

Patient Experience Management in a Value-driven Industry

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Insight-Driven Transformation

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Scope

- Explore how patient experience data is used in the healthcare industry to drive fiscal responsibility and consumer choice.
- Understand how technology solutions can be used to evaluate the impact of data and how to use the data in organizational improvement efforts.

Objectives

- Identify trends in your CAHPS and Midas+ patient experience data.
- Leverage the value that exists in your patient experience data.
- Turn your patient experience data into actionable items impacting your organizational improvement efforts.
- Extend that leverage with Juvo.

How Is Your Facility Patient Experience (PX) Being Measured?

- CAHPS
 - H: Hospital
 - CG: Clinic and Physical Groups
 - HH: Home Health
 - ICH: In-center Hemodialysis
 - CAHPS for ACOs
 - OAS: Outpatient Ambulatory Surgery
 - EDPEC: Emergency Department Patient Experience with Care
- Third-party survey vendors
- Internal surveys conducted at point of contact
- Midas+ Patient Relations data: compliments, complaints, grievances

PX of Care On Hospital CAHPS Survey

- **Eight Dimensions for FY 2016**
 - Communication with Nurses
 - Communication with Doctors
 - Responsiveness of Hospital Staff
 - Pain Management
 - Communication about Medications
 - Cleanliness and Quietness of Hospital Environment
 - Discharge Information
 - Overall Rating of Hospital
- *FY 2018 adds Care Transition dimension*

PX of Care Topics

- How often did nurses communicate well with patients?
- How often did doctors communicate well with patients?
- How often did patients receive help quickly from hospital staff?
- How often was patients' pain well controlled?
- How often were the patients' rooms and bathrooms kept clean?
- How often was the area around patients' rooms kept quiet at night?
- Were patients given information about what to do during their recovery at home?
- How well did patients understand the type of care they would need after leaving the hospital?
- How do patients rate the hospital overall?
- Would patients recommend the hospital to friends and family?

PX of Care Questions

- **Communication / Explanation**
 - How often did nurses / doctors treat you with courtesy and respect?
 - How often did nurses / doctors listen carefully to you?
 - How often did nurses / doctors explain things in a way you could understand?
 - How often did hospital staff tell you what the medicine was for?
 - How often did hospital staff describe possible side effects in a way you could understand?
 - Did hospital staff talk with you about whether you would have the help you needed when you left the hospital?
 - Did you get information in writing about what symptoms or health problems to look out for after you left the hospital?
 - Did you and/or your caregivers understand what you would have to do to take care of yourself after leaving the hospital?
 - Did you know what medications you would be taking and why you would be taking them after leaving the hospital?

PX of Care Questions

- **Environment**
 - How often were your room and bathroom kept clean?
 - How often was the area around your room quiet at night?
- **Delay**
 - How often did you get help as soon as you wanted after you pressed the call button?
 - How often did you get help in getting to the bathroom or in using a bedpan as soon as you wanted?

PX of Care Questions

- **Physician / Nurse Care**
 - How often was your pain well controlled?
 - How often did the hospital staff do everything they could to help you with your pain?
 - Did hospital staff consider your health care options and wishes when deciding what kind of care you would need after leaving the hospital?
- **Overall**
 - What number would you use to rate this hospital during your stay?
- **Recommend**
 - Would you recommend this hospital to your friends and family?
 - While asked on the survey, this question is NOT included in the PX of Care domain and dimensions.
 - Key indicator of your word-of-mouth impact

Fiscal Impact

- For example, Value-Based Purchasing
 - FY 2016 PX of Care carries a 25% weight in the Hospital Total Performance Score across the 4 domains.
- Consumer Choice
 - Word of mouth
 - Hospital Compare website

How Do You Measure Up?

Communication: sample Hospital Compare scores

Patients reported how often their nurses communicated well with them during their hospital stay. "Communicated well" means nurses explained things clearly, listened carefully to the patient, and treated the patient with courtesy and respect.

	Star rating for this measure	Patients who reported that their nurses "Always" communicated well	Patients who reported that their nurses "Usually" communicated well	Patients who reported that their nurses "Sometimes" or "Never" communicated well
Midas Hospital	☆☆●●●	69%	19%	12%
State Average		76%	18%	6%
National Average		79%	17%	4%

How Do You Measure Up?

Communication: sample Hospital Compare scores

The survey asked patients about information they were given when they were ready to leave the hospital. Patients reported whether hospital staff had discussed the help they would need at home. Patients also reported whether they were given written information about symptoms or health problems to watch for during their recovery.

	Star rating for this measure	Patients who reported that YES, they were given information about what to do during their recovery at home	Patients who reported that NO, they were not given information about what to do during their recovery at home
Midas Hospital	★●●●●	75%	25%
State Average		85%	15%
National Average		86%	14%

How Do You Measure Up?

Environment: sample Hospital Compare scores

Patients reported how often their hospital room and bathroom were kept clean.

	Star rating for this measure	Patients who reported that their room and bathroom were "Always" clean	Patients who reported that their room and bathroom were "Usually" clean	Patients who reported that their room and bathroom were "Sometimes" or "Never" clean
Midas Hospital	☆☆☆●●	71%	21%	8%
State Average		80%	15%	5%
National Average		74%	18%	8%

How Do You Measure Up?

Environment: sample Hospital Compare scores

Patients reported how often the area around their room was quiet at night.

	Star rating for this measure	Patients who reported that the area around their room was "Always" quiet at night	Patients who reported that the area around their room was "Usually" quiet at night	Patients who reported that the area around their room was "Sometimes" or "Never" quiet at night
Midas Hospital	☆☆☆☆●●	57%	34%	9%
State Average		65%	29%	6%
National Average		62%	29%	9%

Let's Talk About Facility PX Scores

In our example we saw two things:

- 1) At the “usually,” “sometimes,” and “no” rating levels we are in line with the state and national averages on our selected PX of Care topics.
- 2) At the “always” and “yes” rating levels we are below the state and national averages on our selected PX of Care topics.

Let's Focus In

- Ratings level of “always” and “yes”
- Topic of communication
- Let's start looking at what our Midas+ Patient Relations data can tell us about communication at our facility

Connecting Data: Midas+ and Surveys

- **Midas Patient Relations**
 - Event Type/Group/Class
- **HCAHPS PX of Care topics**
 - Communication / Explanation
 - Delay
 - Environment
 - Physician / Nurse Care
 - Overall
- **Internal point of contact surveys**
 - Leadership Rounding
 - Mobile surveys

Requests For Your PX Data

We want to be in compliance.

- Think about your audience
- What do they need access to?
 - Do they need open cases, closed cases, or both?
 - Do they need the entire facility, a unit, or department?
 - Do they only need a case list or case details?
- Example:
 - If a regulatory agency only needs to see grievances:
 - Consider running a report pulling only grievance data
 - What about complaint / concern data?
 - Providing this could open your facility up to further investigation on things that have already been resolved.

Reports to Leverage Your Midas+ Data

Number of Closed Grievances and/or Complaints by Event Type, Group, or Class

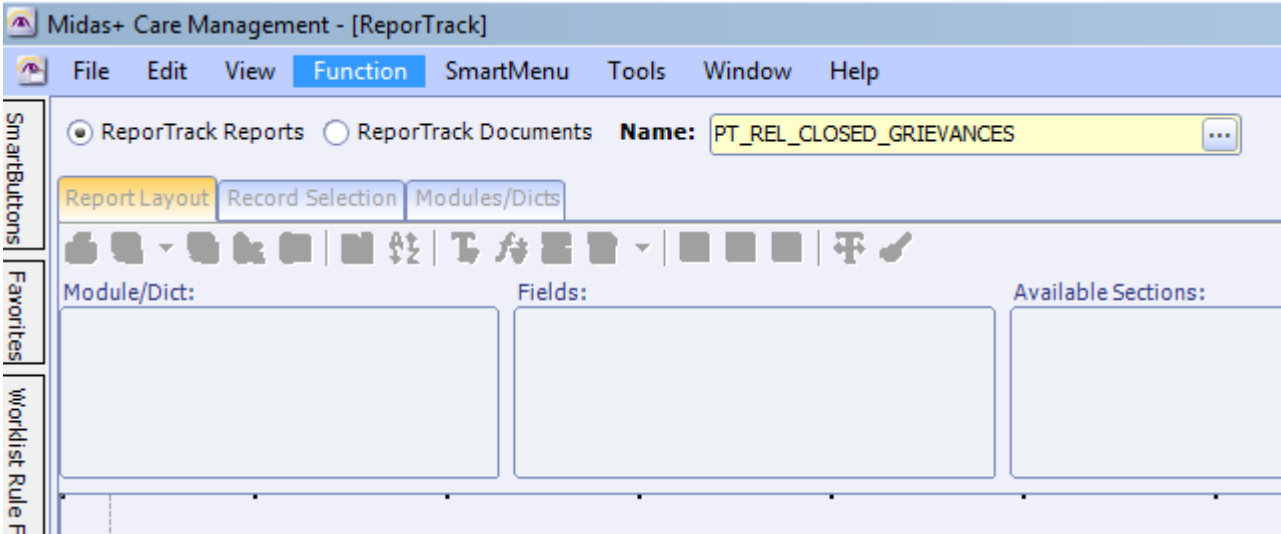
- Define your time period
 - Survey dates to identify relationships in data
 - Recent dates to see the current picture
- Define your view
 - Overall region or facility
 - Breakdown by unit / department
- Define which Event Type level meets your needs
 - Class: high-level broad categories
 - Group: middle-level detail
 - Type: low-level detail getting to specific situations

Midas Reporting - ReporTrack

The screenshot displays the Midas+ Care Management software interface. The title bar reads "Midas+ Care Management - [Home Page]". The menu bar includes "File", "Edit", "View", "Function", "SmartMenu", "Tools", "Window", and "Help". On the left side, there are vertical panels for "SmartButtons", "Favorites" (containing "Midas+ Care" and "Welcome"), "Worklist Rule Functions", and "Reminder Notes". The main content area features a "Messages" section with "No default reviewer" and a "News Feed" section with the message "The news feed does not appear to be valid XML." The date "Thursday 4/28/2016" and a "Remote D" link are visible at the bottom. The "Function" menu is open, listing various options: "Registration", "Encounter", "SmarTrack Worklists", "Hospital Case Management", "Community Case Management", "Quality Management", "Infection Control", "Risk Management", "Focus Study", "Patient Explorer", "DataVision", "System Management", "Remote Data Entry Definition", and "Reporting". The "Reporting" option is highlighted in blue. A sub-menu for "Reporting" is also open, listing: "Document List", "Indicators", "Scheduled Reports", "Standard Reports", "User Report Processing", "File Structure Explorer", "Indicator Definition", "Indicator Profile Definition", "ReporTrack" (highlighted in blue), "ReporTrack Group Definition", "Scheduled Report Maintenance", "User Report Definition", and "Worksheet Template Definition".

ReporTrack Report Example

PT_REL_CLOSED_GRIEVANCES



ReporTrack: Fields To Include Example

The screenshot displays the Midas+ Care Management - [ReporTrack] application window. The title bar shows the application name and standard window controls. The menu bar includes File, Edit, View, Function, SmartMenu, Tools, Window, and Help. The main interface is divided into several sections:

- Name:** A text field containing "PT_REL_CLOSED_GRIEVANCES".
- Report Layout:** A tabbed interface with "Record Selection" and "Modules/Dicts" tabs. The "Modules/Dicts" tab is active, showing a tree view of "Patient Relations" with sub-items like "Patient Relations Comments", "Patient Relations Departments", etc.
- Fields:** A list of fields available for selection, including "(Patient Relations ID)", "ABSTRACT_COL", "Comment", "Date Closed", "Date Received", "Date/Time Created", "DEPARTMENT_COL", "Encounter...", and "Entered By".
- Available Sections:** A list of sections for the report layout, including "Page Header", "Details" (highlighted), "--Date Received (Footer)", "Grand Total", and "Page Footer".
- Table:** A table with columns: "Date Close", "Event #", "Event Dt", "PtName", "Event Type(s)", "Parameter... Name", "Dt Received", and "Facility... Name". The table contains one row of data with dots in the cells.
- Right Panel:** A vertical stack of buttons: "Save", "Save As", "Compile", "Utilities", "New", "Auto View", "Schedule", "File Structure Explorer", and "Close".

ReporTrack: Selection Criteria Example

The screenshot shows the 'ReporTrack' interface within the 'Midas+ Care Management' application. The window title is 'Midas+ Care Management - [ReporTrack]'. The menu bar includes 'File', 'Edit', 'View', 'Function', 'SmartMenu', 'Tools', 'Window', and 'Help'. On the left side, there is a vertical toolbar with categories: 'SmartButtons', 'Favorites', 'Worklist Rule Functions', and 'Reminder Not'. The main area has a 'Name' field containing 'PT_REL_CLOSED_GRIEVANCES' and a 'Record Selection' tab. Below the tabs, there is a 'Criteria Joined By' section with radio buttons for 'AND' (selected), 'OR', and 'Custom'. A table titled 'Selection Criteria' is displayed with the following data:

Column	Operator	Value 1	Value 2	And/Or	Displayable
Facility... Name	InList	<Ask>		AND	<input checked="" type="checkbox"/>
Date Closed	IsEntered			AND	<input checked="" type="checkbox"/>
Event Types... Name	InList	<List>		AND	<input checked="" type="checkbox"/>

At the bottom of the interface, there are four buttons: 'Add Data/Formula Criterion', 'Add Indicator Criterion', 'Edit', and 'Remove'.

ReporTrack: Selection Criteria Example

Event Type...Name

- InList: pre-select values to include in report

Define Selection Criterion

Module/Dict: Patient Relations

Fields:

- (Patient Relations ID)
- ABSTRACT_COL
- Comment
- Date Closed
- Date Received
- Date/Time Created
- DEPARTMENT_COI

Event Types... Name

Choose Values at Report Time

Choose Values Now

Operator: InList

Value(s)

- Grievance-Billing
- Grievance-Communication
- Grievance-Confidentiality

Buttons: OK, Choose Formula, Close, Help

ReporTrack: Selection Criteria Options

- Facility...Name
- Date Closed
- Event Types...Name
 - InList
 - Pre-select list of data elements (facility(s) / dates / event types) to include
 - InList <ask>
 - Allows selection of data elements at time report compiles
 - IsEntered
 - Only pulls if a value is entered
 - IsBetween
 - Pre-select values (ex. Dates) to include
 - IsBetween <ask>
 - Allows selection of values at time report compiles

Resulting ReporTrack Example

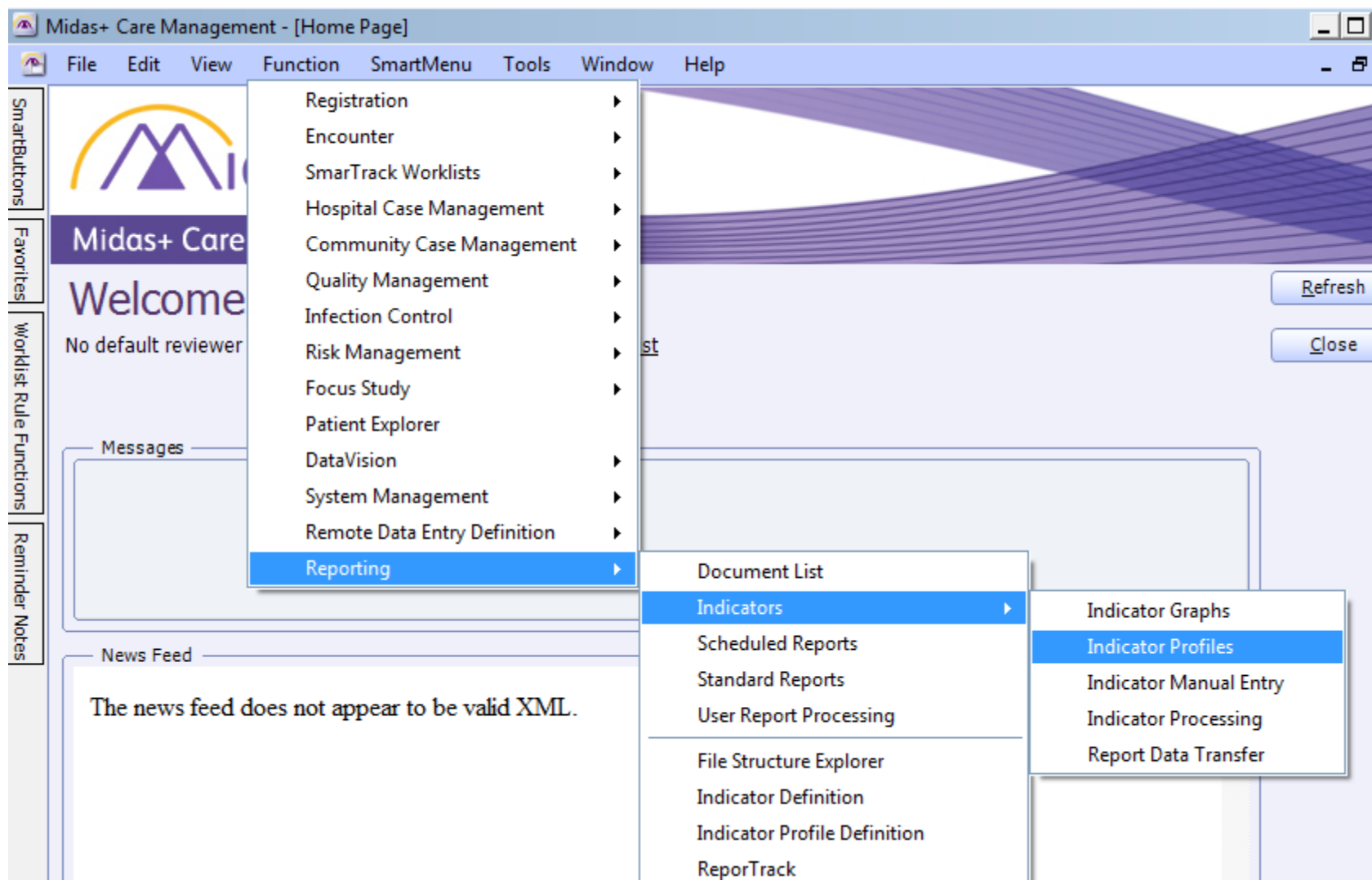
4/28/2016

Closed Pt Relations Grievance Cases

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Date Close	Event #	Event Dt	PtName	Event Type(s)	Parameter... Name	Dt Received	Facility... Nam
01/04/2014	11-10	01/03/2014	Gustus, Marcus	Concern-Delay	Delay	01/04/2014	Midas Medical
01/13/2014	11-28	01/12/2014	Gagliardi, Martha	Concern-Delay	Delay	01/12/2014	Midas Medical
01/14/2014	11-19	01/13/2014	Emby, John	Grievance-Communication	Communication, Veri	01/13/2014	Midas Medical
01/13/2014	11-32	01/13/2014	Nagel, Yolanda	Concern-Equipment	Availability		Midas Medical
01/31/2014	11-16	01/01/2014	Wade, George	Grievance-Communication	Communication, Writt	01/15/2014	Midas Medical
11/20/2014	11-7	01/17/2014	Jablonski, Marcia	Grievance-Communication	Communication, Vert	01/17/2014	Midas Medical
01/21/2014	11-35	01/21/2014	Badilla, Bambi	Grievance-Communication	Communication, Writt	01/21/2014	Midas Medical
01/24/2014	11-36	01/24/2014	Babb, Lawrence	Concern-Communication		01/24/2014	Midas Medical
01/29/2014	11-37	01/29/2014	Yanez, Janice	Concern-Communication		01/29/2014	Midas Medical
02/01/2014	11-14	01/29/2014	Tuttle, Bonnie	Concern-Environment	Standard of Patient C	01/30/2014	Midas Medical
02/03/2014	11-31	01/31/2014	Inca, Martina	Concern-Dietary	Expectations	01/31/2014	Midas General
02/25/2014	11-12	02/10/2014	Temple, Beverly	Grievance-Communication	Communication, Ver	02/10/2014	Midas Medical
02/11/2015	11-39	02/10/2014	Williams, Daniel	Concern-Lost Belongings			Midas Medical
02/11/2015	11-39	02/10/2014	Williams, Daniel	Grievance-Communication	Communication, List		Midas Medical
02/11/2015	11-39	02/10/2014	Williams, Daniel	Concern-Lost Belongings			Midas Medical
02/11/2015	11-39	02/10/2014	Williams, Daniel	Grievance-Communication	Communication, List		Midas Medical
02/27/2014	11-21	02/27/2014	Erickson, Raymond	Concern-Delay	Delay	02/27/2014	Midas Medical
03/28/2014	11-30	03/21/2014	Ibarra, Pauline	Grievance-Communication	Communication, Veri	03/22/2014	Midas Medical
03/29/2014	11-38	03/27/2014	Juarez, Joseph	Concern-Communication	Expectations	03/28/2014	Midas Medical
04/25/2016	16-5	04/22/2016	Richardson, Ann	Grievance-Communication	Communication, List	04/25/2016	Midas General
04/27/2016	16-6	04/26/2016	Gambino, Joyce	Grievance-Communication	Communication, Writt	04/26/2016	Midas General
04/28/2016	16-4	04/16/2016	Williams, Daniel	Grievance-Communication	Communication, Ver	04/27/2016	Midas Medical

Midas Reporting: Indicator Profiles



Indicator Profiles Example

Patient Relations Summary

Midas+ Care Management - [Compile Indicator Profiles]

File Edit View Function SmartMenu Tools Window Help

Name:	Erickson,Raymond	DOB/Sex:	11/29/1969 43Y / M	MRN:	575137	Enc. Typ
Facility:	Midas Medical Center	Account No.:	240120618	Start:	2/27/2013 1:32 PM	
Admitting Phys.:	Hogan,Sean	Location/Room:	Emergency Department / 4	End:	2/27/2013 5:19 PM	
Attending Phys.:	Hogan,Sean	Principal Payer:	Partners Health Plans	LOS:	1	

Start Month: Trend:

End Month: No. of Comparison Years:

Profile Type: Reference By Fiscal Year:

Profile:

All Facilities:

Facility
*

Indicator Profiles Example

Indicator	Jan 2013	Feb 2013	Mar 2013	Apr 2013	Total
Patient Relations Events by Type	63	59	33	20	175
Compliment-Dietary	1	0	0	0	1
Compliment-Nursing	3	2	0	0	5
Compliment-Patient Care	2	3	0	0	5
Compliment-Physician	0	2	0	0	2
Concern-Billing/Charges	1	1	0	0	2
Concern-Communication	26	31	23	15	95
Concern-Confidentiality	0	1	0	0	1
Concern-Delay	4	2	0	0	6
Concern-Dietary	1	1	1	0	3
Concern-Environment	3	3	0	0	6
Concern-Equipment	1	0	0	0	1
Concern-Lost Belongings	5	1	0	0	6
Concern-Nursing Care	0	1	1	0	2
Concern-Physician Care	1	0	0	0	1
Grievance-Communication	15	11	8	5	39
Patient Relations Compliments by Location	5	3	0	0	8
3100 West	1	0	0	0	1
3300 East	0	2	0	0	2
3300 West	1	0	0	0	1
3500 East	0	1	0	0	1
3700 East	1	0	0	0	1
Emergency Department	1	0	0	0	1
Labor and Delivery	1	0	0	0	1
Patient Relations Grievances by Location	0	1	0	0	1
Intensive Care Unit	0	1	0	0	1
Patient Relations Physician Compliments by Location	0	2	0	0	2
3300 East	0	1	0	0	1
3500 East	0	1	0	0	1
Patient Relations Physician Related Concerns by Location	1	0	0	0	1
Radiology	1	0	0	0	1

Let's Talk About Your Midas+ Data

- Does it align with your survey data?
 - Review the case details to gain a better understanding of your patients' experience
- Identify who is doing well among your facilities, department, or units.
 - Low complaint / grievance numbers
- Identify who is struggling
 - Moderate or high complaint / grievance numbers

What Do We Know From All This?

Communication is a common issue

Survey Scores

Scores are below the state and national average for “always” and “yes” responses

Midas+ Data

High volume of grievances (and concerns) for event type “communication...”

Where Do We Go From Here?

- We've looked at lots of data, but what do we do with it?
- Your facility has an opportunity to talk about defining performance improvement efforts based on survey and Midas+ data to help improve those scores.
- Leverage the real-time actionable data Midas+ provides to monitor any impact your improvement efforts may be having.

Leveraging Positive Feedback

- This is another valuable tool in your Midas+ data.
- We have been talking a lot about the negative feedback, but keep in mind the value that is available to you with your compliment data also.
- See what units / departments are receiving positive feedback, learn what they are doing, and find ways to leverage that in other areas of your facilities.

Leveraging Other Feedback

Does your facility conduct any internal surveys at point of contact?

- Leadership Rounding
- Mobile Surveys
 - Laboratory
 - Radiology
 - Coumadin Clinics
- Think about other areas that allow you to gain knowledge of your patients' experience and take advantage of those.

Extending that Leverage with Juvo*

- Tracking deadlines

- Acknowledgement letters
- Status letters
- Closure letters

A mockup of a form for tracking deadlines. The form is light blue and contains the following fields and options:

- Acknowledgement letter sent: Yes No N/A <blank>
- Date acknowledgement letter sent:
- Time frame grievance acknowledged:
- Resolution letter sent: Yes No N/A <blank>
- Date resolution letter sent:
- Time frame to resolution:

- Looking at building alerts that will help Patient Experience staff meet letter deadlines
- Resulting data can create opportunities for turnaround-time process improvement

* Mockups of ideas for Juvo Patient Experience module.

Extending that Leverage with Juvo*

- Tracking service recovery efforts

Recovery items used	Quantity given	Total dollar value	Client User field options
Flowers	1	\$15.00	
Fuel Card (\$5 value)	2	\$10.00	

Add...

- Reports for compliance with \$ limit regulations

* Mockups of ideas for Juvo Patient Experience module.

Extending that Leverage with Juvo*

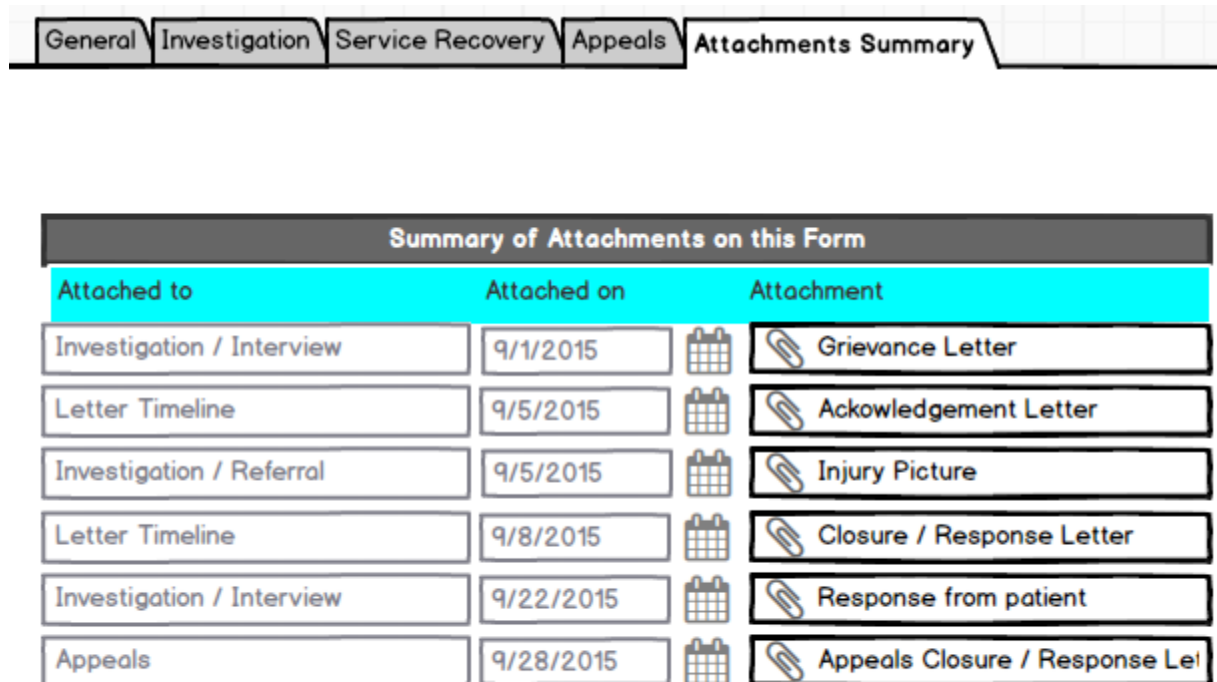
- Tracking grievance appeals
 - Within the original case
 - Separate date fields for the appeal

The mockup displays a web interface for tracking grievance appeals. At the top, there are five tabs: 'General', 'Investigation', 'Service Recovery', 'Appeals', and 'Summary'. The 'Appeals' tab is currently selected. Below the tabs, there are two date input fields: 'Appeal received on' with a placeholder ' / /' and a calendar icon, and 'Appeal closed on' with the date '9/5/2015' and a calendar icon. Below these is a text input field for 'Appeal submitted by'. The 'Reason for appeal' field is a large text area with a character limit of 2000. Below this is a blue information banner with an 'i' icon and the text: 'Appeal related interviews, referrals, case comments and letters received or sent can be found on the Investigation Tab'. At the bottom, there is an 'Appeal outcome' field with a character limit of 1000.

* Mockups of ideas for Juvo Patient Experience module.

Extending that Leverage with Juvo*

Summary of and access to all event-related attachments in one location



The mockup shows a navigation bar with tabs for 'General', 'Investigation', 'Service Recovery', 'Appeals', and 'Attachments Summary'. Below it is a table titled 'Summary of Attachments on this Form' with columns for 'Attached to', 'Attached on', and 'Attachment'.

Summary of Attachments on this Form		
Attached to	Attached on	Attachment
Investigation / Interview	9/1/2015	Grievance Letter
Letter Timeline	9/5/2015	Acknowledgement Letter
Investigation / Referral	9/5/2015	Injury Picture
Letter Timeline	9/8/2015	Closure / Response Letter
Investigation / Interview	9/22/2015	Response from patient
Appeals	9/28/2015	Appeals Closure / Response Letter

* Mockups of ideas for Juvo Patient Experience Module

Extending that Leverage with Juvo

We are considering third-party patient satisfaction integration into Juvo.

- Would your facility find this valuable?
- What survey vendors do your facilities use?
- What information would you like to see coming into Juvo from your survey vendors?
- What would you like to see happen when the information is in Juvo?

Thank you for attending. Any questions?

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Insight-Driven Transformation

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JW Marriott Starr Pass Resort, Tucson, AZ

