



# **The Power of Choice in Patient Experience Improvement: The Critical Role for Integrative Health**

***A Short Course for Understanding the Emerging  
Triple Aim Landscape***

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# Academic Consortium for Complementary & Alternative Health Care



*To advance the values, practice and disciplines associated with integrative health and medicine*

## Core Professions

- Acupuncture and Oriental medicine
- Chiropractic
- Massage therapy
- Direct-entry (certified professional) midwives
- Naturopathic medicine

### Linked to

~375,000 licensed practitioners

~180 accredited institutions and programs

### Association with

- traditional world medicine fields (Ayurveda, Yoga Therapists, etc.)
- holistic and integrative medicine organizations

*A web-based platform that serves as a virtual gathering place for anyone with a stake in the integrative health and medicine movement.*

www.optimalintegration.org — Center for Optimal Integration | Creating Health

Workspace Login | Research - It's... | Login | Smarts... | Evidence base... | Centre for Evi... | How to practi... | What is evide... | Deb Hill | Inbox (145) -... | Center for Op... | Reader

**CENTER FOR OPTIMAL INTEGRATION**  
*Creating Health*

Convene  
Advocate Educate

home about projects events resources contact

**Welcome to the Center's Resources & Communities!**

Welcome to the Center for Optimal Integration! This education, convening and advocacy portal was created to support everyone who is committed to the [values of integrative health](#) or has a stake in the [integrative health and medicine movement](#).

Staff and participants in the Center will continuously gather, develop, and share resources that help [decision makers](#) advance whole person, health-focused, team-based care. We focus on [utility](#) drawing attention to best practices and featuring discussions on key topics and breakthroughs as they emerge.

The Center will serve as a dynamic interface between what we know and what we are learning about integrative health and medicine from the innovators who are opening doors and exploring new models in real time.

Our vision is for a society that promotes the optimal integration of all modalities and health professions to treat disease. [Creating health](#) is the cornerstone of quality care.

**Sharing Supportive Evidence - Collaborating on Best Practices.**

Upcoming Events:

- Sept. 23rd, Webinar: [Research Literacy and Evidence Informed Practice: Implications for Massage Therapists](#)
- Oct. 14th, Webinar: Examples from the Field: Everyday Use of Research in Practice
- Nov. 4th, Webinar: What is Evidence Informed Practice?
- Dec. 2nd, Webinar: Journal Club Fundamentals

sign up for updates

PIHTA  
PROJECT FOR  
INTEGRATIVE  
HEALTH  
AND THE  
TRIPLE AIM

## Integrative Health Values

Treat the whole person  
Support self-care  
Use least invasive first  
Partner with others  
Create health

**P  
I  
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A**

## Goals of the Triple Aim

Enhance patient experience  
Reduce costs  
Improve population health

*Sharing Supportive Evidence - Collaborating on Best Practices*



# EMERGENCY ENTRANCE

ENTRANCE  
TO THE  
EMERGENCY

EMERGENCY ENTRANCE



**SETTING OUR CONTEXT:  
DEFINING PATIENT EXPERIENCE  
& EXPLORING INTEGRATIVE HEALTH**

# The *Performance Paradox*

simple • clear • understandable

is not always

easy • trouble-free • painless

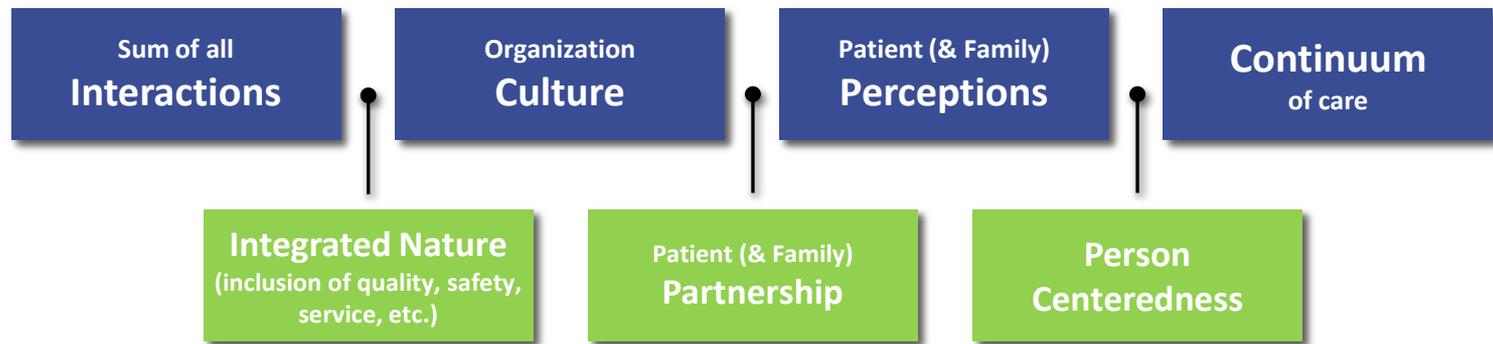
# Patient Experience Defined

The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

The Beryl Institute



# PX Definitional Themes & Recurring Constructs



Elements	The sum of all INTERACTIONS	shaped by an organization's CULTURE	that influence patient PERCEPTIONS	across the CONTINUUM OF CARE
<b>Expanded Description</b>	The orchestrated touch-points of people, processes, policies, communications, actions, and environment	The vision, values, people (at all levels and in all parts of the organization) and community engaged and involved with the organization	What is recognized, understood and remembered by patients and support people. Perceptions vary based on individual experiences such as beliefs, values, cultural background, etc.	In all facets of the healthcare system, in all encounters, in all settings from non-clinical proactive experiences to long term or hospice; and across the spectrum of services.
<b>Supporting Themes</b> (for patient experience improvement) and alignment with elements	<b>Integrated Nature</b> reinforces that experience from the patient perspective is singular and aligned, not simply a collection of distinct or disparate efforts. It is encompassing of all encounters whether they include quality, safety or service and these efforts should be coordinated and aligned to support a "one-experience" mindset. [Includes: Beyond survey results, more than satisfaction]		<b>Person-centeredness</b> recognizes that the recipient and deliverer of healthcare experience are at their core human beings. As a component of experience, this reinforces that process or protocol should not trump the broader needs of people engaged (in almost all cases) at any point on the healthcare spectrum. [Includes: Aligned with patient-centered care principles]	
		<b>Patient &amp; Family Partnership (&amp; Engagement)</b> acknowledges that patients, families and members of their support network are active participants in the care experience and must be engaged as participant owners in their encounters. The voices of these individuals are not only significant in situations of care, but also in planning, ongoing operations and change/improvement efforts. [Includes: Focus on expectations, focus on individualized care]		

# Integrative Medicine Defined

The practice of medicine that...

- reaffirms the **importance of the relationship** between practitioner and patient,
- focuses on the **whole person**,
- is informed by **evidence**,
- and makes use of **all** appropriate therapeutic approaches, healthcare professionals and disciplines
- to achieve **optimal health and healing**.



Source: The Consortium of Academic Health Centers for Integrative Medicine  
<http://www.imconsortium.org/about/home.cfm>

# Integrative Health Values



Treat the whole person

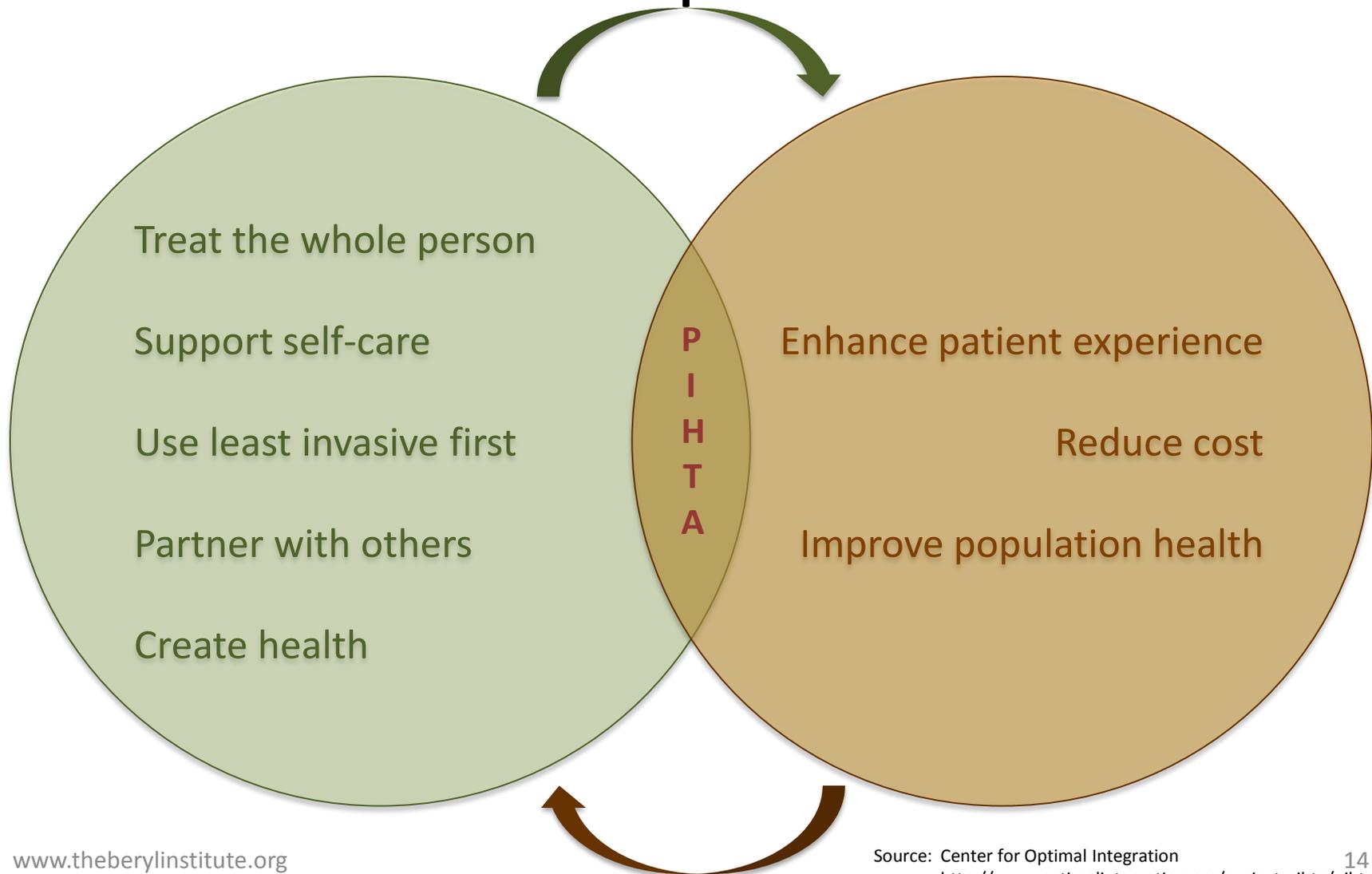
Support self-care

Use least invasive first

Partner with others

Create health

# Project for Integrative Health and The Triple Aim



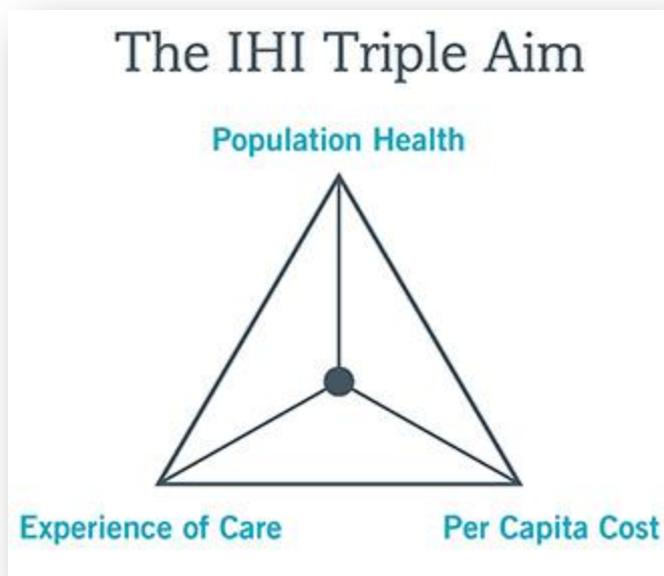
At the end of the day...



...we are simply human beings caring for human beings!

**BEYOND THE TRIPLE AIM:  
AN INTEGRATED APPROACH TO EXPERIENCE**

# Looking at “The Triple Aim” & Beyond



## Improving the **health of populations**

- The health outcomes of a group of individuals

## Improving the **patient experience of care**

- Defined by dimensions provided by the IOM
  - Safe
  - Effective
  - Patient-centered
  - Timely
  - Efficient
  - Equitable

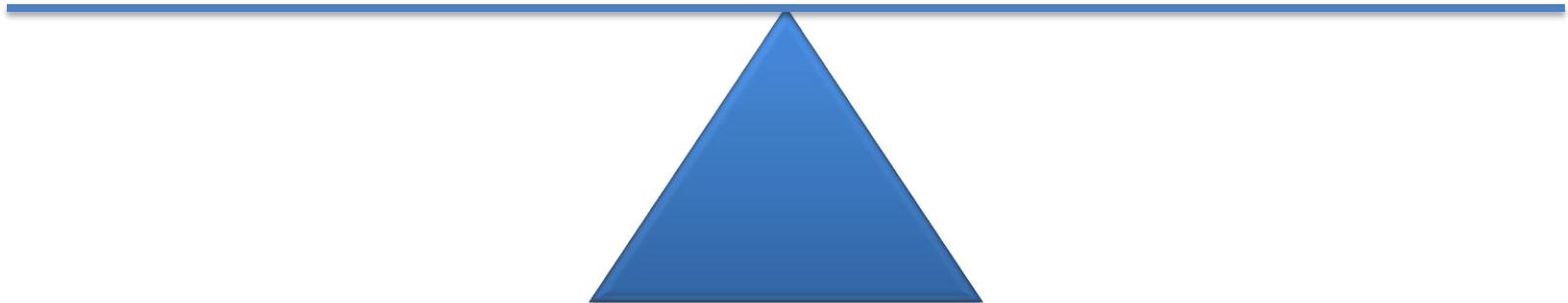
## Reducing **per capita cost** of health care

- Reducing costs to free up resources, or,
- A focus on value for money invested

# A Market Shift and Balancing Act

- ⦿ Volume-based
- ⦿ Length of stay
- ⦿ Managing budget impact of IT
- ⦿ Episodic care
- ⦿ Acquisition
- ⦿ Volume based payment
- ⦿ Clinical results

- ⦿ Value-based
- ⦿ Preventing readmission
- ⦿ Meaningful use of IT
- ⦿ Relationship-based care
- ⦿ Retention
- ⦿ ACO model
- ⦿ Patient experience



# Our Dynamic Marketplace

VBP  
ECAA PCMH  
EXPERIENCE CAHPS  
NICE MEANINGFUL USE  
ENGAGEMENT CORE MEASURES  
ACO READMISSIONS  
ACTIVATION ACA

AND THE LIST GOES ON...

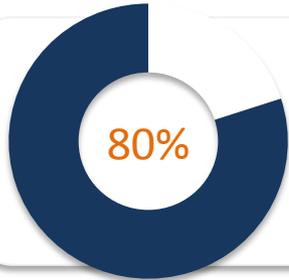
# Power of Choice at Play...



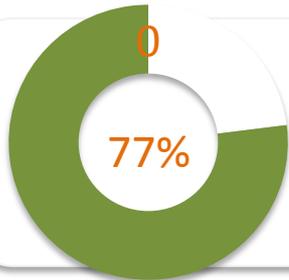


# BEYOND PATIENT TO CONSUMER

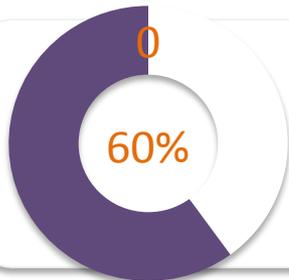
# Implications of Patient Choice



Say **reputation for skill and quality of care** most important criterion in selecting a hospital



Definitely or probably **will use hospital patient satisfaction ratings from a 3rd party** for future hospital selection decisions



Indicate **high levels of patient satisfaction** one of top 3 issues influencing hospital selection

# 4 Consumer-Focused Revolutions

The market is forcing insurers to **design products for consumers**, not employers...

...and they are already acting on both ends of the spectrum.

Consumers are finding ways to access health care providers **outside of traditional channels**...

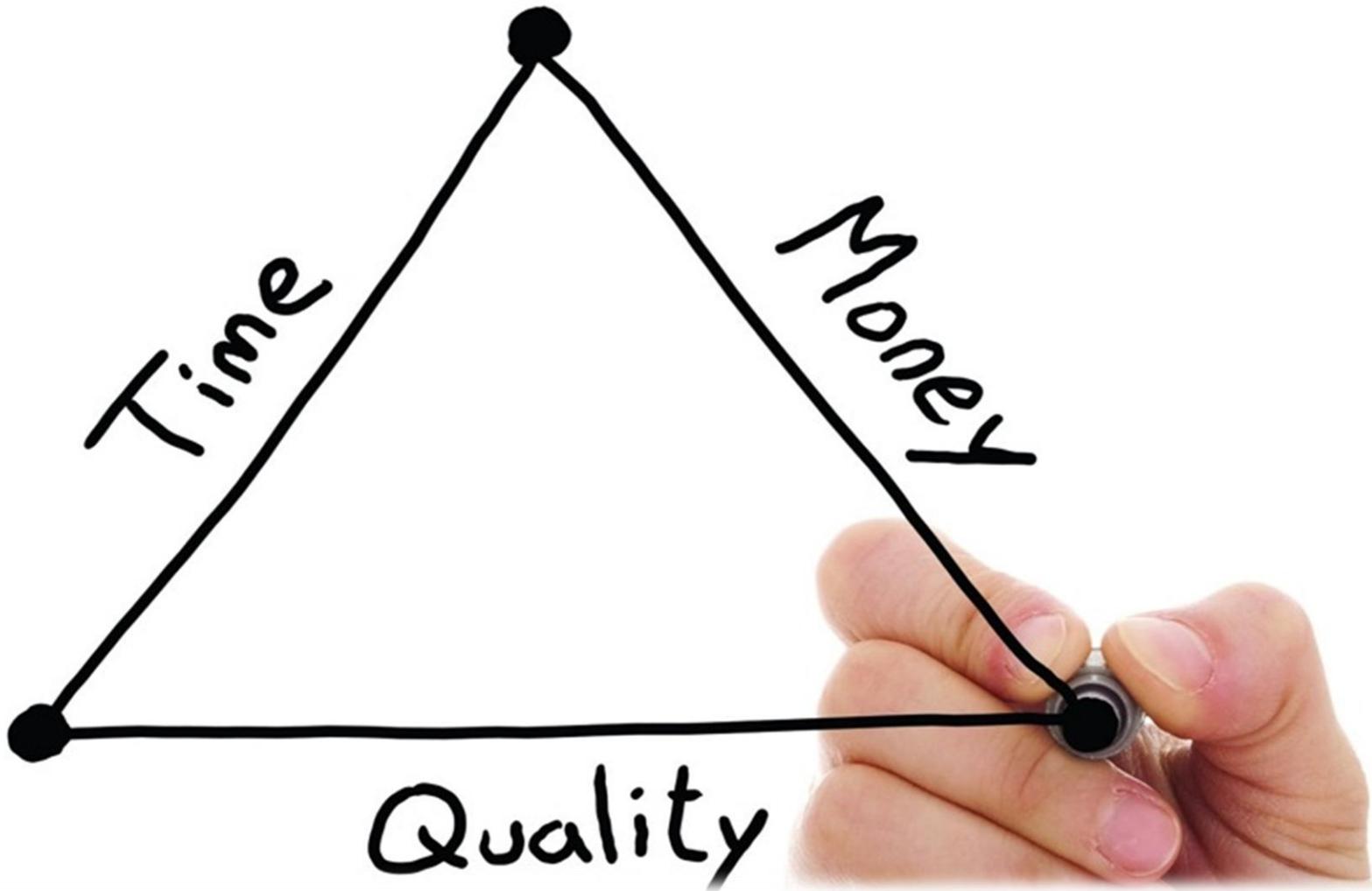
...11 million people visited CVS-located MinuteClinic since it opened in 2000.

Cost sensitivity suggests consumers will opt for **“right fit”** rather than “best” solutions...

...and there are companies emerging specifically to help.

Technology allows us to take **health into our own hands**...

...over 80% of people have sought health information online.



**BEYOND OUTCOMES TO THE BOTTOM LINE**  
[www.theberylinstitute.org](http://www.theberylinstitute.org)

# Implications of Experience on Outcomes

## *Relationship Between Patient Satisfaction With Inpatient Care and Hospital Readmission Within 30 Days (2011)*

### Findings

- **Experience measures were more predictive** than the objective clinical performance measures to assess quality of hospital care (identified as readmission rates)
- Overall satisfaction was **best predicted by patients' perceptions of the skill and responsiveness of nurses and physicians**



*(Am J Manag Care. 2011;17(1):41-48)*

# Snowball Effect of Experience

Scores reveal  
gap between  
expectation &  
perception



Reimbursement \$  
Impacted



Payor \$  
Impacted



Patients  
Go Elsewhere



Employees  
Leave



Funding  
Diminished





**BEYOND CENTEREDNESS TO EXPERIENCE**

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# Through the Patient's Eyes



# Patient Experience

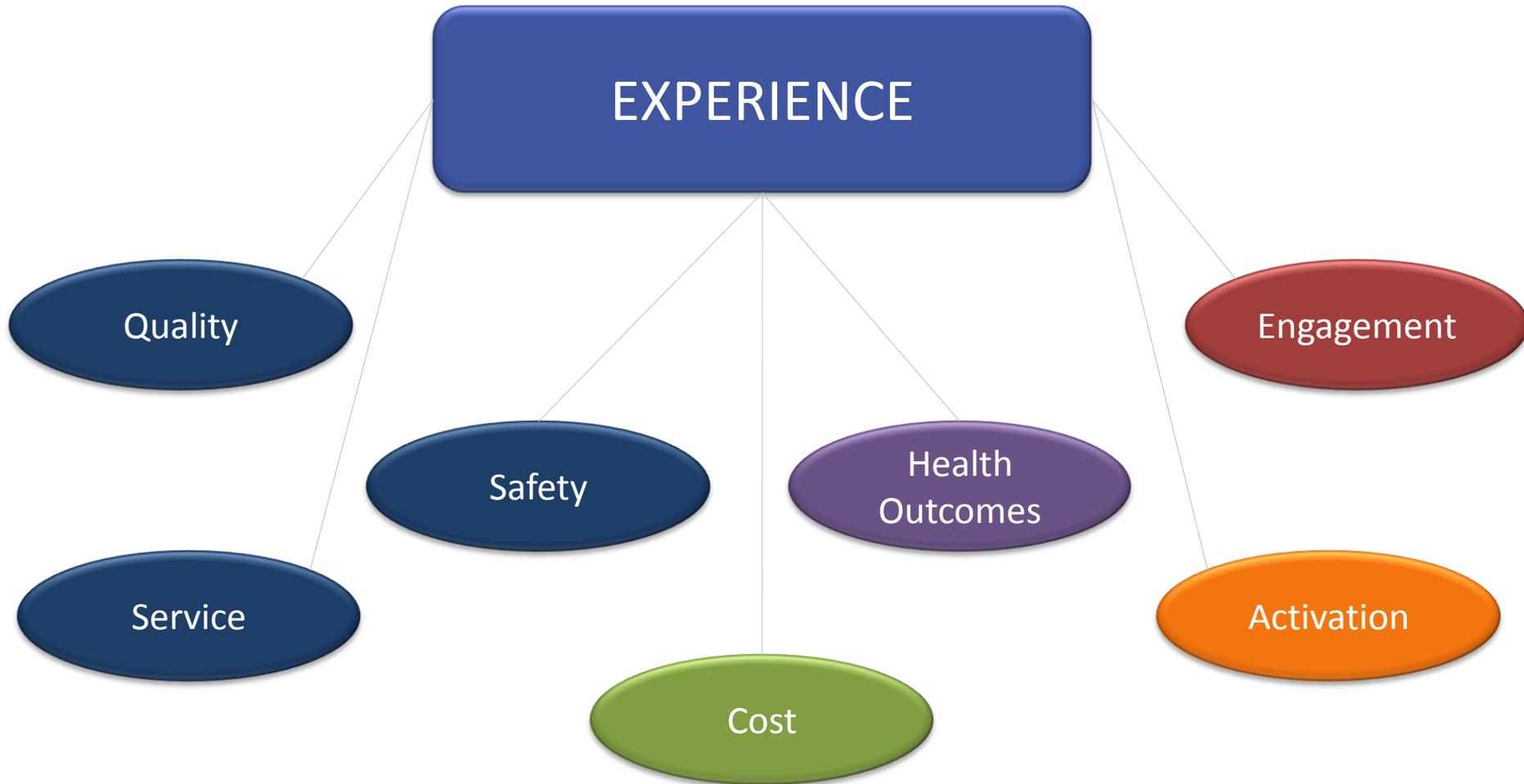
The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

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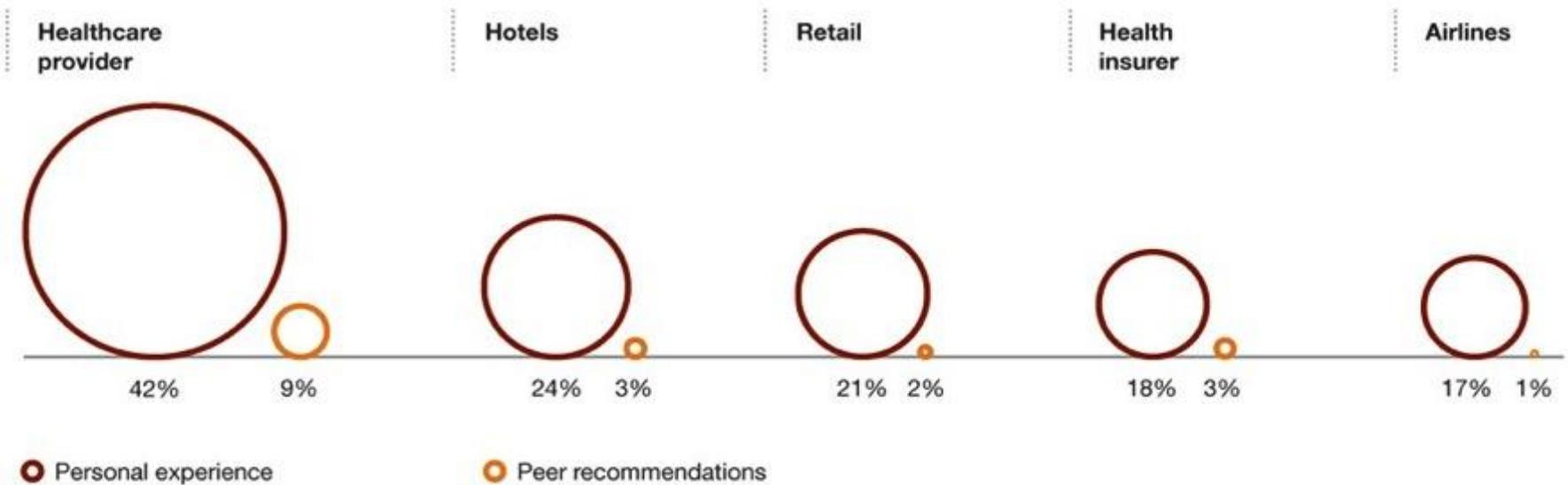
**EXPERIENCE:**  
All that is perceived, understood,  
and remembered

# Experience as a Macro Construct



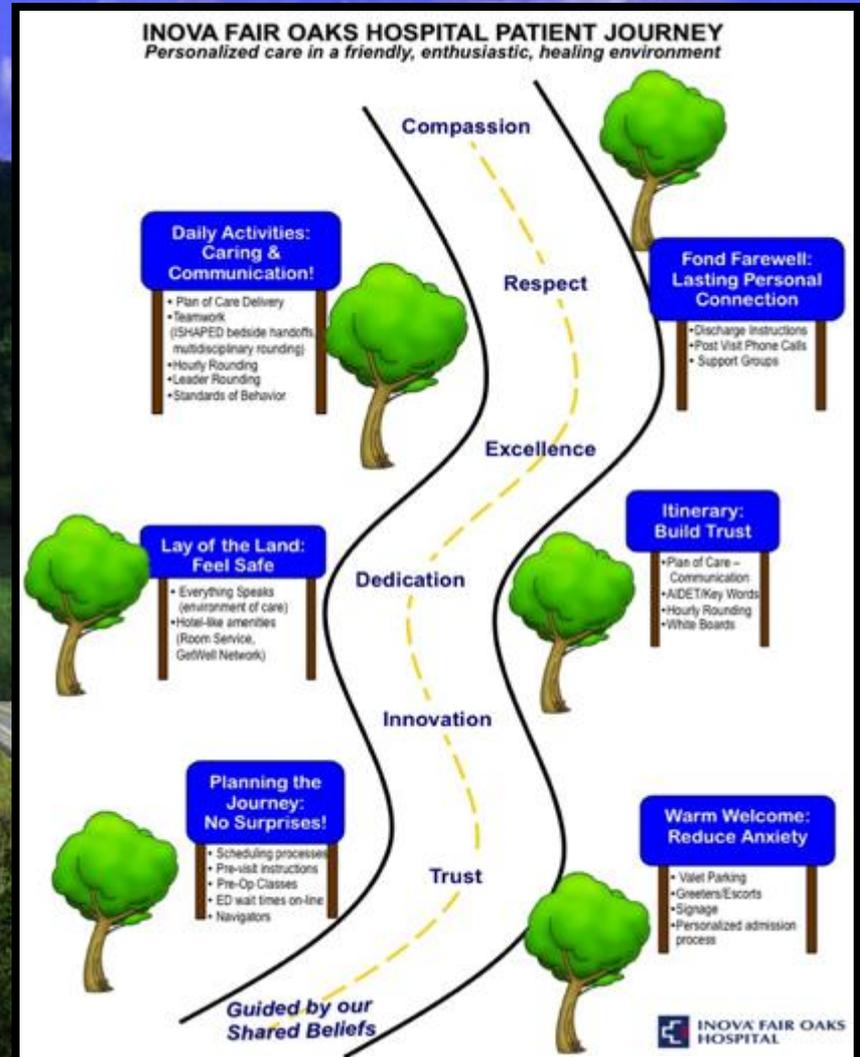
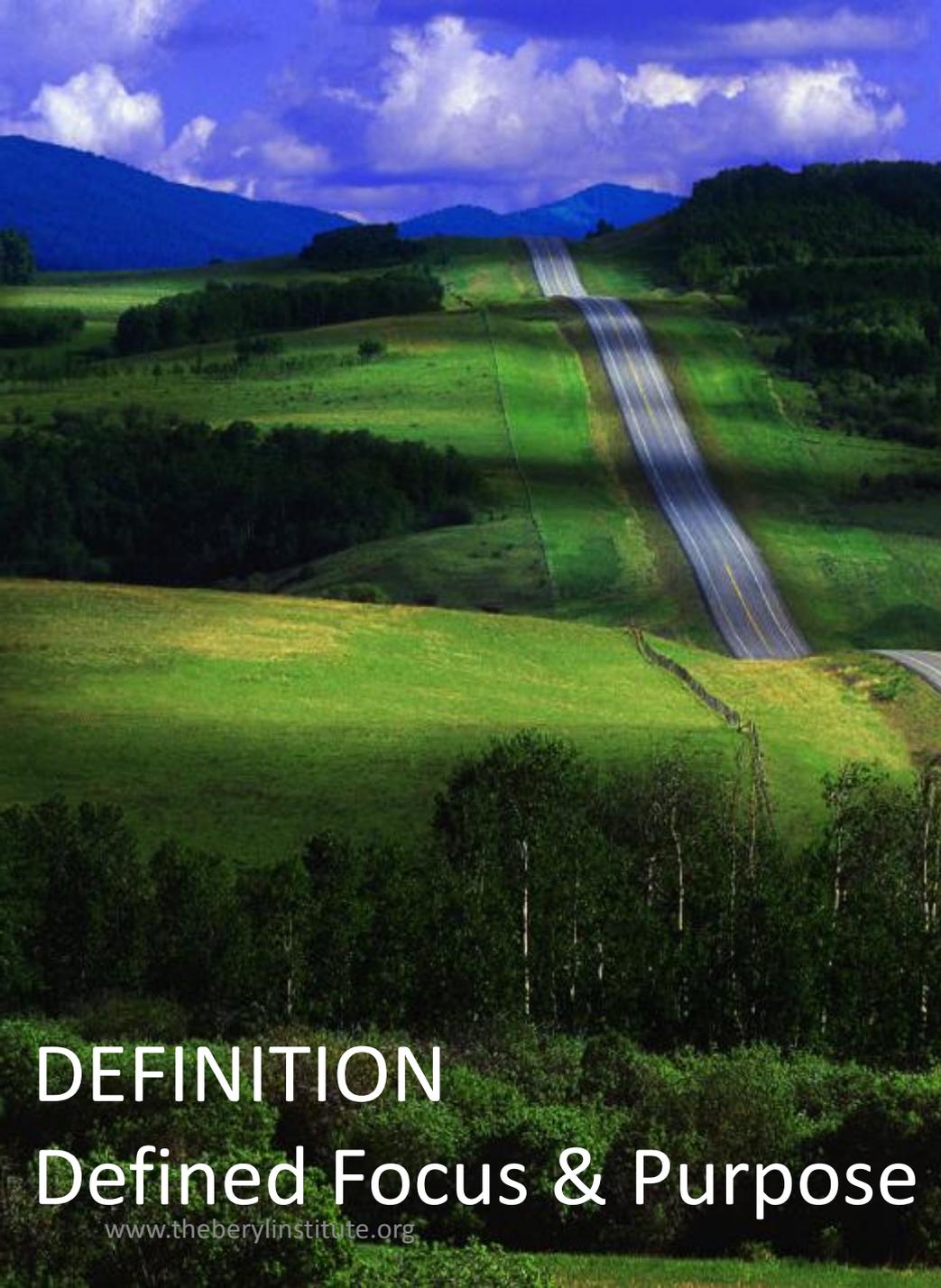
# Impact of Personal Experiences

## Influence of personal experiences and peer recommendations in selecting a provider



Source: PwC 2011 Customer Experience Radar Research

**FIVE STRATEGIC (& UNIVERSAL) KEYS...**  
**for positive outcomes at all points on the continuum  
of care**



# DEFINITION

## Defined Focus & Purpose

# “So what can we do?” - Definition

- Get clarity, alignment and input from all voices
- Identify key elements you want everyone to share

and

- Commit to create one!





# LEADERSHIP Vision & Support

# “So what can we do?” - Leadership

- Declare your personal vision & purpose
- State your (and the orgs) expectations & consequences for inaction
- Model these ideas in your own actions
- Coach for success
- Ensure people recognize they are leaders in every moment
- Reinforce the power of communication and our most elusive but profound tool, purposeful rounding



An aerial, high-angle photograph of a tennis court. The court is a vibrant green color, and the white lines marking the court boundaries and service boxes are clearly visible. The perspective is from above, looking down at the court, which is oriented diagonally in the frame. The lighting is bright, creating a slight shadow in the center of the court.

# ENGAGEMENT

At all Levels &  
Across all Touch Points

# “So what can we do?” - Engagement

- Commit to ensuring the right people on board
  - Rigorous selection
  - Willingness to make tough decisions
- Provide people the opportunity to see themselves as leaders
- Reinforce a sense of ownership for outcomes
- Ensure a connection to accountability & reinforce expectations
- Be transparent with information, scores and communication
- Reward & recognize consistently



# CULTURE

## Alignment & Accountability



# “So what can we do?” - Culture

- Remain focused on purpose, leadership and engagement
- Ensure the space to provide feedback without fear of reprisal
- Create opportunities for input and rapid change - agility
- Celebrate victories, act quickly to address misses
- Reinforce accountability and inspire ownership
- Commit to collaboration and break down silos





# MOVEMENT

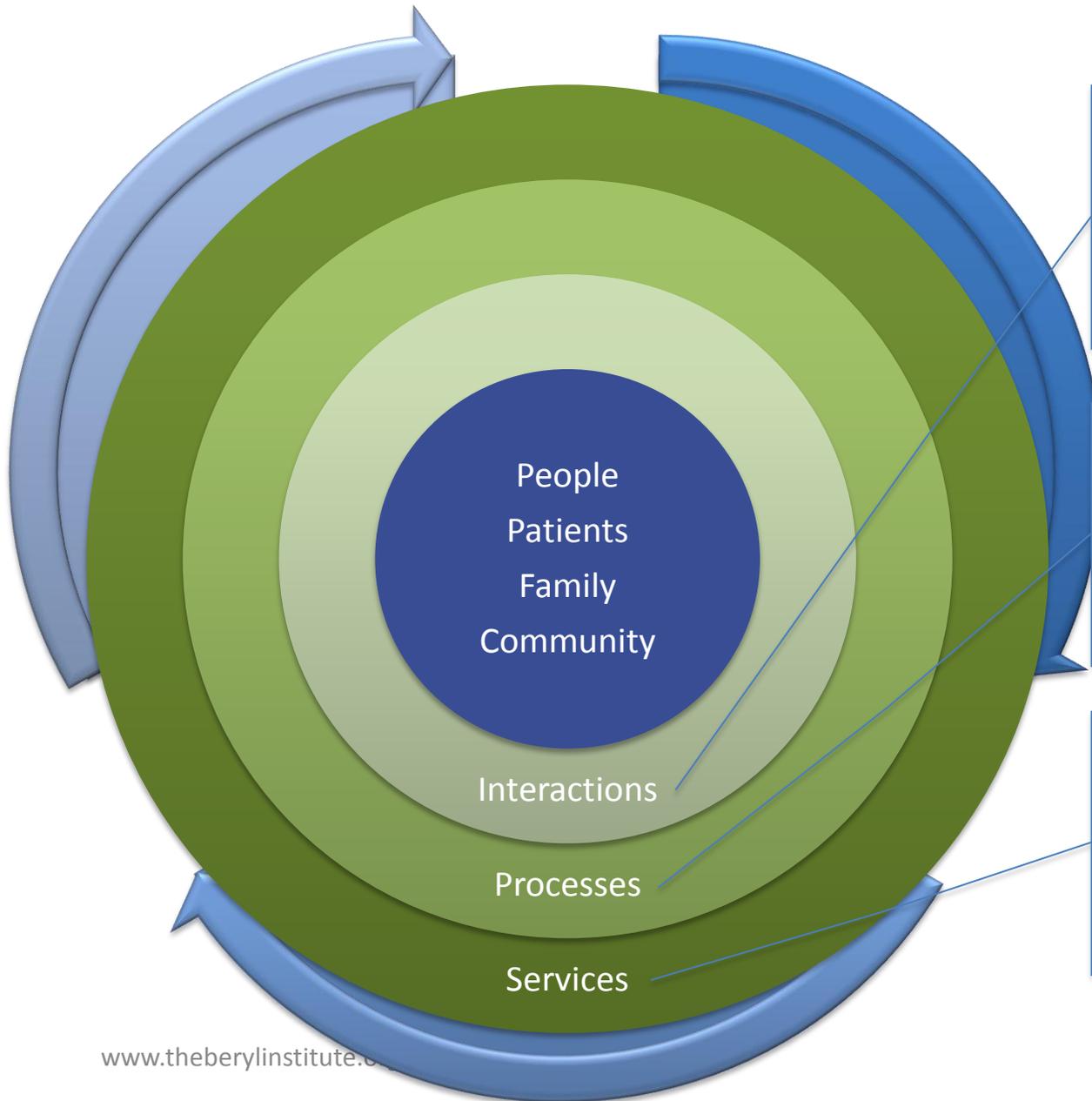
## Relentless Commitment & Continuous Action

*"As soon as you can show me the patient who deserves less care than the person that came before him/her, that is when we can relax."*

Dr. David Feinberg  
CEO, UCLA Hospital System

**A FRAMEWORK FOR CONSIDERATION,  
A CALL TO ACTION...  
...and perhaps a Challenge**

# PX Centrality of Needs



## Personal Interactions

Engaging with the Human Being

- Acknowledging vulnerability, anxiety, fear
- Communication/Info
- Expected Behaviors

## Operational Processes

Providing Excellence in User Experience

- Access/Registration
- Wait Times
- Discharge

## Superior Services

Going Above & Beyond

- Parking
- Food Service
- Environment

# 3 “Ps” of PX Performance



# The Role of Integrative Health

- Power and possibility with a focus on creating health
- Opportunity to expand the continuum conversation
- A true commitment to a “person-out” approach
- Maintain a focus on the macro/strategic concepts of experience (& model)
- Stay true to the nature of integrated health:
  - Importance of relationships
  - Focus on the whole person
  - Informed by evidence
  - All approaches, professionals and disciplines
  - Achieve optimal health and healing



# Patient Experience Defined

The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

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Plus supporting themes:

- Integrated nature of health
- Partnership & Engagement
- Person centeredness

# One more story from the front



# The *Performance Paradox*

simple • clear • understandable

is not always

easy • trouble-free • painless



YOU ARE FREE TO CHOOSE,  
BUT YOU ARE NOT FREE  
FROM THE CONSEQUENCE OF  
YOUR CHOICE.

A UNIVERSAL PARADOX

# The Power of Choice

Three questions/consideration in impacting patient experience:

- ✓ What choices will I make?
- ✓ What choices will I help my organization make?
- ✓ How will I honor the choices of those we care for & serve?

**IF YOU THINK YOU ARE  
TOO SMALL  
TO MAKE A DIFFERENCE,  
TRY SLEEPING WITH A MOSQUITO.**

- Dalai Lama

# We are ALL the Patient Experience!

Join the Movement...  
#IMPX



# THANK YOU and Q & A

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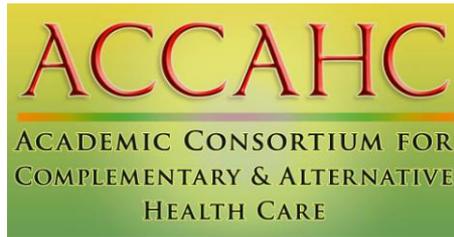
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Improving the  
Patient Experience





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**Thank You!**

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