

Profiles of High-Performing Patient- and Family-Centered Academic Medical Centers

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Presentation Outline

- Study Objectives and Methods
- Preliminary Findings
 - Key Elements of a Successful Change Strategy
 - Overcoming Barriers to Success
- Strategies for Widespread Adoption

Objectives

- Determine how academic medical centers achieve high levels of patient- and family-centered care
- Disseminate findings to senior health care leaders to provide examples of successful strategies

Methods

- Created advisory panel
- Established collaboration with University HealthSystem Consortium
- Developed data collection protocol
 - Literature review
 - Previous case study projects
- Selected 6 sites for case studies
- Conducted site visits and interviews
- *Analysis and interpretation*
- *Dissemination*

Case Study Sites

- Harborview Medical Center
- Medical College of Georgia
- University Hospital SUNY Upstate
- Vanderbilt University Medical Center
- University of Colorado Hospital
- University of Pittsburgh Medical Center

Change Strategy: Steps Needed to Achieve Sustainable Success

- Start with a vision
- The vision starts with the CEO and senior leadership
- Find and support a champion
- Involve patients and families in making change
- Establish human resource practices to support and reward change
- Communicate and model change
- Measure performance to evaluate change and reinforce accountability

CEO and Senior Leadership

- Elevate Initiative at Vanderbilt
 - Top down leader commitment
 - Organization-wide transformation



- Hardwiring the Culture at Harborview
 - Bottom up migration of leaders and innovation

Find and Support a Champion

- MCG - Pat Sodomka
- SUNY Upstate - Leola Rodgers
- Vanderbilt - Terrell Smith
- Harborview - Tracy Gooding
- Colorado- Kathy Boyle
- UPMC - Tony DiGioia, MD



Involve Patients and Families

- Planning and Policy
 - Patient and Family Advisory Councils
- Patient Care
 - Open visitation
 - Family-centered rounding
- Medical Education

Critical care ICU rounding at Vanderbilt



Cultivate the Workforce

- Recruitment
 - Getting the right people
- Orientation and Training
 - Infusing the right values and skills
- Recognizing and Rewarding Performance
 - Aligning compensation
 - Celebrating success
- Intervention and Support Services
 - Providing help along the way

Communicate in Every Direction

- Board of Trustees
 - Board members on rounds - Harborview
- Senior Management
 - CEO Quarterly Update to staff - SUNY
- Medical Chiefs
 - Weekly Meeting with Ambulatory Centers - MCG
- Frontline Staff
 - “Every patient, every time” - Harborview
- Patients
 - CEO E-mail program - Colorado

Benchmark and Track Performance

- External Benchmarking
 - HCAHPS
- Internal Benchmarking
 - Monitor and reduce variation across departments and units

Vanderbilt HCAHPS Competitor Comparison

First Reporting Period Oct '06 - Jun '07

Domain (% Always)	VMC	Baptist	St. Thomas	Centennial	Summit	Southern Hills	Skyline
Discharge information (% Yes/No)	87.0%	82.0%	79.0%	80.0%	82.0%	78.0%	80.0%
Willingness to recommend hospital (% Definitely recommend)	84.0%	74.0%	84.0%	74.0%	69.0%	66.0%	64.0%
Communication with doctors	83.0%	85.0%	83.0%	81.0%	80.0%	78.0%	71.0%
Communication with nurses	80.0%	76.0%	77.0%	70.0%	71.0%	67.0%	63.0%
Overall rating of hospital (% 9/10)	74.0%	66.0%	75.0%	69.0%	66.0%	62.0%	57.0%
Pain management	74.0%	72.0%	67.0%	68.0%	67.0%	67.0%	60.0%
Responsiveness of hospital staff	67.0%	64.0%	61.0%	60.0%	57.0%	57.0%	48.0%
Cleanliness of room and bathroom	64.0%	62.0%	59.0%	69.0%	68.0%	64.0%	56.0%
Quietness of area around room	60.0%	66.0%	49.0%	61.0%	58.0%	57.0%	52.0%
Communication about medicines	62.0%	64.0%	63.0%	53.0%	54.0%	56.0%	48.0%

Vanderbilt Initiatives to Improve Scores

- Encourage staff access to HCAHPS results
- Patient Affairs follows up on all urgent complaints received through surveying
- HCAHPS questions added to adult inpatient survey for larger sample and monitoring of results at unit level
- Continued focus on achieving patient experience goals
 - 90th percentile for Overall Quality of Care
 - 95th percentile for Likelihood to Recommend

Vanderbilt Department Level Scores: Likelihood to Recommend

LIKELIHOOD TO RECOMMEND	Fiscal Year 2007		Fiscal Year 2008		FY'07-FY'08	
SURVEY PROJECT	% EXCELLENT SCORE	% EXCELLENT PERCENTILE	% EXCELLENT SCORE	% EXCELLENT PERCENTILE	% EXCELLENT CHANGE	% EXCELLENT PERCENTILE CHANGE
Pediatric Emergency	69.7%	98.8	71.0%	98.9	1.3%	0.1
Outpatient Technical	76.2%	100.0	75.6%	96.6	-0.6%	-3.4
Adult Inpatient	68.5%	90.8	71.5%	92.7	3.0%	1.9
Adult Emergency	60.6%	93.3	62.6%	92.5	2.0%	-0.8
Children's Inpatient	79.0%	95.3	80.3%	92.3	1.3%	-3.0
Ambulatory Surgery	77.6%	96.8	78.9%	89.9	1.3%	-6.9
VMG Provider	72.0%	94.4	73.0%	89.3	1.0%	-5.1

Challenges to Creating a New Culture

- Balancing the 3 missions:
 - Teaching, research, patient care
- Serving a challenging patient population
- Overcoming clinician and staff resistance
- Spreading change to all corners of the organization

Serving a challenging patient population

- Harborview Medical Center
 - “Mission population” drives everything
 - PFCC adopted as an imperative approach
 - Trauma center culture attracts action-oriented, Type A personnel with “can-do” edge

Overcoming clinician and staff resistance

- “What’s in it for me”
- Language of engagement
- Bringing clinicians into patient and family advisory council meetings
- Zero tolerance for hold-outs
- Using metrics to make the business case

Institutional spread

- IHI learning collaborative model - Harborview
- Get it in the drinking water: don't create a separate program
- Diffusion of patient and family advisory councils
- Leverage new building projects
- Leverage external forces
 - H-CAHPS public reporting
 - Pay-for-performance
- Create a crisis if necessary

Strategies for Widespread Adoption

- Network of CEO's
 - CEO Summit
 - University HealthSystem Consortium
 - Leverage existing CEO associations
- Network of champions
 - Institute for Family-Centered Care
- Breaking into the medical school curriculum
 - ACGME Task Force
- Reaching into the community
 - Vanderbilt Vision 20/20

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