

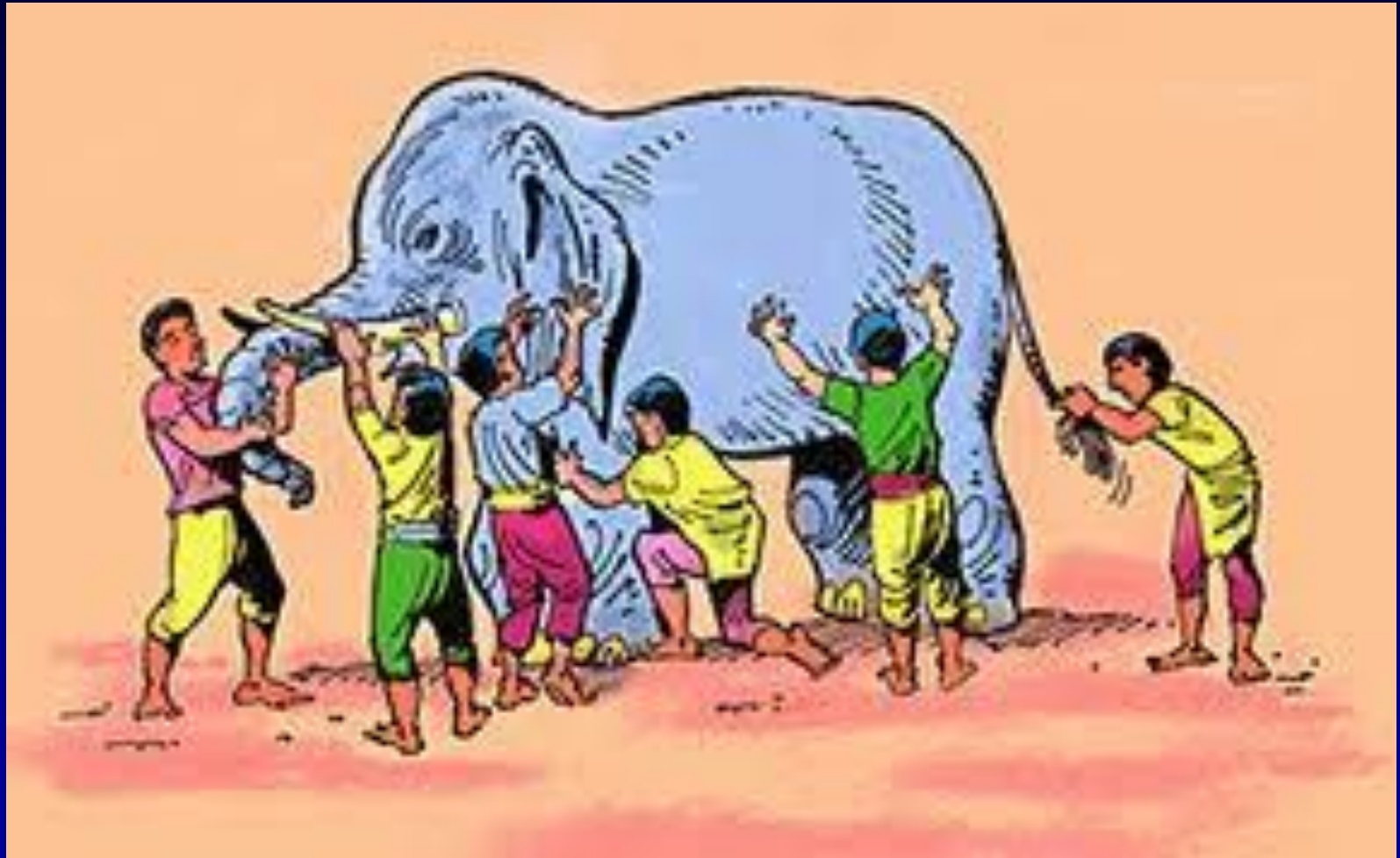


Thinking about Patient Experience

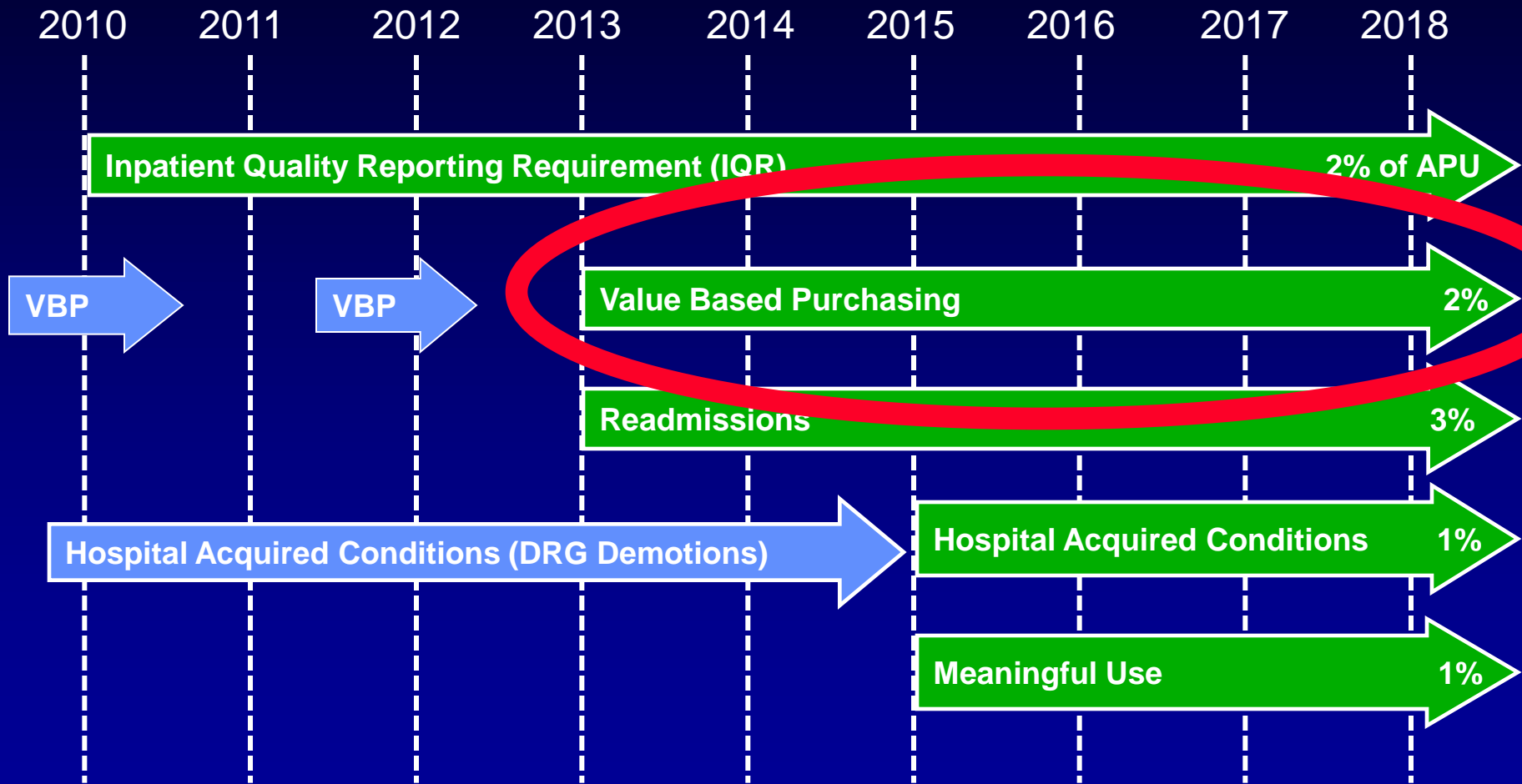
James Merlino, MD
Chief Experience Officer



Healthcare Tomorrow ?



Quality – Based Payment Reform Initiatives



2013 VBP Measures

AMI	Fibrinolytic therapy received within 30 minutes of hospital arrival
	Primary PCI received within 90 minutes of hospital arrival
Heart Failure	Discharge instructions received
Pneumonia	Blood culture performed prior to administration of first antibiotic(s)
	Initial antibiotic selection for CAP in immunocompetent patient
Healthcare-Associated Infection	Prophylactic antibiotic(s) one hour before incision
	Selection of antibiotic given to surgical patients
	Prophylactic antibiotic(s) stopped within 24 hours after surgery
	Postoperative Urinary Catheter Removal on Postoperative day 1 or 2
	Cardiac surgery patients with controlled 6AM postoperative serum glucose
Surgical Care Improvement	Surgery patients on a beta blocker prior to arrival who received a beta blocker during the perioperative period
	Surgery patients with recommended venous thromboembolism prophylaxis ordered
	Surgery patients who received appropriate venous thromboembolism prophylaxis within 24 hours prior to surgery to 24 hours after surgery
Patient Experience of Care	HCAHPS survey results on patient interaction with doctors, nurses, and hospital staff; cleanliness and quietness of the organization; pain control; communication about medicines; and discharge information

Value Based Purchasing: FY2014

2nd Year of VBP Reporting:

- April – December 2012: Performance period

- Measures:

- 13 Core Measures

- 8 HCAHPS

- 3 Mortality

- 8 Hospital Acquired Conditions

- 2 Composite PSI

- 1 Efficiency (spend per beneficiary)

**New Measures
For FY 2014**

- \$\$ impact 2014

CMS view of Hospitals

How Will Hospitals Be Evaluated?



Threshold
(50th Percentile)

~ 6,000 Hospitals

N = ~ 800

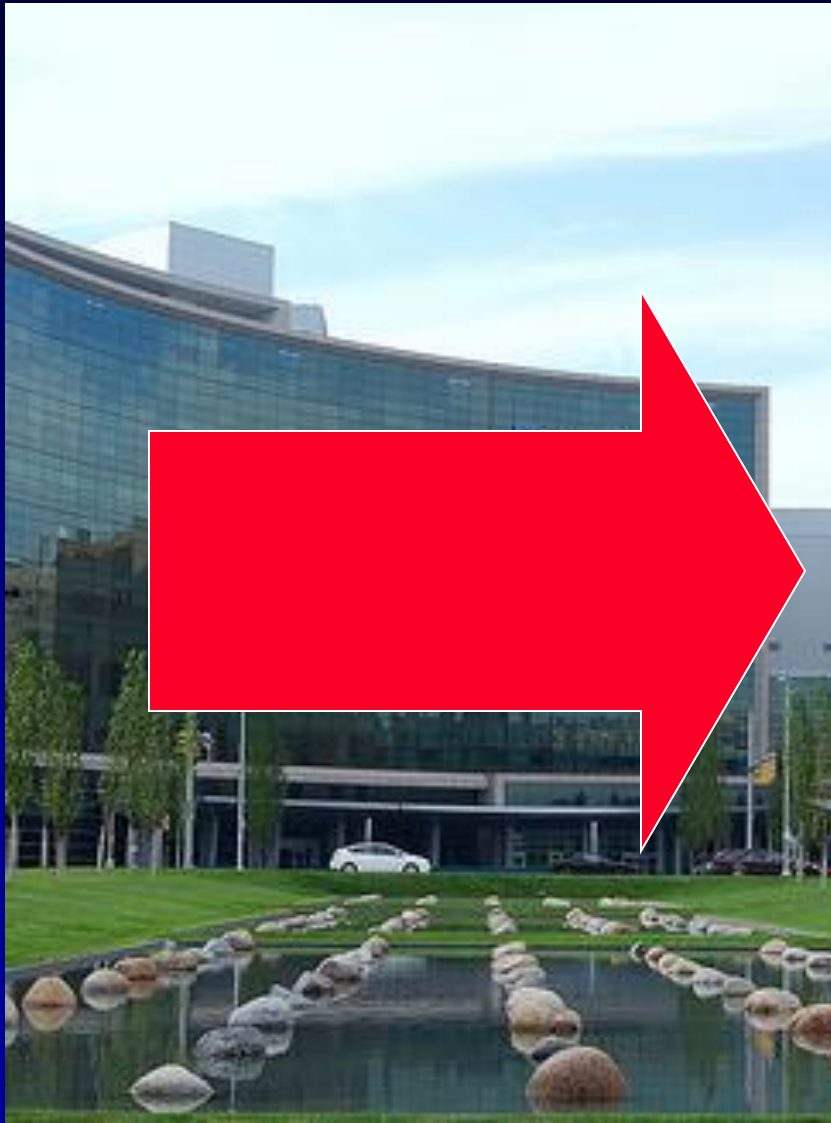
Floor
(0th Percentile)

Benchmark
(Mean of top decile)

0 50 100



Increasing Accountability



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Dr. James I. Merlino, MD

Save

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General Surgery, Board Certified, Male, Age 46

Patient Satisfaction



3 responses

How was your experience?

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More About Dr. Merlino's Background

- [Sanctions >](#)
- [Malpractice >](#)
- [Board Actions >](#)
- [Education & Training >](#)
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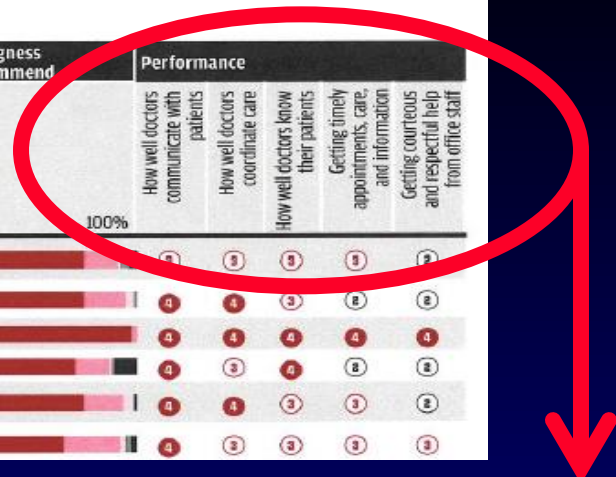
Special Report for Massachusetts residents

How Does Your Doctor Compare?

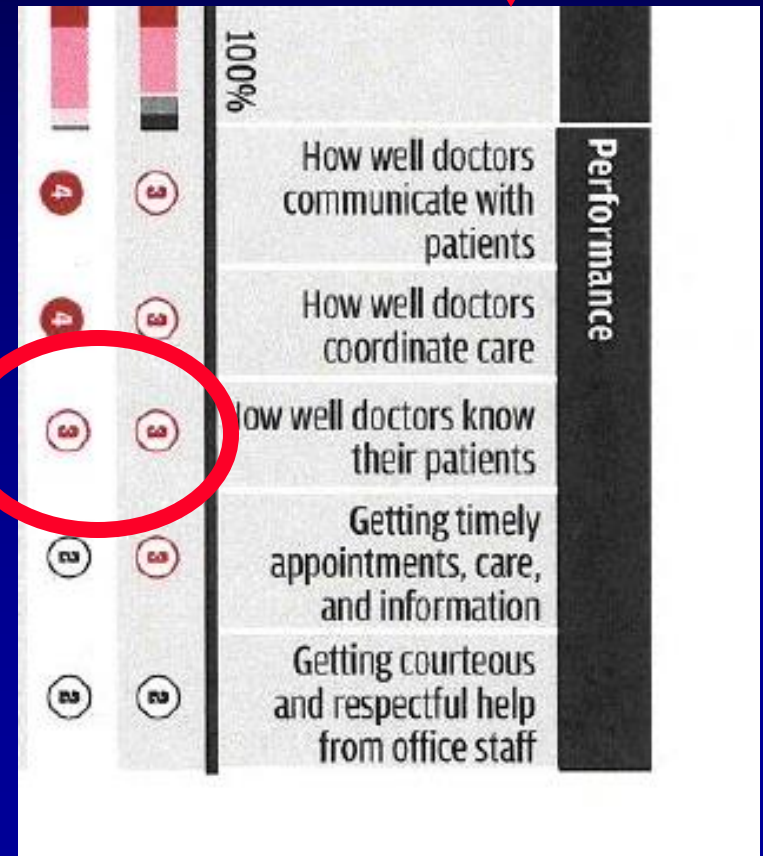
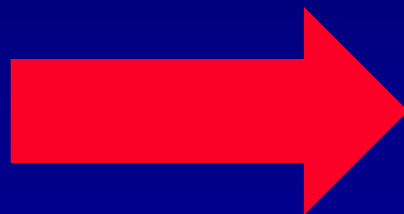
Ratings of practices for adults Continued

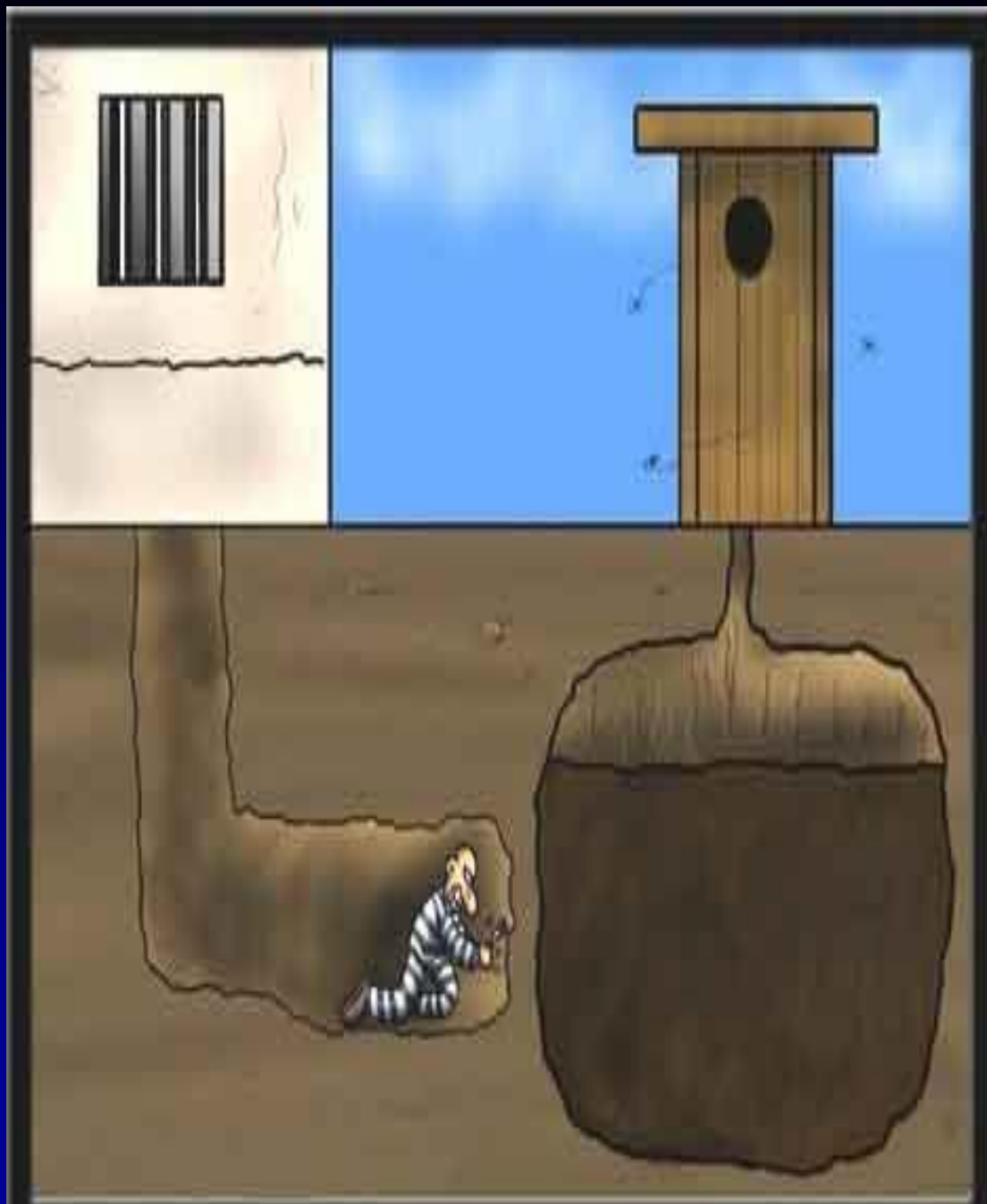
Based on patient experience In alphabetical order, within regions and towns

Town	Practice Name	Address	Willingness to Recommend	Performance					
				How well doctors communicate with patients	How well doctors coordinate care	How well doctors know their patients	Getting timely appointments, care, and information	Getting courteous and respectful help from office staff	
			0%						
Chestnut Hill	Beth Israel Deaconess Healthcare - Chestnut Hill	25 Boylston St., Suite 204	81	4	3	3	3	3	
Chestnut Hill	Brigham and Women's Hospital, Physician Group	850 Boylston St., Suite 530	81	4	4	3	3	3	
Chestnut Hill	Personal Physicians Health Care	1244 Boylston St., Suite 306	98	4	4	4	4	4	
Chestnut Hill	The Fish Center for Women's Health	850 Boylston St., Suite 402	78	4	3	4	3	3	
Newton	Brigham and Women's Hospital at Newton Corner	272 Centre St.	81	4	4	3	3	3	
Newton	Newton Wellesley Internists	2000 Washington St., White bldg., suite 546	74	4	3	3	3	3	



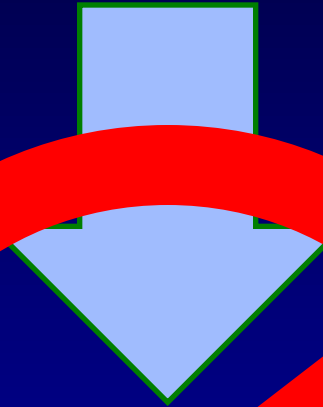
Compared like Washing Machines





“Patients First....”

Patient Experience



~~Satisfaction~~

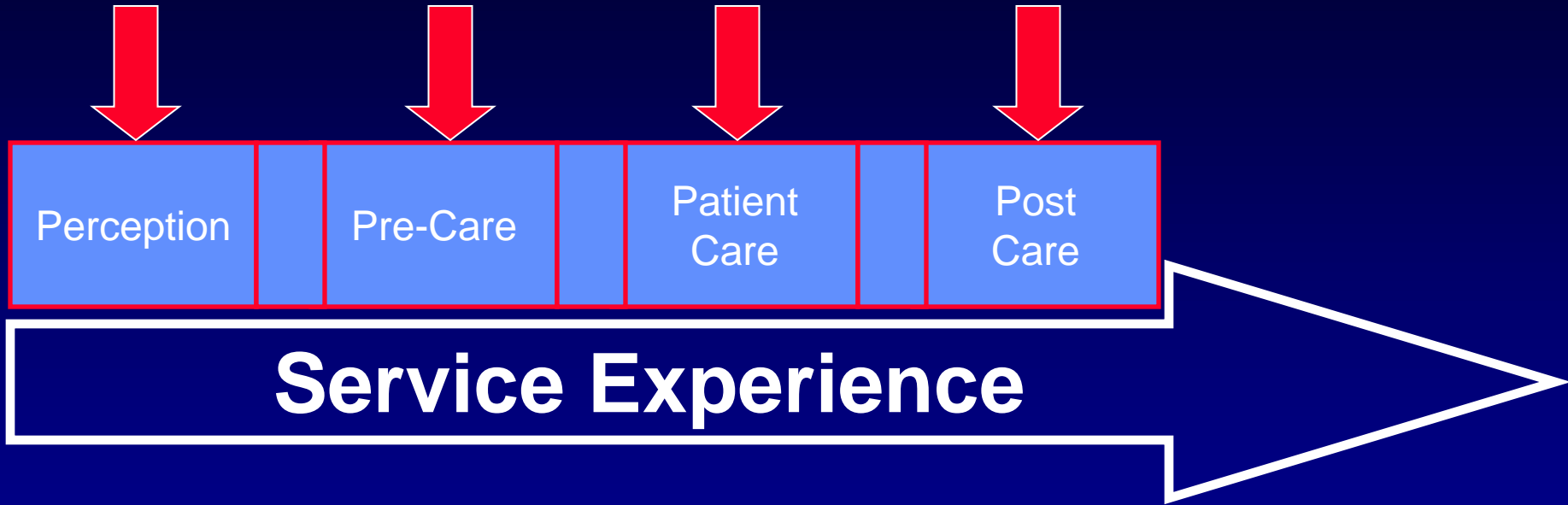
Patients First....

- **Safe Care**
- **High Quality Care**
- **Patient Satisfaction**
- **High-Value Care**

Managing Touch Points of Care



Execution



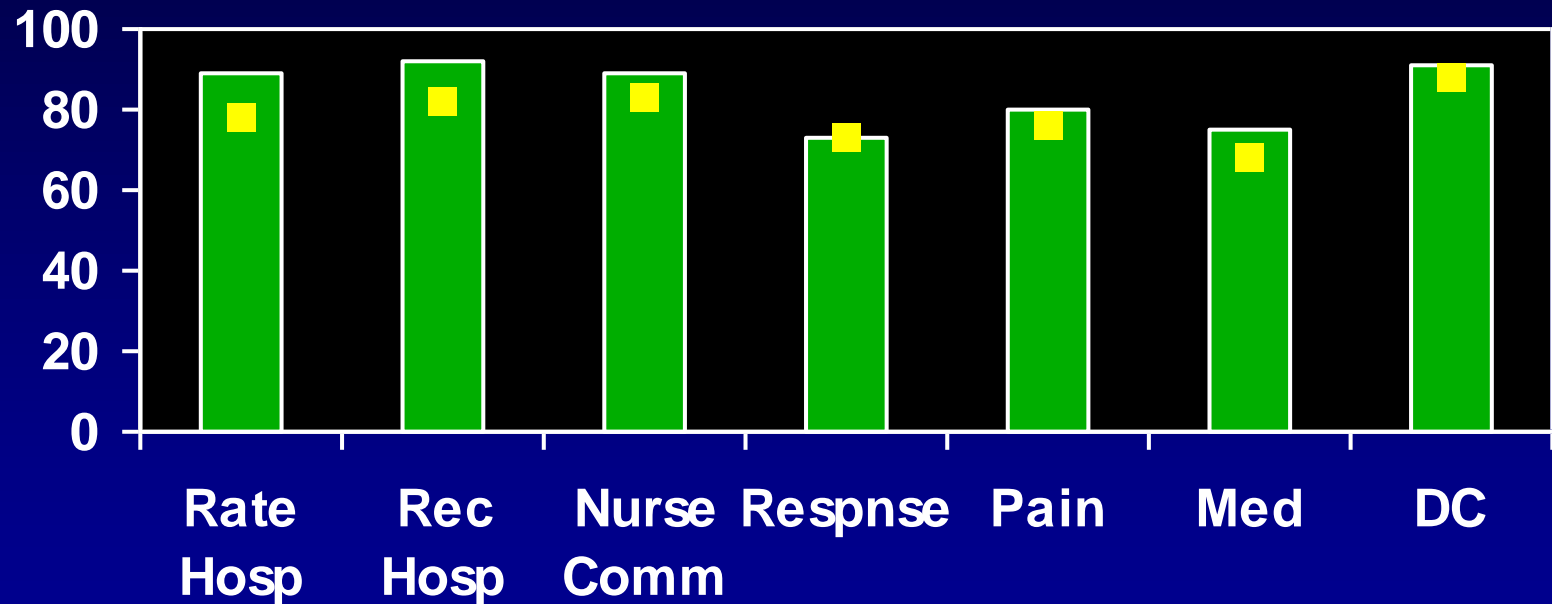
Process

People

Patients

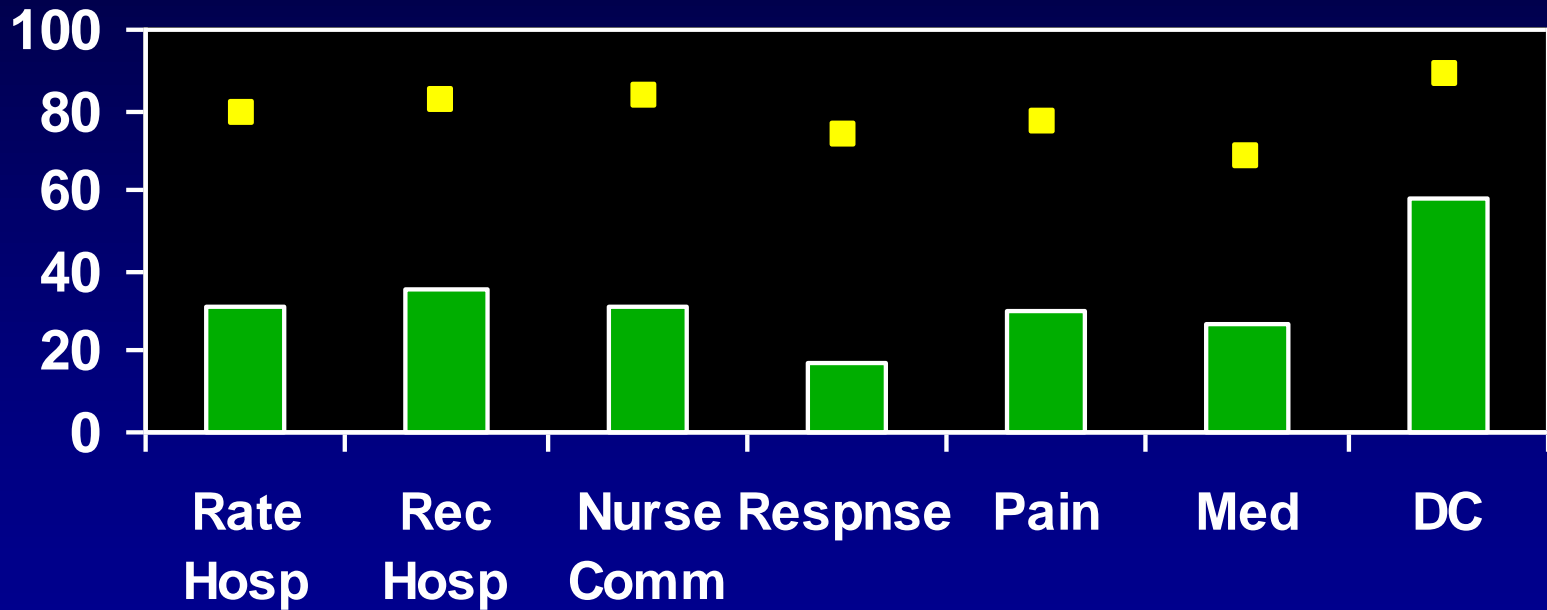
'Always' Rounded

Nurse Always Visited Q2 Hrs

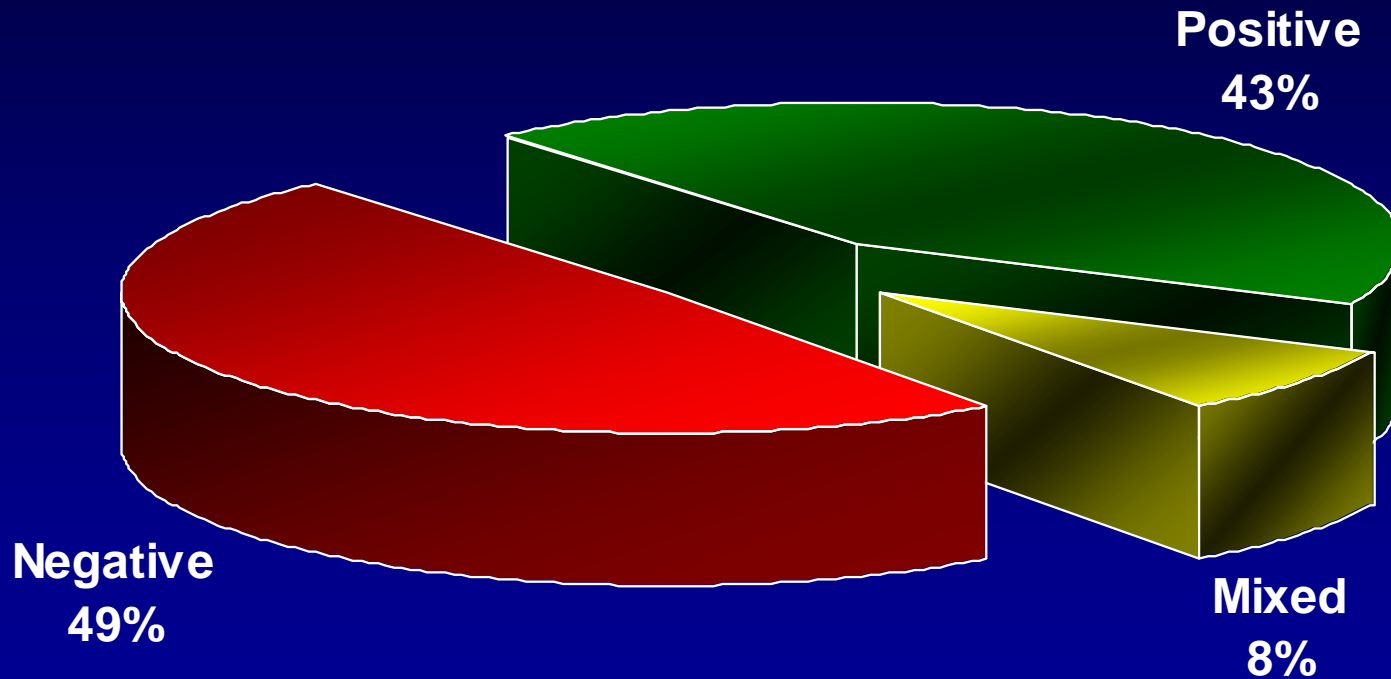


'Never' Rounded

Nurse Never Visited Q2 Hrs



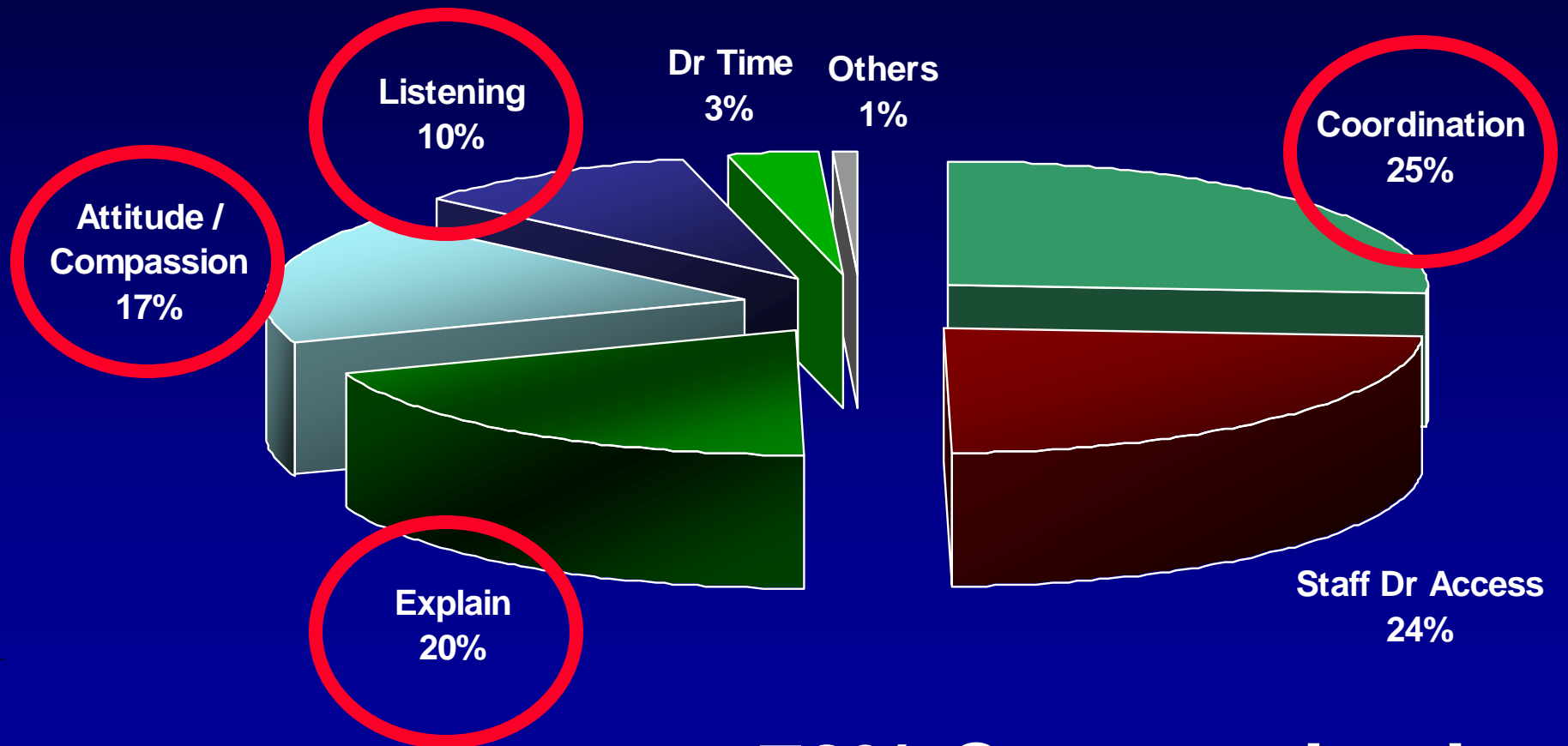
Physician Patient Comments



N = 540

Opportunities for Improvement

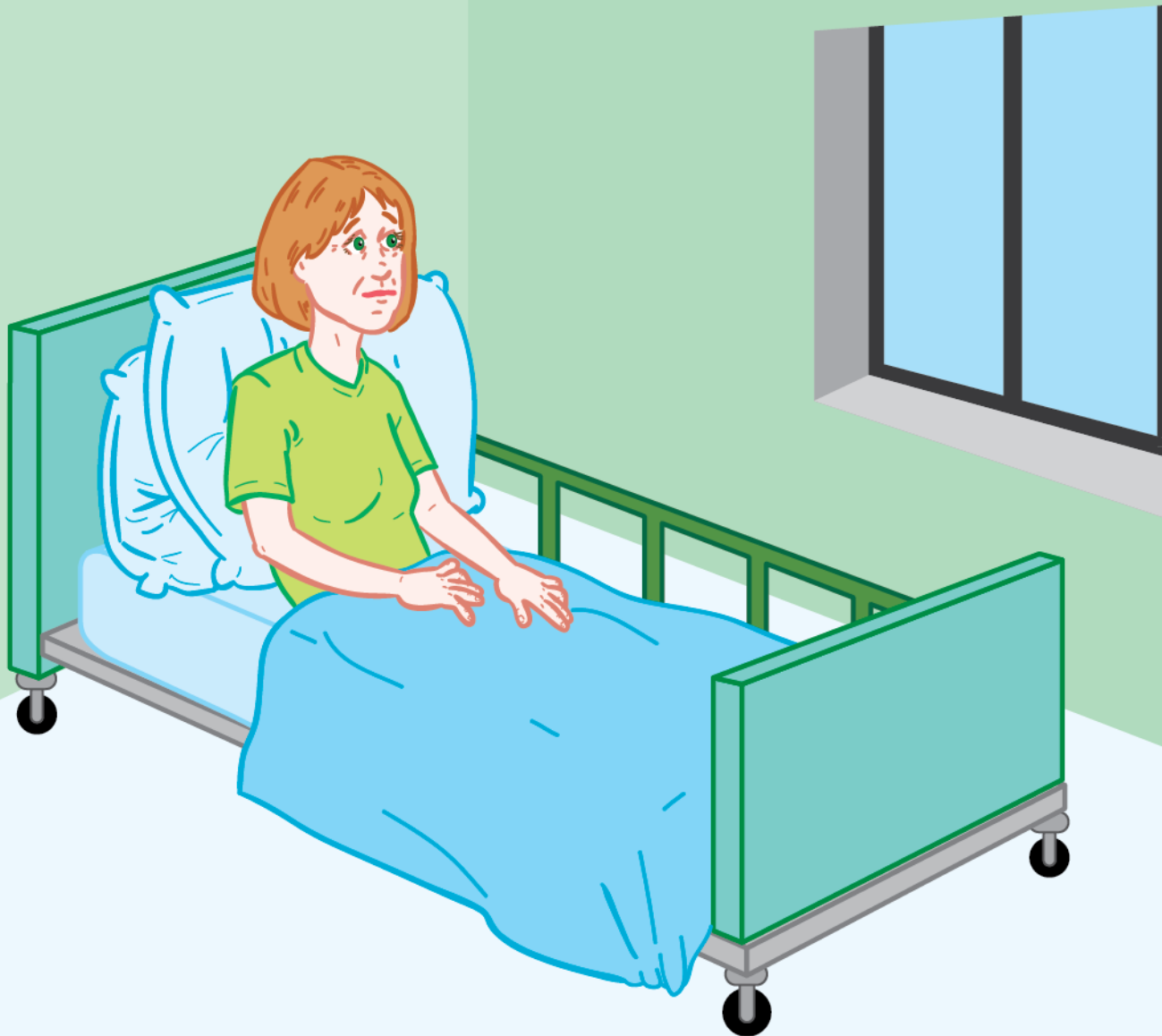
Doctor Communication Verbatims

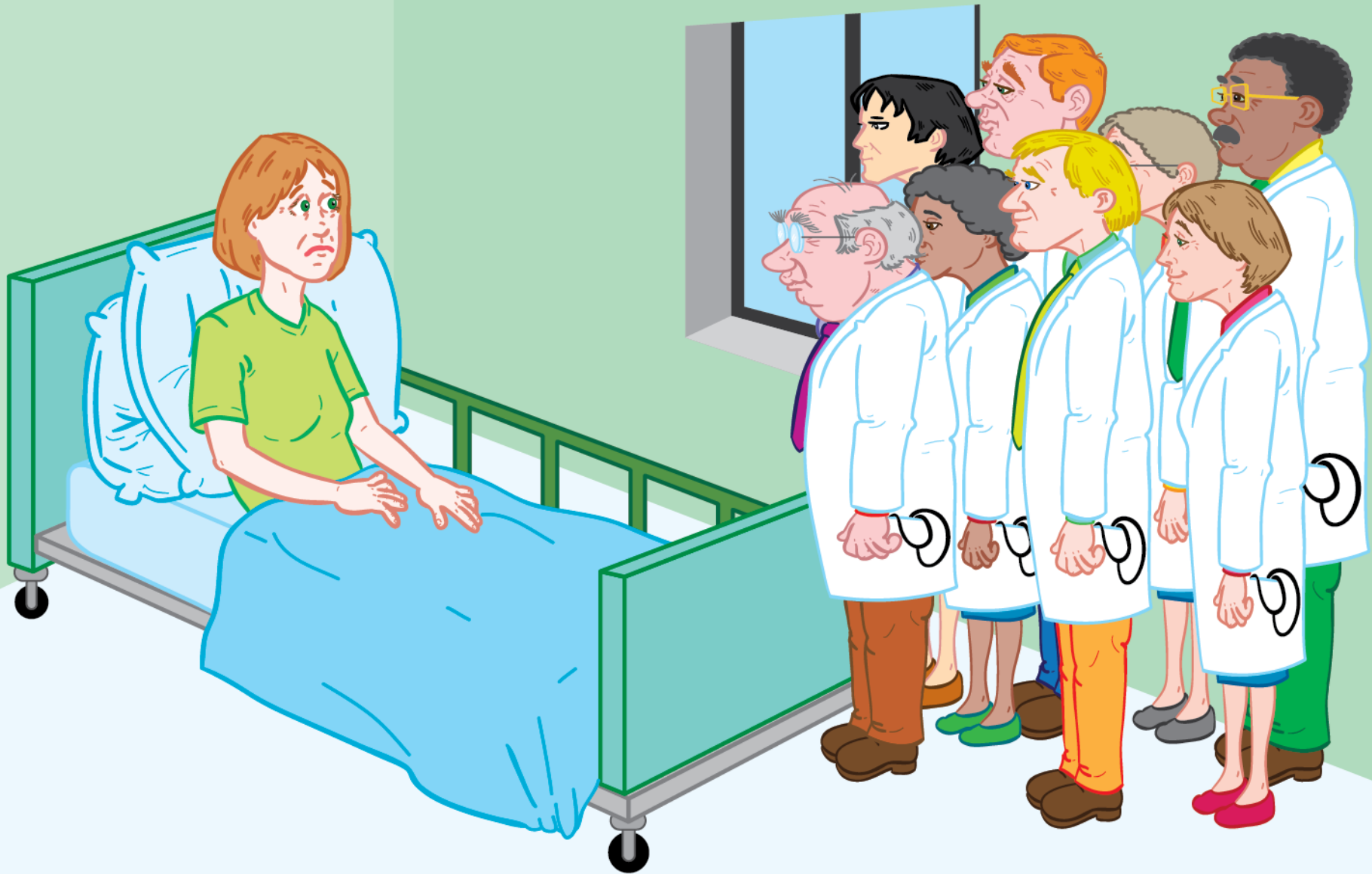


72% Communication

Doctor Communication

- **Physician leadership**
- **Education**
- **Data transparency**
- **REDE Model™**
 - Relationship/Establishment/Development/Engagement
 - Peer Coaches
- **Communication “guide”**
- **House staff**



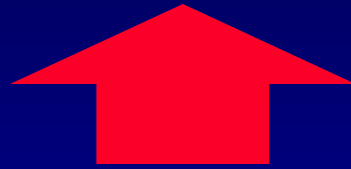






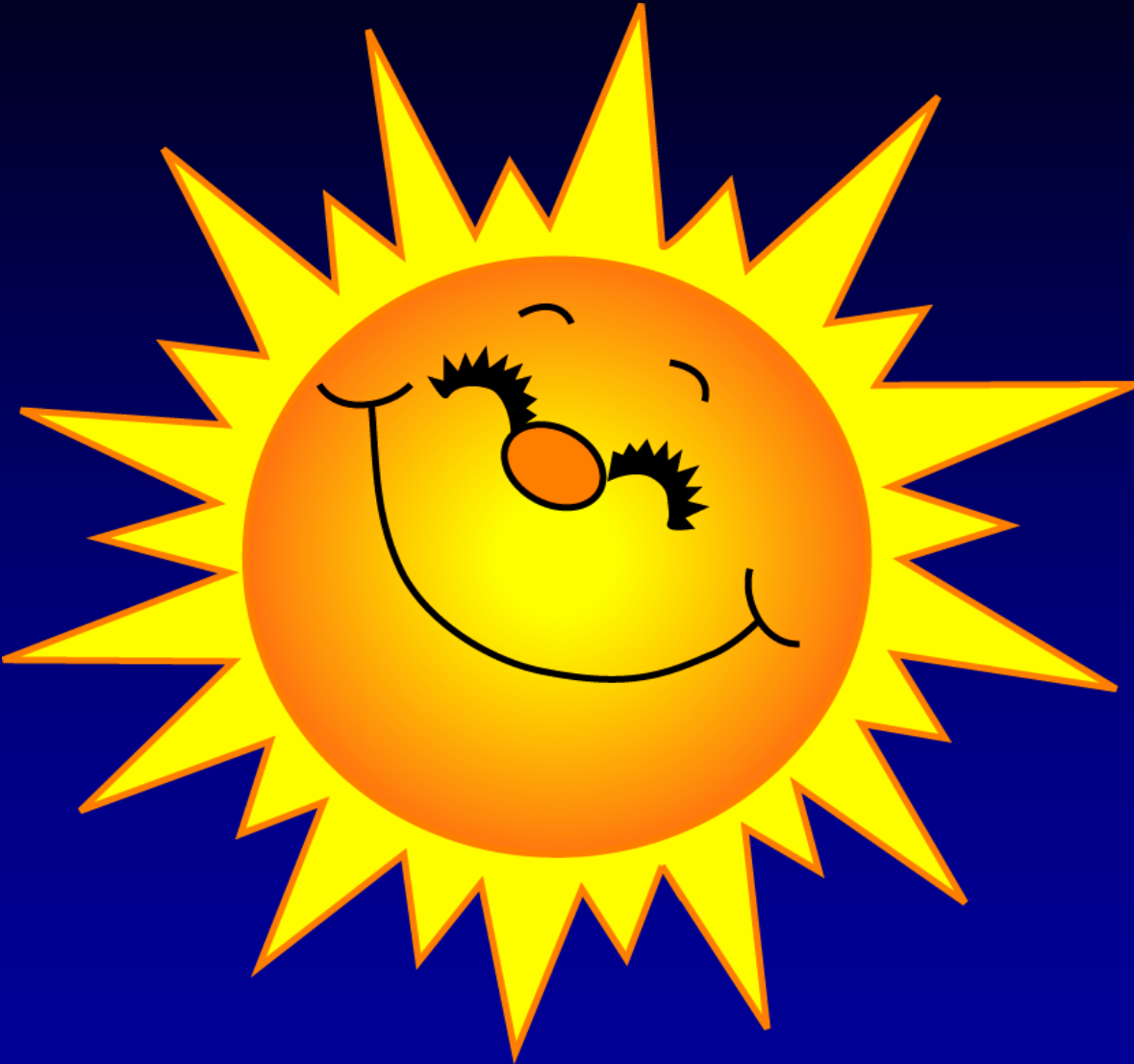
KEN KULA
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**Develop
Evolve**



Change





Communicate with *HEART*

START with Heart

- S** Smile and greet warmly
- T** Tell your name, role, and what to expect
- A** Actively listen / Assist
- R** Rapport building
- T** Thank the person

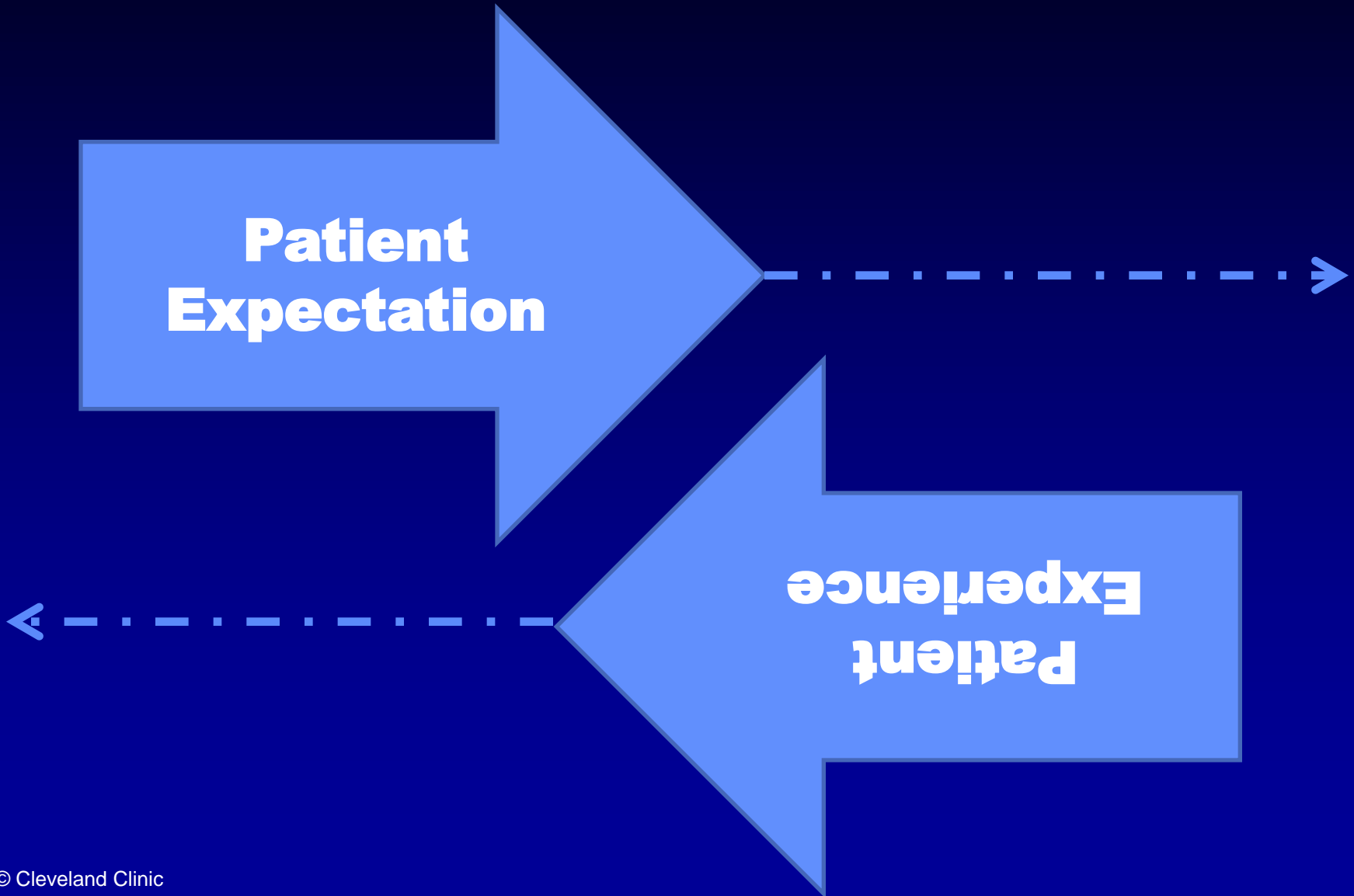
Respond with **HEART**

- H** Hear the story
- E** Empathize
- A** Apologize
- R** Respond
- T** Thank

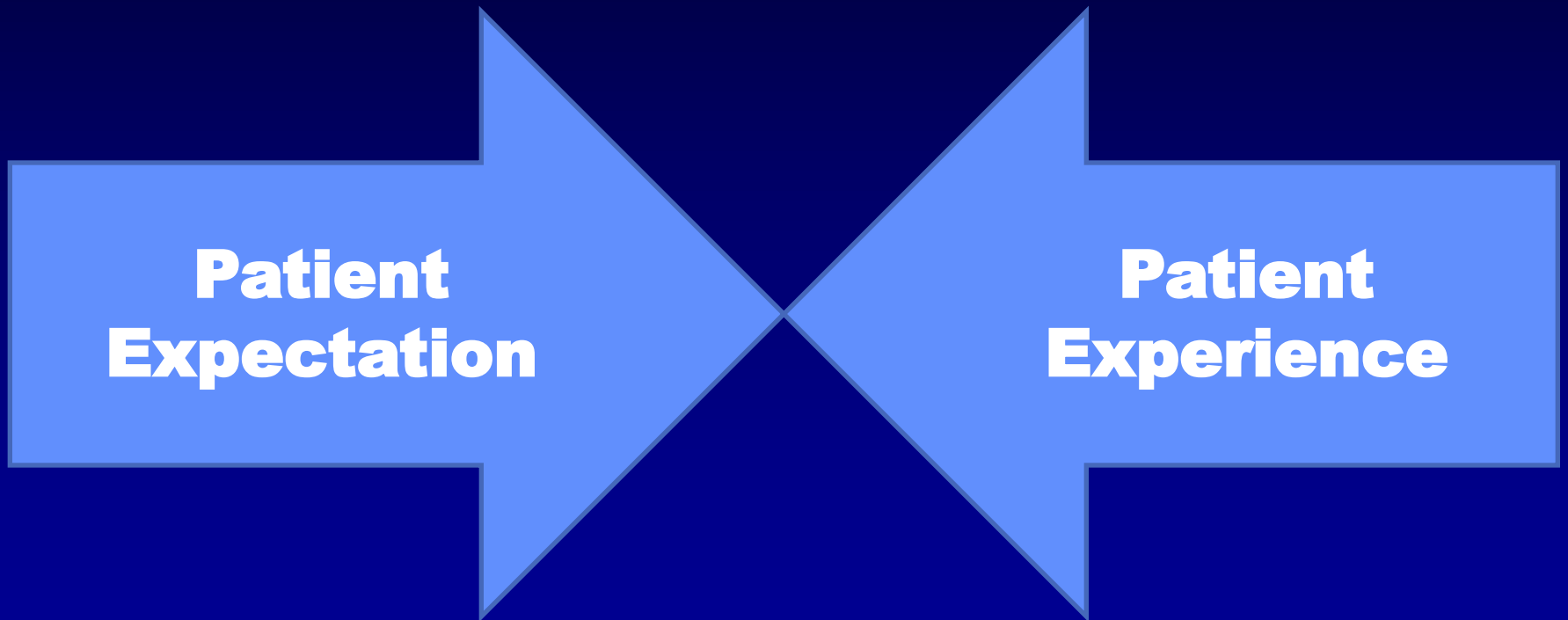
Partner

- *Educate them*
- *Engage them*
- *Empower them*
- *Activate them*

Bad Experience



Good Experience



What is a patient ?

- Have you ever been one ?

- Stressful
- Anxiety
- Fear – Terror !
- Uncertainty
- Confusion

...And the Family

Conclusion

- **The right thing to do!**
- **How we want to be treated**
- **Defines us as an industry**
- **Its about how we deliver care**
 - **It is safety and quality**



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