PATIENT SATISFACTION: Why It Matters

J. Eugene Grigsby
President & CEO
National Health Foundation

September 29, 2011
WHAT IS PATIENT SATISFACTION?

- A distinction is sometimes made between measuring a patient’s experience vs. their satisfaction
  - Patient’s rating of their care experience is based on what they did or did not experience in their interactions obtaining health care
  - Patient satisfaction is based on patients’ rating of the perception of the care they received
  - Clearly what a patient experiences significantly influences their perception of their care

- So, experience + perception = “satisfaction”
WHAT DO PATIENTS WANT?

According to a 2004 Harris Poll, key factors that contribute to patient satisfaction in rank order are:

- That they are treated with dignity and respect
- That their providers listen carefully to their health concerns
- The provider is easy to talk to
- The provider takes their concerns seriously
- The provider is willing to spend enough time with them
- The provider truly cares about them
WHY IS PATIENT SATISFACTION IMPORTANT?

- Public reporting and comparison on performance, such as HCAHPS and CAHPS
- Interest and incentives to improve patient experience
- Evidence suggests strong correlation between patient satisfaction and healthcare outcomes
- According to a study sponsored by California HealthCare Foundation, California currently lags behind other states in ratings of patient experience
WHAT ARE THE DIMENSIONS OF PATIENT SATISFACTION?

- **Communication**
  - Do providers and staff listen to patients?
  - Do patients receive clear, correct information about their diagnosis, medication, care?

- **Access to Care**
  - How long do patients wait to see their provider?
  - Can patients access same-day or next-day appointments?

- **Care Coordination**
  - Is care quick and easy or confusing and delayed?
  - Do providers and care settings work together?
WHAT ARE THE DRIVERS OF PATIENT SATISFACTION?

1. Leadership commitment to improving patient experience

2. Staff and providers are fully engaged
   - Patient impressions of services are being delivered, how the services are being delivered and patient-provider interactions
   - Staff are supported and find a match between personal values and those of the organization

3. Respectful partnership between patients and providers/staff
   - Enable patients to participate in their care
   - Anticipate and respond to patient and family needs
WHAT ARE THE DRIVERS OF PATIENT SATISFACTION? (CONT.)

4. Reliable, quality care delivered 24/7
5. Evidence-based care
   - Care is collaborative - internal
   - Coordination across sites - external
   - What happens when something goes wrong
   - Patients know the expected outcomes
PATIENT AND FAMILY EXPERIENCE DRIVER DIAGRAM

Primary Drivers

**Leadership**
- Governance and executive leaders demonstrate that everything in the culture is focused on patient- and family-centered care, practiced everywhere in the hospital—at the individual patient level, at the microsystem level, and across the organization, including governance.
- In words and actions, leaders communicate that the patient’s safety and well-being are the critical considerations guiding all decision making.
- Patients and families are treated as partners in care at every level, from decision-making bodies to team members delivering individual care.
- Patient- and family-centered care is publicly verifiable, rewarded, and celebrated with a relentless focus on measurement, learning, and improvement with transparent patient feedback.
- Sufficient staff are available with the tools and skills to deliver the care patients need when they need it.

**Hearts and Minds**
- The hearts and minds of staff and providers are fully engaged.
- Staff and providers are recruited for values and talent, supported for success, and held accountable for results individually and collectively.
- Compassionate communication and teamwork are essential competencies.

**Aim**
- Exceptional patient and family* experience of inpatient hospital care (safe, effective, patient-centered, timely, efficient, equitable) as measured by HCAHPs willingness to recommend.
- *“Family” always means those individuals the patient chooses to call family.

**Respectful Partnership**
- Every care interaction is anchored in a respectful partnership, anticipating and responding to patient and family needs (e.g., physical comfort, emotional, informational, cultural, spiritual, and learning).
- Patients and families are part of the care team and participate at the level the patient chooses.
- Care for each patient is based on a customized interdisciplinary shared care plan with patients educated, enabled, and confident to carry out their care plans.
- Communication uses words and phrases that the patient understands and that meet their emotional needs.
- The physical environment supports care and healing.

**Reliable Care**
- Hospital systems deliver reliable, quality care 24/7.
- Patients are able to access care without long and unreasonable wait and delays.
- Patients say, “Staff were available to give the care I needed.”

**Evidence-Based Care**
- The care team instills confidence by providing collaborative, evidence-based care.
- Care is safe, concerns are addressed, and, if things go wrong, there is open communication and apology.
- Care is coordinated and integrated through use of a shared care plan and everyone on the patient’s care team, including the patient, has the information they need.
- Patients get the outcomes of care they expect.

Source: IHI 2011
PATIENT SATISFACTION IN OTHER CARE DELIVERY SETTINGS

- Similar opportunities exist for improving patient satisfaction in ambulatory care settings
  - Leadership commitment
  - Patient-centeredness
  - Transparent information used for improvement
  - Engagement of staff and providers in the design and implementation of improvements
  - Effective reward and recognition
  - Accountability of providers and staff
  - Effective improvement strategies focusing on elements most important to patients
WHAT CAN HOSPITALS DO?

- Focus areas for hospitals
  - Reduce gaps in patient and family centered care
  - Improve employee and provider engagement
  - Increase active patient and family participation
  - Healthcare Reform putting greater focus on medical home and patient-centeredness

- Benefits for hospitals
  - Improved efficiency and safety
  - Better outcomes
  - Reduced cost
## Sample Measures of Patient and Family Experience

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<th>Primary Driver</th>
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| #1: Leadership         | Patients and families are treated as partners in care at every level.            | • A Patient- and Family-Centered Care Assessment is completed with key stakeholders from across the organization and with patient and family advisors.  
  • A workplan is developed to address gaps.  
  • There is measureable closure of gaps.³¹ |
| #2: Hearts and Minds   | Staff and providers are recruited for values and talent, supported for success, and accountable individually and collectively for results. | • Employee and provider engagement survey results show steady improvement in overall engagement results; organizations focus on questions such as those found in the Gallup Q12 (see Table 5).³² |
| #3: Respectful Partnerships | Care for each patient is based on a customized interdisciplinary shared care plan with patients educated, enabled, and confident to carry out their care plans. | • 100% of patients have a shared care plan in place, with evidence of active patient and family participation.  
  • 100% of nurses effectively use Teach Back.  
  • 100% of all patient education materials meet health literacy guidelines for appropriate reading level. |
| #4: Reliable Care      | Patients are able to access care without long and unreasonable waits and delays. | • See the IHI Improvement Map process titled Patient Flow for Efficiency and Safety for measures.³³  
  • Use existing safety measures for reliable processes. |
| #5: Evidence-Based Care | Care is coordinated and integrated through use of a shared care plan, and everyone on the patient’s care team, including the patient, has the information they need. | • See the IHI Improvement Map for Effective Processes.³⁴ |

Source: IHI 2011
CONCLUSION

- A high level of patient satisfaction
  - Is of critical importance in healthcare
  - Is driven by experience and perception
  - Is achieved through a patient-centered approach which leaders, providers, patients and families can influence by working together
RESOURCES


