

What Patients Want

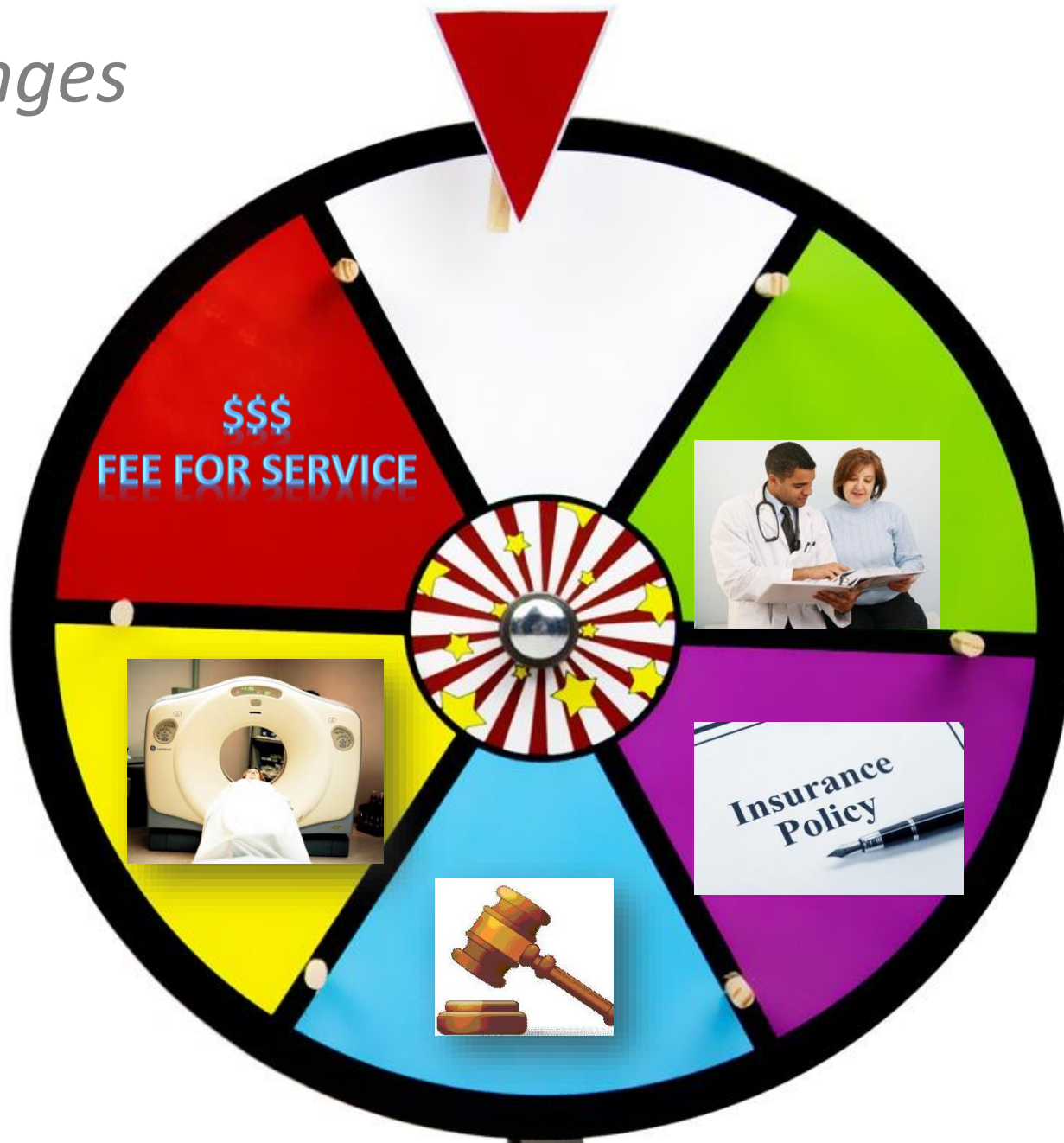
Randi Redmond Oster



Never worry
about numbers.
Help one person
at a time,
and always start
with the person
nearest you.

Mother Teresa

Challenges



One Word

How does it feel to work in the health care
system today?

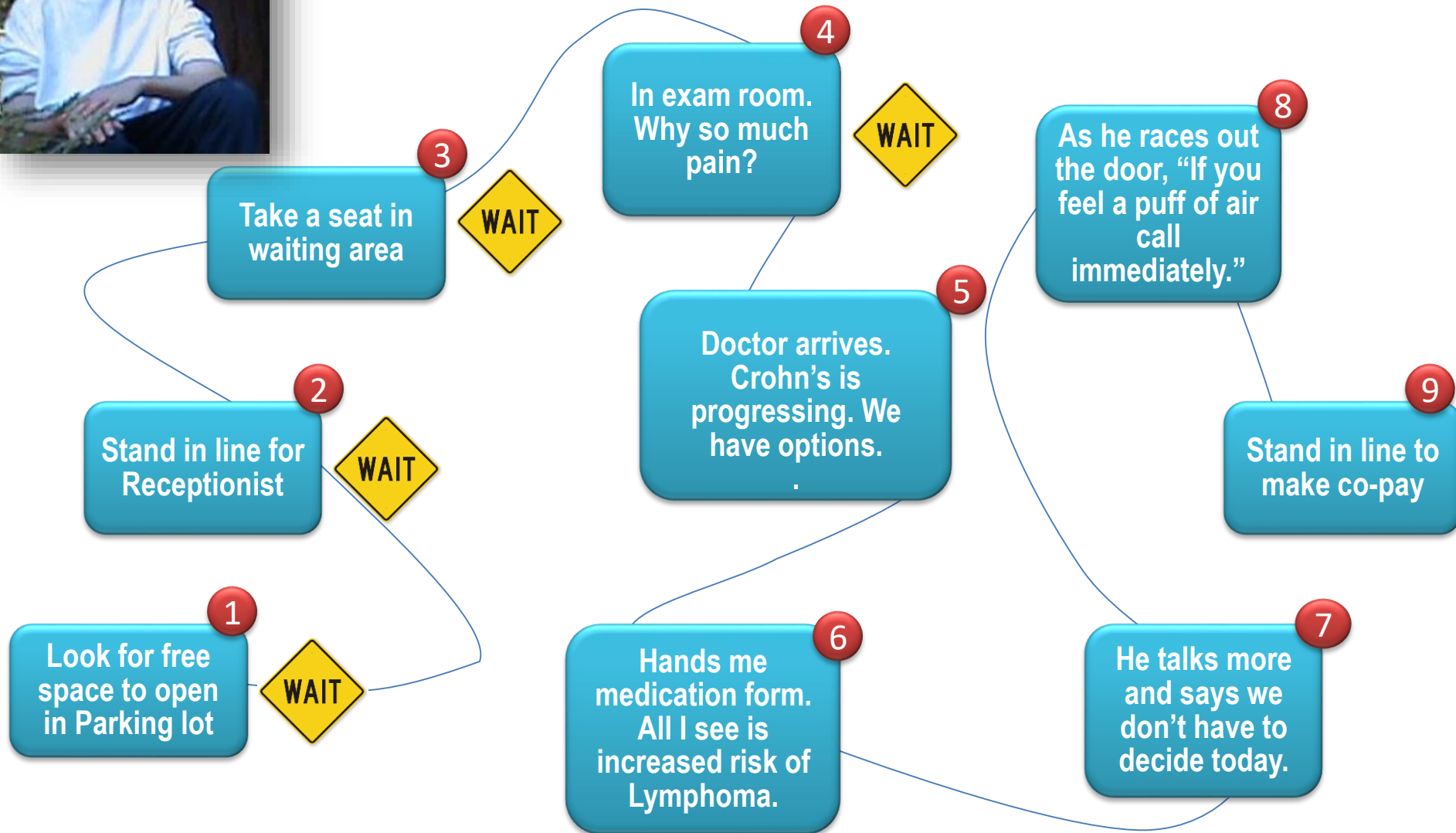


Your Life is
More than
your
Job

11/20/01



Gary's Journey – A snippet

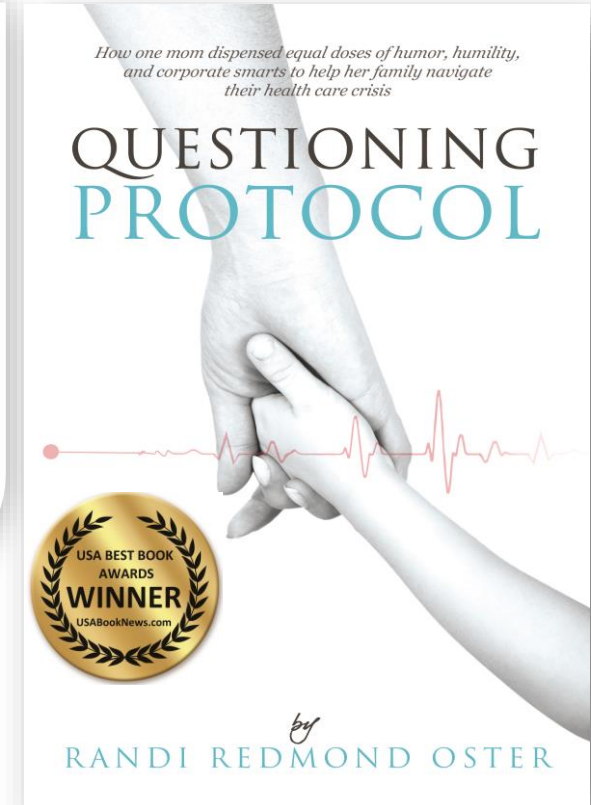
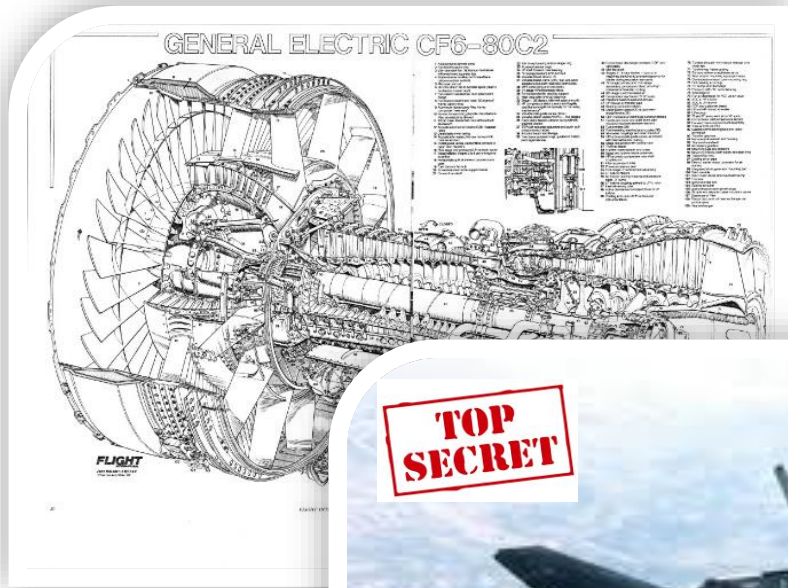






Even though everyone did their job, we gave it a low satisfaction rating because we remembered the emotional roller coaster.

Aerospace meets healthcare



The Patient Perspective

- L** Lost: Confused and scared
- I** Individual: Do you know me? I don't know you.
- S** System: Who is looking at the whole picture?
- T** Time: When is the doctor coming? Why rushed?
- E** Engage: Do you know my point of view?
- N** Nice: Smile if you see me in the cafeteria

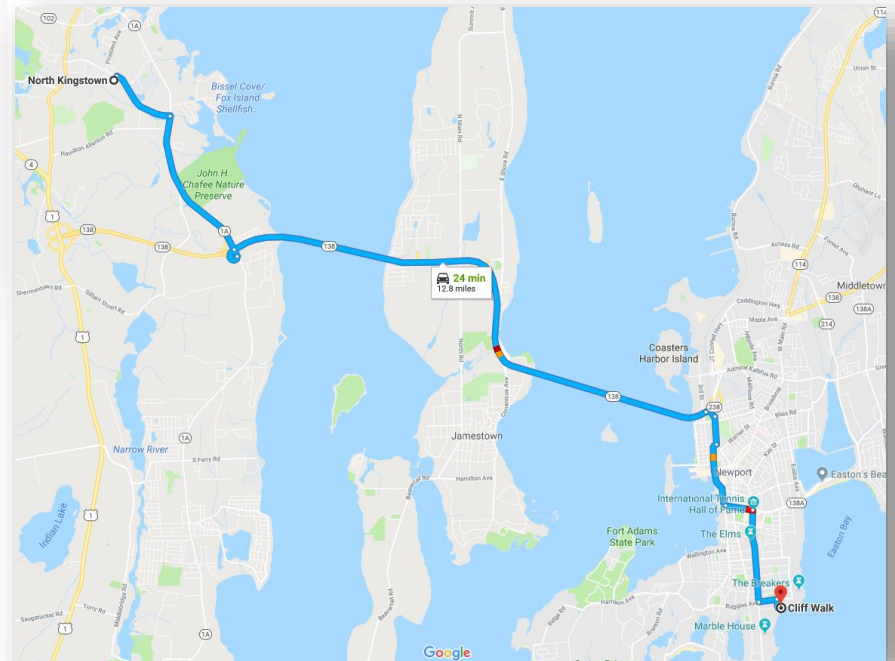
The Healthcare Employee Perspective

I've lost
my soul

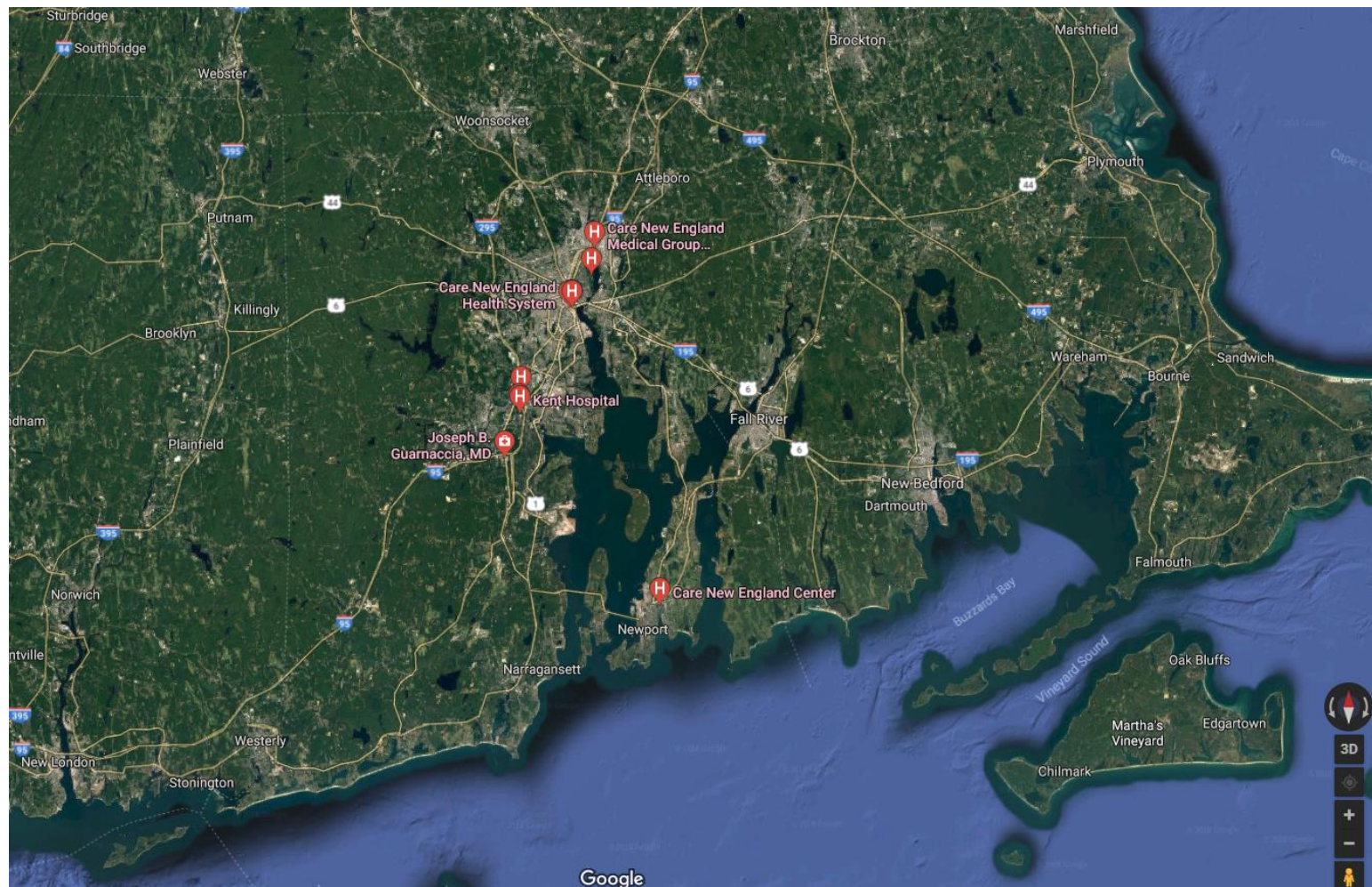


I can't
think of
anything

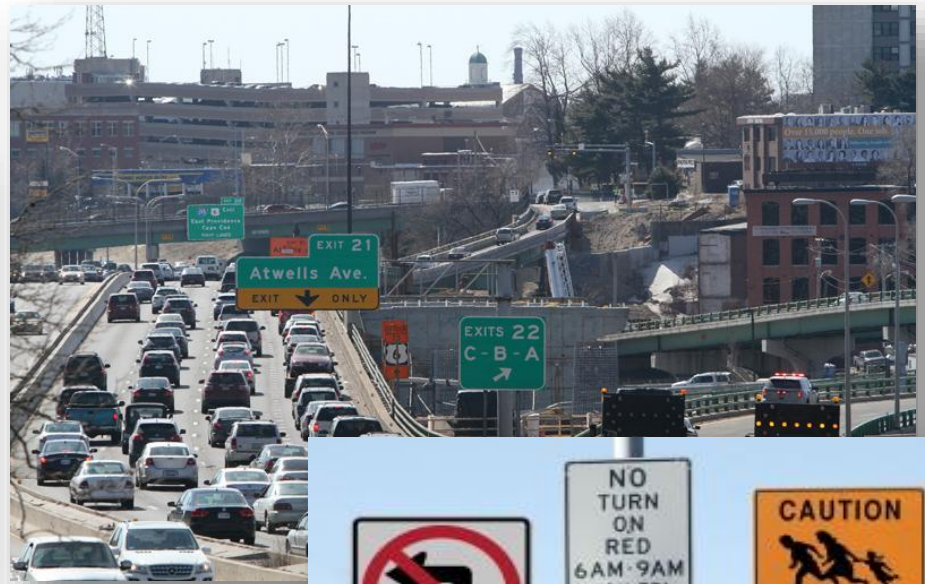
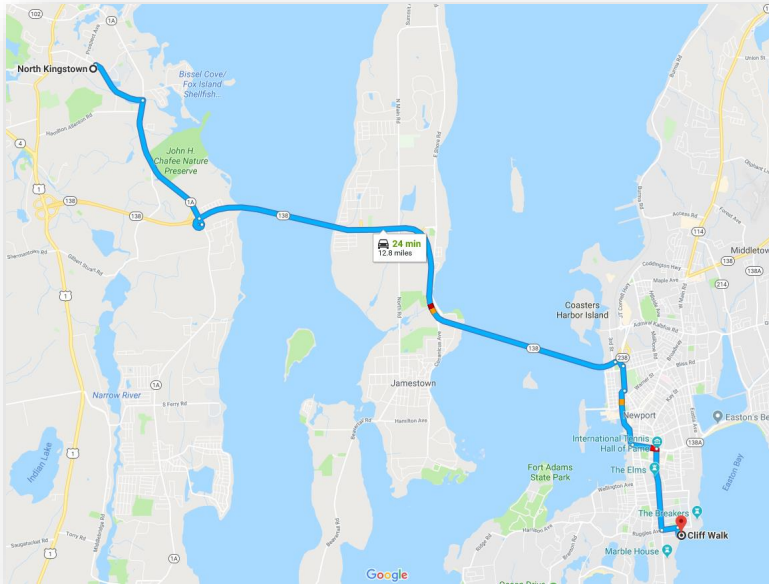
Starting Point



The Patient Perspective



Journey



The Fix?



The Disconnect



“The larger question is, is health care a service industry? Many physicians do not believe that patient satisfaction is a legitimate pursuit. In this viewpoint, enhancing patient experience offers no value to medical care.”



“How can a patient with no medical background have the sophistication to be a judge of medical quality? Physicians worry they are being pressured to do something medically inappropriate to make the patient happy.”



Paul Rosen, MD, MPH, MMM

Centers for Medicare and Medicaid
Services

The \$\$\$ of Metrics

Health Plan Pay Out

	\$\$\$ Available	% Not Paid Out
Total	\$740,772	44%
Adult	\$511,782	52%
Pediatrics	\$228,990	26%

The Facts



Patient complaints

- 96 % related to customer service
- 4% related to the quality of clinical care

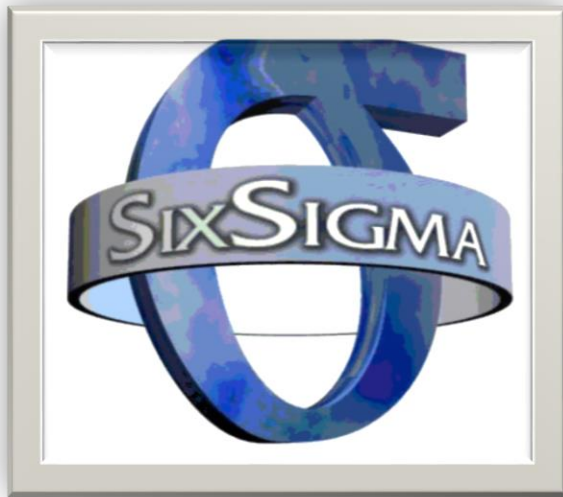
19 of 20 unhappy patients post harsh reviews:

- inadequate communications
- disorganized operations

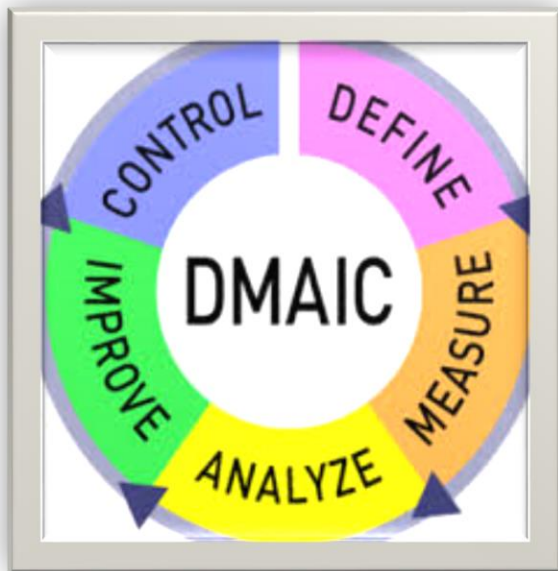
“The waiting room trumps the exam room.”

Ron Harman King, co-author of the *JMPM* article

Source: *Journal of Medical Practice Management*, <https://www.beckershospitalreview.com/hospital-management-administration/patients-no-1-complaint-front-desk-staff.html>



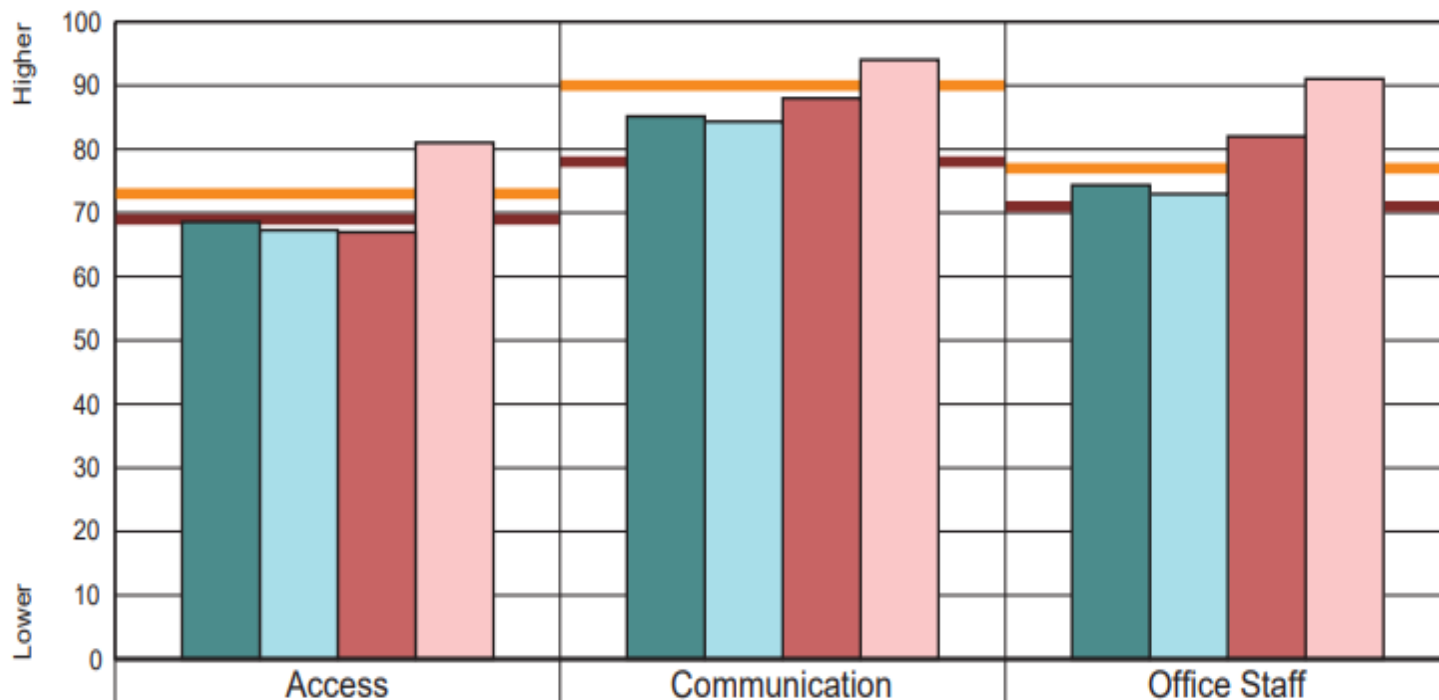
If a process is bad
even
the best person can't
perform at their
highest levels



The Results

Composites and Provider Rating

Adult



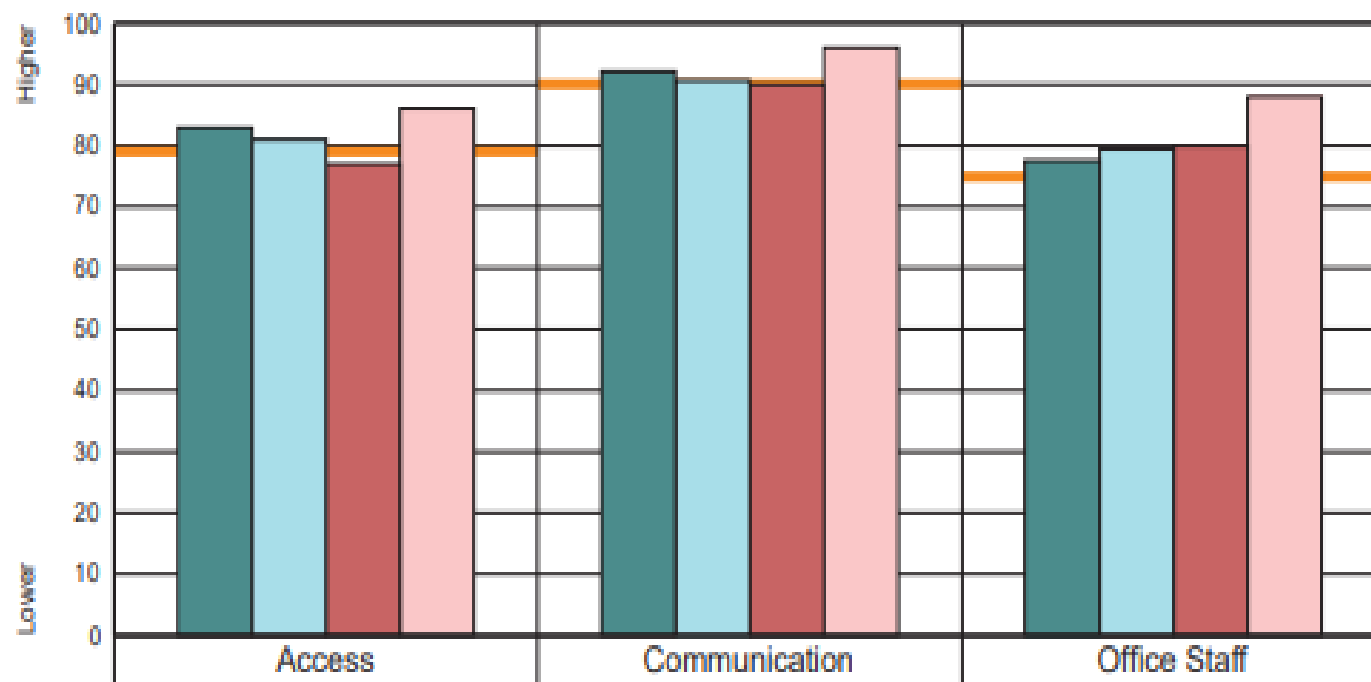
CTC Overall Mean 2018	68.6%	85.1%	74.3%
CTC Overall Mean 2017	67.3%	84.3%	72.9%
CAHPS Mean 2016	67.0%	88.0%	82.0%
CAHPS 90th Percentile 2016	81.0%	94.0%	91.0%
Non-50%+ Medicaid Benchmark	73.0%	90.0%	77.0%
50%+ Medicaid Benchmark	69.0%	78.0%	71.0%

↑↓ Statistically significantly higher/lower than CTC Overall Mean 2017

The Results

Composites and Provider Rating

Kids



PCMH Kids Overall Mean 2018	82.9%	92.1%	77.5%
PCMH Kids Overall Mean 2017	81.0%	90.7%	79.4%
CAHPS Mean 2016	77.0%	90.0%	80.0%
CAHPS 90th Percentile 2016	86.0%	96.0%	88.0%
Contract Benchmark	79.0%	90.0%	75.0%

↕ Statistically significantly higher/lower than PCMH Kids Overall Mean 2017

Patient Satisfaction

- Whether a patient's *expectations* about a health encounter are met.

Patient Experience

- Is a process and requires an understanding of what patients go through on their journey.

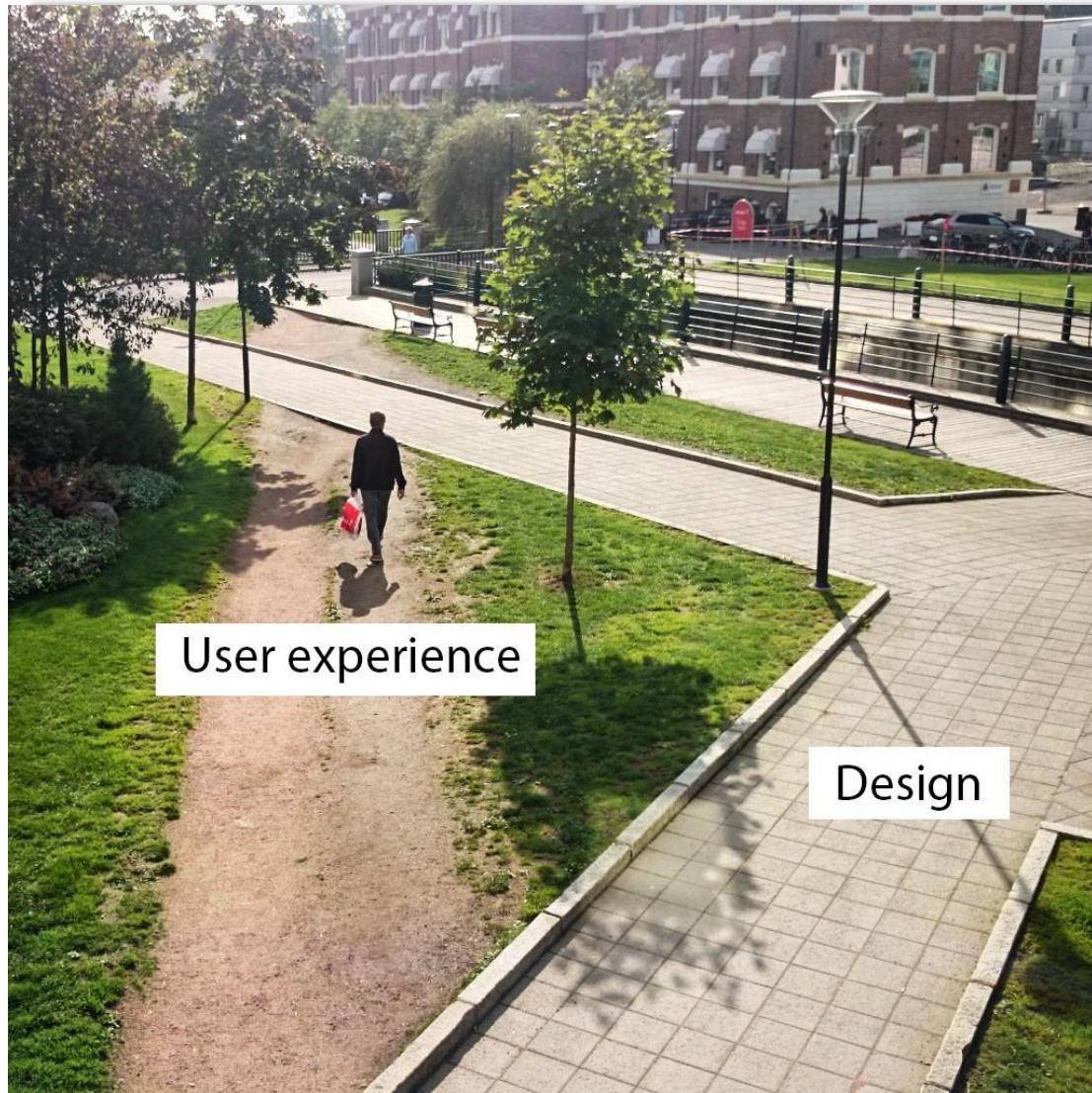
“Two people who receive the exact same care, but who have different expectations for how that care is supposed to be delivered, can give different satisfaction ratings because of their different *expectations*.”

Tom Lee, MD, CMO of Press Ganey

“It is not a yes-or-no checkbox about whether a clinician fulfilled a certain duty or a hospital offered a certain amenity.”

Source: <https://patientengagementthit.com/news/how-to-reconcile-quality-patient-experience-patient-satisfaction>

Flipping perspectives



User experience

Design

Design – Examples

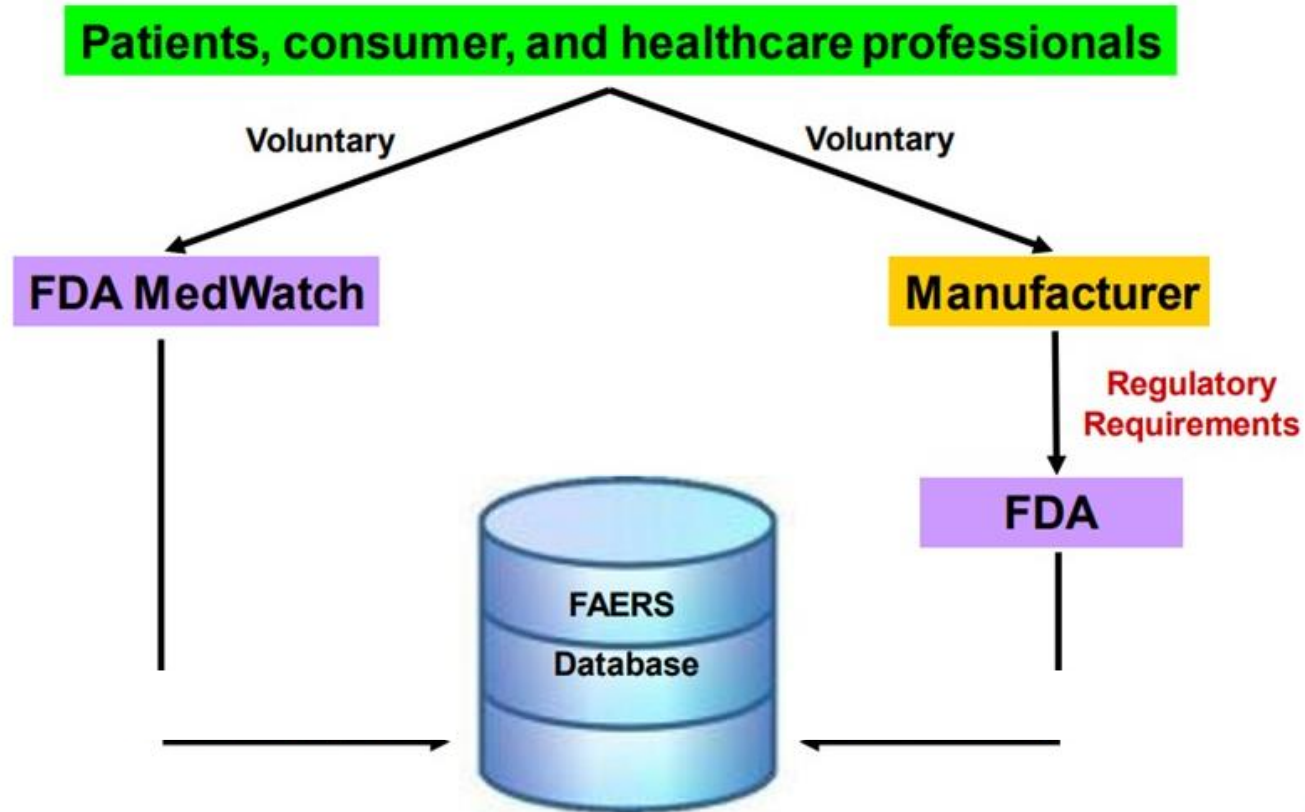


https://www.theberylinsitute.org/page/PXPF_Home

Design – Examples



How Safety Reports Get to FDA



3

Source: "Drug Ineffective" Postmarketing Reports in Drug Safety Surveillance Pediatric Advisory Committee Meeting September 20, 2018

Results

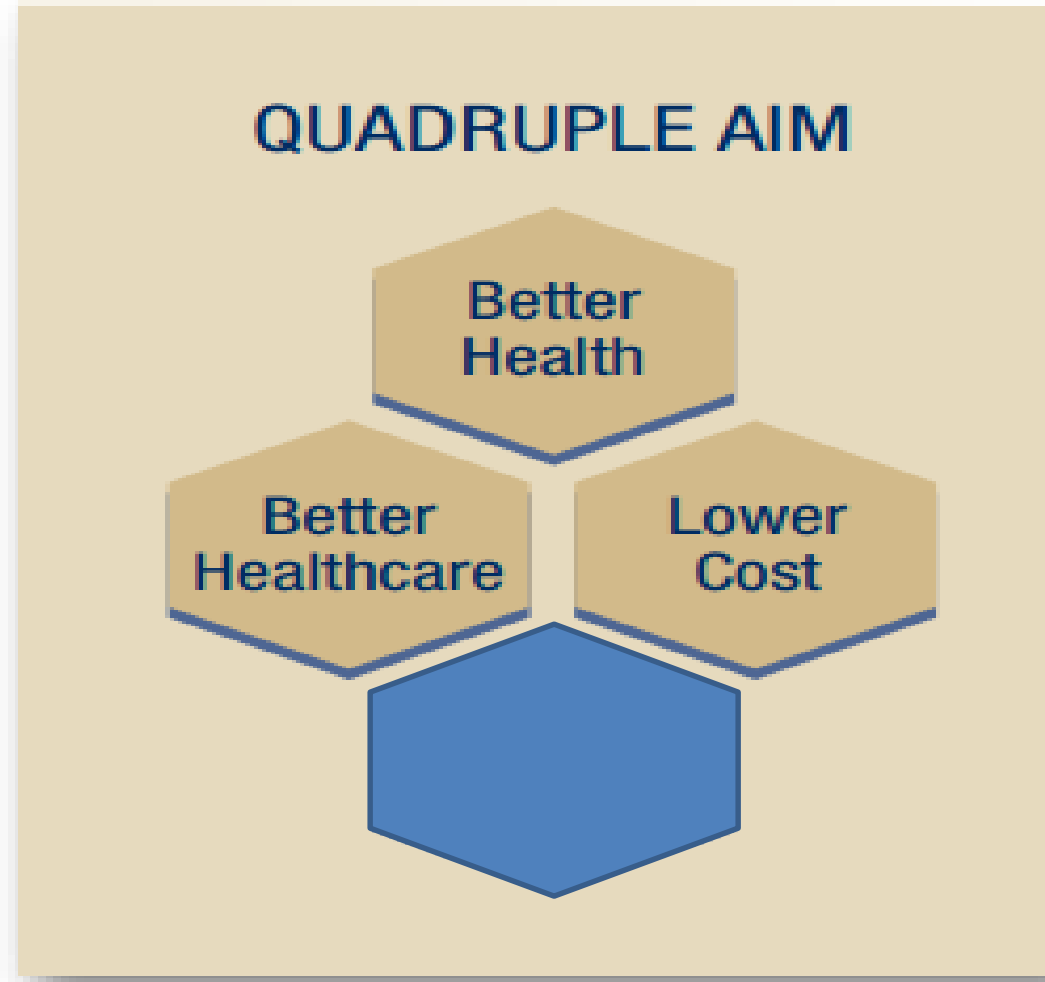


- 3,872,843 reports* were entered into FAERS in the study period
- 247,513 reports* were coded with DI
- 552 reports* of DI were reviewed manually
- 43 reports* of DI were deemed “useful”

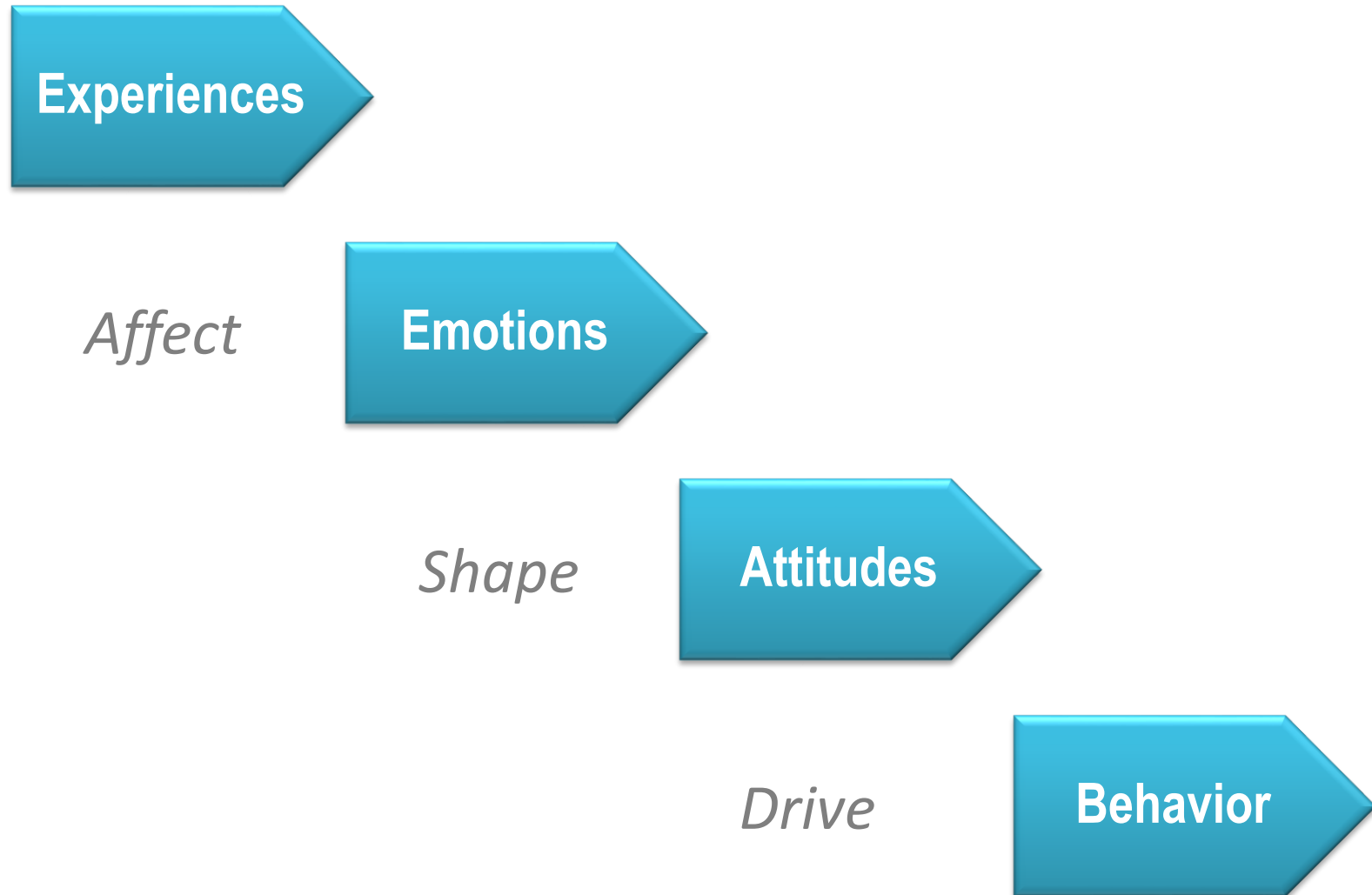
* Best representative report (i.e., initial or follow-up report, not both)

The Hope

2016 – 2018 Rhode Island Strategic plan



Why Experiences Matter





*“I have learned that people will forget what you said, people will forget what you did, but people will never forget how you made them **feel.**”*

Maya Angelou

Emotional End-Frame

The best practice is not to
emotionally connect to a patient
but
to understand how a patient
wants to feel as a result of the
interaction



“Ninety-five percent of thought, emotion, and learning occur in the unconscious mind – that is, without our awareness. Emotions play a bigger role than logic in people’s decisions.”

Gerald Zaltman, Harvard University

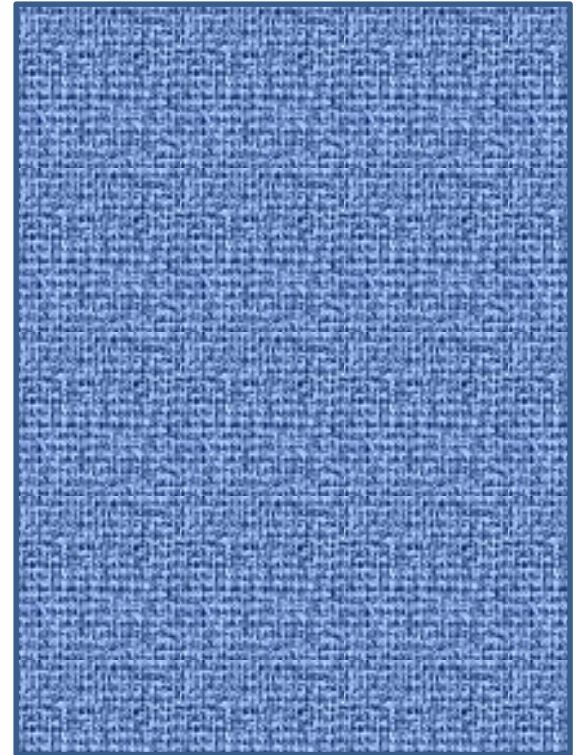
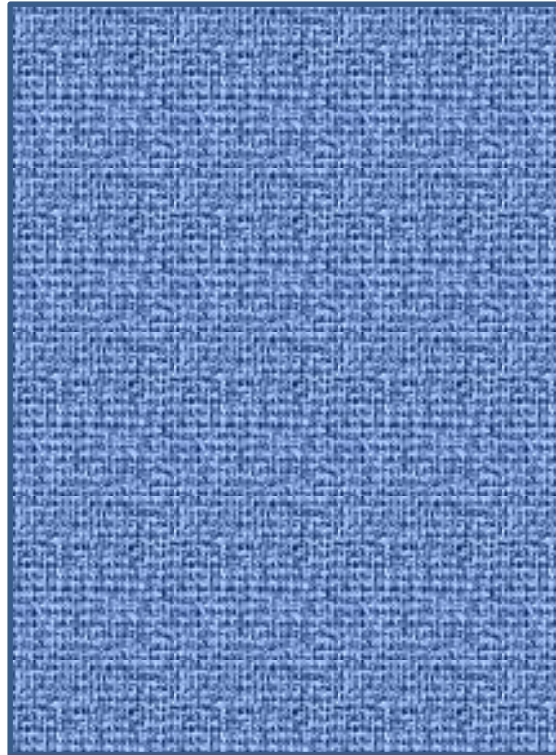
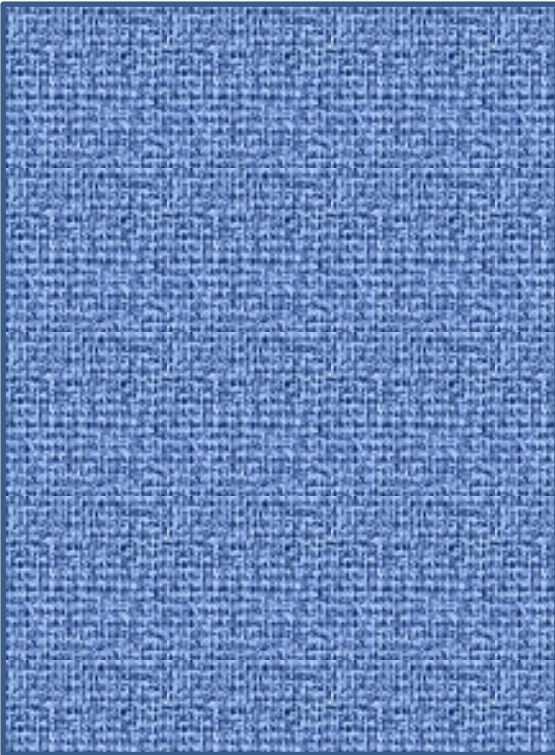
How Customers Think: Essential Insights into the Mind of the Market

Transformation



How do Patients Want to Feel

Patient / Wants®



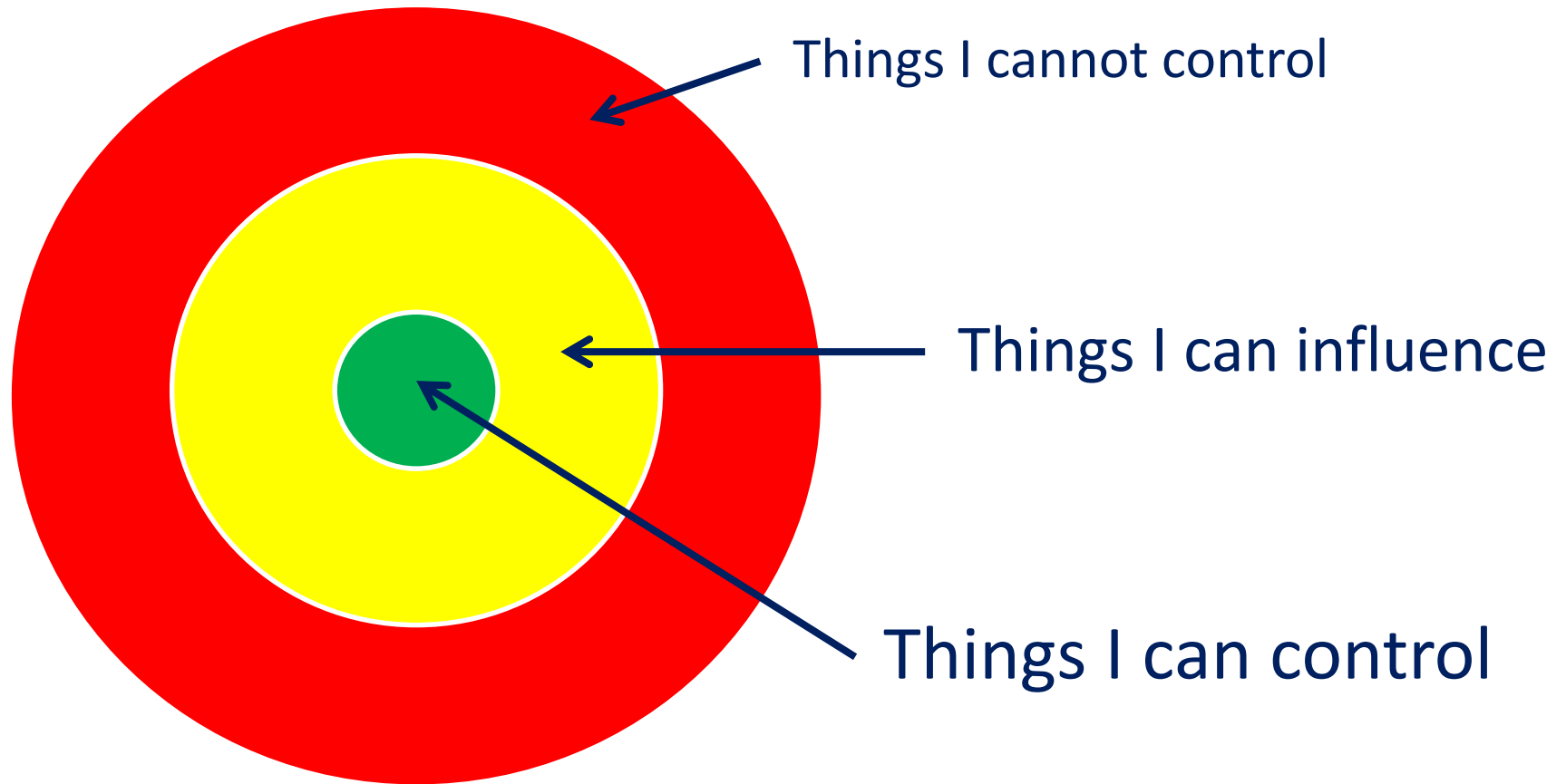
I want to feel...



Knowledgeable

- Fully informed
- Understood
- Prepared to make a decision

Spheres of Influence





Knowledgeable

- Fully informed
- Understood
- Prepared to make a decision
- Empowered

What can I do to make patients feel knowledgeable:

Objective

Develop, in every employee, a hypersensitivity to what patients ***feel*** based on what they see, touch, taste, hear and smell in their experience.

This hypersensitivity is often a ***transformational experience*** for employees which ignites change.

Moving from Strategy to Results Through People

See It

Clear,
compelling
case for
change

Demonstrated
leadership
commitment

Own It

Clear WIIFM
for all

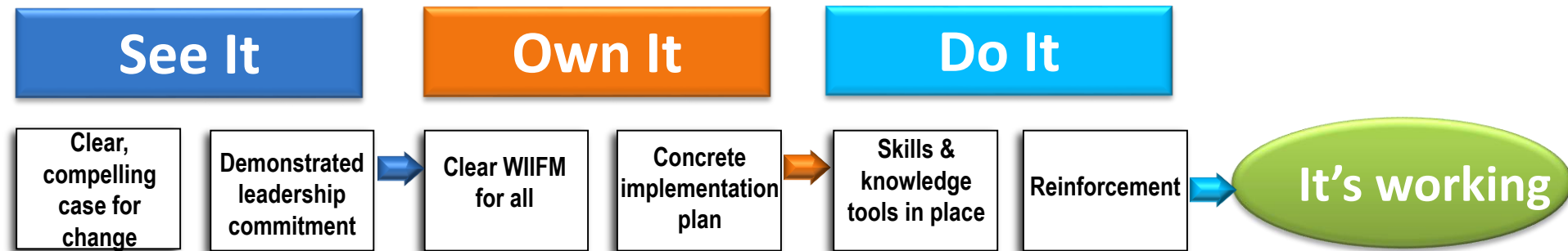
Concrete
implement-
ation plan

Do It

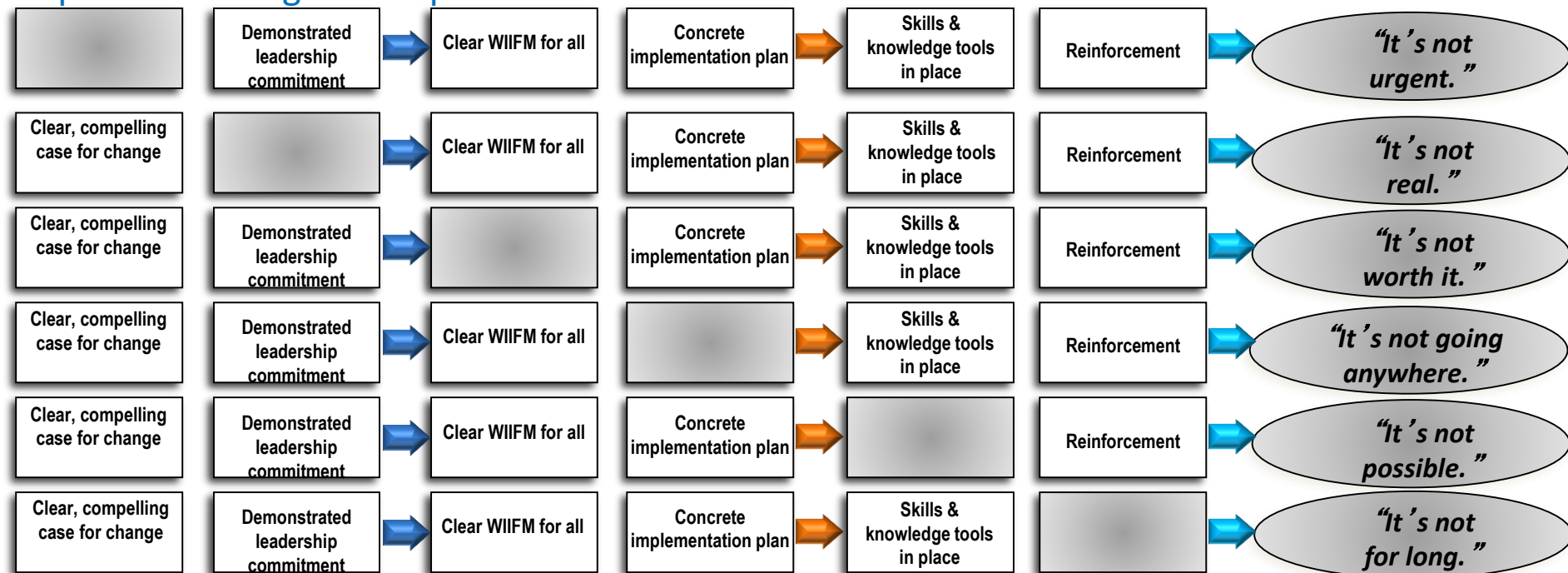
Skills &
knowledge
tools in place

Reinforcement

Moving from Strategy to Results Through People



Impact of missing one step:



Cultural Transformation



People will tolerate the conclusions of others but will act on their own.

Kathleen Cattrall
Chief Experience Officer

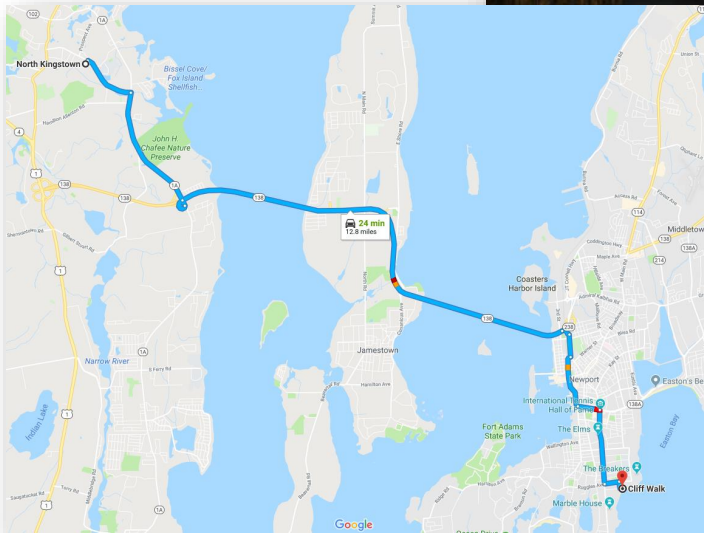
The New Perspective

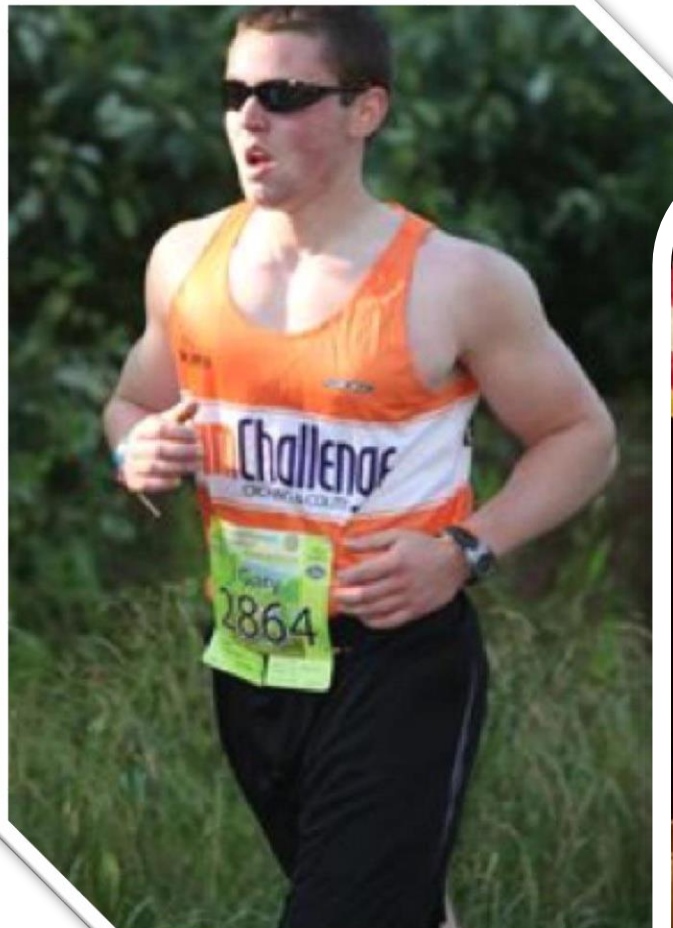
I think we
create
problem
patients

An awakening



Journey





Thank you!