What Your Patient Experience Data is Telling You

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The Patient Experience: Improving Safety, Efficiency, and CAHPS

Session Objectives

At the conclusion of this session, participants will be able to:

- List the variety of patient experience data available in their organizations
- Develop a means to utilize these data to inform a strategy to improve patient experience and other outcomes
- Relate staff experience data (e.g., safety culture surveys, vitality surveys, engagement surveys) to patient experience and integrate into a roadmap for improvement
- Describe the “clues” in healthcare settings to which patients are attuned and how their impact on patient experience
Session Agenda

- Overview
- Stages of Dealing with Data
- Choosing Things That Matter to Change

Overview

- Different data sources: What is available to you to understand the patient experience?
  - Patient experience data
  - Staff experience data
Overview

- Different data sources
- CAHPS: respecting its influence, studying its limitations
- Press Ganey, NRC Picker, Gallup, Avatar, etc.
- Focus groups
- Patient/Family advisors
- Patient Relations
- Billing
- Physicians
- Safety culture surveys
- Staff and provider engagement

Quantitative and Qualitative sources

- Stories
- Letters
- Leader rounding
- Observations
- Ethnography and anthropology
- Gemba!
Why are multiple data sources important?

Activity: Data self-assessment

<table>
<thead>
<tr>
<th>Information source</th>
<th>Does your organization have this information?</th>
<th>Is the information organized and accessible to you?</th>
<th>Is the information summarized and understood by senior leaders?</th>
<th>Is the information linked back to front-line staff?</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAHPS survey data</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formal patient surveys other than CAHPS (e.g., Press Ganey)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formal patient complaints</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient letters</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership rounding/direct observation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spoken patient complaints or comments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. For each information source, answer the four questions: Yes, No, "I don’t know."  
2. “No” or "I don’t know" responses are candidates for: a) finding out more about the current state or b) actions (making changes to make the information understandable). Identify at least one task you can tackle when you return to work later this week.
What Do Health Care Consumers Want?

- **Patients Assume Competence**
  - Control over their lives
  - To achieve goals
  - Preserve their self-esteem
  - To be treated fairly and with respect
  - A warm reception – for themselves and their family
  - Security
  - Approval, acceptance and recognition
  - To feel important, and be appreciated
  - Information!
  - To have a sense of belonging and engagement
  - To be listened to
  - Honesty

Patient Experience Data Overview

- No perfect measure for patient experience of care
- Very good data drives improvement
- Focus on
  - Mean
  - Percentile
  - “5’s”
  - Correlations
  - Improvement
**Important Measures**

- Top Box
- Likelihood To Recommend
- Market Benchmark

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**3 Levels of Caring (Fred Lee)**

**Correlation of Patient Care and Evaluation**

<table>
<thead>
<tr>
<th>Staff Motivation</th>
<th>Staff Performance</th>
<th>Patient Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspired</td>
<td>Compassion</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Very Satisfied</td>
</tr>
<tr>
<td>Required</td>
<td>Courtesy</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Satisfied</td>
</tr>
<tr>
<td>Hired</td>
<td>Competence</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Neutral</td>
</tr>
<tr>
<td>Fired</td>
<td></td>
<td>1-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dissatisfied</td>
</tr>
</tbody>
</table>
Patients’ Perception of Overall Quality of Care

Patients who rate Quality of Care as “Excellent” are four times more likely to recommend you than those who rate Quality of Care as “Very Good”


Trend in Inpatient Experience

Source: 2011 Press Ganey Hospital Pulse Report

Institute for Healthcare Improvement
Overall Inpatient Experience Score by Hospital Size

Source: 2010 Press Ganey Hospital Pulse Report

Patient Experience by Type of Insurance

Source: 2010 Press Ganey Hospital Pulse Report
Patient Experience by Specialty

<table>
<thead>
<tr>
<th>Specialty</th>
<th>Rank</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obstetrics/Gynecology</td>
<td>1</td>
<td>87.50</td>
</tr>
<tr>
<td>Intensive Care Unit</td>
<td>2</td>
<td>86.55</td>
</tr>
<tr>
<td>Orthopedics</td>
<td>3</td>
<td>86.50</td>
</tr>
<tr>
<td>Cardiology/Coronary</td>
<td>4</td>
<td>86.49</td>
</tr>
<tr>
<td>Urology/Renal</td>
<td>5</td>
<td>86.14</td>
</tr>
<tr>
<td>Pediatrics</td>
<td>6</td>
<td>86.01</td>
</tr>
<tr>
<td>Surgical</td>
<td>7</td>
<td>85.89</td>
</tr>
<tr>
<td>Oncology</td>
<td>8</td>
<td>85.74</td>
</tr>
<tr>
<td>Intermediate Care</td>
<td>9</td>
<td>85.48</td>
</tr>
<tr>
<td>Medical/Surgical</td>
<td>10</td>
<td>85.11</td>
</tr>
</tbody>
</table>

Source: 2010 Press Ganey Hospital Pulse Report

Variability by Service Type 90th Percentile

<table>
<thead>
<tr>
<th>Survey Type</th>
<th>Mean Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outpatient Oncology</td>
<td>95.1</td>
</tr>
<tr>
<td>Outpatient Services</td>
<td>94.5</td>
</tr>
<tr>
<td>Ambulatory Surgery</td>
<td>94.2</td>
</tr>
<tr>
<td>Home Health</td>
<td>93.3</td>
</tr>
<tr>
<td>Adult Medical Practices</td>
<td>92.9</td>
</tr>
<tr>
<td>Pediatric Medical Practice</td>
<td>92.6</td>
</tr>
<tr>
<td>NICU</td>
<td>91.5</td>
</tr>
<tr>
<td>Urgent Care</td>
<td>91.3</td>
</tr>
<tr>
<td>Pediatric Inpatient</td>
<td>89.4</td>
</tr>
<tr>
<td>Emergency Services</td>
<td>88.8</td>
</tr>
<tr>
<td>Adult Inpatient</td>
<td>88.2</td>
</tr>
<tr>
<td>LTACH</td>
<td>87.6</td>
</tr>
</tbody>
</table>

Data is based on the Press Ganey Means and Ranks report for FY11Q4
What about CAHPS?

Why we care
- Common across all hospitals
- Public access
- Ballpark right stuff
- Suitable for dashboards, on run charts
- CMS has your attention

Limitations in our work
- Time lag—too delayed for improvement work
- Global numbers may not reflect targeted unit work
- Low response rates
- “silo” focus, not team focus for care
- The problem with $n$ (to double precision, you need to quadruple sample size)

Stages of Dealing with Data
- Deny
- Ignore
- Shoot the messenger
- Accept
- Use
Choosing Things That “Matter” to “Change”

- Understanding correlation coefficients
- Some examples:

Ambulatory Surgery

- Nurse’s courtesy toward family
- Degree staff worked together
- Convenience of parking
- Information given your family
- Our concern for privacy
- Information day of surgery

Press Ganey National database – through June 30, 2011
**Ambulatory Surgery**

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degree staff worked together</td>
<td>.79</td>
</tr>
<tr>
<td>Our concern for privacy</td>
<td>.76</td>
</tr>
<tr>
<td>Information day of surgery</td>
<td>.75</td>
</tr>
<tr>
<td>Information given your family</td>
<td>.74</td>
</tr>
<tr>
<td>Nurses courtesy toward family</td>
<td>.69</td>
</tr>
<tr>
<td>Convenience of parking</td>
<td>.53</td>
</tr>
</tbody>
</table>

**Emergency Department**

- How well pain was controlled
- Nurses informative re treatments
- Safe/secure felt in ER/ED
- Adequacy of info to family/friends
- Staff cared about you as a person
- Response concerns/complaints stay
- Courtesy shown family/friends
- Nurse took time to listen
- Privacy during personal information

Press Ganey National database – April 1, 2012-June 30, 2012

Emergency Department

- Staff cared about you as a person: 0.87
- Courtesy shown family/friends: 0.85
- Adequacy of info to family/friends: 0.85
- Response concerns/complaints stay: 0.84
- Nurses informative re: treatments: 0.84
- Nurse took time to listen: 0.81
- How well pain was controlled: 0.77
- Safe/secure felt in ER/ED: 0.77
- Privacy during personal information: 0.68


Adult Inpatient

- How well your pain was controlled
- Staff addressed emotional needs
- Room Cleanliness
- Staff include decision re: treatment
- Noise level in and around room
- Staff attitude toward visitors
- Staff sensitivity to inconvenience
- Skill of physician
- Teach/instruct self-care, med, treatment
- Nurses kept you informed

Adult Inpatient

<table>
<thead>
<tr>
<th>Service Provided</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff addressed emotional needs</td>
<td>.79</td>
</tr>
<tr>
<td>Staff sensitivity to inconvenience</td>
<td>.78</td>
</tr>
<tr>
<td>Teach/instruct self-care, med, treatment</td>
<td>.78</td>
</tr>
<tr>
<td>Staff attitude toward visitors</td>
<td>.74</td>
</tr>
<tr>
<td>Nurses kept you informed</td>
<td>.73</td>
</tr>
<tr>
<td>How well your pain was controlled</td>
<td>.69</td>
</tr>
<tr>
<td>Skill of physician</td>
<td>.67</td>
</tr>
<tr>
<td>Room cleanliness</td>
<td>.62</td>
</tr>
<tr>
<td>Noise level in and around room</td>
<td>.52</td>
</tr>
</tbody>
</table>

Pediatric Inpatient

- Staff concern not to frighten child
- Staff worked together
- Cheerfulness of hospital
- Response to concerns/complaints
- Dr. informed w/clear language
- Staff addressed emotional needs
- Staff concern make stay restful
- Dr.’s concern for questions/worries
- Staff sensitivity to inconvenience
- Respect for parent’s knowledge of child
- Skill of the nurses

Pediatric Inpatient

<table>
<thead>
<tr>
<th>Survey Item</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Respect for parents knowledge of child</td>
<td>.72</td>
</tr>
<tr>
<td>Response to concerns/complaints</td>
<td>.72</td>
</tr>
<tr>
<td>Staff worked together</td>
<td>.71</td>
</tr>
<tr>
<td>Cheerfulness of hospital</td>
<td>.71</td>
</tr>
<tr>
<td>Staff concern not to frighten child</td>
<td>.71</td>
</tr>
<tr>
<td>Staff addressed emotional needs</td>
<td>.68</td>
</tr>
<tr>
<td>Dr’s concern for questions/worries</td>
<td>.68</td>
</tr>
<tr>
<td>Dr informed w/clear language</td>
<td>.68</td>
</tr>
<tr>
<td>Staff sensitivity to inconvenience</td>
<td>.67</td>
</tr>
<tr>
<td>Skill of the nurses</td>
<td>.62</td>
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</table>

Urgent Care

- Staff cared about you as a person
- Courtesy shown family/friends
- Nurses attention to your needs
- Adequacy of info to family/friends
- Cleanliness of Urgent Care
- Doctor’s courtesy
- Nurse’s courtesy
- Information about home care
- Response to concerns/complaints
- Privacy during personal information
- Doctor informative re treatment
Urgent Care

<table>
<thead>
<tr>
<th>Service</th>
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</thead>
<tbody>
<tr>
<td>Staff cared about you as a person</td>
<td>.88</td>
</tr>
<tr>
<td>Response to concerns/complaints</td>
<td>.86</td>
</tr>
<tr>
<td>Adequacy of info to family/friends</td>
<td>.84</td>
</tr>
<tr>
<td>Courtesy shown family/friends</td>
<td>.82</td>
</tr>
<tr>
<td>Information about home care</td>
<td>.81</td>
</tr>
<tr>
<td>Nurses attention to your needs</td>
<td>.79</td>
</tr>
<tr>
<td>Doctor informative re treatment</td>
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<td>Privacy during personal information</td>
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Patient Experience Data: Summary

- There is no perfect measure for patient experience and the experience of care
- There is however, very good data that can drive improvement
- Focus on: Mean, percentile, “5’s”, correlations and improvement
“I attribute my success to this – I never gave or took an excuse.”

–Florence Nightingale
Reflections and Discussion

Warm up Question

How well does your organization see the world through the eyes of patient and families?
Our “patient and family eyes” are…

- Pretty much shut
- Can make out big issues if we squint
- Need corrective lens prescription upgrade but pretty good
- “20/20”—and good night vision, too

How To Vote via PollEv.com

How do you like my presentation so far?

- Text a CODE to 37607
- Submit a CODE to http://PollEv.com

Web Response 458456

Institute for Healthcare Improvement
How To Vote via Texting

1. Standard texting rates only (worst case US $0.20)
2. We have no access to your phone number
3. Capitalization doesn’t matter, but spaces and spelling do
PDSA POLL

Rating Scale
1 – No Knowledge
2 – Knowledge
3 – Basic Application
4 – Analysis & Application
5 – Highly Experienced
6 – Expert
Rating Scale Details

1 – No Knowledge (I cannot tell you what this skill, tool or method is)
2 – Knowledge (I can tell you what this skill, tool or method is AND give you facts about it)
3 – Basic Application (I can tell you what this skill, tool or method is AND give a defined situation; I can apply it with assistance)

Rating scale, con’t

4. Analysis & Application (I have knowledge of the skill, tool or method AND I can analyze a situation and determine if it is needed AND then independently and accurately apply it)
5 – Highly Experienced (I have knowledge of this skill, tool or method AND I have a high degree of experience correctly applying and adapting it in various situations AND I can explain my decisions for doing so)
6 – Expert (I have knowledge of this skills, tool or method AND I have a high degree of experience correctly applying and adapting it AND I can teach others the theory behind it and coach them in its use)