

Welcome To

"Performing With Excellence In The HCAHPS Era"

(A \$atisfying Patient Care Continuum™)

"\$atisfying Care That Pays"™



National Association of
Healthcare Access Management

*The leading resource
for managing successful
patient access services.*

2011 Northeast Regional Conference

When: October 24, 2011 to October 25, 2011

Conference Theme: "Patient Access In An Alphabet Soup"

Where: Holiday Inn

Stamford, CT

Presenter: Jerry Wesley, CCDP and Workforce Transformation Futurist

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Welcome To

"Performing With Excellence In The HCAHPS Era"

A **\$atisfying Patient Care Continuum™**

"\$atisfying Care That Pays™"

"Performing With Excellence In The HCAHPS Era" offer a 21st century perspective of healthcare reimbursement and is part of: "A \$atisfying Patient Care Continuum."

This continuum is designed to meet the training needs of healthcare professionals where they are at every level of your organization.

Making the patient's healthcare experience a complete success is what **"\$atisfying Patient Care™"** is all about.

Presenter's Copyright Notification

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Improving
Access to
Quality
Healthcare
Services

HCAHPS
in the
Alphabet
Soup

What
HCAHPS
Should
Mean To YOU

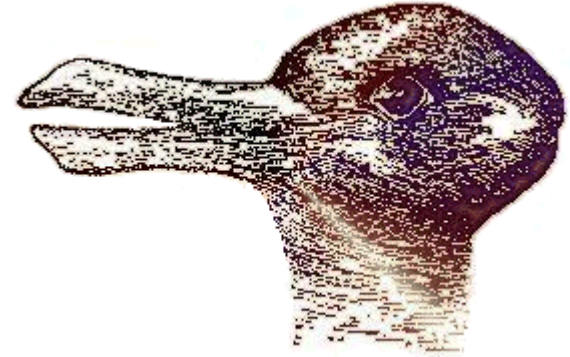
Dedicated

Leadership

Organization

Workforce

DO YOU SEE WHAT I SEE



Impressions you create influences perceptions of quality care

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What Impacts Impressions and Perceptions

- 7% **Verbal** - What you say and do
- 38% **Vocal** - How you say and do it
- 55% **Visual** - How you look when you say and do it

- ✓ People
- ✓ Processes
- ✓ Systems
- ✓ Environment
- ✓ Expectations

Every interaction a patient has with a staff member

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Continuum Expectations



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The HCAHPS Era...

Whether you started...

- **A new era of service expectation: “**
- **A paradigm shift in healthcare thinking and reimbursement**
- **A growing gap** 20th century healthcare thinking and 21st century healthcare thinking.
- **Everyone must close the gap**
- **What might have made us successful in the 20th century can not guarantee our success in the 21st century**
- **21st Century Citizenship to the CORE**

What's in it for you?



What's in it for you?

Over a 1-4 year span:

- Higher Inpatient Scores**
- Higher ED Scores**
- Higher Outpatient scores**
- Lower Employee Turnover**
- Lower RN Turnover =**
- Higher Overall Net Revenue**



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

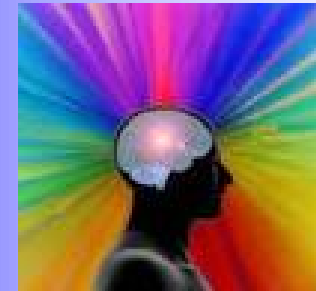
Anonymous

What is HCAHPS?

- **HCAHPS** is an acronym for
- **Hospital** –
- **Consumer**
- **Assessment of**
- **Healthcare**
- **Providers and**
- **Systems**

What is HCAHPS?

- **The HCAHPS is a metric that represents the patient's perception of quality care.**



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What is HCAHPS?

- The HCAHPS survey tool is designed to measure the **frequency** of certain care experiences.



What is HCAHPS?

- **Patients are asked questions about how often an event happened during their hospital stay**
- **Using a response scale of “always,” “usually,” “sometimes” or “never.”**

What is HCAHPS?

- **The question about discharge information is a “yes” or “no” question.**

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What is HCAHPS?

The voice of the patient is heard



V alues and beliefs
O pinions and preferences
I nformation known & needed
C oncerns and needs
E motions

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How Does The HCAHPS Survey Work?

- Given to a random sampling of discharged patient patients and results are published quarterly.
- From 48 hours to six weeks
- Can be conducted via telephone or through the mail
- Available in English, Spanish, Chinese and Russian
- Must sample at least 300 patients per year

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Who Developed HCAHPS?



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What is Their Goal?



The CMS's goal is for every hospital to perform *all* of the behaviors addressed in the HCAHPS survey *always*, and this is what hospitals will be paid to accomplish.

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The 3 Goals of HCAHPS?



First, to produce comparable data on **the patient's perspective** on care that allows objective and meaningful **comparisons between hospitals** on domains that are important to consumers.

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The 3 Goals of HCAHPS?



Second, **public reporting of the survey results** is designed to create incentives for hospitals to improve their quality of care.

The 3 Goals of HCAHPS?



Third, public reporting will serve to **enhance public financial accountability** in health care by **increasing the transparency of the quality of hospital care** provided in return for the public investment

Defining Quality Improvement

□ The science of analyzing where people, processes, systems and organizations fall short of providing high-quality care and the practice of devising, testing, and evaluating tools and techniques to address and improve those shortcomings.



Exploring a better way to do things....

What is Your HCAHPS Goal

- **Align your workforce to move from a culture of “sometimes” to a culture of “always”**
- **By training every employee on the basics of HCAHPS**

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To Survive In The HCAHPS Era



Higher
HCAHPS Scores
begins with "the
man in the mirror"
changing his ways

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The HCAHPS Era: T-BACK\$™

T HINKING – **OUR MENTAL PROCESS!**

B EHAVIOR – **HOW WE ACT!**

A TTITUDE- **HOW WE THINK AND FEEL!**

C OMMUNICATION- **WHAT WE SAY!**

K NOWLEDGE- **WHAT WE KNOW!**

\$ ERVICE SKILLS- **WHAT WE DO!**

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As An Organization In The HCAHPS Era

- Everything we have accomplished to date..... To remain a healthy and viable organization **we must change our operation diet to smarter care and sustain it.**
- Our organization to must get into **physical, mental and emotional fitness** to deliver patient satisfaction with accuracy and precision
- We must **refocus, reload, retool, rewire and reconnect** how our organization think, operate and respond
- We must connect and establish **new lines of engagement and accountability**
- We must ensure like never before that **courtesy, compassion, dignity, respect and patient safety flows...**
- We must fully embrace **BREAKTHROUGH** improvements **so that it can release its many rewards throughout our organization .**
- For **our greatest opportunities** lie **NOT** in some far away place.....

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Why Improve Patient Satisfaction?

Improving patient satisfaction improves quality of care, the patient perception of quality care and improves your bottom line.

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Why Improve Patient Satisfaction?

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

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Why Improve Patient Satisfaction?

In addition, it also improves the reputation of your organization. This can attract more talented people.

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What is Value Based Purchasing About?

- ❑ 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.

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VBP Business Case?

Most *conservative* estimate is that VBP **could cost a low scoring** hospital with IPPS reimbursement of \$55M, about **\$820,000 annually**

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What You Should Know About Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

The following timeframes were established:

HCAHPS results for patients discharge from
(July 1, 2009 – March 31, 2010) will be
used as the baseline performance period
from which to gauge a hospital's Current
Performance.

What YOU Should Know About Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

The following timeframes were established:

HCAHPS results for patients discharge from **July 1, 2011 – March 31, 2012** will be used as the **performance period** that will determine the amount of your reimbursement for fiscal year **2013**.

What YOU Should Know About Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

Medicaid Medicare Service's new Value-Based Purchasing Program

**will move a small but significant
portion of hospital payments to a new**

**pay-for-performance system that
begins in October 2012**

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What YOU Should Know About Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)

- **Starting in** fiscal year 2013
- Hospitals with lower patient satisfaction scores
- Will see their Medicare reimbursement payments reduced

What You should know about

Not All HCAHPS Themes Will Count Toward CMS Reimbursement

HCAHPS Survey Themes	Used In Value Based Purchasing Calculation
• Communication with Nurses	Yes
• Communication with Doctors	Yes
• Responsiveness of Hospital Staff	Yes
• Pain Management	Yes
• Communicate about Medicines	Yes
• Discharge Information	Yes
• Cleanliness	Cleanliness/
• Quietness of Hospital	Quietness
• Overall Hospital Rating	Yes
• Would Recommend Hospital	No

Sources: CMS Report entitled, "Medicare Program: Hospital Inpatient Value-Based Purchasing Program". (January 7, 2011)

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At Your Hospital.... Is It

For HCAHPS Time Frame

July 1, 2011 – March 30, 2012:

For Determining Your Financial Reimbursements

- Doctor Communication 
- Nurse Communication 
- Responsiveness of Staff 
- Diversity and Cultural Insensitivity 
- Resistance to Change 
- Leadership and Management Challenges 

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HCAHPS Barriers

1. Poor Culture
2. Broken rules
3. Repeated Mistakes
4. Lack of support
5. Incompetence
6. Poor teamwork
7. Disrespect
8. Micromanagement

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8 Symbols of Excellence in the HCAHPS Era

- **Lean**
- **Six Sigma**
- **TeamSTEPPS**
- **Just Culture**
- **Press Ganey**
- **VitalSmarts (Crucial Conversations)**
- **Malcom Baldrige National Quality**
- **Satisfactology Institute**

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If you are considering t who to partner with
on your HCAHPS journey, let us be your
HCAHPS GPS Navigator.....

your route to patient satisfaction success!

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Thank You!

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