HCAHPS & Patient Satisfaction

L.I.F.E. Concepts

Dr. Veronica Cochran
Learning Objectives

• State the importance of public reporting in driving process improvement and quality outcomes

• Understand how improving patient engagement and service will foster quality outcomes

• Describe interventions that will improve patient engagement and loyalty
A movement towards empowering consumers to make informed decisions in how they purchase health care services
... advocates patients’ involvement in their own **health care** decisions... a **movement from the “doctor says/patient does” model to a patient centered model of care.**

...encourages **health information empowerment** and the transparency of knowledge so patients can make informed decisions when purchasing health care

...promotes **public understanding**... and **behaviors that promote health and wellness.**

[ Robinson, Health Affairs]
“Providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide all clinical decisions.”

IOM Committee authors included patient centeredness as an essential component of quality care.
Elements of Patient-Centered Care

• *Respectful and Responsive* to Individual Preferences, Needs and Values...
  – Physical
  – Emotional
  – Spiritual
  – Educational (abilities, context)
  – Communication (language, generational, situational)
  – Family and Friend Involvement
  – Cultural
  – Environmental
  – Financial
Patient Experience

- The *sum of all interactions* that influence the patients perception of care and the outcomes that result from those interactions across the care continuum

~Veronica Cochran

What do patients perceive when they interact with YOU?
“Until new behaviors are rooted in social norms and shared values, they are always subject to degradation as soon as the pressures associated with the change effort are removed.”

-DARE TO BE DIFFERENT
Measuring Perception

Perception is Reality
What Is H-CAHPS?

Hospital Consumer Assessment of Healthcare Providers and Systems

‘Measures adult inpatient perception of quality of care they received at a given hospital’
Structure of VBP Scoring

Total Performance Score (TPS)

Domains
- Clinical Process
- Patient Experience
- Outcomes (FFY2014)

Measures/Dimensions
- 12 AMI, HF, PN, SCIP
- 8 HCAHPS
- 13 HAC, Mortality30d, AHRQ PSI/IQI Composites

70% 30%
8 HCAHPS Composites

- Communication with nurses
- Communication with doctors
- Responsiveness of hospital staff
- Pain management
- Communication about medicines
- Discharge information
- Environment of care (cleanliness/quietness)
- Overall hospital rating
HCAHPS

A **standardized** survey tool to measure the **patient’s perception of quality care** provided during their experience while a patient in an acute-care hospital.

The patient perception of care is publicly reported with other **quality** metrics on the Hospital Compare website. [www.hospitalcompare.hhs.gov](http://www.hospitalcompare.hhs.gov). Perception of care is now linked to reimbursement.

The information will be used to provide meaningful data for improvement efforts as well as provide comparisons between hospitals to **help consumers choose a hospital**.
HCAHPS FREQUENCY SCALE:

“Always”
“Usually”
“Sometimes”
“Never”

Top Box Score – “Always”

TOP BOX FOR OVERALL QUESTIONS:

Overall Hospital Rating (9 or 10)
Likelihood to Recommend (Yes – Definitely)
**HCAHPS Domain Scoring: Micro + Macro = Total**

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Maximum Points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Micro:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Achievement</strong></td>
<td>Evaluates each dimension based on achievement and improvement scores, similar to scoring methodology for clinical process measures.</td>
<td>80</td>
</tr>
<tr>
<td><strong>and Improvement</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Macro:</strong></td>
<td>Evaluates consistency across dimensions</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>Combines micro and macro components to provide an overall HCAHPS score</td>
<td>100</td>
</tr>
</tbody>
</table>

*HCAHPS micro dimension scoring is similar to scoring for process measures. Achievement points are awarded on a 10-point scale, and improvement points are awarded on a 9-point scale. The 10-point maximum depicted in the figure indicates maximum achievement points.*
Hospital Performance Exceeds Benchmark

Full Achievement Points (10-point scale); Improvement Points N/A

Hospital Performance Between Threshold & Benchmark

Partial Achievement OR Improvement Points

Hospital Performance Below Threshold

No Achievement Points; Possible Improvement Points (9-point scale)
### Improvement Consistency Points (20-point scale)

<table>
<thead>
<tr>
<th>Hospital Actual Performance:</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0^{\text{th}}$ percentile &gt; [lowest scored dimension] &lt; <strong>Threshold (50^{\text{th}} \text{ percentile})</strong></td>
<td>0-19</td>
</tr>
<tr>
<td>[all 8 dimensions] $\geq$ <strong>Threshold</strong></td>
<td>20</td>
</tr>
</tbody>
</table>
Public Transparency

Percent of Heart Failure Patients Given Discharge Instructions
The rates displayed in this graph are from data reported for discharges October 2005 through September 2006.

Top Hospitals

- Average for all reporting hospitals in the United States: 61%
- Average for all reporting hospitals in the state of District of Columbia: 61%
- George Washington University Hospital: 77%
- Howard University Hospital: 60%
- Inova Fairfax Hospital: 47%
- Providence Hospital: 37%

Top Hospitals represents the top 10% of hospitals nationwide. Top hospitals achieved a 93% rate or better.
Public Transparency & Social Media

[Images of iPhone, Facebook, Twitter, Photobucket logos]
Step 1: Enter Search Criteria

Read: Choose one option and enter your search criteria. Then fill in the required fields for your selection. After you enter your search criteria, click on "Continue" to proceed with your search.

Choose one option and enter your search criteria

- Find a hospital by entering some or all of the Hospital Name
- Find a hospital within a certain distance of a ZIP Code
- Find a hospital within a certain distance of a City
- Find a hospital within a State / Territory
- Find a hospital within a County

Learn More

- Learn More about Information for Professionals
- Learn More about Information for Consumers
- Learn How to Use the Information Displayed on this Site
- Learn More about Medicare Payment and Volume
- View a list of Hospital Compare Contact Information
- View a list of Counties for Large States like CA, FL, OH, and TX
Step 2: Choose a Search Option

Search for hospital information in your area or across the nation.

- The **general search** provides information on: Hospital Process of Care Measures; Hospital Outcome of Care Measures; and Survey of Patients’ Hospital Experiences.

You can also search by a specific medical condition or surgical procedure.

- The **specific medical condition or surgical procedure search** provides information on: Hospital Process of Care Measures, Hospital Outcome of Care Measures and Cardiac Surgery Registry, where applicable; Survey of Patients’ Hospital Experiences and Medicare Payment and Volume. [View List of All Medical Conditions and Surgical Procedures]

**Choose your search options then click 'Continue'**

Choose **one** of the following options:

- General Search
- Medical Condition Search
- Surgical Procedure Search

**Choose your search options then click 'Continue'**
Step 3: Choose Hospitals to Compare

Your Search Results

Scroll down to see the 35 hospitals within 25 Miles of ZIP Code 76051.

To compare hospitals, select up to 3 hospitals. Select the checkbox next to the hospital and select the Compare button above the table.

If instead, you would like to select a specific medical condition or surgical procedure and view its Medicare payment and volume information for the hospitals listed below, click here.

View Hospital Locations on a Map

View hospital locations on a map and get directions

You can view all the hospitals within your search area on a map to get a better idea where each hospital is located. Your search results may show hospitals in more than one state based on the distance you chose. You can also choose the hospitals you want to compare and get the driving directions for the hospital.

Your Search Criteria

You have selected the following criteria for your search:

- **ZIP Code:** 76051
- **Distance:** Within 25 miles

Modify Search  
New Search

MyMedicare

You can save these providers to a personalized favorites list from the My Providers tab of your MyMedicare.gov account.

Sign up for MyMedicare.gov to learn more  
Already a Member?  
Log in to your MyMedicare.gov account.
<table>
<thead>
<tr>
<th></th>
<th>Baylor Regional Medical Center at Grapevine, Grapevine, TX</th>
<th>North Hills Hospital, North Richland Hills, TX</th>
<th>Texas Health Harris Methodist Hurst-Euless-Bedford, Bedford, TX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Care</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percent of patients who reported that their nurses &quot;Always&quot; communicated well.</td>
<td>78%</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>Percent of patients who reported that their doctors &quot;Always&quot; communicated well.</td>
<td>83%</td>
<td>77%</td>
<td>80%</td>
</tr>
<tr>
<td>Percent of patients who reported that they &quot;Always&quot; received help as soon as they wanted.</td>
<td>61%</td>
<td>59%</td>
<td>57%</td>
</tr>
<tr>
<td>Percent of patients who reported that their pain was &quot;Always&quot; well controlled.</td>
<td>74%</td>
<td>69%</td>
<td>69%</td>
</tr>
<tr>
<td>Percent of patients who reported that staff &quot;Always&quot; explained about medicines before giving it to them.</td>
<td>60%</td>
<td>55%</td>
<td>57%</td>
</tr>
<tr>
<td>Percent of patients who reported that their room and bathroom were &quot;Always&quot; clean.</td>
<td>64%</td>
<td>67%</td>
<td>56%</td>
</tr>
<tr>
<td>Percent of patients who reported that the area around their room was &quot;Always&quot; quiet at night.</td>
<td>59%</td>
<td>57%</td>
<td>55%</td>
</tr>
<tr>
<td>Percent of patients at each hospital who reported that YES, they were given information about what to do during their recovery at home.</td>
<td>82%</td>
<td>81%</td>
<td>76%</td>
</tr>
<tr>
<td>Percent of patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest).</td>
<td>73%</td>
<td>64%</td>
<td>63%</td>
</tr>
</tbody>
</table>
Bars below tell the percent of patients who gave their hospital a rating of 9 or 10 on a scale from 0 (lowest) to 10 (highest).

How do patients rate the hospital overall?

- **Average For All Reporting Hospitals In The United States**: 65%
- **Average For All Reporting Hospitals In Texas**: 67%
- **Baylor Regional Medical Center At Grapevine**: 73%
- **North Hills Hospital**: 64%
- **Texas Health Harris Methodist Hurst–Euless–Bedford**: 63%
HCAHPS... Potential Impact

- Market Transparency
  - How will this affect patient volumes
  - HCAHPS affect on community perception
  - Will physicians refer based on HCAHPS
  - How will HCAHPS affect insurance reimbursement and investors
  - Will HCAHPS affect bond rating
It is ALL about the patient and family
Why Optimize the Patient Experience?

Shared Stewardship of Healthcare

- Informing and Engaging Patients/families
- Knowledge Understanding and Compliance
- Improved quality, safety and perception

Self Management and Population Health
The Real Dollars and Sense...

Earning back our dollars
Return On Investment...

- impacts patient loyalty
- impacts growth and market share
- impacts Baylor brand
- impacts patient decision making and stewardship of health and healthcare resources
- impacts compliance
- impacts quality and safety
- impacts patient outcomes
- impacts employee morale and satisfaction
- impacts employee retention
- impacts VBP and financial reimbursement
Care Transition Questions

During this hospital stay, staff took my preferences and those of my family or caregiver into account in deciding what my health care needs would be when I left.
- Strongly Disagree
- Disagree
- Agree
- Strongly agree

When I left the hospital, I had a good understanding of the things I was responsible for in managing my health.
- Strongly Disagree
- Disagree
- Agree
- Strongly agree

When I left the hospital, I clearly understood the purpose for taking each of my medications.
- Strongly disagree
- Disagree
- Agree
- Strongly Agree
- I was not given any medication when I left the hospital

Coming Soon!
What do patients want?

Communication

Collaboration

Consistency of Care

Compassion

Patient Experience
8 HCAHPS Composites

- Communication with nurses
- Communication with doctors
- Responsiveness of hospital staff
- Pain management
- Communication about medicines
- Discharge information
- Environment of care (cleanliness/quietness)
- Overall hospital rating
“Two words... information and communication are often used interchangeably but they signify quite different things, information is giving out; communication is getting through

~Sidney Harris
• *Explain things in a way you could understand*
• *Listen carefully to you*
• Discharge instructions
• Medications
I See What Your Saying...

- Make eye contact
- Acknowledge the customer
- Personalize greeting whenever possible
- Be ‘emotionally’ present e.g. warm smile
- Watch verbal tone of voice and pace
- Watch ‘nonverbal’ communication
  – (listen with your eyes)
- Pause and give customer time to respond
- Listen and do not interrupt
Collaboration

• Partners in their care; their values, and preferences guide the plan of care
• Included in decisions
• Did they listen carefully to you (HCAHPS)
• New question: where your preferences taken into consideration

Value = Quality/Cost
Consistency of Care

• Always...
• Responsiveness to call light...
• Help to BR as soon as you wanted...

Trust
"it takes years to develop and can be destroyed in seconds"
The Cost of Distrust...

- Avoidance of discretionary healthcare
- Higher rates of non-compliance
- With-holding medically relevant information
- Less than favorable quality outcomes
Accountability is the bridge to “Always”
Driving Accountability

• Establish clear expectations
• Over-communicate the expectations
  – Include the evaluation mechanism, consequence of noncompliance
  – Educate where appropriate
• Validate the expectations (Audit)
  – Review documentation
  – Round on patients
  – Shadow staff
• Timely communication of Audit results
• Connect patient experience and outcome measures to audit results to drive engagement and improvement
Documentation Any One?

- Supports standardization of practice
- Adds context to other data
- Helps identify opportunities for improvement
- Promotes accountability
Compassion and Empathy

• Survey questions impacted:
  “...listened carefully to you..” (HCAHPS)
  “...communicated with courtesy (HCAHPS)

• Compassion and Empathy... enhance the therapeutic effectiveness of the clinician-patient relationship
  – Increases the efficiency of gathering information
  – Honors the patient and family; encourages involvement and conveys caring
  – Improves compliance therefore improving outcomes
Hierarchy of Patient Needs

- The Exceptional Experience
- Individualized Care, Respect, Courtesy
- Response to Call Lights, Visiting Hours, Family Needs, Listen
- Proper ID, Right Procedure, Right Meds, Reassurance, Fears/Concerns, Explain
- Bed, Nutrition, Rest, Cleanliness, Temperature Control, Pain Control

HCAHPS
- 85 - 100
- 70 - 85
- 50 - 70
- 25 - 50
- 10 - 25
Communicating Compassion

• **Listening intentionally**... take the time to consider or imagine how the patient feels
• **Acknowledging their emotion**... “I can see your really uncomfortable about this”
• **Stating your perceptions** of the patients feelings e.g. “I can imagine that must be...” or “It sounds like your upset...”
• **Legitimizing** the patients feelings e.g. “It is perfectly normal to be afraid...”
• **Offering support** and partnership e.g. “I am going to take very good care of you...” “lets work together to make you feel better...”
• **Tender touch** on the hand, arm or shoulder
Loyalty is the result of... of them all

Communication
Always
Consistency

Relational
Collaboration

Empathy
Compassion
Thank You
Resources

- Marketing Your Hospital, Traditional and Social Marketing Ideas for Hospitals: Hospital Marketing; It’s all about the Patient. March 6 2010 Jimmy Warren
- HCAHPS: Patient Experience & Impact of Value - Based Purchasing, HealthStream Research
- Quint Studer: Using HCAHPS to Drive Patient Satisfaction Lindsey Dunn (Becker’s Hospital Review 03-30-2010)
- StuderGroup