Session Objectives

After this presentation, participants will be able to:

- Describe the basic framework for integrating “what matters” in addition to “what's the matter” in clinical encounters
- List ways to ask this question in a variety of settings
- Describe how different types of organizations have integrated “what matters” and addressed patient needs
Summary – our “Always Event”

- Target population: All patients referred to Sutter Care at Home (SCAH) Home Health and Hospice

- Work informed by:
  - IOM report: Crossing Quality Chasm defining patient-centered care
  - Health Affairs thematic issue describing patient engagement as “the blockbuster drug of the century”
  - John P. Kotter’s works on leading change

- Always Event: Identify “what matters most” to patients’ and ensure patients’ values, needs, and preferences guide all care delivery
Key drivers for adoption and spread

- Leadership commitment to person-centered care

- Execute best practices in leading transformational change and engaging all staff:
  - See the need for change
  - Clarify how care delivery will be different
  - Communicate for understanding and buy-in throughout the organization
  - “Make the right thing to do the easy thing to do”

See the need for our ALWAYS event

“We think our job is to ensure health and survival. But really it is larger than that.

It is to enable well-being.

And well-being is about the reasons one wishes to be alive [...] those reasons matter all along the way.”

Atul Gawande, MD, MPH,
Author of Being Mortal: Medicine and What Matters in the End
Clarify how it will be different

**BEFORE:** Clinician Directed

Manage signs and symptoms of HF exacerbation, low sodium diet, and fluid restrictions adhered to by end of episode

**Now:** Patient Guided

Be able to join my ROMEO group (Retired Old Men Eating Out) for lunch once a week

Communicate for understanding and buy-in

- Tie work to organizational strategic initiatives: Patient Experience
- Ensure as many people as possible understand and are engaged in making change vision a reality: Employee Experience
Leadership “making the right thing to do the easy thing to do”

- Incorporate into standard work flows
- Role model
- Round for outcomes to remove barriers

Explain
In addition to doing the wound care, I’d like to review your medications with you to make sure......
Before we get started, what questions or concerns do you have? I want to make sure we take time for what is most important to you.”

Questions are the answer

“Questions are at the very core of how we listen, behave, think and relate, both as individuals and as organizations; virtually everything we think and do is determined by the questions we ask.” ---Marilee Adams
(as cited in Aubry, 2009)
Making “the right thing to do the easy thing to do”: training and tools

Examples of open-ended questions:
- What worries or concerns do you have right now?
- What would you like to see happen as a result of our care?
- Tell me what it is like to have ________ (pain, anger, etc.)
- What would you like to be able to do, that you can’t do now?

Examples of reflective listening:
- It sounds like you feel ________
- What helps you feel ________
- I get a sense that...

Use O.A.R.S. to engage with and understand your patient.

Placed In EHR for care planning discussions

Note: 07/26/2015 Note Type PATIENT-CENTERED GOALS

Note
A patient’s long term goal is: TO RETURN TO DRIVING
SMART GOAL: WILL BE INDEPENDENT WITH HELP WITHIN TWO WEEKS
Our focus: continue to “tell the story” and celebrate wins

ALWAYS EVENT Infographic for Sutter Health

- Multi-disciplinary care conferences start with positive story
- Attendance at conferences and one-on-one mentoring as needed by agency leaders
- This is now our culture

Scaling Up – Our Next Steps

Key person-centered practices hardwired into telehealth care delivery
What questions do you have?

Beth Hennessey – hennesh@sutterhealth.org
Paula Suter - suterp@sutterhealth.org