Patient First, Always
A Journey Toward Patient-Centered Care

Kathy Leonhardt, MD, MPH
Patient Safety Officer
Medical Director, Care Management
Aurora Health Care
April 2010
Aurora at a Glance

• Private, not-for-profit integrated health care provider
• 14 hospitals
• 1,300 employed physicians (3,400 aligned physicians)
• 155 clinics
• 83 retail pharmacies
• Reference laboratory
• Visiting Nurse Association
• 29,000 caregivers
• 92,000 inpatient discharges
• 2.2 million outpatient visits
• 3.6 million ambulatory care visits
Patient-Centered Care

A collaborative relationship between patient and provider, with effective communication and empowered consumers taking an active role in their care.

Seven dimensions include:

- Respect for patients’ values, preferences
- Coordination and integration of care
- Information, communication, education
- Physical comfort
- Emotional support, alleviation of fear
- Involvement of family and friends
- Transition and continuity

Gerteis, 1993; IOM, 2006

- Models incorporating patient-centered care:
  - Chronic Care Model
  - Shared decision-making
  - Medical home
Patient-Centered Care
Theoretical Frameworks

• Health Belief Model  
  Rosenstock, 1988

• Theory of Reasoned Action  
  Fishbein, 1975
  - Human behavior = attitude + social norms
Patient-Centered Care Outcomes

Evidence that patient-centered care can improve:

- Patient satisfaction
- Engagement in decision making
- Participation in prevention activities
- Better self-management of chronic conditions
- Adherence to medication regimens
- Improvement in patient:provider trust
  - Risk reduction of legal actions
Structure

• Integrated health system
• Patient engagement at all levels of organization
  - Point of care
  - Advisory councils
  - Patient representatives on committees
• Delivery models
  - PCMH
  - Community engagement
    • Parish nursing; free clinics; school-based clinics
• Patient- Centered Medical Home (PCMH)

  “a health care setting that facilitates partnerships between individual patients, and their personal physicians, and when appropriate, the patient’s family.”

  NCQA

  - Three Aurora clinics (18 physicians) received Level 3 recognition (highest level) in 2009

• 2010 Goal

  - 26 additional clinics achieve PCMH Recognition
Process
Tools and tactics

• Culture
  - Leadership support
  - ‘Branding’
  - Alignment with strategic goals

• Education and Tools
  - Staff
  - Patients

• Technology (for providers and patients)
  - Electronic Health record
  - Patient portal

• Policies and Procedures
  - Patient/Family initiated Rapid Response Team
  - Bedside Rounding
  - Huddles
## Process Alignment with Strategic Goals

<table>
<thead>
<tr>
<th>Values Long Term Strategy</th>
<th>Indicator</th>
<th>Intervention</th>
<th>Measure and Methodology</th>
<th>Current State</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Loyalty</td>
<td>Improve communication between: • Caregivers and Patients to Improve patient safety and patient loyalty (IOM, NQF)</td>
<td>Communication tools ▪ SBAR ▪ ICU checklist ▪ Surgical checklist ▪ Disclosure Program ▪ Health Literacy</td>
<td>HOSPITAL Measure: During this hospital stay, how often did nurses/doctors explain things in a way you could understand? Nurses: 4 hospitals in top quartile Doctors: 1 hospital in top quartile</td>
<td>Top Quartile</td>
<td>50th Percentile</td>
<td>25th Percentile</td>
<td>&lt; 25th Percentile</td>
<td></td>
</tr>
<tr>
<td>Caregiver Engagement</td>
<td></td>
<td></td>
<td>BEHAVIORAL HEALTH Measure: Degree to which you were included in the decisions about your care. Methodology: Press Ganey Survey (our patients)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>CLINIC Measure: Degree to which care provider talked with you using words you could understand. Methodology: Press Ganey Survey (our patients)</td>
<td>50 clinics – top quartile 27 clinics – bottom quartile</td>
<td>Top Quartile</td>
<td>50th Percentile</td>
<td>25th Percentile</td>
<td>&lt; 25th Percentile</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>AVNA Measure: In the last 2 months of care, how often did home health providers from this agency explain things in a way that was easy to understand? Methodology: Press Ganey Survey (our patients)</td>
<td>Not available, New survey</td>
<td>50th Percentile</td>
<td>25th Percentile</td>
<td>10th Percentile</td>
<td>&lt; 10th Percentile</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>RETAIL PHARMACY Measure: Pharmacists participate in a health literacy educational presentation. Methodology: TBD</td>
<td>N/A</td>
<td>75% of pharmacists participate</td>
<td>50% of pharmacists participate</td>
<td>25% of pharmacists participate</td>
<td>&lt; 25% of pharmacists participate</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>RETAIL PHARMACY Measure: Completion of AHRQ Health Literacy Staff Survey Methodology: AHRQ Health Literacy Survey</td>
<td>N/A</td>
<td>50% of pharmacies complete</td>
<td>25% of pharmacies complete</td>
<td>10% of pharmacies complete</td>
<td>&lt; 10% of pharmacies complete</td>
</tr>
</tbody>
</table>
Process
Alignment with Strategic Goals

Quality of Care

Human Interactions / Communication

Service

Patient Centered Care

Patient Satisfaction

Patient Loyalty

Aurora Health Care®
Patient Medication List

Aurora Health Care
Memorial Hospital of Burlington
252 McHenry Street
Burlington, WI 53105

NAME:  
DOB:  
Admit/Visit Date: 10/20/2009

Aurora Memorial Hospital of Burlington would like to thank you for allowing us to assist you with your healthcare needs. Here is a list of your current medicines and how to take them. Based on information that we have on file, we have also listed any allergies that are in your medical record. Some of these medicines may be new or were changed during this visit. Carry this list with you, so you have it when you visit your health care provider, pharmacy, or hospital. If you have questions about your medicines or the information below, please ask your health care provider.

PLEASE REVIEW THIS LIST AND TAKE ONLY THOSE MEDICINES LISTED.

Allergies: Oxybutynin, Ditropan XL, hydrochlorothiazide, macrolide antibiotics, penicillins, phenothiazines, sulfa drugs, telmisartan, tetracyclines

Home Medicines

Amiodarone (amiodarone 200 mg oral tablet):  Dose: 200 mg By Mouth every day
[ ] New  [ ] Change  [ ] No Change
Start taking this medication on: 11/06/2009 12:00
Take for
Prescribed By:  
Take next dose at:  

Cholestyramine (Prevalite Packets 4 g/5 g oral powder for reconstitution):  By Mouth 2 times a day
[ ] New  [ ] Change  [ ] No Change
Start taking this medication on: 01/06/2010 09:41
Take for
Take next dose at:  

Diltiazem (Cardizem 30 mg oral tablet):  Dose: 30 mg By Mouth 4 times a day
[ ] New  [ ] Change  [ ] No Change
Start taking this medication on: 11/06/2009 11:58
Take for
Prescribed By:  
Take next dose at:  

Furosemide (furosemide 80 mg oral tablet):  Dose: 80 mg By Mouth 2 times a day
[ ] New  [ ] Change  [ ] No Change
Start taking this medication on: 11/06/2009 12:00
Take for
Prescribed By:  
Take next dose at:  

Medicines continued on next page

CURRENT DATE: 01/15/2010 13:40
TECHNOLOGY

• MyAurora
  - Web-based access to:
    • Physician communications  1,000/mo.
    • Lab results  pilot project with 23 physicians
    • Electronic self-scheduling  1,000/mo.
    • Electronic self-registration:  2,000/mo.
    • Business transactions (billing, registration, insurance processing)  13,000/mo.
Outcomes

• Metrics and evaluations

• Patient Satisfaction Surveys
  - CAHPS: Hospital, Home Health
  - Supplemental patient surveys

• Caregiver Surveys
  - SOPS
  - Employee engagement survey (PULSE)

• Qualitative measures
Outcomes
Accurate Medication Lists (Clinics)

Measuring the Results:
Accurate Medication List

P ≤ .001

63%
AMG Overall

55%

P ≤ .001

72%
Walworth Co. AMG
(Grant Project Sites)

68 Clinics with N charts reviewed
N = 2154  N = 2053

5 Clinics with N charts reviewed
N = 596  N = 594

Accurate clinic medication list defined as: the clinic medication list contains the same list of prescription medications as the patient’s list/bag of prescription medications.
## Outcomes
**Patient Satisfaction scores (Clinics)**

### RESULTS TO DATE

<table>
<thead>
<tr>
<th>Site</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009 pre pilot thru May</th>
<th>2009 post pilot to date</th>
<th>June 2009</th>
<th>July 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMG Twr</td>
<td>89.5</td>
<td>88.4</td>
<td>90.3</td>
<td></td>
<td>6/1 started</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Graph

![Graph showing patient satisfaction scores over time](image)

- **Mean Score**
  - **Mean Score**
    - November 2008: 91.2
    - December 2008: 89.2
    - January 2009: 92.2
    - February 2009: 89.2
    - March 2009: 91.8
    - April 2009: 88.7
    - May 2009: 92.7
    - June 2009: 94.4

- **Discharge/Service Date**
  - November 2008 (n=75)
  - December 2008 (n=58)
  - January 2009 (n=45)
  - February 2009 (n=51)
  - March 2009 (n=73)
  - April 2009 (n=62)
  - May 2009 (n=58)
  - June 2009 (n=54)
  - MTD (n=0)
Outcomes

Patient Satisfaction scores (Clinics)

Pilot Sites

$y = 3.3252x + 31.136$

$R^2 = 0.3211$

$y = 1.9161x + 28.712$

$R^2 = 0.2018$

All Respondents National %tile Ranking

Information the care provider gave you about medications (if any)

Likelihood of your recommending this care provider to others

Linear (Information the care provider gave you about medications (if any))

Linear (Likelihood of your recommending this care provider to others)
Outcomes
Hospital mortality (after Rapid Response Team)

Mortality as Percent of Discharges, APR Risk=3 and 4  Hospital: ASLMC

Percent Mortality (deaths/discharges)

Quarters

<table>
<thead>
<tr>
<th>Quarters</th>
<th>05q1,2</th>
<th>05q3,4</th>
<th>06q1,2</th>
<th>06q3,4</th>
<th>07q1,2</th>
<th>07q3,4</th>
<th>08q1,2</th>
<th>08q3,4</th>
<th>09q1,2</th>
</tr>
</thead>
<tbody>
<tr>
<td># Deaths per quarter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>309</td>
<td>327</td>
<td>287</td>
<td>300</td>
<td>311</td>
<td>299</td>
<td>332</td>
<td>269</td>
<td>303</td>
<td></td>
</tr>
<tr>
<td># Discharges per quarter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3132</td>
<td>3209</td>
<td>3993</td>
<td>4078</td>
<td>4336</td>
<td>4197</td>
<td>4683</td>
<td>4454</td>
<td>4838</td>
<td></td>
</tr>
</tbody>
</table>

Run Date: 11AUG09

Aurora Health Care®
Outcomes
Employee Engagement and Safety Culture

Aurora Health Care - AHRQ Safety Survey and Employee Pulse Survey, November 2008
AHRQ Safety y-axis, Pulse x-axis by Job Category, Correlation p<0.001

Overall Perception of Safety

--Employee Engagement

AJ Anderson, MStat, Report date: 22Jan09
Outcomes
Clinical Caregiver Surveys

“He said it all!”

“His message was powerful.”

“It was eye-opening to hear the perspective of the support partner.”

“Her message NEEDS to be heard by a wider audience!”

“I will be more responsive to my patients.”
Challenges
Patient-centered care

• Definition
  - What IS it?
  - Does it really make a difference?

• Old habits die hard
  - for providers AND patients

• Survey strength
  - An accurate reflection of patient-centered care?
  - Actionable questions?

• Operationalizing a ‘concept’
  - Large system
  - Alignment with other strategic goals and initiatives