

PLANETREE

### Patient-Centered Care: The Linchpin of a Cohesive Quality Strategy

Patrick Charmel, President and CEO, Griffin Hospital; Chairman of the Board, Planetree International

Kansas Foundation for Medical Care 2014 Quality Forum June 5, 2014

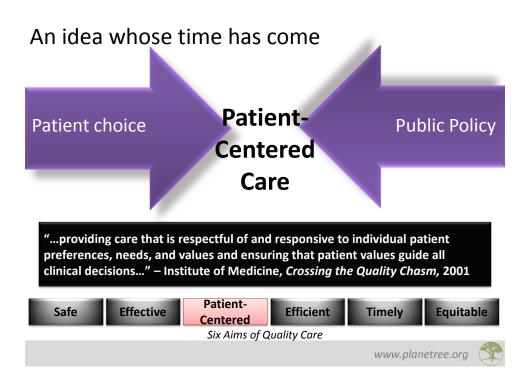
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"There is nothing more powerful than an idea whose time has come."

-Victor Hugo

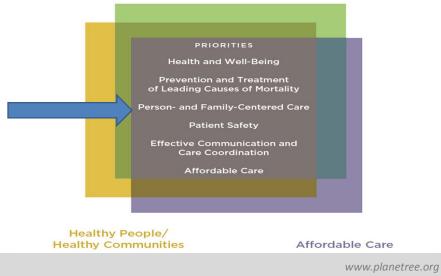
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### The National Quality Strategy:

The Nation's Guiding Framework for Healthcare Improvement

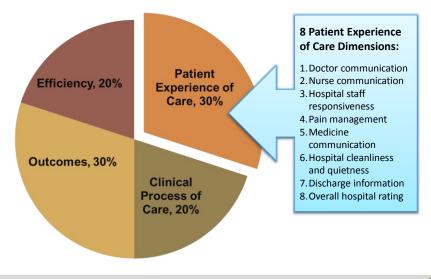
Better Care





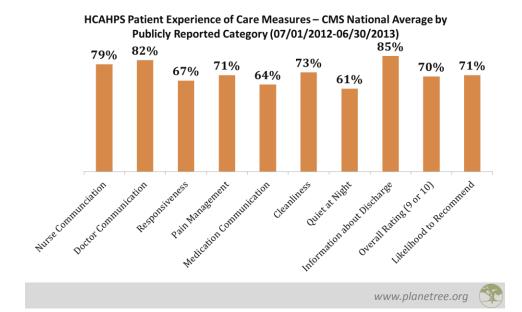


### Opportunity in this changing environment



2015 Value Based Purchasing Domains





### Room for improvement in patient experience



Penalty for excessive readmission rate started in 2013

For hospitals above acceptable threshold:

- 1% reduction in 2013
- 2% reduction in 2014
- 3% reduction in 2015 and beyond





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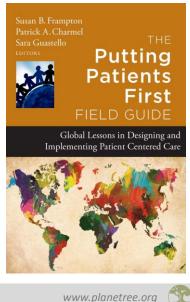


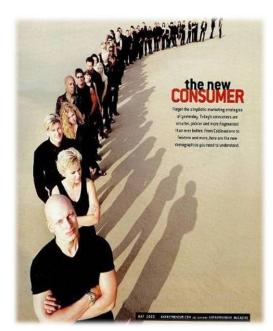
Angelica Thieriot, Founder, Planetree



### Planetree: A Model for Addressing What Matters Most to Patients

- ✓Compassionate Human Interactions
- ✓Access to Meaningful Information
- ✓ Support & Participation of Family, Friends
- ✓ Healing Environment
- ✓ Support for body, mind & spirit
  - ✓ Arts and Entertainment
  - ✓ Spirituality
  - ✓ Caring Touch
  - ✓Integrative Therapies
  - ✓ Healthy Food and Nutrition
- ✓ Healthy Communities





"The point is that when they talk about quality of health care, patients mean something entirely different than experts do. They're not talking about numbers or outcomes but about their own human experience."

Dr. Drew Altman, President of the Kaiser Foundation. NY Times



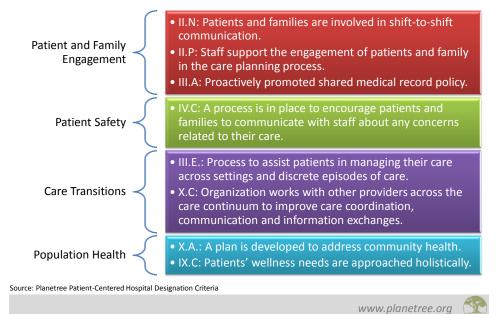
### A Framework for Patient-Centered Quality Improvement



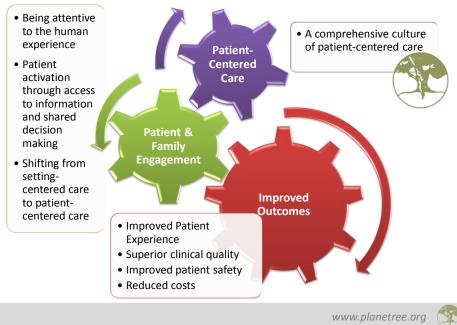
#### **Evidence & Experience Based Designation Criteria** L. **Structures and Functions Necessary for Culture Change** II. Human Interactions/ Independence, Dignity and Choice III. Promoting Patient/Resident Education, Choice & Responsibility IV. Family Involvement Experience V. Food, Dining & Nutrition Base VI. Healing Environment: Architecture and Design VII. Arts Program/Meaningful Activities and Entertainment VIII. Spirituality & Diversity IX. Integrative Therapies/ Paths to Well-Being Healthy Communities/ Enhancement of Life's Journey X. Looking for a health care organiza Measurement XI. Quality Check > Search Now! 66 criteria apply across Criteria can be downloaded at the continuum of care www.planetree.org www.planetree.org

### ...Guided by the Patient Perspective

### Patient-Centered Care as a Quality Linchpin



### The Patient-Centered Care Value Equation



## Being attentive to the human experience improves quality...



"...patients have **better treatment** adherence and suffer from fewer major medical errors while under the care of empathetic doctors..." Haslam in *Medical Journal of Australia* 2007

"...empathy in the therapeutic encounter resulted in faster recovery times of flu patients..." Rakel and Barrett et al in *Patient Education and Counseling* 2011

...health benefits were greater for diabetes patients (better cholesterol and blood-sugar scores) who were under the care of empathetic doctors..." Hojat et al in Academic Medicine 2011

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### ...drives outcomes

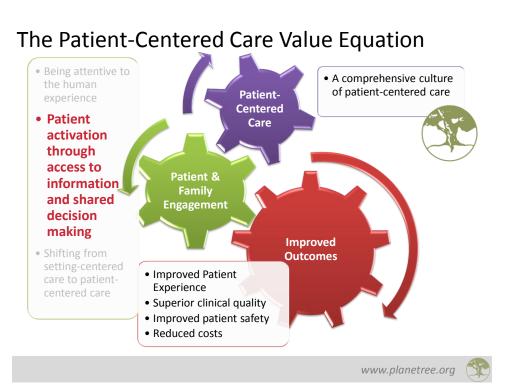


HCAHPS performance is **more predictive of readmission rates** "than the objective clinical performance measures often used to assess the quality of hospital care." Boulding et al. in *American Journal of Managed Care*, 2011

"Two overall measures of hospital performance, the overall rating of the hospital and willingness to recommend the hospital, had **strong relationships with better technical performance in processes of care** related to pneumonia, CHF, myocardial infarction, and for surgical care." Isaac et al. in *Health Services Research*, 2010

### And informs consumers' decision-making (Bigger Piece of a Shrinking Pie)

- When it comes to decisions about where to receive care and the selection of providers, evidence demonstrates that "patient experience" is a significant differentiator that drives consumer decisions. PWC Health Research Institute. Customer Experience in Healthcare: The Moment of Truth. (July 2012); Grote KD. A better hospital experience. *he McKinsey Quarterly*. (2007).
- Patients' perceptions of the quality of their relationships with their physicians were strong predictors of whether a patient would leave a physician's practice. Safran et. al, Journal of Family Practice, 2011
- "...physicians who are able to understand and appropriately respond to the emotional needs of their patients (act empathetically) are less likely to be hit with malpractice lawsuits." Virshup in American Journal of Medical Quality 1999



### Access to information yields high dividends

Patients with the skills and confidence to be actively engaged in their health care:

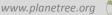
- Are less likely to require an emergency room visit or hospital stay
- Are more likely to adhere to treatment plans
- Adopt healthy lifestyle changes
- Are associated with better health outcomes

# Engaging patients, families in shared decision making reduces costs

A 2013 study published in the February issue of Health Affairs found:

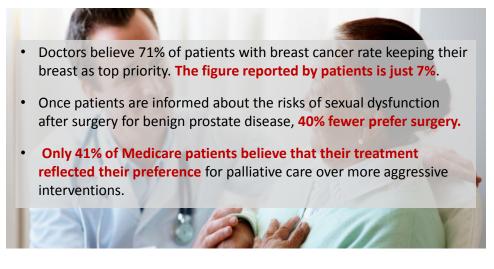
- providing shared decision making-based health coaching for patients with conditions that frequently require major treatment decisions reduces the overall costs of care, hospitalizations and surgeries significantly.
- patients who received enhanced support had 5.3% lower overall medical costs than patients who received the usual level of support.
- patients receiving enhanced support had 12.5% fewer hospital admissions than the usual support group, and 9.9% fewer preference-sensitive surgeries, including 20.9% fewer preference-sensitive heart surgeries.







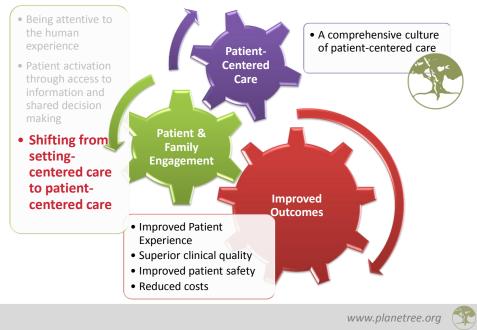
# The impact of understanding patient preferences

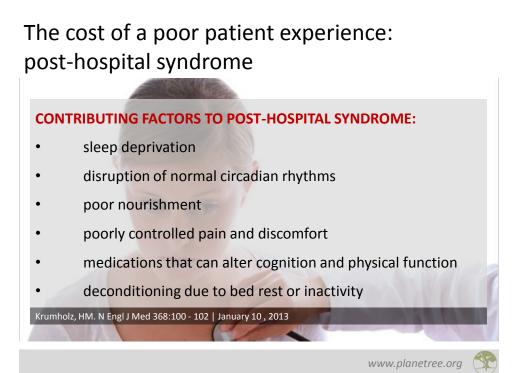


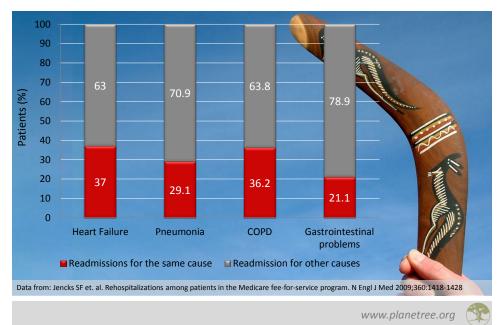
Lee CN, Hulsman CS, Sepucha K. Ann Plastic Surg2010;64:563-6 Wagner E, et al. Med Care1995;33:765-70 Covinsky KF. et al. LAm Geriatr Soc 2000:48:Suppl:S187-S193

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### The Patient-Centered Care Value Equation





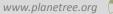


### Readmissions: The boomerang effect

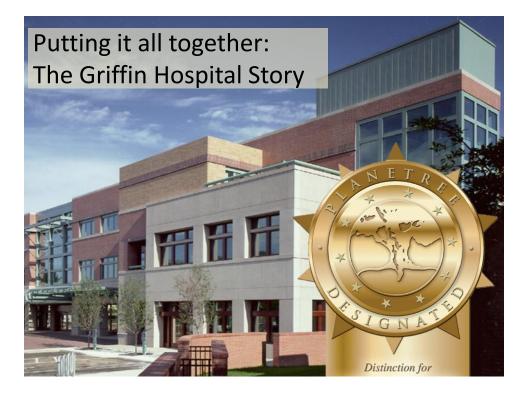
### Results of organizations implementing Planetree

- Shorter Lengths of Stay<sup>1</sup>
- Lower Cost per Case<sup>1</sup>
- Higher Overall Patient Satisfaction<sup>1</sup>
  - Revenue generated through implementation exceed costs of implementation<sup>2</sup>
- PC Lean<sup>™</sup> = \$400,000 annual projected savings<sup>3</sup>

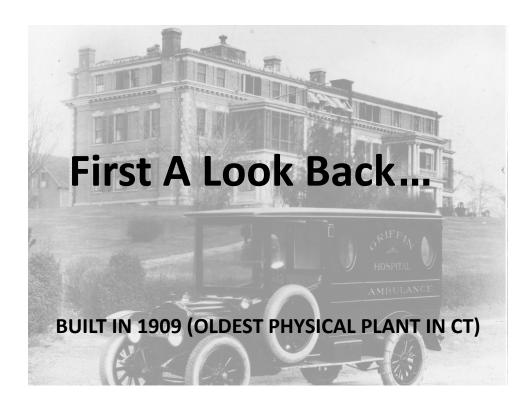
 Stone S. (2008). "A Retrospective Evaluation of the Impact of the Planetree Person Centered Model of Care Program on In Person Quality Outcomes." Health Environments Research and Design Journal, 1(4):55-69
Coulmont M, Roy C & Dumas L. (2013). "Does the Planetree Patient-Centered Approach to Care Pay Off?: A Cost-Benefit Analysis." The health care manager, 32(1), 87-95.
Frampton SB, Charmel PA, Guastello S. (Forthcoming: Sept. 2013) "The Putting Patients First Field Guide: Global Lessons in Designing and Implementing Patient-Centered Care." San Francisco, CA: Jossey Bass..









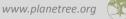


In the 1980's Griffin Hospital was...

...a hospital that people avoided\*



\*In 2011, that figure is approximately 11%



### A Changing Community

- 1960 Thriving "blue-collar" community
- 1970 Declining industrial area- 18% unemployment
- 1980 Influx of "white-collar" families

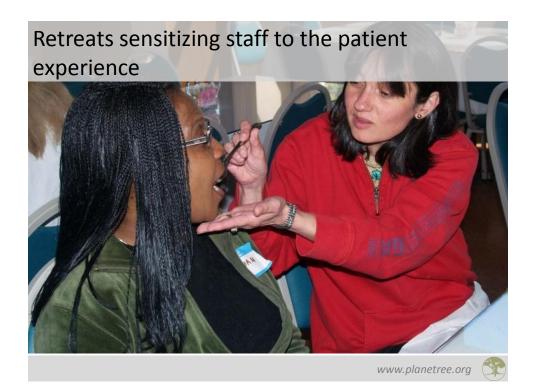
### Griffin had to change too



### Programmatic Elements of the Planetree Model at Griffin Hospital

## A structured pathway to patient-centered excellence

PLANETREE	Personalize	Develop consumer- responsive, patient-centered care models
	Humanize	Create a healing environment
	Demystify	Give patients (and families) access to information that enables them to be partners in decisions about their care, treatment & well-being.



### Care Conferences at the Bedside





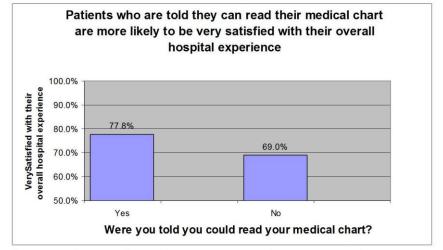


Patient Pathways

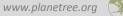


Shared Medical Records

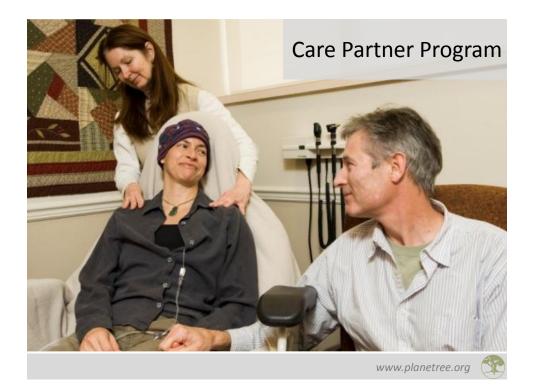
## Impact of Shared Medical Record on Overall Patient Satisfaction with Care



\*Note: In a random survey of 4500 adults, 79% patients expressed interest in access (Fowles, Arch Intern Med. 2004)



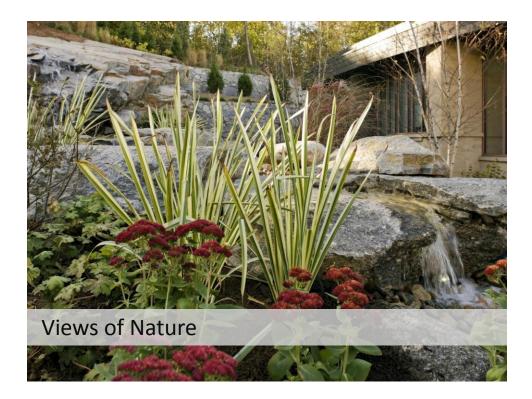


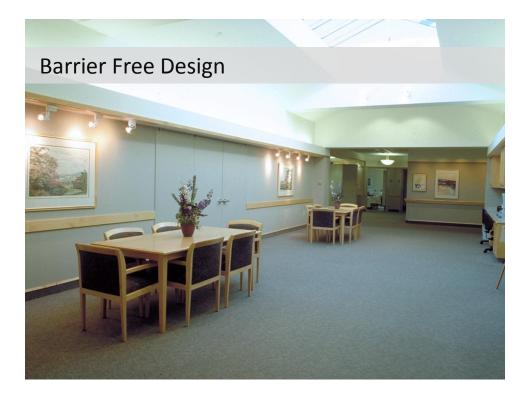


### Community Health Resource Center



# A healing environment that promotes patient-centered care





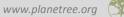
### Decentralized Nursing Workstations



### Unique Critical Care Center







### Inpatient Psychiatry









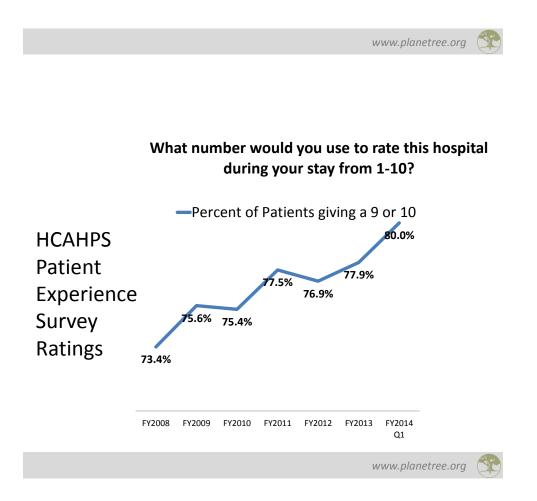




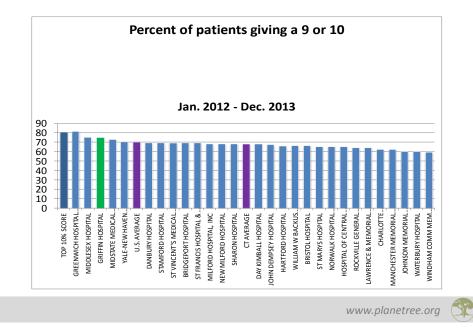
Caregivers and Patients Creating a Shared Agenda for Improvement

### Identified by patients/families and addressed by the Patient-Centered Care Council:

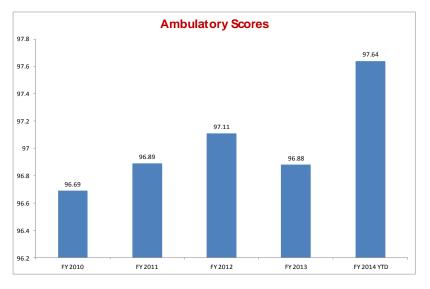
- Improved discharge instructions to enhance patient compliance
- Better informed waiting for ED patients
- Patient directed visitation in the Childbirth Center
- Change in business services office hours to accommodate patients with billing questions



### **HCAHPS Patient Experience Survey**



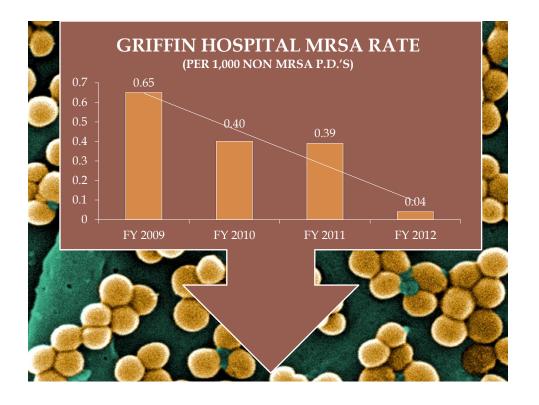
### **Outpatient Satisfaction Survey Scores**

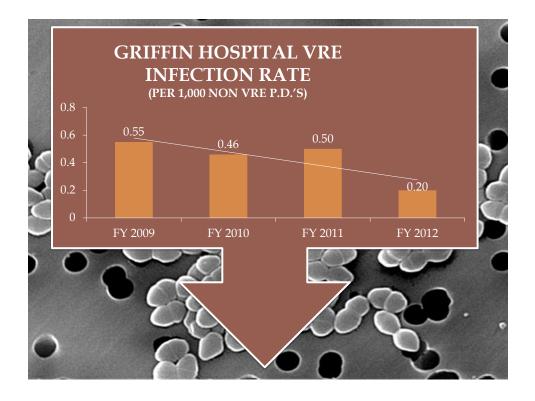


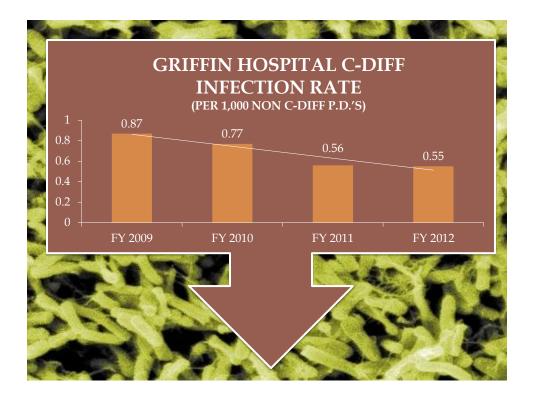
### Handwashing Flash Mob











## Top Performer on Key Quality Measures 2011 & 2013



- Heart Attack
- Heart Failure
- Pneumonia
- Surgical Care

Griffin Hospital was one of 405 U.S. hospitals earning the distinction for attaining and sustaining excellence in accountability measure performance and the only Connecticut hospital named.

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Above State Averag	е
Griffin	98.1
10th Percentile – National	98.1
Hospital of Central CT	97.0
Norwalk	96.4
Bristol	96.3
Waterbury	96.1
New Milford	95.8
St. Vincent's	95.6
Milford	95.5
Hartford	95.0
Bridgeport	95.0
Rockville	94.5
Sharon	94.5
Stamford	94.1
National & State Averages	93.4

#### Connecticut CMS Core Measures Performance

April 2012 – March 2013

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Below State Average		
John Dempsey	93.3	
Middlesex	93.3	
St. Mary's	92.8	
50th Percentile – CT	92.7	
Mid State	92.6	
Danbury	92.4	
Manchester	92.4	
Johnson Memorial	92.2	
St. Francis	91.9	
Greenwich	91.5	
William Backus	91.5	
Windham	91.5	
Yale New Haven	91.2	
Day Kimball	91.1	
Lawrence & Memorial	89.6	
Charlotte Hungerford	87.8	
New Milford	94.1	
Charlotte Hungerford	93.0	
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In the Top 5 % of U.S. Hospitals Recognized for Consistent, Comprehensive Quality Outcomes

 HealthGrades Distinguished Hospital Award — Clinical Excellence, 4 Consecutive Years



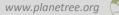
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### Griffin Hospital Value-Based Purchasing Final 2014 Impact



### Recognized by National Consumer Organizations for Excellence in Patient Safety



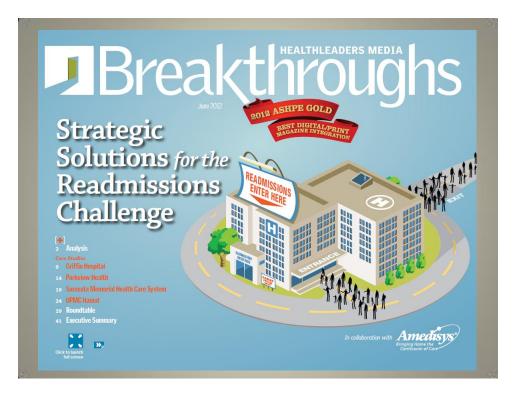


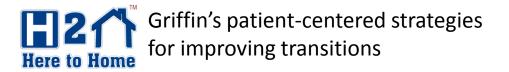
### Beyond the Hospital

"Patients do not exist solely in acute, outpatient, or long-term care settings. Instead, they move across settings, often repeatedly. And as they move, their social needs follow, requiring the coordination of medical and social services so that social supports can remain continuous and appropriate."

Shier, Ginsburg, Howell, Volland & Golden. Strong Social Support Services, Such As Transportation And Help For Caregivers, Can Lead To Lower Health Care Use And Costs. *Health Affairs*, **32**, no.3 (2013):544-551.





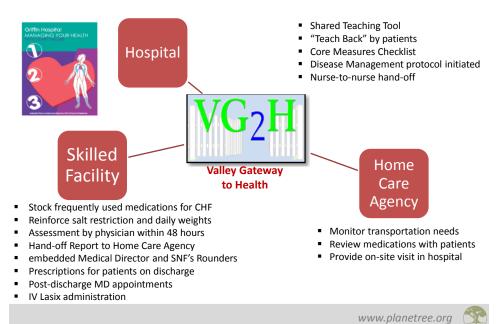




### Care Transitions to Community



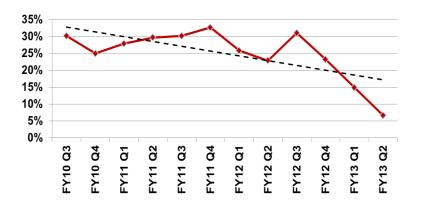
### **Collaboration for Coordination**



### Transparency: Community Skilled Facility List



### Griffin Hospital Readmission Rates for Heart Failure (HF) Within 30 days





### **Employee Engagement in Action**



- Patient-centered retreats sensitize staff to patient experience
- Reward and Recognition
- New Employee Orientation
- Celebrating Success
- Dare to Care
- Staff-driven PC Lean<sup>®</sup> teams

Griffin Has Been Listed On The Fortune Magazine "100 Best Companies To Work For" List Ten Years In A Row!





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### In Conclusion...



"What patients want is not rocket science, which is really unfortunate because if it were rocket science, we would be doing it. We are great at rocket science. We love rocket science. What we're not good at are the things that are so simple and basic that we overlook them."

– Laura Gilpin, Planetree Pioneer



6/3/2014

## **Questions?**

