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

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Measuring the Patient’s Experience
Consumer Assessment of Health Providers and Systems Consortium

AHRQ

Grantees
RAND
Yale

CAHPS User Network
Westat

Other Government and Private Stakeholders
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
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
Resources