WMTY: Impacting Patient Experience and Joy in Work

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Presenter Disclosures

Damara Gutnick, Joan Chaya, Maura Porricolo, and Lorraine Horgan today have no relevant financial or nonfinancial relationship(s) within the services described, reviewed, evaluated, or compared in this presentation.
Learning Objectives

Demonstrate how WMTY engages staff to improve the patient experience in multiple care settings, including hospitals, FQHCs, primary care, behavioral health, substance use, SNFs, and community-based organizations.

Recognize the value of leadership’s application of WMTY to staff, learning how it builds joy in work and inspires partnerships with patients and caregivers for downstream impact on patient experience.

Discuss how WMTY adds efficiency to social determinants of health screening to inform better linkages to community-based resources.
Who is in the room?

- Hospitals
- FQHCs
- PCP’s
- Care Management
- Behavioral Health
- Substance Abuse Providers
- State/Federal Agencies
- Local Government
- Other?
What is the MHVC?
The Montefiore Hudson Valley Collaborative

One of 25 Performing Provider Systems (PPS) in NYS

- 195K Attributed Medicaid lives

A diverse network of providers created to achieve DSRIP goals!

- Hospitals, BH & SU Providers, FQHCs, Primary Care, Health Homes, Care Management, LGUs, CBOs

Spans 7 Hudson Valley counties

- Westchester, Rockland, Orange, Putnam, Ulster, Dutchess, Sullivan

<table>
<thead>
<tr>
<th>Inpatient</th>
<th>14 hospital systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub-acute</td>
<td>108 entities (incl. SNFs, Nursing Homes, hospice, and assisted living)</td>
</tr>
<tr>
<td>Ambulatory</td>
<td>746 entities</td>
</tr>
<tr>
<td></td>
<td>- 29 FQHCs</td>
</tr>
<tr>
<td></td>
<td>- 51 D&amp;TCS</td>
</tr>
<tr>
<td></td>
<td>- 24 care management</td>
</tr>
<tr>
<td></td>
<td>- 243 behavioral health</td>
</tr>
<tr>
<td></td>
<td>- 50 physician groups</td>
</tr>
<tr>
<td></td>
<td>- 349 others (SA, etc.)</td>
</tr>
<tr>
<td>Community-based</td>
<td>382 other organizations largely community-based services (e.g. transportation, housing)</td>
</tr>
</tbody>
</table>
What is DSRIP?

- Medicaid Redesign Waiver ($8.4 Billion)
  - Funds earned based on ~ 60 Pay for Performance measures for attributed lives

- Delivery System Reform Incentive Payment (DSRIP) program - Five Years
  - 25 Performing Provider Systems (PPS) in NYS

- Goal: Shift the Payment System
  - “Fee for Service” → “Pay for Performance”
  - Bridge to Future State: VBP Contracts with MCOs
Social Determinants of Healthcare Costs

- Lacks Social Support: 10% higher costs
- Lacks a Primary Care Physician: 12% higher costs
- Has Physical Limitations: 9% higher costs
- Substances Abuse: 89% higher costs
- Financial Distress: 25% higher costs
- Mental Health Diagnosis: 38% higher costs
- 16% Report Unstable Housing Situation
DSRIP is about our patients
Cabrini of Westchester

- 304-bed skilled nursing facility
- Sub-acute/short-term rehabilitation
- Respite care
- Long-term skilled nursing
- Hospice services
- Home Care
- Affordable Senior Housing
Montefiore Wakefield

- Community Hospital within a major academic medical center
- Orthopedic Joint Replacement Center
- 345 Licensed beds
- 14,895 discharges
- Medicine teaching service
- NICU
Session Objectives

1) Demonstrate how WMTY engages staff to improve the patient experience in multiple care settings

2) Recognize the value of leadership’s application of WMTY to staff

3) Learn how WMTY builds joy in work and inspires partnerships

4) Discuss how WMTY adds efficiency to social determinants of health screening resulting in better linkages to community-based resources
Agenda

- Introduce you to "What Matters to You?"
- Share MHVC stories of WMTY impact including "Joy in Work"
- Experience WMTY
- Discuss how to measure WMTY impact
- Brainstorm how to implement WMTY into your work
- Share WMTY Resources
WMTY: A Global Movement
Maureen Bisognano  
(Former CEO of Institute of HealthCare Improvement)

Let’s Flip Healthcare from... 

WHAT’S THE MATTER? 

...to 

WHAT MATTERS TO YOU?

[Image of Maureen Bisognano]
Implemented What Matters on a Geriatrics Ward

An Example from Scotland

Meet Barbara
Barbara

What's important to me

I was a WRVS volunteer

I lived in Rio De Janeiro for 42 yrs

I can speak Portuguese

I did a lot of charity work

I am partially sighted

I have an MBE!

I was in the Women's Air Force

My son Malcolm + daughter Moira
Staff Feedback

“IT has made me more confident in dealing with patients with dementia” – HCSW

“This has allowed me to see my patient in a new light” – SCN

“I was skeptical at first, I thought I knew my patients, I was wrong” – Staff Nurse

“It helps build a bond between patient and staff” – Activities Coordinator
A Personal Story: Jennifer
What Matters to You?
What Matters May Include . . .
Social Determinants of Health (SDH)

What Matters to You?

I am being evicted.

My kids are hungry

I can’t get to appointments

My son uses drugs
Our WMTY Journey

Introduced at Regional Meetings June 2017
Leaders Demonstrating Commitment to Patient Centered Care
Creating a “movement”...
**Integrating WMTY with Multiple MHVC Partners**

- **Strategies**
  - Formal, structured role out: “Everyone trained” to
  - Word of Mouth – try it and share

- **Broad Application to Patients / Members/ Clients. . . . Staff**
  - SNF Dept Head to Resident Council Adaptation (Cabrini)
  - Living Room and Club House (HDSW)
  - Hospitals (MAX Teams, Patient Experience Workgroup of Hospital Quality Collaborative)
  - Innovation Projects
Motivational Interviewing Spirit & Skills

**MI SPIRIT**
- Compassion
- Acceptance
- Partnership
- Evocation

**OARS**
- Open Ended Questions
- Affirmations
- Reflections
- Summaries

**ASK**
- What Matters?

**LISTEN**
- To What Matters

**ACTIONABLE?**

**DO**
- What Matters!

DOing What Matters!
Different ways that you can ask “What matters to you?”

- What is important to you at the moment?
- What would you like to achieve as a result of our work together?
- What can I do to best support you in your care today?
- For your care, what’s your ideal scenario?
- Is there anything else you want to tell me that I haven’t asked about?
- What are your goals and how can I help you achieve them?
What mattered was...

*maintaining the tradition of celebrating their anniversary like they had for the previous 54 years.*
Cabrini Skilled Nursing Facility

ASK
What Matters?

LISTEN
To What Matters

DO
What Matters!

55th Anniversary

Monterfiore
Hudson Valley Collaborative
Identifying and addressing the underlying driver of the fall in the first place.
### WMTY Impact at Cabrini Skilled Nursing Facility

#### Patient Experience Measures

<table>
<thead>
<tr>
<th>Question 1: Does our service live up to your expectations?</th>
<th>2017</th>
<th>Q1 2018</th>
<th>Q2 2018</th>
<th>Q3 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>94%</td>
<td>100%</td>
<td>100%</td>
<td>99%</td>
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</table>

<table>
<thead>
<tr>
<th>Question 2: Would you recommend Cabrini of Westchester to a friend or family member?</th>
<th>2017</th>
<th>Q1 2018</th>
<th>Q2 2018</th>
<th>Q3 2018</th>
</tr>
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<tbody>
<tr>
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My Dad:
What Mattered to Him, Mattered to Me.
Montefiore Wakefield Hospital

WMTY Applied to Team Development & Customer Service Improvement
Team Development

Context

- Introducing myself to a new team.
- Urgent need for teamwork and collaboration.
- Needed a simple way to create a shared mental model regarding guiding principles for daily work.

[Diagram showing relationships between concepts such as Recognition, Autonomy, CQI, Team Work, Proactive Attitude, and Centeredness.

What Matters to You?

Recognition, CQI, Timely responses, Transparency, Centeredness, GEM Award, Autonomy, Team Work, Proactive Attitude]
Customer Service

- One campus in a large academic medical center
- Three customer service specialists
- ~ 50,000 ED visits annually
- ~ 14,800 admissions
- 8 ambulatory practices

Operations
- Complaints

Regulatory
- Grievances

Unstructured
- Service recovery
Impact of WMTY on Grievances

Number of Grievances and Compliance Rates per Quarter

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<tr>
<th>Quarter</th>
<th># Grievances</th>
<th>Compliance</th>
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<tbody>
<tr>
<td>Q4 2016</td>
<td>27</td>
<td>88%</td>
</tr>
<tr>
<td>Q1 2017</td>
<td>19</td>
<td>84%</td>
</tr>
<tr>
<td>Q2 2017</td>
<td>18</td>
<td>94%</td>
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<tr>
<td>Q3 2017</td>
<td>15</td>
<td>93%</td>
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<tr>
<td>Q4 2017</td>
<td>11</td>
<td>82%</td>
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<tr>
<td>Q1 2018</td>
<td>21</td>
<td>67%</td>
</tr>
<tr>
<td>Q2 2018</td>
<td>14</td>
<td>100%</td>
</tr>
<tr>
<td>Q3 2018</td>
<td>22</td>
<td>100%</td>
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WMTY
Impact of WMTY on Complaints and Service Recovery

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<tr>
<th></th>
<th>Apr</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
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<tr>
<td>Complaints</td>
<td>11</td>
<td>15</td>
<td>19</td>
<td>16</td>
<td>27</td>
<td>15</td>
</tr>
<tr>
<td>Service recovery</td>
<td>19</td>
<td>22</td>
<td>14</td>
<td>4</td>
<td>10</td>
<td>2</td>
</tr>
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Unit Go the EXTRA MILE award
Behavioral Health: “What Matters to You, Matters to Us” at HDSW
Building Momentum:
Sizzle Reels: Stories of Impact

https://vimeo.com/269067278
Arms Acres: Addiction Treatment Program

What Matters?

The client’s wig mattered most!

Ah Ha:
Staff learned that only once her concern was addressed, was she ready and able to fully engage in treatment
“Asking my leadership team ”What matters to you?” changed the dynamics of our executive leadership meeting. . . . less focus on barriers, more on prioritized solutioning”
Building Momentum: Sizzle Reels: Stories of Impact

Avi Silber, MD
Chief Medical Officer
Cornerstone Family Healthcare

https://vimeo.com/251849220
Special Interest Groups: Montefiore LGBTQ Alliance

https://vimeo.com/259941956
Institute for Healthcare Improvement
Joy In Work Framework

WMTY Engagement

- 2 Hour Workshop
- Workshop Objectives:
  - Demonstrate how applying WMTY can help guide patient centered care planning and support compassionate care.
  - Explore how and why adapting WMTY into practice brings “joy” into the workplace.
  - Explore opportunities to incorporate asking WMTY into your daily work.
  - Identify process and outcome measures that can be tracked to capture the impact of WMTY implementation at your organization.

WHAT MATTERS TO YOU?
How will you measure success?

MEASURE
THE EFFECTIVENESS
OF YOUR PROGRAMS.
How will we know that a change is an improvement?

Process Measures
- Did we ask patients to complete a "What Matters poster?"
- Number of completed "What Matters to Me" posters

Outcomes Data
- Number of Falls on the ward
- # of Patient Complaints
- Patient & Staff Satisfaction Survey
Using Data to Drive Improvement

Ward 54
Langlands Unit

Number of falls

Count

Baseline median = 14

Safety Cross

What Matters to me

New median = 8

43% reduction
Patient Satisfaction

- Reduction in formal complaints across the four wards by 50%
- One ward has not received any formal complaints for 457 days and counting!
- Increased patient/carer and staff satisfaction
Qualitative Data: WMTY Survey: Capturing Stories of Impact

Our Goal

- Catalogue stories of impact
- Identify actionable themes that can inform standardized programming
  *i.e. Pets, Substance Use*

Inspir Us -- Take Our Survey

Tell us how you use WMTY and the difference it makes. Opt in to receive a special WMTY gift as thanks!

Click here to take the survey
Quantitative Data

- **Process Measures**
  - How many times did we ask?
  - How many times did we ask WMTY
  - How many opportunities did we have to ask WMTY
  - Number of changes to care plans based on what we learn

- **Outcome Measures**
  - HCAPS
  - Fall Rates
  - # of Patient/Member Complaints
  - Readmission Rates
  - ED Utilization
  - Patient Engagement in Treatment
  - Pain control
Add a question to a discharge survey
  i.e. Automated call back system
    “Did you feel that staff cared about what was important to you during your hospital stay?”
    “Did your care team address what mattered to you during your hospital stay?”

Incorporate a question into Executive Leadership Discharge Rounds

Other ideas?
Why might you or your staff be reluctant to ask WMTY?
Why might asking clients WMTY be beneficial to their care?
Debrief

1. How do you feel?
2. What happened?
3. What did you learn?
4. How does this relate?
5. What if...?
6. What next?
Implementing into Practice
“What do you think matters most to the people you care for?”

For Providers

“What do YOU think matters to the people you care for?”

For Patients/Family

“What matters MOST for you related to your healthcare or your loved one’s healthcare?”

PLEASE SCAN THE BARCODE & ANSWER THE QUESTION
WMTY Toolkit & Resources

MHVC WMTY Toolkit
Online access to videos, stories, a training module & curated WMTY implementation resources

Institute of Healthcare Improvement

Scotland & British Columbia

Implementation Toolkits & Stories of Impact

New Video: How to Get Ready for "What Matters to You?" Conversations
Every clinician and staff member routinely asked—“What matters to you?”—and listened attentively at every encounter with the people they work with and their families.

What would we learn? How would this understanding enhance our ability to develop genuine partnerships with patients, clients, caregivers, and family members?

If care was planned around what matters to each person, what would be the impact?
In Summary

1) Demonstrate how WMTY engages staff to improve the patient experience in multiple care settings

2) Recognize the value of leadership’s application of WMTY to staff

3) Learn how WMTY builds joy in work and inspires partnerships

4) Discuss how WMTY adds efficiency to social determinants of health screening resulting in better linkages to community-based resources