



Patient Experience

The Cleveland Clinic Journey

American Medical Group Association
Orlando, Florida
March 14, 2013

James Merlino, MD
Chief Experience Officer



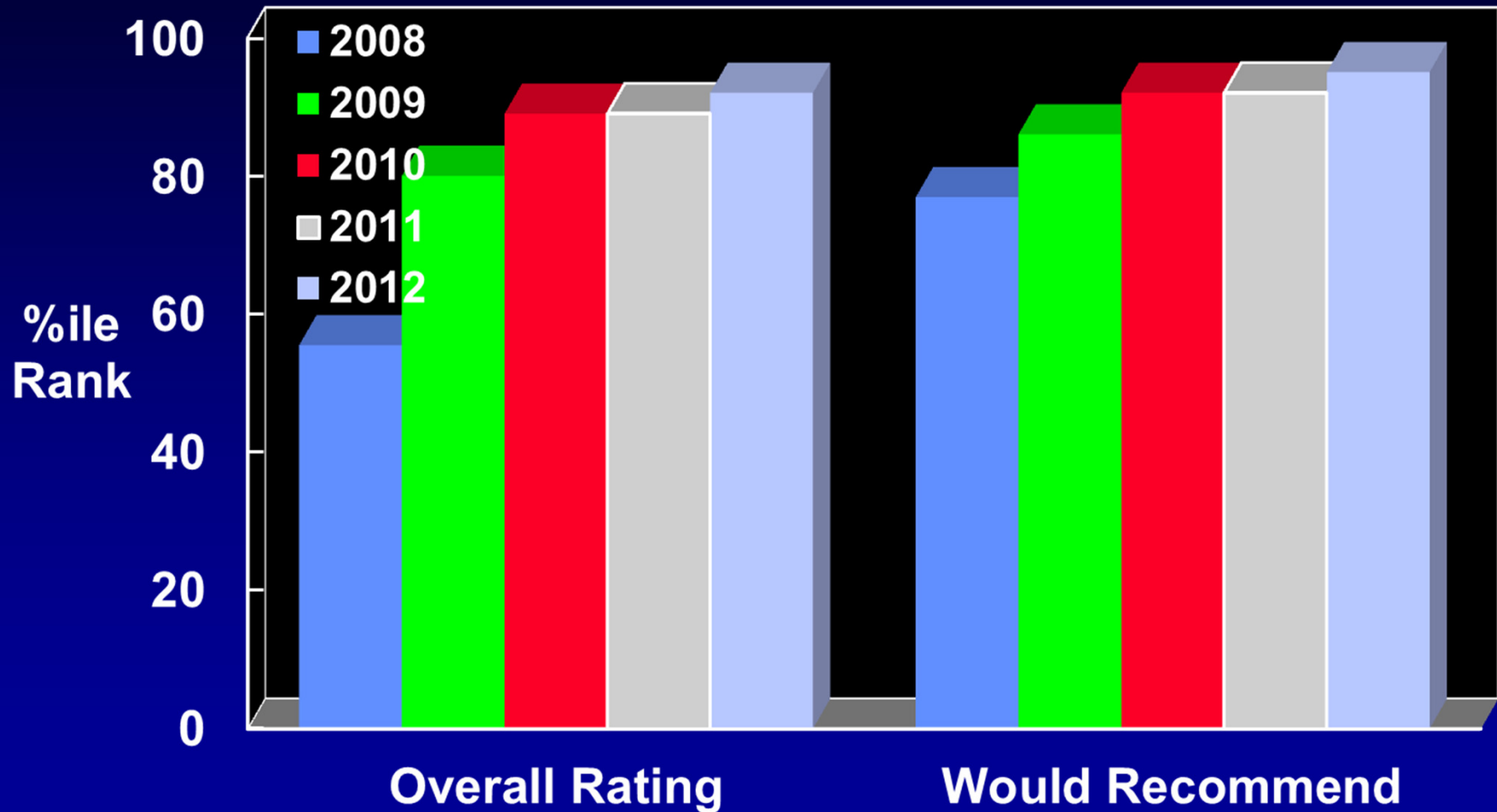
Overview

- **How did Cleveland Clinic change their culture to be “patient first”**
- **How did they improve their HCAHPS scores in three years**
- **What tactics proved most useful in engaging employees and physicians**

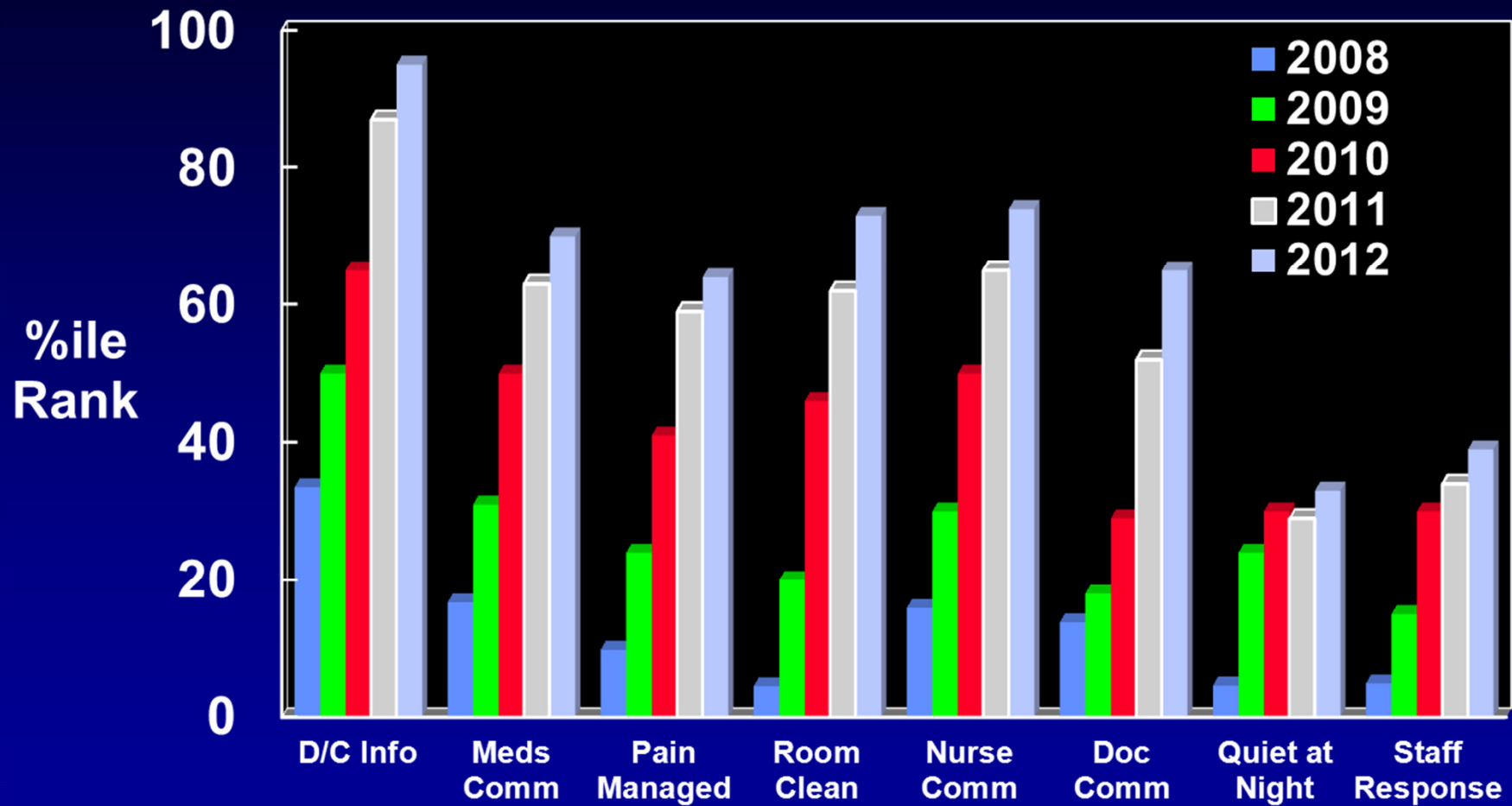
Cleveland Clinic

- **Integrated Health System**
 - Main campus – 1200 beds
 - 11 regional hospitals
 - 18 Family Health Centers
 - Florida, Canada, Las Vegas, Abu Dhabi, and Egypt
- **Revenue – \$6 Billion**
- **43,000 Employees**
- **Patient Experience Leader**

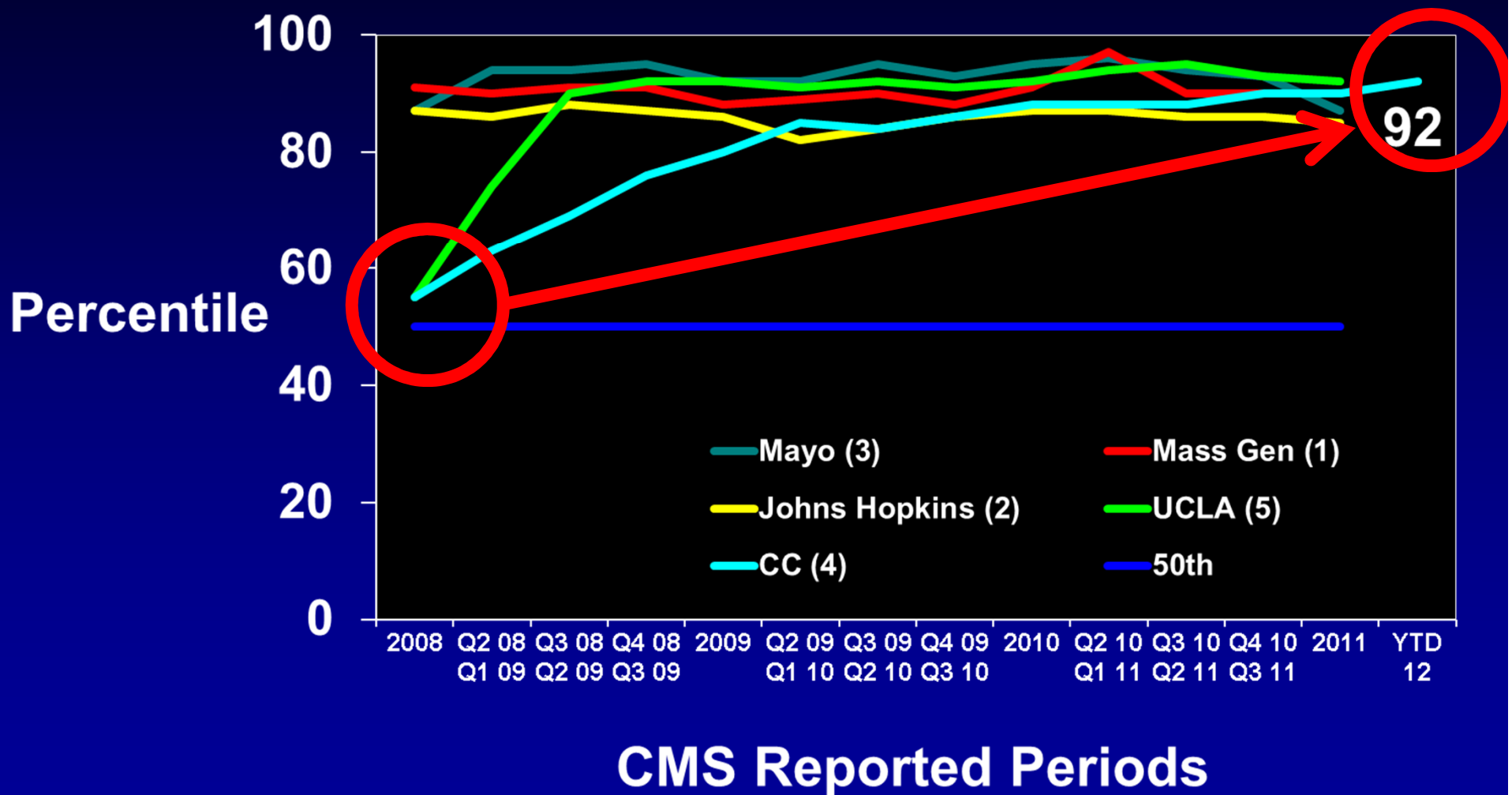
Main Campus



Main Campus

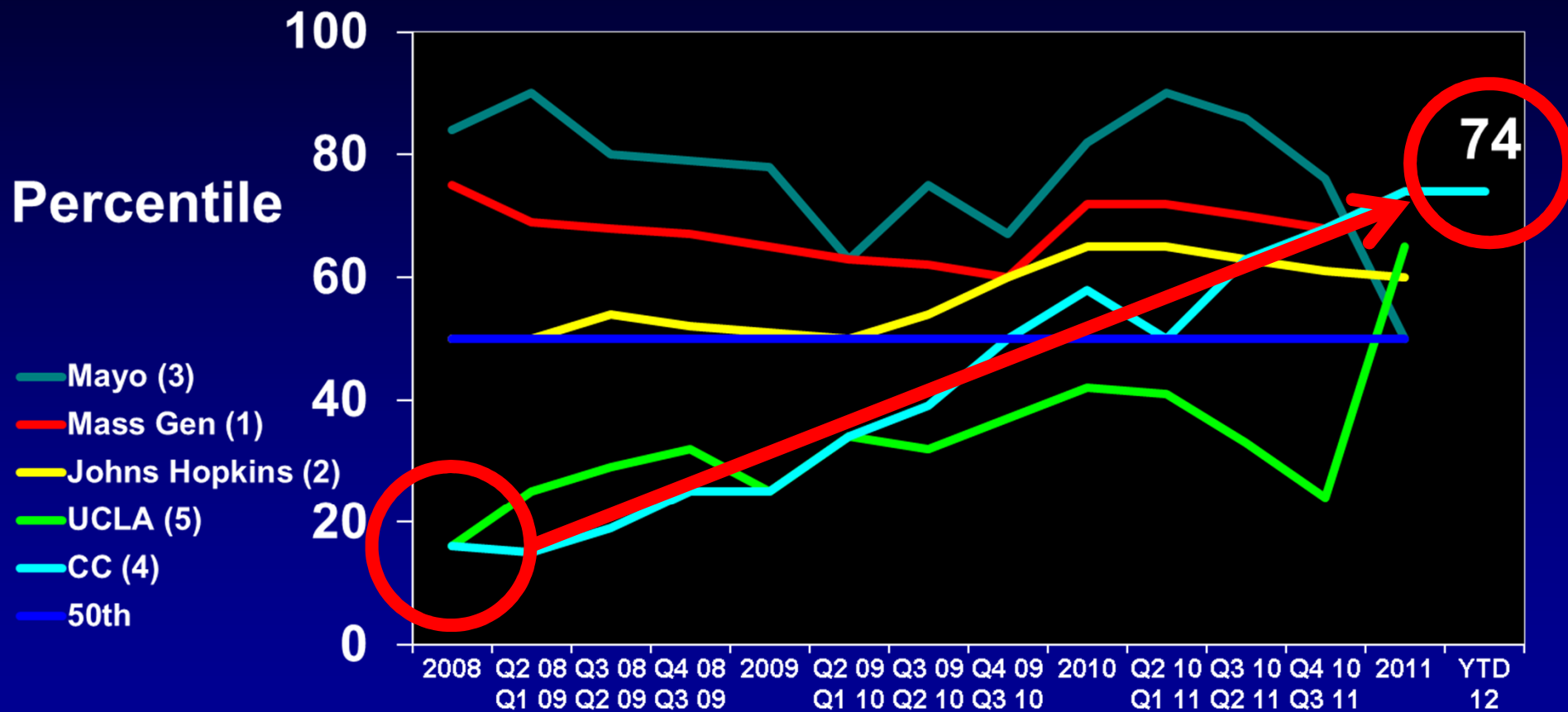


Rate Hospital



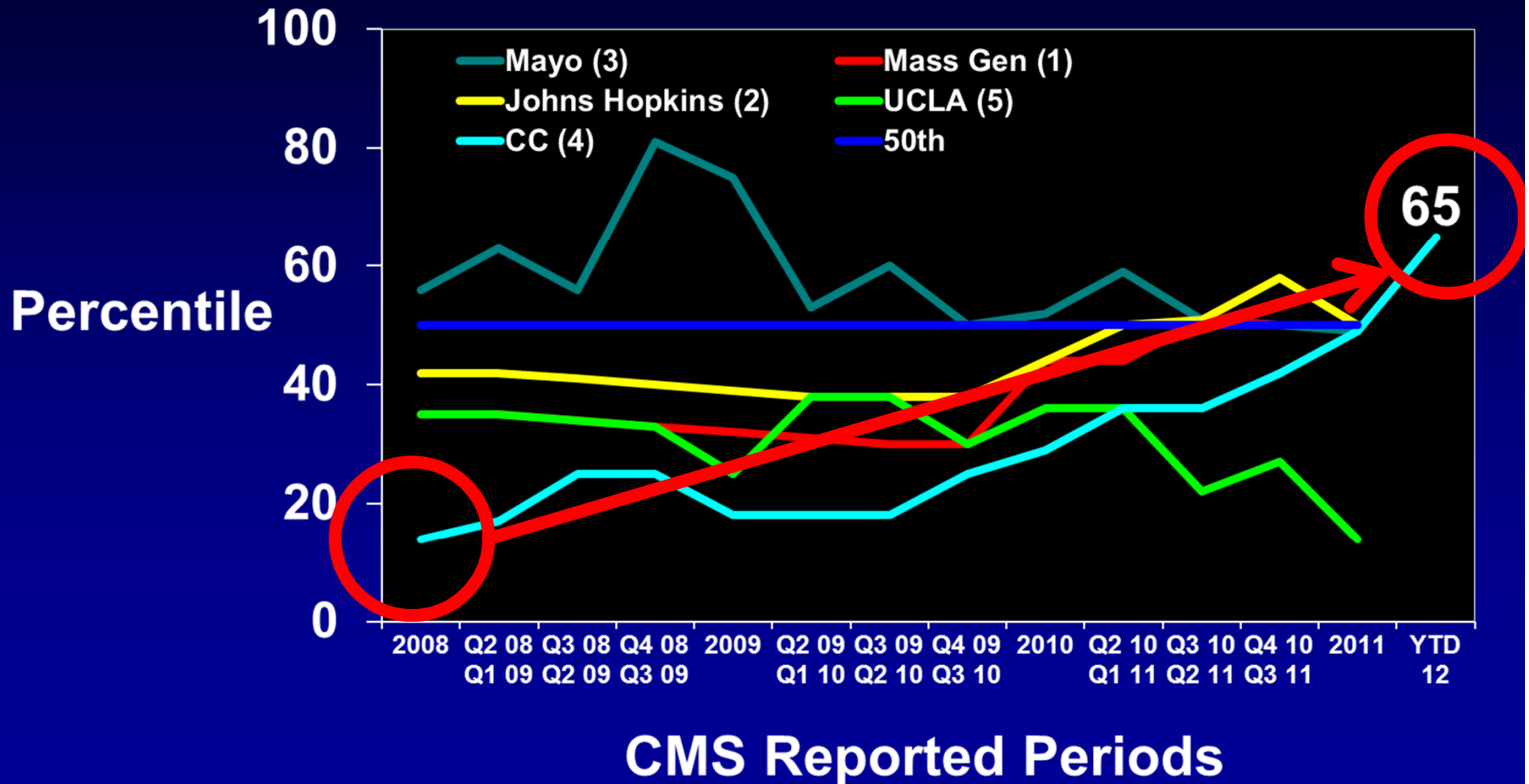
Source: CMS (www.hospitalcompare.hhs.gov)

Nurse Communication



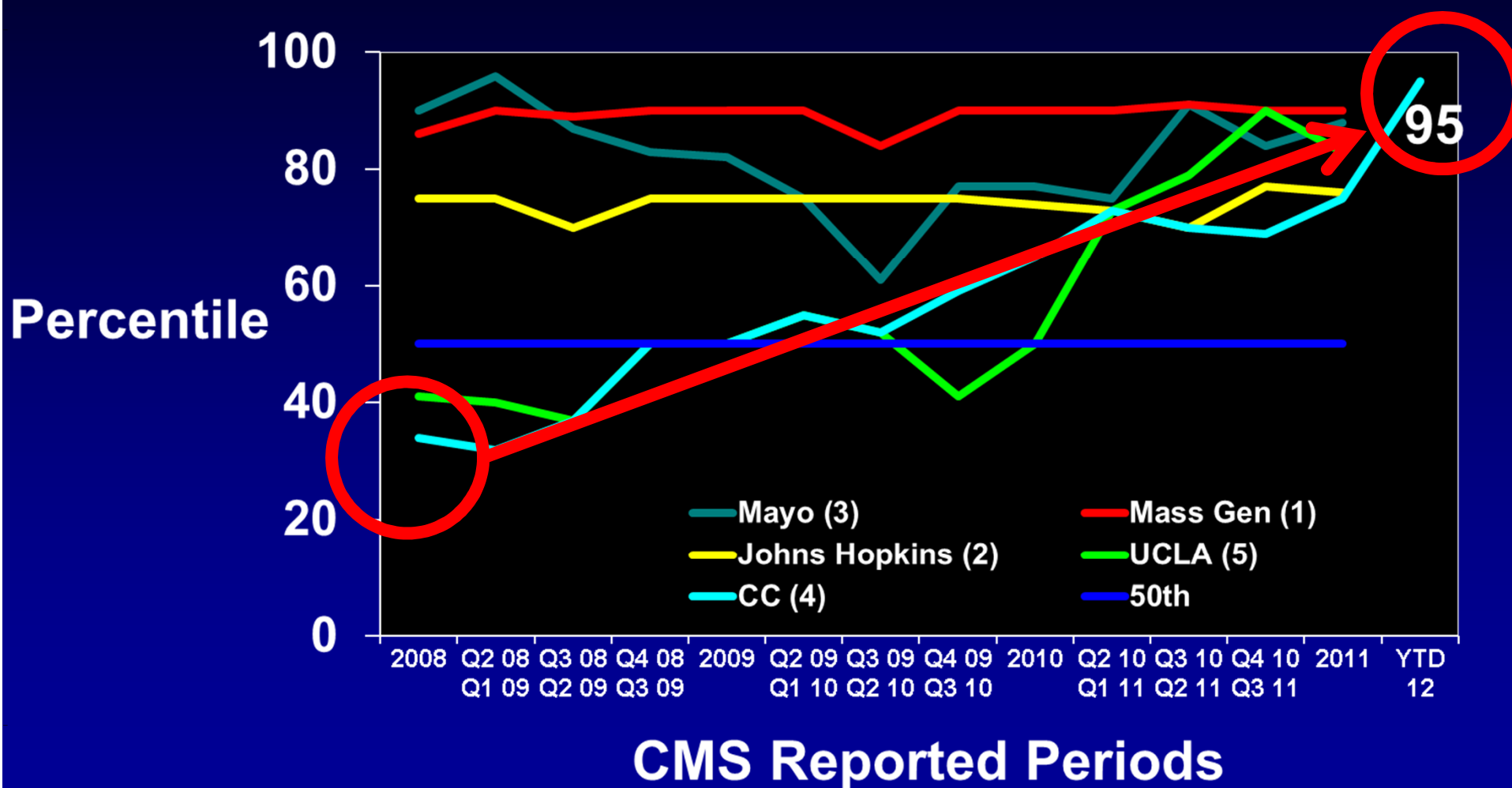
Source: CMS (www.hospitalcompare.hhs.gov)

Doctor Communication



Source: CMS (www.hospitalcompare.hhs.gov)

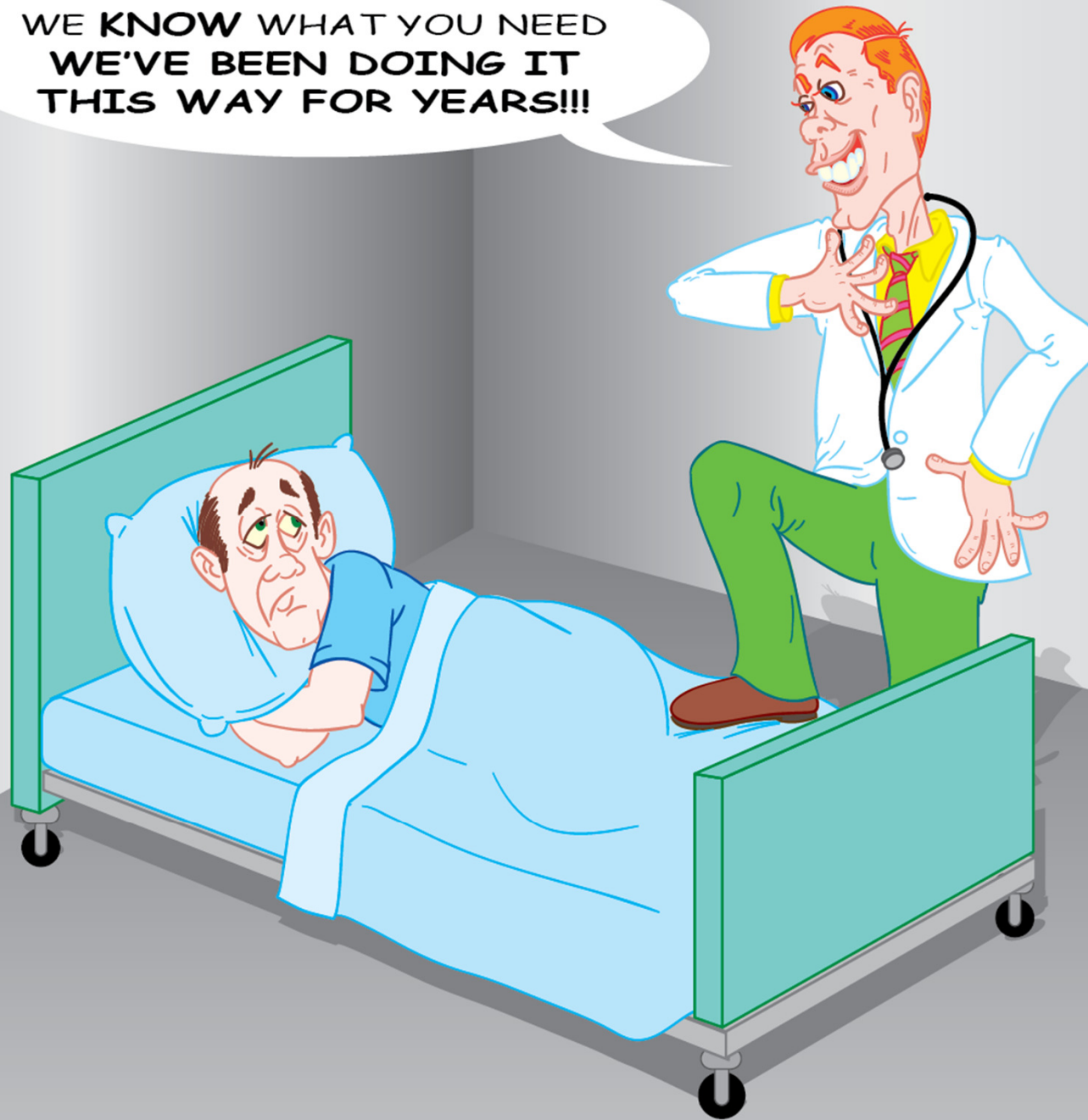
Discharge Instructions and Care



Source: CMS (www.hospitalcompare.hhs.gov)

**To become the
global leader in
patient experience**

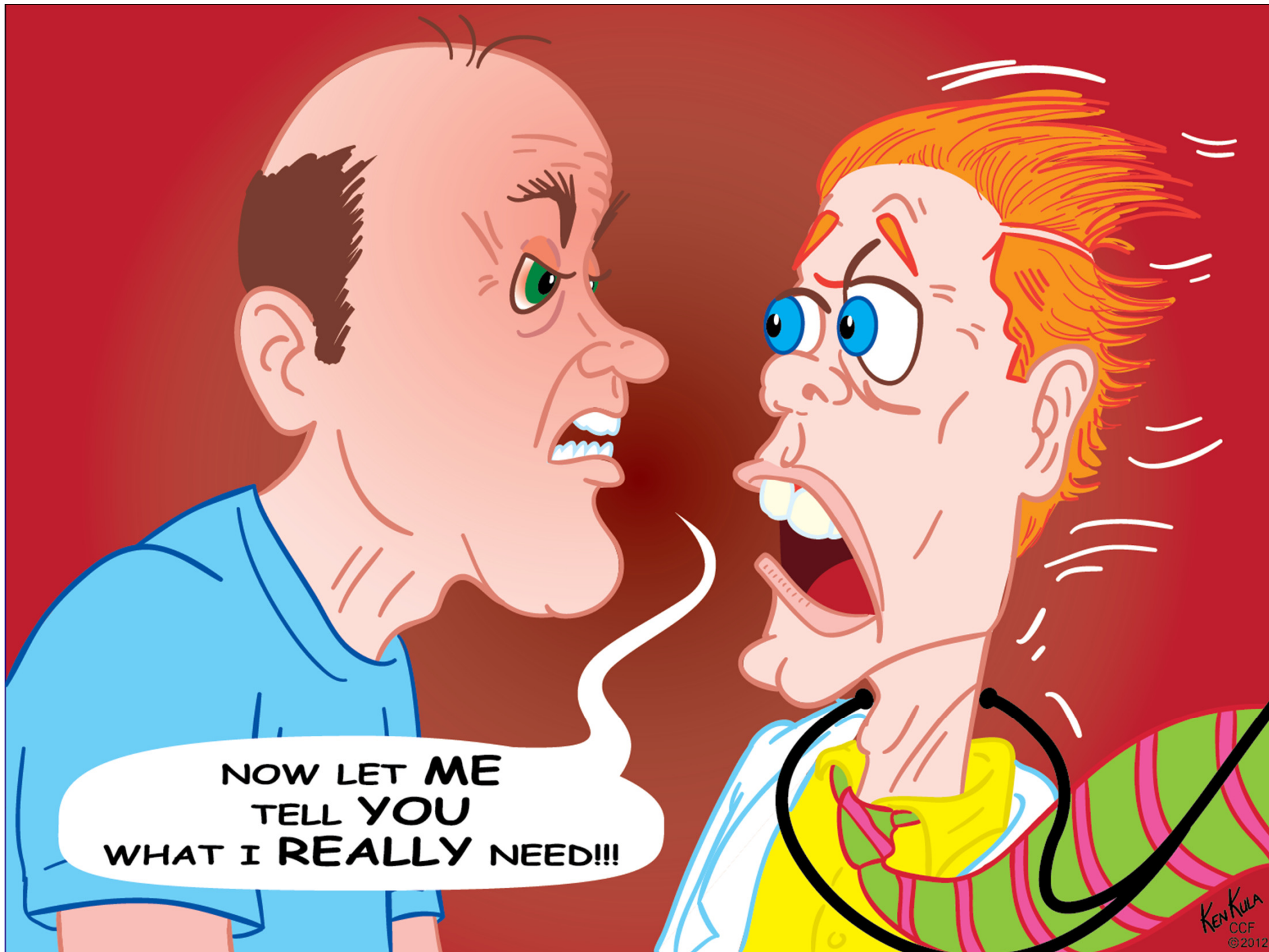
DON'T WORRY -
WE **KNOW** WHAT YOU NEED
WE'VE BEEN DOING IT
THIS WAY FOR YEARS!!!



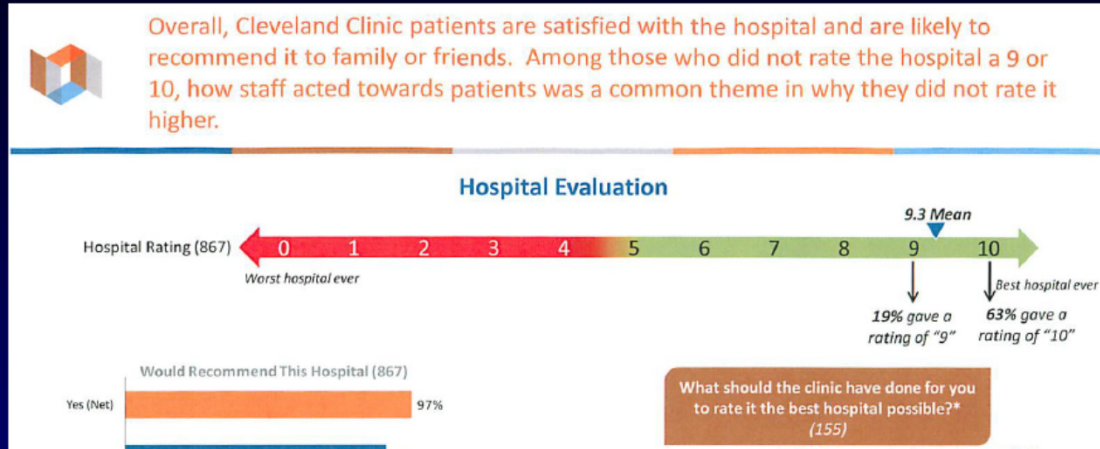
Leaders Survey

Top priorities

- **New facilities**
- **Quiet-time to ensure rest**
- **Private rooms**
- **Food on demand**
- **Interactive bedside computers**
- **Eliminate visiting hour restrictions**



How staff acts toward patients is important



867 interviews
82% 9/10 (712)
18% 8 or less (155)

- Treat patients with more respect
- Better communication between staff
- Listen to my needs / requests / concerns
- Cleaner rooms

Interviews – Importance to Patient

Care – 48%

- *“Customer service, nice staff, cordial doctors, staff with a positive attitude at all times, people that talk to you like you are a real person, willingness to find out what is wrong, patience, being understanding and sensitive.”*

Communication – 29%

- *“Letting me know what is wrong with me and keeping me informed on what they are doing to treat me and why.”*

Environment – 12%

- *“That it is clean and seems like a place where you can get better.”*

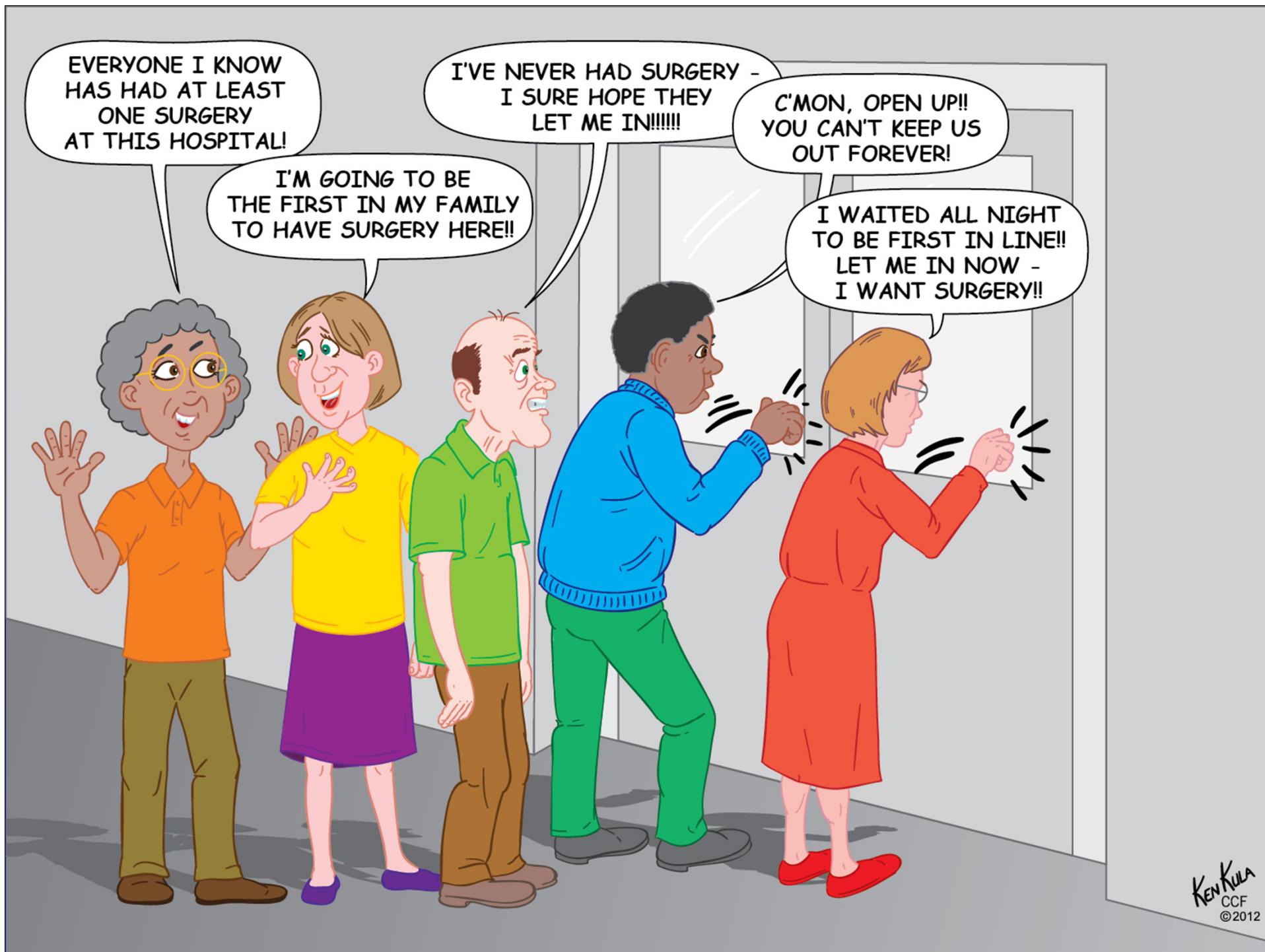
EVERYONE I KNOW
HAS HAD AT LEAST
ONE SURGERY
AT THIS HOSPITAL!

I'M GOING TO BE
THE FIRST IN MY FAMILY
TO HAVE SURGERY HERE!!

I'VE NEVER HAD SURGERY -
I SURE HOPE THEY
LET ME IN!!!!!!

C'MON, OPEN UP!!
YOU CAN'T KEEP US
OUT FOREVER!

I WAITED ALL NIGHT
TO BE FIRST IN LINE!!
LET ME IN NOW -
I WANT SURGERY!!



What is a patient ?

- Have you ever been one ?

- Stressful
- Anxiety
- Fear – Terror !
- Uncertainty
- Confusion

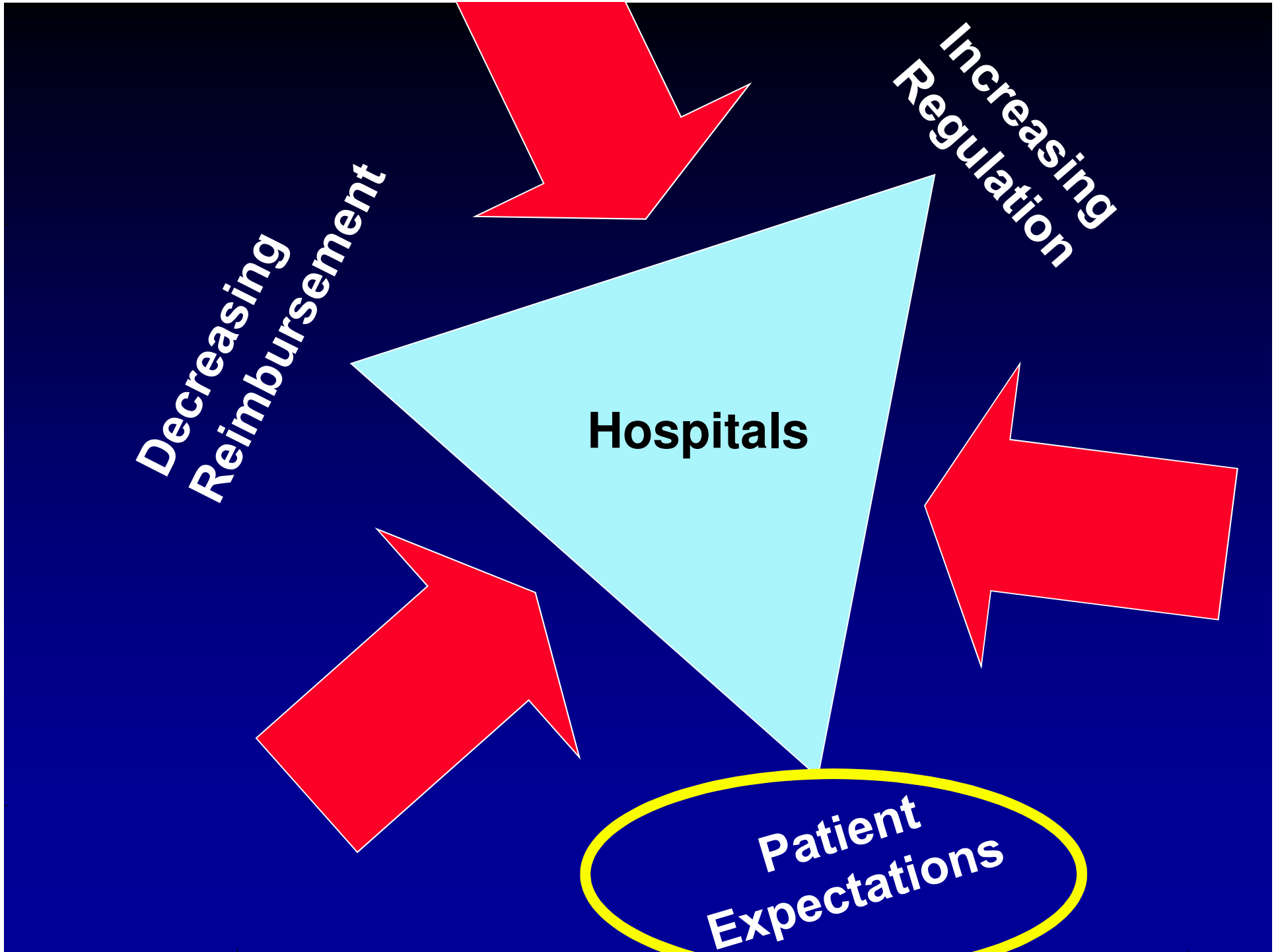
...And the Family

**Decreasing
Reimbursement**

**Increasing
Regulation**

Hospitals

**Patient
Expectations**



HERE'S YOUR NEW PATIENT'S BILL OF RIGHTS:
YOU WILL RECEIVE TOP-OF-THE-LINE CARE,
PROMPTLY AND EFFECTIVELY DELIVERED IN
A COMPASSIONATE AND SENSITIVE MANNER,
AT NO COST TO YOU OR ANYONE ELSE.



Day # 1



Cleveland Clinic Health System

Present State – then !

Lowest satisfaction scores for major health care system !

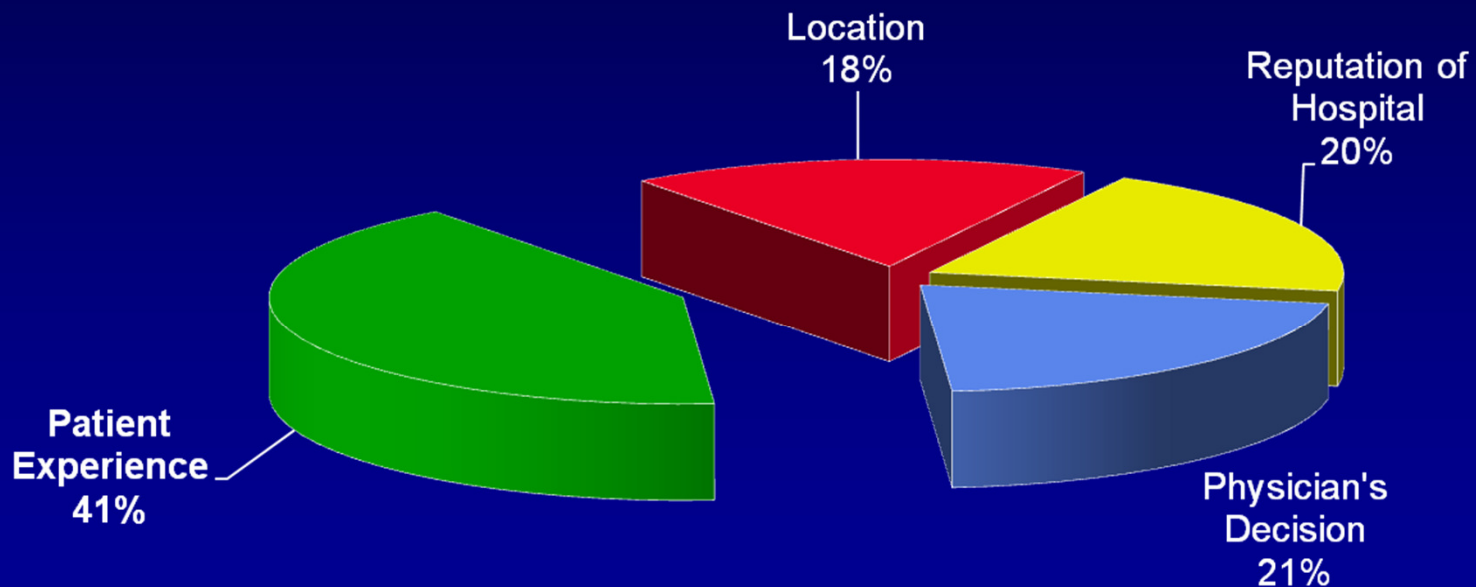
Below average employee satisfaction and engagement !

Patients came to us for our expertise – but they didn't like us !

Experience ?

Patients Choose Experience

“What factors are the influence on your choice of hospitals?”



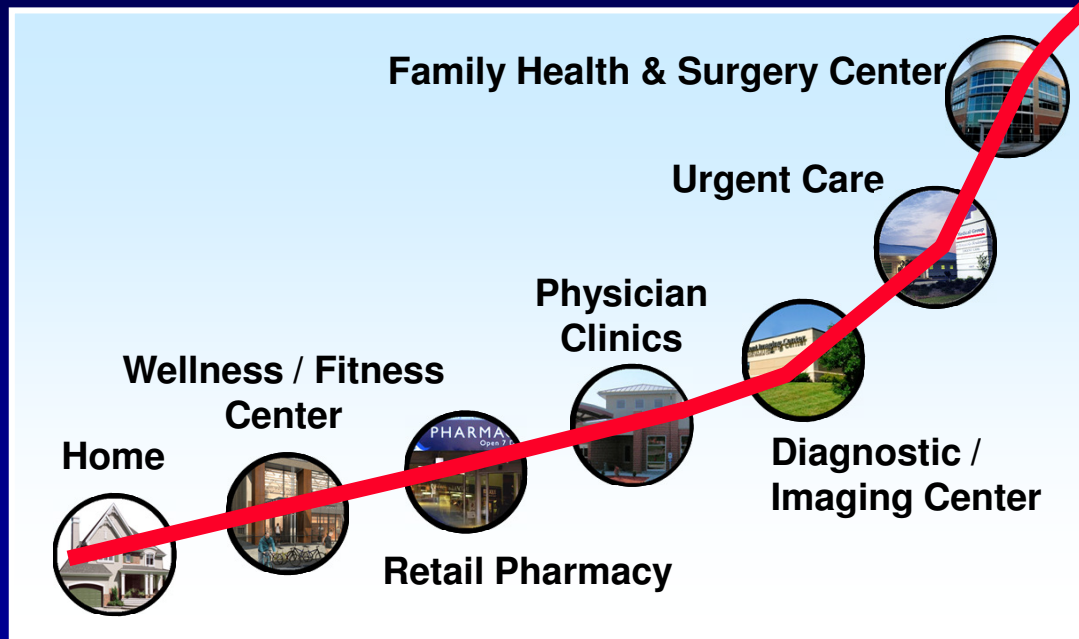
Quality ...according to Mom !

Valued Patient “Experience”

- Being informed
- On time
- Room appearance
- Simple access
- Better scheduling
- Food
- Value for money
- Billing concerns
- Staff Response
- Involved in Decisions
- Emotional support
- Spiritual support
- Supportive environment
- Convenience & comfort in common areas

Continuum of Care

Community-Based Care



Acute Care



Hospital

Inpatient Rehab



Skilled Nursing Facility



Outpatient Rehab

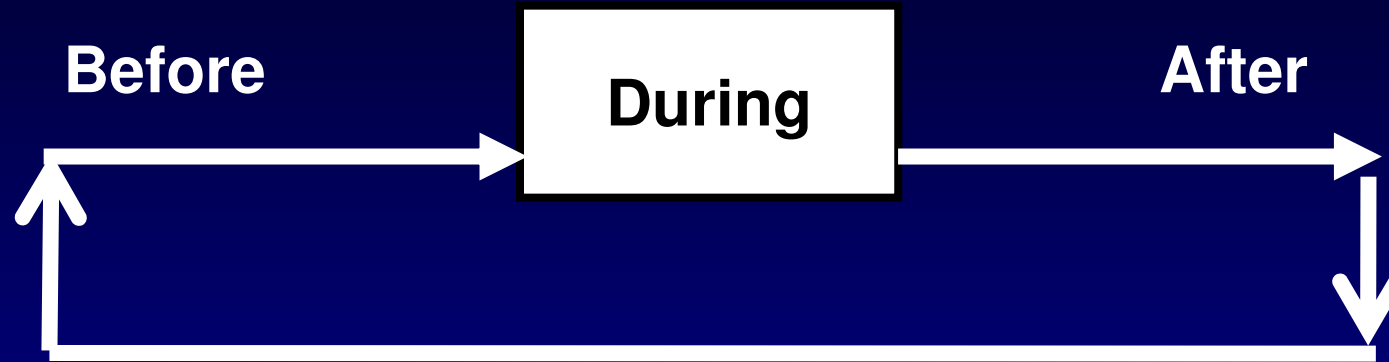


Home Care

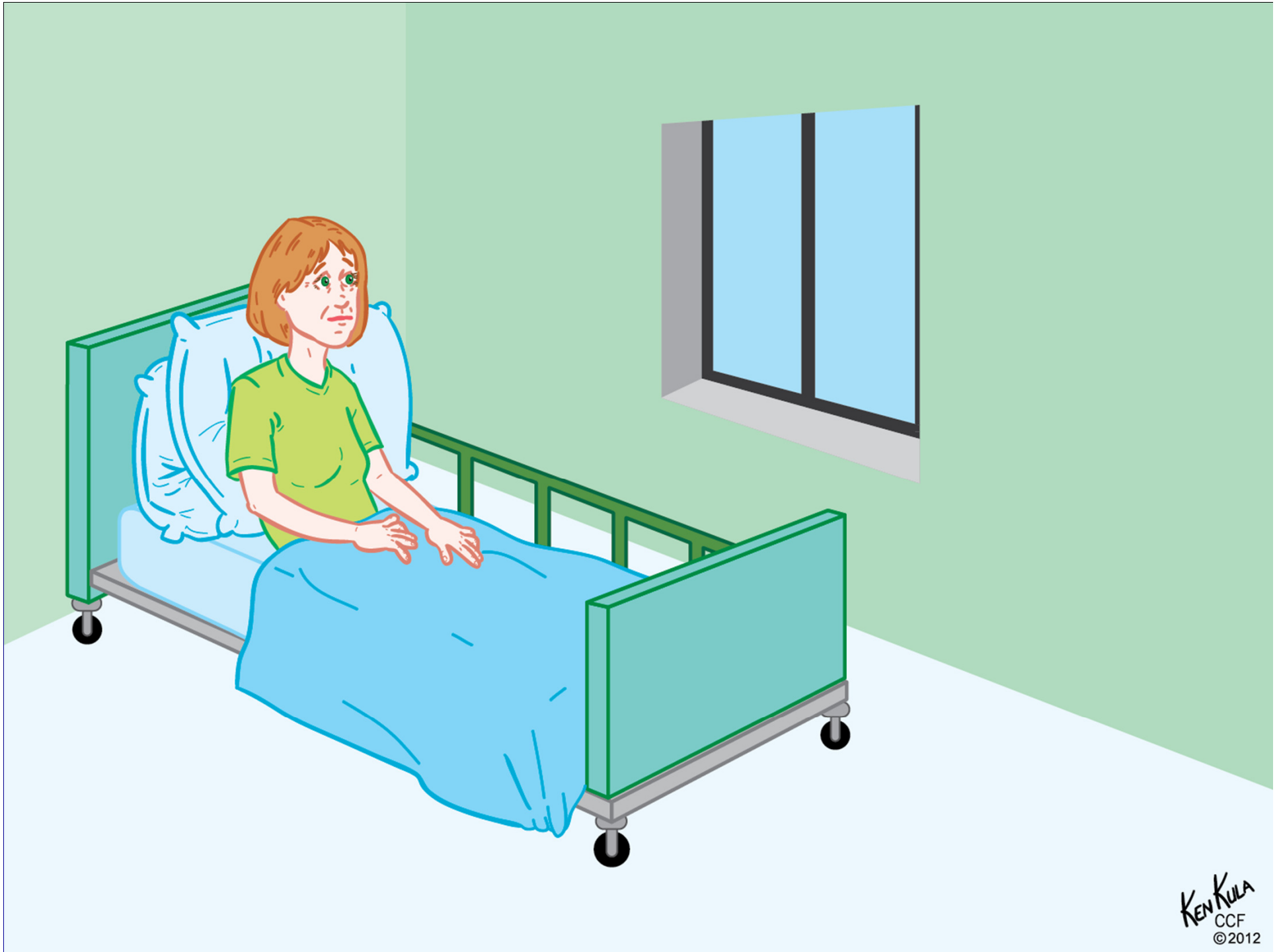


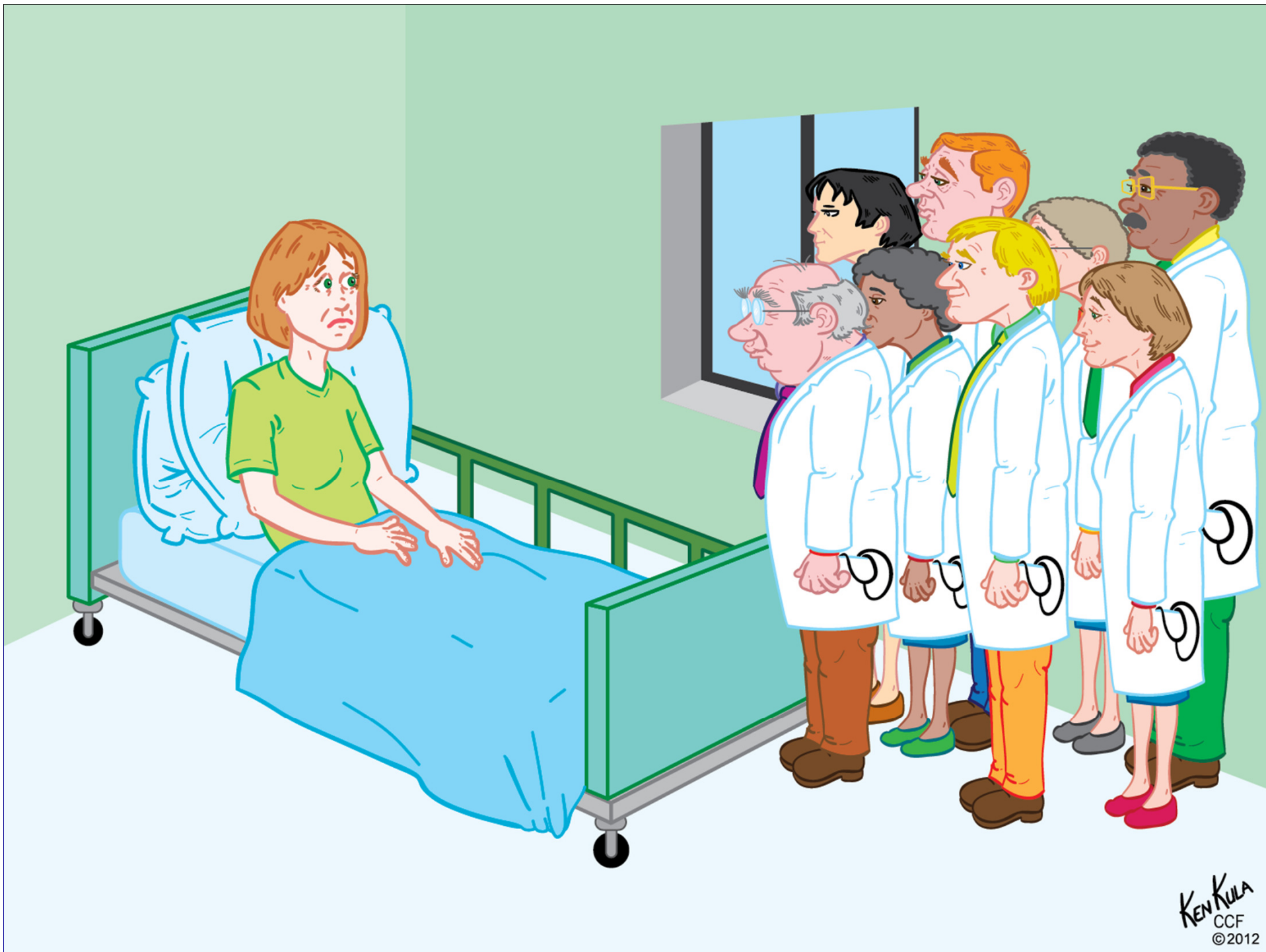
Recovery and Rehab Care

The “360”



Manage the 360 Continuum









KEN KULA
CCF
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Our Journey



**“A patient is the
most important
person in the
institution.**

**It is our job to
satisfy them.”**

William Lower, MD

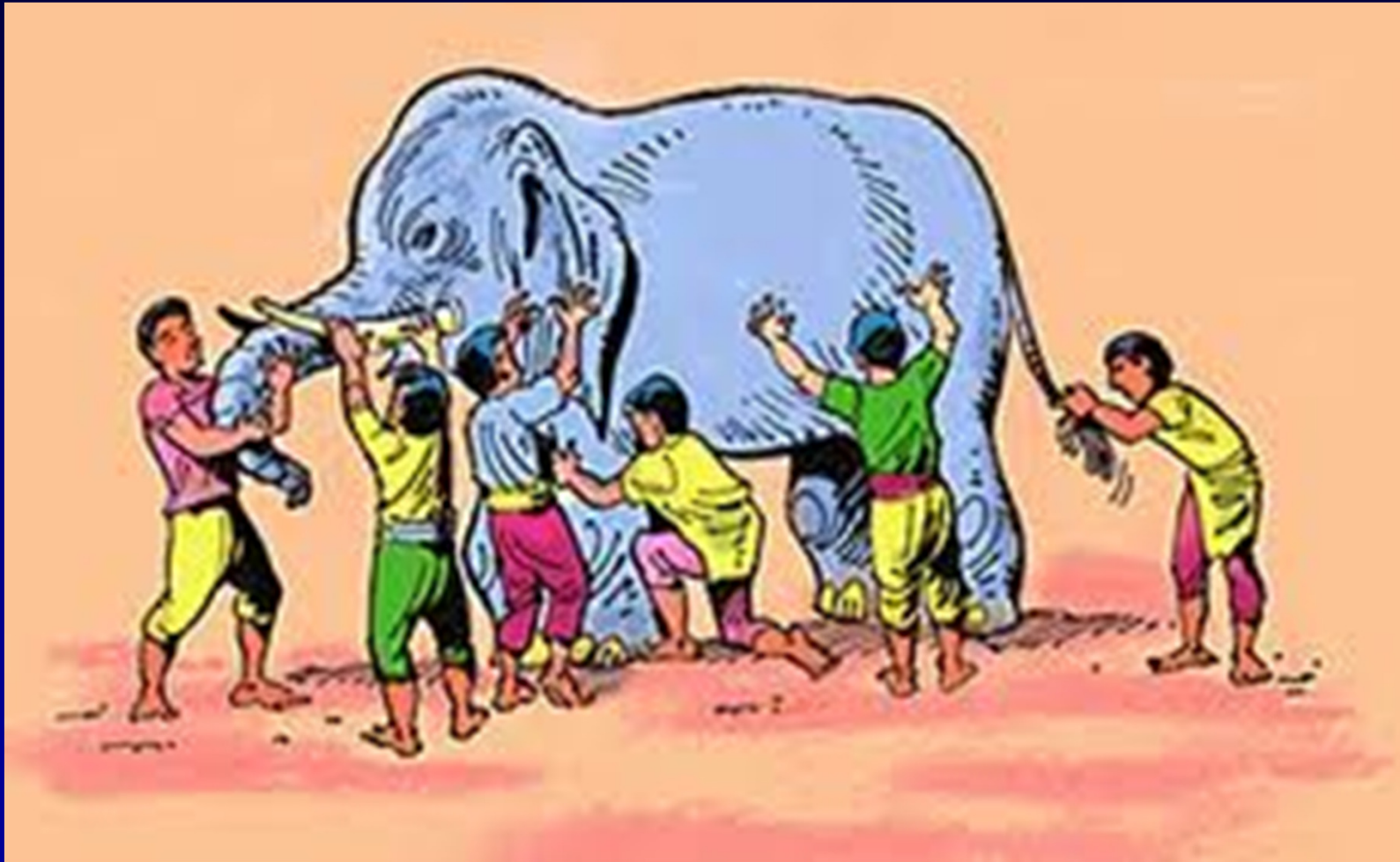
1921

“Patients First....”

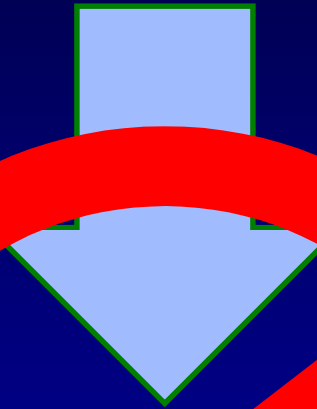
**“Providing the highest
quality patient
experience is a primary
goal of the Cleveland
Clinic Organization.”**

-Delos “Toby” Cosgrove, MD

Patient Experience



Patient Experience



~~Satisfaction~~

Patients First....

- Safe Care
- High Quality Care
- Patient Satisfaction
- High-Value Care

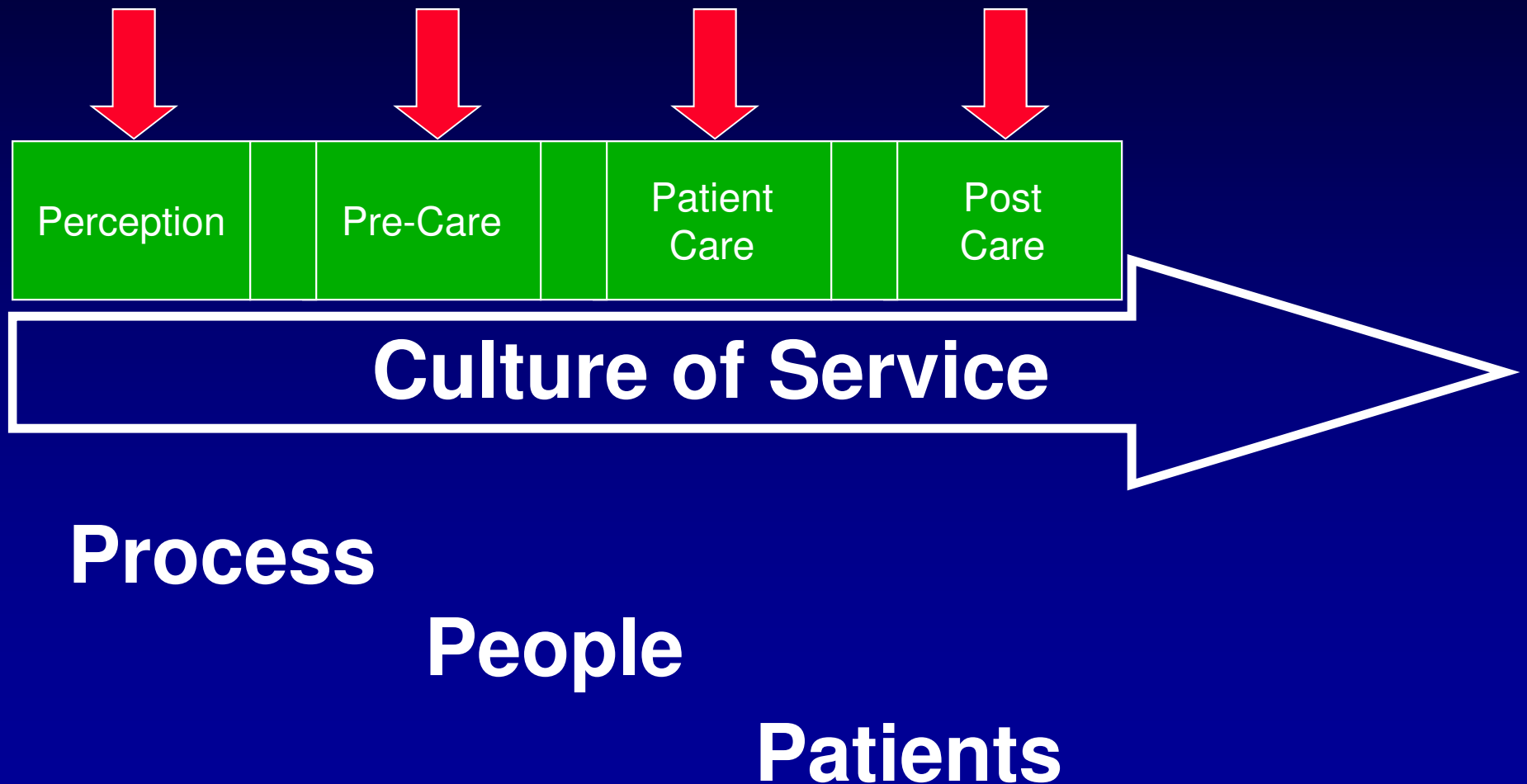
It's about

HCAHPS

Stupid !

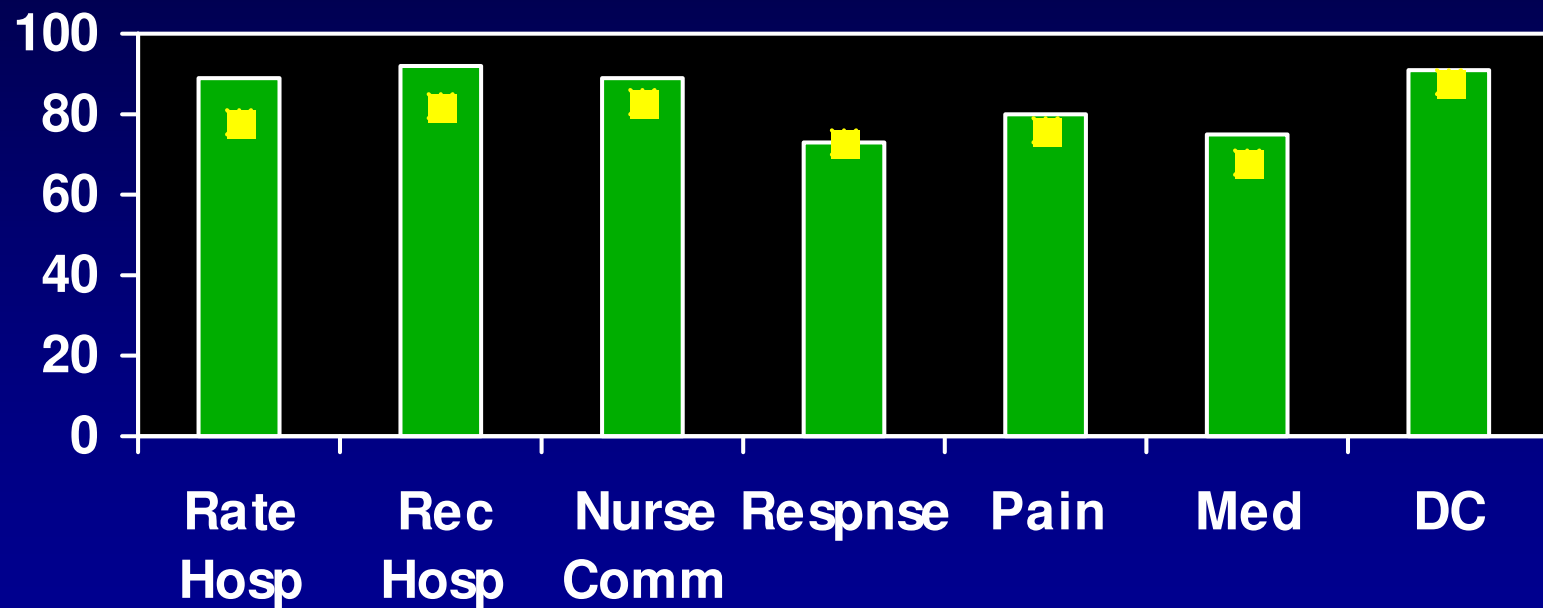


Patient Experience Journey



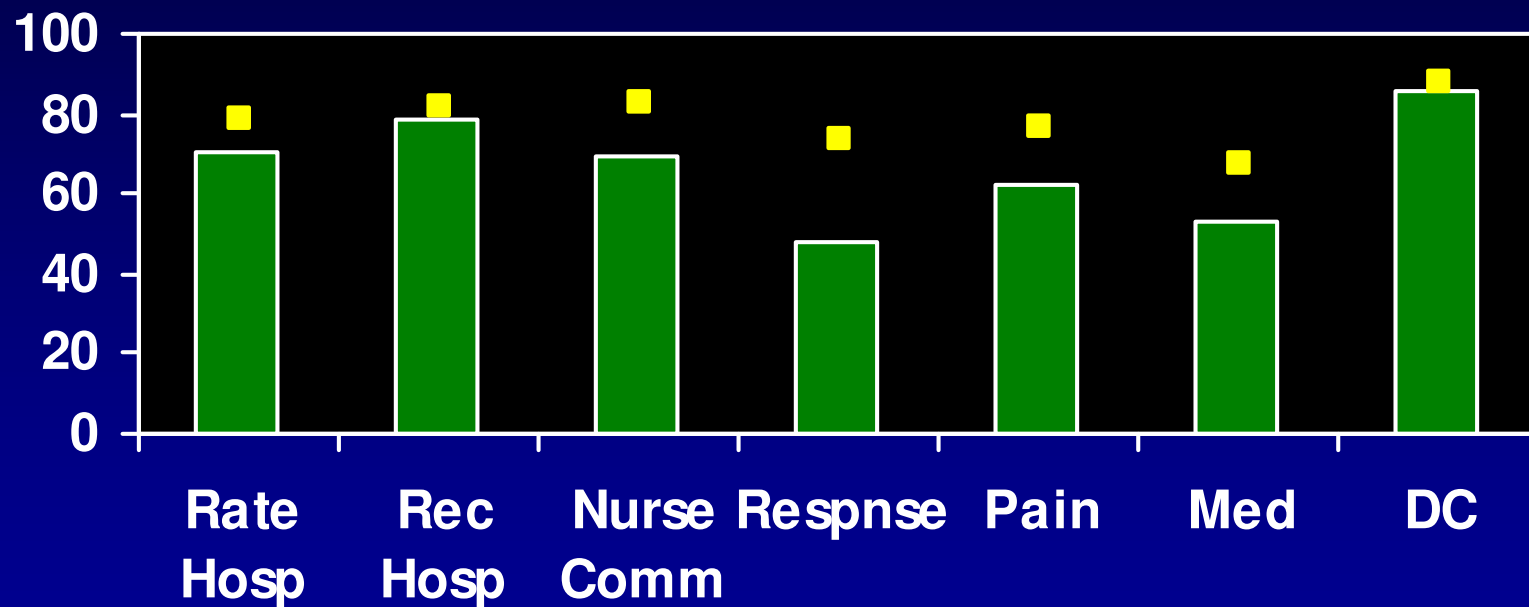
'Always' Rounded

Nurse Always Visited Q2 Hrs



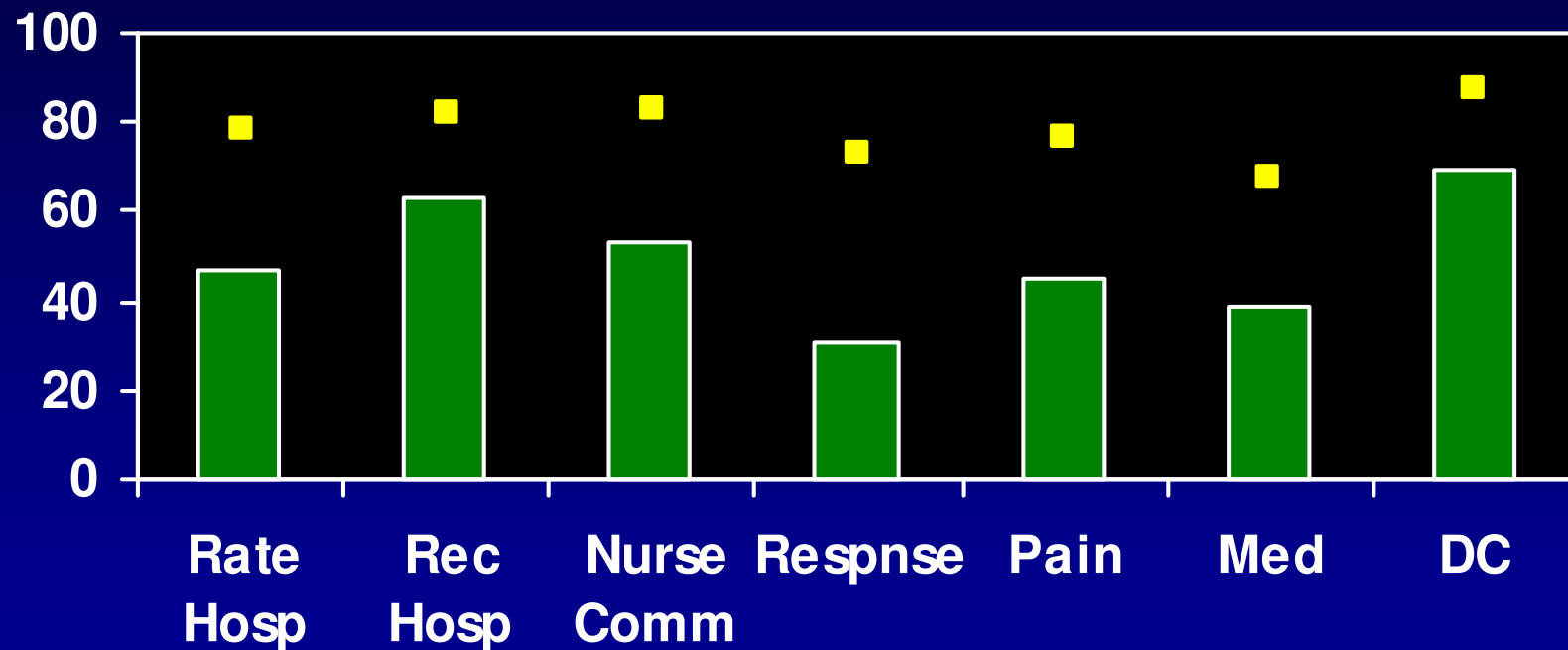
'Usually' Rounded

Nurse Usually Visited Q2 Hrs



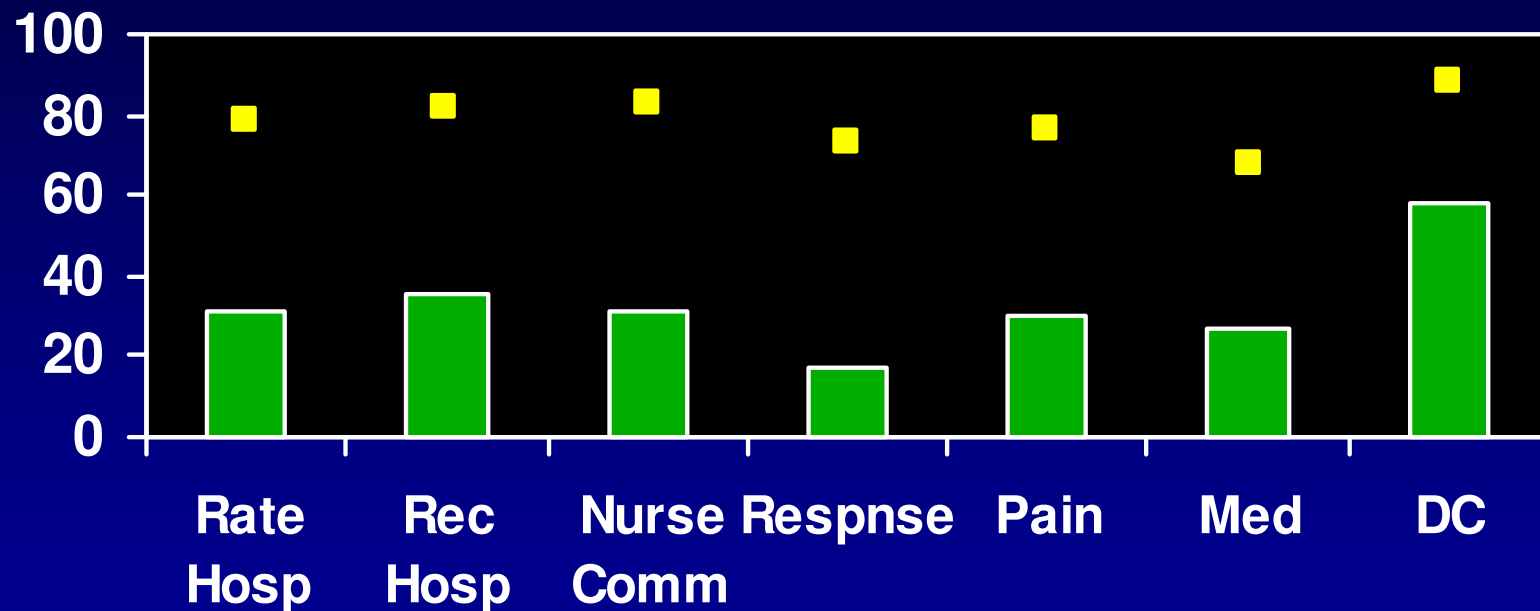
'Sometimes' Rounded

Nurse Sometimes Visited Q2 Hrs

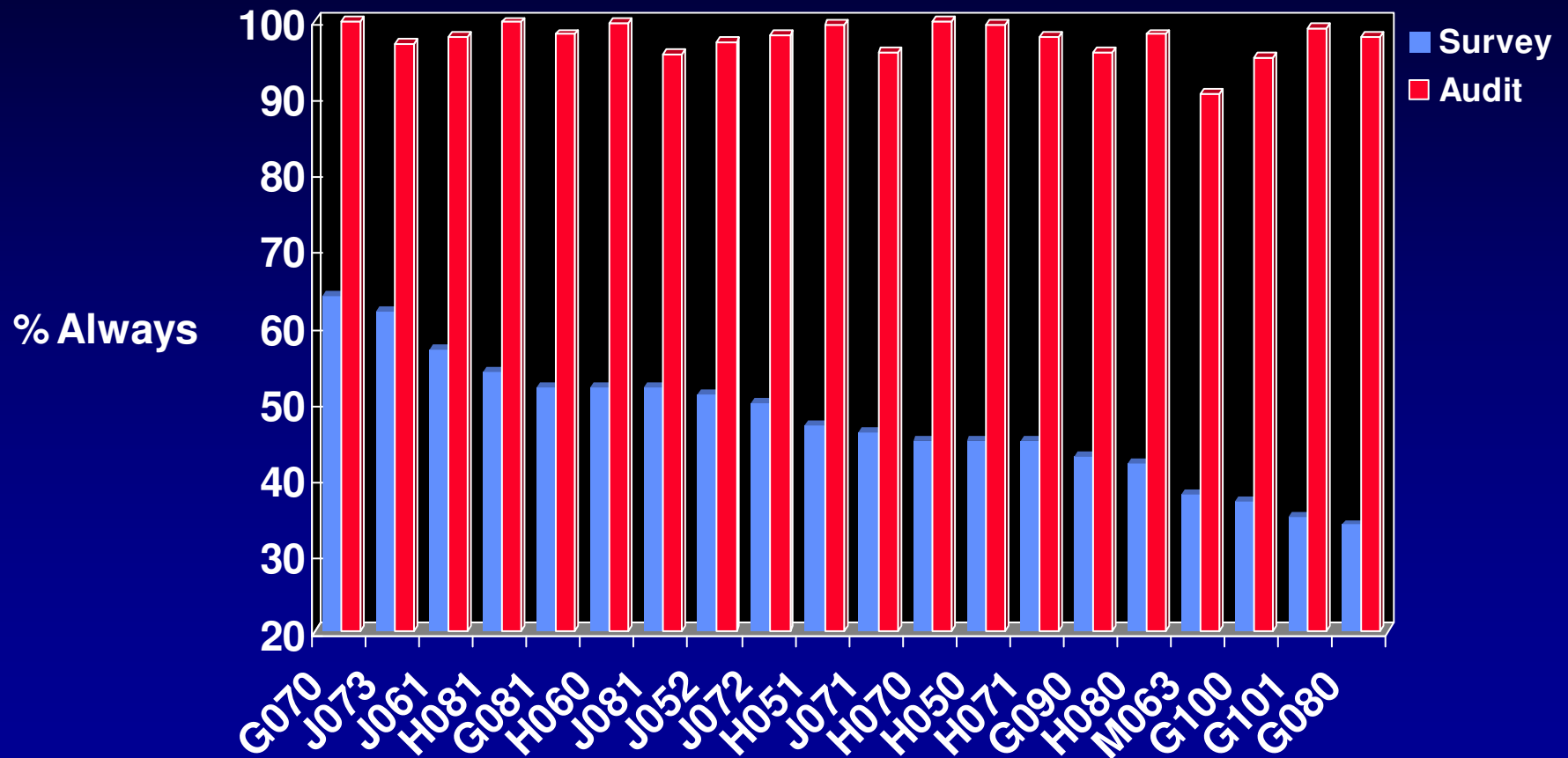


'Never' Rounded

Nurse Never Visited Q2 Hrs



Top 20 Units: Nurse Rounds Every 2 Hours



July 2010 – January 2011

N size limited to ≥ 60 returned surveys per unit

Doctor Engagement

Increasing Accountability



ConsumerReports[®]Health

Special Report for Massachusetts residents

How Does Your Doctor Compare?

Doctor Communication

- Physician leadership
- Education and Communication
- Data transparency
- Task force
 - How do we “teach” improvement ?
 - Peer physician coaches
- Communication “guide”
- Best practice card
- House staff

Score - Scorecard

C

*Taussig Cancer Institute
Patient Experience Physician Report
December 1, 2009 through November 30, 2010*

| Center Name | HCAHPS | | Medical Practices | | Ombudsman | |
|--|--------|----------|-------------------|----------|-----------|----------|
| | N | % Always | N | % V Good | % V Good | Patients |
| | | | | | | |
| Hematologic Oncology and Blood Disorders | 25 | 77% | 20 | 88% | 100% | |
| Hematologic Oncology and Blood Disorders | 29 | 63% | 34 | 81% | 81% | |
| Hematologic Oncology and Blood Disorders | | | 5 | 48% | 40% | |
| Hematologic Oncology and Blood Disorders | | | 3 | 78% | 100% | |
| Hematologic Oncology and Blood Disorders | 14 | 71% | 5 | 43% | 40% | |
| Hematologic Oncology and Blood Disorders | 23 | 86% | 16 | 83% | 84% | |
| Hematologic Oncology and Blood Disorders | | | 12 | 88% | 82% | |
| Hematologic Oncology and Blood Disorders | | | 1 | 100% | 100% | |
| Hematologic Oncology and Blood Disorders | | | 16 | 64% | 81% | |
| Hematologic Oncology and Blood Disorders | 19 | 86% | 11 | 86% | 82% | 1 |
| Hematologic Oncology and Blood Disorders | | | 2 | 100% | 100% | |
| Hematologic Oncology and Blood Disorders | | | 29 | 87% | 90% | |
| Hematologic Oncology and Blood Disorders | | | 11 | 73% | 82% | |
| Hematologic Oncology and Blood Disorders | | | 5 | 68% | 80% | 1 |
| Hematologic Oncology and Blood Disorders | 8 | 71% | 35 | 74% | 83% | 1 |
| Hematologic Oncology and Blood Disorders | 5 | 73% | 14 | 87% | 100% | |
| Hematologic Oncology and Blood Disorders | | | 2 | 88% | 100% | |
| Hematologic Oncology and Blood Disorders | 7 | 100% | 5 | 88% | 80% | |
| Hematologic Oncology and Blood Disorders | 29 | 85% | 11 | 77% | 73% | |
| Hematologic Oncology and Blood Disorders | | | 11 | 87% | 81% | 2 |
| Hematologic Oncology and Blood Disorders | 1 | 33% | 11 | 87% | 82% | 1 |
| Hematologic Oncology and Blood Disorders | 21 | 71% | 13 | 80% | 82% | |
| Hematologic Oncology and Blood Disorders | 4 | 50% | 8 | 100% | 100% | |
| Hematologic Oncology and Blood Disorders | | | 4 | 100% | 100% | |
| Medical Genetics | | | 4 | 100% | 100% | |
| Medical Genetics | | | 3 | 69% | 67% | |

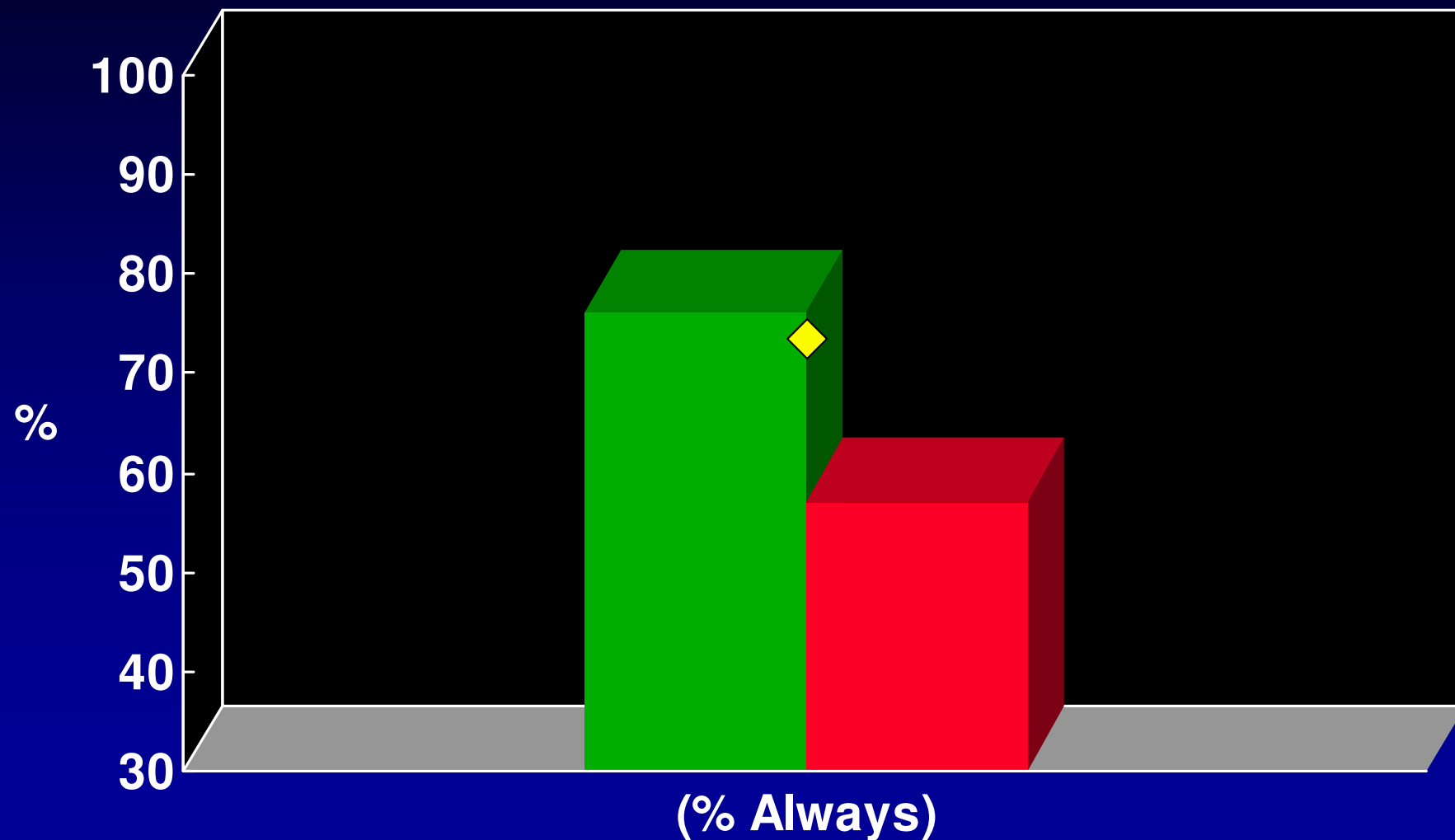
Verbatims

- “Never sure who my doctor was..”
- “Surgeon never saw me – until I was very critical”
- “Never saw my surgeon – only the fellow”
- “Doctor had attitude”
- “Doctor was rushed”
- “Too many doctors – I never new who was in charge.”
- “ ----- group was backing out of the door as my wife was asking questions – very rude.”

Patient as “Partner”

**“One that is united with
another in an activity of
common interest”**

HCAHPS Staff Response

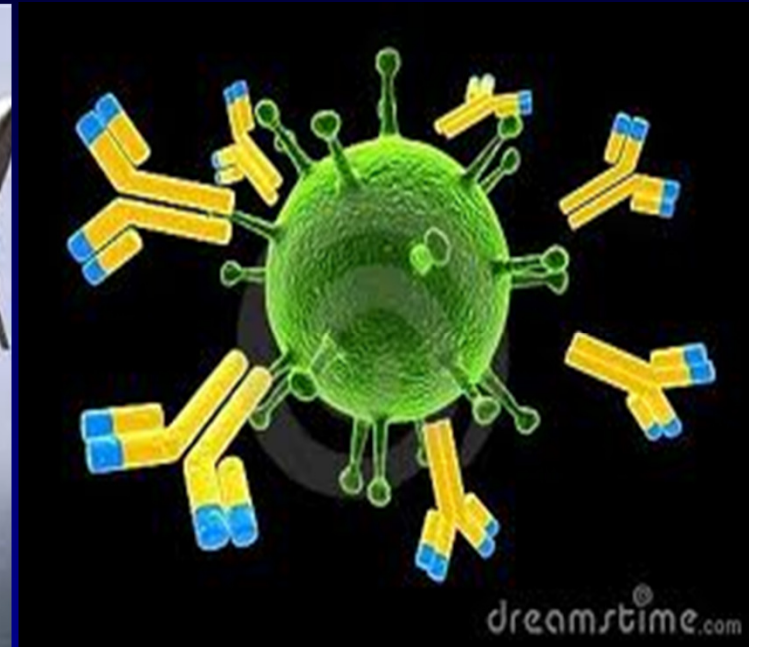
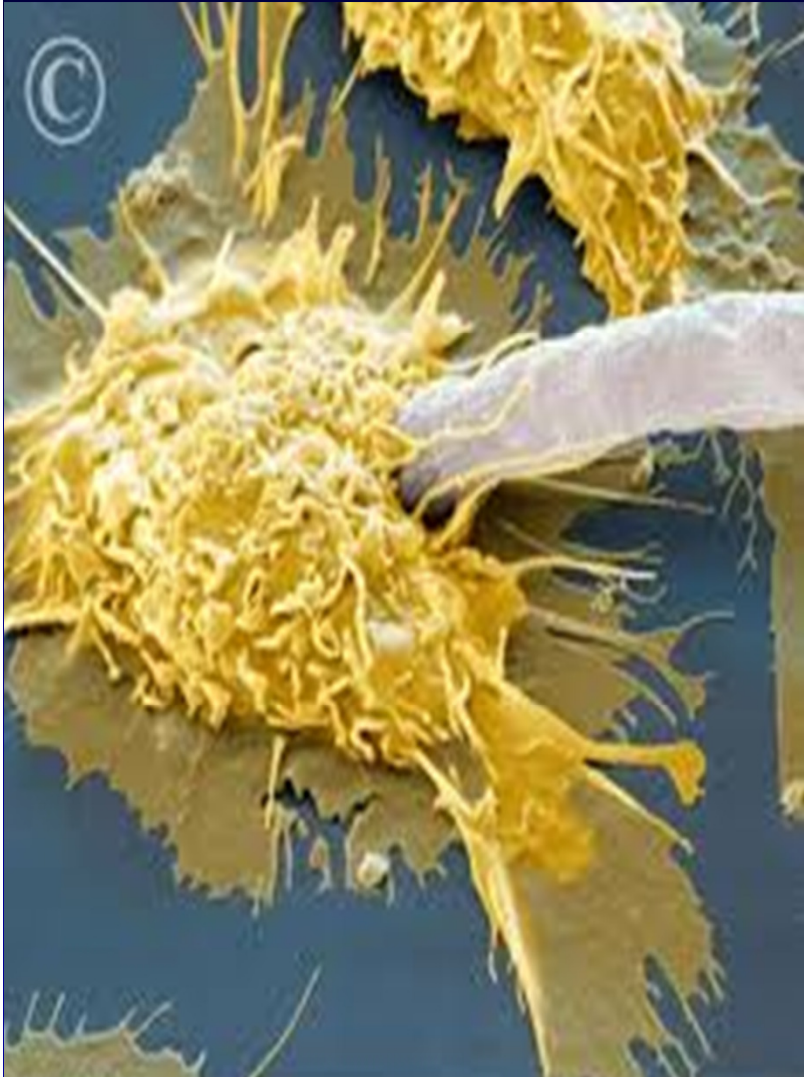


Changing Culture



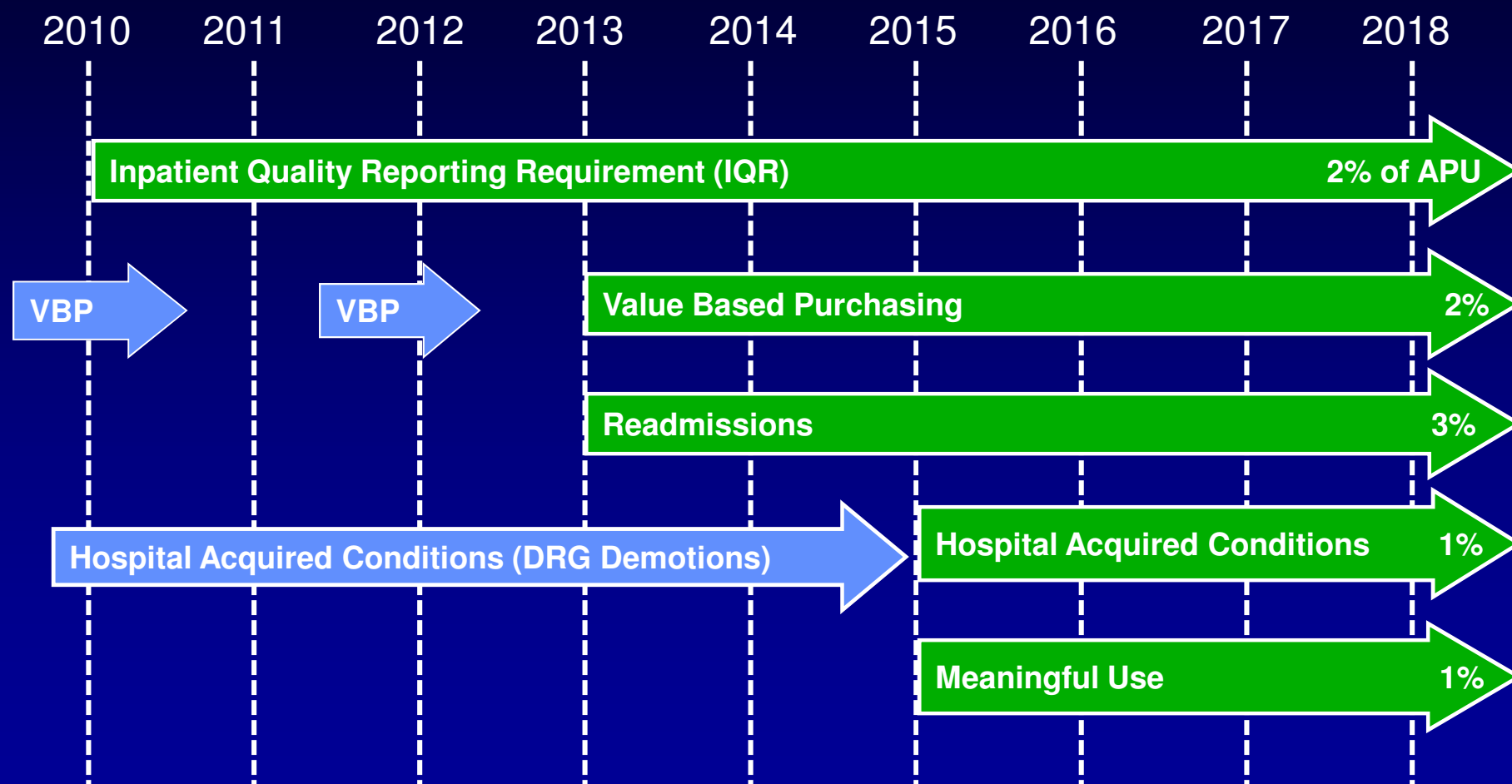


Organizational Immunity



**Enter the era of
payment tied to
reported outcomes**

Quality – Based Payment Reform Initiatives



2013 VBP Measures

| | |
|--|--|
| AMI | Fibrinolytic therapy received within 30 minutes of hospital arrival |
| | Primary PCI received within 90 minutes of hospital arrival |
| Heart Failure | Discharge instructions received |
| Pneumonia | Blood culture performed prior to administration of first antibiotic(s) |
| | Initial antibiotic selection for CAP in immunocompetent patient |
| Healthcare-Associated Infection | Prophylactic antibiotic(s) one hour before incision |
| | Selection of antibiotic given to surgical patients |
| | Prophylactic antibiotic(s) stopped within 24 hours after surgery |
| | Postoperative Urinary Catheter Removal on Postoperative day 1 or 2 |
| | Cardiac surgery patients with controlled 6AM postoperative serum glucose |
| Surgical Care Improvement | Surgery patients on a beta blocker prior to arrival who received a beta blocker during the perioperative period |
| | Surgery patients with recommended venous thromboembolism prophylaxis ordered |
| | Surgery patients who received appropriate venous thromboembolism prophylaxis within 24 hours prior to surgery to 24 hours after surgery |
| | |
| Patient Experience of Care | HCAHPS survey results on patient interaction with doctors, nurses, and hospital staff; cleanliness and quietness of the organization; pain control; communication about medicines; and discharge information |

Value Based Purchasing: FY2014

2nd Year of VBP Reporting:

- April – December 2012: Performance period
- Measures:
 - 13 Core Measures
 - 8 HCAHPS
 - 3 Mortality
 - 8 Hospital Acquired Conditions
 - 2 Composite PSI
 - 1 Efficiency (spend per beneficiary)
- \$\$ impact 2014

**New Measures
For FY 2014**

CMS Direction....

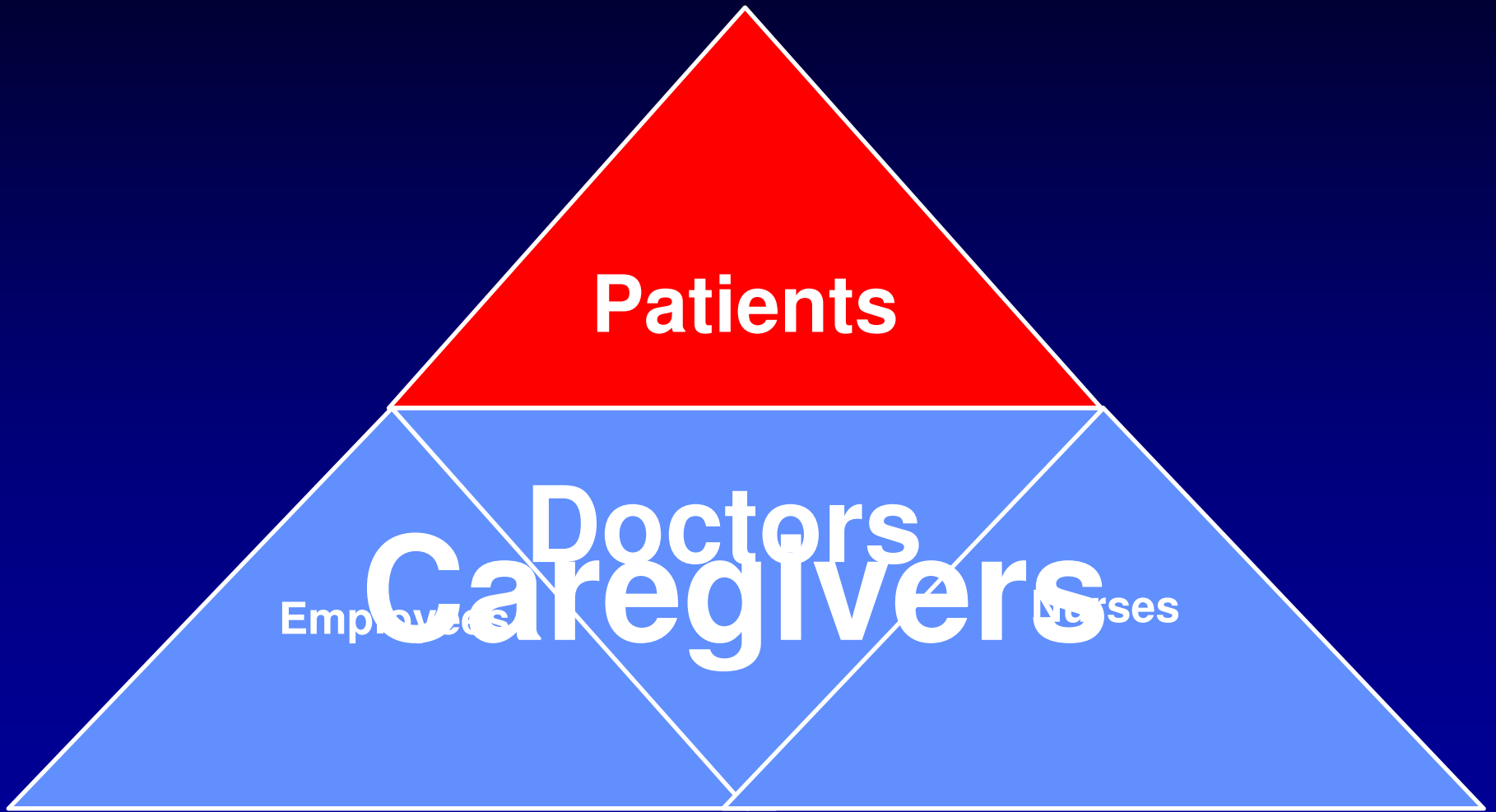
“Measurement requirements and performance *expectations will be modified over time* to reflect the application of evolving technologies and care practices as they impact the quality and safety of care.”

- Achieving a high performance on set measures not enough – Sustain Culture

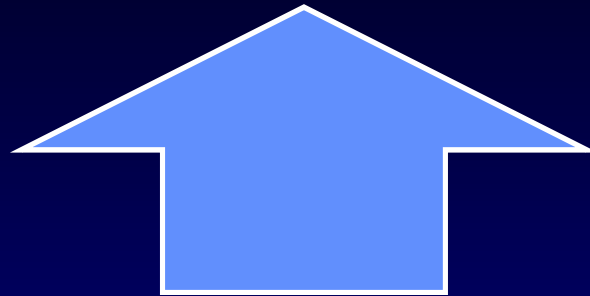
Culture

Patients

Doctors
Caregivers
Employees Nurses



Enterprise Goals



- Patient Safety Indicators
- Readmission Rates

- Core Measures
- HCAHPS

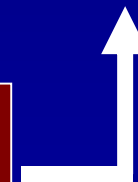
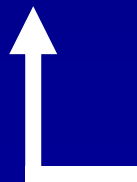
- Hospital Acquired Infections
- Engagement Scores

Safety

**Patient
Experience**

Quality

**Employee Experience
(Culture)**



S.T.A.R.T.
Cleveland's Service
Excellence Model



Respond
with
H.E.A.R.T.®

Communicate with **HEART®**

“Sunshine”

S.T.A.R.T. with Heart

Smile and greet warmly (Sir / Ma'am)

Tell your name, role, what to expect

Active listening / Assist

Rapport / Relationship building

(preferred name)

Thank the person

Respond with **H.E.A.R.T.**

H ear the story

E mpathize

A pologize

R espond

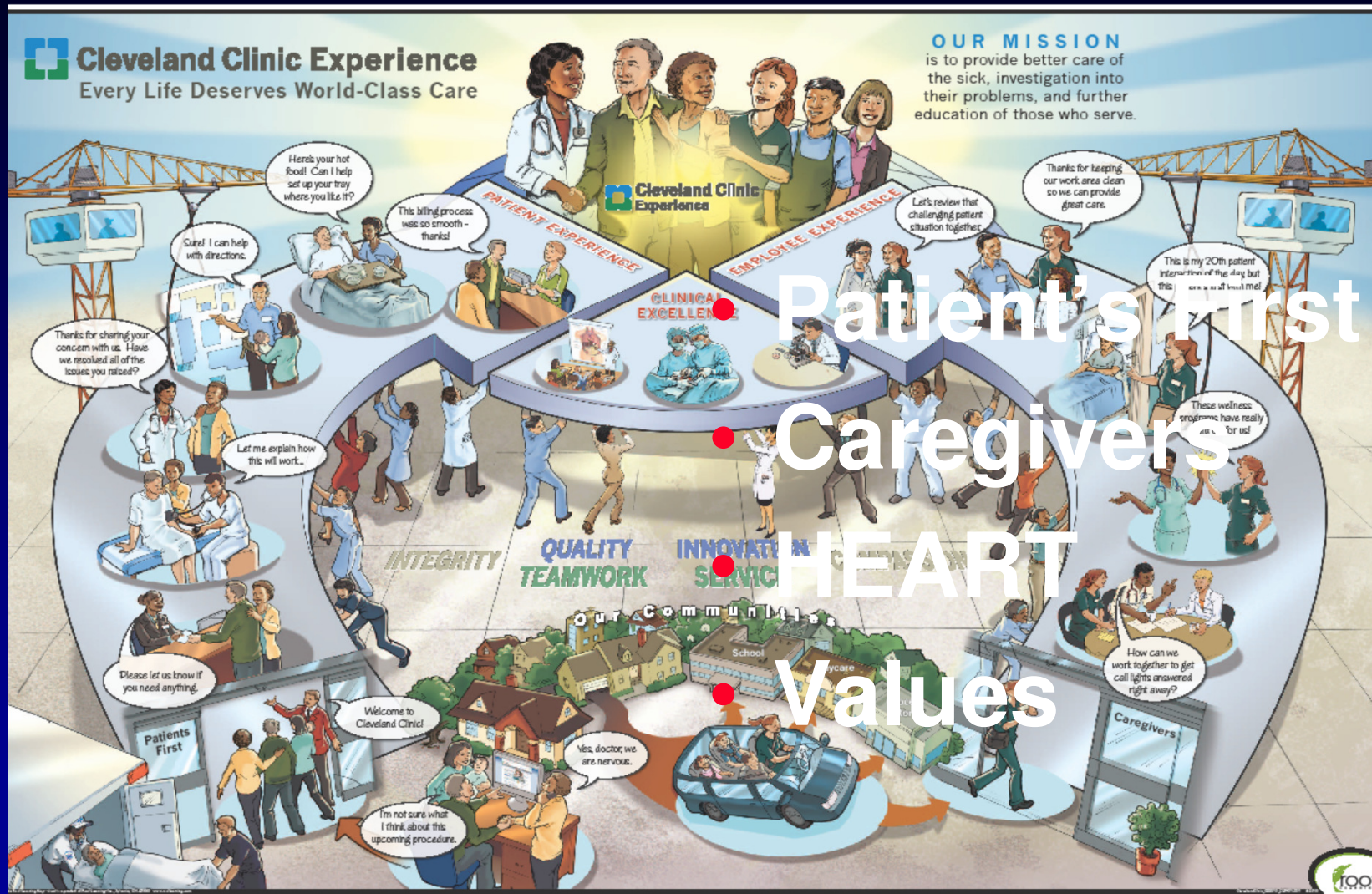
T hank



Cleveland Clinic Experience
Every Life Deserves World-Class Care

OUR MISSION

is to provide better care of the sick, investigation into their problems, and further education of those who serve.









Physical therapist

Why is this important

- Right thing to do
- The way we would want to be treated
 - Patient centered care
- Patient's want it – their “Quality”
- Defines us as an Industry
- Government

Strategy

- **Patient's first**
- **Leadership**
- **Focus the metric**
- **Journey**
 - **Process / Tactics**
 - **People (Culture)**
 - **Patient Engagement**

Empathy Video



- YouTube: http://www.youtube.com/watch?v=cDDWvj_q-o8
- Or Search: "Cleveland Clinic Empathy"



Cleveland Clinic

Every life deserves world class care.