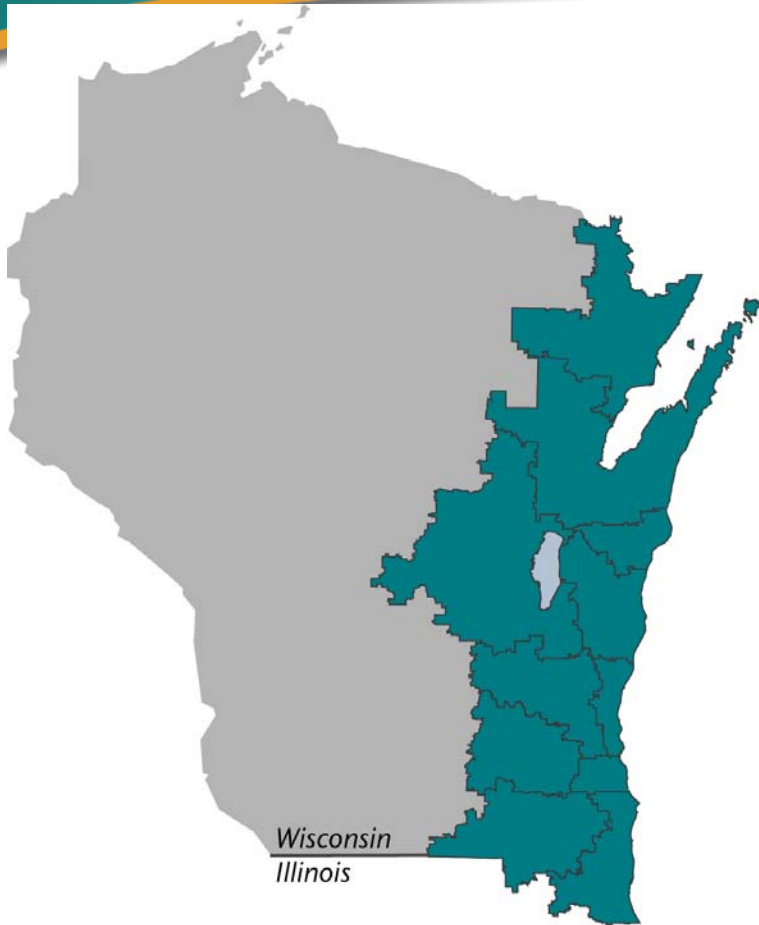


# *Patient First, Always*

## *A Journey Toward Patient-Centered Care*

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Medical Director, Care Management  
Aurora Health Care  
April 2010

# Aurora at a Glance



- Private, not-for-profit integrated health care provider
- 14 hospitals
- 1,300 employed physicians  
(3,400 aligned physicians)
- 155 clinics
- 83 retail pharmacies
- Reference laboratory
- Visiting Nurse Association
- 29,000 caregivers
- 92,000 inpatient discharges
- 2.2 million outpatient visits
- 3.6 million ambulatory care visits

# Buzzwords

Patient-centered  
care

EMPOWERMENT

Patient partnering

*Shared decision-  
making*

Community  
Engagement

# Patient-Centered Care

A collaborative relationship between patient and provider, with effective communication and empowered consumers taking an active role in their care.

## Seven dimensions include:

- Respect for patients' values, preferences
- Coordination and integration of care
- **Information, communication, education**
- Physical comfort
- Emotional support, alleviation of fear
- **Involvement of family and friends**
- Transition and continuity

Gerteis, 1993; IOM, 2006

## - Models incorporating patient-centered care:

- Chronic Care Model
- Shared decision-making
- Medical home

# *Patient-Centered Care*

## *Theoretical Frameworks*

- Health Belief Model Rosenstock, 1988
- Theory of Reasoned Action Fishbein, 1975
  - Human behavior= attitude + social norms

# *Patient-Centered Care Outcomes*

Evidence that patient-centered care can improve:

- Patient satisfaction
- Engagement in decision making
- Participation in prevention activities
- Better self- management of chronic conditions
- Adherence to medication regimens
- Improvement in patient:provider trust
  - Risk reduction of legal actions

# Structure

- Integrated health system
- Patient engagement at all levels of organization
  - Point of care
  - Advisory councils
  - Patient representatives on committees
- Delivery models
  - PCMH
  - Community engagement
    - Parish nursing; free clinics; school-based clinics

# Structure

- Patient- Centered Medical Home (PCMH)

*“a health care setting that facilitates partnerships between individual patients, and their personal physicians, and when appropriate, the patient’s family.”*

NCQA

- Three Aurora clinics (18 physicians) received Level 3 recognition (highest level) in 2009

- 2010 Goal

- 26 additional clinics achieve PCMH Recognition



# **Process**

## *Tools and tactics*

- Culture
  - Leadership support
  - 'Branding'
  - Alignment with strategic goals
- Education and Tools
  - Staff
  - Patients
- Technology (for providers and patients)
  - Electronic Health record
  - Patient portal
- Policies and Procedures
  - Patient/Family initiated Rapid Response Team
  - Bedside Rounding
  - Huddles

# Process

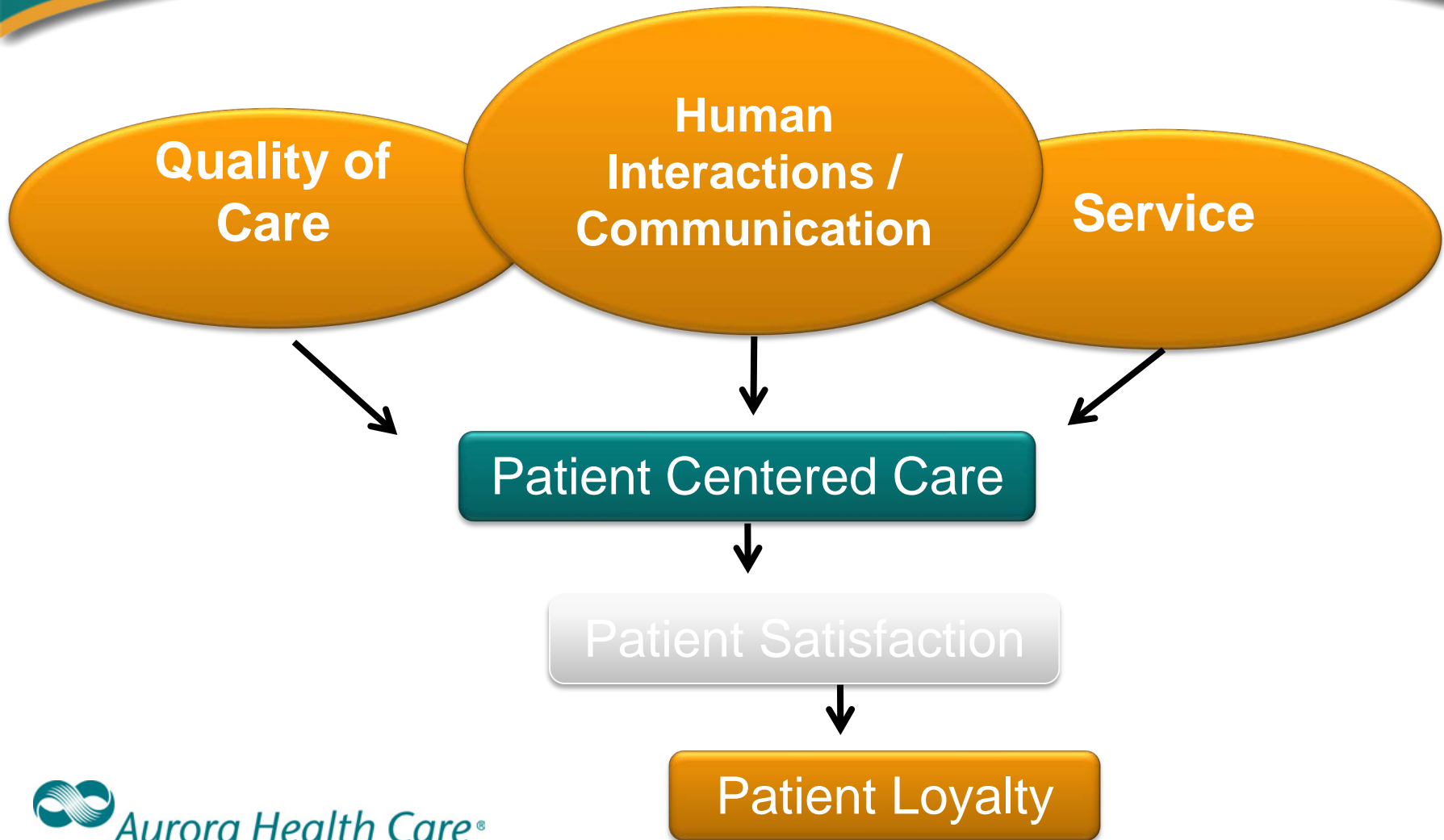
## Alignment with Strategic Goals

Patient Safety Goals for 2010 Care Management Impact Score  
Patient Service Markets

| Values Long Term Strategy  | Indicator  | Intervention   | Measure and Methodology   | Current State  | A                                  | B                                  | C                              | F                               |
|--|--|--|---|--|------------------------------------|------------------------------------|--------------------------------|---------------------------------|
| <b>Create a Culture of Safety</b>  |  |  |   |  |                                    |                                    |                                |                                 |
| We believe in accountability, teamwork and respect.<br><br>Caregiver Engagement<br><br>Patient Loyalty | Improve communication between:<br>▪ Caregivers and Caregivers<br>▪ Caregivers and Patients<br>to improve patient safety and patient loyalty (IOM, NQF) | <u>Communication tools</u><br>▪ SBAR<br>▪ ICU checklist<br>▪ Surgical checklist<br>▪ Disclosure Program<br>▪ Health Literacy | <b>HOSPITAL</b> Measure: During this hospital stay, how often did nurses/doctors explain things in a way you could understand?<br><br><b>BEHAVIORAL HEALTH</b> Measure: Degree to which you were included in the decisions about your care.<br>Methodology: Press Ganey Survey (our patients) | Nurses: 4 hospitals in top quartile<br>Doctors: 1 hospital in top quartile | Top Quartile                       | 50 <sup>th</sup> Percentile Median | 25 <sup>th</sup> Percentile    | < 25 <sup>th</sup> Percentile   |
|  |  |  | <b>CLINIC</b> Measure: Degree to which care provider talked with you using words you could understand. Methodology: Press Ganey Survey (our patients)   | 50 clinics – top quartile<br>27 clinics – bottom quartile                  | Top Quartile                       | 50 <sup>th</sup> Percentile Median | 25 <sup>th</sup> Percentile    | < 25 <sup>th</sup> Percentile   |
|  |  |  | <b>AVNA</b> Measure: In the last 2 months of care, how often did home health providers from this agency explain things in a way that was easy to understand?<br>Methodology: Press Ganey Survey (our patients)  | Not available<br>New survey  | 50 <sup>th</sup> Percentile Median | 25 <sup>th</sup> Percentile        | 10 <sup>th</sup> Percentile    | < 10 <sup>th</sup> Percentile   |
|  |  |  | <b>RETAIL PHARMACY</b> Measure: Pharmacists participate in a health literacy educational presentation.<br>Methodology: TBD  | N/A  | 75% of pharmacists participate     | 50% of pharmacists participate     | 25% of pharmacists participate | <25% of pharmacists participate |
|  |  |  | <b>RETAIL PHARMACY</b> Measure: Completion of AHRQ Health Literacy Staff Survey<br>Methodology: AHRQ Health Literacy Survey   | N/A  | 50% of pharmacies complete         | 25% of pharmacies complete         | 10% of pharmacies complete     | <10% of pharmacies complete     |

# Process

## *Alignment with Strategic Goals*





## Patient Medication List

Aurora Health Care  
Memorial Hospital of Burlington  
252 McHenry Street  
Burlington, WI 53105

NAME:

DOB: [REDACTED]

Admit/Visit Date: 10/20/2009

Aurora Memorial Hospital of Burlington would like to thank you for allowing us to assist you with your healthcare needs. Here is a list of your current medicines and how to take them. Based on information that we have on file, we have also listed any allergies that are in your medical record. Some of these medicines may be new or were changed during this visit. Carry this list with you, so you have it when you visit your health care provider, pharmacy, or hospital. If you have questions about your medicines or the information below, please ask your health care provider.

**PLEASE REVIEW THIS LIST AND TAKE ONLY THOSE MEDICINES LISTED.**

**Allergies** Oxybutynin, Ditropan XL, hydrochlorothiazide, macrolide antibiotics, penicillins, phenothiazines, sulfa drugs, telmisartan, tetracyclines

### Home Medicines

**Amiodarone ( amiodarone 200 mg oral tablet);** Dose: 200 mg By Mouth every day

☐ New ☐ Change ☐ No Change

Start taking this medication on: 11/06/2009 12:00

Take for \_\_\_\_\_

Prescribed By: [REDACTED]

Take next dose at: \_\_\_\_\_

**Cholestyramine ( Prevalite Packets 4 g/5 g oral powder for reconstitution);** By Mouth 2 times a day

☐ New ☐ Change ☐ No Change

Start taking this medication on: 01/06/2010 09:41

Take for \_\_\_\_\_

Take next dose at: \_\_\_\_\_

**Diltiazem ( Cardizem 30 mg oral tablet);** Dose: 30 mg By Mouth 4 times a day

☐ New ☐ Change ☐ No Change

Start taking this medication on: 11/06/2009 11:58

Take for \_\_\_\_\_

Prescribed By: [REDACTED]

Take next dose at: \_\_\_\_\_

**Furosemide ( furosemide 80 mg oral tablet);** Dose: 80 mg By Mouth 2 times a day

☐ New ☐ Change ☐ No Change

Start taking this medication on: 11/06/2009 12:00

Take for \_\_\_\_\_

Prescribed By: [REDACTED]

Take next dose at: \_\_\_\_\_



Aurora Health

Medicines continued on next page

CURRENT DATE: 01/15/2010 13:40

# Process Technology

## TECHNOLOGY

- MyAurora
  - Web-based access to:
    - Physician communications 1,000/mo.
    - Lab results pilot project with 23 physicians
    - Electronic self- scheduling 1,000/mo.
    - Electronic self-registration: 2,000/mo.
    - Business transactions (billing, registration, insurance processing) 13,000/mo.

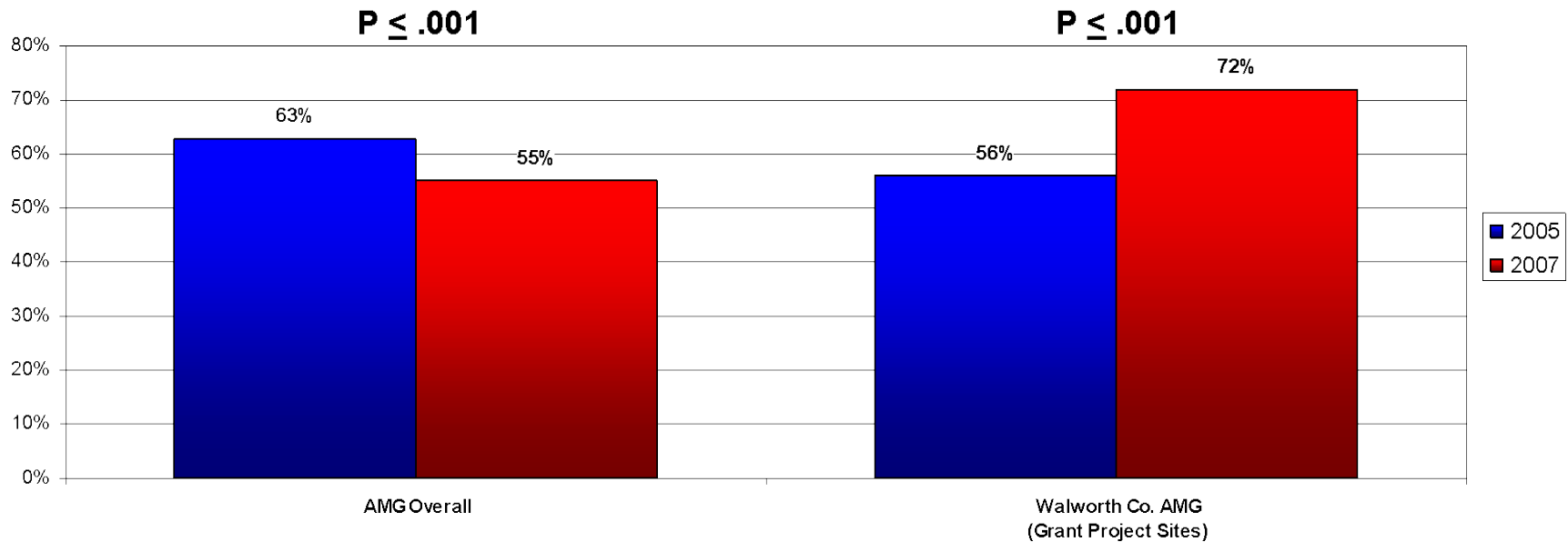
# Outcomes

- Metrics and evaluations
- Patient Satisfaction Surveys
  - CAHPS: Hospital, Home Health
  - Supplemental patient surveys
- Caregiver Surveys
  - SOPS
  - Employee engagement survey (PULSE)
- Qualitative measures

# Outcomes

## *Accurate Medication Lists (Clinics)*

### Measuring the Results: Accurate Medication List



68 Clinics with N charts reviewed  
N = 2154      N = 2053

5 Clinics with N charts reviewed  
N = 596      N = 594

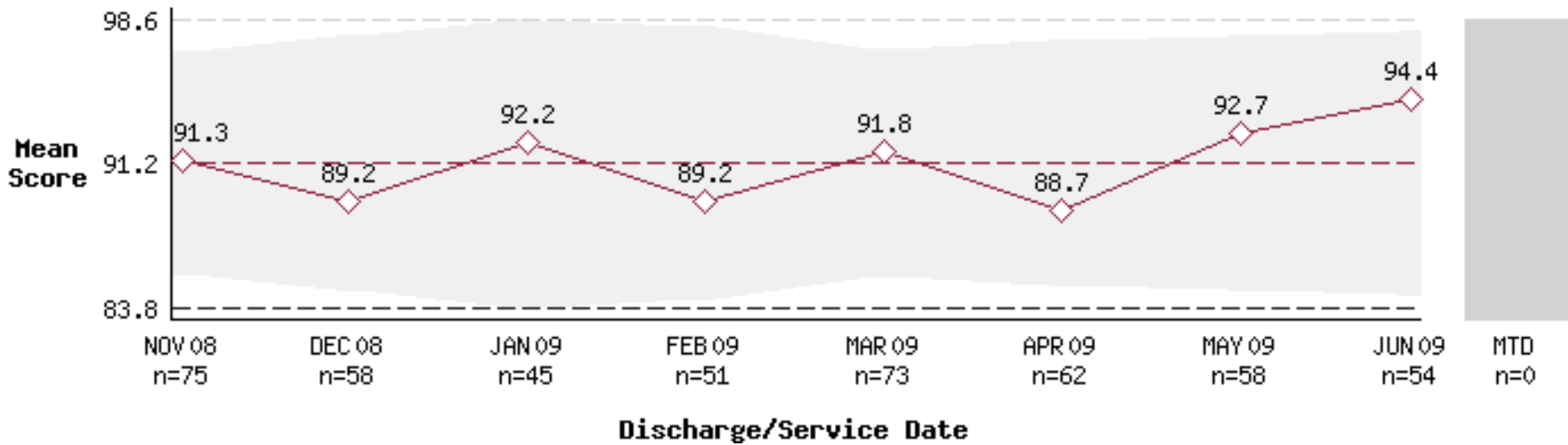
Accurate clinic medication list defines as: the clinic medication list contains the same list of prescription medications as the patient's list/bag of prescription medications.

# Outcomes

## Patient Satisfaction scores (Clinics)

### RESULTS TO DATE

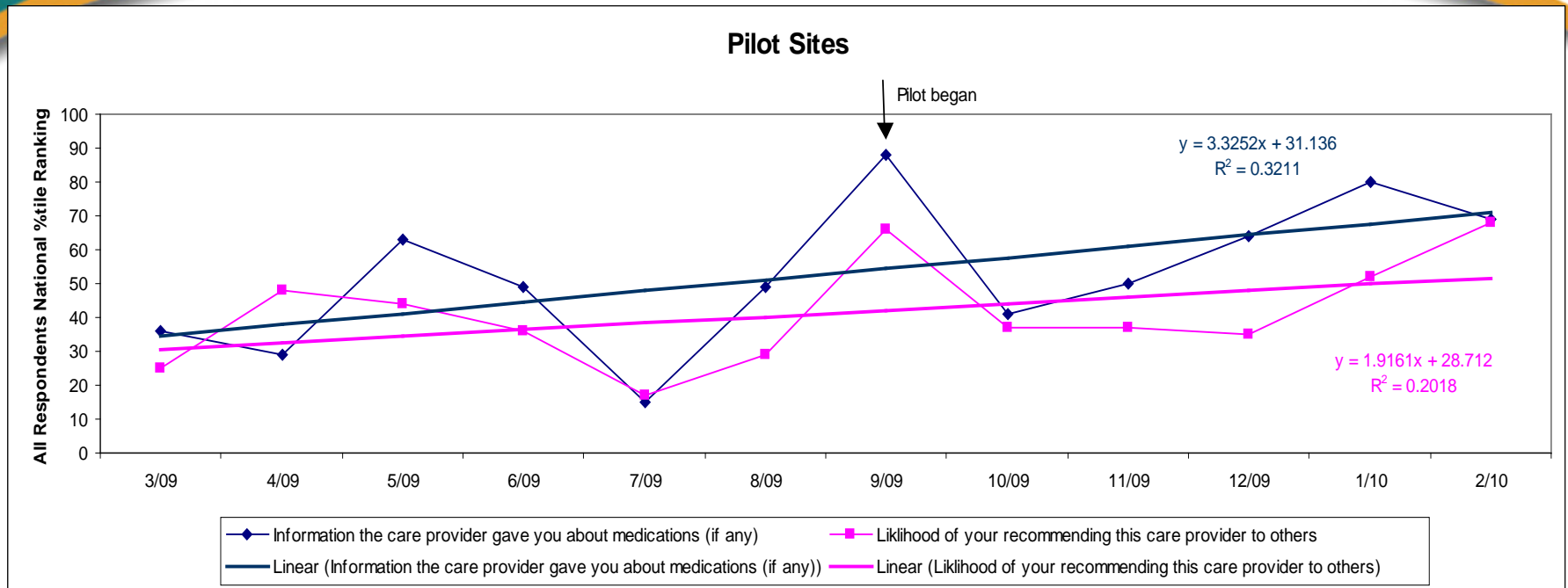
| <u>Site</u> | <u>2006</u> | <u>2007</u> | <u>2008</u> | <u>2009 pre<br/>pilot thru<br/>May</u> | <u>2009 post pilot to<br/>date</u> | <u>June<br/>2009</u> | <u>July<br/>2009</u> |
|-------------|-------------|-------------|-------------|--|------------------------------------|----------------------|----------------------|
| AMG Twr     | 89.5        | 88.4        | 90.3        |  | 6/1 started                        |                      |                      |





# Outcomes

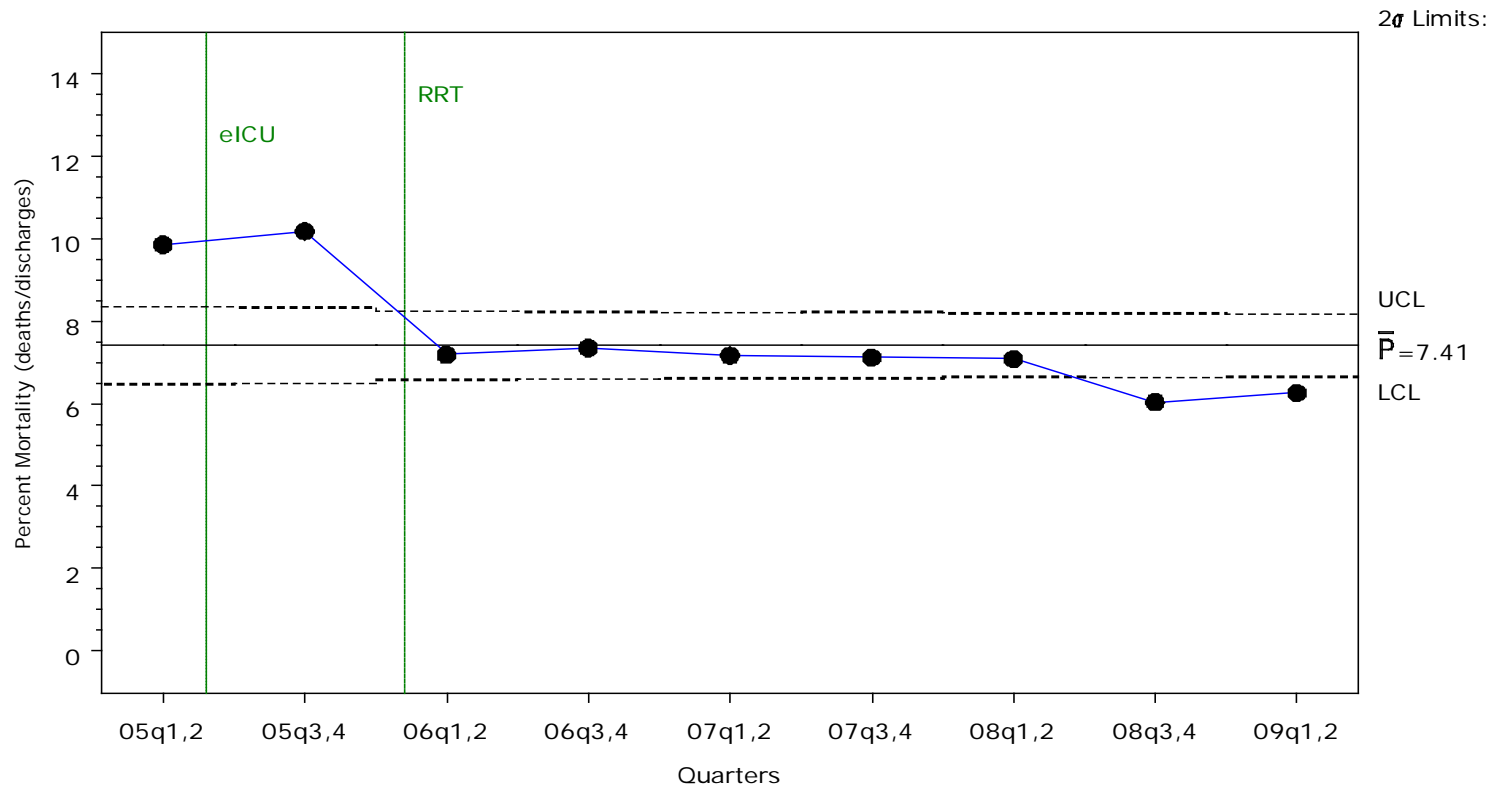
## Patient Satisfaction scores (Clinics)



# Outcomes

## Hospital mortality (after Rapid Response Team)

Mortality as Percent of Discharges, APR Risk=3 and 4 Hospital: ASLMC



| # Deaths per quarter     |      |      |      |      |      |      |      |      |
|--------------------------|------|------|------|------|------|------|------|------|
| 309                      | 327  | 287  | 300  | 311  | 299  | 332  | 269  | 303  |
| # Discharges per quarter |      |      |      |      |      |      |      |      |
| 3132                     | 3209 | 3993 | 4078 | 4336 | 4197 | 4683 | 4454 | 4838 |

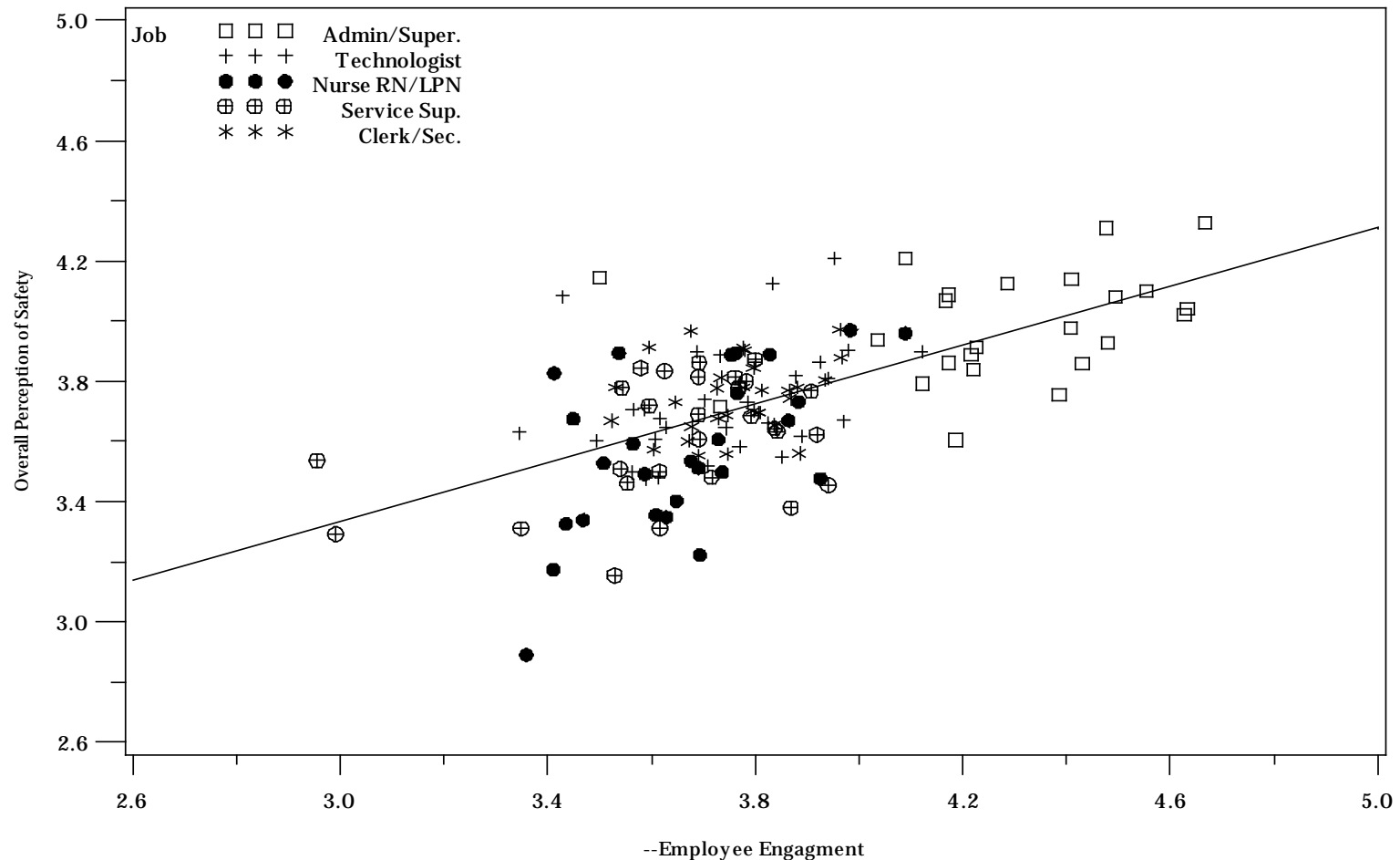
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# Outcomes

## Employee Engagement and Safety Culture

Aurora Health Care - AHRQ Safety Survey and Employee Pulse Survey, November 2008

AHRQ Safety y-axis, Pulse x-axis by Job Category, Correlation  $p < 0.001$



# **Outcomes**

## *Clinical Caregiver Surveys*

“He said it all!”

“His message was powerful.”

“It was eye-opening to hear the perspective of the support partner.”

“Her message **NEEDS** to be heard by a wider audience!”

“I will be more responsive to my patients.”

# Challenges

## *Patient-centered care*

- Definition
  - What IS it?
  - Does it really make a difference?
- Old habits die hard
  - for providers AND patients
- Survey strength
  - An accurate reflection of patient-centered care?
  - Actionable questions?
- Operationalizing a 'concept'
  - Large system
  - Alignment with other strategic goals and initiatives