



# Meaning, Meaningfulness and Management of Patient-centered Care

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# Meanings of Patient-centered Care



- Concentrating effort to improve patients' care experience ★★
- Consequence-informing patients ★
- Conforming to patients' goals and capabilities (-)
- Creating new patient and family capabilities ★★



Christian Farman

# Meaningfulness of Patient-centered Care



- ↑ Health
- ↓ Diagnostic testing
- ↓ Per capita health spending

Jani B, et al. Patient centredness and the outcome of primary care Consultations with patients with depression in areas of high and low socioeconomic deprivation. *Br J Gen Pract.* 2012 Aug;62(601):e576-81.

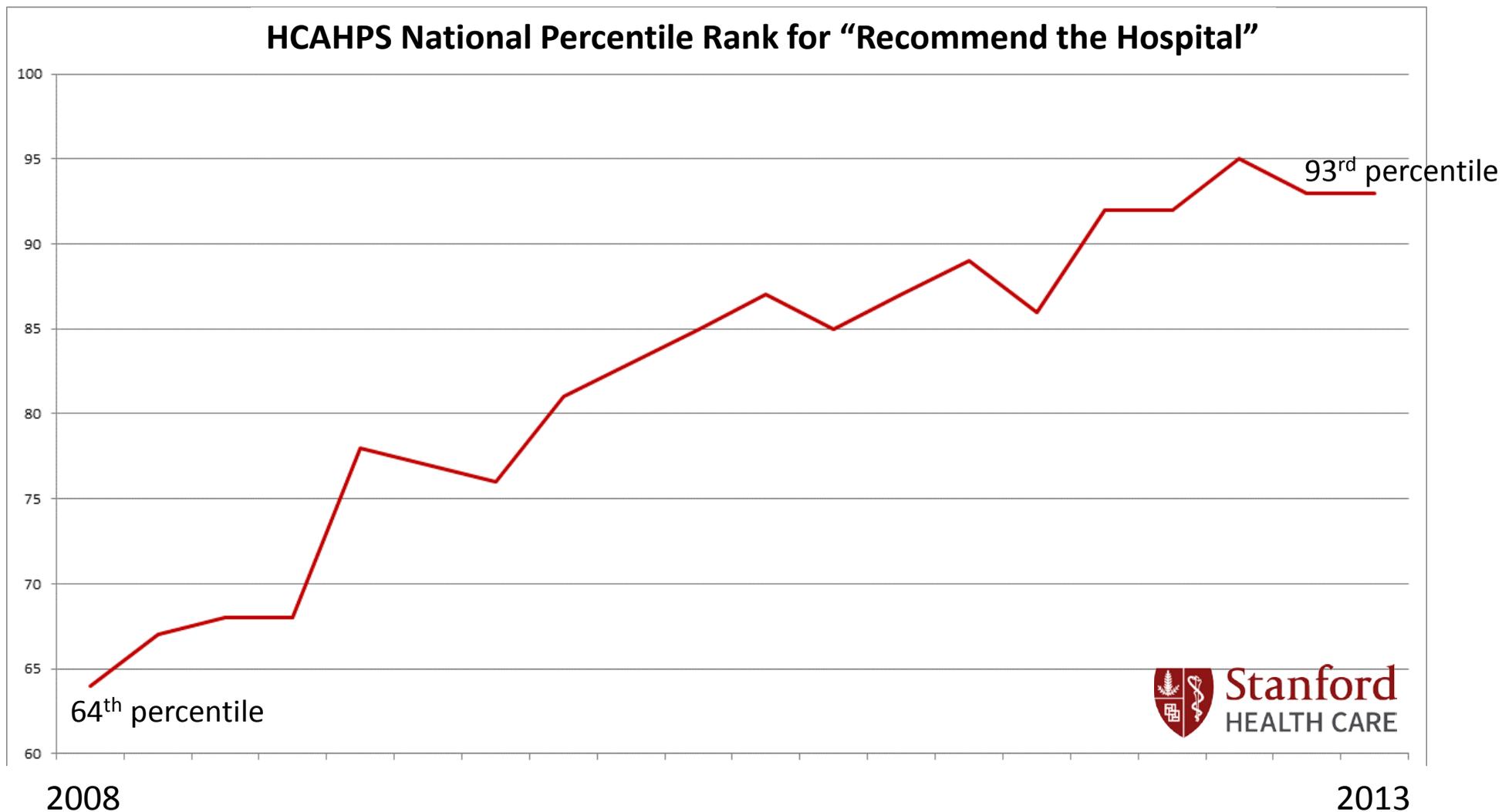
Epstein RM, Street RL. The Values and Value of Patient-Centered Care. *Ann Fam Med.* Mar 2011; 9(2): 100-103. doi: 10.1370/afm.1239

Stewart M, Ryan BL, Bodea C. Is patient-centred care associated with lower diagnostic costs? *Healthc Policy.* 2011 May;6(4):27-31.





# Management of Patient-centered Care by an Illustrative Healthcare Organization



# Management of Patient-centered Care by Public and Private Policy Makers



- Indirect Encouragement
  - Value-based payment
  - Value-based provider network selection
  - Research (PCORI, AHRQ, NIH)
- Direct Encouragement
  - Public reporting (CMS, Yelp, insurers, insurance exchanges)
  - Payment (CMS, IHA, providers)





# Building Evidence to Improve Management of Patient-centered Care and its Value

## Distal Enablers of Patient-Centered Care\*

- Organization Level. Strategies designed primarily to strengthen the capacity to achieve patient-centered care at the organization level include:
  - Leadership development and training
  - Internal rewards and incentives
  - Training in quality improvement
  - Practical tools derived from an expanded evidence base
- System Level. Strategies aimed at changing external incentives in the health care system as a whole, to positively influence and reward organizations striving to achieve high levels of patient-centered care, include:
  - Public education and patient engagement
  - Public reporting of standardized patient-centered measures
  - Accreditation and certification requirements

## Proximal Enablers of Patient-Centered Care\*

- Leadership, at the level of the CEO and board of directors, sufficiently committed and engaged to unify and sustain the organization in a common mission of patient-centered care.
- A strategic vision of patient-centered care clearly and constantly communicated to every member of the organization.
- Involvement of patients and families at multiple levels, not only in the care process but as full participants in key committees throughout the organization.
- Care for the caregivers through a supportive work environment that engages employees in all aspects of process design and treats them with the same dignity and respect that they are expected to show patients and families.
- Systematic measurement and feedback to continuously monitor the impact of specific interventions and change strategies.
- Quality of the built environment that provides a supportive and nurturing physical space and design for patients, families, and employees alike.
- Supportive technology that engages patients and families directly in the process of care by facilitating information access and communication with their caregivers.

## Patient-Centered Care\*

- Education and shared knowledge
- Involvement of family and friends
- Collaboration and team management
- Sensitivity to nonmedical and spiritual dimensions of care
- Respect for patient needs and preferences
- Free flow and accessibility of information

## Fresh Testable Hypotheses About the Components of Exceptional Patient Experience of Care

- Skilled and Careful H&P (Verghese)
- Technology to accelerate inter-provider communications (Duffy)
- Exemplary clinician leader behavior (Duffy)
- De-anonymization of patient & families (Duffy)
- Salient clinician passion re outcome (Milstein)
- Patient as VIP 24/7 (Leon)

## Exceptional Patient Experience of Care

## Fresh Hypotheses About Consequences of Exceptional Patient Experience of Care

- More accurate diagnosis, less testing (Verghese)
- Earlier detection of care defects (Terrazas)
- Enhanced patient trust of conservative resource use (Chin-Hansen)
- Enhanced clinician self-image (Milstein & Gilbertson)
- Greater patient optimism re health improveability (Milstein & Gilbertson)
- Greater patient motivation to adhere to self-care plan (Milstein & Gilbertson)