

No one claps when the plane lands: Understanding patient expectations for high quality care

Kristy S. Deep, MD, MA

Assistant Professor

Associate Program Director

Director, Palliative Care and Hospice Service

Objectives

- To define patient centered care as an important quality indicator
- To understand the impact of physician communication on patient perceptions of care
- To highlight the four things that physicians can do to increase patient confidence in care

How do we define quality?

- Saving lives
- Making the right diagnosis
- Right treatment, right patient, right time
- Systems to avoid errors
- Cost effective
- Efficient

How do patients define quality?

- Observed versus expected mortality?
- Whether they get IV abx at incision?
- DVT prophylaxis?
- Ventilator associated pneumonia?

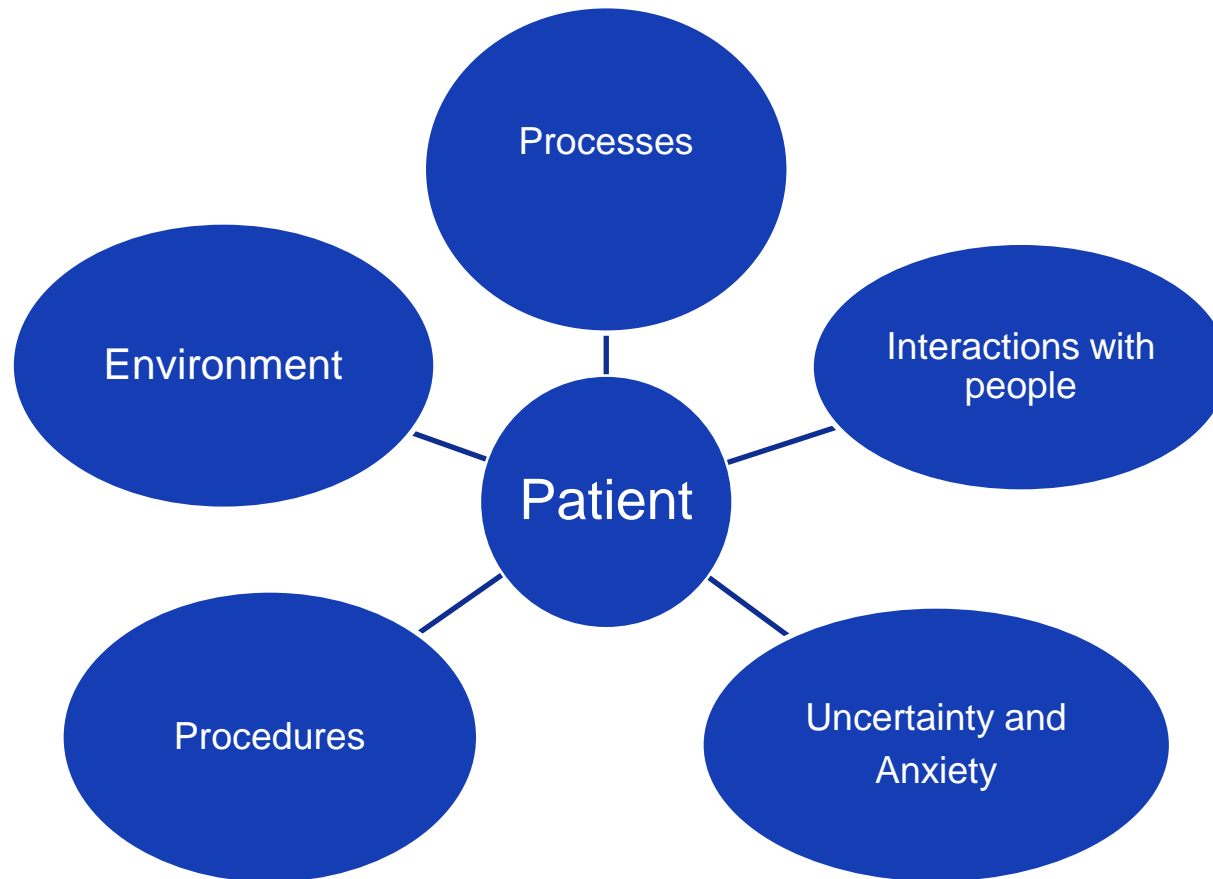
- NO. All they know is how we make them feel.

The patient's perception is
their reality

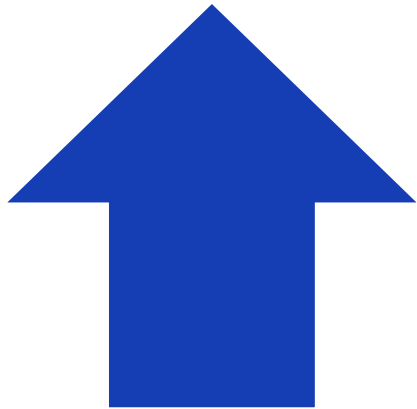
What is in a name?



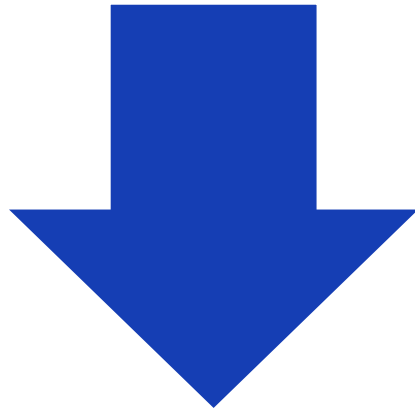
What is patient centered?



Uncertainty



Change



Predictability
Standardization

Quality: What works?

- Innovation vs. Standardization?
- Nearly every measurable increase in health care quality in the last decade comes from standardization.
 - Trauma protocols
 - DVT prophylaxis
 - ASA for acute MI

Measurement...

The
Ideal

- Sit-down session with every patient

Reality

- Paper surveys

The HCAHPS Survey

- Sent to 1 out of 7 of our inpatients
- The rest get Press Ganey
- 2 questions:
 - On a scale of 0-10, what number would you use to rate this hospital during this stay? (% 9 or 10)
 - Would you recommend this hospital to your family and friends? (% Definitely yes)

HCAHPS: Public Information

Our public score:	66%
Kentucky & National Average:	68%
Local:	
St. Joseph:	82%
Central Baptist:	81%
Regional:	
University of Alabama (UAB):	80%
Ohio State:	70%
Vanderbilt:	80%

Our results

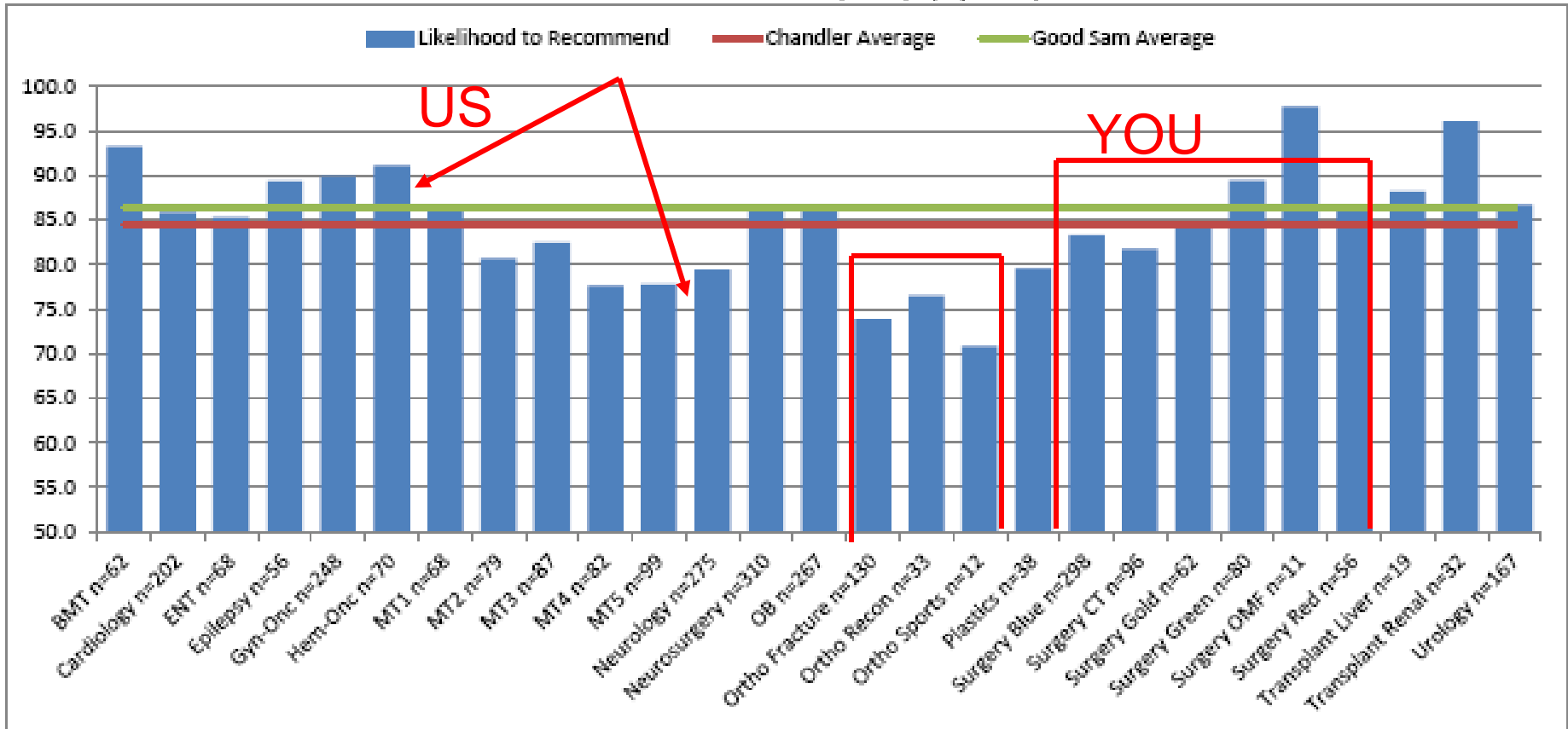
	Patients who gave a rating of "9" or "10" (high)	Patients who gave a rating of "7" or "8" (medium)	Patients who gave a rating of "6" or lower (low)			
Average For All Reporting Hospitals In The United States	65%	25%	10%			
Average For All Reporting Hospitals In Kentucky	66%	25%	9%			Survey Response Rate
UNIVERSITY OF KENTUCKY HOSPITAL	63%	23%	14%			30%

How do we compare?

	% 9 or 10	% Def Rec
UK	63	67
Vanderbilt	75	81
UAB	72	80
Michigan	73	80
OSU	60	70
Wisconsin	73	79

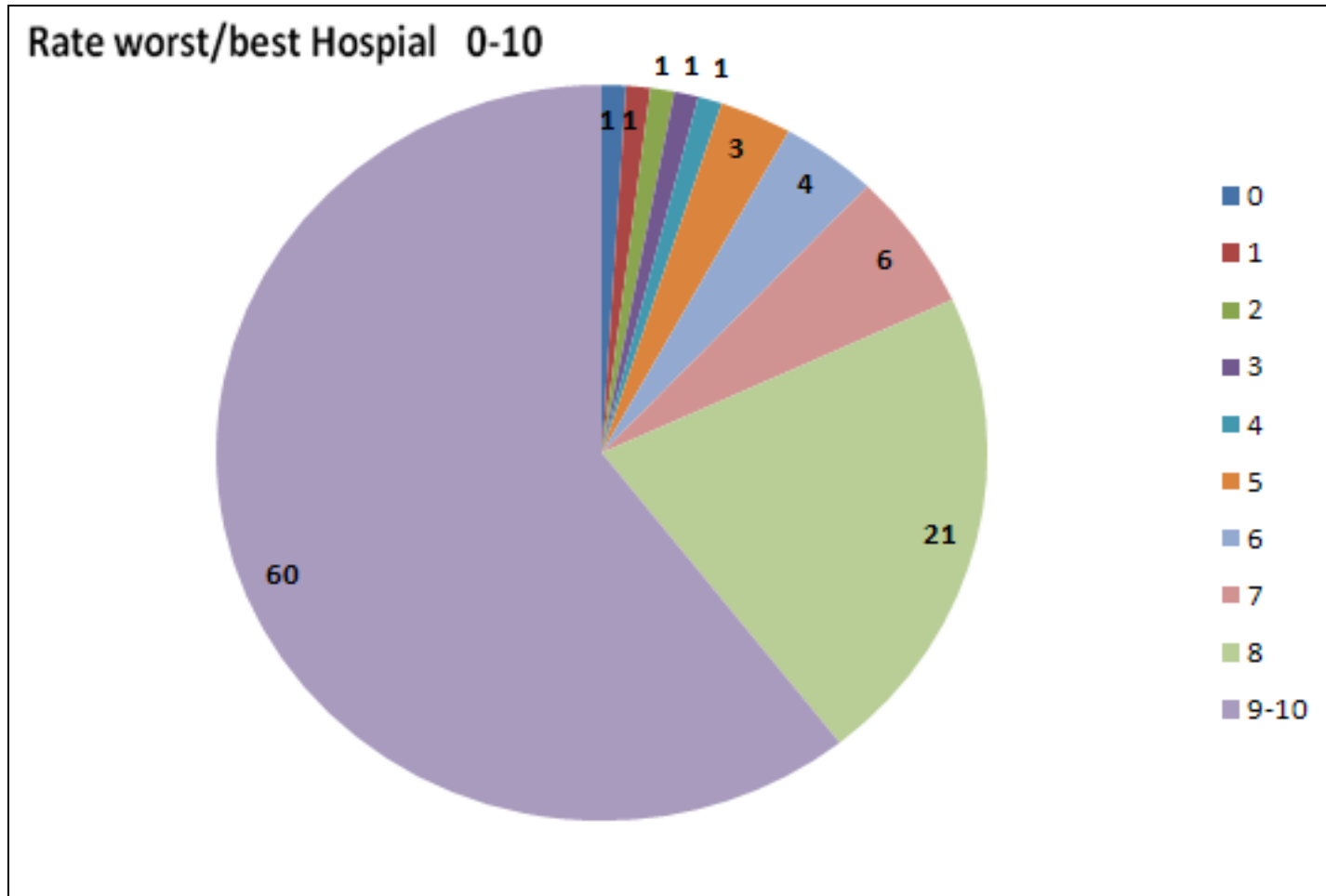
How do we compare?

Likelihood to Recommend, FY10, by Specialty

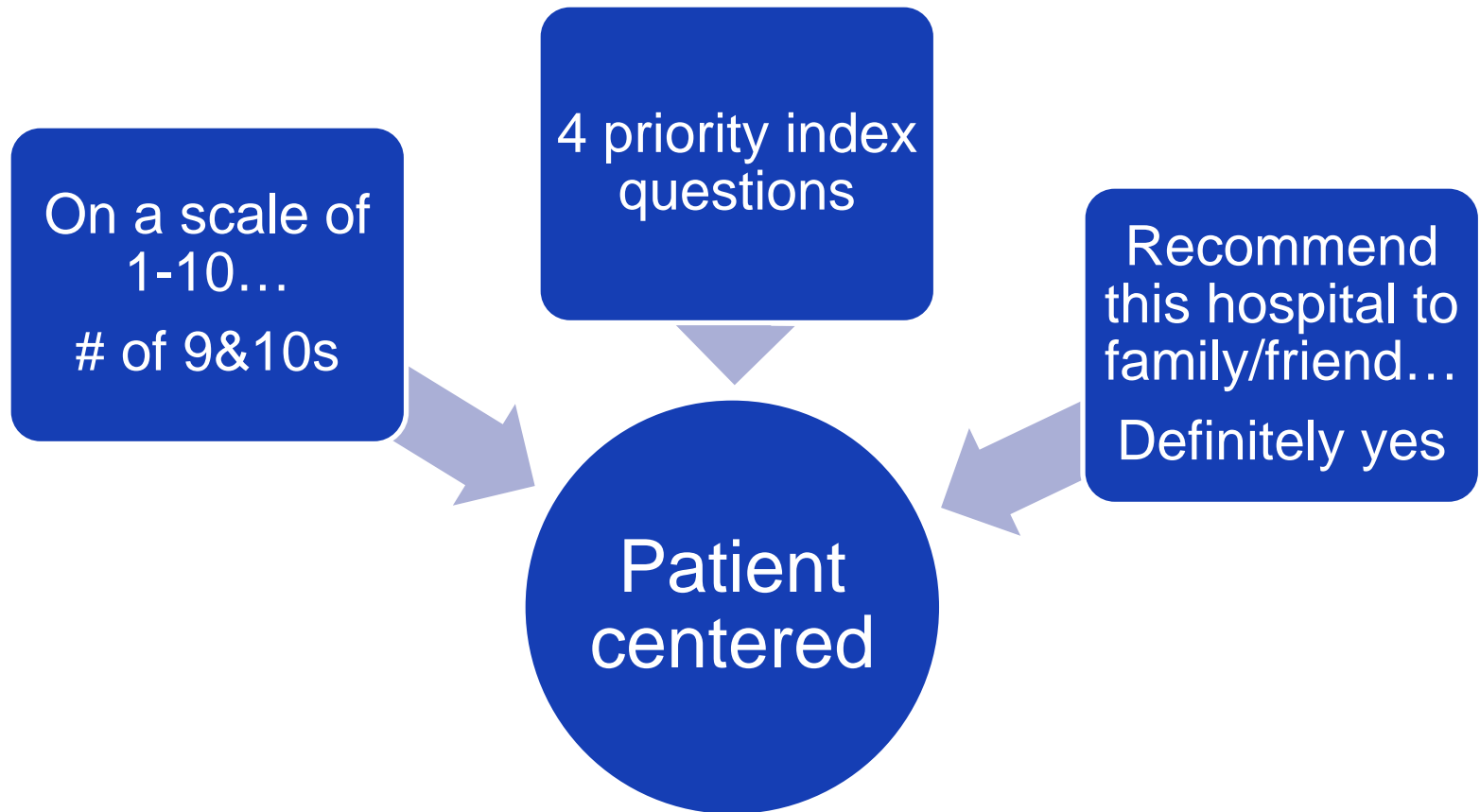


Thank you Ortho!!

Only the angry patients return surveys????



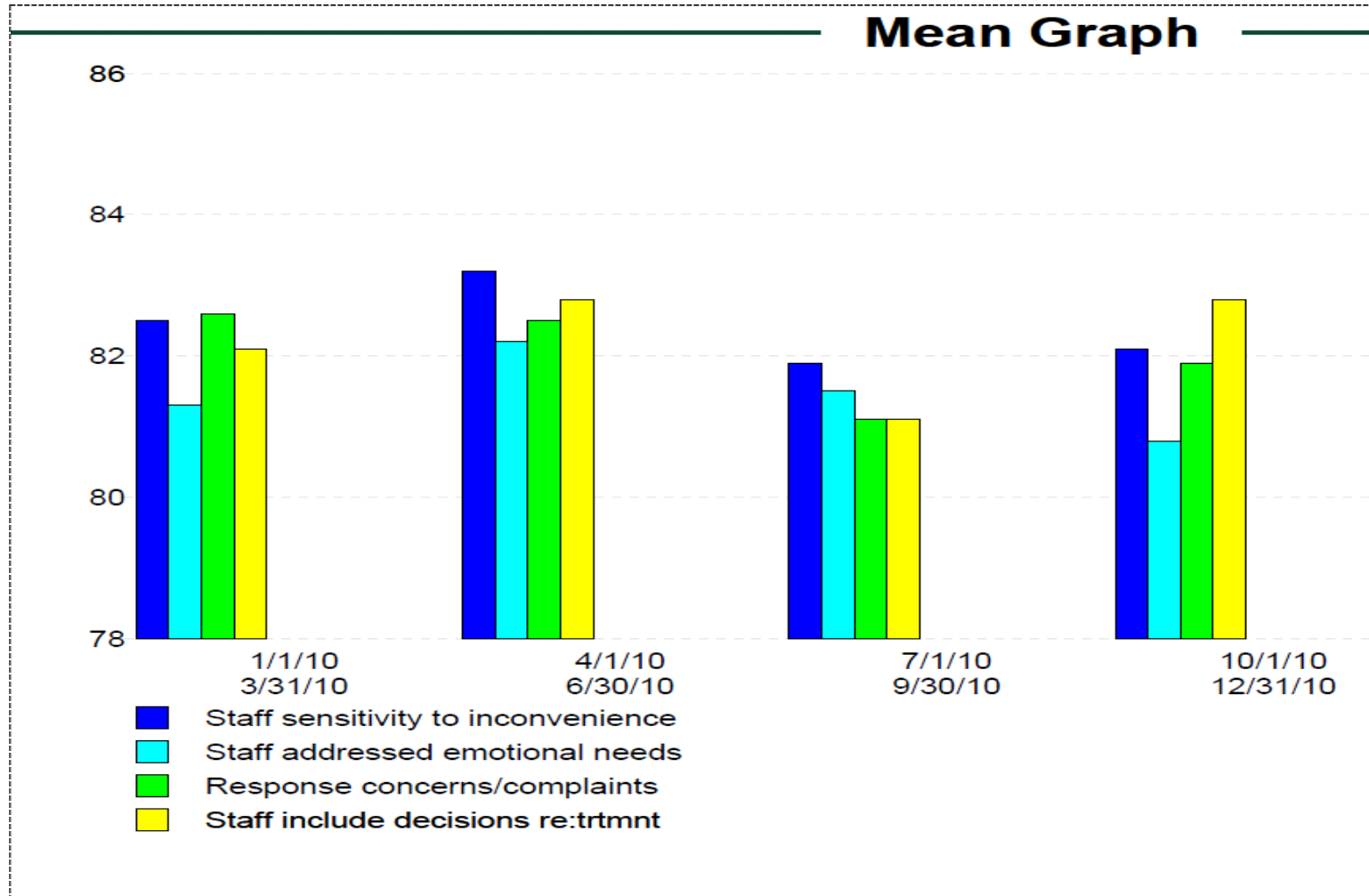
How will we know when we are doing it right?



4 Questions

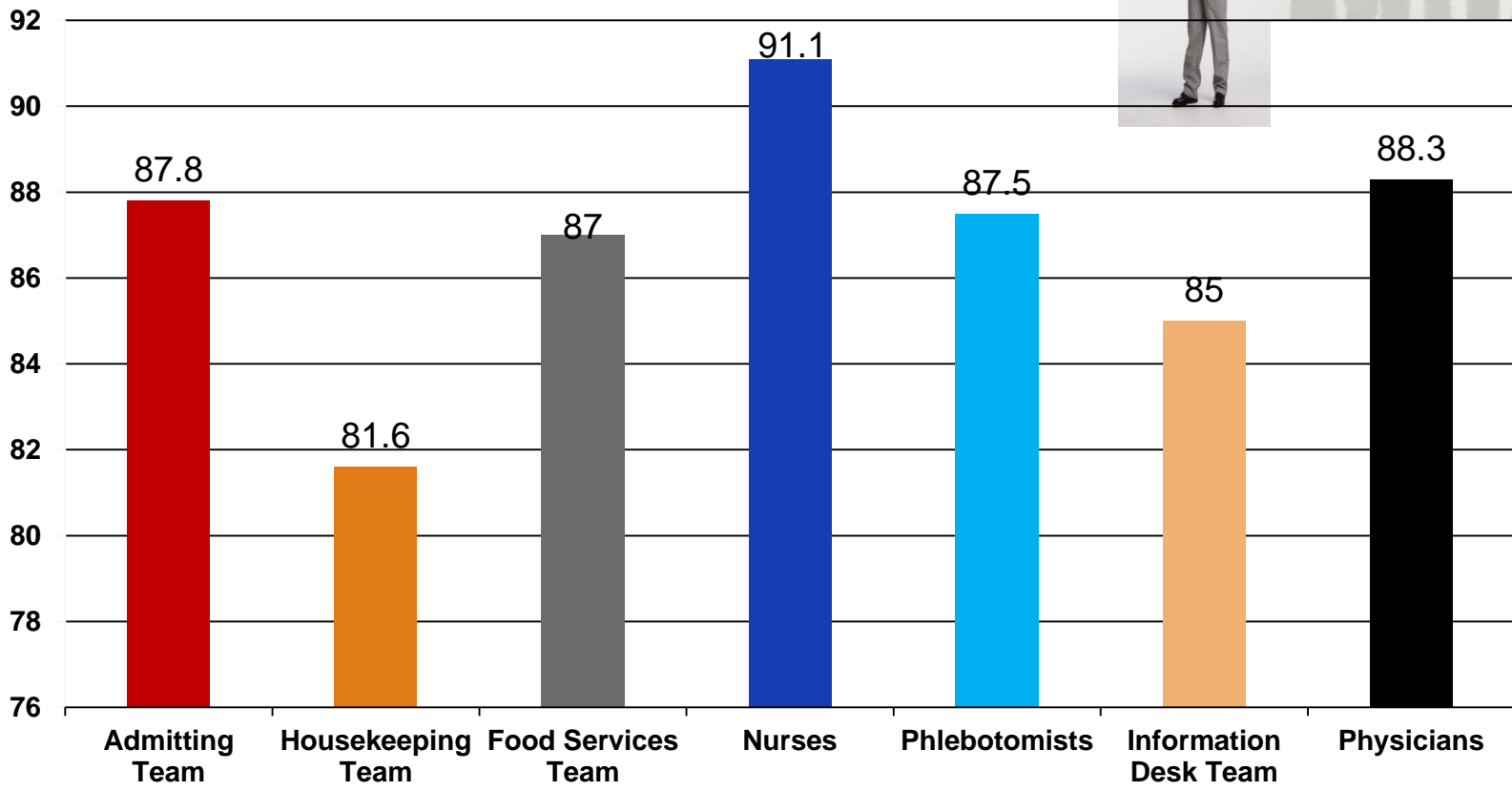
- Degree to which hospital staff addressed your emotional needs
- Response to concerns/complaints made during your stay
- Staff effort to include you in decisions about your treatment
- Staff sensitivity to the inconvenience that health problems and hospitalization can cause

Priority Index Questions—How our patients rate us.....



Mean Scores for Priority Index Questions FY 2010
Q3 to FY 2011 Q1 and Q2 to November 10, 2010

Patient Perception: the “just be nice myth”



October, 2009 – October 2010: Mean score for “treated you with courtesy and respect”

Combined HCAHPS by Discharge Date	FY10 Q2 n=182		FY10 Q3 n=193		FY10 Q4 n=177		FY11 Q1 n=147		September n=41	
DOMAIN/Question	Score	Percentile	Score	Percentile	Score	Percentile	Score	Percentile	Score	Percentile
9-10	60%	16	63%	25	58%	8	56%	7	68%	50
Definitely yes	65%	19	72%	44	64%	15	63%	13	71%	40
COMM W/ NURSES	75%	49	73%	31	74%	42	72%	29	84%	95
Nurses treat with courtesy/respect	81%	31	79%	24	80%	27	81%	35	90%	93
Nurses listen carefully to you	73%	63	70%	41	73%	62	65%	13	80%	95
Nurses expl in way you understand	72%	55	69%	32	70%	37	71%	42	80%	95
RESPONSE OF HOSP STAFF	59%	41	61%	55	60%	48	58%	38	61%	58
Call button help soon as wanted it	56%	35	63%	71	63%	71	54%	29	61%	58
Help toileting soon as you wanted	61%	49	59%	38	57%	29	63%	57	62%	56
COMM W/ DOCTORS	77%	35	78%	50	77%	40	76%	26	78%	47
Doctors treat with courtesy/respect	83%	30	85%	52	82%	22	80%	13	80%	14
Doctors listen carefully to you	74%	26	77%	52	77%	53	74%	26	80%	78
Doctors expl in way you understand	72%	38	73%	41	72%	36	73%	47	73%	47
HOSPITAL ENVIRONMENT	58%	39	54%	14	55%	16	47%	1	53%	12
Room and bathroom kept clean	63%	21	56%	2	58%	6	46%	1	63%	20
Area around room quiet at night	53%	49	53%	46	52%	43	47%	27	44%	16
PAIN	66%	19	64%	12	66%	25	69%	47	73%	84
Pain well controlled	57%	16	57%	14	58%	17	63%	52	64%	60
Staff do everything help with pain	74%	31	71%	15	75%	38	75%	39	83%	91
COMM RE MED	60%	44	59%	41	63%	79	54%	10	70%	96
Tell you what new medicine was for	75%	54	70%	22	77%	76	66%	10	81%	93
Staff describe medicine side effect	45%	37	49%	64	50%	70	42%	21	59%	96
DISCHARGE	84%	56	90%	96	87%	75	80%	20	80%	20
Staff talk about help when you left	84%	74	89%	94	82%	57	75%	13	80%	42
Info re symptoms/prob to look for	84%	36	91%	85	91%	90	85%	35	79%	11
score < 50th percentile										
50th ≤ score < 75th percentile										
score ≥ 75th percentile										

The patient's perception is
their reality

Patients' Perception... and Malpractice

- **Each one-point decrease in the patient satisfaction score, is associated with a 5% increase in the rate of risk management episodes** (Stelfox, H.T., Gandhi, T.K., et. al., “The Relation of Patient Satisfaction with Complaints against Physicians and Malpractice Lawsuits, “The American Journal of Medicine 118, no. 10, 2005).
- **“Patients who are more satisfied are less likely to sue. Period. All studies of malpractice claims show the same result. Communication is the key to the vast majority of suits. Anger, not injury, is the trigger for most claims....Empathy and good interpersonal skills prevent malpractice claims”** (Press, I., Patient Satisfaction: Defining, Measuring, and improving the Experience of Care, Chicago, Health Administration Press, 2002, p.21

Pay for Performance: Hospital Value Based Purchasing

- Medicare reimburses fixed amount per diagnosis
- Will soon vary based on hospital quality
- Clinical 60-70%
 - Acute MI
 - Heart failure
 - Pneumonia
 - Surgical care improvement project
- HCAHPS 30-40%
 - Patient ratings
 - Composite score from all domains

The goal



What works?

Address
emotional
needs

Respond to
concerns or
complaints

Include
patients in
decisions

Acknowledge
inconvenience
of
hospitalization

- We need to DO it.

- Make it **OBVIOUS** that we are doing it.

Key Words at Key Times....

- Degree to which hospital staff addressed your emotional needs
 - We have chaplains and social workers on staff if you would like support for your emotional needs.
- Response to concerns/complaints made during your stay
 - Any concerns or complaints about your care here so far?
- Staff effort to include you in decisions about your treatment
 - We want to include you in decisions about your treatment. What questions do you have?
- Staff sensitivity to the inconvenience that health problems and hospitalization can cause
 - I understand that being in the hospital is an inconvenience, is there anything else I can do for you?

Key Words at Key Times....

Service recovery---THE BLAMELESS APOLOGY

- I want to apologize for the delay.
- I'm sorry to hear that....let me look into this and I will get back to you
- I'm sorry....what you are describing is not the care we want to provide.
- I'm sorry you are feeling this way.....what can I do to help?

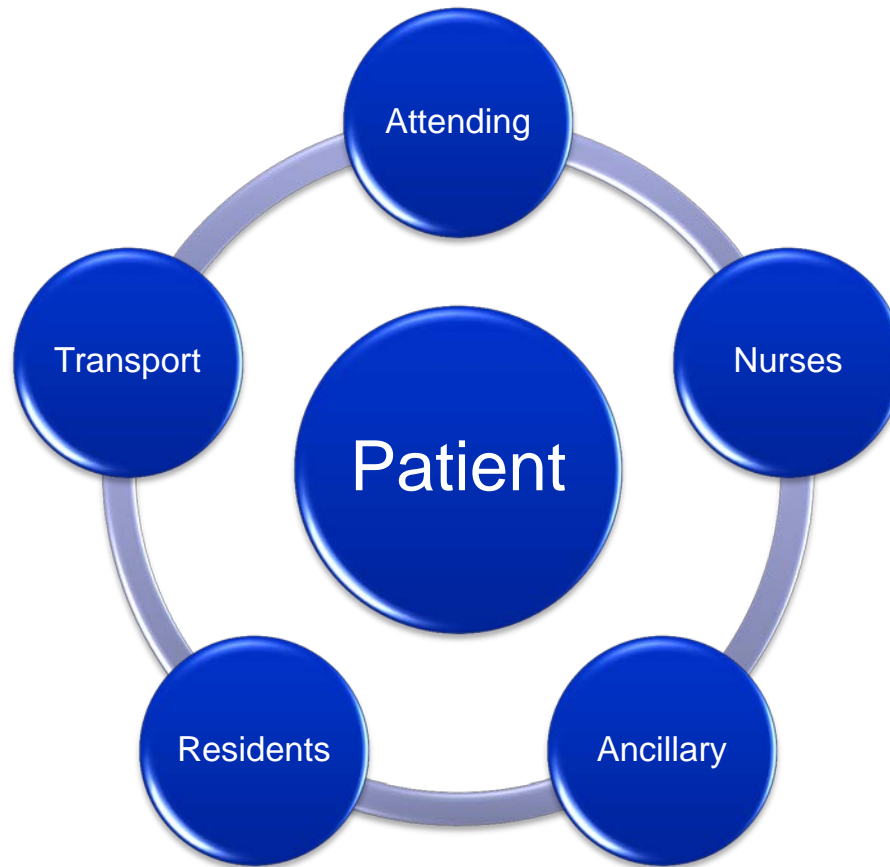
Exceeding expectations: Set the bar low...

- *MD: “Great news you are going home this morning, pack your bags, call your ride...”*
- *RN: “I know the doctor told you that you could go home this morning, but she has no clue what it takes to get someone discharged from this place....”*

Exceeding expectations: Set the bar low...

- **MD:** You'll be going home later today, but please allow us some time to make sure that we have everything arranged.
- **RN:** I apologize for the delay. We are working to be sure that all of your prescriptions and follow up doctor appointments are arranged. It usually takes about 2 hours to complete all of this work. Is there something I can do to make you more comfortable while you wait?

A chain is only as strong as its weakest link



Managing Up: The MD and Nurse Relationship

- When I leave your room, I am going to be sure that the nurses know what we are planning to do.
- The nurses on this floor are experts at _____.
- I work very closely with the staff on this floor. They know to call me with any questions or concerns they can't answer.

Quality

- Patient centeredness is a quality measure
- Nursing is ahead of physicians
 - Hourly rounding, rounding for outcomes, standard work.
- But health care is a team sport
- Nursing can't do it all

Successful standardized quality behaviors

- Build it into daily work
- Hard wired, automatic
- Little to no extra time
- Order sets, protocols

Communicating our caring

- Degree to which hospital staff addressed your emotional needs
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Inconsistent Use of Patient-centered behaviors...

✓ If 80% of your staff, perform 80% of your standards, 80% of the time = ?

✓ $(0.8 \times 0.8 \times 0.8 = 0.51)$

✓ Only 51% of your patients will have the experience you want them to have

The goal



The Bottom Line

- No one claps when the plane lands
- Our opinions of our care are irrelevant- it is the patient's view that matters
 - We need to learn to see it from the “care receiver” end
- Open book test
 - 4 Priority questions

