Course Correction Along the Journey

Patricia Chambers, MD
Kurt Myers, MS

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CCHMC by the numbers

- 592 bed tertiary care pediatric institution
- Outpatient visits – 1,000,000+
- Inpatient admissions – 31,000
- ED visits – 125,000
- Surgical procedures – 34,000
- Over 15,000 employees
- Ranked third in the nation among all Honor Roll hospitals in the 2014 U.S. News & World Report survey of best children’s hospitals
CCHMC Vision and Mission

Cincinnati Children’s will improve child health and transform delivery of care through fully integrated, globally recognized research, education and innovation.

For patients from the community, the nation and the world, the care we provide will achieve the best:
- Medical and quality of life outcomes;
- Patient and family experiences; and
- Value

-- Today and in the future.

Session Objectives

- “Why does patient experience matter?”
- Explore the interrelatedness of safety, value, quality and patient experience.
- Evaluate proposed interventions to meet PFE challenges
- Discuss journey mapping as a tool to experience design
Agenda

- Introduction and Overview
- Measuring Patient Experience
- Patient Experience and the Caregiver
- Journey Mapping

What is Patient Experience?

The sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care.

- The Beryl Institute
Patient Experience is Not…

Patient Experience ≠ Patient Satisfaction

From the Eyes of the Consumer

Quality  Safety  Service

EXPERIENCE
Why does Patient and Family Experience matter?
Assessing Patient Experience

- Data
- Patient and Family Advisory Councils
- Focus Groups
- Observation/Shadowing
- Literature
- Benchmarking other organizations
- Learning from analogous service organizations.
- Best practice sharing with other organizations
- Dedicated source organizations
The Picker Institute
(Foundation of NRC/HCAHPS)

8 Dimensions of Family-Centered Pediatric Care

Dr. Harvey Picker’s Mission

Patient/Family Centered Care
HCAHPS

Hospital Consumer Assessment of Healthcare Providers and Systems

- Developed by CMS/AHRQ
- First national, standardized, publically reported survey of adult patients’ perspective of hospital care
- 10 domains of questions
- Reimbursement – IPPS* and Hospital Value-Based purchasing

*IPPS- inpatient Prospective Payment System

Focus on what you can control
(Behavioral Based Questions)

- How often did nurses explain things in a way you could understand?
- How often did you have confidence and trust in the doctors treating your child?
- After you or your child pressed the call button, how often did help arrive as soon as you wanted it?
Patient Experience and the Caregiver

- Service Excellence
- Service Recovery
- Tools for Service

**Tools in Experience Excellence: Managing Expectations**

- “we are all human, I am going to assume the best of intentions from every interaction today…”
- Watch and ACKNOWLEDGE nonverbal cues
- Focus on the problem, not the personality
- Recognize that the patient might be right
- Listen to the entire story **without interruption**
- Demonstrate empathy
- Find some area of agreement
- Be clear about next steps
Tools in Experience Excellence: Every encounter, every time...

- Intentional Introduction
- Apologize for delays
- Explain anticipated wait times
- “Do you know your plan?”
- “Are your needs met?”
- Assess/treat PAIN needs.
- “Do you know how to get help?”
- “Thank you!”

Design Thinking ... a human centered approach to innovation and transformational change
What is a Journey Map?

- A tool to help examine the patient's experience within your system.
- Include the experience of your staff.
- Include both:
  - Informational/process needs
  - Emotional needs
- Chart emotional highs and lows
How to create a Journey Map

- Whose experience is being mapped?
  - Patient
  - Staff
- Learn/Ethnography
  - Observe
  - Shadow
  - Interview
- Lay out the journey from beginning to end.
  - Go beyond your walls.
  - Cycle back and share.

Journey Map

- Create a Journey Map
- Map out your morning
  - Time you wake up – Arrive at work.
  - Include family members (and pets) if you have them
- Map out each person’s process
- Plot emotional highs and lows
Alarm goes off  Shower  Get Dressed  Breakfast  Make lunches  Pack up  Drive to work/school  Arrive at work/school

You

Children

Discussion

- Share a Journey Map
“One more step in the journey of discovering where your deep joy intersects with the world’s deep needs…”