The New Role of Patient Experience in Today’s Healthcare Environment

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Welcome to Baltimore!
The Affordable Care Act’s emphasis on patient-centered care will transform our industry

By Doug Hooten, MPA & Matt Zawadsky, BS, USA, EMT-P

Experiences in our emergency medical services (EMS) have been nothing short of extraordinary. However, the reality is that the current system is often not meeting the needs of our patients.

The ‘Patient Experience’ is a key component of this transformation. It is about ensuring that every interaction with our system is positive, focused on the individual, and driven by the needs of our patients.

Yours truly,

Doug Hooten, MPA
Matt Zawadsky, BS, USA, EMT-P
Imagine

- A % of your budget is based on patient satisfaction scores
- You have no control over who gets surveys
- You don’t conduct the surveys
- The surveys are typically conducted after the patient gets your bill

“Welcome to the Real World”

We are the Patient Experience!
Value-Based Purchasing

- CMS bonuses or penalties based on:
  - Clinical Quality
  - Economic efficiency
  - Patient Experience

- 30% of the VBP score
- Applies to hospitals and docs now
  - When will it apply to us?
Patient Satisfaction...

<table>
<thead>
<tr>
<th>Measure ID</th>
<th>Measure Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Myocardial Infarction (AMI)</td>
<td></td>
</tr>
<tr>
<td>AMI-7a</td>
<td>Fibrinolytic Therapy Received Within 30 Minutes of Hospital Arrival</td>
</tr>
<tr>
<td>AMI-8a</td>
<td>Primary Percutaneous Coronary Intervention (PCI) Received Within 90 Minutes of Hospital Arrival</td>
</tr>
<tr>
<td>Heart Failure (HF)</td>
<td></td>
</tr>
<tr>
<td>HF-1</td>
<td>Discharge Instructions</td>
</tr>
</tbody>
</table>

Survey Measures

<table>
<thead>
<tr>
<th>Measure ID</th>
<th>Measure Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCAHPS</td>
<td>Hospital Consumer Assessment of Healthcare Providers and Systems Survey</td>
</tr>
</tbody>
</table>

HCAHPS Survey

SURVEY INSTRUCTIONS

- You should only fill out this survey if you were the patient during the hospital stay named in the cover letter. Do not fill out this survey if you were not the patient.
- Answer all the questions by checking the box to the left of your answer.
- You are sometimes told to skip over some questions in this survey. When this happens you will see an arrow with a note that tells you what question to answer next, like this:
  - Yes
  - No ➔ If No, Go to Question 1

You may notice a number on the survey. This number is used to let us know if you returned your survey so we don’t have to send you reminders.

Please note: Questions 1-25 in this survey are part of a national initiative to measure the quality of care in hospitals. OMB #0938-0981
YOUR CARE FROM NURSES

1. During this hospital stay, how often did nurses treat you with courtesy and respect?
   - Never
   - Sometimes
   - Usually
   - Always

2. During this hospital stay, how often did nurses listen carefully to you?
   - Never
   - Sometimes
   - Usually
   - Always

3. During this hospital stay, how often did nurses explain things in a way you could understand?
   - Never
   - Sometimes
   - Usually
   - Always

8. During this hospital stay, how often were your room and bathroom kept clean?
   - Never
   - Sometimes
   - Usually
   - Always

13. During this hospital stay, how often was your pain well controlled?
    - Never
    - Sometimes
    - Usually
    - Always

22. Would you recommend this hospital to your friends and family?
    - Definitely no
    - Probably no
    - Probably yes
    - Definitely yes

Patient Satisfaction...

Patients who reported that they "Always" received help as soon as they wanted

Why is this important?

Hide Graph
Patient Satisfaction...

Patients who reported that their pain was "Always" well controlled
Why is this important?
Hide Graph

Patient Satisfaction...

Patients who reported YES, they would definitely recommend the hospital
Why is this important?
Hide Graph
16. During your most recent visit, did this provider explain things in a way that was easy to understand?
- Yes, definitely
- Yes, somewhat
- No

17. During your most recent visit, did this provider listen carefully to you?
- Yes, definitely
- Yes, somewhat
- No

21. During your most recent visit, did this provider show respect for what you had to say?
- Yes, definitely
- Yes, somewhat
- No

22. During your most recent visit, did this provider spend enough time with you?
- Yes, definitely
- Yes, somewhat
- No

25. Using any number from 0 to 10, where 0 is the worst provider possible and 10 is the best provider possible, what number would you use to rate this provider?
- 0  Worst provider possible
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10  Best provider possible

26. Would you recommend this provider’s office to your family and friends?
- Yes, definitely
- Yes, somewhat
- No
Overall, not so happy
Percentage of consumers who said they were satisfied with their health care in five areas:

Core benefits .................................................. 66%
Cost and quality .............................................. 63%
Administrative services ................................. 62%
Access to programs to manage health .......... 57%
Overall consumer experience ....................... 49%


http://www.hhnmag.com/magazine/2015/Feb2015.dhtml

CLEVELAND CLINIC USES CULTURE TRAINING TO TRANSFORM EXPERIENCE
The Cleveland Clinic has used culture training to help transform the patient experience from top to bottom in recent years. It has seen patient and staff satisfaction leap, thanks to its efforts. Forrester Research took a closer look at what strategies the clinic used to get where it is today:

1. CLEVELAND CLINIC’S PATIENT EXPERIENCE TEAM FOUND THAT ALL STAFF MEMBERS MUST CONTRIBUTE TO OPTIMIZING A PATIENT’S VISIT, INCLUDING:
   - Clinical staff (doctors, nurses, etc.)
   - Administrative staff (check-in, billing, etc.)
   - Facilities staff (janitorial, maintenance, etc.)
   - Management (department heads, senior executives, etc.)
   - Information technology

2. THE PATIENT EXPERIENCE TEAM DEVELOPED AN ORGANIZATION-WIDE CULTURE-CHANGE EXERCISE THAT:
   - Achieved C-suite buy-in and support
   - Focused on vision and importance to the patient
   - Used focus groups with patients and other stakeholders to design the process
   - Implemented a 3,000-member employee pilot

3. EVERY STAFF MEMBER WENT THROUGH A CULTURE-CHANGE EXERCISE, EIGHT AT A TIME:
   - $11 million enterprise cost
   - All employees, including doctors, were randomly assigned tables. An employee facilitator walked each attendee through:
     - Mission and vision
     - Expected service behaviors
     - HEART — Hear the story, Empathize, Apologize, Respond to the problem, Thank the patient (service recovery)
     - “Serving leader” leadership model introduction
     - Value exercise

4. CLEVELAND CLINIC BOOSTED ITS MEASURABLE SCORES FOLLOWING THE EFFORT:
   - Patients reported higher satisfaction and complaints decreased on HCAHPS scores.
   - Staff appreciated the program; employee engagement increased and 92 percent reported satisfaction.

Source: Forrester Research, Inc., 2012
Those Who Get “It”

Value-Based Purchasing

• New “C-Suite” member
  – CXO – Chief Experience Officer
  – Responsible for maximizing satisfaction
Healthcare overhaul leads hospitals to focus on patient satisfaction

Under healthcare overhaul, federal payments to hospitals are tied to patient satisfaction. Customer service efforts are underway.

By Anna Gorman
July 20, 2013

Now, patients at San Francisco General Hospital are greeted by a smiling face and a helping hand to guide them along the path to getting care. It's one of a series of customer-friendly touches being added at the 156-year-old institution by a newly named "chief patient experience officer."

The first questions patients are asked shouldn't be whether they are insured and have an advance directive for end-of-life treatment, said Duffy, who works with San Francisco General and dozens of other hospitals. “It just takes one person to destroy great outcomes,” she said. “It's often the apathetic, rude person at check-in.” To help make patients feel more welcome, San Francisco General created the position of director of first impressions.

“"You know, we have a dedicated FTE in our marketing department who’s only responsibility is to monitor internet and twitter messages to see if there is anything being said about Baylor we need to respond to.”

Janice Walker, COO
Baylor Scott & White Health System – Fort Worth
Mich. hospital goes luxe: CEO explains patient-centered approach
January 20, 2014

The newest innovation in health care may be the hospital itself.

Traditionally, hospitals were designed as a place for medical professionals to just do their job; they weren't often built with patients in mind. But that's not the case at one hospital near Detroit that looks and feels like a luxury hotel -- and treats patients like valued guests.

At lunchtime at the Henry Ford Hospital in West Bloomfield, Mich., don't look for day-old Jell-O served on a fiberglass tray in the cafeteria. At this hospital, it's a restaurant -- with a menu comprised of fresh and healthy foods, much of which is grown on-site in their own greenhouse.

Nancy Schlichting is chief executive officer of the Henry Ford Health System. Her goal was to build a new kind of hospital -- one that would become a go-to destination, a place people actually wanted to be.

Schlichting recognized that hospitals needed an image makeover, but she took a leap of faith by hiring an executive from Ritz-Carlton to design, and then run, the $360 million facility. But there was only one rule: "The rule is that it's about the patient," Schlichting said. "We don't wake up (patients) between 9 at night and 5 in the morning . . . unless we have to."

The focus on patients begins immediately. Arriving guests are greeted by wheelchair valets in a lobby rivaling the world's finest hotels. They pass by a spa, the hair salon, and designer gift shops as they travel through an enclosed atrium to their private room.

Dr. Mark Rosenblum heads the hospital's neurosurgery department. He says the patient-focused approach speeds up the healing process.

"Any patient's family can stay here anytime, night or day," Rosenblum said. "It's important for a patient's well-being and recovery to see their loved ones, to be less in a stark, uncomfortable, unusual environment. We think it helps."
EMS Complaint?

“You know, your ambulance crew responded to my house last night because my mom was having a heart attack. The crew placed mom on their cardiac monitor and diagnosed her bradyarrhythmia as Mobitz Type I second degree AV heart block.

They treated her with transcutaneous pacing and atropine. But, she did not appear to be symptomatic as she was normotensive and her SaO2 was > 95% on room air.

According to recently published clinical guidance, atropine should be administered with caution in asymptomatic patients with suspected myocardial ischemia, as ventricular dysrhythmias can occur, so I’m really concerned about the critical decision making capabilities of your personnel.”
More Common

• “The crew was rude.”
• “They did not explain what they were doing.”
• “They did not let me ride in the ambulance with my mom.”
• “The business office staff did not seem to care that my mom is on a fixed income and wanted to pay her ambulance bill over time instead of all at once.”
• “The person who answered our 911 call did not act like this was an emergency.”
Why EMS Should Care!

• Our patients care
  – 0 points for clinical care – why?
• Our payers care
  – Network/provider satisfaction
• Our hospitals care
  – WE impact their HCAHPS scores
• It may be one of our only quality indicators
• We need to bend the value curve
The Role EMS Plays in HCAHPS

“EMS is often the first point of contact our patients have with our hospital. If the patient has a bad experience with EMS before arriving at the hospital, it will impact the patient’s perspective of their hospital stay.

“The same could be said for the patient experience if you are the agency taking them out of the hospital on discharge. If you do a really good job aggravating the patient on their trip home, then three days later they get a phone call from Gallup, it will impact their answers to the patient satisfaction questions.”

Kathie Russell
Director of Marketing and Organizational Development
Plaza Medical Center (HCA), Fort Worth
## How has “EMS” Done with this Measure?

![Image](image_url)

## Patient Satisfaction...

**INSTRUCTIONS:** Please rate the services you received while using our ambulance service. Check the square (☑️ or ☐️) that best describes your experience. If a question does not apply to you or is unknown, please skip to the next question. Space is provided for you to comment on positive or negative experiences that may have happened to you.

<table>
<thead>
<tr>
<th>The person you called for service (Dispatcher)</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very Good</th>
</tr>
</thead>
<tbody>
<tr>
<td>Helpfulness of the person you called for ambulance service</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Concern shown by the person you called for ambulance service</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
<tr>
<td>Extent to which you were told what to do until the ambulance arrived</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
<td>☐️</td>
</tr>
</tbody>
</table>

Comments (describe positive or negative experiences):

---

1515 Center St.
Lansing, MI 48916
1-877-581-3100
service@EMSsurveyTeam.com
www.EMSsurveyTeam.com

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![Image](image_url)
Patient Satisfaction...

Medics

Care shown by the medic who arrived with the ambulance
Degree to which the medic took your problem seriously
Degree to which the medic listened to you and/or your family
Skill of the medic
Extent to which the medic kept you informed about your treatment
Extent to which medic included you in the treatment decisions (if applicable)
Degree to which the medic relieved your pain or discomfort
Medics' concern for your privacy
Extent to which medic cared for you as a person

Comments (describe positive or negative experiences):

Ambulance Analysis

This analysis details the section results that concern ambulance operations. The analysis contains the mean score for each survey question as well as the section mean score. There is also the top box comparison (Top Box refers to the percentage of responses that ranked the question as Very Good). The percent positive shows those responses that rated the item from Fair to Very Good.

<table>
<thead>
<tr>
<th>Ambulance Section</th>
<th>Very Poor</th>
<th>Poor</th>
<th>Fair</th>
<th>Good</th>
<th>Very Good</th>
<th>Mean</th>
<th>Top Box</th>
<th>% Positive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care shown</td>
<td>120</td>
<td>202</td>
<td>1258</td>
<td>1238</td>
<td>3891</td>
<td>90.9</td>
<td>71.0%</td>
<td>98.70%</td>
</tr>
<tr>
<td>Extent to which the ambulance arrived in a timely manner</td>
<td>7</td>
<td>6</td>
<td>16</td>
<td>36</td>
<td>96</td>
<td>91.92</td>
<td>72.90%</td>
<td>99.00%</td>
</tr>
<tr>
<td>Cleanliness of the ambulance</td>
<td>8</td>
<td>14</td>
<td>277</td>
<td>876</td>
<td>35.62</td>
<td>76.70%</td>
<td>99.70%</td>
<td></td>
</tr>
<tr>
<td>Comfort of the ride</td>
<td>10</td>
<td>25</td>
<td>129</td>
<td>373</td>
<td>751</td>
<td>95.15</td>
<td>96.10%</td>
<td>96.70%</td>
</tr>
<tr>
<td>Skill of the person driving the ambulance</td>
<td>9</td>
<td>23</td>
<td>273</td>
<td>870</td>
<td>95.09</td>
<td>76.20%</td>
<td>99.30%</td>
<td></td>
</tr>
</tbody>
</table>

Ambulance...
# Ambulance Analysis

This analysis details the section results that concern ambulance operations. The analysis contains the mean scores for each survey question. The first column shows the company score, the second column details the total database score and the third column is the variance +/-.

<table>
<thead>
<tr>
<th>Your Score</th>
<th>Total DB</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>91.90</td>
<td>92.16</td>
<td>-0.16</td>
</tr>
<tr>
<td>93.78</td>
<td>93.78</td>
<td>0.00</td>
</tr>
<tr>
<td>85.21</td>
<td>87.00</td>
<td>-1.79</td>
</tr>
<tr>
<td>93.73</td>
<td>92.93</td>
<td>0.80</td>
</tr>
</tbody>
</table>

# Dispatch Analysis

This analysis details the section results that concern dispatch operations. The analysis contains the mean scores for each survey question. The first column shows the company score, the second column details the total database score and the third column is the variance +/-.

<table>
<thead>
<tr>
<th>Your Score</th>
<th>Total DB</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>92.66</td>
<td>92.22</td>
<td>0.44</td>
</tr>
<tr>
<td>92.27</td>
<td>92.21</td>
<td>0.06</td>
</tr>
<tr>
<td>89.37</td>
<td>89.04</td>
<td>-0.33</td>
</tr>
</tbody>
</table>

# Medic Analysis

This analysis details the section results that concern the medics’ performance. The analysis contains the mean scores for each survey question. The first column shows the company score, the second column details the total database score and the third column is the variance +/-.

<table>
<thead>
<tr>
<th>Your Score</th>
<th>Total DB</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>94.70</td>
<td>94.19</td>
<td>0.58</td>
</tr>
<tr>
<td>95.10</td>
<td>94.21</td>
<td>0.89</td>
</tr>
<tr>
<td>94.12</td>
<td>93.70</td>
<td>0.33</td>
</tr>
<tr>
<td>94.40</td>
<td>93.89</td>
<td>0.59</td>
</tr>
<tr>
<td>92.74</td>
<td>92.13</td>
<td>0.61</td>
</tr>
<tr>
<td>91.20</td>
<td>91.72</td>
<td>-0.42</td>
</tr>
<tr>
<td>90.91</td>
<td>90.64</td>
<td>0.27</td>
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<tr>
<td>92.63</td>
<td>92.42</td>
<td>0.21</td>
</tr>
<tr>
<td>94.10</td>
<td>93.78</td>
<td>0.35</td>
</tr>
<tr>
<td>ID format</td>
<td>Survey Date</td>
<td>Survey Code</td>
</tr>
<tr>
<td>-----------</td>
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</tr>
<tr>
<td>1</td>
<td>3/24/2014</td>
<td>65111131203303</td>
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<tr>
<td>1</td>
<td>3/25/2014</td>
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<tr>
<td>1</td>
<td>3/26/2014</td>
<td>6511113126012</td>
</tr>
</tbody>
</table>

**Ambulance arrived in a timely manor**

<table>
<thead>
<tr>
<th>Skill of the person driving</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 5 5 5 5</td>
</tr>
</tbody>
</table>

**Cleanliness of the ambulance**

<table>
<thead>
<tr>
<th>Comfort of the ride</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 5 5 5 5 5</td>
</tr>
</tbody>
</table>

**Comfort of the ride**

<table>
<thead>
<tr>
<th>Skill of the person driving</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 5 5 5 5</td>
</tr>
<tr>
<td>Care shown by Medics</td>
</tr>
<tr>
<td>----------------------</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>5</td>
</tr>
<tr>
<td>5</td>
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<tr>
<td>5</td>
</tr>
<tr>
<td>5</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Proc.Code</th>
<th>Crew1</th>
<th>Crew2</th>
<th>Payor</th>
</tr>
</thead>
<tbody>
<tr>
<td>51</td>
<td>Emergency</td>
<td>Bowen Gregory</td>
<td>JENKINS YVETTE</td>
<td>2</td>
</tr>
<tr>
<td>51</td>
<td>Emergency</td>
<td>RICHMOND DANIEL</td>
<td>HANFORD MARCIA</td>
<td>2</td>
</tr>
<tr>
<td>70</td>
<td>Emergency</td>
<td>ZZHARRIS RANDY J</td>
<td>ZZHARRIS RANDY J</td>
<td>1</td>
</tr>
<tr>
<td>26</td>
<td>Emergency</td>
<td>LASLEY ERIC</td>
<td>Bathory Kayden</td>
<td>1</td>
</tr>
<tr>
<td>55</td>
<td>Emergency</td>
<td>SANCHEZ CHRISTOPHER</td>
<td>ELLIOTT JUSTIN</td>
<td>2816</td>
</tr>
<tr>
<td>36</td>
<td>Emergency</td>
<td>RAJA ATIF</td>
<td>WHITENER EDWARD</td>
<td>2</td>
</tr>
<tr>
<td>39</td>
<td>Emergency</td>
<td>PARRAVICINI PABLO</td>
<td>Blanco Marcus</td>
<td>2</td>
</tr>
<tr>
<td>58</td>
<td>Emergency</td>
<td>SANIEI STEPHEN</td>
<td>JEWELL ALISON</td>
<td>403</td>
</tr>
<tr>
<td>48</td>
<td>Emergency</td>
<td>LASLEY ERIC</td>
<td>Bathory Kayden</td>
<td>5153</td>
</tr>
</tbody>
</table>
Moving the Needle...

- Create understanding the patient experience has on other aspects of care
  - The relationship between the patient experience and clinical outcomes
  - The relationship between the patient experience and patient engagement
  - The role of the patient experience in the agency’s financial success

Five steps to becoming more consumer-friendly

Jaime Estupiñán, a partner on the health market team for Strategis (formerly Booz & Co.), offers five things that health care executives should do right now.

1. Get a view of the consumers that your health system can serve — and what they value. A Medicare beneficiary with chronic conditions is different from a young mom who brings her kids in for an annual check-up. Don’t wait until patients show up to decide what kind of experience will serve them. Figure out what they want and be prepared to deliver when they arrive.

2. Determine your consumer experience strategy and execute it. Some health systems want their patients to feel that they have received the best care money can buy. Others want patients to view the health system as a partner for life through the continuum of care. And others want patients to feel that they received care that did not waste their money.

3. Identify how to track your progress. “Making sure you have measures in place — measures of things that are dependent on consumer choice or that impact consumer experience — is important,” Estupiñán says.

4. Appoint a consumer champion. “Do you have somebody on point looking across the board to make sure that the consumer experience and the way you are thinking about the consumer is consistent across the different boundaries of your organization?” he asks.

5. Allocate resources to support your consumer experience strategy. Evaluate each investment decision in terms of how it supports consumers.” — LUCY BUTCHER

http://www.hhnmag.com/magazine/2015/Feb2015.dhtml
Moving the Needle...

• Demonstrate leadership involvement in improving the patient experience
  – Continuously demonstrate, both visibly and verbally, that the patient experience is a top priority
  – Make weekly field rides
  – Monitor and share scores, celebrate success and encourage additional improvement
  – Support staff efforts to succeed (tools, training, cheerleading)

Moving the Needle...

• Implement best practices
  – Post-call phone calls
  – Scripts, logs, other tools
  – Monitoring, feedback coaching on all tactics
  – Staff bonuses tied to scores
Customer Service?

What Most People Think

What Successful People Know

Win

Fail

Fail

Fail

Fail

Win
Thank you for this privilege!