

Framing the Patient Experience

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The Changing Healthcare Landscape

Today, every type of healthcare organization is experiencing significant changes. Health systems, hospitals, outpatient facilities and physician groups are facing new challenges, from nontraditional competitors, like retail groups, to new clinical start-ups, which offer a unique brand experience.

- Targeted Care Initiatives
- Real-Time Data
- Quality Certification
- Brand Building

At the same time, healthcare organizations are struggling with additional challenges that are altering their “business as usual” practices. These challenges include: a shift from fee-for-service to a fee-for value revenue model; a transition from inpatient- to outpatient-based care platforms; and the integration and consolidation of the industry in general.

With this evolving, competitive landscape and the challenges providers face in terms of receiving equitable reimbursements as well as the sharp focus on consumerism and patient-centered care models, it is critical for all healthcare organizations to ensure that their outcomes are nearly perfect and their patients are extremely satisfied with their experience.

The “brand” of a healthcare organization is often defined by how well the clinical engagement was for the patient in terms of their level of satisfaction and how strong of a brand advocate those patients will become.

Driven by these changes and the strategic vision to build a superior healthcare brand for health systems, hospitals, outpatient facilities and physician groups, Bruno and Ridgway Research launched Opinions and Insights® (O&I) in 2013.

Generating Data-Driven Insights

Opinions and Insights[®] is a patient experience survey that has altered the way in which healthcare providers obtain valuable feedback about the patient experience. The survey questions are designed to capture patients' honest and top-of-mind opinions about their care experience. O&I can be implemented in any type of healthcare setting including inpatient and outpatient areas as well as in physician practices.

Historically, hospitals have relied on HCAHPS scores to monitor how well they are performing globally. However, most times, HCAHPS scores do not provide enough information to support how individual departments or clinical service lines are performing in terms of the patient experience.

- **Easy to Implement**
- **Affordable**
- **Ongoing Monitoring of Patient Care Experience**

With database limits and small sample sizes, HCAHPS scores do not always reflect the actual patient experience, which is vital to driving process improvement programs, brand platforms, service experience initiatives and product line positioning strategies.

A Unique Balance of Disease-Specific Insights

Opinions and Insights[®] is a proprietary patient experience survey platform in which surveys are adapted and tailored to any area of care including disease-specific care. In addition, with O&I, healthcare providers can obtain real-time feedback from virtually every patient immediately after care is received.

Hospitals are discovering that by implementing O&I for specific clinical areas, service lines or physician groups, their healthcare organization can achieve selected quality rankings, exceed industry best practice benchmarks as well as maintain and expand the brand equity of the providers.

One Powerful Survey -- 7 Key Benefits

- **Targeted Quality Care Initiatives** - Hospitals, outpatient centers and physician groups are able to target specific areas in order to reengineer and improve their patient care process. This ensures that they are meeting patients' needs and expectations. In addition, process improvement at disease-specific and care levels can lead to higher patient satisfaction results at the macro level.
- **Real-Time Patient Feedback** - Surveys are completed at the point-of-care. This technique allows patients to easily recall their experience regarding the care they received.
- **Joint Commission Certification** - Hospitals have turned to O&I for their Joint Commission certification needs. The main reasons are because O&I is uniquely designed to capture a robust sample of completed patient experience surveys in disease-specific areas.
- **Marketing/Advertising/Brand Building** - O&I enables marketers the ability to leverage and market to "real" strengths rather than anecdotal information and internal assumptions. O&I gives marketers the data as well as the credibility to efficiently deliver clear, honest and meaningful messages to consumers.
- **Easy to Implement** - We coordinate and manage all aspects of the process including, but not limited to, survey design, survey implementation and detailed monthly and quarterly summary reports.
- **Affordable** - The cost is manageable for most healthcare providers because we have designed a survey platform that streamlines the process.
- **Ongoing Monitoring of the Patient Care Experience** - O&I is gathering feedback from patients on a daily basis. This is a great way to stay on top of regularly auditing the quality of care.

Program Results - Opinions and Insights®

Although O&I is relatively new, several well regarded health systems have already engaged Bruno and Ridgway with proven results.

One of the largest integrated health systems in the Mid-Atlantic region relies on O&I for quality improvement initiatives, Joint Commission certification and brand optimization. Healthcare organizations have found that O&I has also improved their HCAHPS scores by simply improving the patient experience at the departmental, disease-specific level.

Using data from O&I, the hospital system was able to successfully differentiate itself in a highly competitive marketplace by leveraging its quality rankings which could not have been accomplished using their HCAHPS database alone.

In addition to building its brand, O&I was also able to implement several process improvement programs which have resulted in enhanced patient experiences, a higher level of staff satisfaction and better quality outcomes.

Other health systems are beginning to learn the benefits of O&I and they are implementing it into the patient experience plan.

A large health system in Philadelphia implemented O&I within their hospitals and in their orthopedic outpatient centers.

Exhibit A

Increases in patient satisfaction scores are attributed to using the data from O&I and developing and implementing improvement plans where it's necessary.

Includes Aggregated HCAHPS Scores for: Nurse Communication, Pain Management, Proper Communication About Medicines and the Discharge Process*							
		Heart Failure		Acute Coronary Syndrome		Joint Replacement	
Hospital	2010-2012 Without O&I	2013-2015 With O&I	2010-2012 Without O&I	2013-2015 With O&I	2010-2012 Without O&I	2013-2015 With O&I	
Hospital A	64	71	59	74	34	65	
Hospital B	72	62	63	65	60	61	
Hospital C	68	70	74	76	79	84	
Hospital D	59	67	55	74	N/A	N/A	
Hospital E	62	70	55	74	N/A	N/A	
Hospital F	69	71	70	68	76	86	

* In a large number of cases, these are the key areas to improve upon in order to generate higher HCAHPS scores.

Exhibit B

In addition to aggregated HCAHPS scores from specific areas, the hospitals also evaluated their overall scores to determine how well departments have followed their improvement plans. In a small number of cases, improvement plans have not been followed.

By implementing O&I as well as developing and systematically following an improvement plan, 80% of the hospitals successfully increased their overall HCAHPS scores for Heart Failure and Acute Coronary Syndrome.

Hospital	Overall HCAHPS Scores			
	Heart Failure		Acute Coronary Syndrome	
	2010-2012 Without O&I	2013-2015 With O&I	2010-2012 Without O&I	2013-2015 With O&I
Hospital A	51	56	48	56
Hospital B	64	49	51	50
Hospital C	59	65	60	67
Hospital D	50	58	53	66
Hospital E	56	65	56	82
Hospital F	59	67	57	67

The Future Is Now

In the face of challenges that the healthcare industry is presented with, Opinions & Insights® provides healthcare entities with a proven model to enhance the patient experience, improve quality and build a brand using real-time patient experience data to address the unknown.

Facing an unknown future requires healthcare organizations to take action and push their organization beyond the status quo. Different models, thinking and best-in-class patient engagement models are essential for healthcare organizations to thrive in the future.

About the Authors:

Joseph Ridgway is President of Bruno and Ridgway Research Associates, Inc. His firm has over 45 years of experience designing tactical market research methods to obtain honest opinions from consumers and healthcare professionals across a broad range of topics. Bruno and Ridgway has successfully guided many healthcare organizations with process improvement planning. In addition, Bruno and Ridgway works closely with healthcare organizations by implementing survey research that is designed to help them make more informed decisions.

Michael Slusarz is the President of MBK Marketing Solutions. He is a proven marketing executive and a nationally-recognized motivational speaker and author (Positioning your Brand in the Digital World; Optimizing the Customer Decision; Change Communications: Engaging Your Employees and Market; Today's Digital Customer; and Core Messaging for Successful Mergers). Michael began his career with RCA and then went on to General Electric. In addition, he has held senior leadership positions at a variety of hospitals and healthcare systems and he was the Founder/President of an award-winning advertising and branding firm.