

"It is much more important to know what sort of a patient has a disease than what sort of a disease a patient has."

William Osler



The 4 Values of a Positive Patient Experience

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Overview





- Defining patient experience
- The 4 values of a positive patient experience
 - Human Value
 - Quality and Safety Value
 - Reputational Value
 - Financial Value
- Ideas for improving the patient experience

10/18/2018

Defining the Patient Experience



- The JHM Patient Experience is based partly on the patients' and family's high expectations of what is about to happen and the cumulative evaluation of their **journey** through our system.
 - We have opportunities to delight or disappoint based on their clinical and emotional interactions with us, as well as
 - Interactions with our people, our processes, and our physical setting.



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The Human Value



- Patients want:
 - Be listened to
 - Communicated with in a way they can understand
 - Be treated with respect
 - Addressed as a person (not a disease)

Patient Suffering



Unavoidable

Associated with Diagnosis & Treatment

Avoidable

Associated with Health Care System Delivery Dysfunction

Understanding "Clues" in Healthcare Interactions (Berry et al 2016)

- High Emotion Services elicit intense emotions. (cancer, ICU, surgery)
- "Patients' experiences, good and bad, accumulate as a result of clues embedded in these experiences" Berry et al 2016
- Positive clues build trust and hope
- Negative Clues lead to anxiety, helplessness, anger, fear, stress

DOI: 10.1200/JOP.2016.011130; published online ahead of print at jop.ascopubs.org on March 22, 2016.

Types of Clues in Healthcare



(Based on the work of Berry, L)

Humanic clues- People

- Verbal, body language,
- Tone of voice, appearance



Sights, sounds, textures



DOI: 10.1200/JOP.2016.011130; published online ahead of print at jop.ascopubs.org on March 22, 2016.



Types of Clues in Healthcare



(Based on the work of Berry, L)

- Functional clues-Process: technical quality or competence of the service
 - MD expertise, teamwork, care coordination, efficiency



DOI: 10.1200/JOP.2016.011130; published online ahead of print at jop.ascopubs.org on March 22, 2016.

How our patients view the Human Value



"I cannot tell you how much we appreciate your professionalism & compassion." "The staff made me feel comfortable and were great to work with. I was still concerned. The staff helped to decrease my anxiety. I appreciated that greatly."

"My stay was like home away from home, it was like a family setting that I enjoyed very much so."

"The staff made me feel comfortable and were great to work with. Being a medical professional, I was still concerned. The staff helped to decrease my anxiety. I appreciated that greatly."

The Quality Safety Value



- Part of a good experience is:
 - Health improving
 - Care delivered safely
 - Positive health outcomes
 - Appropriate level of care for needs
 - Care delivered with a focus on quality

Does it Make a Difference?



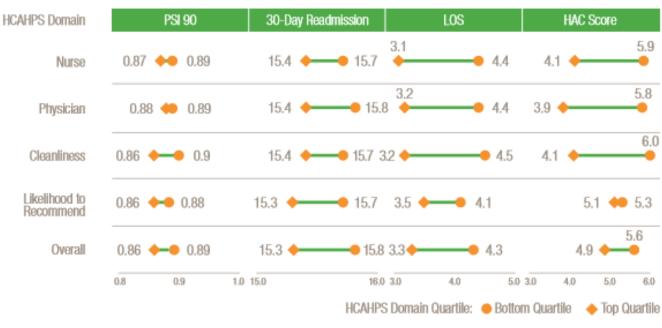
Health Affairs article cites:

- 5.3% lower medical costs for patients receiving enhanced decision making support
- 12.5% fewer hospital admissions
- 20.9% fewer preference sensitive heart surgeries
- Least activated patients had 21% higher costs.

Press-Ganey Quality, Safety & ADMINISTRATION Patient Experience Link

CLINICAL SAFETY/QUALITY vs. PATIENT EXPERIENCE¹

Median Clinical Quality Scores by Patient Experience Quartile



¹ Hospital Compare, 2015 Production: Press Ganey Data Science, March 10, 2017

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How our patients view the Quality Value



"I love everyone I crossed paths with. I couldn't recommend Johns Hopkins enough. The quality of care is something you don't get most places."

"I was very impressed by my stay at Hopkins. I am an employee and have never been a patient in a hospital but everybody I encountered made me feel comfortable and proud to work for such a great organization.", "My experience at Johns
Hopkins was amazing!
The staff were
conscientious and
attentive. I was totally at
ease under their care.
Friendly, supportive and
professional"

Dr. V is an excellent physician. He shows care and empathy as well as being a good listener and makes the patient feel comfortable.

10/18/2018

Reputational Value



- 1 of every 2 individuals surveyed noted brand and reputation were important in choosing a hospital. (Deloitte 2016)
- 59% of hc consumers said patient experience is extremely important and another 32% said very important (Beryl 2018)
 - 78% "My health and well-being are important to me"

10/18/2018

Effect of Patient Experience on Loyalty

- Twice as many patients reported positive experiences with health care
 - Positive experiences-
 - 70% told someone else;
 - 73% will continue to use the same MD or health care organization
 - Negative experience
 - 76% tell someone else,
 - 43% did not return to same person or place;
 - 37% actively find and use different MD or ho organization

Research on Transparency



- More than 50% of millennials used online reviews to shop for a doctor.
- 72% of Americans research health information online
- Yelp scores are correlated to both HCAHPS and potentially preventable readmissions.
- <u>Customer Service</u>, not clinical skills dominates as the leading distinction between high rated and low rated doctors online.
 Richard James Redett, III, M.D.

**** 5.0 out of 5 72 Ratings | 11 Comments



Co-Director, Brachial Plexus Clinic, Kennedy Krieger Institute Associate Professor of Plastic and Reconstructive Surgery

It makes a difference!



The Johns Hopkins Hospital Achieves Magnet® Recognition for the Fourth Time











#3 INTHE NATION

#1 IN MARYLAND

According to U.S. News and World Report's 2018-19 rankings

Healthgrades
Outstanding
Patient
Experience
Award™



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How our patients view the Reputational Value



"We traveled from another state to receive care from Dr. L and his staff. Everyone was very nice and efficient."

> "My first choice always when it comes to my children. You guys are the BEST"

"The staff made me feel comfortable and were great to work with. The staff helped to decrease my anxiety. I appreciated that greatly."

"I think I received the best care ever. Everyone from the front door of the hospital to the doctors were extremely helpful, kind and caring."

Financial Value



- Hospitals with "excellent" HCAHPS scores had :
 - Net margin of 4.7% compared to 1.8% for those with low ratings.
- Hospitals in the same regions and similar hospital characteristics had :
 - 1.4% increase in net margin and 1.3% return on assets
- Investments in patient experience increase costs but increase revenue even more.

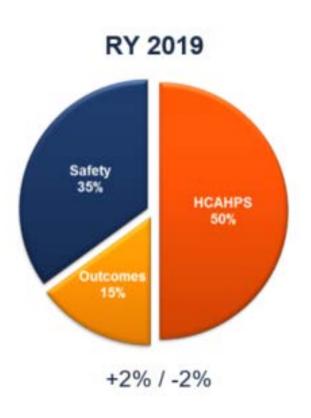
Deloitte 2016 Center for Healthcare Solutions

Maryland QBR vs VBP-Reimbursement Potential



FY 2019 Value-Based Purchasing Domain Weighting

(Payment adjustment effective for discharges from October 1, 2018 to September 30, 2019)



		Baseline Period	Performance Period July 1, 2014–June 30, 2017					
		July 1, 2009–June 30, 2012						
				Threshold	Benchmark			
ē		Measures 30-day mortality, acute myocardial infarction (MORT-30		0.850671	0.873263			
<u>a</u>		AMI)	-	0.000071	0.673203			
		30-day mortality, heart failure (MORT-30-HF)		0.883472	0.908094			
ल	25%	30-day mortality, pneumonia (MORT-30-PN)		0.882334	0.907906			
Clinical Care	7							
.⊆		Baseline Period	Performance Period					
ರ		July 1, 2010–June 30, 2013		January 1, 2015–June 30, 2017				
		Measures		Threshold	Benchmark			
		1THA/TKA: Elective Total Hip Arthroplasty (THA) and/o	r	0.032229	0.023178			
		Total Knee Arthroplasty (TKA) Complication Rate*						
		Baseline Period		Performan				
		January 1–December 31, 2015	January 1-December 31, 2017					
ਰ >	ゞ゙゙゙゠゠゚	HCAHPS Survey Dimensions	HCAHPS Performance Standard					
Person and Community Engagement 25%		HCARPS Survey Dimensions	Floor (%) Threshold (%) Benchmark (
- CO -	ਰ ⊑ ੍ਹ ∣	Communication with Nurses	28.10	78.69	86.97			
5 5	illing igen 25%	Communication with Doctors	33.46	80.32	88.62			
Š E	7 <u>'ă</u>	Responsiveness of Hospital Staff	32.72	65.16	80.15			
9 o e		Communication about Medications	11.38	63.26	73.53			
<u> </u>) 山	Hospital Cleanliness and Quietness Discharge Information	22.85 61.96	65.58 87.05	79.06 91.87			
		Care Transition	11.30	51.42	62.77			
		Overall Rating of Hospital	28.39	70.85	84.83			
ਰ		Baseline Period	Performance Period					
on on		January 1–December 31, 2015	January 1-December 31, 2017					
	Cost Reduction 25%	Measure	Thresi	Benchmark				
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Safety 25%	Healthcare-Associ	I Central Line-Associated Bloodstream Infections (CLABSI) I Catheter-Associated Urinary Tract Infections (CAUTI) I Surgical Site Infection (SSI): Colon I SSI: Abdominal Hysterectomy I Methicillin-resistant Staphylicoccus aureus (MRSA) I C. difficile Infections (CDI)	0.86 0.82 0.78 0.76	20 13 13 14 14	0.000 0.000 0.000 0.000 0.000 0.113			
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Setting Realistic Expectations (a) JOHNS HOPKINS

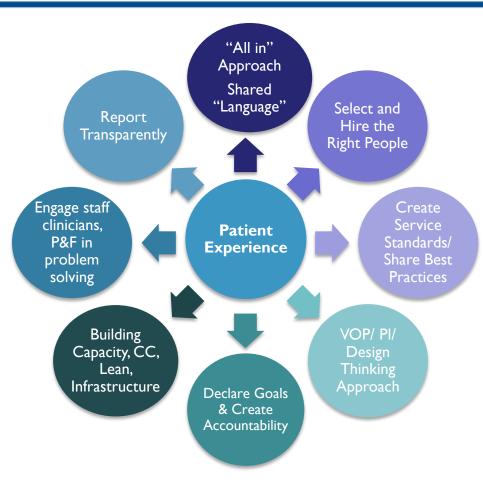


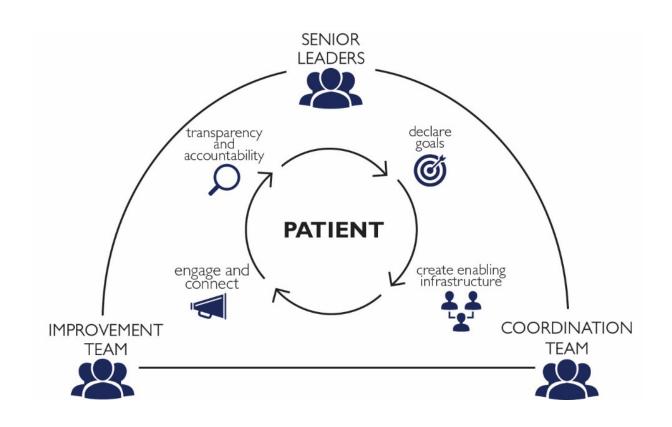
The top 10% of improvers* saw this much change:

				Stretch Goal		
				Score		Percentile
Service/Level	Peer Group	Your Score	Your Rank	Increase	Score Goal	Rank Goal
HCAHPS						
Rate hospital 0-10	Large PG DB	80.4	87	2.8	83.2	95
Recommend the hospital	Large PG DB	84.8	92	1.8	86.6	96
Comm w/ Nurses	Large PG DB	80.6	61	1.8	82.4	77
Response of Hosp Staff	Large PG DB	60.1	17	3.2	63.3	35
Comm w/ Doctors	Large PG DB	82.0	64	1.7	83.7	76
Hospital Environment	Large PG DB	66.8	58	2.0	68.8	72
Comm About Medicines	Large PG DB	63.5	47	3.7	67.2	72
Discharge Information	Large PG DB	90.5	84	1.5	92.0	93
Care Transitions	Large PG DB	63.2	94	1.7	64.9	96

Standardize and Enhance The Patient Experience

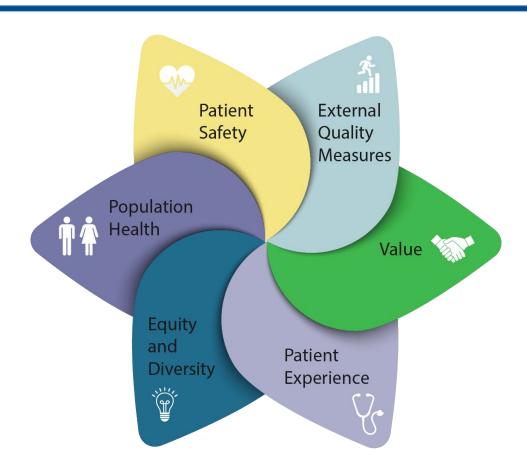






Pronovost 2017

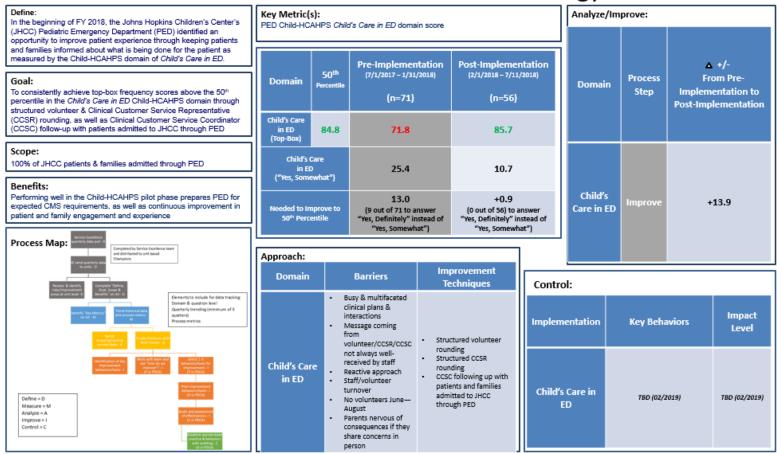
Create the Enabling Infrastructure- Create Alignment



Using Lean A3 for Patient Experience Improvement



JHCC Pediatric ED: Child-HCAHPS Strategy A3



JHH Communication Approach



Connect

Introduce yourself and identify others in the room

Be present, minimize distractions and focus fully on the patient/family

Acknowledge the feelings and concerns of the patient/family



Partner

Be an information gatherer

Set an agenda for the visit

Show your care non-verbally

Ask open ended questions and wait for the patient to stop talking before speaking

Engage others in the conversation with the patient's permission

Reflect

Determine if the set agenda has been accomplished

Ask if there are any additional concerns needing to be addressed

Use "Teach Back" to ensure understanding

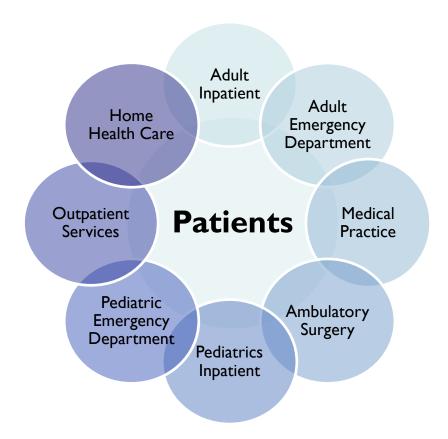
Use Positive Intent to reinforce your actions

Thank the patient and family for their time



Measurement Along the Patient Journey





Comments are Key

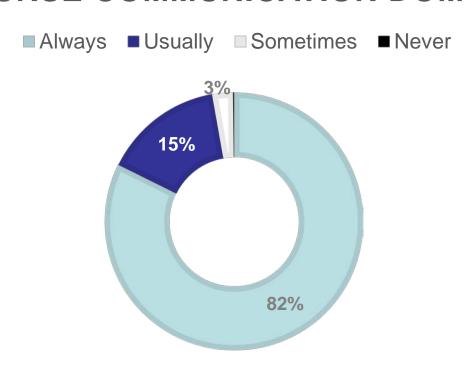




Moving the "Usually" to "Always"



NURSE COMMUNICATION DOMAIN



Every Patient & Family has an | Delivery | Experience...



- How do you help to shape their experience?
- What is the value for a positive experience in your environment?



