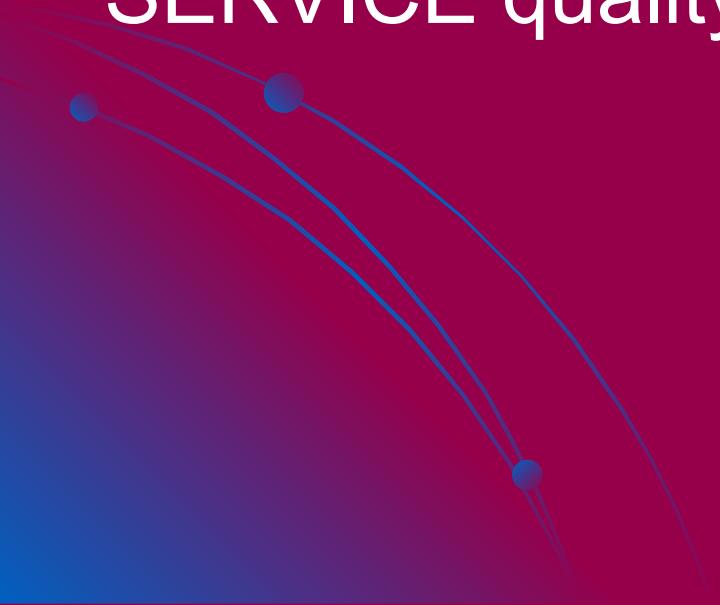


# HCAHPS

SERVICE quality SERVICE quality SERVICE



Hospital

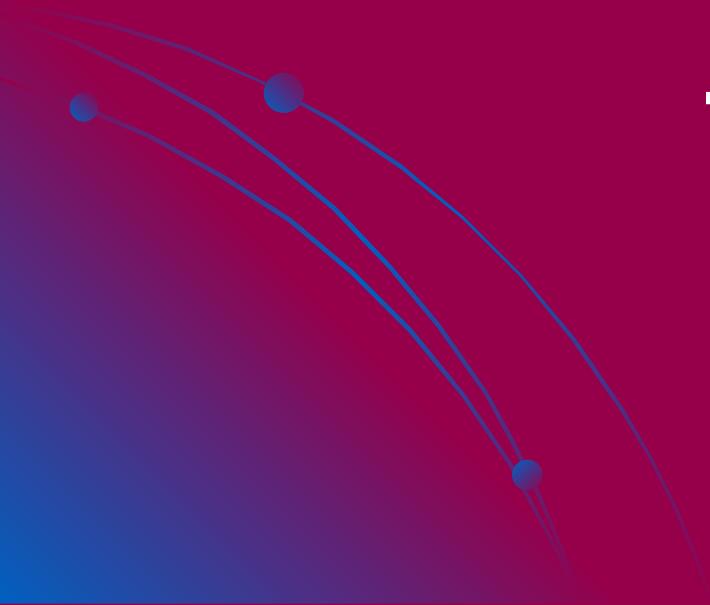
Consumer

Assessment of

Healthcare

Providers &

Systems



# What is It?

The first national,  
standardized &  
publicly reported  
benchmark of hospital  
patients' perceptions  
of their inpatient care

# Some History

- Created in 2002
- Combined efforts of
  - The Centers for Medicare & Medicaid Services (CMS)
  - The Agency for Healthcare Research & Quality (AHRQ)

# What goals did the government have in mind when creating HCAHPS?

1. To produce comparable data on patient's perspectives of their care so that consumers can make objective and meaningful comparisons among hospitals
2. To create incentives for hospitals to improve their quality of care
3. To enhance public accountability in healthcare by increasing the transparency of the quality of hospital care

# Access to Public Reports

Available since March 2008 at:

[www.hospitalcompare.hhs.gov](http://www.hospitalcompare.hhs.gov)

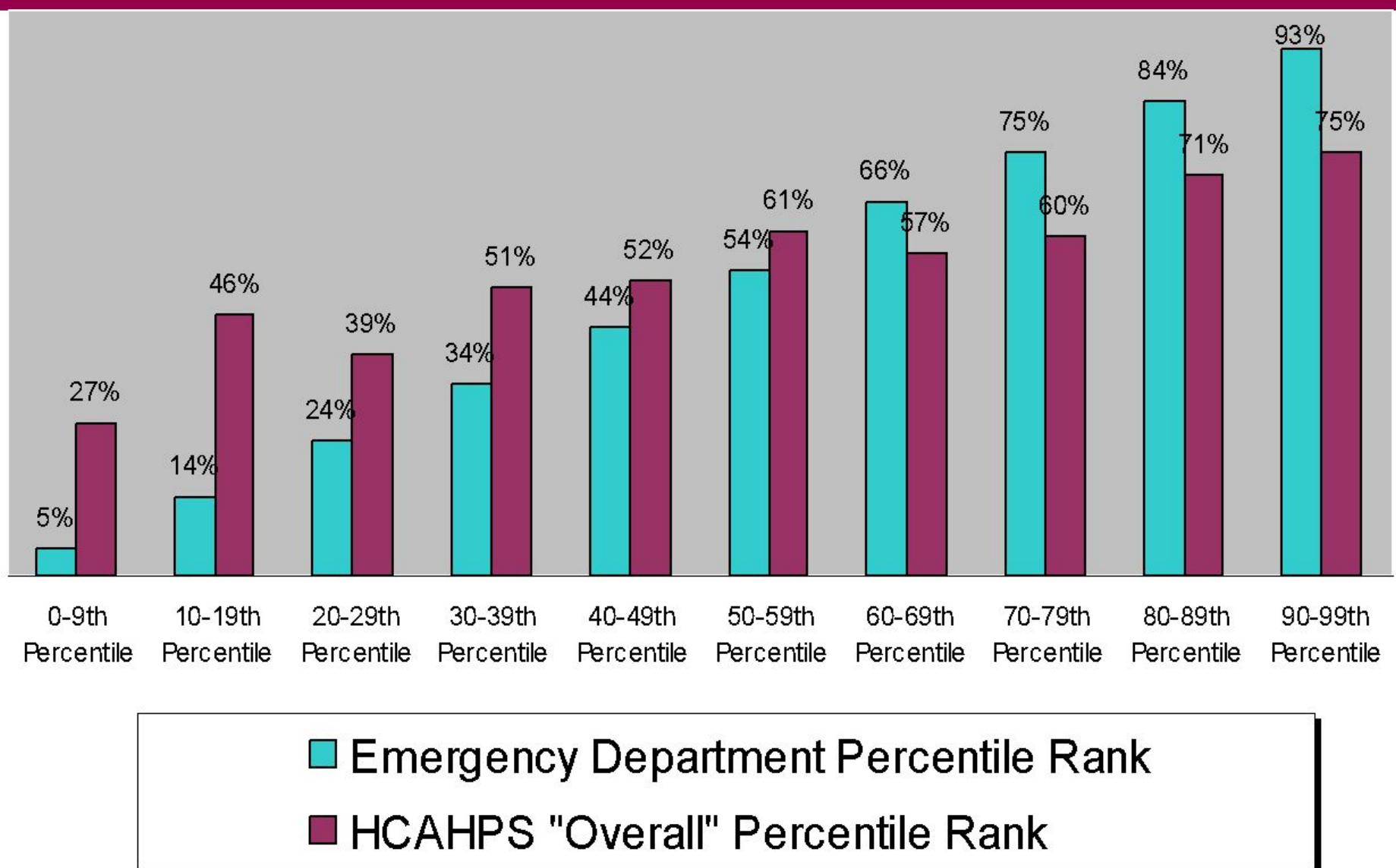
# What if you don't work in an inpatient unit?

Patients tend to perceive *all employees* they interact with as important to their care (not just physicians/nurses) – therefore, their overall perception of care is impacted by *every interaction* the patient has with *any staff member.*

# What if you don't work in an inpatient unit?

The ER is a major point of entry into inpatient care – this “first impression” sets the stage for HCAHPS success. Research has shown a direct correlation between ER patient satisfaction results and HCAHPS results.

# Correlation of ER to HCAHPS



# How Does it Affect Other Pillars?

## Finance

Beginning in Fiscal Year 2008, the hospital's annual payment updates would have been negatively affected if we didn't participate in HCAHPS surveying & reporting

# How Does it Affect Other Pillars?

## Finance

### **Medicare Proposes New Hospital Value Based Purchasing Program (01/13/2011)**

On Friday, January 7, 2011, the Centers for Medicare & Medicaid Services (CMS) issued a proposed rule that would establish a hospital value-based purchasing program for acute care hospitals that are paid under the Medicare Inpatient Prospective Payment System (IPPS) for inpatient services furnished to Medicare beneficiaries. The new program, which was required by the Affordable Care Act of 2010, would provide value-based **incentive payments** to hospitals beginning in FY 2013, based on their achievement or improvement on a set of **clinical and patient experience of care quality measures**.

# The Timeline Leading to Value Based Purchasing

**HCAHPS Created in 2002**

**Annual payment updates impacted in October 2007**

**Public reporting started in March 2008**

**Affordable Care Act in 2010**

**July 1, 2011 – March 31, 2012  
Performance Period**

**Value Based Purchasing Program Begins in October 2012**

# How Does it Affect Other Pillars?

## Growth

- Patients who have higher perceptions of their care will use services again and recommend them to others
- Positive public reported data may promote use of our hospital over others

# How Does it Affect Other Pillars?

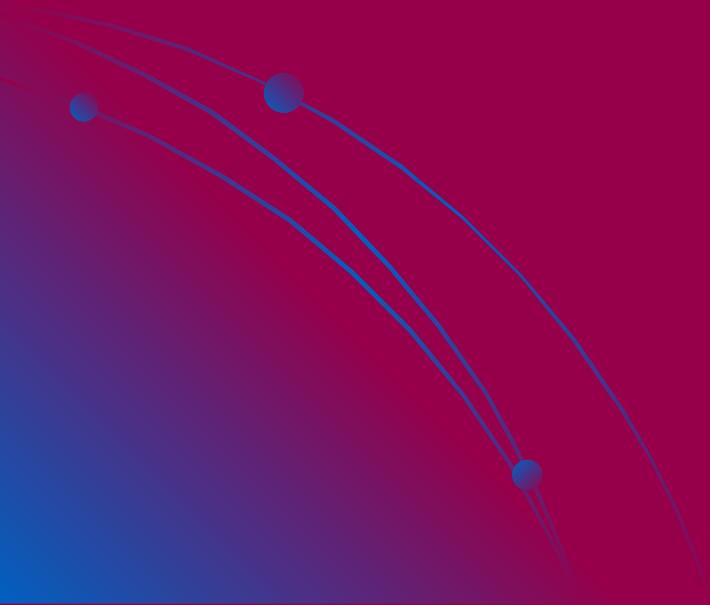
## Quality

- Many of the patients' perceptions analyzed through the HCAHPS survey are actually perceptions related to quality (e.g., pain management, patient education) vs. service

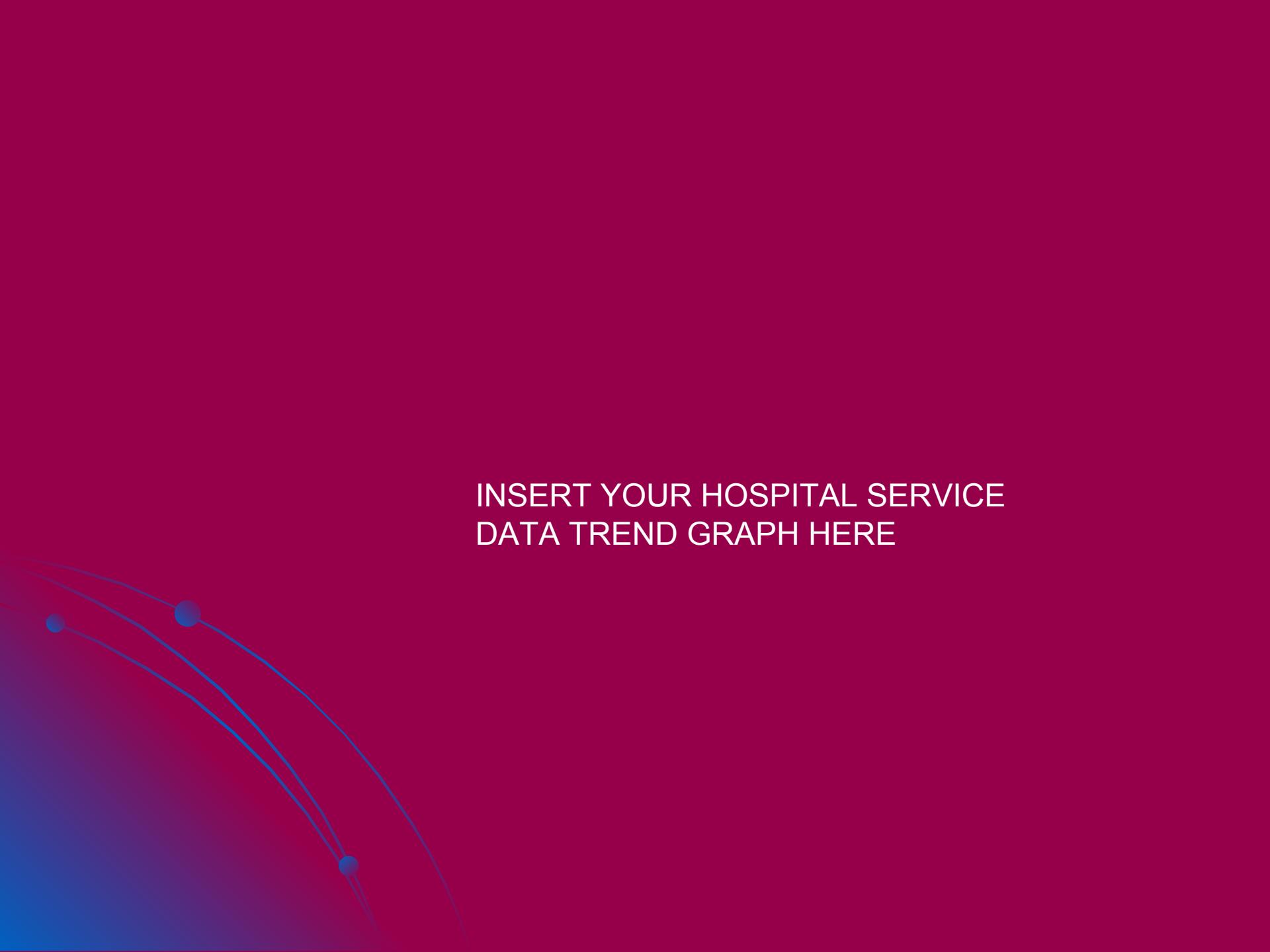
# How Does it Affect Other Pillars?

## Quality

- The New England Journal of Medicine found that quality of care was significantly better in hospitals that performed better on HCAHPS.



INSERT YOUR HOSPITAL SERVICE  
GOAL FOR HCAHPS ON THIS SLIDE



INSERT YOUR HOSPITAL SERVICE  
DATA TREND GRAPH HERE

# It's not really about the numbers!

The meaning behind the goal:  
To make Covenant HealthCare  
“A Great Place for Patients  
to Receive Care”

The HCAHPS scores/numbers  
help us measure if we are doing that.

# Why have a Goal to Improve our Patients' Perception of Care (e.g., HCAHPS)?

- The results really do translate to better, more consistent quality care, which in turn translates to better patient outcomes.
- HCAHPS is just another way to measure how often we do something that is important to the patient – how often we, in the view of the patient, provide the very best care.

# What questions are asked?

- There are eight (8) categories of questions.
- There are a total of twenty-seven (27) questions.

# 8 Categories of Questions

- Care from Nurses
- Care from Doctors
- Quiet
- Cleanliness
- Experiences in the Hospital
- Leaving the Hospital
- Overall Rating of Hospital
- Patient Information

# Rating Scale

1  Never

2  Sometimes

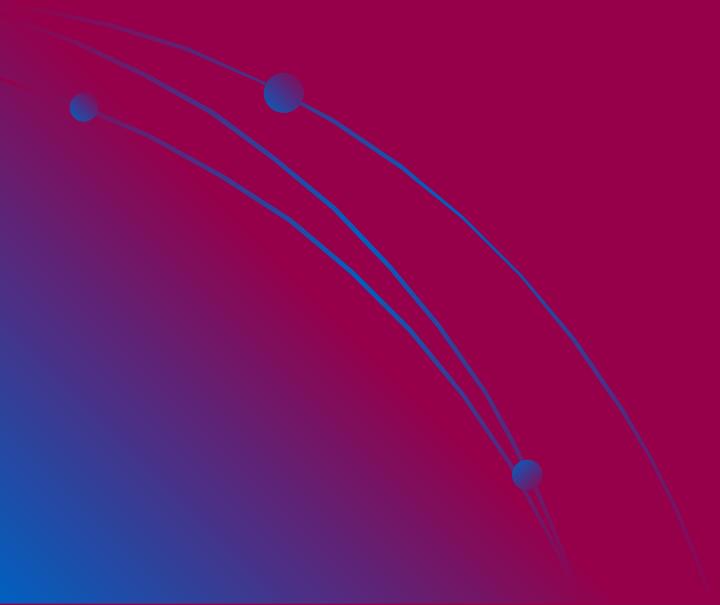
3  Usually

4  Always

# Becoming an “Always” Hospital



# Category: Your Care From Nurses (4 Questions)



During this hospital stay,  
how often did nurses treat  
you with courtesy and  
respect?

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

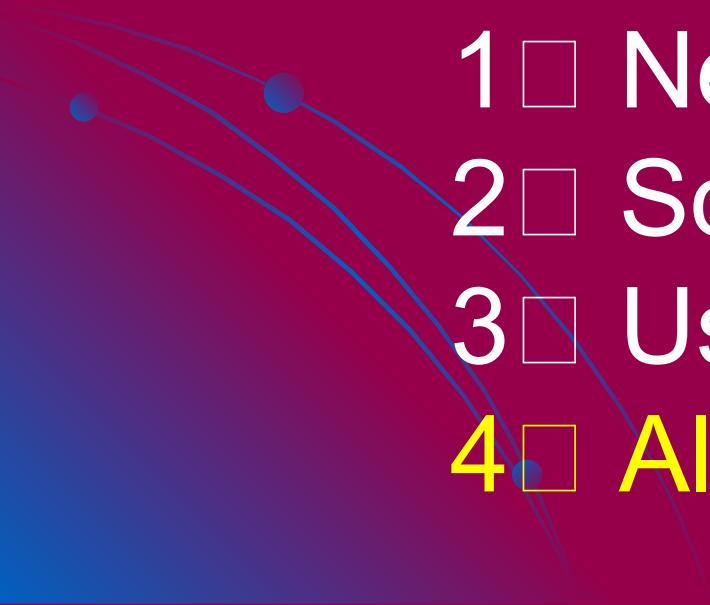
# During this hospital stay, how often did nurses listen carefully to you?

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

During this hospital stay,  
how often did nurses  
explain things in a way  
you could understand?

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

During this hospital stay,  
after you pressed the call  
button, how often did you  
get help as soon as you  
wanted it?

- 
- 1  Never
  - 2  Sometimes
  - 3  Usually
  - 4  Always

# Category: Your Care From Doctors (3 Questions)



During this hospital stay,  
how often did doctors  
treat you with courtesy  
and respect?

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

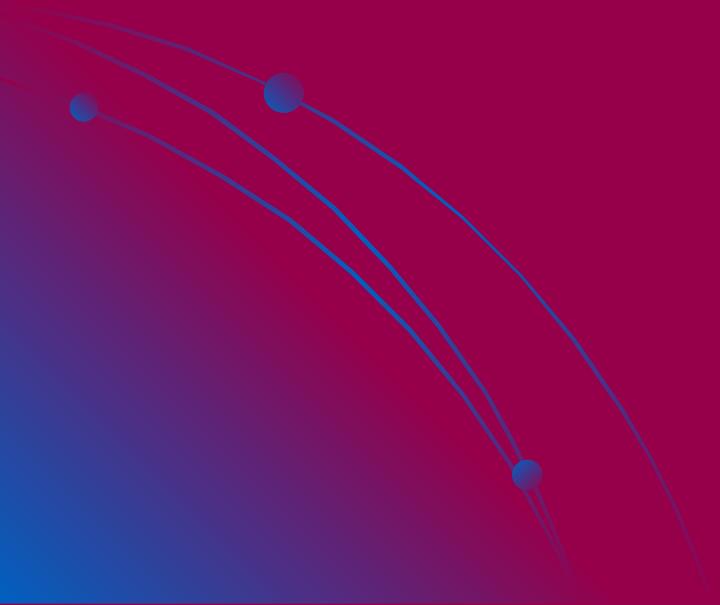
# During this hospital stay, how often did doctors listen carefully to you?

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

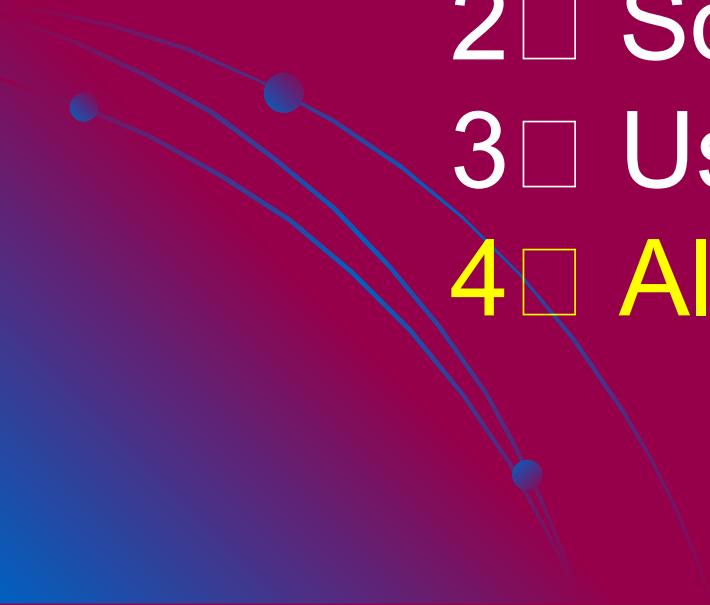
During this hospital stay,  
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- 1  Never
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- 3  Usually
- 4  Always

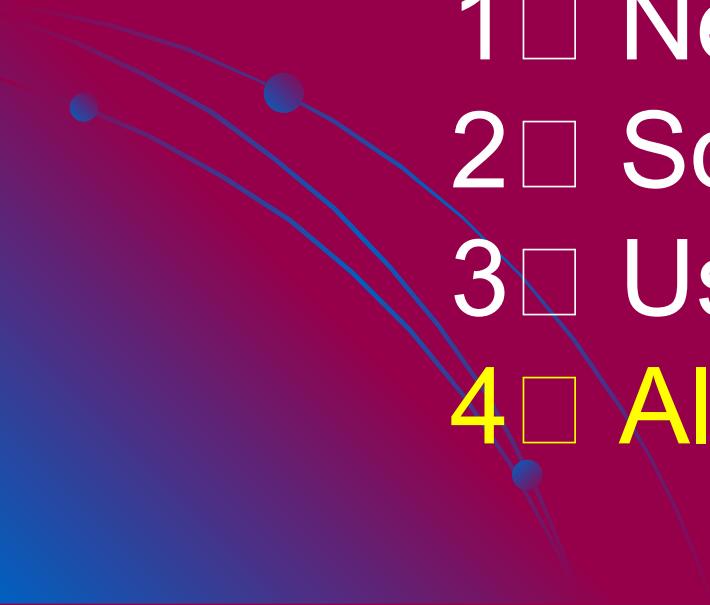
# Category: The Hospital Environment (2 Questions)



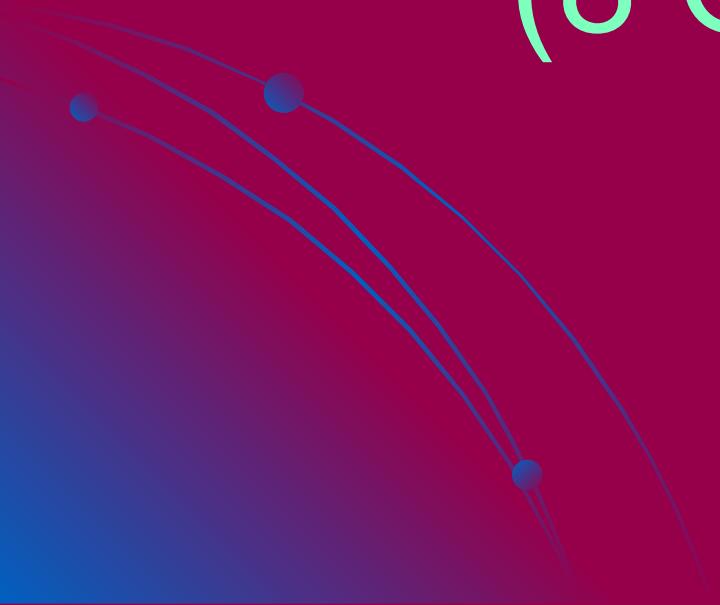
**During this hospital stay,  
how often were your room  
and bathroom kept clean?**

- 
- 1  Never
  - 2  Sometimes
  - 3  Usually
  - 4  Always

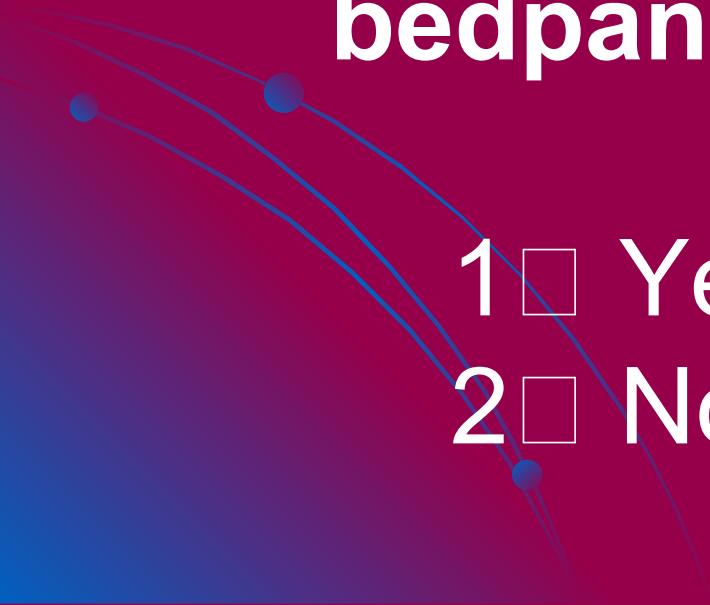
**During this hospital stay,  
how often was the area  
around your room quiet at  
night?**

- 
- 1  Never
  - 2  Sometimes
  - 3  Usually
  - 4  Always**

# Category: Your Experiences in the Hospital (8 Questions)



**During this hospital stay,  
did you need help from  
nurses or other hospital  
staff in getting to the  
bathroom or in using the  
bedpan?**

- 
- 1  Yes
  - 2  No

**How often did you get help in getting to the bathroom or in using a bedpan as soon as you wanted?**

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

**During this hospital stay,  
did you need medicine for  
pain?**

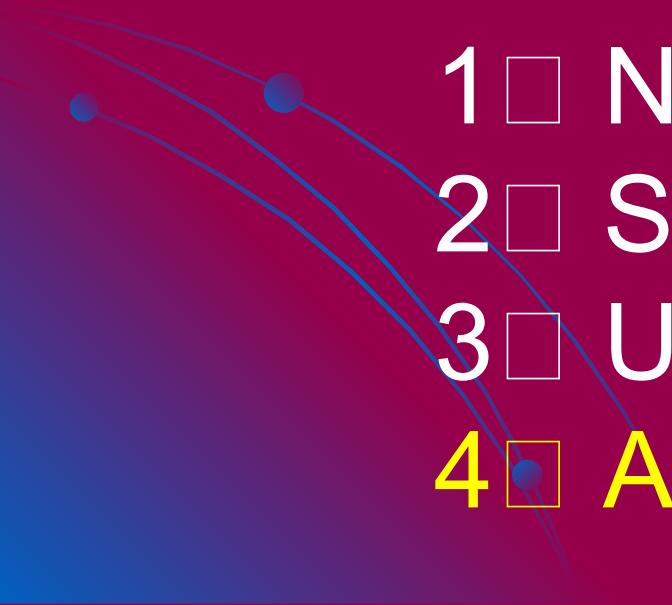
1  Yes

2  No

# During this hospital stay, how often was your pain well controlled?

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

**During this hospital stay,  
how often did the hospital  
staff do everything they  
could to help you with  
your pain?**

- 
- 1  Never
  - 2  Sometimes
  - 3  Usually
  - 4  Always

**During this hospital stay,  
were you given any  
medicine that you had not  
taken before?**

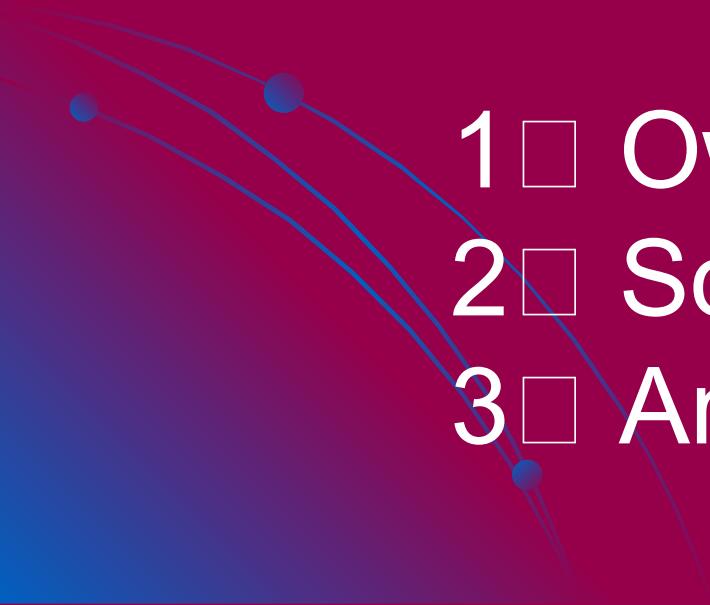
1  Yes

2  No

**Before giving you any new medicine, how often did hospital staff describe possible side effects in a way you could understand?**

- 1  Never
- 2  Sometimes
- 3  Usually
- 4  Always

**After you left the hospital,  
did you go directly to your  
own home, to someone  
else's home, or to another  
facility?**

- 
- 1  Own home
  - 2  Someone else's home
  - 3  Another health facility

**During this hospital stay,  
did doctors, nurses or  
other hospital staff talk  
with you about whether  
you would have the help  
you needed when you left  
the hospital?**

1  Yes

2  No

**During this hospital stay,  
did you get information in  
writing about what  
symptoms or health  
problems to look out for  
after you left the hospital?**

1  Yes

2  No

Using any number from 0 to 10, where 0 is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital during your stay?

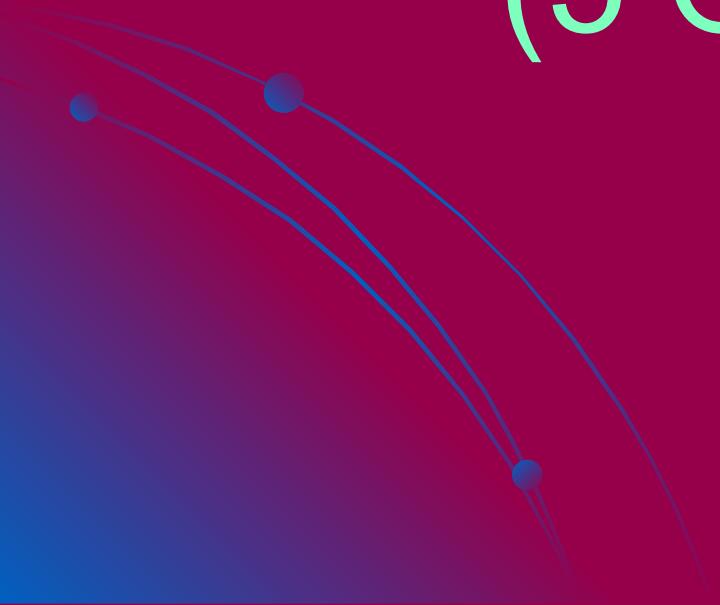
- 9-10 Best Hospital Possible

# Would you recommend this hospital to your friends and family?

- 1  Definitely no
- 2  Probably no
- 3  Probably yes
- 4  Definitely yes

Category:  
“About You”

Patient Information  
(5 Questions)



# “About You” Patient Information

- Rating of Overall Health
- Highest grade or level of school completed
- Spanish, Hispanic or Latino origin/decent
- Race
- Primary language spoken

# Leaders' Roles in HCAHPS

- Rounding
- Recognition (what gets recognized gets repeated)
- Selecting/Retaining the Right Talent
  - Selection & the First 90-Days
  - Performance Management
- Role Modeling (“walking the talk”)

# Leaders' Roles in HCAHPS

- Performance Evaluation Systems
- Validation of Hardwiring
  - Employee Accountability
    - Positive Patient Communication
    - Behavior Standards
    - Hourly Rounding
    - Discharge Phone Calls to Home
    - Bedside Shift Report

# Leaders Rounding on Patients

## Rounding on Patients

Greeting/Introduction

Manage Up

Questions re: focus areas  
(0-10 rating, noise, pain, etc.)

Ask about Outstanding Staff

Thank You

“I have time” closing question

# Leaders Rounding on Patients

## Goals for Rounding on Patients

Manage the patients expectations  
– establish empathic,  
compassionate rapport

Service Recovery, if necessary

Harvest Recognition &  
Manage Up

Validate/Manage Staff  
Performance  
(Quality of Care, Other Shifts,  
Safe Environment)

# Leaders Rounding on Patients

After you  
Round.....

## Recognize Staff

### Service Recovery Actions

- Address issue

- Follow up with patient

### Coach for Improvement

- Address issue

- Follow up with patient

### Document (communicate up)

It takes  
**EVERYONE** to  
be an “Always”  
Hospital

