

SERVICE EXCELLENCE: UNDERSTANDING PATIENT EXPERIENCE OF CARE DATA

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OVERVIEW

Knowledge of and understanding patient experience of care data should not be solely isolated to Reimbursement, Decision Support, Data Analytic or strategic planning in the C-suite of a healthcare organization.

The presentation will provide an overview of CMS Value-Based Purchasing program, focusing on the domain of patient experience of care and how the role of frontline staff and departments can influence and improve HCAHPS patient experience of care data.

Most, if not all, healthcare staff can impact the patient experience of care.

OUTLINE

- Value-Based Purchasing program
- Patient experience of care domain
- HCAHPS background & instrumentation
- HCAHPS outcomes & reporting
- Service excellence elements & programs
- Service excellence program development or improvement
- Q & A

VALUE-BASED PURCHASING (VBP)

CMS initiative & ACA provision, link overall value of care to reimbursement.

Overarching aim of value:

- better quality for individuals
- better outcomes for individuals
- better health for population groups
- cost effective

VALUE-BASED PURCHASING (VBP)

Reimbursement implications: Payment adjustments and value-based performance rewards.

- Clinical care
- Safety
- Efficiency
- Patient experience of care

VALUE-BASED PURCHASING (VBP)

FY	Reimbursement Adjustment
2013	1.00%
2014	1.25%
2015	1.50%
2016	1.75%
2017	2.00%
2018 & subsequent FYs	2.00%

VALUE-BASED PURCHASING (VBP)



VALUE-BASED PURCHASING (VBP)

FY	Domains & Weights
2016	<ul style="list-style-type: none"> ➤ Clinical Process of Care (10%) ➤ Patient Experience of Care (25%)* ➤ Outcome (40%) ➤ Efficiency (25%)
2017	<ul style="list-style-type: none"> ➤ Patient and Caregiver-Centered Experience of Care/Care Coordination (25%)* ➤ Safety (20%) ➤ Clinical Care (30%) <ul style="list-style-type: none"> ❑ • Clinical Care – Outcomes (25%) ❑ • Clinical Care – Process (5%) ➤ Efficiency and Cost Reduction (25%)
2018	<ul style="list-style-type: none"> ➤ Patient and Caregiver-Centered Experience of Care/Care Coordination (25%)* ➤ Safety (25%) ➤ Clinical Care (25%) ➤ Efficiency and Cost Reduction (25%)

PATIENT EXPERIENCE OF CARE

“Patient experience encompasses the range of interactions that patients have with the health care system, including their care from health plans, and from doctors, nurses, and staff in hospitals, physician practices, and other health care facilities.”

- “To assess patient experience, one must find out from patients whether something that should happen in a health care setting (such as clear communication..) actually happened or how often it happened.”
- “Satisfaction, .., is about whether a patient’s expectations about a health encounter were met. Two people who receive the exact same care, but who have different expectations for how that care is supposed to be delivered, can give different satisfaction ratings because of their different *expectations*.”

PATIENT EXPERIENCE OF CARE

2016 & 2017 Dimensions

Communication w Nurses;
Communication w Doctors;
Responsiveness of Hospital Staff;
Pain Management;
Communication about Medicines;
Cleanliness & Quietness of Hospital
Discharge Information; and
Overall Rating of Hospital.

2018 Dimensions

Communication w Nurses;
Communication w Doctors;
Responsiveness of Hospital Staff;
Pain Management;
Communication about Medicines;
Cleanliness & Quietness of Hospital
Discharge Information; and
Care Transition*
Overall Rating of Hospital.

PATIENT EXPERIENCE OF CARE



HCAHPS SURVEY INSTRUMENTATION

- CAHPS (Consumer Assessment of Healthcare Providers and Systems)--AHRQ
- HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems)
- CG-CAHPS (Clinician & Group - Consumer Assessment of Healthcare Providers and Systems)

HCAHPS SURVEY INSTRUMENTATION

Survey Topics

- Nurse & doctor specific
- Pain control
- Discharge education
- Cleanliness & quietness
- Overall hospital rating
- Recommend the hospital to friends and family

HCAHPS SURVEY INSTRUMENTATION

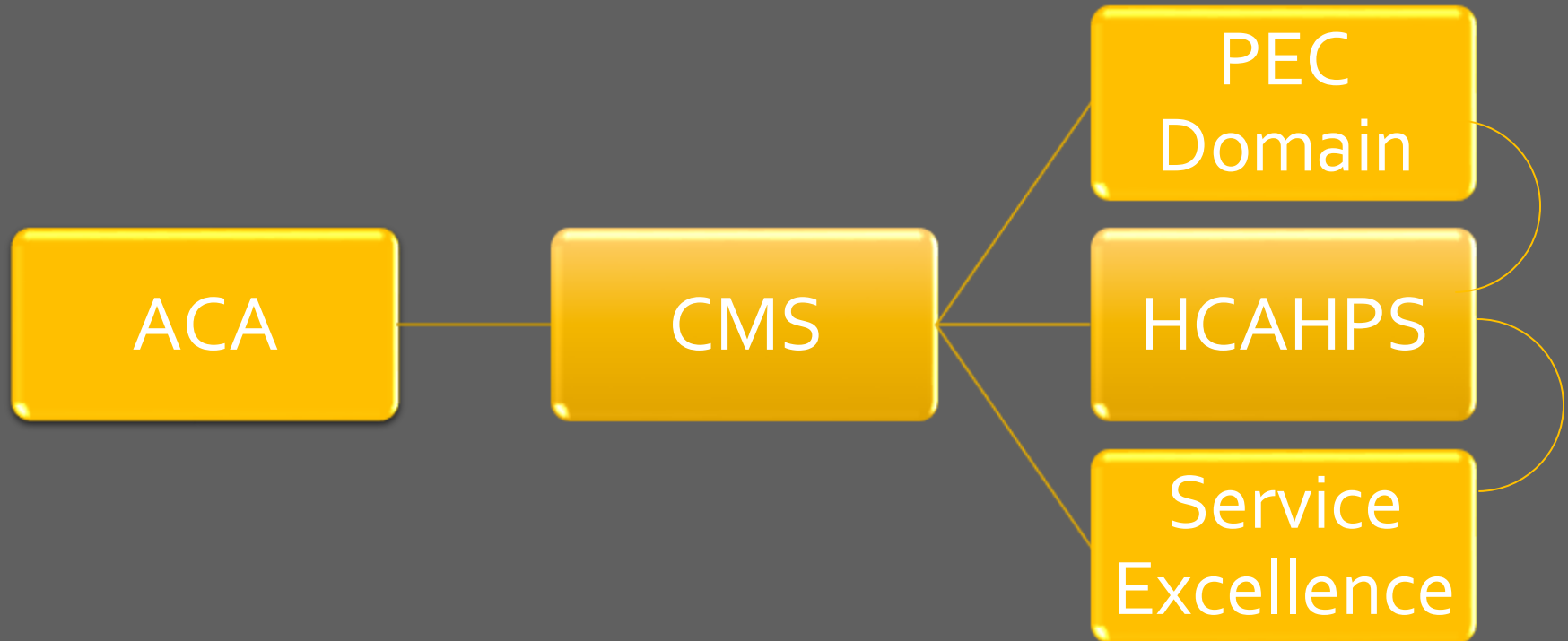
Survey Topic	Survey Item
How often did nurses communicate well with patients?	<ul style="list-style-type: none">•How often did nurses treat you with courtesy and respect?•How often did nurses listen carefully to you?•How often did nurses explain things in a way you could understand?
How often did doctors communicate well with patients?	<p>How often did doctors treat you with courtesy and respect?</p> <p>How often did doctors listen carefully to you?</p> <p>How often did doctors explain things in a way you could understand?</p>
How often was the area around patients' rooms kept quiet at night?	
How do patients rate the hospital?	
Would patients recommend the hospital to friends and family? **	

HCAHPS SURVEY OUTCOMES

Outcome Metrics/Reporting

- CMS
- Internal
- External: transparency-consumer facing (public)
- Star rating comparison
(<https://www.medicare.gov/hospitalcompare/search.html?>)

SERVICE EXCELLENCE



SERVICE EXCELLENCE

Service

- Interaction(s) between service provider and guest or user. (Technologist and patient or family member)

Experience elements

- Environmental
- Professional Behavior
- Competency

SERVICE EXCELLENCE ELEMENTS

Environmental

- Cleanliness
- Temperature
- Noise
- Wait time

SERVICE EXCELLENCE ELEMENTS

Professional Behavior

- Courtesy
- Communication, listening & engagement
- Staff coordination & collaboration
- Staff team work & interpersonal skills

SERVICE EXCELLENCE ELEMENTS

Competency

- Credentials
- Confidence
- Procedural-knowledge, skills & ability
- End procedure/hand-off

SERVICE EXCELLENCE

MOVE TO ACTION

Programs

- AIDET- Acknowledge, Introduce, Duration, Explanation, and Thank You.
- Eye to eye and heart to heart
- Leader Rounding
- Huddles-daily or weekly
- Patient Advisors/Leadership
- WMTY project -What Matters To You?
- Ritz Carlton- Lineup
- Disney - “show ready”

SERVICE EXCELLENCE

DEVELOPMENT OR IMPROVEMENT

Quality Improvement

- Plan
- Do
- Study
- Act

LEAN Six Sigma

- Define
- Measure
- Analyze
- Improve
- Control

SERVICE EXCELLENCE

DEVELOPMENT OR IMPROVEMENT

Quality Improvement: Communication & Responsiveness

- Plan--Purposeful hourly rounding
- Do--Purposeful..4 Ps-Potty, Position, Pain, Placement
- Study--Track HCAHPS results
- Act--Sustain, enterprise-wide

SERVICE EXCELLENCE

DEVELOPMENT OR IMPROVEMENT

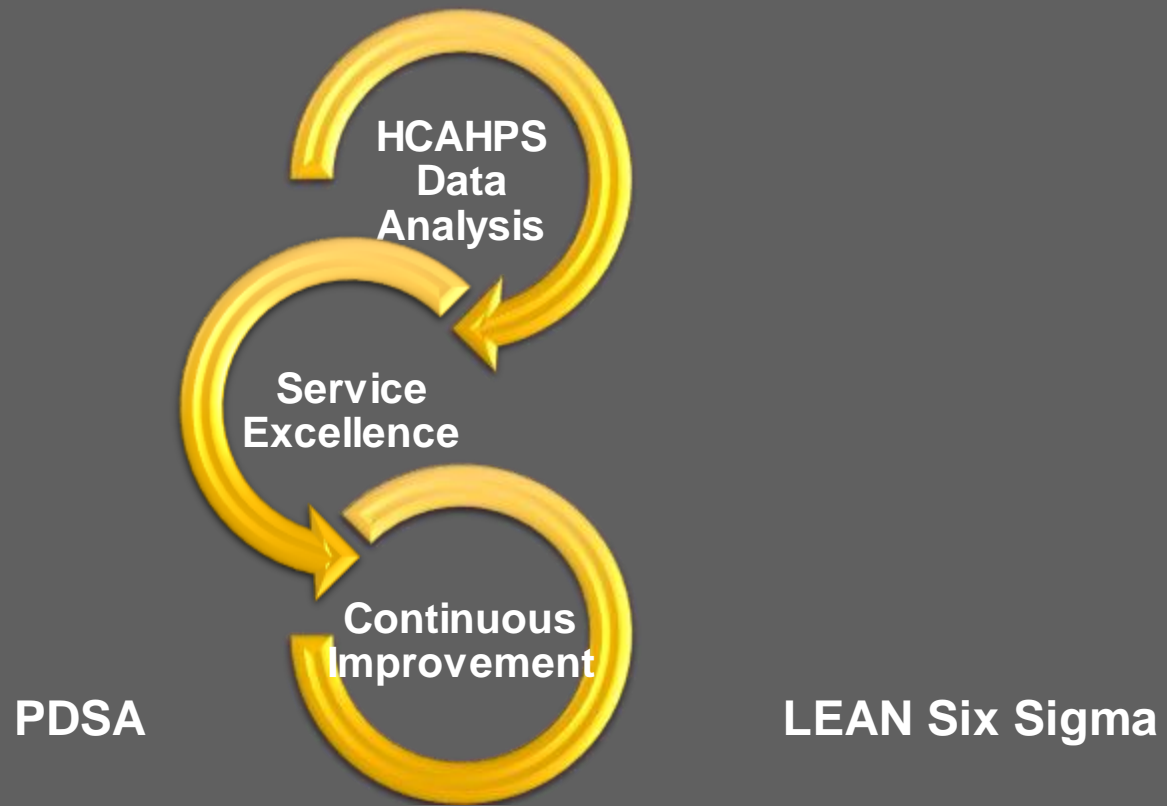
LEAN Six Sigma: Nurse & Physician communication

- Define: Nurse & Physician interpersonal communication
- Measure: Specific HCAHPS & additional survey items
- Analyze: Unit/shift based, correlation, SPC, other stats analyses
- Improve: New program; Nurse2Doc Communication, EHR documentation
- Control: 3-6-12 month data monitoring

SERVICE EXCELLENCE

MOVE TO ACTION

How do patients' and caregivers' feedback help improve their experience of care?



CONCLUSION

Value = QUALITY / Cost



Service excellence driven by outcome metrics can lead to continuous improvement in patient-centered experience of care and quality.

Show value for every patient or family member, in every interaction, every time.

Q&A



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Dr. Holden is the Chair of the School of Health Services Administration at University of Phoenix, Dallas campus. Dr. Stephanie Holden is a Certified Health Education Specialist with an earned doctorate in Health Studies. She is a veteran educator and clinician with background in medical imaging, and graduate degree in mathematics/statistics. Her diverse experience also includes healthcare quality management, program evaluation and clinical consulting.