

**HAWAII HEALTH
INFORMATION CORPORATION**
Hawaii's source of healthcare data

PRESS GANEY
PARTNERS IN IMPROVEMENT™

2009 Annual Member Meeting Patient Satisfaction Results & Opportunities

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Why improve patient satisfaction?

*Improving patient satisfaction
improves quality of care and
improves your bottom line.*

The Evidence for Patient-Centered ROI

	OUTCOME	LR	RCT	CCS	CS	CSS	DS	Case Series	Case	EVIDENCE AGAINST
	QUALITY OF CARE									
	Clinical Quality (as measured by various health outcomes)	4	6	5	7	3	9	-	-	-
	Compliance	1	3	2	3	2	3	-	-	1 CS *
	TOPLINE (REVENUE)									
	Loyalty	2	-	1	6	1	29	-	1	-
	Volume	1	-	1	-	1	6	-	5	-
	Physician Satisfaction	-	-	-	-	1	2	-	2	-
	Patient's Trust in Provider	-	-	-	-	-	2	-	-	-
	Retention	-	-	-	-	-	1	2	7	-
	Employee Satisfaction	-	-	-	1	-	-	-	6	-
	BOTTOMLINE (EXPENSES)									
	Reduction in Expenses	-	-	-	1	-	2	1	6	1 DS (unit costs went up during short-term study)
	Reduction in Length of Stay	-	-	-	-	-	-	-	4	-
	Reduction in Complaints	-	-	-	-	-	-	2	4	-
	Reduction in Malpractice Claims	-	-	-	2	-	5	1	2	-
	Direct Measures of Financial Performance	-	-	-	-	-	4	2	17	-
	TOTALS									
	QUALITY OF CARE	5	9	7	10	5	12	-	-	-
	TOPLINE (REVENUE)	3	-	2	6	3	40	2	21	-
	BOTTOMLINE (EXPENSES)	-	-	-	3	-	11	6	33	1 DS

**Types of Research Studies:
Evidence-Based Hierarchy**

(LR) Literature Review

(RCT) Randomized Controlled Trials

(CCS) Case Control Study

(CS) Cohort Study

(CSS) Cross-Sectional Study

(DS) Descriptive Study

(Case Series) Case Series

(Case) Case Report

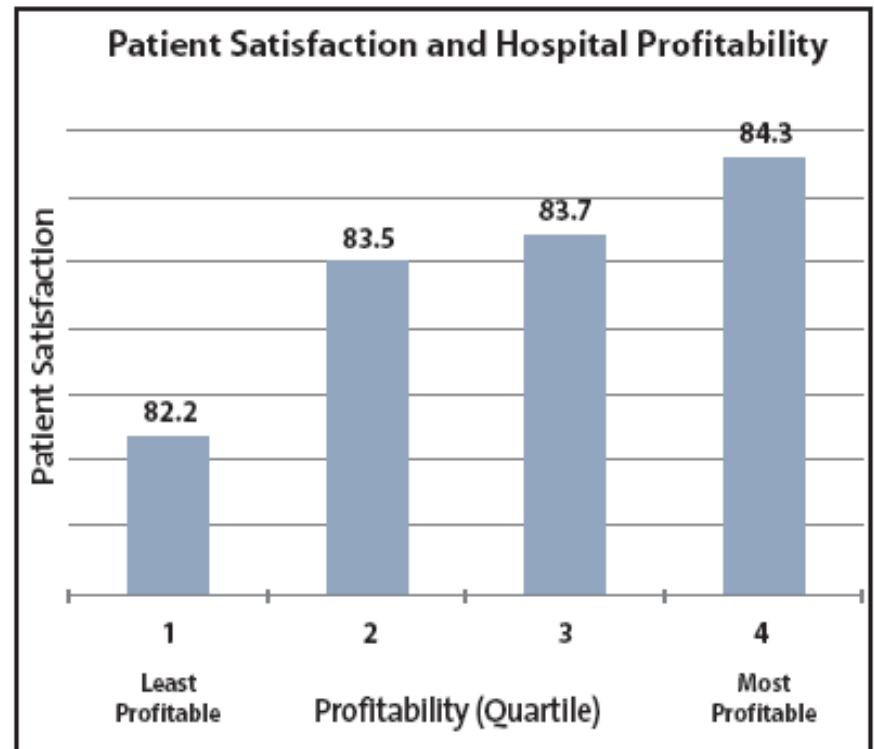
* The overall study supports the connection between satisfaction and compliance as multiple measures of satisfaction were related to compliance among different types of patients - only among heart patients did certain measures of satisfaction and compliance fail to correlate positively. Considering the overall conclusion of the study leads us to exclude it from the overall total for "evidence against."

ROI: Increasing Profitability

The most profitable hospitals have the highest satisfaction scores on average.

The least profitable hospitals have the lowest scores.

Bottom line, average hospital profitability increases with patient satisfaction.



Why Improve Patient Satisfaction?

Value Based Purchasing!

- 2-5% of DRG payments withheld with Hospitals being awarded points to earn back their withheld payments.
- Earn *Attainment Points* based on your *current* national percentile rank on HCAHPS measures.
- Earn *Improvement Points* based on how your *current* national percentile rank has improved since last year.
- Most *conservative* estimate is that VBP could cost a low scoring hospital with IPPS reimbursement of \$55M, about \$820,000 annually

Five Stages of Data Usage

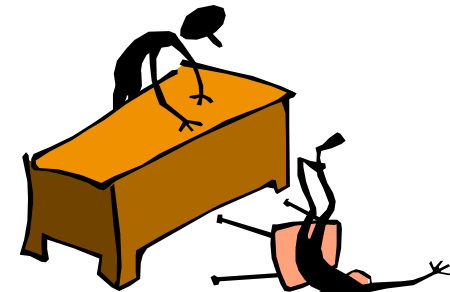
1. Deny It



2. Ignore It



3. Kill The messenger





**4. Accept
It**



**5. Use
It**



Hawaii's HCAHPS Data: More Opportunities to Improve

- **Lowest state average on HCAHPS Rate Hospital Overall Question** 
- **Lowest state average on HCAHPS Likelihood to Recommend question** 

How might Hawaii's ethnic groups impact scores

National Data

Rating

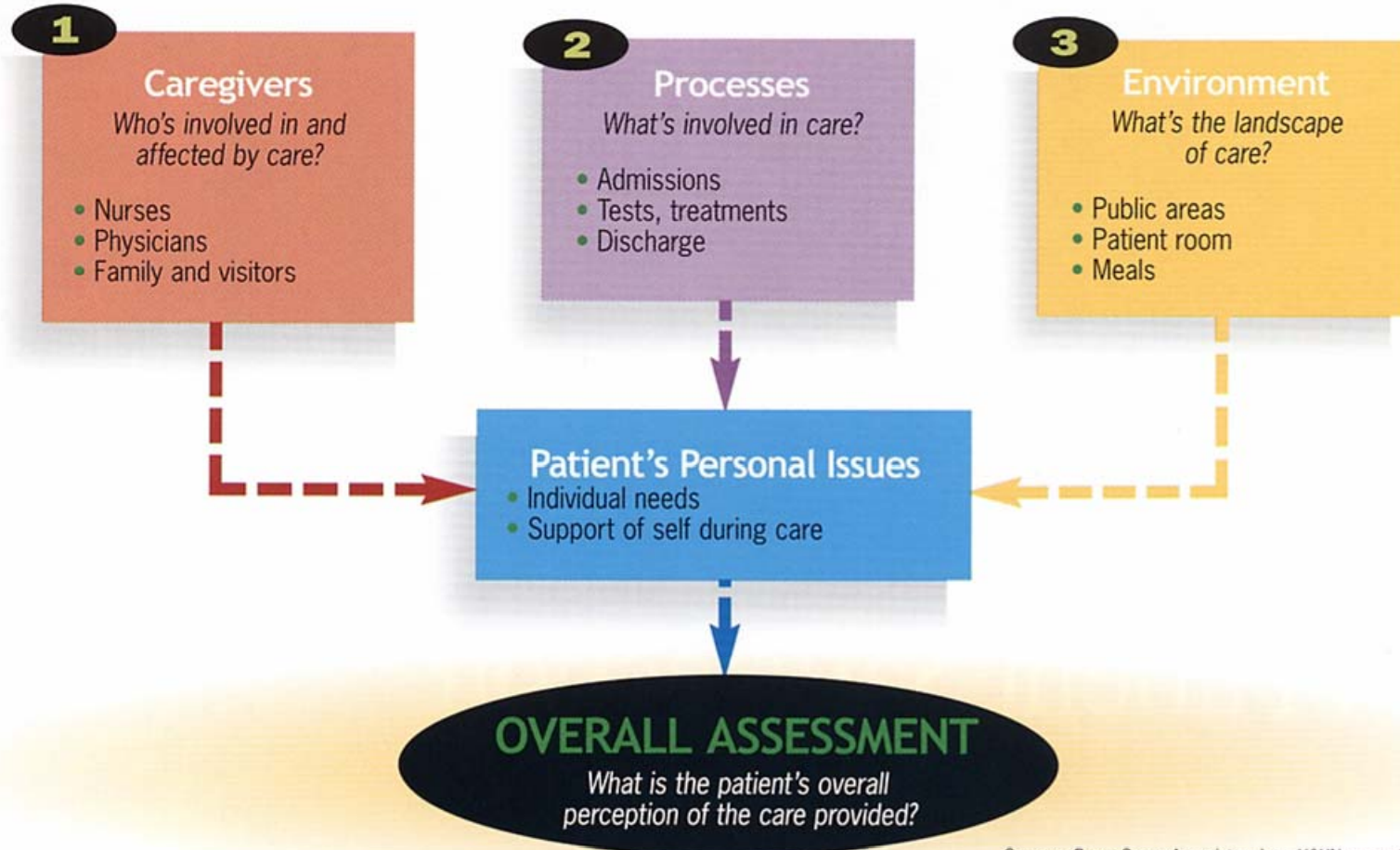
	White	Black	Asian	Native Hawaiian or pacific islander	American Indian or Alaska Native	No Race Specified
Likelihood recommending hospital	87.9	85.6	85.4	86.3	86.0	87.7
Overall Mean Score	85.2	83.3	81.8	83.3	83.7	84.1

How might Hawaii's ethnic groups impact scores

Hawaii Data

Rating	White	Black	Asian	Native Hawaiian or pacific islander	American Indian or Alaska Native	No Race Specified
Likelihood recommending hospital	78.44%	80.85%	71.58%	75.99%	77.27%	76.75%
Rate Hospital Overall	70.37%	75.00%	66.56%	75.41%	71.43%	69.27%

Patient Satisfaction is the result of a complex interaction



Sources: Press Ganey Associates, Inc.; H&HN research

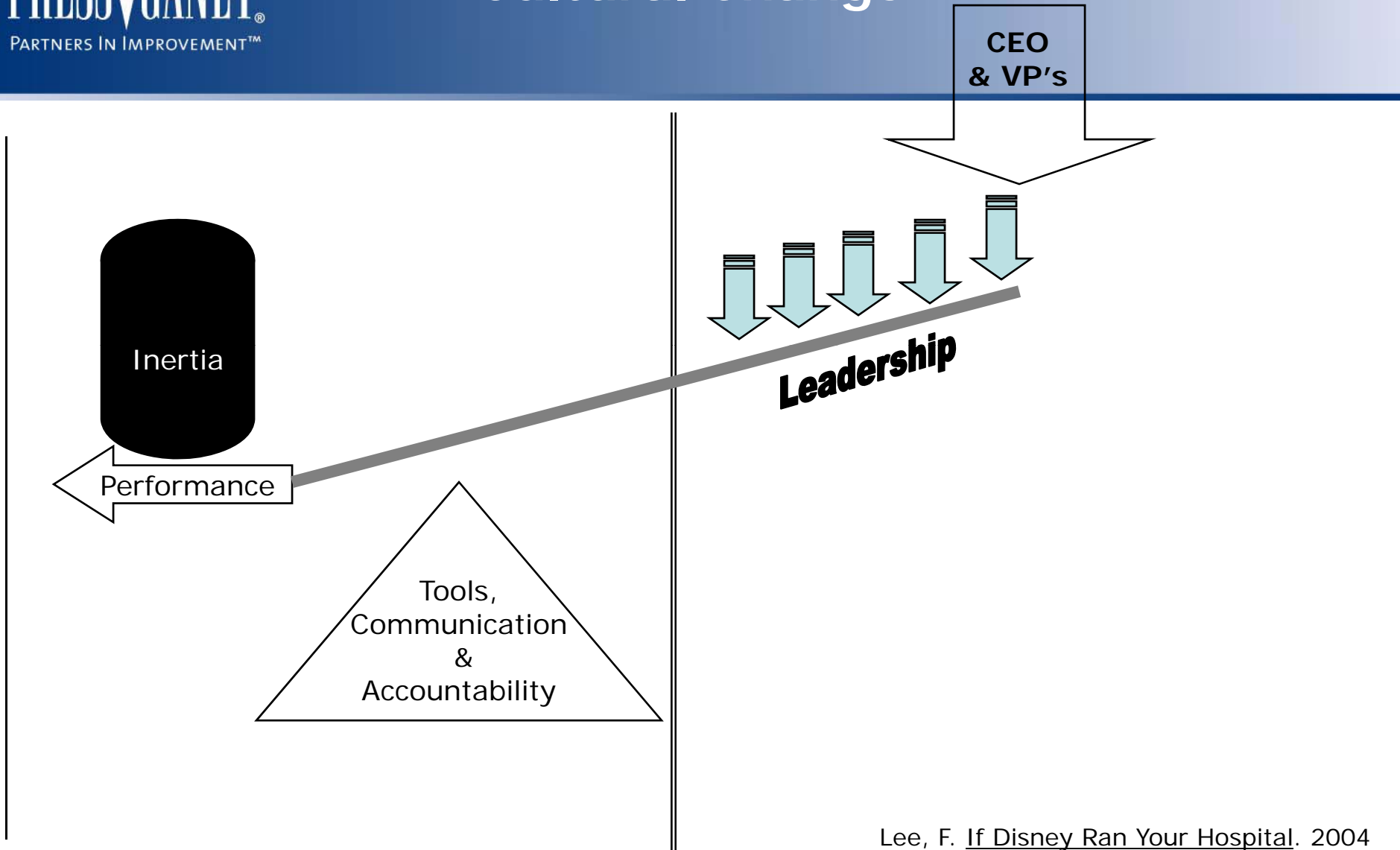
Key to improving this complex interaction is your culture

“ Culture will eat strategy for lunch any day”

Fred Lee

“If Disney Ran Your Hospital”

Cultural Change



Lee, F. If Disney Ran Your Hospital. 2004
pg. 181-195.

C-Suite creates a culture of improvement

- **Either leads efforts directly or select's a dynamic, charismatic leader**
- **Leader is coach and cheerleader**
- **Quality improvement teams are often an important part of the effort**
- **Reward and Recognition is critical**

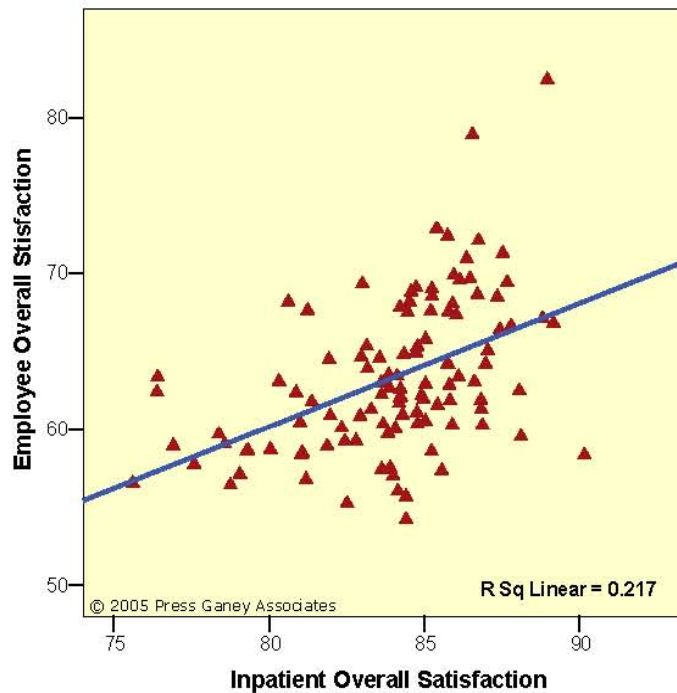
- **C- Suite must be frequently visible**
 - **Work with staff to set goals**
 - **Require improvement plans down to the unit level**
 - **Hold staff accountable for gains**
 - **Celebrate frequently with staff**
 - **Celebrate improvements by unit and service line**
 - **Celebrate those workers mentioned positively by name in comments, letters & calls**

- **Make a point of including satisfaction improvement effort everywhere!**
 - **Every meeting**
 - **Internal Publications**
 - **Bulletin Boards**
 - **Intranet**

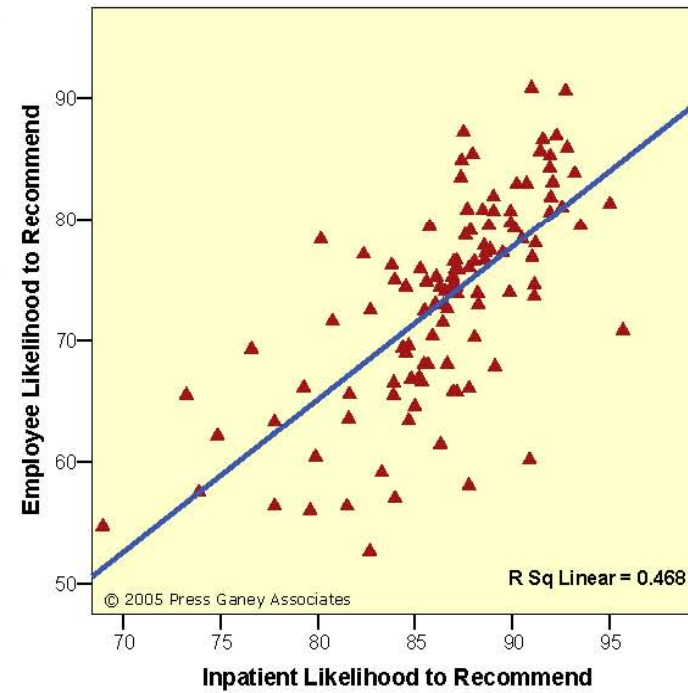
- **Depends on Employee Satisfaction**

- **Depends on Physician Satisfaction**

Relationship Between Inpatient and Employee Satisfaction

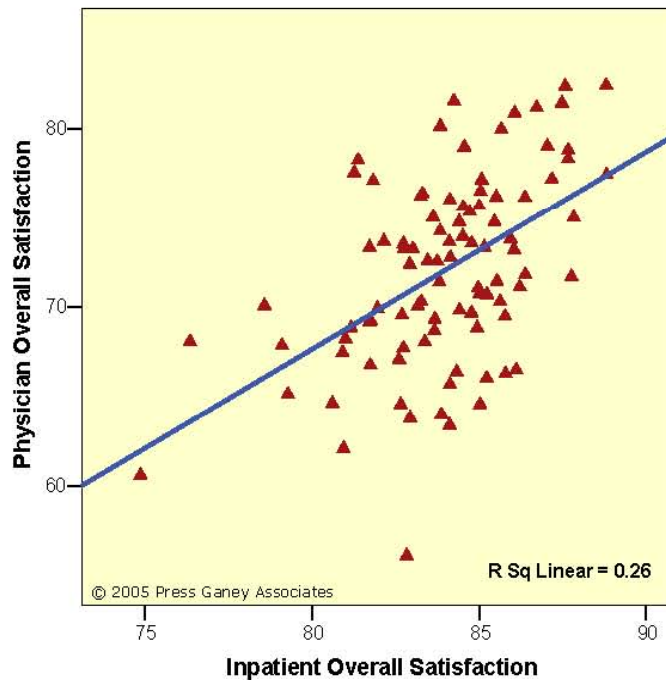


Inpatient and Employee Overall Satisfaction	
Pearson Correlation (R)	0.466 **
N	111
** Correlation is significant on the 0.01 level (2-tailed)	

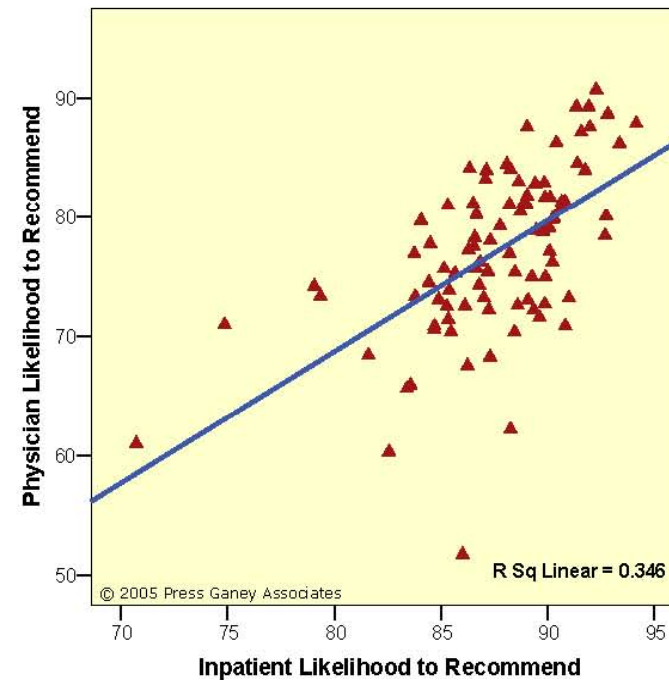


Inpatient and Employee Likelihood to Recommend	
Pearson Correlation (R)	0.684 **
N	111
** Correlation is significant on the 0.01 level (2-tailed)	

Relationship Between Inpatient and Physician Satisfaction and Physician Likelihood to Recommend

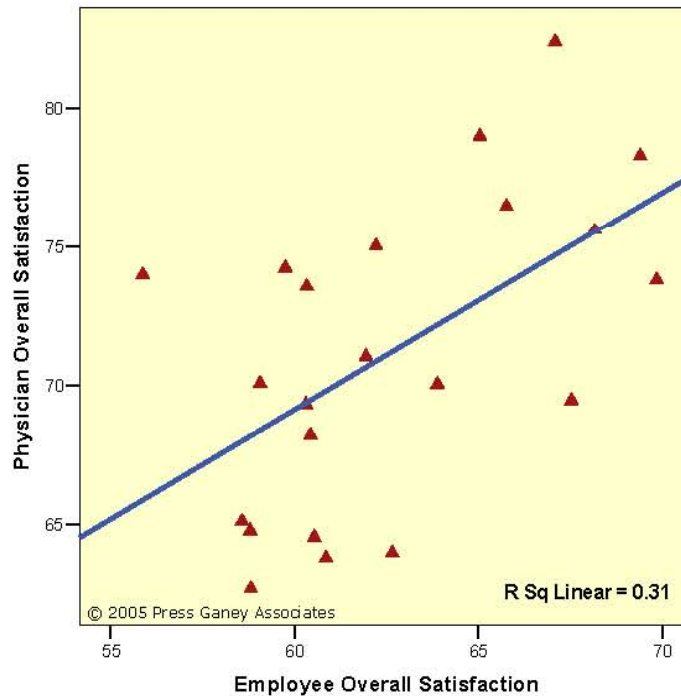


Inpatient and Physician Overall Satisfaction	
Pearson Correlation (R)	0.510 **
N	94
** Correlation is significant on the 0.01 level (2-tailed)	

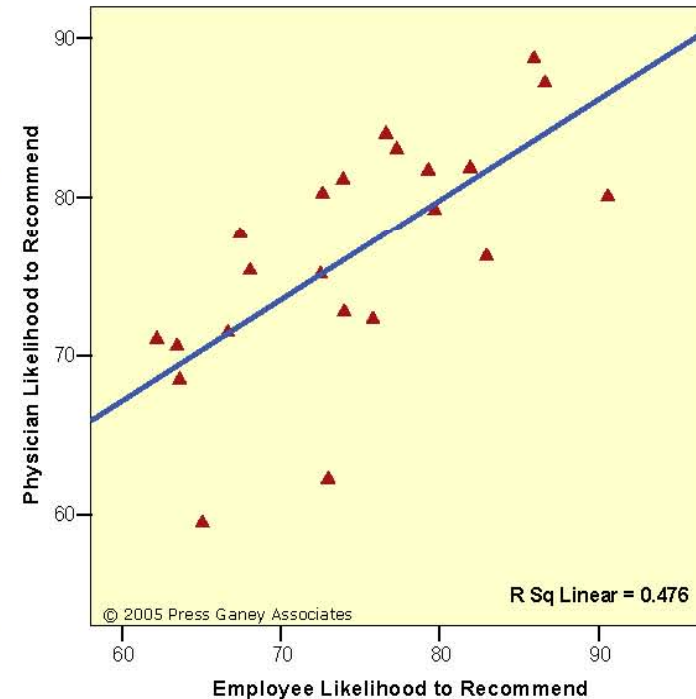


Inpatient and Physician Likelihood to Recommend	
Pearson Correlation (R)	0.588 **
N	94
** Correlation is significant on the 0.01 level (2-tailed)	

Relationship Between Physician and Employee Satisfaction



Physician and Employee Overall Satisfaction	
Pearson Correlation (R)	0.557 **
N	22
<i>** Correlation is significant on the 0.01 level (2-tailed)</i>	




Physician and Employee Likelihood to Recommend	
Pearson Correlation (R)	0.690 **
N	22
<i>** Correlation is significant on the 0.01 level (2-tailed)</i>	

5 Traps that can derail culture change

- 1. Expecting Trainers and Committees to transform the culture**
- 2. Expecting the Service Excellence Coordinator can raise and maintain satisfaction scores**
- 3. Thinking more knowledge will close the gap**
- 4. Letting assessment substitute for action**
- 5. Permitting managers to stall indefinitely with 'How?' questions.**




Tools for Improvement

- **Identification of best improvement opportunities** 
- **Best Practices for each question**
- **Online Forum connecting with other clients**
- **Custom online reports by unit, ED shift, specialty or service line**

- **Hot Comments (comments requiring immediate attention)**
- **Comments Reports (all comments: provide important qualitative information)**
- **Training, in person and via webinars**
- **HHIC Hawaii Users' Group**

Improvement Opportunities

**Improvement opportunities identified for each hospital
The top 3 inpatient opportunities for the state are:**

- 1. Response to concerns/complaints** 
- 2. Nurses' attitude to your requests** 
- 3. How well nurses kept you informed** 

Material in your package today includes best practices for these three areas




Improvement Tools

- **Learn from our Success Story Winners**
- **Learn from our Compass Award Recipients**
- **Learn from our Summit Award Recipients**

All stories can be found a pressganey.com

- **'No secrets' and 'lead by example' philosophy**
- **Organizational wide plan and 90 day action plans**
 - **Facility wide and department level**
- **7 specific service teams with 'Service Champions'**
- **Posted updates on data and goals to intranet site**
- **Service Recovery program**

Over a 4 year span

- Inpatient scores moved from 15th to 93rd percentile
- ED moved from 41st to 89th percentile
- Outpatient moved from 29th to 80th percentile
- Employee turnover  from 25.2% to 16.6 %
- RN turnover  from 10% to 8.7%
- Overall net revenue  \$19.9 million

Good scores are the enemy of great scores

- The challenge is that most patients have good things to say about their experience
- Our worst scoring hospitals still have a high percentage of patients that recommend the client

Global Rating Item				All DB	Small PG DB	All PG DB
Recommend this hospital				N = 1775	N = 623	N = 1775
Definitely no	4	5%	2%	2%	2%	
Probably no	8	9%	3%	3%	3%	
Probably yes	35	41%	26%	26%	26%	
Definitely yes	39	45%	69%	70%	69%	
Total	86					
Top Box						
%ile rank				2	1	2

- The exceptional hospitals have found out how to **WOW** 90% of their patients

The Last Slide

“The People on top the mountain didn't fall there.”

Anonymous

