


Service
Quality
People
Cost
Growth
Ethics &
Compliance

Implementing the CAHPS Hospital Survey in a Hospital System

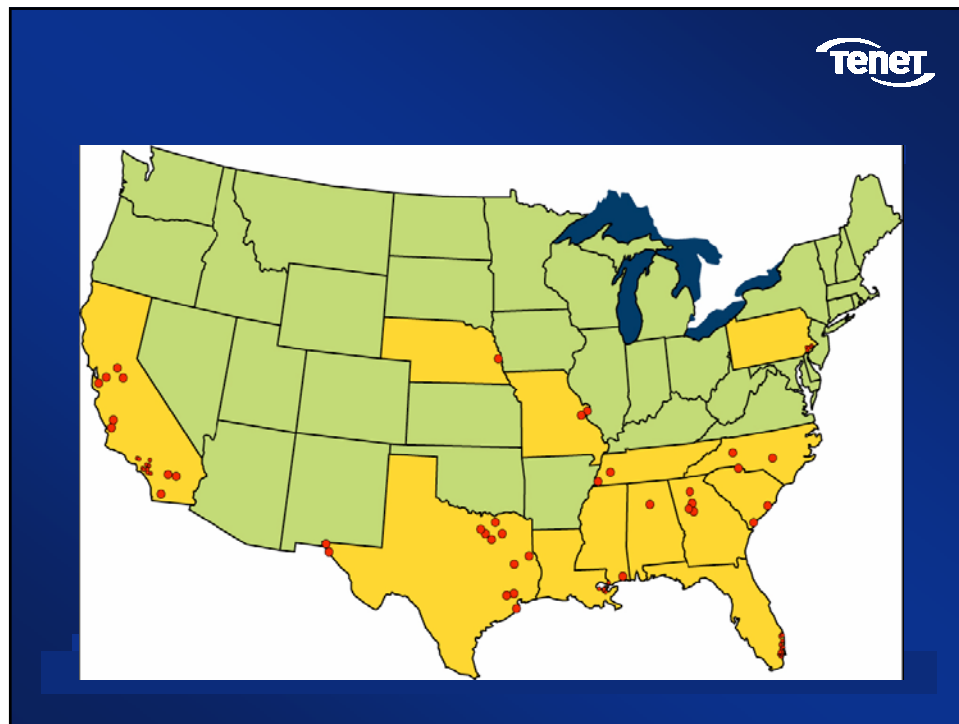
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Tenet Healthcare

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Tenet by the Numbers

- 71 acute care hospitals in 13 states
- 18,149 licensed beds
- 77,000+ employees
- 683,474 Admissions (2004)
- 5.6 million outpatient visits (2004)



Tenet's Patient Satisfaction System

- 100,000+ telephone surveys conducted annually by Field Research Corporation
- Implemented in 1982 by American Medical International (AMI); adopted by Tenet in 1995
- Includes Inpatient, Outpatient Surgery, Outpatient Services, Emergency Department, Inpatient Rehab, Outpatient Rehab, Mental Health, Home Health



H-CAHPS Survey History

- Piloted at eight hospitals in the fall of 2004
- Transitioned all hospitals to H-CAHPS questionnaire in January 2005
- Converted Outpatient Surgery and Emergency Department questionnaires to H-CAHPS format



Nursing Communication Index Report

Hospital	Inpatient	OP Surgery	ED	% Rank
A	83%	94%	77%	99%
B	85%	85%	71%	58%
C	73%	83%	74%	25%



Communication...Communication...Communication

- Explain the rationale for transitioning to the H-CAHPS Survey
- Share the questionnaire with the hospitals
- Obtain hospital participation in questionnaire design
- Prepare hospitals that a change in results may not indicate a change in performance



Questionnaire Design

- Integrate or conduct separate studies?
- Used H-CAHPS questions and added a Custom Question section including:

JCAHO issues	→	privacy and safety
High impact areas	→	teamwork and sensitivity to family needs
High use areas	→	patient access and food
- Two open-ended questions
- Interview length about the same



Challenges

- Change in service strategy component of using "key words" from the questionnaire
- Difficult to compare to previous time periods
- Screened questions result in lower sample sizes
 - Communication of Medications
 - Pain Management
 - Bathroom needs



Challenges (continued)

- Adding DRGs to patient data while maintaining timeliness
- H-CAHPS results will differ from Tenet results based on CMS adjustments (mode, demographics)
- Sample issues such as service line, proxies, non-English/Spanish interviews



Sample Adjustments

Hospital	Current Sample size	Adjustment Factor				Post-Adj Sample Size
		Proxies	Language	Service Line	Adj Total	
A	400	32	10	8	50	350
B	400	18	20	9	47	353
C	400	64	0	5	69	331

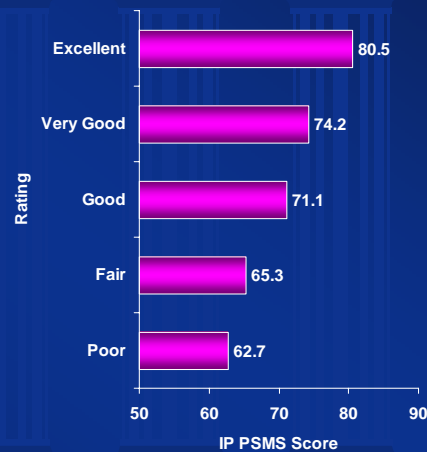


Sample Adjustments – 9 months

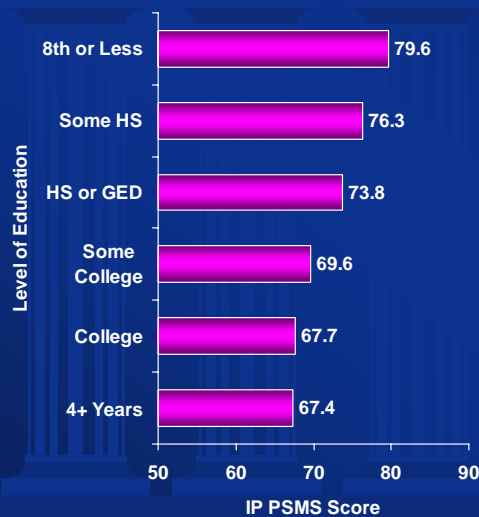
Hospital	Current Sample size	Adjustment Factor				Post-Adj Sample Size
		Proxies	Language	Service Line	Adj Total	
A	400	32	10	8	50	263
B	400	18	20	9	47	265
C	400	64	0	5	69	248

Self-health Rating

There is a strong correlation between patients' health ratings and how they rate their hospital experience

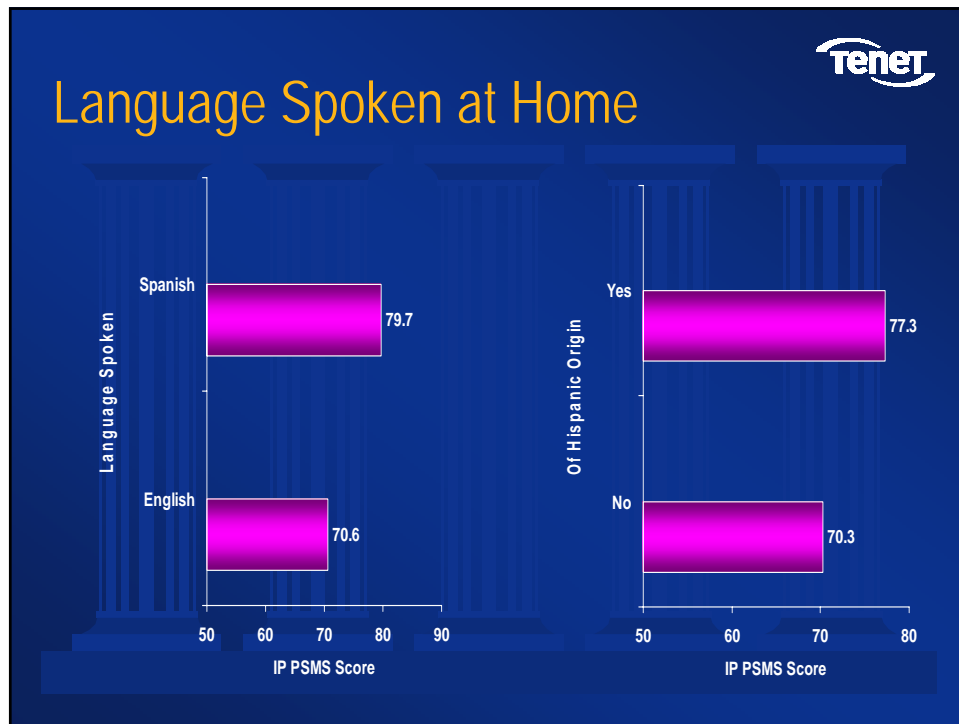


Education Level



Inverse relationship between education and patient ratings





Using the Results for Improvement

The slide contains three bullet points. The Tenet logo is in the top right corner.

- Focus service training on H-CAHPS questions
- Identify best practices for our National Service Conference
- Incorporate into the company's Balanced Scorecard



Contact Information

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