Thinking about Patient Experience

James Merlino, MD
Chief Experience Officer
Healthcare Tomorrow?
Quality – Based Payment Reform Initiatives

- Inpatient Quality Reporting Requirement (IQR) – 2% of APU
- Value Based Purchasing – 2%
- Readmissions – 3%
- Hospital Acquired Conditions (DRG Demotions)
  - 2010
  - 2011
  - 2012
  - 2013
  - 2014
  - 2015
  - 2016
  - 2017
  - 2018
- Hospital Acquired Conditions
- Meaningful Use – 1%

VBP – Value Based Purchasing
### 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)

- $$ impact 2014

New Measures For FY 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)
Increasing Accountability
Dr. James I. Merlino, MD
General Surgery, Board Certified, Male, Age 46

Patient Satisfaction

3 responses
How was your experience?

More About Dr. Merlino's Background
- Sanctions
- Malpractice
- Board Actions
- Education & Training
- Awards & Recognitions
- Professional Affiliations & Memberships
- Languages Spoken

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How Does Your Doctor Compare?
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

Manage the 360 Continuum
Execution

Service Experience

Perception
Pre-Care
Patient Care
Post Care

Process
People
Patients
‘Always’ Rounded

Nurse Always Visited Q2 Hrs
‘Never’ Rounded

Nurse Never Visited Q2 Hrs

Rate Hosp, Rec Hosp, Nurse Response, Pain, Med, DC
Physician Patient Comments

- Negative: 49%
- Positive: 43%
- Mixed: 8%

N = 540
Opportunities for Improvement

Doctor Communication Verbatims

- Attitude / Compassion: 17%
- Explain: 20%
- Listening: 10%
- Dr Time: 3%
- Others: 1%
- Coordination: 25%
- Staff Dr Access: 24%

72% Communication
Doctor Communication

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

Patient Expectation

Patient Experience

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Good Experience

Patient Expectation

Patient 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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Every life deserves world class care.