

EMPOWERING ALL COLLEAGUES TO BE CAREGIVERS

**PATIENT EXPERIENCE AT LAHEY
HOSPITAL & MEDICAL CENTER**

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What is Patient Experience?

Moving from a conceptual framework toward an organizational mission

Defining Patient Experience

A Call To Action

The Reality: Healthcare causes unnecessary suffering

The word patient comes from the Latin word, *patior*, meaning *to suffer or bear*.



The Antidote to Suffering: Compassion

The word compassion originates from the Latin words, *pati* and *cum*, which together mean *to suffer with*.

First we shape our language, then our language shapes us.

Defining Patient Experience

A Call To Action

Unavoidable Suffering

Unavoidable suffering manifests in two ways - suffering associated with disease, and the suffering that results from its treatment.

Though these two types of suffering may be *unavoidable*, they are *not untreatable*. Addressing them constitutes the agenda for most interactions between patients and clinicians.



Avoidable Suffering

Suffering that arises from dysfunction within healthcare delivery — a type that patients do not anticipate, but that is often accepted by care givers as “part of life.”

Defining Patient Experience

A Call To Action

Unavoidable Suffering

- Post-op pain
- Discomfort resulting from tests or treatment
- Medication side effects
- Radiation burns
- Trauma or Illness-associated pain
- Loss of function
- Physical changes resulting from disease or treatment



Avoidable Suffering

- Hospital-associated harm or injury
- Confusion or anxiety
- Loss of identity
- Lack of inclusion in decision making
- Loss of dignity
- Loneliness or isolation

Lee, T., Mylod, D. (2013). "A Framework for Reducing Suffering in Health Care" Harvard Business Review

Defining Patient Experience

A Call To Action

What does suffering feel like?

Did I consent to this?
Will it hurt?
Did anyone hear my concerns?
How will I pay for this?
I feel like they're judging me.
I tried to speak up, but no one listened.
They talk at me, not to me.



The patients who touch us, whose stories become burned into our memories - for better or worse - help us to understand what addressing suffering means.

Defining Patient Experience

Understanding Patient Expectations

Understanding What Really Matters

Patient experience encompasses the **key interactions** that patients have with the healthcare system. Patient experience, tantamount to care quality, encompasses the most valuable aspects of healthcare delivery:

- Timely and coordinated care
- Affordability and price transparency
- Access to information
- Relationship-based care with and among their providers
- Respect, dignity, and personhood
- Safe and effective care

Always events represent the aspects of the care experience that are so important they must be performed consistently for ***every individual, every time.***

Defining Patient Experience

LHMC's Patient Experience Mission

Purpose Manifests Through Mission

Lahey Hospital & Medical Center is committed to fulfilling its mission to achieve the best possible outcome and experience for every patient by building an organizational infrastructure around the values and care delivery processes that promote patient-centered care.

- Creating a ***cultural framework*** for patient experience
- ***Engaging*** patients as partners
- Aligning ***care delivery*** with our patients' values and expectations
- Pursuing effective and respectful ***communication***

Mission: To empower ***all*** colleagues to be caregivers

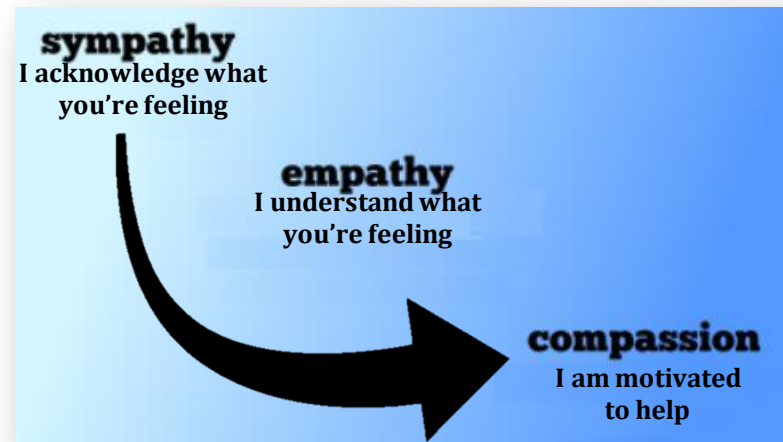
How is Patient Experience measured?

Gathering direct feedback allows us to measure our commitment to patients and families

Measuring Patient Experience Survey Data & Reporting

Though we are surrounded with disease, we don't always know what it means to be sick.

Measuring our patients' experience allows us to see, feel, and understand another's suffering – **empathy** – and feeling empathy is what motivates us to respond with **compassion**.



Compassion does not cure disease, but it changes the way patients experience disease.

Measuring Patient Experience Survey Data & Reporting

Lahey Hospital & Medical Center's patient experience surveying and reporting are conducted by Press Ganey, the nation's largest survey vendor.

Utilizing a large vendor provides robust benchmarking data, allowing us to gain comparative information from regional and national facilities of like-size, specialty, and type.



Measuring Patient Experience

Survey Data & Reporting

Survey Domains

Reflect the myriad of patient touch points

Admission/Arrival
Facility/Environment
Nurses/Care Team
Response of Hospital Staff
Doctor/Provider
Test & Treatment
Communication about Medication
Communication about Pain
Family & Visitors
Personal/Insurance Information
Personal Issues
Discharge Information
Care Transitions
Overall Assessment

Survey Types

Survey types vary by care setting

Inpatient & HCAHPS
Emergency Department
Ambulatory Surgery
Outpatient
Medical Practice & CGCAHPS



Measuring Patient Experience Quantitative Survey Data

Press Ganey

Questions are rated on a scale of satisfaction.

Very Poor → Poor → Fair → Good → **Very Good**
1 2 3 4 5

Consumer Assessment of Healthcare Providers and Systems (CAHPS)

Questions are rated on a scale of frequency.

Never → Sometimes → Usually → **Always**

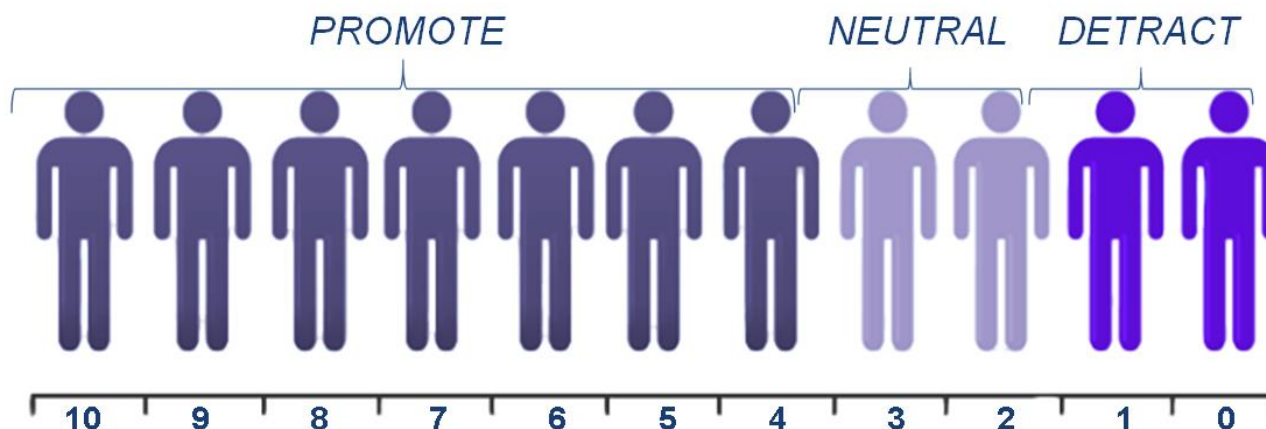
- Both scored using a Top Box methodology - the percentage of respondents who select the best possible rating
- HCAHPS publicly reported on ***[hospitalcompare.gov](https://www.hospitalcompare.gov)***
- Payers have linked patient experience measures to financial penalties and incentives in the form of Pay For Performance

Measuring Patient Experience

Quantitative Survey Data

Organizational Patient Experience Goals

Measuring a combination of **actionable** and **global** performance indicators allows us to understand the impact that the key drivers of care have on patient loyalty and overall rating of the hospital.



Measuring Patient Experience

Qualitative Survey Data

Additional Survey Benefits

Patients have the ability to provide direct feedback in the form of patient comments in addition to numerical ratings. LHMC receives around 30,000 qualitative items annually in the form of patient comments and letters.



Deriving more global insights about thematic care delivery failures from patient comments is key to identifying learning opportunities to proactively prevent service failures.

Patient Feedback

What can we learn about suffering?

What kind of lasting impact will we leave with patients?

Father had doctor many years ago and was not satisfied with his treatment. This creates some doubt in my mind.

I would and have recommended certain departments but also have told others to seek ER needs elsewhere if it was possible.

Does our demeanor & attitude affect our patients?

Once on a call button, I overheard someone say, "she's becoming a pain."

Do we preserve our patients' dignity?

I couldn't go to the bathroom by myself one time I rang for the nurse 3 times and I went to the bathroom all over myself and the floor. I have never been so embarrassed in my life. I cried.

Needed bedpan, had to pee in johnny & defecate in bed, nurse's attitude not professional, get in & out, more attention to their wow - computers.

Did this patient feel safe and cared for?

I have PTSD and need a knock on the door, then a pause. There was ONE NURSE who kept bursting in without knocking even after I asked her to, and she startled me every time and seemed offended when I jumped/gasped awake. I was mad.

What happens when we engage patients in their care?

Every visit, over 12 now, has been consistently wonderful & addressed my TOTAL well-being while targeting specific issues. I am SO encouraged & empowered to take my lessons/guidance to next level ON MY OWN.

Does our demeanor & attitude affect our patients?

The anesthetist was so attentive that I felt so safe in her care.

Every member of staff made my stay there comfortable and I have anxiety and never felt it there.

The staff was very professional and competent. They a bad situation bearable.

Staff had universal good attitude which reinforced my confidence in care.

Does our communication advance understanding & healing?

Dr. Esakof is a very knowledgeable, caring, compassionate provider. He takes his time explains things and...you understand. He takes the time to discuss your plan of care (and why it was chosen) with... in words that you can understand. I recently recommended Dr. Esakof to a friend. Because of the level of care he provides.

Dr. Collins went above & beyond to make sure I understood my medical issue. She is kind approachable, talented & caring. Excellent!!

How can I support Patient Experience?

Culture starts with the right people

Improving Patient Experience Culture Derived From Our Values

Lahey Hospital & Medical Center's Standards of Behavior

Service excellence provides the building blocks for understanding of the organization's identity, enhancing our ability to contribute to the organization's culture and mission.

Collective purpose manifests through a shared understanding of the organization's values.

RESPECT



excellence

Caring

Improving Patient Experience Culture Derived From Our Values

What does respect mean to you?

- Acknowledge people and introduce yourself
- Use the patients preferred name
- Speak to patients, not at them
- Keep patients and visitors informed
- Be courteous and polite
- Speak to patients in their preferred and/or native language
- Ask permission
- Apologize
- Say thank you



Improving Patient Experience Culture Derived From Our Values

Example: Utilizing a Communication Framework

First we shape our language, then our language shapes us.

- Represent the “must haves” that will help staff develop deep connections with patients.
- Developed by staff for staff.
- Staff encouraged to modify them to make them feel more personal.



Service Excellence Standards	Staff Response
Acknowledge & Assessment	
Acknowledge/Introduce Hello, <u>patient's preferred name</u> , this is <u>your name</u> , how may I help you?	
Actively Listen What I heard you say is <u>repeat patient's request back to them</u> , is that correct?	
Follow Up: Can you tell me a little bit more about your request? (if needed, ask probing questions to clarify request)	
Duration/Explain Okay, we're happy to help you. This might take a few minutes. Are you able to wait?	
Thank Thank you, I'll let your care team know what you need. Is there anything else I can do for you?	
 If the patient's need cannot be heard/understood, walk to the patient's room and speak to patient.	
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Improving Patient Experience Culture Derived From Our Values

What does caring mean to you?

- Comfort patients when they're upset
- Recognize concern and spend a little extra time
- Greet people with kindness and a smile
- Consider their needs as a person, not just a patient
- Get to know people – build relationships
- Listen first, talk second
- Show empathy
- Be present



Improving Patient Experience Culture Derived From Our Values

What does excellence mean to you?

- Keep patients, visitors, and colleagues safe
- Be consistent
- Strive to always do better
- Take responsibility for mistakes
- Do the right thing, even when it's hard
- Never stop pursuing a higher bar

excellence

Improving Patient Experience Culture Derived From Our Values

What does teamwork mean to you?

- Treat patients as partners
- Ask for help when you need it
- Help others when they ask
- Actively listen to ideas and opinions
- Recognize each other's unique and important contribution to patient care
- Show reciprocal altruism
- Teach and be willing to learn



Questions?