs. Average
Familycare of Kent	88.0 %	● Better
EvergreenHealth Women's Care	86.6 %	● Better
Lakeshore Clinics	82.9 %	● Better
Bastyr Center for Natural Health	82.8 %	● Better
Northwest Physicians Network	82.8 %	● Better
Country Doctor Community Health Centers	80.3 %	● Better
Puget Sound Family Physicians	78.2 %	● Better
The Polyclinic	78.1 %	● Better
University of Washington Medical Center	78.1 %	● Better
Providence Physicians Group	77.5 %	● Better
UW Neighborhood Clinics	76.5 %	● Better
Swedish Medical Group	76.0 %	● Better
Eastside Internal Medicine PLLC	79.1 %	■ Average
Women's & Family Health Specialists	78.2 %	■ Average
Eastside Family Medicine Clinic	77.8 %	■ Average
Olympia Family Medicine & Internal Medicine	77.7 %	■ Average
Virginia Mason Medical Centers	76.0 %	■ Average
Hall Health Center @ UW	75.8 %	■ Average
Summit View Clinic	75.5 %	■ Average
EvergreenHealth Medical Group	75.0 %	■ Average
Neighborcare Health	75.0 %	■ Average
Pacific Medical Centers	74.8 %	■ Average
MultiCare Health System	73.5 %	■ Average
Group Health Cooperative	73.4 %	■ Average
HealthPoint	73.4 %	■ Average
The Doctors Clinic	73.4 %	■ Average
Valley Medical Center	73.4 %	■ Average
Swedish Minor and James	73.2 %	■ Average
St. Peter Family Practice	72.6 %	■ Average
The Everett Clinic	72.6 %	■ Average
Sound Family Medicine	71.8 %	■ Average
Harborview Medical Center	71.3 %	■ Average
Yelm Family Medicine	70.9 %	■ Average
Bellevue Family Medicine Associates	70.5 %	■ Average
Southlake Clinic	70.5 %	■ Average
Community Health Center of Snohomish County	68.6 %	■ Average
Overlake Internal Medicine Associates, P.S.	67.9 %	■ Average
International Community Health Services	66.9 %	■ Average
Franciscan Medical Group	69.5 %	▼ Below
Richmond Internal Medicine	61.6 %	▼ Below
Cascade Skagit Health Alliance	60.7 %	▼ Below
Interlake Medical Center	58.9 %	▼ Below
Sea Mar Community Health Center	58.0 %	▼ Below
South Hill General Medical Clinic	57.1 %	▼ Below
Peninsula Community Health Services	56.1 %	▼ Below

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being “Below” or “Better” than the Puget Sound Average. Scores that are not statistically significantly different are marked as “Average.”

Overall Rating of the Provider

In the Puget Sound region, five medical groups score at or above the regional 90th percentile for *Overall Rating of the Provider*.

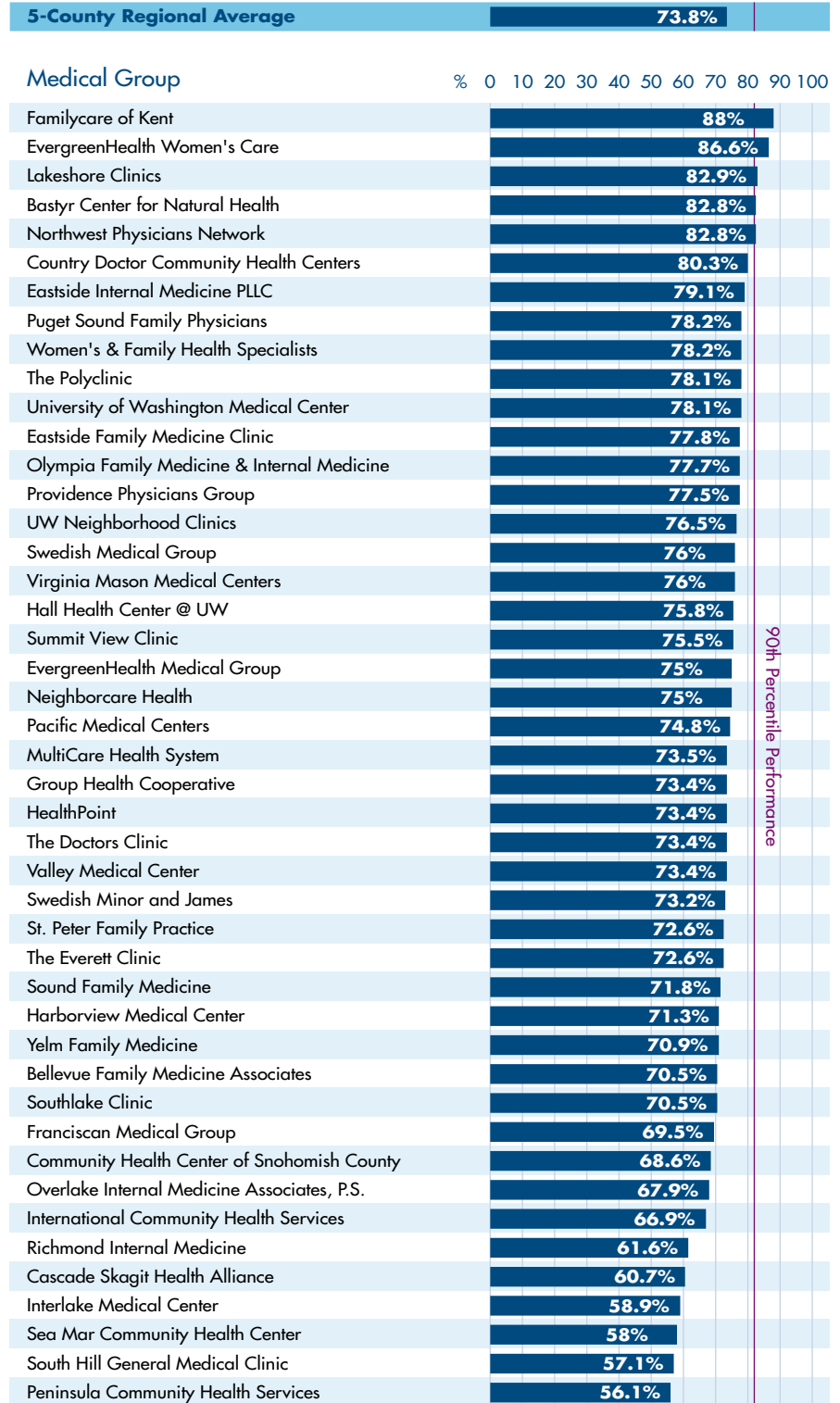
CONGRATULATIONS to these medical groups and thanks for leading the way to excellence!

- Familycare of Kent
- EvergreenHealth Women’s Care
- Lakeshore Clinics
- Bastyr Center for Natural Health
- Northwest Physicians Network

Getting to Excellence

Comparison of Medical Group and 90th Percentile Performance in the Puget Sound Region

■ % of Patients Responding “9” or “10” | Regional 90th Percentile Score



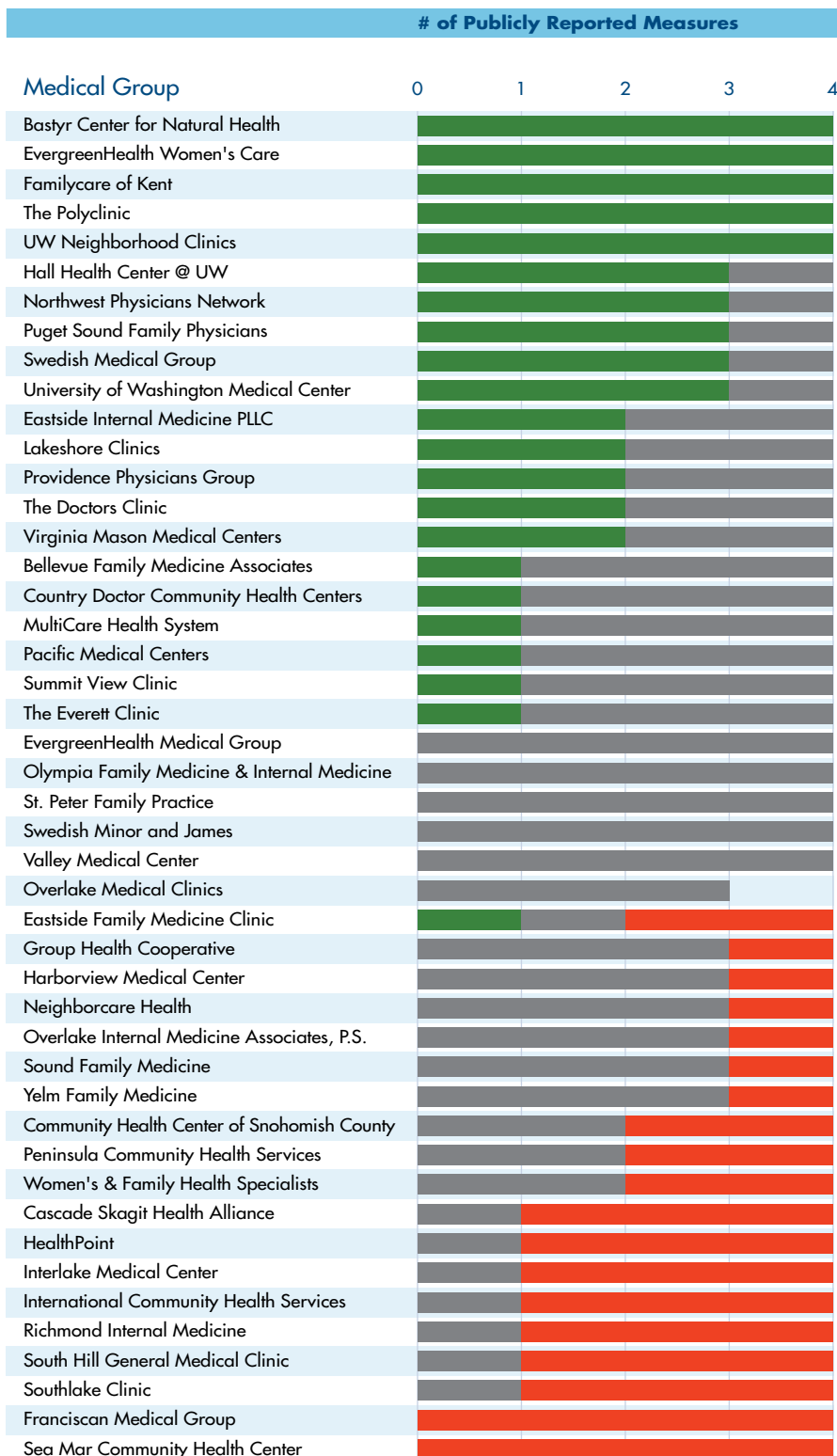
Summary of Medical Group Results

The graph to the right is intended to provide a snapshot of the overall performance on the four measures for the medical groups. It starts with those medical groups that report the highest number of above-regional-average scores from the patient experience survey. In clusters where multiple medical groups have the same number of above-average scores, those groups whose other scores are average are ranked first, in alphabetical order.

2013–2014 Patient Experience – Overview of Medical Group Results

(Source: Washington Health Alliance)

■ Better
 ■ Average
 ■ Below



Results for Clinics in the Puget Sound Region

The following pages include the results for individual clinics in the region. The survey response rate for each clinic determines the number of measures for which the clinic has publicly reported results. As with the medical group results, the clinic results highlight the variation in our region, the successes and the opportunities for improvement.



Results for Clinics in the Puget Sound Region

● Better ■ Average ▼ Below

Regional Average	54%	79%	73%	74%
	Timely Care and Info	Provider Communication	Helpful Office Staff	Overall Provider Rating
Clinic (in alphabetical order)				
Allenmore Family Medicine MultiCare	● Better	■ Average	● Better	● Better
Auburn MultiCare Clinic	■ Average	■ Average	■ Average	■ Average
Auburn MultiCare Clinic Medical Office	■ Average	■ Average	■ Average	■ Average
Bastyr Center for Natural Health	● Better	● Better	● Better	● Better
Bellevue Family Medicine Associates	■ Average	■ Average	● Better	■ Average
Carolyn Downs Family Medical Center	■ Average	■ Average	■ Average	* N/A
Cascade Skagit Health Alliance	▼ Below	▼ Below	■ Average	▼ Below
Community Health Center of Snohomish County - Everett 112th Street Clinic	■ Average	■ Average	■ Average	* N/A
Community Health Center of Snohomish County - Everett Broadway Clinic	▼ Below	* N/A	* N/A	* N/A
Country Doctor Community Clinic	■ Average	■ Average	■ Average	■ Average
Covington MultiCare Clinic	■ Average	■ Average	■ Average	■ Average
Eastside Family Medicine Clinic	▼ Below	● Better	▼ Below	■ Average
Eastside Internal Medicine PLLC	● Better	● Better	■ Average	■ Average
Edmonds Family Medicine Clinic - Puget Sound Family Physicians	■ Average	■ Average	● Better	■ Average
EvergreenHealth Primary Care, Canyon Park	▼ Below	■ Average	■ Average	■ Average
EvergreenHealth Primary Care, Duvall	● Better	■ Average	■ Average	* N/A
EvergreenHealth Primary Care, Kenmore	■ Average	● Better	■ Average	● Better
EvergreenHealth Primary Care, Redmond	■ Average	■ Average	■ Average	■ Average
EvergreenHealth Primary Care, Woodinville	■ Average	■ Average	▼ Below	■ Average
EvergreenHealth Senior Services	■ Average	■ Average	● Better	* N/A
EvergreenHealth Women's Care	● Better	● Better	● Better	● Better
Familycare of Kent	● Better	● Better	● Better	● Better
Franciscan Medical Clinic - Des Moines	■ Average	■ Average	■ Average	■ Average
Franciscan Medical Clinic - Enumclaw	▼ Below	■ Average	▼ Below	■ Average
Franciscan Medical Clinic - Federal Way	■ Average	■ Average	■ Average	■ Average
Franciscan Medical Clinic - Gig Harbor	▼ Below	▼ Below	■ Average	▼ Below
Franciscan Medical Clinic - Highline	■ Average	▼ Below	■ Average	▼ Below
Franciscan Medical Clinic - Lakewood	■ Average	▼ Below	■ Average	■ Average
Franciscan Medical Clinic - Milton	▼ Below	■ Average	▼ Below	■ Average
Franciscan Medical Clinic - Port Orchard	■ Average	■ Average	▼ Below	■ Average
Franciscan Medical Clinic - Seahurst	■ Average	▼ Below	▼ Below	* N/A
Franciscan Medical Clinic - University Place	▼ Below	● Better	■ Average	● Better
Franciscan Medical Clinic - Vashon Island	▼ Below	■ Average	▼ Below	■ Average
Franciscan Medical Clinic - West Seattle	■ Average	■ Average	▼ Below	■ Average
Franciscan Medical Clinic - Westwood	■ Average	* N/A	* N/A	* N/A
Franciscan Medical Clinic @ St. Francis	■ Average	▼ Below	■ Average	▼ Below
Franciscan Medical Clinic @ St. Joseph	▼ Below	■ Average	▼ Below	■ Average

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being "Below" or "Better" than the Puget Sound Average. Scores that are not statistically significantly different are marked as "Average."

N/A = Scores did not reach 0.7 reliability and therefore are not publicly reported.

Results for Clinics in the Puget Sound Region

● Better
 ■ Average
 ▼ Below

Clinic (in alphabetical order)

	Timely Care and Info	Provider Communication	Helpful Office Staff	Overall Provider Rating
Franciscan Medical Clinic on Pt. Fosdick	■ Average	▼ Below	■ Average	■ Average
Gig Harbor MultiCare Clinic	■ Average	● Better	● Better	■ Average
Group Health Bellevue Medical Center	■ Average	■ Average	▼ Below	■ Average
Group Health Burien Medical Center	■ Average	■ Average	■ Average	● Better
Group Health Capitol Hill Medical Center	● Better	■ Average	■ Average	■ Average
Group Health Downtown Medical Center	● Better	■ Average	● Better	■ Average
Group Health Everett Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Factoria Medical Center	● Better	■ Average	■ Average	■ Average
Group Health Federal Way Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Kent Medical Center	■ Average	▼ Below	■ Average	■ Average
Group Health Lynnwood Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Northgate Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Northshore Medical Center	■ Average	■ Average	● Better	■ Average
Group Health Olympia Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Port Orchard Medical Center	▼ Below	■ Average	■ Average	■ Average
Group Health Puyallup Medical Center	▼ Below	▼ Below	■ Average	■ Average
Group Health Rainier Medical Center	■ Average	■ Average	▼ Below	■ Average
Group Health Redmond Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Renton Medical Center	■ Average	▼ Below	■ Average	▼ Below
Group Health Silverdale Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Tacoma Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Tacoma South Medical Center	■ Average	■ Average	■ Average	■ Average
Hall Health Center @ UW	● Better	● Better	● Better	■ Average
Harborview Adult Medicine Clinic	▼ Below	■ Average	■ Average	■ Average
Harborview Family Medicine Clinic	▼ Below	■ Average	■ Average	■ Average
HealthPoint Auburn Medical Center	■ Average	■ Average	▼ Below	▼ Below
HealthPoint Bothell-Kenmore Medical Center	■ Average	■ Average	■ Average	* N/A
HealthPoint Federal Way Medical Center	■ Average	■ Average	■ Average	● Better
HealthPoint Kent Medical Center	▼ Below	▼ Below	▼ Below	▼ Below
HealthPoint Renton Medical Center	■ Average	■ Average	■ Average	● Better
HealthPoint SeaTac Medical Center	■ Average	■ Average	■ Average	■ Average
Holly Park Medical & Dental Clinic	▼ Below	* N/A	* N/A	* N/A
Interlake Medical Center	■ Average	▼ Below	▼ Below	▼ Below
International District Medical & Dental Clinic	▼ Below	▼ Below	▼ Below	▼ Below
Kent MultiCare Clinic	■ Average	■ Average	■ Average	▼ Below
Key Medical Center	● Better	● Better	● Better	● Better
Lakeshore Clinics - Bothell Clinic	■ Average	● Better	■ Average	● Better
Lakeshore Clinics - Totem Lake	■ Average	● Better	■ Average	■ Average
Lakewood MultiCare Clinic	■ Average	■ Average	■ Average	■ Average
Maple Valley MultiCare Clinic	▼ Below	■ Average	■ Average	■ Average

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being "Below" or "Better" than the Puget Sound Average. Scores that are not statistically significantly different are marked as "Average."

N/A = Scores did not reach 0.7 reliability and therefore are not publicly reported.

Results for Clinics in the Puget Sound Region

● Better ■ Average ▼ Below

Clinic (in alphabetical order)

	Timely Care and Info	Provider Communication	Helpful Office Staff	Overall Provider Rating
MultiCare Allenmore Internal Medicine	● Better	■ Average	● Better	■ Average
MultiCare Family Medicine Center	■ Average	■ Average	■ Average	■ Average
MultiCare Good Samaritan Family Medicine - Puyallup	● Better	■ Average	● Better	■ Average
MultiCare Good Samaritan Family Medicine - South Hill	■ Average	■ Average	■ Average	■ Average
MultiCare Tacoma Central Family Medicine	■ Average	■ Average	■ Average	● Better
MultiCare Tacoma Central Internal Medicine	▼ Below	▼ Below	▼ Below	■ Average
Neighborcare 45th St. Medical Clinic	■ Average	■ Average	■ Average	■ Average
Neighborcare High Point Medical Clinic	■ Average	* N/A	* N/A	* N/A
Neighborcare Pike Market Medical Clinic	■ Average	■ Average	■ Average	■ Average
Neighborcare Rainier Beach Medical Clinic	■ Average	■ Average	▼ Below	■ Average
Neighborcare Rainier Park Medical Clinic	■ Average	■ Average	■ Average	* N/A
Northshore MultiCare Clinic	■ Average	■ Average	■ Average	■ Average
Olympia Family Medicine & Internal Medicine	■ Average	■ Average	■ Average	■ Average
Overlake Internal Medicine Associates, P.S.	■ Average	▼ Below	■ Average	■ Average
Overlake Medical Clinics	■ Average	■ Average	■ Average	* N/A
Pacific Medical Centers - Beacon Hill	■ Average	■ Average	■ Average	● Better
Pacific Medical Centers - First Hill	● Better	■ Average	■ Average	■ Average
Pacific Medical Centers - Lynnwood	■ Average	▼ Below	■ Average	■ Average
Pacific Medical Centers - Northgate	■ Average	■ Average	▼ Below	■ Average
Pacific Medical Centers - Renton	■ Average	■ Average	● Better	■ Average
Pacific Medical Centers - Totem Lake	● Better	■ Average	■ Average	■ Average
Peninsula Community Health Services	■ Average	▼ Below	■ Average	▼ Below
Peninsula Family Medical Center	■ Average	● Better	■ Average	● Better
Providence Harbour Pointe Clinic	▼ Below	■ Average	■ Average	■ Average
Providence Marysville Clinic	■ Average	■ Average	■ Average	* N/A
Providence Mill Creek Family Medicine	■ Average	■ Average	■ Average	■ Average
Providence Mill Creek Internal Medicine	● Better	● Better	● Better	● Better
Providence Monroe Family Practice	■ Average	● Better	■ Average	● Better
Richmond Internal Medicine	■ Average	▼ Below	▼ Below	▼ Below
Sea Mar Community Health Burien Clinic	▼ Below	■ Average	■ Average	* N/A
Sea Mar Community Health Marysville Clinic	▼ Below	▼ Below	■ Average	* N/A
Sea Mar Community Health Olympia Clinic	▼ Below	■ Average	▼ Below	■ Average
Sea Mar Community Health Puyallup Clinic	▼ Below	▼ Below	■ Average	* N/A
Sea Mar Community Health Tacoma Clinic	▼ Below	* N/A	* N/A	* N/A
Sea Mar Community Health Tillicum Clinic	▼ Below	* N/A	* N/A	* N/A
Snohomish Family Medicine - Puget Sound Family Physicians	■ Average	■ Average	● Better	■ Average
Sound Family Medicine Bonney Lake	▼ Below	■ Average	■ Average	■ Average
Sound Family Medicine Puyallup	▼ Below	■ Average	■ Average	■ Average
Sound Family Medicine Sunrise	▼ Below	■ Average	■ Average	■ Average
Southlake Clinic Kent	■ Average	■ Average	▼ Below	■ Average
Southlake Clinic Renton	▼ Below	▼ Below	▼ Below	■ Average

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being "Below" or "Better" than the Puget Sound Average. Scores that are not statistically significantly different are marked as "Average."

N/A = Scores did not reach 0.7 reliability and therefore are not publicly reported.

Results for Clinics in the Puget Sound Region

● Better
 ■ Average
 ▼ Below

Clinic (in alphabetical order)

	Timely Care and Info	Provider Communication	Helpful Office Staff	Overall Provider Rating
St. Peter Family Practice	■ Average	■ Average	■ Average	■ Average
Summit View Clinic	■ Average	■ Average	● Better	■ Average
Sumner MultiCare Clinic	● Better	* N/A	* N/A	* N/A
Swedish Ballard Primary Care	● Better	■ Average	● Better	■ Average
Swedish Central Seattle Primary Care	■ Average	● Better	■ Average	● Better
Swedish Downtown Seattle Primary Care	● Better	● Better	● Better	● Better
Swedish Edmonds Birth and Family Clinic	■ Average	■ Average	■ Average	* N/A
Swedish Factoria Primary Care	■ Average	■ Average	▼ Below	■ Average
Swedish Greenlake Primary Care	● Better	■ Average	■ Average	● Better
Swedish Issaquah Primary Care	● Better	■ Average	■ Average	■ Average
Swedish Magnolia Primary Care	■ Average	● Better	▼ Below	● Better
Swedish Minor and James	■ Average	■ Average	■ Average	■ Average
Swedish Pine Lake Primary Care	■ Average	● Better	● Better	● Better
Swedish Queen Anne Primary Care	■ Average	■ Average	■ Average	■ Average
Swedish Redmond Primary Care	■ Average	■ Average	● Better	■ Average
Swedish South Lake Union Primary Care	■ Average	■ Average	■ Average	■ Average
Swedish West Seattle Primary Care	■ Average	■ Average	■ Average	■ Average
Tacoma Family Medicine MultiCare	■ Average	■ Average	■ Average	* N/A
The Doctors Clinic Bainbridge Island	■ Average	● Better	■ Average	■ Average
The Doctors Clinic East Bremerton	■ Average	▼ Below	■ Average	▼ Below
The Doctors Clinic Poulsbo	■ Average	■ Average	■ Average	■ Average
The Doctors Clinic Silverdale	■ Average	● Better	● Better	■ Average
The Everett Clinic Founders Building	■ Average	■ Average	■ Average	▼ Below
The Everett Clinic Harbour Pointe	● Better	● Better	● Better	● Better
The Everett Clinic Lake Stevens	■ Average	▼ Below	■ Average	▼ Below
The Everett Clinic Marysville	■ Average	■ Average	■ Average	● Better
The Everett Clinic Mill Creek	■ Average	■ Average	● Better	■ Average
The Everett Clinic Silver Lake	■ Average	■ Average	■ Average	■ Average
The Everett Clinic Snohomish	■ Average	■ Average	■ Average	■ Average
The Everett Clinic Stanwood	■ Average	■ Average	■ Average	■ Average
The Polyclinic Ballard	● Better	■ Average	● Better	■ Average
The Polyclinic Downtown	■ Average	■ Average	● Better	● Better
The Polyclinic Family Medicine Sand Point	▼ Below	● Better	■ Average	■ Average
The Polyclinic Madison Center	● Better	■ Average	● Better	● Better
The Polyclinic Northgate	● Better	● Better	● Better	■ Average
University of Washington Medical Center	● Better	● Better	● Better	● Better
University of Washington Medical Center Roosevelt I	● Better	■ Average	● Better	■ Average
University of Washington Medical Center Roosevelt II	■ Average	■ Average	● Better	■ Average
University Place MultiCare Clinic	▼ Below	■ Average	■ Average	■ Average
UW Neighborhood Belltown Clinic	■ Average	● Better	● Better	● Better
UW Neighborhood Factoria Clinic	■ Average	■ Average	▼ Below	■ Average

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being "Below" or "Better" than the Puget Sound Average. Scores that are not statistically significantly different are marked as "Average."

N/A = Scores did not reach 0.7 reliability and therefore are not publicly reported.

Results for Clinics in the Puget Sound Region

● Better ■ Average ▼ Below

Clinic (in alphabetical order)

	Timely Care and Info	Provider Communication	Helpful Office Staff	Overall Provider Rating
UW Neighborhood Federal Way Clinic	■ Average	● Better	■ Average	■ Average
UW Neighborhood Issaquah Clinic	■ Average	■ Average	■ Average	■ Average
UW Neighborhood Kent/Des Moines Clinic	■ Average	■ Average	■ Average	■ Average
UW Neighborhood Northgate Clinic	● Better	■ Average	● Better	■ Average
UW Neighborhood Ravenna Clinic	● Better	■ Average	● Better	■ Average
UW Neighborhood Shoreline Clinic	▼ Below	■ Average	■ Average	■ Average
UW Neighborhood Woodinville Clinic	● Better	● Better	■ Average	● Better
Valley Medical Cascade Primary Care	■ Average	▼ Below	■ Average	■ Average
Valley Medical Center Covington Primary Care	■ Average	■ Average	■ Average	■ Average
Valley Medical Fairwood Primary Care	■ Average	■ Average	■ Average	■ Average
Valley Medical Kent Primary Care	■ Average	■ Average	▼ Below	■ Average
Valley Medical Lake Sawyer Primary Care	■ Average	● Better	■ Average	● Better
Valley Medical Newcastle Primary Care	■ Average	▼ Below	■ Average	■ Average
Valley Medical Renton Highlands Primary Care	● Better	● Better	■ Average	■ Average
Valley Medical Valley Family Medicine	■ Average	■ Average	■ Average	■ Average
Virginia Mason Bainbridge Island Medical Center	■ Average	■ Average	■ Average	■ Average
Virginia Mason Bellevue Medical Center	■ Average	■ Average	■ Average	■ Average
Virginia Mason Federal Way Medical Center	■ Average	■ Average	■ Average	■ Average
Virginia Mason Hospital and Seattle Medical Center	● Better	● Better	● Better	■ Average
Virginia Mason Issaquah Medical Center	● Better	■ Average	● Better	■ Average
Virginia Mason Kirkland Medical Center	● Better	■ Average	● Better	● Better
Virginia Mason Lynnwood Medical Center	■ Average	■ Average	● Better	■ Average
Women's & Family Health Specialists	▼ Below	■ Average	▼ Below	■ Average
Woodinville Primary Care	■ Average	● Better	■ Average	● Better
Yelm Family Medicine	▼ Below	■ Average	■ Average	■ Average

All statistical tests are conducted at the 95% confidence level. Statistically significant differences are marked as being "Below" or "Better" than the Puget Sound Average. Scores that are not statistically significantly different are marked as "Average."

N/A = Scores did not reach 0.7 reliability and therefore are not publicly reported.

Detailed Description of Survey Protocol and Analysis Plan

The Center for the Study of Services (CSS) administered the survey on behalf of the Washington Health Alliance. The following pages provide information about the survey sample, survey materials and how they were fielded, and details of how the survey results were analyzed.



Sample

The list of clinics and providers eligible to be included in the survey was compiled by the Alliance. Medical groups and clinics were included if (1) they had three or more primary care providers; (2) are located within the five-county Puget Sound area including King, Kitsap, Pierce, Snohomish, and Thurston counties; and (3) were included in the Alliance provider roster. Primary care providers include both physicians and mid-level providers with credentials in the following areas: family medicine, general internal medicine, preventive medicine, geriatrics, osteopathy, and naturopathy.

Sample frames included plan members 18 years of age and older with a qualifying visit between July 1, 2012 and June 30, 2013. Sample frames were provided by six participating health plans: Cigna, Group Health Cooperative, Premera Blue Cross, Regence Blue Shield, UnitedHealthcare and Washington State Health Care Authority (Medicaid).

Plan-provided sample frames were pooled across plans at the provider level, and subsequently, the clinic level. Samples were randomly drawn at the clinic level. The sample size for each clinic was determined by the number of providers at the clinic. The greater the number of providers, the greater the sample size. From each clinic's list of visits, a random sample was drawn. Patients were asked specifically about their experience with the provider visited (no visit date was referenced). No individual person could be sampled more than once. Up to two people from the same household could be sampled.

A total of 196 clinics initially participated in the project. After two waves of survey mailing, a small number of clinics had an insufficient number of sample members in order to be publicly reported. Additional sample members were drawn for these clinics (if available) and surveys were mailed to these new sample members.

Materials

The survey fielded was the core Clinician Group CAHPS Survey (CG-CAHPS) with some supplemental CAHPS questions added by the Alliance. The survey instrument was designed as a four page 8.5 inch by 14 inch booklet. The provider name was printed in Question 1 on each survey. The survey was accompanied by a cover letter which explained the survey to the sample member. The cover letter carried the logos of the Alliance and of the patient's health plan. The letter was signed by the Executive Director of the Alliance. All survey packages included a pre-paid business reply envelope addressed to the Center for the Study of Services. A random selection of over 83,000 sample members also received an education insert about the Choosing Wisely® campaign that helps patients talk to their health care providers about getting the treatments appropriate to them. A copy of the survey instrument and education insert is available upon request. Please contact Susie Dade at sdade@wahealthalliance.org

Fielding

Wave one surveys were mailed on September 3, 2013 to randomly selected patients with a qualifying visit between July 2012 and June 2013. Sample members who did not respond to wave one were sent a second survey mailing on September 27, 2013. It was planned to send a third mailing to clinics that had an insufficient number of responses after wave two of the survey in order to increase the number

of clinics with publicly reportable survey results. Through an analysis conducted in October 2013, it was projected that 55 clinics may have an insufficient number of responses for public reporting. Out of the 55 clinics, 32 did not have a sufficient number of eligible patients to draw additional sample. Three clinics had unusually low response rates from the first two waves of the survey and were determined to be too far from the target number of completes to reasonably achieve reportable results. Therefore, additional sample members were drawn for the remaining 20 clinics and surveys were mailed to these sample members on November 4, 2013. Data collection was closed for all sample members on December 2, 2013.

Analysis

In order to be included in the survey analysis, a respondent was required to answer “Yes” to question 1 (“Your health plan’s records show that you got care from the provider named below in the last 12 months. Is that right?”) and “1 time” or more to question 4 (“In the last 12 months, how many times did you visit this provider to get care for yourself?”).

There are three composite scores included in the reporting results. Composites are a combination of individual questions that address similar content areas. The three composites on the survey are:

- Getting Timely Appointments, Care, and Information (Q6, Q14, Q16, Q18, Q19)
- How Well Providers Communicate With Patients (Q20, Q21, Q24, Q33, Q34, Q35)
- Helpful, Courteous, and Respectful Office Staff (Q43 and Q44)

All question and composites scores are reported as “top box” proportions—the number of respondents that provided a specific (favorable) answer to a question divided by the total number of respondents that answered the question.

The relationship between patient characteristics and patient responses to the CG-CAHPS survey has been well documented. Individuals in better health and older individuals tend to give higher ratings, whereas individuals with higher education and women tend to give lower ratings. It is not uncommon to have substantial differences in these patient characteristics across clinics. Case-mix adjustment is a way to control for differences in patient characteristics when comparing clinics so that differences in scores reflect differences in quality rather than patient characteristic differences. Scores were case-mix adjusted for age, education, gender, and health status. Patient characteristics were collected from respondents as a part of the survey.

The Alliance is publicly reporting the three composite scores and the score for the Rating of Provider. The clinic’s score on a question will not be publicly reported unless the clinic’s number of responses on that measure meets a certain threshold. We have used the reliability statistic to decide that threshold. Reliability can range from 0 to 1. The Alliance will not publicly report a score for a clinic where the number of survey responses is below a number that would yield a reliability of 0.7.

The reliability statistic takes into account three characteristics of a set of survey responses for clinics. First, how much variation is there in the responses each clinic’s patients provide about their providers? The more a clinic’s patients tend to agree about their providers (i.e. lower within-clinic variance), the higher the reliability statistic. Second, how much variation is there from clinic to clinic in ratings? The

larger the differences from clinic to clinic (i.e. higher between-clinic variance), the higher the reliability statistic. Third, how large is the number of respondents for each clinic? Larger numbers of responses produce a higher reliability statistic. Where within-clinic variance is low, between-clinic variance is high, and number of responses is high, the reliability statistic tends to be high, and one's confidence in distinguishing among clinics can be relatively high.

This report includes a Puget Sound Average for comparison purposes. The Puget Sound Average is the average rate for all patients included in the survey. Clinic results were compared to the Puget Sound Average using a t-test at the 95% confidence level.

The Washington Health Alliance and its staff did **not** have access to any patient identifiable information at any time during this process. Any and all protected health information received by CSS to implement this survey was used only for the survey and for no other purpose. All of CSS's guidelines for data security adhere to HIPAA (Health Insurance Portability and Accountability Act) and the HITECH (Health Information Technology for Economic and Clinical Health) Act. CSS has successfully completed a SAS 70 Type II review during which their privacy and security policies, their data management systems, and their IT infrastructure were tested by an independent external auditor.



More Information about the Washington Health Alliance

Your Voice Matters is an initiative of the Washington Health Alliance. The Alliance, formerly known as the Puget Sound Health Alliance, is a nonprofit organization where the people who get, provide and pay for health care come together to improve health care quality and affordability.



The Alliance's Mission:

The Alliance mission is to build and maintain a strong alliance among purchasers, providers, health plans, consumer and others to promote health and improve the quality and affordability of the health care system by reducing overuse, underuse and misuse of health care services.

Alliance 5-Year Vision:

By 2017, our vision is that physicians, other providers and hospitals in Washington will have achieved top 10% performance in the nation in the delivery of equitable, high quality, evidence-based care and in the reduction of unwarranted variation, resulting in a significant reduction in the rate of medical cost trend.

Alliance Guiding Principles:

- Reduce unwarranted variation in the price and delivery of care among providers and delivery systems; reward performance that is consistently characterized by high quality and efficiency at a lower overall price.
- Improve the quality of health care services, particularly in the effective management of chronic disease and prevention; support the revitalization of primary care as the foundation for cost-effective, accountable care.
- Strengthen the partnership between patients and providers to manage personal health.
- Increase evidence-based decision-making and slow the rate of health care price increases by reducing unnecessary and/or non-evidence based care.
- Promote collaboration and avoid duplication and/or conflicting market signals among organizations and individuals working toward the same or similar goals.

34

The Alliance's areas of focus are:

- Performance Measurement: Measuring variation in quality and cost of care
- Reporting: Making variation across providers and health plans more transparent
- Performance Improvement: Using reports to change results and improve value
- Purchaser and Consumer Engagement: Helping purchasers and consumers make informed decisions
- Payment Reform: Promoting payment methods that link payment incentives to value, not volume

The Alliance includes more than 175 leading employers and union trusts, health plans, hospitals and physician groups, government agencies, educational institutions, pharmaceutical companies and individuals. Since our founding in 2004 as an independent 501(c)3 non-profit, non-partisan organization, the Alliance has grown such that Alliance participants now represent approximately 3 million covered individuals.

In 2013, the decision was made to expand the Alliance beyond the five-county Puget Sound region to become statewide. This expansion will happen over time and will begin with the 2014 Community Checkup including results for medical groups and clinics in three new areas, including Whatcom, Skagit and Spokane counties.

For more information: www.wahealthalliance.org

More Information about the Center for the Study of Services (CSS)

Through a competitive process in 2011, the Alliance selected The Center for the Study of Services (CSS) as its survey vendor for the first patient experience survey. Because CSS did such excellent work for us in 2011–2012, we chose to use them again for this current survey. We chose to use a single centralized vendor to assure standardization of sampling and data collection protocols that in turn optimized the reliability and comparability of results among medical groups and clinics.



Founded in 1974, CSS has over 30 years of health care survey research. CSS has extensive experience working with CAHPS surveys and has served as the survey vendor for the largest publicly reported fieldings of the CG-CAHPS survey in states such as Massachusetts, California and Minnesota. CSS has been a National Committee for Quality Assurance (NCQA) certified vendor since the certification program began. CSS has administered CAHPS surveys for both private and public payers since 1999.

The Alliance was very concerned about data security and protecting personal health information. CSS has passed a SAS 70 Type II audit, one of the most stringent data security evaluations available. For more information:

<http://cssresearch.org/>



For more about the Alliance:
www.WashingtonHealthAlliance.org

For the Community Checkup report:
www.WACommunityCheckup.org