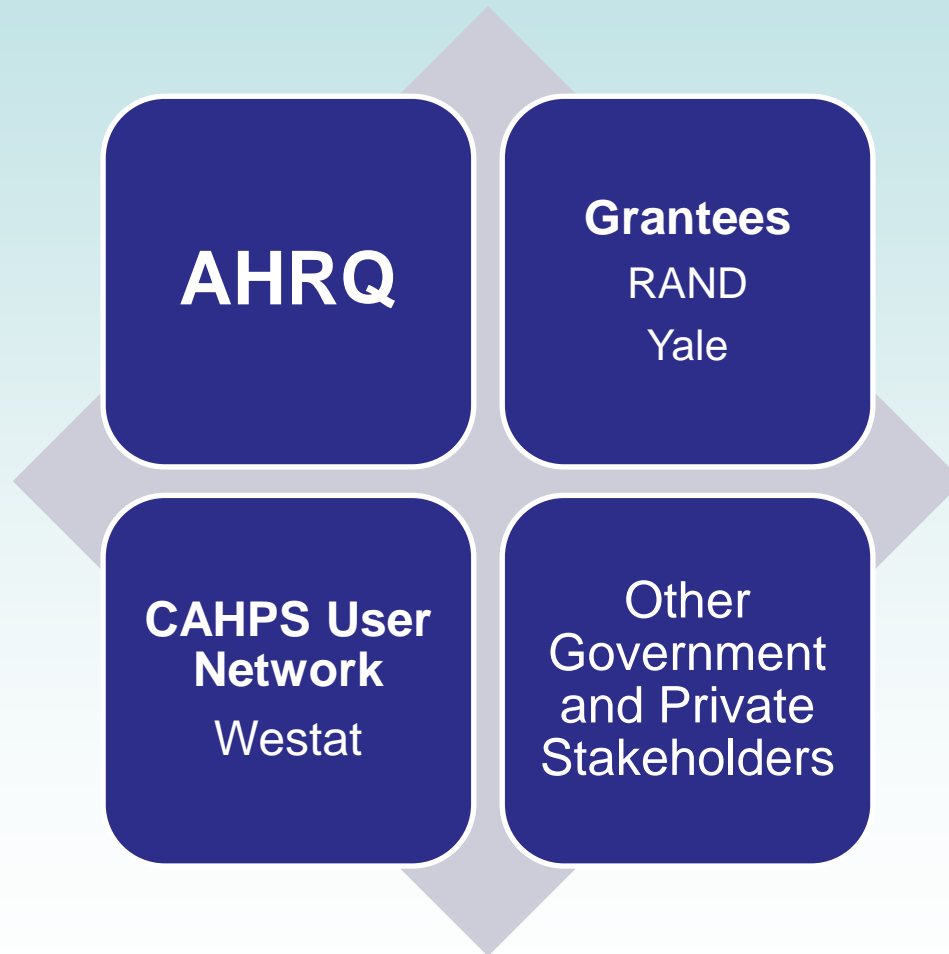


Through the Patient's Eyes:
Improving
Practice Outcomes by Improving the Patient's
Experience of Care

Susan Edgman-Levitan, PA
Executive Director
**John D. Stoeckle Center Innovation for Primary
Care**
Massachusetts General Hospital
October 22, 2010

Measuring the Patient's Experience

Consumer Assessment of Health Providers and Systems Consortium



CAHPS Design Principles

- *Emphasis on patients*
 - What patients value with respect to the setting of care
 - Aspects of care for which patients are the best or only source of information
 - Extensive testing with patients and families
- *Reports and ratings about experiences*
- *Standardization*
 - Surveys, data collection, analysis, reporting, benchmarking
- *Multiple versions for diverse populations*
 - e.g., adult, child, languages
- *All CAHPS surveys and products are in the public domain*

The CAHPS Family of Surveys

- *Ambulatory Care Surveys*
 - CAHPS Clinician & Group Survey
 - Patient-Centered Medical Home CAHPS Survey
 - CAHPS Health Plan Survey
 - CAHPS Surgical Care Survey
 - ECHO® Survey
 - CAHPS Dental Plan Survey
 - CAHPS American Indian Survey
 - CAHPS Home Health Care Survey
- *Facility Surveys*
 - CAHPS Hospital Survey (HCAHPS)
 - CAHPS In-Center Hemodialysis Survey
 - CAHPS Nursing Home Surveys

PCMH CAHPS Survey Domains

- *Access*
- *Communication*
 - About care from other providers (e.g., specialists)
 - Among others at the provider's office (e.g., care team)
- *Coordination*
- *Comprehensiveness*
- *Shared decision-making*
- *Whole person orientation*
- *Self-management support*

Improving Practice Performance

Patient Centered Medical Home

- Structural algorithm for Primary Care practice organization
- Contingent on the value of patient and physician relationship
- Underlying Premise: Care managed and coordinated by a personal physician with the right tools will lead to better outcomes at a lower cost.

Joint Principles of the PCMH

- Personal Physician
- Physician Directed Medical Practice
- Comprehensive: Whole Person Orientation
- Care Coordination
- Quality and Safety
- Expanded Access
- Payment: Recognizing Added Value

Transformation Lessons from Medical Home Pilots/Demo's: Essential Ingredients

- Practice leadership that values relationships and communication.
- Financial and operational expertise
- Process improvement models and ongoing training
- Patient/family engagement
- External facilitated assistance to share new ideas, perspective of those who have done this, and maintain focus
- Population management tools
- Team training

Road Map for Improving the Patient's Experience of Care and Physician Quality of Life

- Create a vision for the practice
- Identify strong leaders with visionary and practical expertise
- Create a code of conduct
- Use system resources, if available, e.g. HR, technology, financial
- Set *realistic* expectations for time and effort required
- Focus on process improvement skills and support
- Essential to link improving the patient's experience with enhancing the quality of work life for the clinicians and staff
- Make technology your friend but recognize barriers openly: typing, time investment, cost, don't ask, just tell...

Detailed Strategies

- Organizational Culture
 - Excellent leadership
 - Flat organizations
 - Emphasis on teamwork and communication
 - Mentoring
 - Codes of conduct
- Practice design and management
 - Innovation/Proprietary Spirit
 - Stable Care Teams
- Patient engagement
 - Clinical care and self-management
 - QI and practice redesign

Detailed strategies

- HR practices
 - Longevity of staff/RN/MD
 - Careful recruitment of physicians and other staff
 - Orientation and training
 - Reward and recognition programs
- Technology
 - EMR's
 - Registries/Population management
 - Wireless communication methods
 - Patient portals

Detailed strategies

- Practice Models/Physical Design
 - Staffing patterns
 - MA/RN-PA/MD relationships
 - Triage functions
 - Ease of communication
 - Collegiality and emotional support for staff and clinicians

Detailed strategies

- Use of Quality Measures
 - Patient experience of care
 - Clinician and staff engagement
 - Internal clinician-level reporting of clinical quality metrics
 - Role of system incentives

Conclusions

- Health care that promotes patient-centered care is important for achieving:
 - Strong provider-patient relationships
 - Better clinical outcomes
 - Decreased risk management issues
- Patient experiences are measurable
- Valid surveys of patient experience provide important information to patients and providers
 - Patient reports discriminate among clinics, systems, markets, regions and countries
 - Patient reports are associated with other indicators of care quality
 - Patient reports are useful for focusing and evaluating improvement efforts



头



米

*Those who say it
cannot be done
should not interrupt
the person doing it.*

*-Chinese
Proverb*

Resources

- *The CAHPS Improvement Guide*
<https://www.cahps.ahrq.gov/qiguide/default.aspx>
- Patient-Centered Care: What Does It Take? Dale Shaller
 - <http://www.commonwealthfund.org/Content/Publications/Fund-Reports/2007/Oct/Patient-Centered-Care--What-Does-It-Take.aspx>

Resources

- Browne K, Roseman D, Shaller D, Edgman-Levitan S. Analysis & Commentary. Measuring Patient Experience as a Strategy for Improving Primary Care. Health Aff (Millwood). 2010 May;29(5):921-5.