



Patient Experience Measurement: Implications and Opportunities from the Field

Sheila Delaney Moroney, MPH
Patient Experience Officer and Senior Director, Person-
and Family Centered Services and Programs

We are an integrated healthcare system



- Hospital, trauma center, clinics downtown Minneapolis – rated #1 nationally
- Primary care clinics located across county
- Home care and hospice (MVNA and Hospice of the Twin Cities)
- Research institute (Hennepin Healthcare Research Institute)
- Philanthropic foundation (Hennepin Healthcare Foundation)
- Community partnerships
- \$960 million annual budget
- 630,000 clinic visits
- 490 staffed hospital beds
- 22,000 inpatients treated
- 110,000 emergency room visits
- 2,000 births
- 350,000 interpreter-supported encounters
- 25+ languages
- 28% Limited English Proficiency patients



Patient Experience Defined:

The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

Source: The Beryl Institute

What is HCAHPS?

What is HCAHPS to our patients and staff?

Focus areas for discussion

- Do HCAHPS and Value-Based Purchasing foster improvement?
- Pros and Cons of current state
- Ideas for improvement
- Meaningfulness
 - Are we asking patients what matters to them?
 - Connections
 - Coordination
 - Continuity



A RETURN TO PURPOSE
WHERE PEOPLE FIND THEIR PURPOSE

The Power of HCAHPS

ACHE: 10 most concerning issues for hospital CEOs
Megan Knowles - Thursday, February 08, 2010 Print | Email

1. Financial challenges
2. Governmental mandates
3. Personnel shortages
4. Patient safety and quality
5. Patient satisfaction
6. Physician-hospital relations
7. Access to care
8. Technology
9. Population health management
10. Reorganization (e.g., mergers, acquisitions, restructuring).

"...organizations are focusing on the fundamentals of both patient and family and employee engagement, recognizing the need to strengthen communication efforts and elevating a focus on quality and safety as central to providing the best in experience." --Jason Wolf, CEO



Transforming The Customer Experience In Healthcare
NOVEMBER 20, 2018 11:00 PM


Consumer experience is a top priority for health system executives. A great experience can improve loyalty and strengthen a health system's brand, supporting patient retention and Medicare bonus payments from positive HCAHPS scores. A focus on





How does HCAHPS and Value Based Purchasing Impact Improvement Efforts

PROS	Cons
<ul style="list-style-type: none"> Standardized question set and validated tool Historic trends – ourselves and others Best practices have evolved and are shared Drives leadership focus Designed to ensure representative sample Resources dedicated to improvement - much like Quality and Safety Several key drivers reflect what is important to patients and staff Coalesces organization around shared aim 	<ul style="list-style-type: none"> So much data....so little time Reality of running a health system undermines focus in improvement Doesn't measure continuum of care Doesn't measure everything that is important to patients Staff not motivated by data Response rates undermine credibility of data Voice of disenfranchised not heard Resource drain



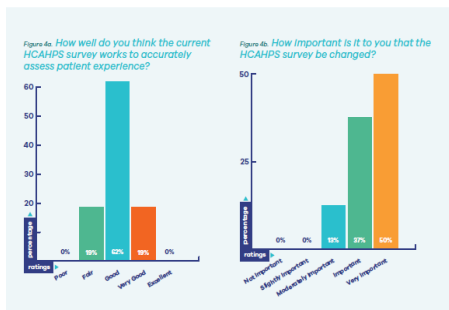
Recommendations for Improvement



The findings of this study suggest that there are various areas of the HCAHPS survey that would benefit from a redesign or re-evaluation. PELs offer the following recommendations to inform future efforts to improve the HCAHPS survey:

- Add a digital mode;
- Reduce time lapse from survey submission to public posting of scores;
- Periodically re-evaluate the HCAHPS survey;
- Shorten survey;
- Re-evaluate patient priorities in today's hospital environment, including vulnerable and high-need populations;
- Reframe the "care transitions" and "discharge planning" sections;
- Assess patient literacy, question wording, response scales, and its interaction with non-English-language preferences;
- Assess the use and implementation of open-ended text and narratives;
- Assess patient- and community-level influences for risk adjustment; and
- Grow consumer awareness of the HCAHPS survey and *Hospital Compare*.

Focusing exclusively on how well HCAHPS captures patient experience, respondents recognize the importance of the survey but feel there is room for improvement.

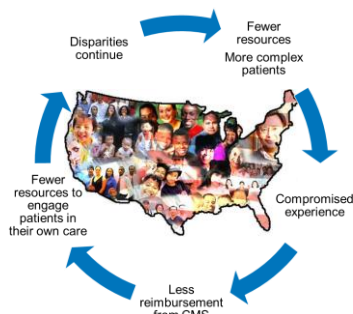


Source: *Modernizing the HCAHPS Survey: Recommendations from Patient Experience Leaders*. July 2019



Impact of Methodology on Essential Hospitals:

- Health policy at federal level is designed to improve equity.
- VBP as it is currently designed is working counter to our efforts as essential hospitals.
- We have highly skilled and hard working, compassionate staff. The data doesn't reflect the reality of our work.
- 13 safety net hospitals (7%) have CMS 5-star rating. Only 2 have 5 stars in Patient Experience. What's the disconnect?
- Consider additional risk adjustment to reflect social determinants of health: housing instability, transportation, dual diagnoses, primary language.



Kind and careful care makes a difference



Meet Daryl. Science teacher. Heart attack victim.

Daryl's story:

"I was rolling down the hall to the OR. The nurse called me by name saying, 'I know you can't speak, but I am here to take care of you.' I just felt wonderful."

I thought, 'I don't want to die.' She told me that she would take care of me. Her words were so from heaven. Making me feel good about what was going to happen. And making me feel good about myself."

Daryl said had a choice to make during surgery... between "going to the light" or coming back. He said he chose to come back because he knew people cared about him.



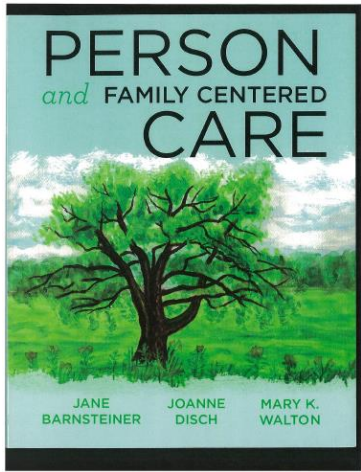
Final thoughts

- Can't legislate caring—but it should be rewarded.
- It would be irresponsible to continue this discussion without patients and families. 2 by 2.
- Continuum of care needs to be measured.






Appendix:
Recommendations for
Summer Reading

Many definitions for **Person- and Family-Centered Care (PFCC)** all leading to the same end – Partnering with patients in a manner that is meaningful to him/her. This book is a comprehensive tutorial on the elements necessary to truly achieve person-centeredness in healthcare.



“My goal is to persuade you that we must transform healthcare from an industrial activity into a deeply human one, capable of providing careful and kind care for all.”

Victor Montori
author *Why We Revolt*
co-founder of The Patient Revolution




@PATIENTREV | PATIENTREVOLUTION.ORG

CONSUMER PERSPECTIVES ON PATIENT EXPERIENCE 2018
JASON A. WOLF, PH.D., CPD, PRESIDENT



THE BERYL INSTITUTE