



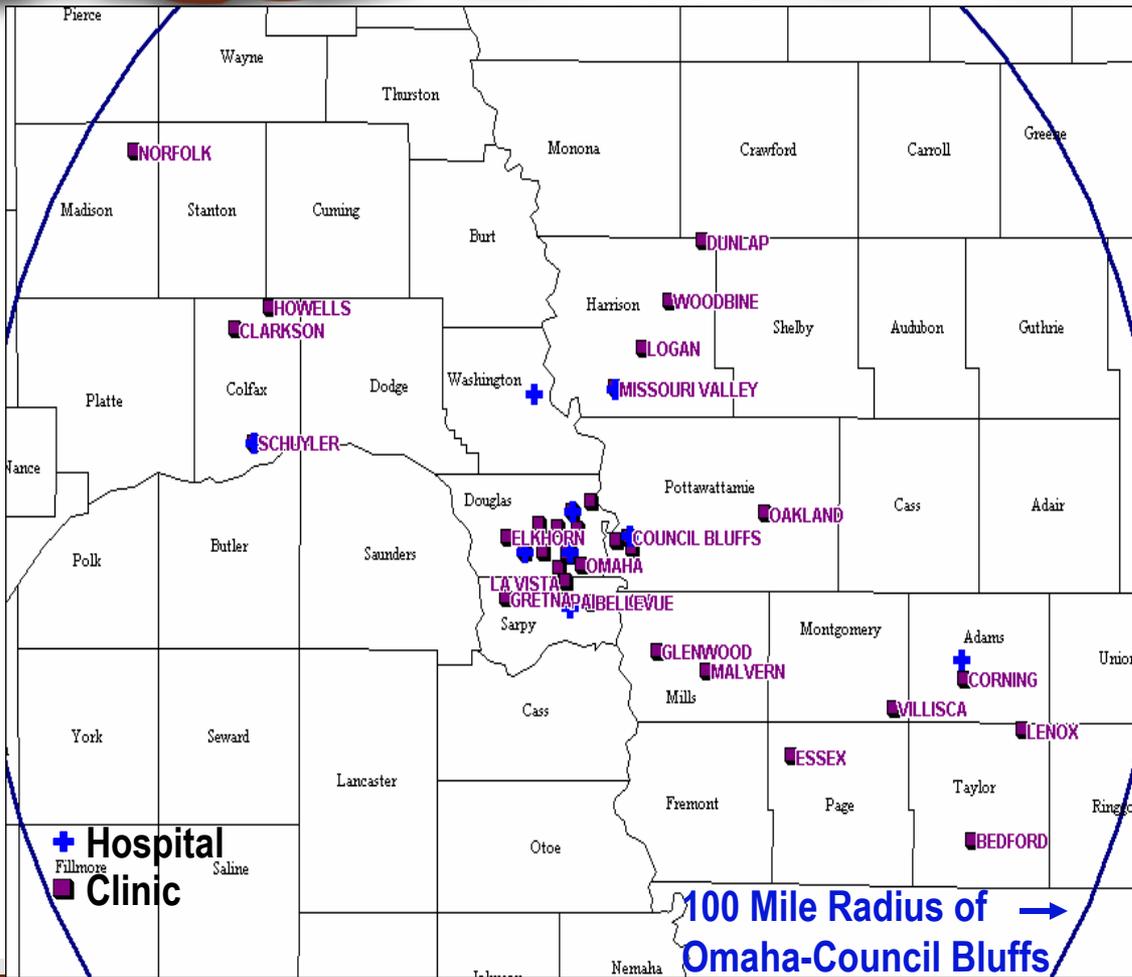
Hospital CAHPS Track

Session: Lessons from High Performing Hospitals: Achieving Patient and Family Centered Care



Presented by
Peggy Strawhecker, Operations Excellence Leader
Alegent Health, Omaha NE

120-year Legacy of Faith-Based, Not-for-profit Healthcare



- **9,144 Employees**
- **100+ Service Sites**
- **Nine Acute-Care Hospitals***
 - 1,394 licensed beds
 - 1,286 physicians on medical staffs
- **Two Long-Term Care/SNFs**
 - 227 licensed beds
- **Home Care**
 - Serving 60 mile radius seeing 1,500 patients per day
- **Alegent Health Clinic**
 - 44 clinic sites
 - 127 physicians
 - 43 mid-levels
 - 564,379 FY08 visits
- **UniNet Network**
 - 1,001 physicians
 - 247 mid-levels

100 Mile Radius of →
Omaha-Council Bluffs

* Includes management and partial ownership of Memorial Community Hospital in Blair



U.S. Department of Health and Human Services

PATIENT EXPERIENCE & PATIENT SAFETY CULTURE
11th CAHPS® & 1st SOPS
USER GROUP MEETING



Faith-based, Mission-driven Healthcare

Faithful to the healing ministry of Jesus Christ, our Mission is to provide high-quality care for the body, mind and spirit of every person. Our commitment to healing calls us to:

Create caring and compassionate environments

Respect the dignity of every person

Care for the resources entrusted to us as responsible stewards

Collaborate with others to improve the health of our communities

Attend especially to the needs of those who are poor and disadvantaged

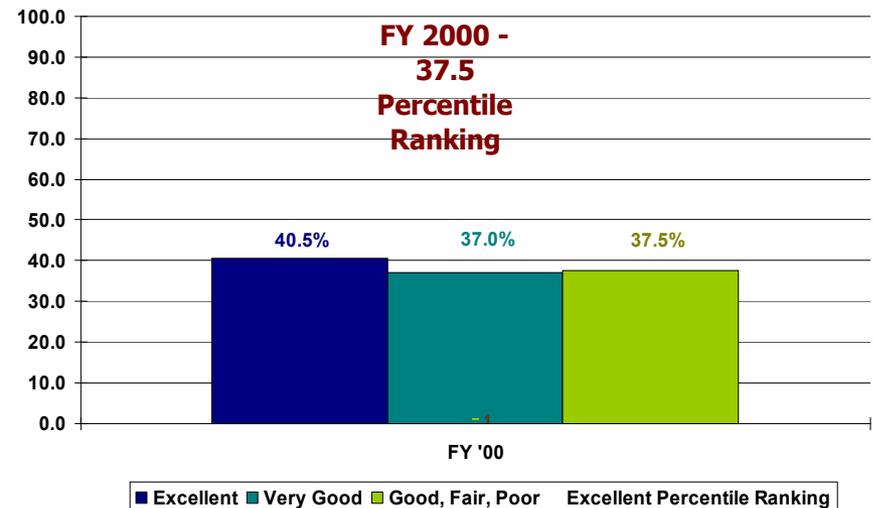
Act with integrity in all endeavors

To achieve this Mission, we pledge to be creative, visionary leaders committed to holistic healthcare in the region.

Alegent Health is sponsored by Catholic Health Initiatives and Immanuel Health Systems and is founded on the traditions of the Sisters of Mercy, Regional Community of Omaha and the Evangelical Lutheran Church in America, Nebraska Synod.

Customer Satisfaction: A Call to Action

- 2000 HEALTHCARE CONSUMER MARKET STUDY
 - Confirmed consumers wanted to experience healthcare as described in our Mission
 - Told us we were below average in providing a satisfactory healthcare experience
- BOARD OF DIRECTORS EXPECTATION
 - Move from the 37.5 percentile ranking to the 90th percentile





Service Excellence Leadership Team 2001-2006

- Led by the president with ‘right’ members and clear focus:
 - Researched best service organizations across a wide-variety of industries, identifying best service practices
 - Set Specific Goals, Monitored and Measured Progress
 - Identified priorities, timelines and develop action plans
 - Provided oversight for action plan implementation
 - Monitored and be accountable for achievement of move from the 37.5 percentile ranking to the 90th percentile
 - Addressed the Barriers That Hinder Providing A Higher Standard of Care
 - Held Leaders and Individuals Accountable for Outcomes



Service Excellence Leadership Team Focused on Culture

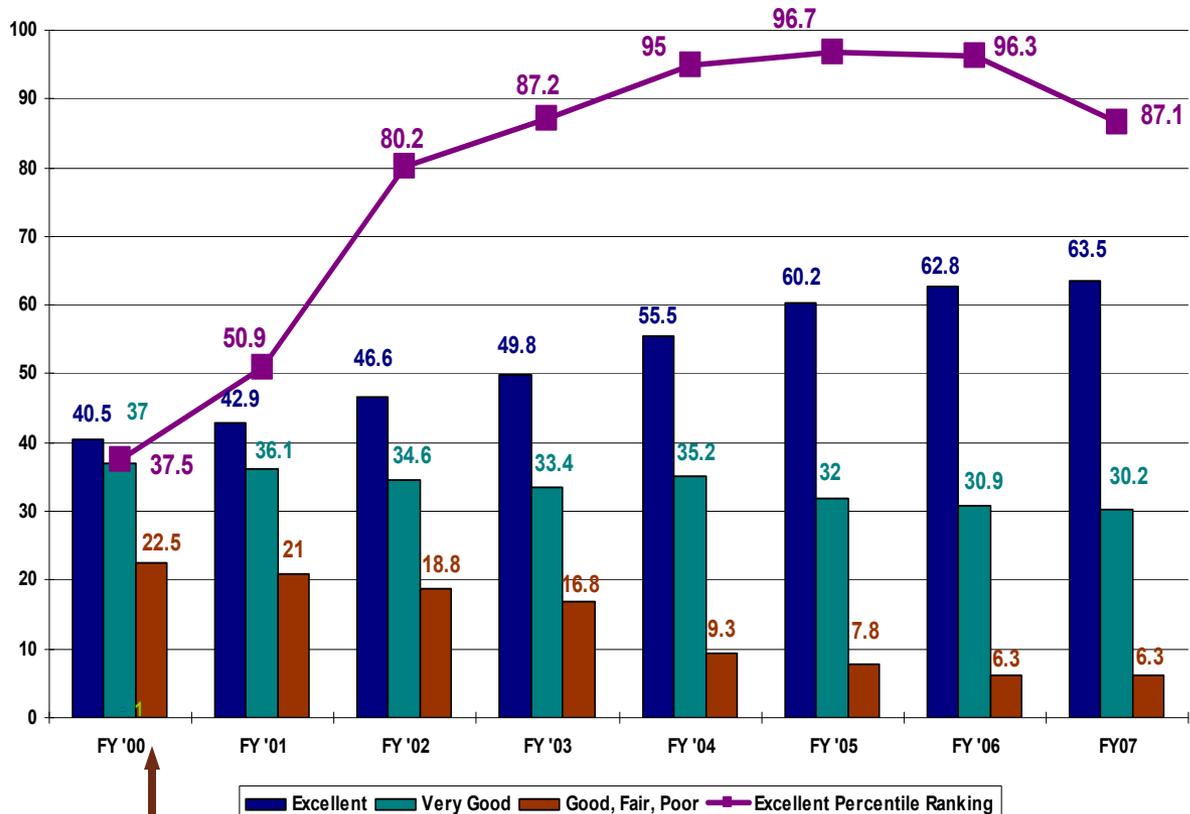
- Connected our Mission Values to a Calling to Serve
 - Commitments
- Aligned Critical Organizational Culture Components
 - HR selection, recognition, performance evaluation linked to Commitments
 - Internal communications all branded & connected to Mission, Vision & Strategic Plan to deliver a consistent message
 - Leaders educated first then provided communication toolkits
 - Employees preferred their leader as primary communication source
 - Leaders key performance indicators, annual compensation and bonus aligned to organization and department/unit goals
 - Commitments communication question on employee survey
 - Patient satisfaction



Service Excellence Leadership Team: Transactional Implementation Activities Examples

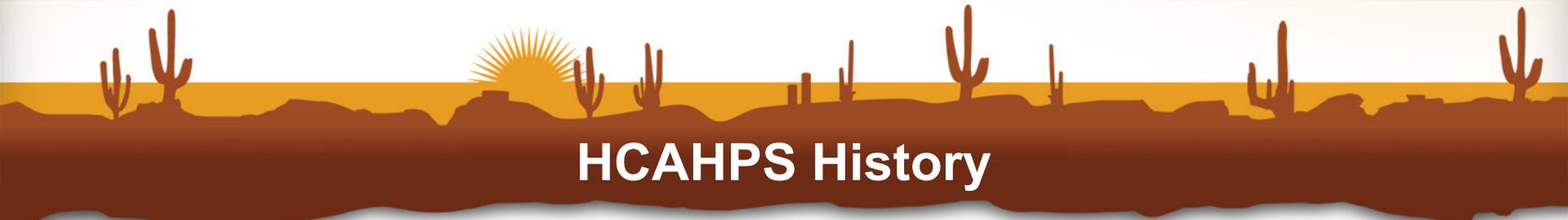
- Employee selection
 - Commitments
 - Behavioral-based interviewing
 - Peer interviewing
- 2-day general orientation
- 1-day hospital culture session
- Leadership development
- AlegentONE Recognition (Our Noteworthy Experiences)
- Clinical professionals wear specific scrub color
- WOW & CARE service model
- Patient rounding
 - Leaders
 - Staff
- Hospital & department service teams
- Patient welcome letters
- Discharge patients calls
- Mission stories published
- Key phrasing, key words
- Lost, damaged patient property response
- Valet parking

FY 2000 - 2007 Patient Satisfaction



Reached goal of ranking above the 90th percentile for percent excellent responses compared to other hospitals.

Service Excellence Leadership Team



HCAHPS History

- While conducting our core traditional inpatient survey
 - Participated in 2006 pilot
 - Participated in October 2006 – June 2007 survey
 - 300 patient minimum interviews for each metropolitan hospital
 - Service Excellence Leadership Team monitored but did not share any results with organization
- Key learning
 - HCAHPS surveying of 300+ discharge patients negatively effected core traditional survey completion targets at the unit level
 - 300 surveys per hospital did not provide enough insight on how patients perceived care at the unit level

Highest Quality Scores In The Nation!!!

- According to the Network for Regional Healthcare Improvement, Alegant Health ranked highest amongst health systems in the nation!

Based on March 2008 Hospital Compare Report: CMS Clinical Quality Data and HCAHPS for September 2006-June 2007

Combined HCAHPS and CMS Quality Ranking

System Performance on CMS Quality Measures: Q3 2006 thru Q2 2007										
System Name	System City	System State	OVERALL HCAHPS and Quality Rank	Number of hospitals	Inpatient days	Combined Quality Score	Combined Quality Score Rank	Combined Weighted HCAHPS Score	HCAHPS Rank	Combined HCAHPS and Quality Rank
Alegant Health	Omaha	NE	1	9	283435	97.0%	2	71.4	6	8
Mayo Foundation	Rochester	MN	2	21	793102	93.9%	9	72.9	5	14
Memorial Healthcare System	Hollywood	FL	3	4	358957	96.6%	3	69.5	23	26
Partners HealthCare System	Boston	MA	4	8	728768	93.0%	19	70.9	8	27
Baylor Health Care System	Dallas	TX	5	7	516964	93.8%	11	69.7	17	28
Baptist Health South Florida	Coral Gables	FL	6	5	361747	95.8%	4	69.0	30	34
Carolinas HealthCare System	Charlotte	NC	7	12	779350	92.8%	22	70.4	13	35
Texas Health Resources	Arlington	TX	8	12	636968	92.2%	27	70.7	10	37
University Health Systems	Greenville	NC	9	6	278285	92.2%	26	70.6	11	37
Baptist Health System	Birmingham	AL	10	4	166190	91.3%	40	77.4	1	41
MedCath, Inc	Charlotte	NC	11	11	146107	91.3%	39	74.5	3	42
OhioHealth	Columbus	OH	12	8	431003	93.7%	12	66.6	31	43
Sisters of Mercy	Chesterfield	MO	13	14	734736	92.9%	20	69.4	26	46
Allina Hospitals & Clinics	Minneapolis	MN	14	12	530157	91.9%	29	69.7	18	47
Baptist Health	Little Rock	AR	15	4	212744	91.2%	42	69.8	15	57
Marian Health System	Tulsa	OK	16	14	531508	91.6%	33	69.4	24	57
INTEGRIS Health	Oklahoma City	OK	17	10	323171	93.4%	17	67.6	41	58
Covenant Health	Knoxville	TN	18	5	245939	90.1%	59	73.8	4	63
OSF Healthcare System	Peoria	IL	19	6	263121	91.7%	32	66.3	35	67
North Mississippi Hith Servs	Tupelo	MS	20	7	312965	89.6%	66	75.2	2	68
Iowa Health System	Des Moines	IA	21	18	562048	92.6%	24	67.0	45	69
Duke University Health System	Durham	NC	22	4	370597	91.5%	34	68.2	36	70
Intermountain Healthcare, Inc	Salt Lake City	UT	23	18	461737	89.7%	62	70.8	9	71
Bon Secours Health System, Inc	Marriottsville	MD	24	15	745168	91.5%	35	66.0	37	72
PeaceHealth	Bellevue	WA	25	6	228217	91.1%	43	66.5	32	75



HCAHPS Monitors Our Patient's Basic Expectations

- In FY08 FULLY EMBRACED HCAHPS survey for all nine hospitals monitoring our patients' minimum experience expectations
 - Goal: master the HCAHPS questions to continue to achieve high levels of satisfaction
 - Added additional questions measuring other experience attributes which our customers expect us to 'get right'
- PATIENT EXPECTATIONS
 - **10 Domains of Care**
 - Care From Nurses*
 - Care From Doctors*
 - Responsiveness of Staff*
 - Pain Management*
 - Communication About Medications*
 - Hospital Facility/Environment*
 - Discharge*
 - Registration
 - Patient Safety
 - Services
 - **2 Overall Rating Questions**
 - Best Hospital OR Worst Hospital Experience Possible?*
 - Recommend to Friends and Family?*

* Includes H-CAHPS Questions



Measuring the Brand Loyalty of Our Patients' Experience

- In FY08 added questions that measure the emotional attachment and loyalty of customers to the Alegant Health brand
 - Gallup Customer Engagement 11-question survey (CE11[©])
- PATIENT ENGAGEMENT (CE11[©])
 - 4 Domains of Emotional Engagement (A8[©])
 - Confidence
 - Integrity
 - Pride
 - Passion
 - 3 Overall Loyalty Questions (L3[©])
 - Satisfaction
 - Return
 - Recommend

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Comprehensively Measuring and Managing the Complexity of our Patients' Experience

- PATIENT EXPECTATIONS
 - 10 Domains of Care
 - Care From Nurses*
 - Care From Doctors*
 - Responsiveness of Staff*
 - Pain Management*
 - Communication About Medications*
 - Hospital Facility/Environment*
 - Discharge*
 - Registration
 - Patient Safety
 - Services
 - 2 Overall Rating Questions
 - Best Hospital OR Worst Hospital Experience Possible?*
 - Recommend to Friends and Family?*
- PATIENT ENGAGEMENT (CE11[©])
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 - Satisfaction
 - Return
 - Recommend

* Includes H-CAHPS Questions

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More Details About Our Inpatient Survey Process

- Asking all patients all questions, whether H-CAHPS eligible or not
- Using a telephone outbound survey methodology
- Interviewing averages approximately 10 minutes in length
- Targeting 48 completed interviews per unit per quarter
- Using the 12-month aggregated mean of the *Overall Rating: Worst/Best Hospital Experience* question to establish mean target
 - Unit targets are calculated to achieve the system-wide mean target
 - Unit targets determine each hospital's mean target
- Reporting available at unit, hospital and system-wide level
- Branding all patient survey internal communication as ***Patients FIRST***



More Initiatives Impacting HCAHPS Domains of Care

- System-wide standardized processes
 - Patient call light response time standards
 - Discharge planning practice
 - Service line and general patient discharge teaching
 - Evidenced-based pain management protocols
- Mission Moments emphasis
- MyStory poster
- Care Partner program
- VoiceCare®
- Hospital engagement/service teams
- Environmental Services process improvements



What we are doing with our HCAHPS data now?

- It's business as usual
 - All leaders are responsible to achieve the unit's mean target
 - Many employees have patient experience SMART goals linked to their annual performance evaluation
 - Unit teams actively implement actions plans and continually monitor performance online, readjusting plans based on quarterly reports and monthly trends
 - No *customer service training* courses offered
- Transparency is the norm
 - Online reports access is given to anyone leaders' request
 - Online access means all data is viewable (any unit/hospital)
 - Patients FIRST results communicated across the system
 - MyAlegent, Newsletter, Email, etc.

What we are doing with our HCAHPS data now?

- The Service Excellence department is responsible for managing the survey process, education and reporting
 - Both the Service Excellence Department and Gallup, our survey partner, are available to assist with Patients FIRST priorities
- The Service Excellence Department produces several special reports:
 - The Patients FIRST At-A-Glance Report summarizes each survey question showing year-to-date patient responses by unit, by hospital and system-wide results to goal

# 5 th RNs Explained Things In A Way You Could Understand (High Importance based on Leverage Analysis)	Mean 1Q	Mean 2Q	Mean 3Q	Mean Apr	Mean May	Mean Jun	Mean 4Q	FY08 Final Mean	FY08 Mean Target Min
BMMC Cardiac	3.82	3.81	3.73	3.85	3.58	3.67	3.67	3.74	3.63
BMMC Diabetes/Medical/Renal	3.69	3.57	3.65	3.38	3.58	3.58	3.55	3.60	3.63
BMMC Jnt Replace Ctr	3.74	3.79	3.92	3.95	3.72	3.77	3.78	3.80	3.63
BMMC Medical & Surgical	3.73	3.62	3.79	3.52	3.71	3.75	3.70	3.70	3.63
BMMC Newborn Intensive Care	3.67	3.83	3.83		3.67	4.00	3.74	3.77	3.63
BMMC Obstetrics	3.86	3.77	3.79	3.72	3.93	3.84	3.84	3.81	3.63
BMMC Oncology	3.59	3.58	3.87	3.44	3.68	3.63	3.63	3.66	3.63
BMMC Orthopaedics	3.85	3.79	3.85	3.81	3.62	3.65	3.68	3.77	3.63
BMMC Pediatrics	3.79	3.80	3.77	4.00	3.82	3.80	3.87	3.81	3.63
BMMC Post Intensive Care	3.71	3.68	3.67	3.88	3.58	3.58	3.60	3.66	3.63
Summary BMMC	3.76	3.72	3.79	3.73	3.68	3.72	3.71	3.74	3.63
IMC Acute Rehab Services	3.55	3.70	3.77		3.78	3.67	3.73	3.69	3.63
IMC Cardiac	3.73	3.79	3.64	3.58	3.83	3.83	3.78	3.75	3.63
IMC Medical & Surgical	3.77	3.88	3.87	3.91	3.67	3.73	3.74	3.81	3.63
IMC Medical & Surgical/Onc	3.44	3.75	3.65	3.57	3.58	3.71	3.63	3.63	3.63
IMC Obstetrics	3.82	3.78	3.81	3.95	3.90	3.80	3.88	3.83	3.63
IMC Post Intensive Care	3.62	3.67	3.71	3.53	3.64	3.67	3.62	3.64	3.63
IMC Spine Center/Orthopaedics	3.70	3.82	3.68	3.60	3.85	3.79	3.76	3.75	3.63
Summary IMC	3.69	3.78	3.74	3.70	3.74	3.75	3.74	3.74	3.63
LKS Medical & Surgical Tele 3F	3.80	3.73	3.89	3.75	3.85	3.83	3.82	3.80	3.63
LKS Medical & Surgical Tele 4F	3.76	3.84	3.74	3.74	3.62	3.72	3.69	3.75	3.63
LKS Obstetrics	3.92	3.89	3.89	3.86	3.87	3.93	3.90	3.90	3.63
Summary LKS	3.82	3.82	3.83	3.78	3.76	3.82	3.80	3.81	3.63
MCB Medical & Surgical/Ortho	3.71	3.68	3.73	3.71	3.55	3.73	3.68	3.70	3.63
MCB Medical & Surgical/Peds	3.60	3.72	3.65	3.83	3.79	3.52	3.69	3.67	3.63
MCB Obstetrics	3.84	3.78	3.95	3.85	3.93	3.73	3.83	3.85	3.63
MCB Post Critical Care		3.88	3.79	3.71	3.73	3.73	3.73	3.76	3.63
Summary MCB	3.71	3.72	3.76	3.79	3.76	3.66	3.72	3.73	3.63
MDL Medical & Surgical 5N	3.67	3.67	3.55	3.33	3.63	3.59	3.57	3.62	3.63
MDL Medical & Surgical 5S	3.70	3.87	3.53	3.93	3.61	3.63	3.38	3.70	3.63
MDL Obstetrics	3.85	3.82	3.91	3.83	3.79	3.77	3.79	3.84	3.63
MDL Post Intensive Care	3.35	3.50	3.86		3.69	3.70	3.74	3.60	3.63
Summary MDL	3.70	3.74	3.70	3.81	3.66	3.67	3.70	3.71	3.63
AH All Inpatient Units	3.74	3.75	3.77	3.75	3.71	3.73	3.73	3.74	3.63

What we are doing with our HCAHPS data now?

- Service Excellence Department produces several reports:
 - Quarterly Inpatient Analysis displays the responses for each survey question
 - Reports are produced for each unit, for each hospital and for the system
 - Each quarterly report provides a thorough picture of how patients experienced their care compared to HCAHPS most recent publicly posted report and Gallup’s database

Question	Location	Leverage Analysis		H-CAHPS			Hospital Compare				Question Response Analysis				Mean & Percentile Rank			Analysis
		HospUnit	High	Priority	NHS†	AH %	Top Box %	#1 & #2	% of #3 & #4	↑ ↓	90th	Actual Q	Quartile	FY08	Unit Summary			
NURSES EXPLAINED THINGS IN A WAY YOU COULD UNDERSTAND	BMMC ALL IN	c	PS	77%	78%	1%					3.62	3.71	4th	3.74	810 units ≥ 90th percentile rank			
	BMMC CARDIAC	c	PS	77%	75%	-2%					3.62	3.67	4th	3.74				
	BMMC DMR	c	PS	77%	69%	-8%	12%				3.62	3.55	3rd	3.60				
	BMMC JRC	c	PS	77%	85%	8%					3.62	3.78	4th	3.80				
	BMMC MS	c	PS	77%	77%	0%					3.62	3.70	4th	3.70				
	BMMC NSIC																	
	BMMC ICU	c	PS	77%	85%	8%					3.62	3.74	4th	3.77				
	BMMC OB	c	PS	77%	87%	10%					3.62	3.84	4th	3.81				
	BMMC ONC	c	PS	77%	70%	-7%				↓	3.62	3.63	4th	3.66				
	BMMC ORTHO	c	PS	77%	77%	0%					3.62	3.68	4th	3.77				
	BMMC PEDS	c	PS	77%	89%	12%					3.62	3.87	4th	3.81				
	BMMC PINS	c	PS	77%	72%	-5%	10%				3.62	3.60	4th	3.66				
	IMC ALL IN	c	PS	77%	80%	3%					3.62	3.74	4th	3.74	616 units ≥ 90th percentile rank			
	IMC CARDIAC	c	PS	77%	82%	5%					3.62	3.78	4th	3.75				
	IMC ICU																	
	IMC MS	c	PS	77%	80%	3%					3.62	3.74	4th	3.81				
	IMC MS/ONC	c	PS	77%	78%	1%	12%				3.62	3.63	4th	3.63				
	IMC OB	c	PS	77%	89%	12%					3.62	3.88	4th	3.83				
	IMC PINS	c	PS	77%	73%	-4%					3.62	3.62	4th	3.64				
	IMC S & O	c	PS	77%	81%	4%					3.62	3.76	4th	3.75				
	LKS ALL IN	c	PS	77%	84%	7%					3.62	3.80	4th	3.81				
	LKS CCU																	
	LKS MS3F	c	PS	77%	86%	9%					3.62	3.82	4th	3.80	313 units ≥ 90th percentile rank			
	LKS MS4F	c	PS	77%	76%	-1%					3.62	3.69	4th	3.75				
	LKS OB	c	PS	77%	92%	15%					3.62	3.90	4th	3.90				
	MCB ALL IN	c	PS	77%	84%	4%					3.62	3.72	4th	3.73				
	MCB ICU																	
	MCB MSO 4F	c	PS	77%	77%	0%					3.62	3.68	4th	3.70	414 units ≥ 90th percentile rank			
MCB MSP 3F	c	PS	77%	80%	3%	10%				3.62	3.69	4th	3.67					
MCB OB	c	PS	77%	88%	11%					3.62	3.83	4th	3.85					
MCB PCC	c	PS	77%	81%	4%					3.62	3.73	4th	3.76					
MDL ALL IN	c	PS	77%	76%	-1%					3.62	3.70	4th	3.71					
MDL ICU																		
MDL MS 5N	c	PS	77%	62%	-15%					3.62	3.57	4th	3.62	314 units ≥ 90th percentile rank				
MDL MS 5S	c	PS	77%	77%	0%					3.62	3.68	4th	3.70					
MDL OB	c	PS	77%	84%	7%					3.62	3.79	4th	3.84					
MDL PINS	c	PS	77%	81%	4%					3.62	3.74	4th	3.60					

What we are doing with our HCAHPS data now?

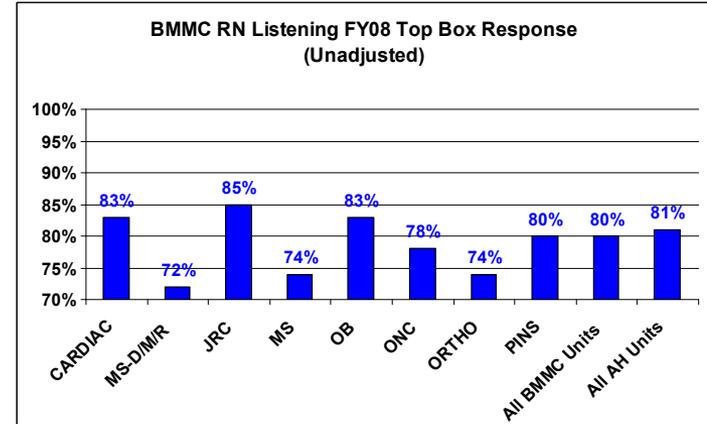
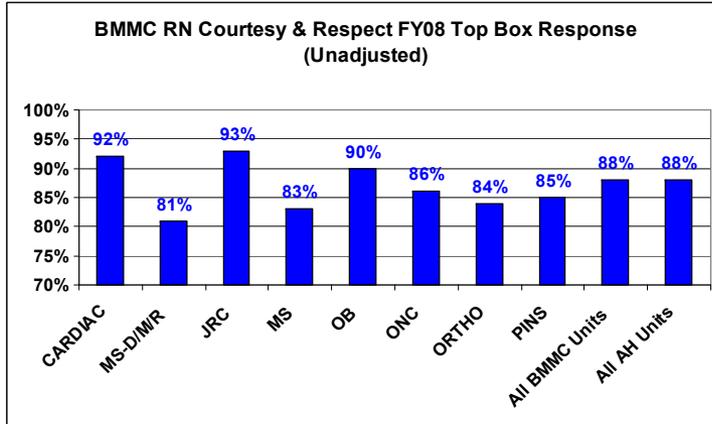
- Service Excellence Department produces several reports:
 - Quarterly HCAHPS Composite Report displays
 - Each hospital and system average of the top box percentages for each Domain of Care and both Overall Ratings
 - Compared to state and national averages
 - Indicating data trends from previous quarterly posted data

Patients FIRST Inpatient H-CAHPS Composites AUGUST 2008 PUBLIC REPORT SURVEY PERIOD OCT 2006 - SEP 2007						Alegent Health System					EQUAL TO OR ABOVE STATE & NATIONAL	
	BMMC	IMC	LKS	MCB	MDL	Nebraska	Iowa	National	MAR '08 POSTING	AUG '08 POSTING		
						OCT '06 - JUN '07			OCT '06	SEP '07		
Communication with Nurses	79%	78%	83%	75%	78%	79%	↔	77%	76%	73%	4/5	4/5
Communication with Doctors	84%	84%	85%	81%	83%	83%	↔	81%	80%	79%	5/5	5/5
Responsiveness of Hospital Staff	62%	62%	64%	60%	67%	63%	↓	68%	65%	60%	0/5	0/5
Pain Management	71%	70%	74%	70%	72%	71%	↔	69%	68%	67%	5/5	5/5
Communication about Medication	63%	59%	60%	58%	62%	60%	↔	60%	60%	58%	3/5	3/5
Cleanliness of Hospital	64%	72%	63%	71%	74%	69%	↔	76%	75%	68%	0/5	0/5
Quietness of Hospital	54%	62%	60%	69%	56%	60%	↔	56%	57%	54%	4/5	4/5
Discharge Information Composite	88%	86%	85%	84%	85%	86%	↔	82%	82%	79%	5/5	5/5
Overall Rating (Worst/Best Hospital)	72%	71%	79%	71%	67%	72%	↔	68%	68%	63%	5/5	4/5
Overall Rating (Willingness to Recon)	75%	73%	82%	75%	68%	75%	↑	73%	71%	67%	4/5	4/5
Survey Numbers =	690	543	491	461	455	2,640						

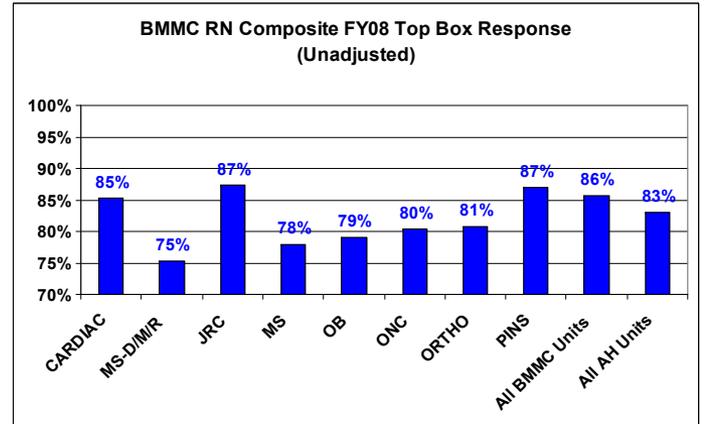
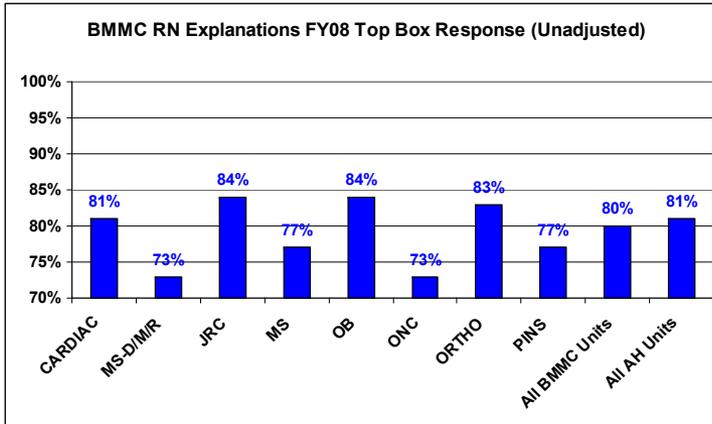
Higher than State & Higher than U.S. average
Equal to State & Higher than U.S. average
Lower than State & Higher than U.S. average
Lower than State & Equal To U.S. average
Lower than State & Lower than U.S. average

↑ Above March 2008 Posting (OCT 2006 - JUN 2007)
↓ Below March 2008 Posting (OCT 2006 - JUN 2007)
↔ Equal to March 2008 Posting (OCT 2006 - JUN 2007)

What we are doing with our HCAHPS data now?



Patients' care experience varies at the unit level!

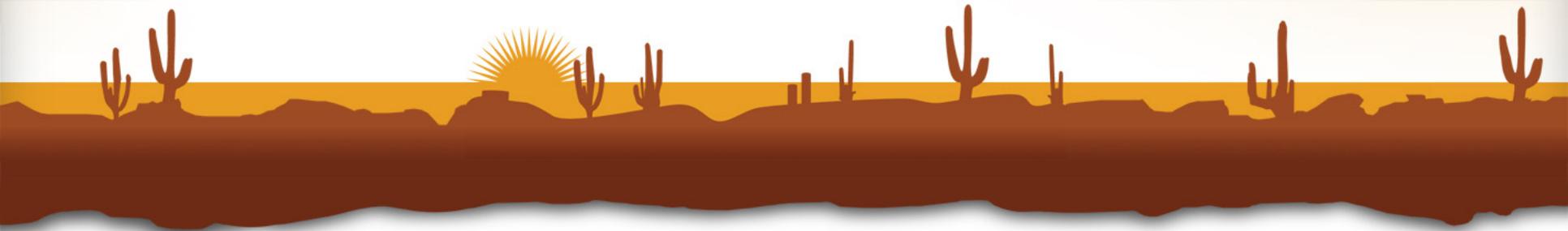


Must address at the unit level!



What we are doing with our HCAHPS data now?

- Using Quarterly and monthly trend analysis to identify
 - What action is required at the unit level
 - Call light response time for many units across the system
 - If hospital-wide action is required
 - Lakeside hospital cleanliness of room and bathroom
 - If system-wide action is required
 - Area around room quiet at night



Lakeside Hospital



Immanuel Medical Center



QUESTIONS?

Bergan Mercy Medical Center



Midlands Hospital



Mercy Hospital

