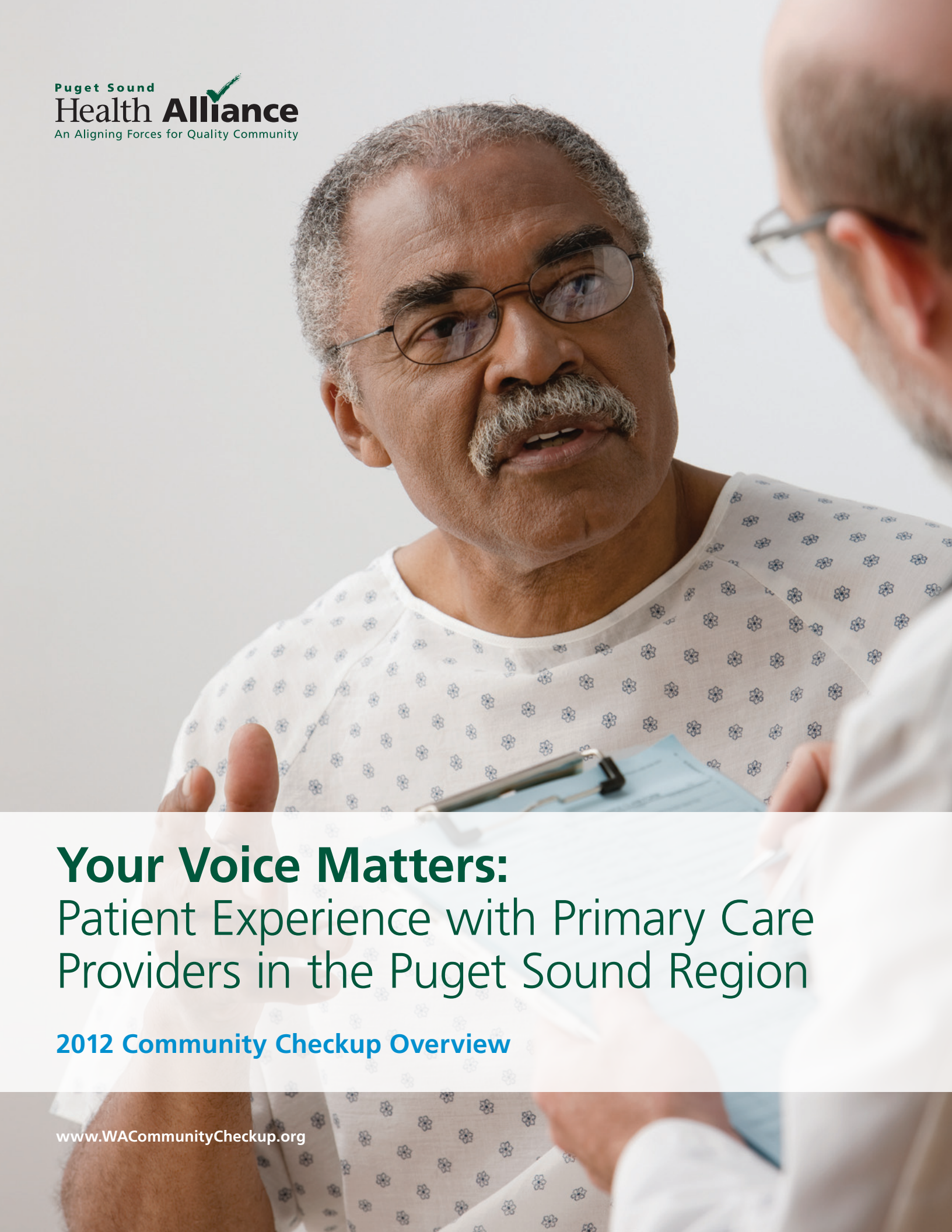




Your Voice Matters: Patient Experience with Primary Care Providers in the Puget Sound Region

2012 Community Checkup Overview

Your Voice Matters

Your Voice Matters is an initiative of the Puget Sound Health Alliance and represents the Alliance's first effort to understand patients' experience with their primary health care providers and to share the results publicly. While many medical groups take steps periodically to assess their patients' level of *satisfaction* using a variety of survey tools, **this initiative marks the very first time that any organization in Washington State has systematically asked patients about their experience of care in the primary care setting and made comparable results publicly available.** These results are for 40 medical groups with clinics in 156 locations across Puget Sound. Both medical group and clinic results are available on the Alliance's Community Checkup website.



This has been an impressive undertaking with a nationally developed and standardized patient experience survey mailed to approximately 90,000 people in the Puget Sound region between October 2011 and January 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 a response rate that enables very robust reporting, particularly given that this is our first time fielding the 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 the 90th percentile performance for the region.
- Support learning opportunities with actionable information for primary care practices to improve patient experience.
- Activate consumers to better understand, expect, and contribute to excellence in patient experience.

We would like to thank the Robert Wood Johnson Foundation, which provided partial "seed" funding to make this first survey possible. We are appreciative of the work of The Center for the Study of Services (CSS), the vendor that fielded the survey on behalf of the Alliance and provided expert assistance in preparing the reports for each of the medical groups and clinics. We would also like to extend our very sincere thanks to the four health plans — Group Health, Premera Blue Cross, Regence BlueShield and UnitedHealthcare — that recognized the importance of this effort and enabled the project by providing the survey sample.

What Do We Mean by Patient Experience?

“Patient experience” refers to **what happens** to people when they are interacting with the health care system and trying to have their needs met. A patient’s experience can begin with a phone call or secure email to his or her 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.



A patient's experience is influenced by how well the provider knows important information about his or her medical history, how well the provider listens to what he or she has to say, and whether the provider shows respect for the patient's concerns and questions. Patients need easy-to-understand explanations about their health concerns as well as clear instructions about what they need to do. Patient experience is about creating trust that lays the foundation for improving the health and well-being of the patient.

Why is patient experience important?

Experience of care matters to patients and their families. Excellent patient experience of 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 and what they are supposed to do.

Patient care experience is linked to clinical quality. "Patient-centeredness" is now widely accepted as a core dimension of health care **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 a patient's 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.

Patient-centered care, patient experience, and quality go hand-in-hand.

Research shows that patient experience positively correlates to the process of care delivery for both prevention and disease management. Excellent patient experience and effective provider-patient communication are linked to intermediate and long-term outcomes, as outlined below.

The Results of Excellent Patient Experience and Effective Provider-Patient Communication

Intermediate Outcomes	Long-term Outcomes
• Increased patient knowledge • Increased patient self-efficacy (patient's 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	• Improved clinical outcomes (e.g., blood pressure or cholesterol levels) • Improved quality of life and well-being • Reduced disparities in care • Reduced cost of care (less non-value-added or duplicative care) • Improved survival

Patient experience is also good for business. Relationship quality is a major predictor of patient loyalty. Real-world evidence demonstrates that patients 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. And, finally, more and more private insurers, Medicare, and state Medicaid programs are recognizing good patient experience as good care and good business, basing compensation, in part, on patient experience survey results.

Why measure patient experience?

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 the 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 but go beyond simple ratings of satisfaction to focus on the critical and supportive interactions patients would 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 areas that research shows are both important to patients *and* linked to improved health outcomes for patients. These are questions that patients are uniquely qualified to answer, including:

- Does the patient have the ability to get timely information in response to questions about his or her health concerns?
- Does the patient experience ease in scheduling appointments as soon as the patient thinks is needed?
- Does the patient feel listened to and does he or she understand explanations about his or her health issues and important instructions about recommended care?
- Does the provider know important information about the patient's medical history?
- Does the provider's office follow up with the patient about test results?

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

In contrast, many patient surveys are based exclusively on the respondents' **satisfaction** ratings of health care providers 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 highly subjective. Unfortunately, even though they are 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.

The Survey Instrument

The Puget Sound 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 federal Agency for Healthcare Research and Quality (AHRQ) in the mid-1990s, the CAHPS program encompasses a range of standardized surveys that ask consumers 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 asks patients to report their experiences with the health care provider and the provider's office staff over the last 12 months. The CG-CAHPS Survey 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 in the future.

What measures are included in our report on patient experience?

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 the 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 Rating of the Provider**

What follows in this report are results for 40 medical groups located across the Puget Sound region for each of these four measures. In addition, summary-level results on the same four measures are being reported for 156 clinic locations. More detailed results are available on the Alliance's Community Checkup website: **www.WACommunityCheckup.org**. Only measures that had a sufficient number of responses in order to be considered reliable are being publicly reported. Reliability was tested on a clinic-by-clinic, measure-by-measure basis. All scores are case-mix adjusted for age, gender, education, and self-reported health status. For a more detailed discussion of reliability and case-mix adjustment, please see pages 29-31.

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

- 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 score (rather than the average) for two important reasons:

1. Here in the Puget Sound region, we aspire to excellent (90th percentile) performance and to be among the very best in the country. By reporting top box results for each medical group and clinic, we aim to establish excellence as the standard.
2. Top box scores are easier to explain to all audiences, with focus group testing indicating that, in particular, 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		Percentage
Age	18 - 24 years	3%
	25 - 34 years	8%
	35 - 44 years	12%
	45 - 54 years	21%
	55 - 64 years	31%
	65 - 74 years	15%
	75 or older	11%
Gender	Male	34%
	Female	66%
General Health	Excellent	16%
	Very good	40%
	Good	32%
	Fair	10%
	Poor	2%
Education	8th grade or less	1%
	Some high school, but did not graduate	2%
	High school graduate or GED	15%
	Some college or 2-year degree	33%
	4-year college graduate	21%
	More than 4-year college degree	29%
Race	White	89%
	Black or African-American	3%
	Asian	7%
	Other/Multiple	4%
Ethnicity	Hispanic or Latino	3%

Medical Group Results for the Puget Sound Region

On the following pages, you'll find results for 40 primary care medical groups in the Puget Sound area on four measures of patient experience. Overall, patients let us know their primary care providers are doing relatively better in *How Well Providers Communicate with Patients*, but have significant room for improvement in *Getting Timely Appointments*, *Care and Information* and *Helpful, Courteous and Respectful Office Staff*.



Getting Timely Appointments, Care and Information

This area is where the region has the most room for improvement. Only 55.8% of patients in this composite measure report that they “always” get timely appointments, care and information. On a national level, the top 10% performers are achieving scores of 80% or higher.

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 trips to the emergency room or experience 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 providers.

Here are some ways that providers and medical groups can expedite the delivery of care to patients:

- Provide open access scheduling for routine and urgent care appointments.
- Provide access to secure email for clinical advice, test results and follow up.
- Streamline patient flow.
- 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		55.8%
Medical Group	Score	Score vs. Average
Bastyr Center for Natural Health	70.4%	● Better
Eastside Internal Medicine PLLC	70.3%	● Better
Pacific Walk-in Clinic (now US HealthWorks)	69.2%	● Better
Evergreen Women's Care	67.0%	● Better
Hall Health Primary Care	67.0%	● Better
Familycare of Kent	65.8%	● Better
Northwest Physicians Network	64.4%	● Better
Western Washington Medical Group	63.3%	● Better
Pacific Medical Centers	61.3%	● Better
The Polyclinic	61.3%	● Better
Puget Sound Family Physicians	60.3%	● Better
Lakeshore Clinic	59.3%	● Better
Providence Physicians Group	58.4%	● Better
Virginia Mason Medical Center	58.0%	● Better
Overlake Internal Medicine Associates	59.4%	■ Average
UW Medical Center	58.2%	■ Average
South Hill General Medical Clinic	57.5%	■ Average
Interlake Medical Center	57.2%	■ Average
Lake Serene Clinic	57.1%	■ Average
Swedish Medical Group	56.3%	■ Average
The Everett Clinic	56.1%	■ Average
Evergreen Medical Group	55.5%	■ Average
Franciscan Medical Group	55.2%	■ Average
Group Health Cooperative	55.2%	■ Average
UW Neighborhood Clinics	55.1%	■ Average
Summit View Clinic	54.9%	■ Average
The Doctors Clinic	54.9%	■ Average
Bellevue Family Medicine Associates	53.7%	■ Average
Richmond Internal Medicine	53.5%	■ Average
Cascade Valley - Smokey Point	53.3%	■ Average
St. Peter Family Practice	52.4%	■ Average
Olympia Family Medicine	51.7%	■ Average
MultiCare	53.6%	▼ Below
Valley Medical Center	51.2%	▼ Below
Eastside Family Medicine Clinic	48.6%	▼ Below
Highline Medical Group	48.3%	▼ Below
Yelm Family Medicine	46.2%	▼ Below
Women & Family Health Specialists	44.5%	▼ Below
Southlake Clinic	43.8%	▼ Below
Sound Family Medicine	40.7%	▼ 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, six medical groups score at or above the regional 90th percentile in Getting Timely Appointments, Care and Information.

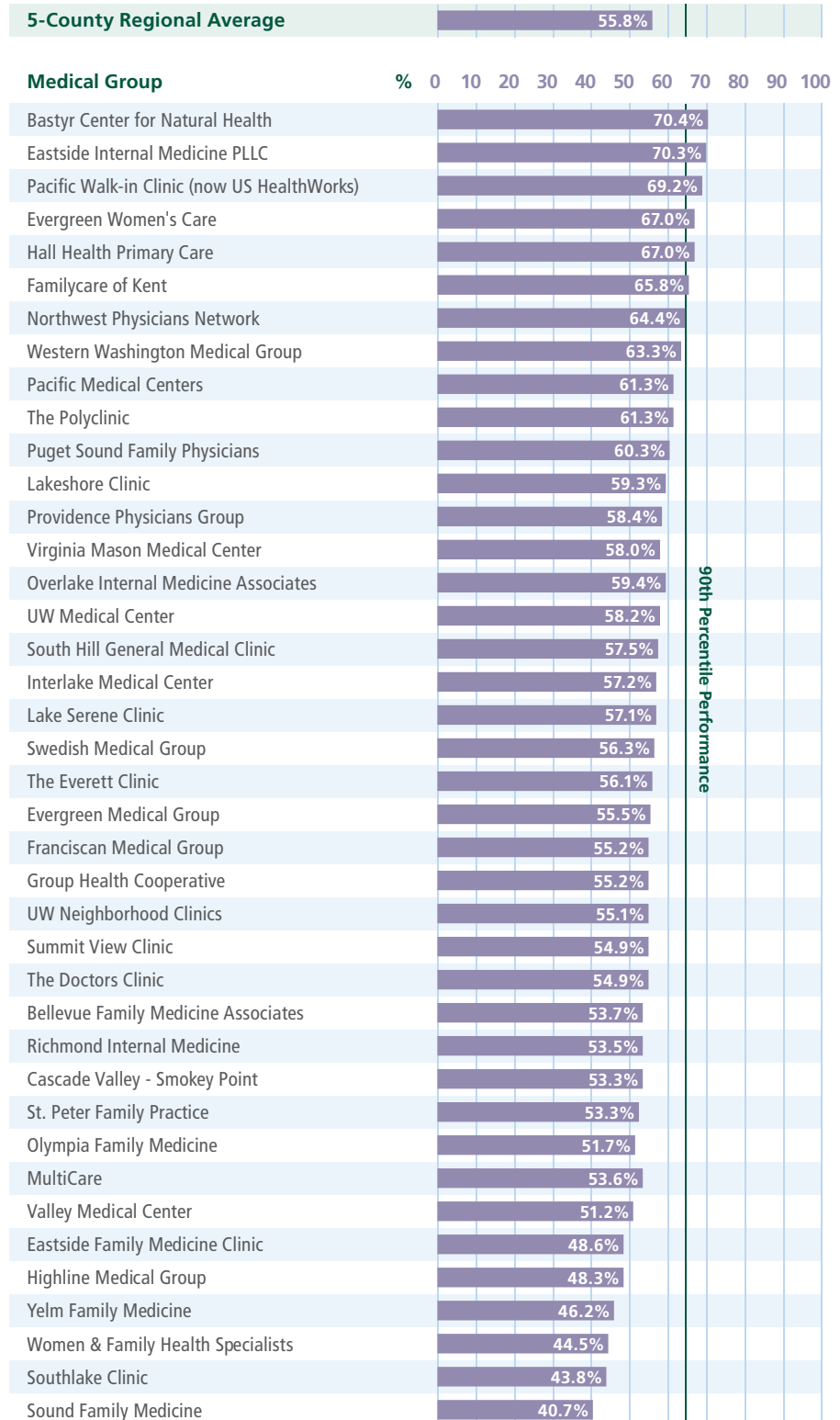
CONGRATULATIONS to these medical groups and thanks for leading the way to excellence!

- Bastyr Center for Natural Health
- Eastside Internal Medicine
- Pacific Walk-in Clinic (now US HealthWorks)
- Evergreen Women's Care
- Hall Health Primary Care (UW)
- Familycare of Kent

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 area of patient experience is where the region performs the best overall, and that's a good thing! Provider communication is *the most critical component* of patient experience and a key driver of overall satisfaction. Beyond satisfaction, 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.
- Showing respect for what patients say.
- Knowing important medical history information about the patient.
- Explaining things in a way that patients can truly understand.
- Enhancing patients' perception of time spent with them by improving the quality of the time.

Overall, in the Puget Sound region, the average score on this composite measure is 80.9% of patients reporting their providers "always" communicate well with them. On a national level, the top 10% of performers are achieving scores of 89% or higher. 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		80.9%
Medical Group	Score	Score vs. Average
Bastyr Center for Natural Health	90.2%	● Better
Familycare of Kent	89.0%	● Better
Northwest Physicians Network	88.3%	● Better
Evergreen Women's Care	88.0%	● Better
Eastside Internal Medicine PLLC	87.2%	● Better
Lake Serene Clinic	87.2%	● Better
Hall Health Primary Care	85.9%	● Better
Women & Family Health Specialists	85.6%	● Better
Puget Sound Family Physicians	84.9%	● Better
Lakeshore Clinic	84.4%	● Better
Providence Physicians Group	83.2%	● Better
UW Neighborhood Clinics	83.0%	● Better
Pacific Walk-in Clinic (now US HealthWorks)	83.9%	■ Average
Bellevue Family Medicine Associates	83.6%	■ Average
The Doctors Clinic	83.1%	■ Average
Summit View Clinic	82.1%	■ Average
The Polyclinic	82.0%	■ Average
UW Medical Center	82.0%	■ Average
The Everett Clinic	81.6%	■ Average
Evergreen Medical Group	81.5%	■ Average
St. Peter Family Practice	81.4%	■ Average
Western Washington Medical Group	81.0%	■ Average
Eastside Family Medicine Clinic	80.7%	■ Average
Group Health Cooperative	80.3%	■ Average
Swedish Medical Group	80.3%	■ Average
Interlake Medical Center	79.4%	■ Average
Virginia Mason Medical Center	79.4%	■ Average
Cascade Valley - Smokey Point	79.3%	■ Average
Pacific Medical Centers	79.2%	■ Average
Southlake Clinic	77.8%	■ Average
Olympia Family Medicine	77.3%	■ Average
MultiCare	78.8%	▼ Below
Franciscan Medical Group	78.1%	▼ Below
Sound Family Medicine	77.7%	▼ Below
Valley Medical Center	76.5%	▼ Below
Richmond Internal Medicine	76.4%	▼ Below
Highline Medical Group	76.1%	▼ Below
Yelm Family Medicine	75.0%	▼ Below
Overlake Internal Medicine Associates	74.8%	▼ Below
South Hill General Medical Clinic	69.8%	▼ 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, six medical groups score at or above the regional 90th percentile in How Well Providers Communicate with Patients.

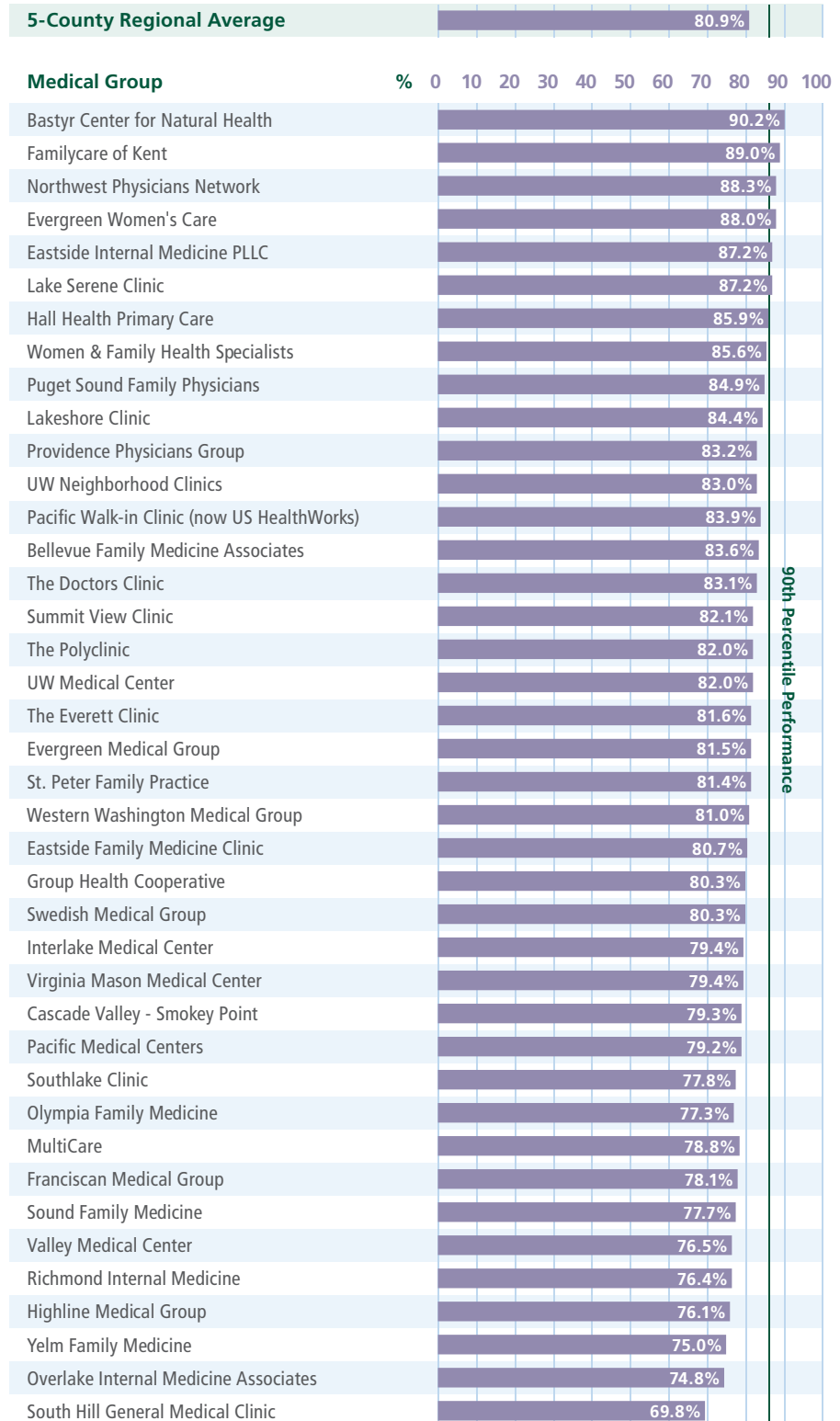
CONGRATULATIONS to these medical groups and thanks for leading the way to excellence!

- Bastyr Center for Natural Health
- Familycare of Kent
- Northwest Physicians Network
- Evergreen Women's Care
- Eastside Internal Medicine
- Lake Serene Clinic

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 are the face of the practice, with 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.

Complaints that the office staff is not helpful could stem from many sources. Here are some examples from 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 put on hold in the middle of a telephone conversation.
- Lack of eye contact and/or a pleasant demeanor when being greeted.
- Real rudeness and disrespect during a visit or on the phone.

With a regional average score on this composite measure of 71.9% of patients reporting that the office staff was "always" helpful, courteous and respectful, there is significant room for improvement. On a national level, the top 10% of performers are achieving scores of 90% or higher.

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		71.9%
Medical Group	Score	Score vs. Average
Familycare of Kent	89.6%	● Better
Bastyr Center for Natural Health	85.5%	● Better
Summit View Clinic	82.0%	● Better
Bellevue Family Medicine Associates	81.1%	● Better
Evergreen Women's Care	79.7%	● Better
Puget Sound Family Physicians	76.3%	● Better
UW Medical Center	75.6%	● Better
The Everett Clinic	75.5%	● Better
The Polyclinic	75.2%	● Better
Group Health Cooperative	74.1%	● Better
Cascade Valley - Smokey Point	75.5%	● Average
Pacific Walk-in Clinic (now US HealthWorks)	75.3%	■ Average
The Doctors Clinic	74.9%	■ Average
Lakeshore Clinic	74.4%	■ Average
Western Washington Medical Group	73.9%	■ Average
Providence Physicians Group	73.3%	■ Average
Virginia Mason Medical Center	72.9%	■ Average
Northwest Physicians Network	72.7%	■ Average
Lake Serene Clinic	72.6%	■ Average
Overlake Internal Medicine Associates	72.6%	■ Average
Pacific Medical Centers	72.6%	■ Average
Evergreen Medical Group	71.8%	■ Average
MultiCare	70.9%	■ Average
Valley Medical Center	69.8%	■ Average
Olympia Family Medicine	69.1%	■ Average
Hall Health Primary Care	68.0%	■ Average
Swedish Medical Group	69.6%	▼ Below
Franciscan Medical Group	69.1%	▼ Below
UW Neighborhood Clinics	69.0%	▼ Below
St. Peter Family Practice	64.9%	▼ Below
Sound Family Medicine	64.8%	▼ Below
Highline Medical Group	64.6%	▼ Below
Eastside Internal Medicine PLLC	64.1%	▼ Below
Yelm Family Medicine	63.3%	▼ Below
Women & Family Health Specialists	62.2%	▼ Below
Interlake Medical Center	61.9%	▼ Below
Southlake Clinic	61.5%	▼ Below
Eastside Family Medicine Clinic	57.9%	▼ Below
Richmond Internal Medicine	47.3%	▼ 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, five medical groups score at or above the regional 90th percentile in Helpful, Courteous and Respectful Office Staff.

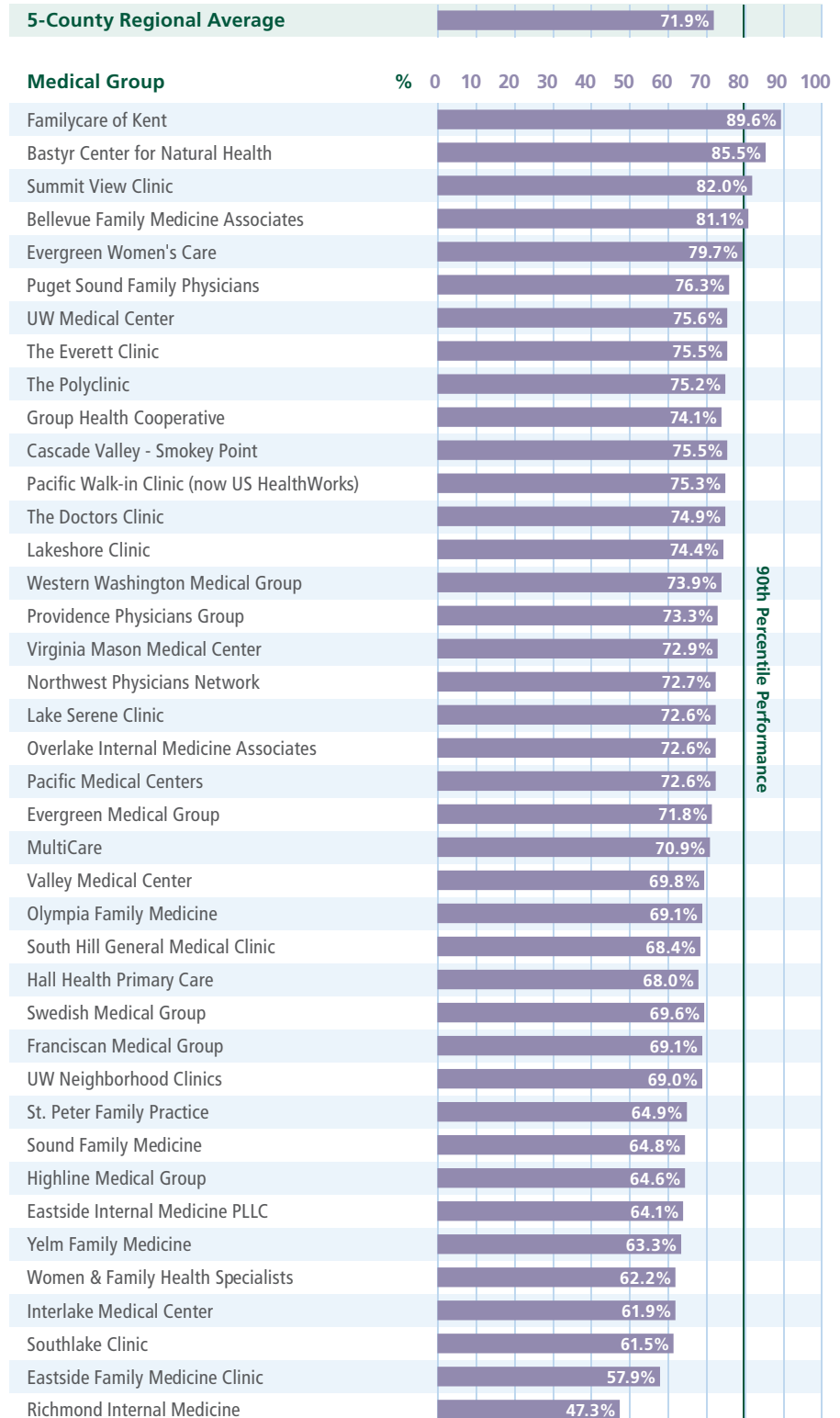
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- Summit View Clinic
- Bellevue Family Medicine Associates
- Evergreen Women's Care

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. Patients who feel 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 over time. A strong commitment from patients to work with their provider is essential for achieving positive results. This type of loyalty is especially true for patients with chronic conditions or other serious health issues that require focused management over time.

The region is doing pretty well, with a regional average score on this measure of 75.4% of patients reporting that their provider was a "9 or 10" on a scale of 0 to 10 (10 being the best). But there is still room for improvement — on a national level, the top 10% of performers are achieving scores of 89% 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		75.4%
Medical Group	Score	Score vs. Average
Lake Serene Clinic	87.1%	● Better
Familycare of Kent	85.9%	● Better
Bastyr Center for Natural Health	85.5%	● Better
Evergreen Women's Care	85.4%	● Better
Northwest Physicians Network	84.5%	● Better
Hall Health Primary Care	82.6%	● Better
Puget Sound Family Physicians	81.3%	● Better
Eastside Internal Medicine PLLC	80.6%	● Better
Providence Physicians Group	79.5%	● Better
Women & Family Health Specialists	79.9%	■ Average
Bellevue Family Medicine Associates	78.9%	■ Average
Lakeshore Clinic	78.8%	■ Average
The Doctors Clinic	78.5%	■ Average
Eastside Family Medicine Clinic	78.2%	■ Average
UW Medical Center	78.0%	■ Average
The Polyclinic	77.4%	■ Average
UW Neighborhood Clinics	77.4%	■ Average
Summit View Clinic	77.0%	■ Average
Western Washington Medical Group	76.8%	■ Average
St. Peter Family Practice	76.6%	■ Average
Group Health Cooperative	76.5%	■ Average
Evergreen Medical Group	76.3%	■ Average
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Virginia Mason Medical Center	75.4%	■ Average
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Swedish Medical Group	74.8%	■ Average
Pacific Medical Centers	74.4%	■ Average
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Southlake Clinic	71.1%	■ Average
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MultiCare	72.3%	▼ Below
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Valley Medical Center	70.5%	▼ Below
Overlake Internal Medicine Associates	69.3%	▼ Below
Sound Family Medicine	69.0%	▼ Below
Highline Medical Group	67.7%	▼ Below
Interlake Medical Center	65.7%	▼ Below
Richmond Internal Medicine	65.3%	▼ Below
South Hill General Medical Clinic	59.4%	▼ 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 in Overall Rating of the Provider.

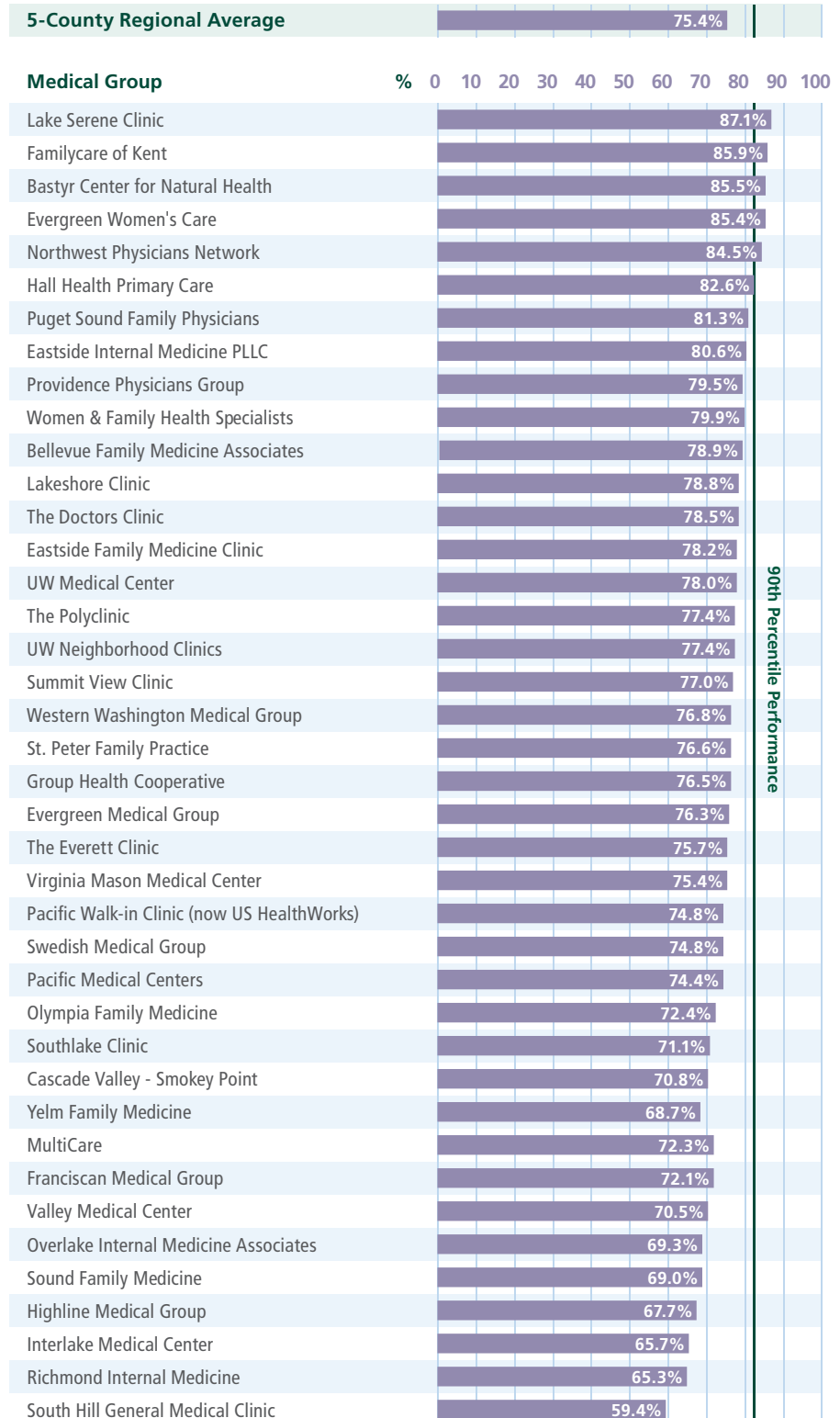
CONGRATULATIONS to these medical groups and thanks for leading the way to excellence!

- Lake Serene Clinic
- Familycare of Kent
- Bastyr Center for Natural Health
- Evergreen Women's Care
- 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

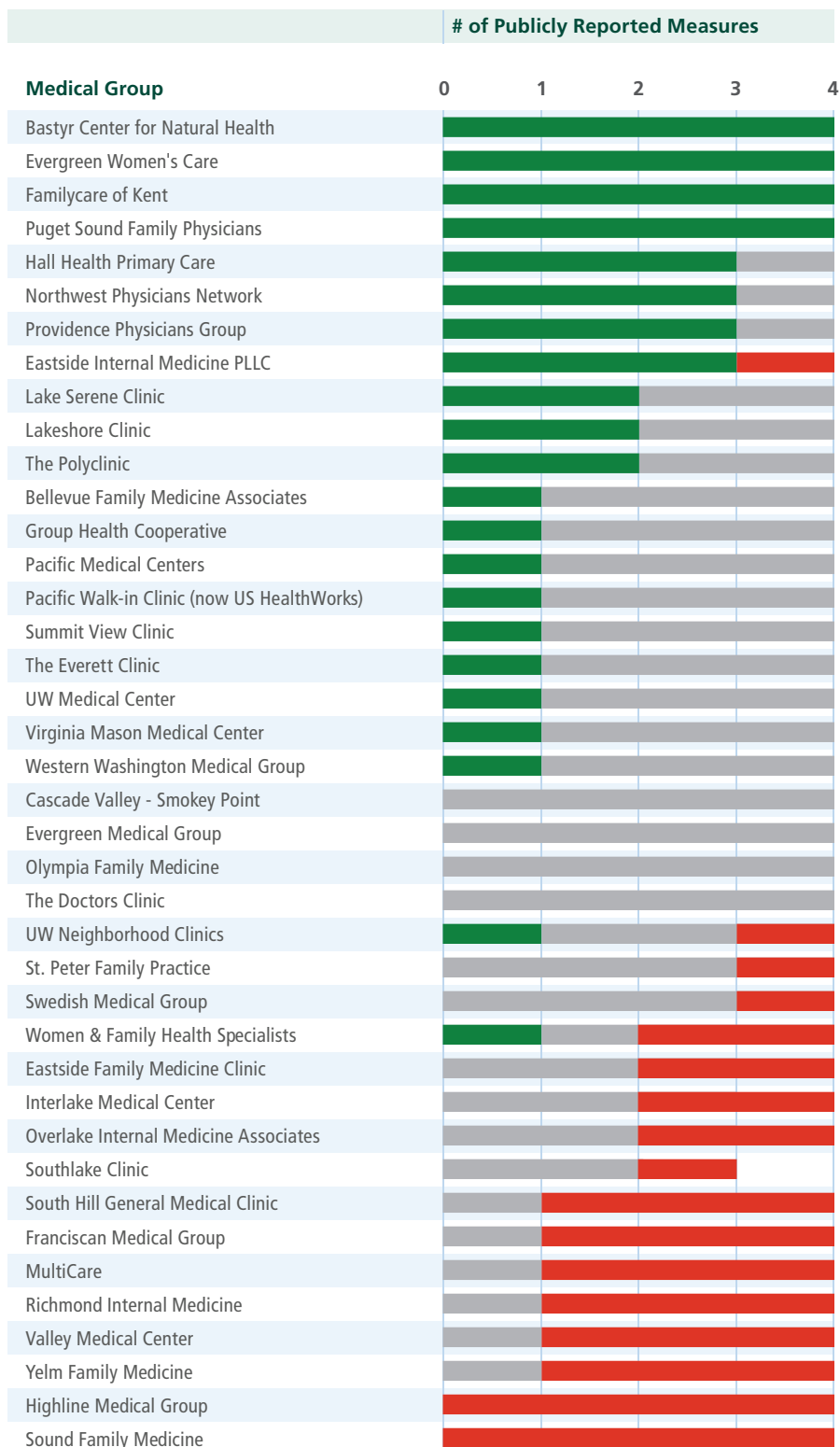


2011-2012 Patient Experience - Overview of Medical Group Results

(Source: Puget Sound Health Alliance)

■ Better ■ Average ■ Below

The graph to the right 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. The purpose this chart is to provide a snapshot of the overall performance on the measures of the medical groups.



Results for Clinics in the Puget Sound Region

The following pages include the results for 156 clinics in the region. The survey response rate for each clinic survey determines the number of measures for which the clinic has 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 (rounded)	56%	81%	72%	75%
	Timely Care and Info	Provider Communication	Helpful Office Staff	Overall Provider Rating
Clinic (in alphabetical order)				
Allenmore Internal Medicine - MultiCare	● Better	■ Average	● Better	● Average
Auburn MultiCare Clinic	■ Average	■ Average	■ Average	■ Average
Auburn MultiCare Clinic Medical Office Building	■ Average	▼ Below	■ Average	▼ Below
Bastyr Center for Natural Health	● Better	● Better	● Better	● Better
Bellevue Family Medicine Associates	■ Average	■ Average	● Better	■ Average
Bothell Clinic - Lakeshore Clinic	■ Average	● Better	■ Average	■ Average
Burien Family Medicine - Highline Medical Group	■ Average	■ Average	■ Average	▼ Below
Cascade Primary Care - Valley Medical Center	▼ Below	■ Average	■ Average	▼ Below
Cascade Valley Smokey Point Clinic	■ Average	■ Average	■ Average	■ Average
Covington MultiCare Clinic	■ Average	■ Average	■ Average	▼ Below
Covington Primary Care - Valley Medical Center	▼ Below	■ Average	■ Average	■ Average
Des Moines Medical Clinic - Highline Medical Group	■ Average	* N/A	■ Average	* N/A
Eastside Family Medicine Clinic	▼ Below	■ Average	▼ Below	■ Average
Eastside Internal Medicine PLLC	● Better	● Better	▼ Below	● Better
Edmonds Family Medicine Clinic - Puget Sound Family Physicians	■ Average	■ Average	● Better	■ Average
Enumclaw Medical Center - Franciscan Medical Group	▼ Below	■ Average	■ Average	■ Average
Evergreen Medical Group Canyon Park	■ Average	■ Average	■ Average	■ Average
Evergreen Medical Group Duvall	● Better	* N/A	● Better	* N/A
Evergreen Medical Group Kenmore	■ Average	● Better	■ Average	● Better
Evergreen Medical Group Redmond	▼ Below	▼ Below	■ Average	▼ Below
Evergreen Medical Group Woodinville	■ Average	■ Average	▼ Below	■ Average
Evergreen Women's Care	● Better	● Better	● Better	● Better
Fairwood Primary Care - Valley Medical Center	■ Average	▼ Below	■ Average	■ Average
Family Medicine of Redmond - Evergreen Medical Group	▼ Below	■ Average	▼ Below	● Better
Familycare of Kent	● Better	● Better	● Better	● Better
Federal Way Family Physicians - Northwest Physicians Network	● Better	● Better	▼ Below	■ Average
Federal Way Medical Center - Franciscan Medical Group	● Better	■ Average	● Better	■ Average
Gig Harbor Medical Clinic - Franciscan Medical Group	■ Average	▼ Below	■ Average	▼ Below
Gig Harbor MultiCare Clinic	▼ Below	■ Average	▼ Below	■ Average
Good Samaritan Family Medicine at Puyallup - MultiCare	■ Average	▼ Below	● Better	■ Average
Good Samaritan Family Medicine at South Hill - MultiCare	● Better	● Better	■ Average	● Better
Group Health Bellevue Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Burien Medical Center	▼ Below	■ Average	■ Average	■ Average
Group Health Capitol Hill Medical Center	● Better	■ Average	● Better	■ Average
Group Health Downtown Medical Center	● Better	▼ Below	■ Average	▼ Below
Group Health Everett Medical Center	■ Average	■ Average	■ Average	■ Average

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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
Group Health Factoria Medical Center	● Better	■ Average	■ Average	● Better
Group Health Federal Way Medical Center	■ Average	▼ Below	● Better	■ Average
Group Health Kent Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Lynnwood Medical Center	▼ Below	■ Average	■ Average	■ Average
Group Health Northgate Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Northshore Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Olympia Medical Center	▼ Below	■ Average	■ Average	● Better
Group Health Port Orchard Medical Center	▼ Below	■ Average	● Better	■ Average
Group Health Poulsbo Medical Center	■ Average	● Better	● Better	■ Average
Group Health Puyallup Medical Center	■ Average	■ Average	■ Average	● Better
Group Health Rainier Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Redmond Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Renton Medical Center	■ Average	■ Average	■ Average	▼ Below
Group Health Silverdale Medical Center	■ Average	■ Average	■ Average	■ Average
Group Health Tacoma Medical Center	● Better	■ Average	● Better	● Better
Group Health Tacoma South Medical Center	■ Average	▼ Below	■ Average	■ Average
Hall Health Primary Care Center	● Better	● Better	■ Average	● Better
Interlake Medical Center, PLLC	■ Average	■ Average	▼ Below	▼ Below
Kent MultiCare Clinic	▼ Below	▼ Below	▼ Below	▼ Below
Kent Primary Care - Valley Medical Center	▼ Below	▼ Below	▼ Below	▼ Below
Key Medical Center - Northwest Physicians Network	● Better	● Better	● Better	● Better
Lake Sawyer Primary Care - Valley Medical Center	■ Average	■ Average	■ Average	■ Average
Lake Serene Clinic	■ Average	● Better	■ Average	● Better
Lakewood MultiCare Clinic	▼ Below	■ Average	■ Average	● Better
Marysville Family Medicine - Puget Sound Family Physicians	● Better	● Better	■ Average	● Better
Minor and James	■ Average	■ Average	■ Average	■ Average
MultiCare Family Medicine Center	■ Average	* N/A	■ Average	* N/A
Newcastle Primary Care - Valley Medical Center	■ Average	▼ Below	■ Average	▼ Below
Northshore MultiCare Clinic	■ Average	▼ Below	■ Average	▼ Below
Olympia Family Medicine	■ Average	■ Average	■ Average	■ Average
Overlake Internal Medicine Associates	■ Average	▼ Below	■ Average	▼ Below
Pacific Medical Centers - Beacon Hill	■ Average	■ Average	■ Average	■ Average
Pacific Medical Centers - First Hill	● Better	■ Average	■ Average	■ Average
Pacific Medical Centers - Lynnwood	■ Average	■ Average	■ Average	■ Average
Pacific Medical Centers - Northgate	■ Average	▼ Below	■ Average	■ Average
Pacific Medical Centers - Renton	● Better	▼ Below	■ Average	■ Average
Pacific Medical Centers - Totem Lake	● Better	■ Average	■ Average	■ Average
Pacific Walk-in Clinic (now US HealthWorks)	● Better	■ Average	■ Average	■ Average
Peninsula Family Medical Center - Northwest Physicians Network	■ Average	● Better	● Better	● Better
Port Orchard Medical Clinic - Franciscan Medical Group	■ Average	* N/A	▼ Below	* N/A
Providence Physicians Group - Harbour Pointe Clinic	■ Average	■ Average	■ Average	■ Average
Providence Physicians Group - Marysville Clinic	■ Average	* N/A	■ Average	* N/A

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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
Providence Physicians Group - Mill Creek Family Medicine	■ Average	■ Average	■ Average	■ Average
Providence Physicians Group - Mill Creek Internal Medicine	● Better	■ Average	● Better	■ Average
Providence Physicians Group - Monroe Family Practice	■ Average	● Better	■ Average	● Better
Providence Physicians Group - North Everett Internal Medicine	■ Average	■ Average	■ Average	■ Average
Richmond Internal Medicine	■ Average	▼ Below	▼ Below	▼ Below
Senior Health Specialists - Evergreen Medical Group	■ Average	* N/A	● Better	* N/A
Snohomish Family Medical Center - Puget Sound Family Physicians	■ Average	■ Average	■ Average	■ Average
Sound Family Medicine Bonney Lake	▼ Below	■ Average	■ Average	■ Average
Sound Family Medicine Puyallup	▼ Below	■ Average	▼ Below	■ Average
Sound Family Medicine Sunrise	▼ Below	▼ Below	▼ Below	▼ Below
South Seattle Family Medicine - Highline Medical Group	■ Average	▼ Below	■ Average	▼ Below
Southlake Clinic Covington	▼ Below	■ Average	▼ Below	■ Average
Southlake Clinic Renton	▼ Below	■ Average	▼ Below	■ Average
Spanaway MultiCare Clinic	▼ Below	■ Average	▼ Below	■ Average
St. Anthony Family Medicine - Franciscan Medical Group	■ Average	▼ Below	■ Average	■ Average
St. Francis Medical Clinic - Franciscan Medical Group	■ Average	■ Average	■ Average	■ Average
St. Joseph Medical Clinic - Franciscan Medical Group	■ Average	■ Average	▼ Below	■ Average
St. Peter Family Practice	■ Average	■ Average	▼ Below	■ Average
Summit View Clinic, Inc., P.S.	■ Average	■ Average	● Better	■ Average
Surprise Lake Medical Clinic - Franciscan Medical Group	■ Average	* N/A	▼ Below	* N/A
Swedish Ballard Primary Care	● Better	■ Average	■ Average	■ Average
Swedish Central Seattle Primary Care	▼ Below	● Better	▼ Below	● Better
Swedish Downtown Seattle Primary Care	■ Average	● Better	■ Average	■ Average
Swedish Edmonds Birth & Family Clinic	● Better	● Better	● Better	● Better
Swedish Factoria Primary Care	▼ Below	▼ Below	▼ Below	▼ Below
Swedish Greenlake Primary Care	● Better	● Better	■ Average	● Better
Swedish Internal Medicine at Edmonds	▼ Below	▼ Below	■ Average	▼ Below
Swedish Issaquah Primary Care	● Better	▼ Below	■ Average	▼ Below
Swedish Magnolia Primary Care	■ Average	■ Average	■ Average	■ Average
Swedish Pine Lake Primary Care	■ Average	■ Average	■ Average	■ Average
Swedish Queen Anne Primary Care	■ Average	■ Average	■ Average	▼ Below
Swedish Redmond Primary Care	■ Average	* N/A	■ Average	* N/A
Swedish West Seattle Primary Care	■ Average	■ Average	■ Average	■ Average
Tacoma Central Family Medicine - MultiCare	● Better	■ Average	■ Average	■ Average
Tacoma Central Internal Medicine - MultiCare	▼ Below	■ Average	▼ Below	■ Average
The Doctors Clinic Bainbridge Island	■ Average	● Better	■ Average	■ Average
The Doctors Clinic Poulsbo	■ Average	● Better	■ Average	● Better
The Doctors Clinic Silverdale	■ Average	■ Average	■ Average	■ Average
The Everett Clinic Founders Building	■ Average	■ Average	■ Average	■ Average
The Everett Clinic Harbour Pointe	■ Average	● Better	● Better	● Better
The Everett Clinic Lake Stevens	▼ Below	■ Average	■ Average	▼ Below
The Everett Clinic Marysville	■ Average	■ Average	■ Average	■ Average

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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
The Everett Clinic Mill Creek	■ Average	■ Average	■ Average	■ Average
The Everett Clinic Silver Lake	■ Average	■ Average	● Better	■ Average
The Everett Clinic Snohomish	■ Average	■ Average	■ Average	■ Average
The Everett Clinic Stanwood	■ Average	■ Average	● Better	■ Average
The Lakewood Clinic - Franciscan Medical Group	■ Average	▼ Below	■ Average	▼ Below
The Polyclinic Ballard	● Better	▼ Below	■ Average	▼ Below
The Polyclinic Downtown	● Better	● Better	■ Average	● Better
The Polyclinic Family Medicine Sand Point	▼ Below	■ Average	■ Average	■ Average
The Polyclinic Madison Center	● Better	● Better	● Better	● Better
The Polyclinic Northgate	■ Average	■ Average	■ Average	■ Average
Totem Lake Clinic - Lakeshore Clinic	● Better	■ Average	■ Average	■ Average
University of Washington Medical Center Roosevelt I	■ Average	■ Average	■ Average	■ Average
University of Washington Medical Center Roosevelt II	■ Average	■ Average	■ Average	■ Average
University Place Medical Clinic - Franciscan Medical Group	▼ Below	■ Average	■ Average	● Better
University Place MultiCare Clinic	■ Average	▼ Below	■ Average	▼ Below
UW Neighborhood Clinics Belltown Clinic	■ Average	■ Average	● Better	● Better
UW Neighborhood Clinics Factoria Clinic	■ Average	■ Average	■ Average	■ Average
UW Neighborhood Clinics Federal Way Clinic	■ Average	■ Average	■ Average	■ Average
UW Neighborhood Clinics Issaquah Clinic	■ Average	■ Average	■ Average	■ Average
UW Neighborhood Clinics Kent/DesMoines Clinic	■ Average	● Better	▼ Below	■ Average
UW Neighborhood Clinics Shoreline Clinic	▼ Below	■ Average	■ Average	■ Average
UW Neighborhood Clinics Woodinville Clinic	● Better	● Better	■ Average	● Better
Vashon Health Center - Highline Medical Group	▼ Below	■ Average	▼ Below	■ Average
Virginia Mason Bellevue	■ Average	■ Average	● Better	■ Average
Virginia Mason Federal Way	■ Average	▼ Below	■ Average	■ Average
Virginia Mason General Internal Medicine	■ Average	■ Average	■ Average	■ Average
Virginia Mason Issaquah	■ Average	▼ Below	● Better	▼ Below
Virginia Mason Kirkland	● Better	■ Average	■ Average	● Better
Virginia Mason Lynnwood	■ Average	■ Average	■ Average	■ Average
Virginia Mason Winslow	■ Average	■ Average	■ Average	■ Average
West Seattle Family Medicine - Highline Medical Group	▼ Below	■ Average	▼ Below	■ Average
Western Washington Medical Group Clinics	● Better	■ Average	■ Average	■ Average
Women's & Family Health Specialists	▼ Below	● Better	▼ Below	■ Average
Woodinville Primary Care - Puget Sound Family Physicians	● Better	● Better	● Better	● Better
Yelm Family Medicine, PLLC	▼ Below	▼ Below	▼ Below	■ Average

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

Understanding the Most Important Patient Experience Drivers of Patient Satisfaction

To help identify opportunities and priorities for quality improvement, a comprehensive Key Driver Analysis was conducted. A **Key Driver Analysis** identifies the patient experience measures most closely related to patients' overall satisfaction with health care providers.



The Key Driver Analysis has several objectives:

- To identify the key drivers of patient satisfaction with health care providers – the patient experience measures that distinguish clinics that are highly rated overall from clinics that are lowly rated overall.
- To highlight industry best practices on the key driver measures.

Key Drivers of Patients' Overall Ratings of Providers

The analysis identified eight key drivers of overall patient satisfaction with the health care provider. All of these variables have statistically significant relationships with the overall satisfaction score. The correlations for these key drivers range from 0.72 to 0.87. Combined, these eight variables explain 84% of the variation in the overall provider ratings (in order of importance from highest to lowest):

How often did	Regional 90th Percentile Score
1. you feel this provider really cared about you as a person?	88.4%
2. this provider seem to know the important information about your medical history?	76.3%
3. this provider show respect for what you had to say?	92.6%
4. this provider listen carefully to you?	90.3%
5. this provider explain things in a way that was easy to understand?	91.4%
6. this provider answer all your questions to your satisfaction?	86.3%
7. this provider spend enough time with you?	85.9%
8. this provider give you easy to understand instructions about taking care of these health problems or concerns?	88.3%

Interestingly, all eight key drivers have to do with effective provider-patient communication and information. This reinforces our understanding that patients want to trust that their providers *know them*; they want to be respected, feel heard, and understand their health conditions and what they are supposed to do.

In individual reports shared with each medical group and clinic, providers can see their own performance results compared to the 90th percentile for the Puget Sound region, helping them to focus their clinic's improvement on each of these key drivers. For more information about how the Key Driver Analysis was conducted, please see page 31.

Detailed Description of Survey Protocol and Analysis Plan

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 Puget Sound Health Alliance. Medical groups and clinics were included if they had three or more primary care providers and were located within the five-county Puget Sound region: King, Kitsap, Pierce, Snohomish, and Thurston counties. Primary care providers include both physicians and mid-level providers (e.g., nurse practitioners) with credentials in the following areas: family medicine, general internal medicine, preventive medicine, geriatrics, osteopathy, and naturopathy.

Sample frames were provided by four participating health plans: Group Health, Premera Blue Cross, Regence BlueShield, and UnitedHealthcare (including PacifiCare). Sample frames included plan members 18 years of age and older with a qualifying visit between August 1, 2010 and July 31, 2011.

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 was. 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 168 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 booklet. The provider name was printed in Question 1 on each survey. The survey was accompanied by a cover letter that 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 prepaid business reply envelope addressed to the Center for the Study of Services.

Fielding

Wave one surveys were mailed in mid-October 2011 to randomly selected patients with a qualifying visit. Sample members who did not respond to wave one were sent a second survey mailing in early November 2011. The plan was 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 December 2011, 29 clinics were identified as having an insufficient number of responses for public

reporting. Out of the 29 clinics, 19 did not have a sufficient number of eligible patients to draw an additional sample. Ten clinics had an additional sample available. However, three of these 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 seven clinics and surveys were mailed to these sample members in late December 2011. Data collection was closed for all sample members at the end of January 2012.

The Puget Sound Health Alliance, the four health plans that provided the patient sample and The Center for the Study of Services (CSS) all value patient privacy very highly. Individual patient responses were kept absolutely confidential. Completed surveys were not seen by anyone other than the research staff at CSS – individual answers were not seen by a patient’s provider, their health plan, or the Puget Sound Health Alliance. All patient answers were combined with answers from other patients to create a summary score.

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?”). All other survey responses were excluded from the analysis.

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 noted below. For a copy of the actual survey, please visit www.wacommunitycheckup.org.

- Getting Timely Appointments, Care and Information (Q6, Q11, Q13, Q15, Q16)
- How Well Providers Communicate With Patients (Q17, Q18, Q21, Q25, Q26, Q27)
- Helpful, Courteous and Respectful Office Staff (Q33 and Q34)

All question and composites scores are reported as “top box” proportions, meaning the number of respondents that provided a 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 three composite scores and the score for the Rating of Provider for medical groups and for clinics. Each clinic's scores on questions are not being publicly reported unless the number of respondents meets a certain threshold. We have used the reliability statistic to decide that threshold. Reliability can range from 0 to 1. The Alliance is not publicly reporting scores 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.

1. How much variation is there in the responses each clinic's patients provide about the clinic's providers? The more a clinic's patients tend to agree about their providers (i.e., lower within-clinic variance), the higher the reliability statistic.
2. 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.
3. 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.

On the Community Checkup website, we are using a Puget Sound Average for comparison purposes. The Puget Sound Average is the average score for all patients included in the survey. Medical group and clinic scores are compared to the Puget Sound Average using a t-test at the 95% confidence level.

The Key Driver Analysis uses individual clinics as units of analysis. CSS performed correlation analysis of clinic-level patient experience ratings to identify the sources of variation in the overall satisfaction score (Q31: Rating of Provider) across Puget Sound. The resulting correlations mathematically express the relationship between a clinic's performance in various patient experience areas and its overall satisfaction score. The analysis was conducted on the multi-clinic dataset aggregated over 168 Puget Sound clinics.

All performance measures were entered into the analysis, and the independent explanatory power of each variable was estimated. Note that CSS intentionally excluded Willingness to Recommend Provider (Q32) from the list of measures because of its similarity to Rating of Provider (Q31).

More Information about the Puget Sound Health Alliance

Your Voice Matters is an initiative of the Puget Sound Health Alliance. The Puget Sound Health Alliance (the Alliance) is a 501(c)3 nonprofit coalition (www.pugetsoundhealthalliance.org). The Alliance's mission is to build a strong collaboration among patients, providers, purchasers, health plans and others to promote health and improve quality and affordability by reducing overuse, underuse and misuse of health care services across King, Kitsap, Pierce, Snohomish and Thurston counties in western Washington.



Our vision is that, by 2015, physicians, other providers and hospitals in the region achieve 90th percentile performance in the nation in the delivery of quality, evidence-based care and in the reduction of unwarranted variation, resulting in a significant reduction in medical cost trends.

Our Guiding Principles

- 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 care.
- Strengthen the partnership between patients and providers to manage personal health.
- Increase evidence-based decision-making and slow the rate of health care cost increases by reducing unnecessary and/or non-evidence-based care.
- Promote collaboration and avoid duplication of efforts among organizations and individuals working toward the same or similar goals.

The Alliance's areas of focus are:

- Performance Measurement: Measuring variation in quality and cost of care
- Public Reporting: Making variation across providers and plans transparent
- Performance Improvement: Using reports to change results and improve value
- Consumer Engagement: Helping consumers make informed decisions
- Payment Reform: Paying providers for value, not volume

The Alliance includes more than 160 leading employers and union trusts, health plans, hospitals and physician groups, government agencies, educational institutions, professional associations, pharmaceutical companies and individuals. Since our founding in 2004, the Alliance has grown such that Alliance participants now represent two million covered individuals, or half the population of the five-county region.

Your Voice Matters is the Alliance's first effort to understand patients' experience with their primary health care provider and to share the results publicly. Patient experience results are posted on the Alliance's Community Checkup website (www.wacommunitycheckup.org) along with other quality results for medical groups, clinics, hospitals and health plans.

We are confident that the results will be informative for both consumers and providers of care. Because we believe that well-organized and well-delivered primary care is an essential and foundational element of highly cost-effective health care, we are beginning here. But we understand that patient experience with other providers of care, for example sub-specialists, is also very important in promoting health and improving quality and affordability.

For more information, please contact Susie Dade, deputy director of the Alliance, by email at sdade@pugetsoundhealthalliance.org.

More Information About the Center for the Study Of Services

Through a competitive process, the Alliance selected The Center for the Study of Services (CSS) as its survey vendor. 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 took concerns about data security and protecting personal health information very seriously. CSS has passed a SAS 70 Type II audit, one of the most stringent data security evaluations available. For more information, visit **www.cssresearch.org**.



For more about the Alliance:
www.PugetSoundHealthAlliance.org

For the Community Checkup report:
www.WACommunityCheckup.org