**Background**

- Medical City Green Oaks Hospital (MCGOH) is a free-standing, 124-bed behavioral health facility in Dallas, Texas and serves a 7 county catchment area.
- ADC of 123 plus Crisis Stabilization Services with an average of 16,620 visits per year.
- 70-80% of patients arrive involuntarily by law enforcement.
- In the first nine months of 2016 MCGOH experienced very low patient satisfaction scores as measured by Press Ganey.
- In 2016, MCGOH experienced the highest rate of restraint and seclusion as measured through HBIPS (Core Measures).
- In 2016 MCGOH experienced a record high rate of employee injuries resulting in lost time from work.

**Design/Strategy**

In September of 2016, the Senior Leadership team at MCGOH committed to improve the treatment and experience of our patients. The Leadership team took these specific steps to improve performance:

- Intense analysis of the Press Ganey patient satisfaction results.
- Detailed review of documented patient complaints.
- Evaluation of treatment schedule/programming.
- Committed to “Excellence Always” vision statement.
- Identified 2 “Survey Champions” to encourage patients to complete the survey.
- Implemented 2x2 improvement strategy which allowed the team to focus on 2 specific questions for 2 quarters for targeted action planning and monitoring.
- Engaged all levels of the organization including the Medical Staff and Hospital Board.
- Changed our philosophy regarding Patient Rights, Restraint and Seclusion.
- Made Press Ganey results transparent by unit and discipline on a monthly basis.

**Key Learnings and Discoveries**

- The change starts with the Senior leadership team.
- The key obstacle was the belief that we could not influence a change in the patient’s experience if brought in involuntarily.
- The change in treatment model from crisis stabilization to ‘active treatment’ and patient-focused.
- Culture change takes continued effort and reinforcement and cannot be viewed as a “flavor of the month” campaign.
- All staff and medical staff have to be held accountable to the mission and culture of “Excellence Always”.

A commitment to improving the Patient Experience led to improvements in quality and employee metrics.

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**AIM Statement**

To improve patient experience through culture change.

**Outcomes**

- The results on the Press Ganey survey on “Overall rating of Care Given” moved from the 9th percentile in Q3 16 to the 96th percentile in Q2 19 and Q3 19. This represented an absolute improvement in satisfaction of 87 percentile improvement.
- The results for the HBIPS EVT composite score (Restraint and Seclusion) decreased by 88% from 2016 to Q3 19.
- The results for employee injuries resulting in lost-time claims reduced by 94% and now is below the State of Texas average.