The 4 Values of a Positive Patient Experience

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Johns Hopkins Medicine, Armstrong Institute for Patient Safety and Quality, JHI Consultant
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
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*.
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

Work by Tom Lee, M.D. and Press-Ganey
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
Types of Clues in Healthcare
(Based on the work of Berry, L)

• Humanic clues- People
  – Verbal, body language,
  – Tone of voice, appearance

• Mechanic clues- Place
  – Sights, sounds, textures
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
How our patients view the Human Value

“I cannot tell you how much we appreciate your professionalism & compassion.”

“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. I was still concerned. The staff helped to decrease my anxiety. I appreciated that greatly.”

“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.”
• 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 & Patient Experience Link

<table>
<thead>
<tr>
<th>HCAHPS Domain</th>
<th>PSI 90</th>
<th>30-Day Readmission</th>
<th>LOS</th>
<th>HAC Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurse</td>
<td>0.87</td>
<td>0.89</td>
<td>15.4</td>
<td>15.7</td>
</tr>
<tr>
<td>Physician</td>
<td>0.88</td>
<td>0.89</td>
<td>15.4</td>
<td>15.8</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>0.86</td>
<td>0.9</td>
<td>15.4</td>
<td>15.7</td>
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<tr>
<td>Likelihood to Recommend</td>
<td>0.86</td>
<td>0.88</td>
<td>15.3</td>
<td>15.7</td>
</tr>
<tr>
<td>Overall</td>
<td>0.86</td>
<td>0.89</td>
<td>15.3</td>
<td>15.8</td>
</tr>
</tbody>
</table>

HCAHPS Domain Quartile: ◆ Bottom Quartile ◈ Top Quartile

¹ Hospital Compare, 2015
Production: Press Ganey Data Science, March 10, 2017
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.
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”
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 hc 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.
• **Customer Service**, 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

10/18/2018 See references at the end
The Johns Hopkins Hospital Achieves Magnet® Recognition for the Fourth Time

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
## Setting Realistic Expectations

The top 10% of improvers saw this much change:

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

From Press-Ganey
Standardize and Enhance The Patient Experience

- “All in” Approach
- Shared “Language”
- Select and Hire the Right People
- Create Service Standards/Share Best Practices
- VOP/PI/Design Thinking Approach
- Declare Goals & Create Accountability
- Engage staff clinicians, P&F in problem solving
- Building Capacity, CC, Lean, Infrastructure
- Report Transparently

Patient Experience
Framework for Improvement

Pronovost 2017
Create the Enabling Infrastructure - Create Alignment
Using Lean A3 for Patient Experience Improvement

**JHCC Pediatric ED: Child-HCAHPS Strategy A3**

**Define:**
In the beginning of FY 2018, the Johns Hopkins Children’s Center’s (JHCC) Pediatric Emergency Department (PED) identified an opportunity to improve patient experience through keeping patients and families informed about what is being done for the patient as measured by the Child-HCAHPS domain of Child’s Care in ED.

**Goal:**
To consistently achieve top-box frequency scores above the 50th percentile in the Child’s Care in ED Child-HCAHPS domain through structured volunteer & Clinical Customer Service Representative (CCSR) rounding, as well as Clinical Customer Service Coordinator (CCSC) follow-up with patients admitted to JHCC through PED.

**Scope:**
100% of JHCC patients & families admitted through PED.

**Benefits:**
Performing well in the Child-HCAHPS pilot phase prepares PED for expected CMS requirements, as well as continuous improvement in patient and family engagement and experience.

**Process Map:**
[Diagram showing the process map for the Lean A3 strategy]

**Key Metric(s):**
PED Child-HCAHPS Child’s Care in ED domain score

<table>
<thead>
<tr>
<th>Domain</th>
<th>Pre-Implementation (7/1/2017 – 1/1/2018) (n=71)</th>
<th>Post-Implementation (1/1/2018 – 7/1/2018) (n=56)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child’s Care in ED</td>
<td>84.8</td>
<td>71.8</td>
</tr>
<tr>
<td>Child’s Care in ED (&quot;Yes, Somewhat&quot;)</td>
<td>25.4</td>
<td>10.7</td>
</tr>
</tbody>
</table>

**Needed to Improve to 50th Percentile**
- Child’s Care in ED: 13.0
  - 0 out of 71 to answer "Yes, Definitely" instead of "Yes, Somewhat"
  - 0 out of 56 to answer "Yes, Definitely" instead of "Yes, Somewhat"

**Approach:**
**Child’s Care in ED**
- Busy & multifaceted clinical plans & interactions
- Messages coming from volunteer/CCSR/CCSC not always well-received by staff
- Reactive approach
- Staff/volunteer turnover
- No volunteers June—August
- Parents nervous of consequences if they share concerns in person

**Barriers**
- Structured volunteer rounding
- Structured CCSR rounding
- CCSC following up with patients and families admitted to JHCC through PED

**Control:**

<table>
<thead>
<tr>
<th>Implementation</th>
<th>Key Behaviors</th>
<th>Impact Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child’s Care in ED</td>
<td>TBD (02/2019)</td>
<td>TBD (02/2019)</td>
</tr>
</tbody>
</table>

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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

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Medication Communication - a Team Effort
Measurement Along the Patient Journey

Patients

Home Health Care

Outpatient Services

Pediatric Emergency Department

Pediatrics Inpatient

Adult Inpatient

Adult Emergency Department

Medical Practice

Ambulatory Surgery

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Comments are Key
Moving the “Usually” to “Always”

NURSE COMMUNICATION DOMAIN

- Always: 82%
- Usually: 15%
- Sometimes: 3%
- Never: 0%

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Every Patient & Family has an Experience…

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