

Track: Improving Patients' Experiences With Care
Session: Using H-CAHPS To Drive Systemwide Improvements.
Date & Time: April 20, 2010, 2:15 pm
Track Number: CAHPS T2- S3-3



KAISER PERMANENTE®

Kaiser Permanente's Experience with Patient Satisfaction and Service Improvement

PRESENTATION TO: The CAHPS / SOP User Group Meeting

Esther Burlingame, Director, Service Performance and Strategy

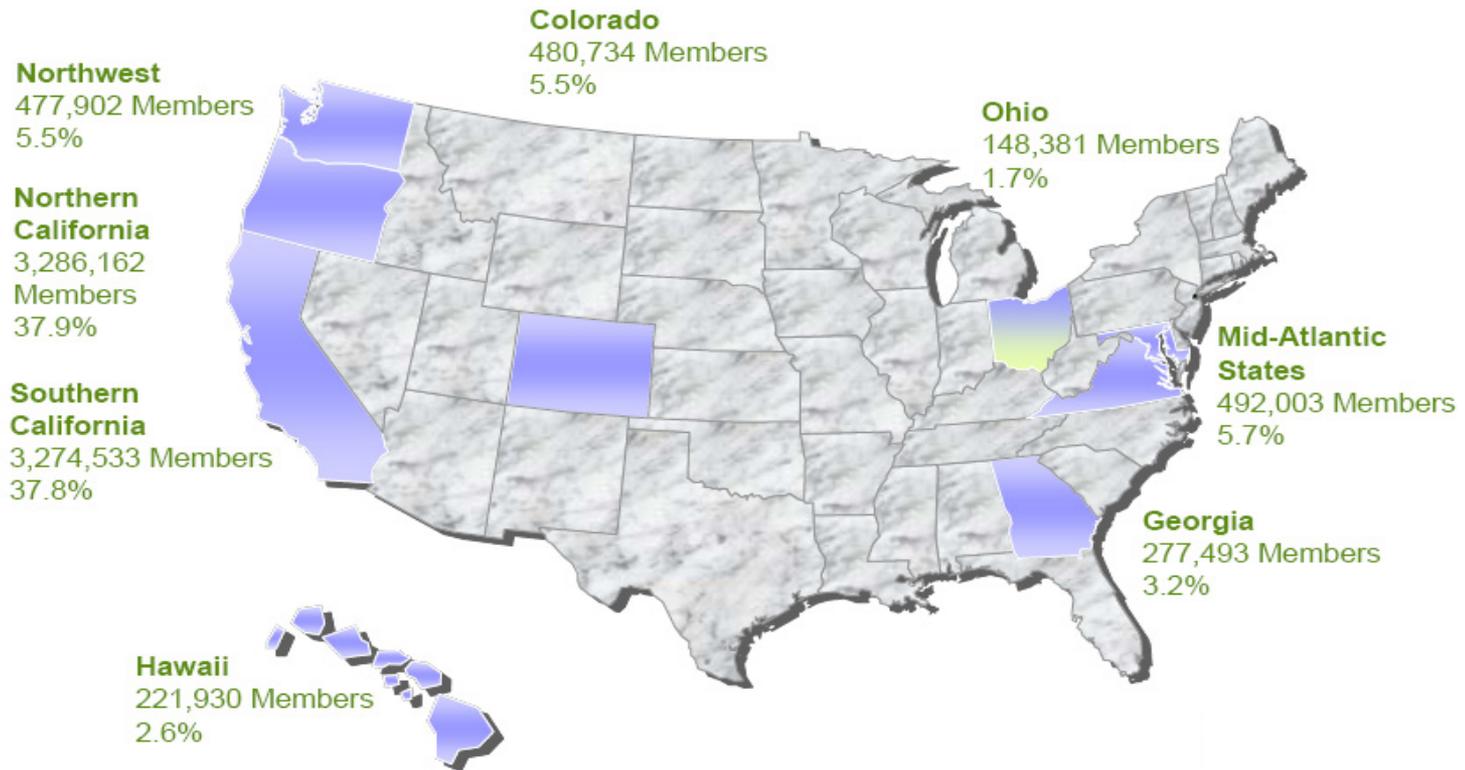
NATIONAL SERVICE QUALITY

making lives better.

Presentation Outline

- Overview of Kaiser Permanente
- Brief history of HCAHPS survey initiative
- Service improvement journey
- Challenges

Our Membership and Geographic Coverage



Membership data a/o 06/30/2007

Kaiser Permanente is a nonprofit organization with 8.6 million members programwide.

Our Facilities and Physicians/Staff

- **Medical Offices: 431**
- **Medical Centers/Hospitals: 36**
 - 13 Southern California, 21 Northern California, 1 Northwest, 1 Hawaii
- **Physicians: ~14,600**
- **Employees: ~167,300**

Our Mission and Values

Kaiser Permanente's mission is to provide high-quality, affordable healthcare services to improve the health of our members and the communities we serve.



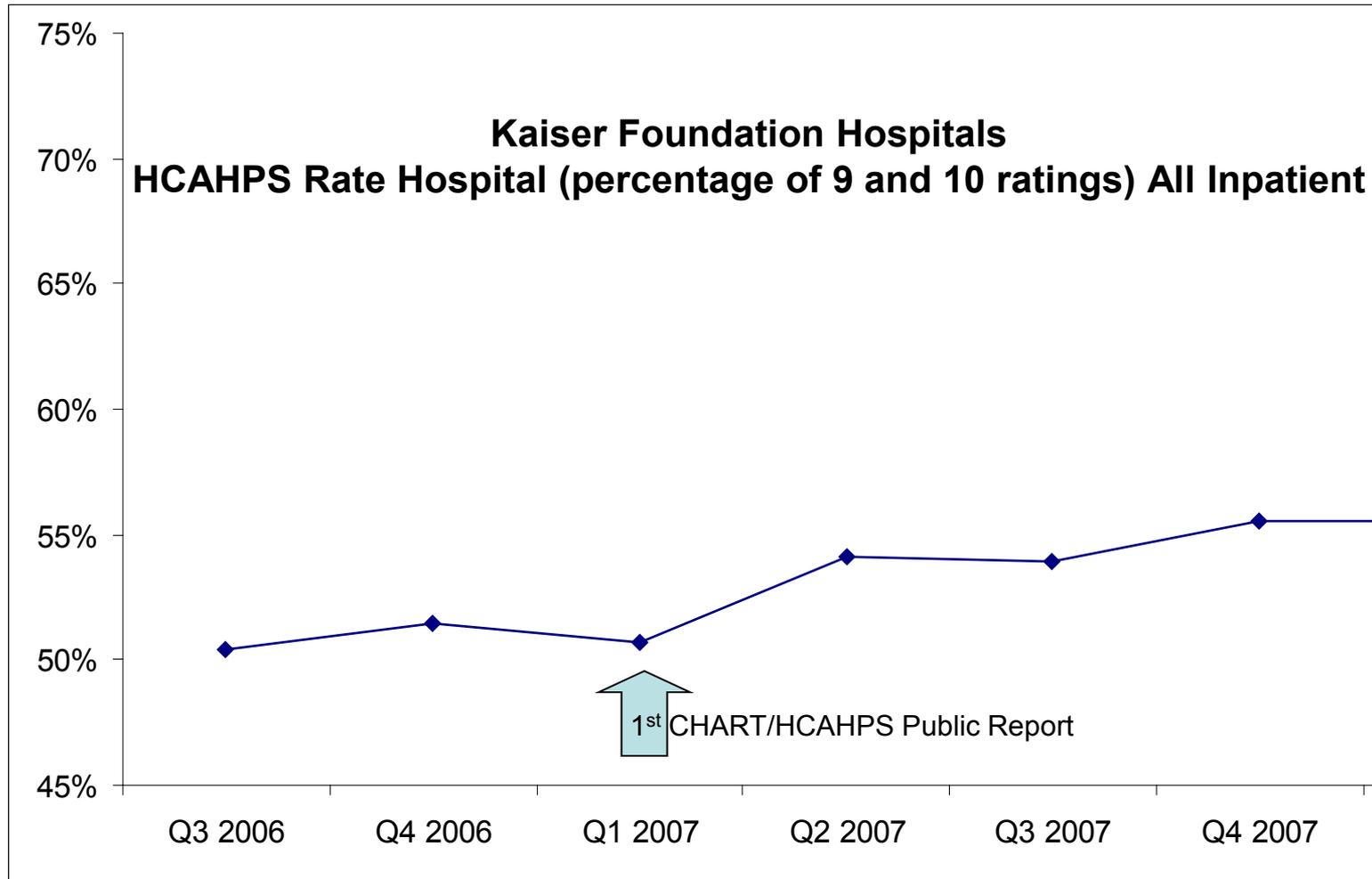
Brief History: Inpatient Focus at Kaiser

- 2001 – PEP-C
- 2005 – Participated as HCAHPS pilot site
- 2006 – Commitment to **census sampling** to be able to provide measurement at the unit level
- 2007 – **Monthly unit level reporting** on website
 - CHART public reporting
- 2008 – Changed vendors
 - CMS public reporting – decision to use national benchmarks

Trends in Health Care

- Three key trends in health care set the stage for our story today
 - Evidence-based medicine movement
 - Being clear about what works and what doesn't work, and why
 - From provider-centered to patient-centered care
 - Increasing importance of patient/customer perspective
 - Value-based purchasing
 - Push for public reporting and pay based on service and quality

HCAHPS Journey - Rate Hospital

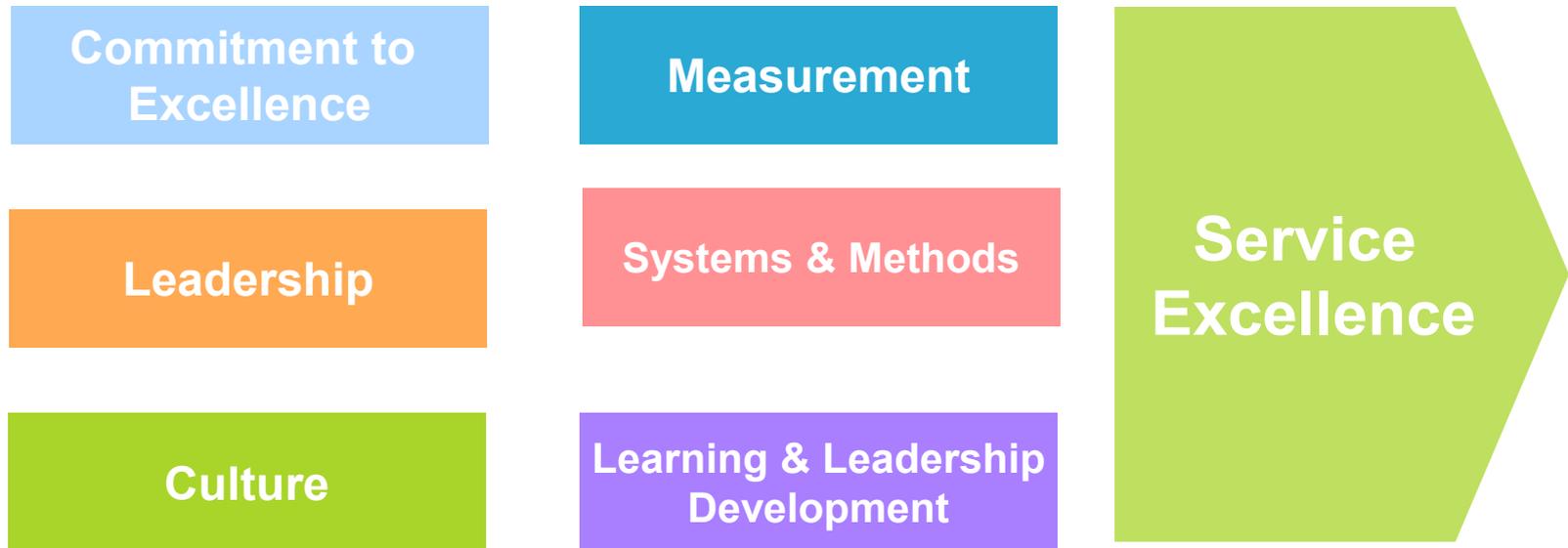


Service Improvement Journey

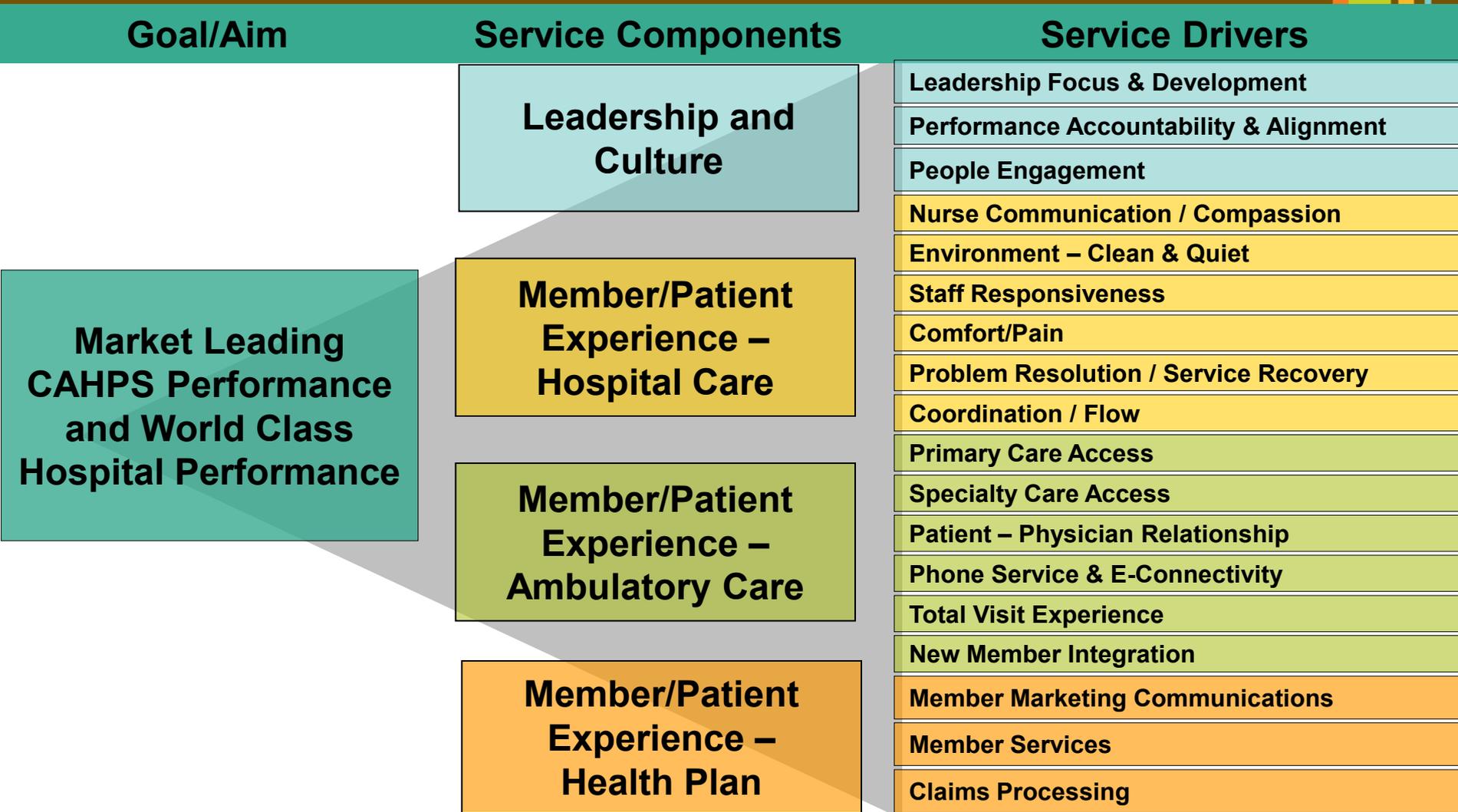
- Commitment to service improvement framework
- Development of evidence-based key drivers
- Aligned goals with measurable outcomes
- Engaged workforce – Unit Based Teams
 - Performance improvement methodology
- Development and deployment of tools and tactics
- Commitment to patient-family centeredness

Service Improvement Framework

Our approach is based on attributes of high-performing organizations and integrates Performance Improvement and Service and Organizational Excellence.



Service Roadmap: Drivers of Service



Hospital Service Key Drivers and Initiatives

Service Component

Key Drivers

Focus Areas & Initiatives

**Member / Patient
Experience –
Hospital / Inpatient**

**Nurse Communication /
Compassion**

**Environment –
Clean & Quiet**

Staff Responsiveness

**Problem Resolution /
Service Recovery**

Coordination / Flow

Comfort / Pain

- **Purposeful Hourly Rounding on Patients**
- Nurse Knowledge Exchange / Care Boards
- Nurse Communication Skills - CARE
- Patient-Centered Relationships
- Culturally Sensitive Care
- Nursing Vision and Values
- **Noise Abatement/“Quiet at Night” Campaigns**
- Environmental Standards Defined
- Housekeeping Communication Tools
- UBT Initiatives – EVS, Facilities, etc.
- **Purposeful Hourly Rounding on Patients**
- Call Light Responsiveness/Phone Systems
- Teamwork: Coordination Across the Continuum
- **Service Recovery Training with A-HEART**
- Manager Rounding on New Admits and Discharges
- **ED Door-to-Floor Throughput**
- Hospital Throughput Initiatives
- MD/RN Bedside (Discharge) Rounds
- Discharge Scheduling/Coordination
- Hand-Off Management Initiatives
- Discharge Phone Calls
- **Purposeful Hourly Rounding on Patients**
- Pain Management Initiatives
- Culturally Sensitive Care

Service and Organizational Excellence Overview

Sequence	<p>Aligned Leadership (launching)</p>	<p>Aligned Culture (engaging)</p>	<p>Aligned Behaviors (standardizing)</p>	<p>Aligned Processes (sustaining)</p>
Timeframe	<p>6 months</p>	<p>6-12 months</p>	<p>12-24 months</p>	<p>ongoing</p>
Tactics	<p>Goal Cascading Accountability</p>	<p>Rounding Recognition Standards Coaching</p>	<p>Communication Skills Patient Rounding Pre- & Post-Calls</p>	<p>Hiring Onboarding Performance Management</p>

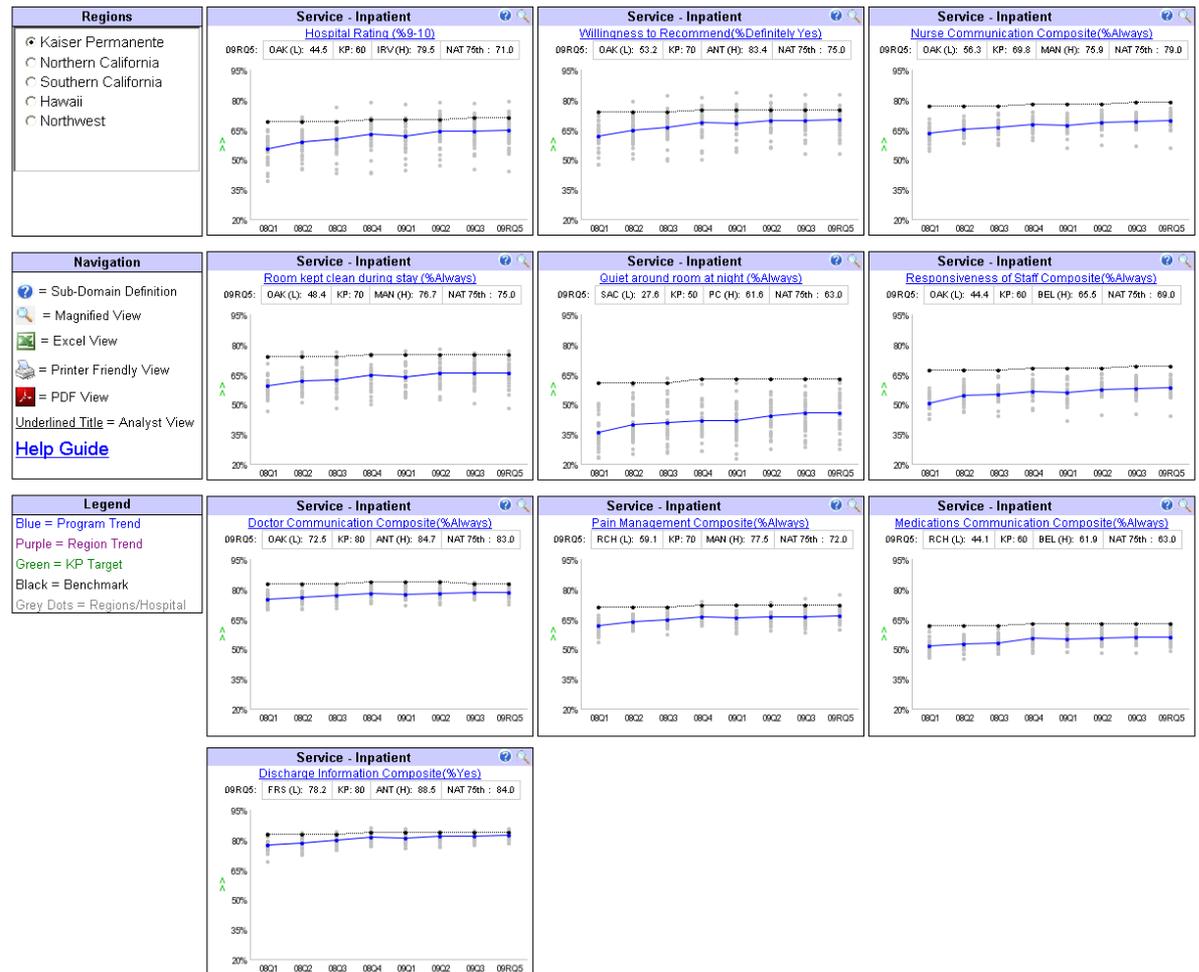
Aligned Leadership and Goals

- Ambitious, challenging goals
 - National 75th percentile
- Cascaded and visible throughout the organization
 - National Senior Leadership
 - Regional Leadership
 - Hospital Leadership to front-line managers and labor partners
- Measure performance at all levels – web-based access to data
- Performance and incentive goals

Increased Transparency

- All 10 HCAHPS Measures
- Top level view shows overall trend
- Dots indicate individual hospital performance
- Goal is to improve performance and decrease variation
- Ability to drill down by region, hospital measure, and compare to national percentiles

Big Q Dashboard - Service Inpatient - Kaiser Permanente Region View



Hospital Service Performance by Region and Medical Center

Performance is trended and reported compared to national percentiles.

**UP TO THE MINUTE DATA
WILL BE PRESENTED**

Using the Voice of the Patient

- Patient comments are transcribed
- Comments are reviewed by unit managers and shared with staff
- Qualitative and quantitative data

...your staff was friendly, helpful as well as professional in every way. We will never forget the kindness of a recovery nurse named Melody. She was everything you would wish a nurse to be...You are to be commended for a team that works well together for the comfort and good of the patient and their family.

Anonymous patient, Los Angeles Medical Center, 10/20/09



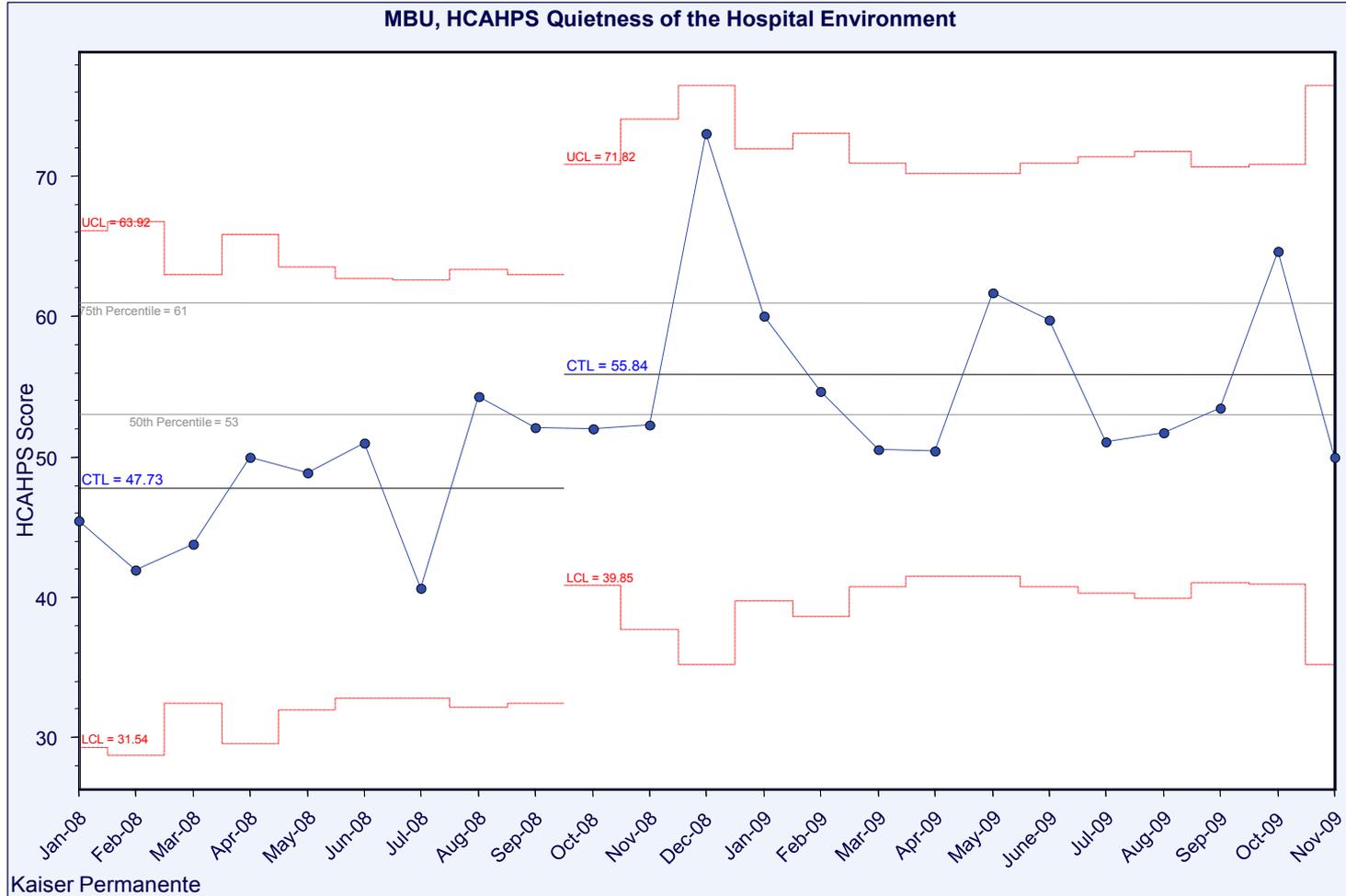
Aligned Culture - Engaged Front-Line Staff

Unit Based Teams

- Engaged front-line staff working on service
- Utilizing performance improvement methodology
- Successful projects include:
 - Quiet at night
 - Cleanliness
 - Nurse communication
 - Pain management
- Spread successful practices



Unit Based Team Measures Performance



Aligned Behaviors – Tools for Change

- **Building Trust & Confidence**

- Focuses on self introduction, handoffs, and “managing up”



BUILDING TRUST
AND CONFIDENCE

- **The Right Words at the Right Times**

- Breaks down the notion of key words into a structured and methodical approach



THE RIGHT WORDS
AT THE RIGHT TIME

- **Communicating with CARE**

C- Connect, A- Ask, R- Respond, E- Educate



COMMUNICATING
WITH CARE

- **Service Recovery with A-HEART**

A- Apologize, H- Hear, E- Empathize, A- Ask, R- Resolve, T- Thank

- Introduces tools and practice for service recovery situations
- Builds confidence in dealing with difficult situations
- Builds patient loyalty



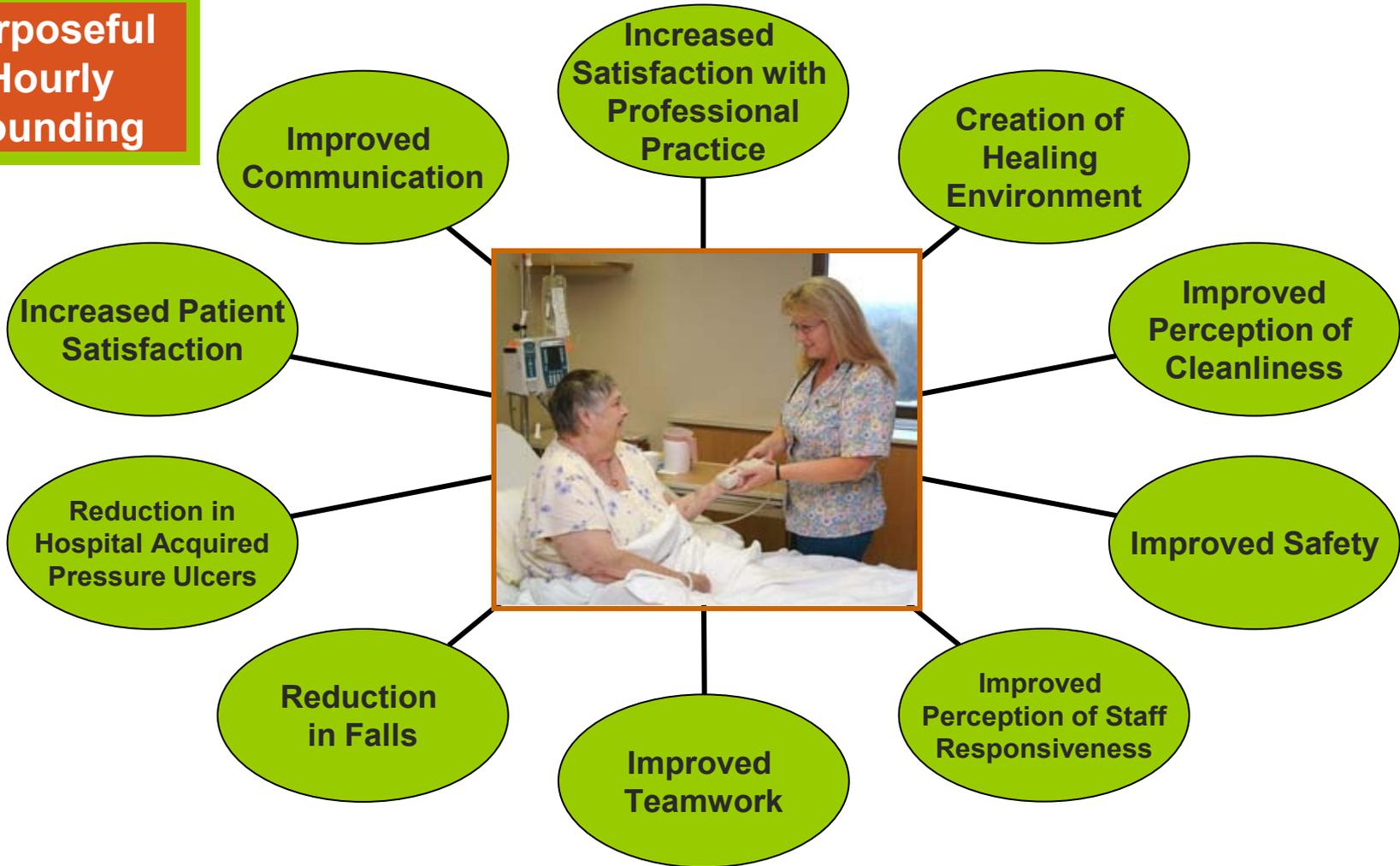
SERVICE RECOVERY
WITH A-HEART

Determining Focus Areas

- All HCAHPS dimensions are important from a quality perspective
- Focus on gaps to external benchmarks
- Pushing scores down to accountable units
- Implement evidence-based practices that impact more than one measure

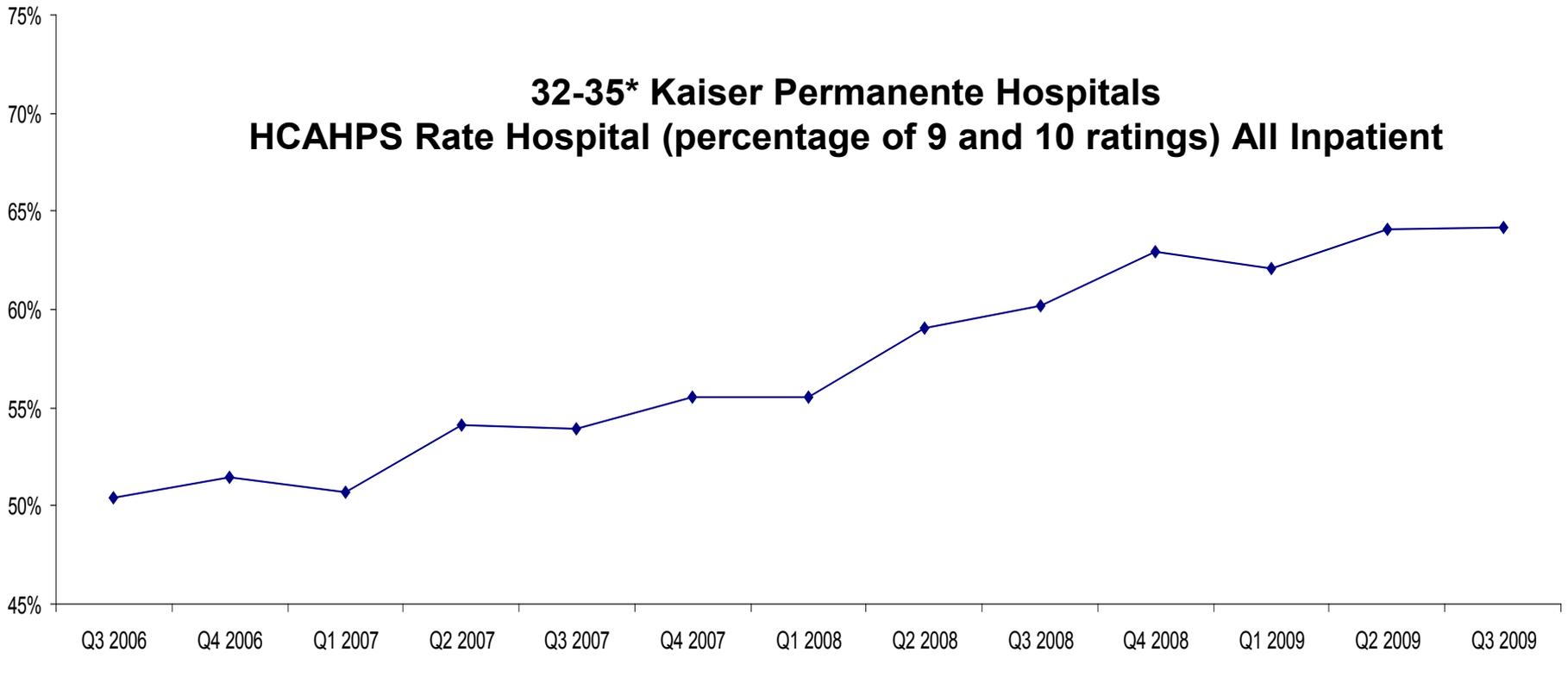
One Practice That Influences Many Opportunities...

**Purposeful
Hourly
Rounding**



HCAHPS Journey - Where We Are Now

32-35* Kaiser Permanente Hospitals
HCAHPS Rate Hospital (percentage of 9 and 10 ratings) All Inpatient



*Number of hospitals has increased from 32 to 35 since 2006

Challenges

- Lack of National Service-line benchmarks
- Public reporting of HCAHPS data
 - Various methodologies
 - *Consumer Reports*
 - CHART
 - CMS

Keys to Success

- Senior leadership commitment to service excellence
 - Census sampling
- Aligned, cascading goals
- Engaged front-line staff
 - Unit level data
- Accountability for outcomes

“Execution is the major job of a leader and must be the core element of an organization’s culture.”

- Bossidy & Charan

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Senior Consultant,
Center for Health Care Analytics

For More Information

Esther Burlingame, MHA
Director, Service Performance and Strategy
National Service Quality
Kaiser Permanente Health Plan

Office 510-267-4219
esther.burlingame@kp.org