Patient-Centered Care: A Strategic Imperative

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Dr. Frampton is the President of Planetree, a not-for-profit organization, working with a growing network of hospitals and continuing care communities around the world to implement Planetree’s comprehensive patient/resident-centered model of care, resulting in improvements in both clinical and operational outcomes. Frampton has authored numerous publications, the most recent including a series in the American Journal of Nursing, the International Health Federation Journal, Patient-Centered Care Improvement Guide, a web-based document that has been downloaded over 30,000 times, and the edited collection Putting Patients First, Second Edition (Jossey-Bass Publishing, 2008). Frampton has served as a member of the NQFs National Priorities Partnership since 2009, participated on The Joint Commission’s Expert Advisory Panel on culturally competent patient-centered care standards, and the Institute of Medicine’s review panel for their 2009 publication on integrative medicine. In addition to speaking internationally on culture change, quality and safety, and the patient experience, she has presented keynotes on designing patient-centered practices in acute care, continuing care, and ambulatory medicine settings for the Healthcare Design Symposium, Veterans Health Administration and the WHO. Additionally, Dr. Frampton was honored in 2009, when she was named one of “20 People who Make Healthcare Better” by Health Leaders Magazine.
Agenda

• The Business Case for Patient-Centered Care
• A Best Practice Example of Patient Centered Care Implementation
• The Stairway to Patient-Centered Care Excellence

Learning Objectives

• Review the definition of "patient-centered care" and why patient centeredness is an important dimension of overall care quality
• Gain practical ideas for implementing field-tested patient-centered approaches for meeting a broad range of patient, family and caregiver needs
Defining Patient-Centered Care

"...providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide all clinical decisions..."

"Patient-centeredness is a dimension of health care quality in its own right...its proper incorporation into new health care designs will involve some radical, unfamiliar, and disruptive shifts in control and power, out of the hands of those who give care and into the hands of those who receive it.” – Donald Berwick

"Providers partner with patients to anticipate and satisfy the full range of patient needs and preferences. Providers support staff in achieving their professional aspirations and personal goals.”

Business as Usual Will No Longer Suffice

- Institute of Medicine
  - Identifies patient-centeredness as one of six national aims of health care quality
  - “...providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide all clinical decisions...”

- Centers for Medicare and Medicaid Services
  - Public reporting of HCAHPS score
  - Value-Based Purchasing (VBP)

- Healthcare Reform
  - Accountable Care Organizations
  - Patient-Centered Medical Home
  - Bundled Payments
Reducing Costs through Patient-Centered Care in VBP & ACO Environments

Patient-centered care → Patient/Family involvement & Shared decision-making → Engaged patients

Better diagnosis of patient preferences → Engaged patients consume less health care* → Potential reduction in health care costs


Planetree’s Roots: Patient Activation

“...the ideal hospital would combine the best of modern medicine, with the best possible patient care experience to become a truly healing environment, where just being there is healing.”

Angelica Thieriot
Planetree founder
Guiding Principles of Patient-Centered Care

Activation of Patient & Caregiver
Access to Information
Involvement of Family
Humanized Care
Healing Environment
Personalization of Care

Patient-Centered Approaches are Gaining Traction!

- 24 hour, patient-directed visitation
- Care partners
- Patient and Family Partnership Councils
- Shared decision making
- Family-initiated rapid response team
- Bedside shift report
- Family rounding
- Empathy training for staff
Framework for Putting Concepts Into Practice

Activation of patient & caregiver
- 24-hour, patient-directed visitation
- Care partner programs
- Patient and family advisory councils

Access to Information
- Open medical records
- Health resource centers
- Bedside rounding

Healing Environment
- Quiet at night
- Decentralized nursing stations
- Home-like aesthetics
- Family spaces

Patient-Centered Hospital Designation = Comprehensive PCC Implementation

- Structures and Functions Necessary for Culture Change
- Human Interactions/Independence, Dignity and Choice
- Patient Education & Responsibility
- Family Involvement
- Food, Dining & Nutrition
- Healing Environment: Architecture and Design
- Arts Program/meaningful Activities & Entertainment
- Spirituality & Diversity
- Integrative Therapies/Paths to Well-Being
- Healthy Communities
- Measurement

11 Domains; 66 Criteria
Patients who would Definitely Recommend the Hospital 2008 - 2011

- Planetree Designated Hospital Average (change: 2.56)
- Planetree Non-Designated Affiliates (change: 2.12)
- National Hospital Average (change: 1.85)

Patients recommend Planetree Designated hospitals significantly more than peers (9%).

Patients at Planetree Designated hospitals are significantly more satisfied than at other hospitals (5%).

% of Patients Highly Satisfied (Scored a 9 or 10) 2008 - 2011

- Planetree Designated Hospital Average (change: 3.37)
- Planetree Non-Designated Affiliates (change: 4.34)
- National Hospital Average (change: 3.87)
A Retrospective Evaluation of the Planetree Patient-Centered Model of Care Program’s Impact on Inpatient Quality Outcomes
Stone, S. in Health Environments Research & Design 2008

• What is the impact of the Planetree patient-centered model of care on clinical outcomes?
  • Length of stay
  • Readmission

• What is the impact of the Planetree patient-centered model of care on the cost of providing care?
  • Cost per case
  • Productive nursing hours per patient day

What is the impact of the Planetree patient-centered model of care on patient satisfaction?

• Planetree unit mean scores were higher in 9 out of 11 composite areas (admission, meals, nurses, tests and treatment, visitors and family, discharge, overall assessment, overall mean score and room).

• The Planetree unit demonstrated statistically higher mean scores in the meals and nurses composite (p<.05 with Eta squared = >.01).

• The Comparative unit demonstrated significance in the physicians composite (p<.05 with Eta squared = >.01).
What is the impact of the Planetree patient-centered model of care on clinical outcomes?

• Length of Stay -
  • The Planetree unit consistently maintained a lower length of stay.
  • Significance was demonstrated in the lower Planetree unit’s mean length of stay (2003 & 2006).

![Length of Stay Graph]

• Cost per Case
  • The Planetree unit maintained significantly lower cost per case in every year.

![Cost per Case Graph]

• Productive Nursing Hours per Patient Day

![Productive Nursing Hours Graph]
A Structured Journey to Culture Change

PLANETREE PROCESS

Leadership Readiness

Staff Engagement

Implementation

Sustaining

- Patient-Centered Designation
- Renewal Retreat/Activities
- Progress Assessment
- Learning Journey Site Visits
- Patient-Centered Program Development
- Merit Award Planning
- Work Teams
- Physician Engagement
- Initial Staff Retreats
- Leadership Retreats
- Report/Recommendations
- Infrastructure Building
- Organizational Assessment
- Informational Activities and Mapping
- Leadership Team Commitment
- Individual Commitment
- Patient-Centered Champions Selection
- Executive Leadership Readiness: Observational & Exploratory Learning

Non-prescriptive but Systematic Process

Step 1: Executive Readiness Sessions

Step 2: Staff Information Sessions

Step 3: Organizational Assessment

Step 4: Leadership Engagement

Step 5: Staff Retreats

Personalized Approach for Each Unique Organization
Setting the Standard for Patient-Centered Excellence

Differentiates Excellent Patient-centered Hospitals
Accelerates innovation and differentiation
Endorsed by the Joint Commission

Recognition for Progress Along the Way

"It is better to take many small steps in the right direction than to make a great leap forward only to stumble backward."
~Proverb
Resources for your journey

www.planetree.org

Bibliography

- Stone, S. “A retrospective evaluation of the Planetree patient-centered model of care program’s impact on inpatient quality outcomes.” Health Environments Research and Design, Summer 2008