Best Practices for Improving HCAHPS Scores

Agenda

I. Evolution from Patient Satisfaction to Patient Experience
II. What do Top Performers do Differently
III. Case Study
IV. Questions and Answers
HealthStream – Customer Service in the HCAHPS Era

**HealthStream – About Us**

- Nashville, TN Office
- Corporate Office
- Baltimore, MD Office

- Approximately 500 employees
- Approximately 2,400 client hospitals
- Fortune Top 100 fastest-growing Small Businesses (2009 / 2010)
- Forbes America’s Best Small Companies List (2011)

**HealthStream Clients**

*Partial list*

**HealthStream**
HealthStream - Customer Service in the HCAHPS Era

Agenda

I. Evolution from Patient Satisfaction to Patient Experience Outcomes
   a. HCAHPS
   b. Transition of Care – Project BOOST; Project RED

CAHPS portfolio
   a. Current – HH-CAHPS; ICH-CAHPS
   b. Future – CG-CAHPS; ASC-CAHPS; ED-CAHPS

What is HCAHPS

- Hospital Consumer Assessment of Healthcare Providers and Systems
- Move from CMS as a Passive Payer to an Active Purchaser of Healthcare
- Outcome-based

Differences in Survey Question Scales
What HCAHPS is not

Hospitals or their agents are not allowed to:

- attempt to influence or encourage patients to answer HCAHPS questions in a particular way
- imply that the hospital, its personnel or agents will be rewarded or gain benefits for positive feedback from patients by asking patients to choose certain responses, or indicate that the hospital is hoping for a given response, such as a “10,” “Definitely yes,” or an “Always”
- indicate that the hospital’s goal is for all patients to rate them as a “10,” “Definitely yes,” or an “Always”

HCAHPS Trends by Domain Top-Box Percentage Score

<table>
<thead>
<tr>
<th>Score</th>
<th>Apr '08 - May '09</th>
<th>Apr '10 - May '11</th>
<th>Apr '11 - May '12</th>
<th>Change in score over 5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hospital Count</strong></td>
<td>3,711</td>
<td>3,746</td>
<td>3,798</td>
<td>3,837</td>
</tr>
<tr>
<td><strong>Nurse Communication</strong></td>
<td>74%</td>
<td>74%</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td><strong>Doctor Communication</strong></td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>Responsiveness of Hospital Staff</strong></td>
<td>62%</td>
<td>62%</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td><strong>Pain Management</strong></td>
<td>68%</td>
<td>69%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td><strong>Communication About Medicines</strong></td>
<td>58%</td>
<td>59%</td>
<td>61%</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Cleanliness of Room/Bathroom</strong></td>
<td>69%</td>
<td>70%</td>
<td>71%</td>
<td>72%</td>
</tr>
<tr>
<td><strong>Quietness of Area Around Room at Night</strong></td>
<td>56%</td>
<td>56%</td>
<td>58%</td>
<td>58%</td>
</tr>
<tr>
<td><strong>Discharge Information</strong></td>
<td>80%</td>
<td>80%</td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td><strong>Readiness of Hospital</strong></td>
<td>64%</td>
<td>65%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td><strong>Recommendation to Recommend Hospital</strong></td>
<td>68%</td>
<td>68%</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td><strong>HCAHPS Composite</strong></td>
<td>68%</td>
<td>68%</td>
<td>70%</td>
<td>70%</td>
</tr>
</tbody>
</table>
HealthStream - Customer Service in the HCAHPS Era

### Transition of Care

<table>
<thead>
<tr>
<th>Transition of Care</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking patient and family preferences into account in deciding needs after</td>
<td>51.0%</td>
</tr>
<tr>
<td>discharge</td>
<td></td>
</tr>
<tr>
<td>Patient had a good understanding of responsibilities for managing own health at</td>
<td>41.5%</td>
</tr>
<tr>
<td>discharge</td>
<td></td>
</tr>
<tr>
<td>Patient understood the purpose for taking medications at discharge</td>
<td>54.0%</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

CMS has communicated that the first public reporting of Transition of Care Questions will be in Fall 2014.

### Project BOOST/RED

Access a CSM International webinar to learn more about Project BOOST:

Wednesday, May 28th, 2014
at 3-4 PM EST
**Current and Upcoming CAHPS Surveys**

- HCAHPS: Hospital Inpatients
- HH-CAHPS: Home Health Patients
- ICH-CAHPS: In-Center Hemodialysis Patients
- CG-CAHPS: Physician Clinic & Group Office Patients
- ED-CAHPS:
- ASC-CAHPS:
- LTC-CAHPS: Nursing home residents and family members
- More to come!

**Likely CG-CAHPS Timeline**

- 2011: Physician Compare Launched
- 2012: State Mandates (CA, MN)
- 2013: PCMH Recognition Program Begins
- 2014-15: CMS Plan for Public Reporting
- 2015: CMS Requirement for ACOs, Pioneer ACOs
- 2016: CMS “Pilot” for group practices with > 100 providers reporting via GPRO
- 2017: Public Reporting
- 2018: Pay-for-Participation
- 2019: 2013 results for ACOs and group practices posted on Physician Compare

**ED-CAHPS**

- 70 items in the survey. CAHPS aligned.
- The field test will be conducted June 2013 to November 2013 with patients who had ED visits in May 2013. CMS is funding the field test.
- CMS is recruiting approximately 12 hospitals, targeting 300 completed surveys in each hospital.
- The goal is to survey both patients who are discharged and those who are admitted (after HCAHPS sample is pulled out).
- We should expect to see results of the field test in early 2014.
II. What do Top Performers do Differently?

1. Baptist Health Care
   a. Focus on one survey tool – Goal set on 1 item
   b. Unit-level data
   c. Consistency

2. Survey turnaround time
3. Actionable patient comments
4. Physician-level reporting

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Baptist Health Care

2003 Malcolm Baldrige Award Recipient

HCAHPS Imperative
   a. Focus on one survey tool – Goal set on one item
   b. Unit-level data
   c. Consistency – from admission to dx – leadership to support staff

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Focusing on the HCAHPS Survey

Number of Surveys Returned FY 2010

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Satisfaction Survey</th>
<th>HCAHPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital A</td>
<td>1,395</td>
<td>301</td>
</tr>
<tr>
<td>Hospital B</td>
<td>960</td>
<td>451</td>
</tr>
<tr>
<td>Hospital C</td>
<td>833 833</td>
<td></td>
</tr>
<tr>
<td>Hospital D</td>
<td>1,243</td>
<td></td>
</tr>
</tbody>
</table>
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Unit-level data

**Consistency**

1. Consistency in the behavior of every staff member or leader a patient encounters

2. Consistency in processes across the continuum of care

3. Consistency in handoffs with every discipline that supports the patient's care
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The Power of ED Discharge Call-Backs

<table>
<thead>
<tr>
<th>Survey Questions</th>
<th>Sample Size</th>
<th>Your Top Box</th>
<th>HSTM DB Top Box Percentile</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Did you receive a follow up call from the ED within 4 days of your visit?</td>
<td>Yes</td>
<td>10,390</td>
<td>74.1%</td>
<td>94th</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>6,856</td>
<td>49.1%</td>
<td>2nd</td>
</tr>
</tbody>
</table>

Based on HealthStream data July 2011 – December 2011

Survey Turnaround Time

Actionable Patient Comments
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Physician level reporting

Insights On Demand Report by Question

<table>
<thead>
<tr>
<th>HCAHPS Reporting Entity</th>
<th>Variable</th>
<th>Top Box</th>
<th>Top Box</th>
<th>Always</th>
<th>Usually</th>
<th>Sometime</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician - Dr. Jackson</td>
<td>105</td>
<td>90.0%</td>
<td>50.0%</td>
<td>11.1%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Physician - Dr. Garcia</td>
<td>102</td>
<td>90.0%</td>
<td>50.0%</td>
<td>11.1%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Physician - Dr. Santos</td>
<td>103</td>
<td>90.0%</td>
<td>50.0%</td>
<td>11.1%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Physician - Dr. Greene</td>
<td>102</td>
<td>90.0%</td>
<td>50.0%</td>
<td>11.1%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Physician - Dr. Smith</td>
<td>105</td>
<td>90.0%</td>
<td>50.0%</td>
<td>11.1%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Physician - Dr. Taylor</td>
<td>105</td>
<td>90.0%</td>
<td>50.0%</td>
<td>11.1%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Physician - Dr. Lee</td>
<td>105</td>
<td>90.0%</td>
<td>50.0%</td>
<td>11.1%</td>
<td>4.4%</td>
<td>4.4%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

Facilities

1. HCAHPS Reporting Entity: Physician
2. Variable: HCAHPS Reporting Entity
3. Top Box: 105
4. Top Box: 50.0%
5. Always: 90.0%
6. Usually: 4.4%
7. Sometime: 4.4%
8. Never: 0.0%

Insights Mobile

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve communication with patients</td>
<td>Enhance patient satisfaction</td>
</tr>
</tbody>
</table>