

Voice of the Patient: Deriving Insights from Patient Satisfaction Surveys

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Anne-Marie Currie, Ph.D.

Principal Data Scientist
curriea@advisory.com

In Service to Our Health Care Members

3,800+

Hospitals and health care organizations in our membership

2,500+

Health care professionals employed

1,700+

Hospitals using our performance technologies

RESEARCH AND INSIGHTS

Memberships Offering Strategic Guidance and Actionable Insights

- Dedicated to the most pressing issues and concerns in health care
- 300+ industry experts on call
- 200+ customizable forecasting and decision-support tools

PERFORMANCE TECHNOLOGIES

National Peer Collaboratives Powered by Web-Based Analytic Platforms

- Leading provider: Over 60% of inpatient admissions in the United States flow through our technology platforms
- Over 1.6 million user sessions annually
- Key challenges addressed: population health, physician performance, growth, revenue cycle, supply/ service cost, and surgical profitability

CONSULTING AND MANAGEMENT

Seasoned, Hands-On Support and Practice Management Services

- 2,600+ years of “operator” experience in hospital and physician practices
- Principal terrains: hospital-physician alignment/practice management, transition to value-based care, revenue cycle optimization, hospital margin improvement
- Range of engagements from strategy to best practice installation to interim management to fully managed services

TALENT DEVELOPMENT

Partnering to Drive Workforce Impact and Engagement

- Impacted the achievement of 84,000+ executives, physicians, clinical leaders, and managers
 - 18,500+ outcomes-driven workshops tailored to partners’ specific needs
- Survey Solutions*
- Customized strategies for improving employee and physician engagement
 - National health care-specific benchmarking database of 740,000 respondents

180,000+
health care leaders served globally

\$700+
million in realized value per year

1,700+
engagements completed

7,700+
employee-led improvement projects

Broad Support for Patient Experience Improvement

Extensive Research, Insights, and Technology in this Domain

15+

years researching service quality and patient experience

70+

published best practices on patient experience

10K

nursing leaders attended onsite *Enhancing the Patient Experience*

\$103K

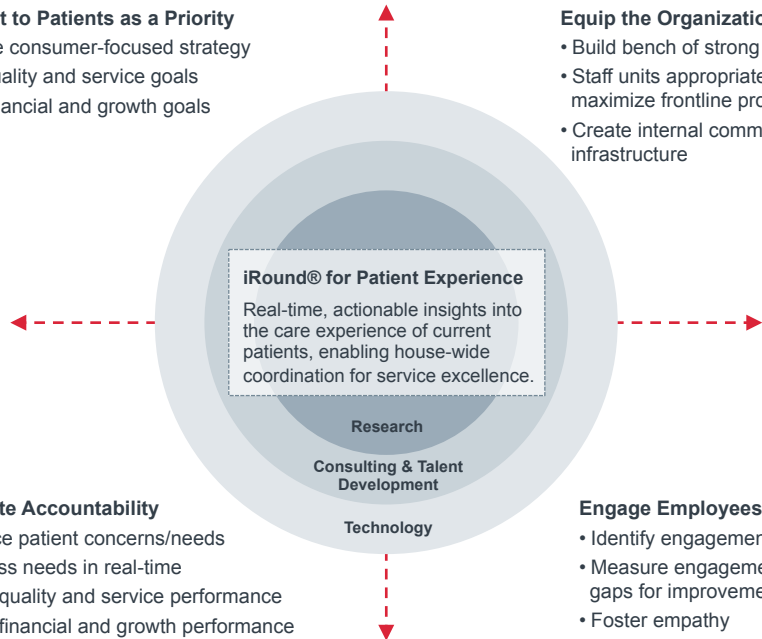
average expected gain in VBP incentive from enhanced rounding

Commit to Patients as a Priority

- Create consumer-focused strategy
- Set quality and service goals
- Set financial and growth goals

Equip the Organization

- Build bench of strong leaders
- Staff units appropriately and maximize frontline productivity
- Create internal communications infrastructure



Cultivate Accountability

- Surface patient concerns/needs
- Address needs in real-time
- Track quality and service performance
- Track financial and growth performance

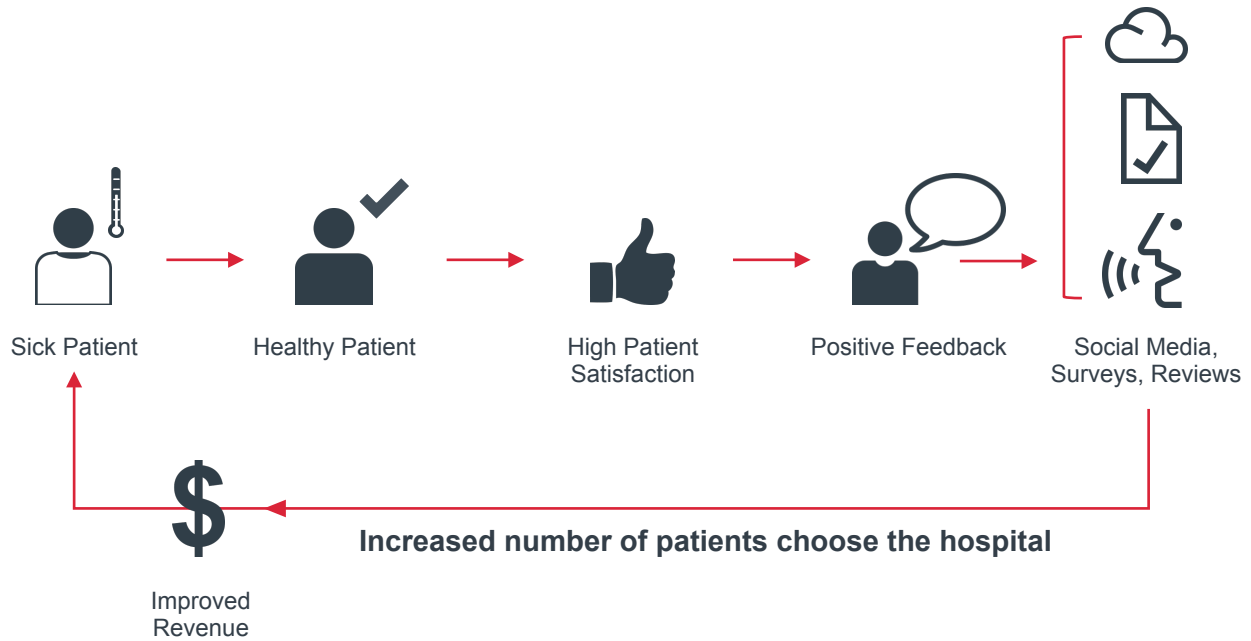
Engage Employees, Physicians

- Identify engagement drivers
- Measure engagement and target gaps for improvement
- Foster empathy

Nursing Executive Center | Marketing and Planning Leadership Council | Health Care Advisory Board | Advisory Board Survey Solutions | Frontline Impact | Nursing Compass | iRound for Patient Experience

Toward a Consumer-Centric Health Care Economy

The Business Case for Investing in Consumer Experience



Patient Satisfaction

The patient's **perspectives** of their health care experience.

HCAHPS is a regulatory publicly reported survey. The survey provides common metrics and national standards for patient satisfaction.

HCAHPS Measures:

- Doctor communication
- Hospital staff management of patient pain
- Staff to patient new medication communication
- Discharge information communication
- Patient's understanding of discharge instructions
- Nurse communication
- Hospital staff responsiveness to patient
- Cleanliness of room
- Quietness of patients' room
- Overall rating of hospital
- Likely to recommend to family and friends

Key Patient Satisfaction Metrics Limit Success

Survey Content and Collection Process Are Both Fundamentally Flawed

Key Limitations	Description
Delayed Response	Patients' memories of specific problems likely to fade over time
Delayed Reporting	Providers receive responses too late to address the patients' problems
Complexity of Care	Patients' experiences vary across stay; difficult to isolate specific problem areas within care continuum
Ceiling Effect	Patient responses cluster at top of the scale, making it difficult to distinguish between adequate and superior service
Response Bias	Small subset of patients complete survey, potentially skewing results
Varying Expectations	Variations in satisfaction scores may stem from differences in each patient's expectations and experience

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

The Beryl Institute

The Customer Is Not Always Right

One Difference Between Retail and Health Care

Quality, Safety, Patient-Focused



Satisfaction

Detailed Sentiment Analysis

Multiple Dimensions of Sentiment Analysis

Target Strength = **Strong**

The JELL-O was horrendous!

The diagram illustrates the analysis of the sentence "The JELL-O was horrendous!". Two red horizontal lines are drawn under "JELL-O" and "horrendous!". A red arrow points from "JELL-O" to the word "Target" above it. Another red arrow points from "horrendous!" to the text "Strength = Strong" above it.

Theme = **Food**

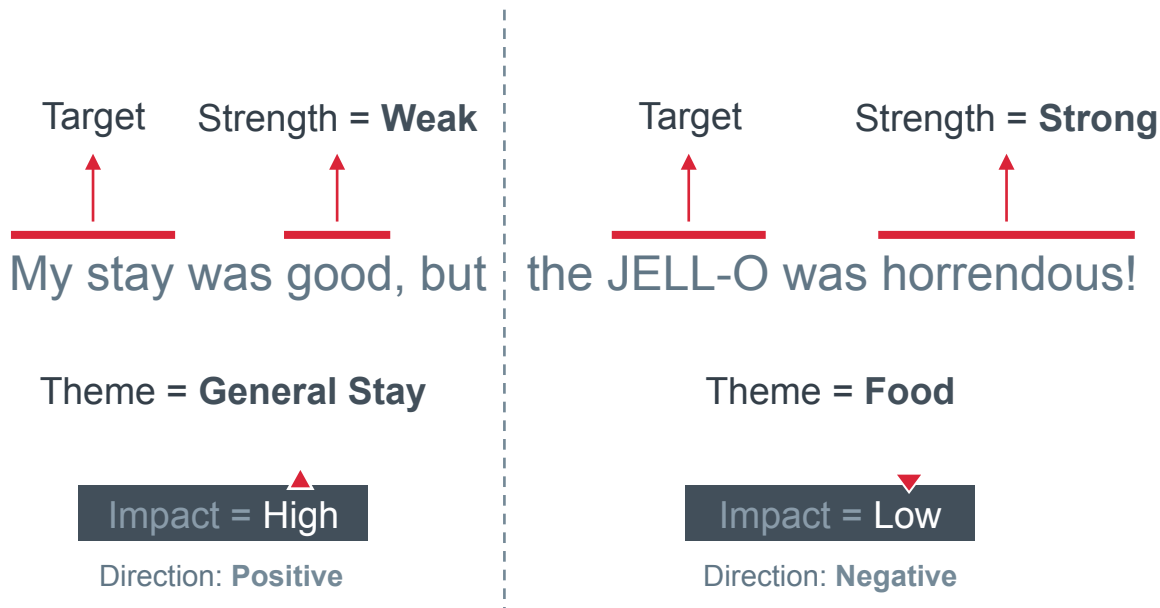
Impact = Low

A dark grey rectangular box containing the text "Impact = Low". A small red downward-pointing triangle is positioned above the box.

Overall Sentiment Direction: **Negative**

Detailed Sentiment Analysis

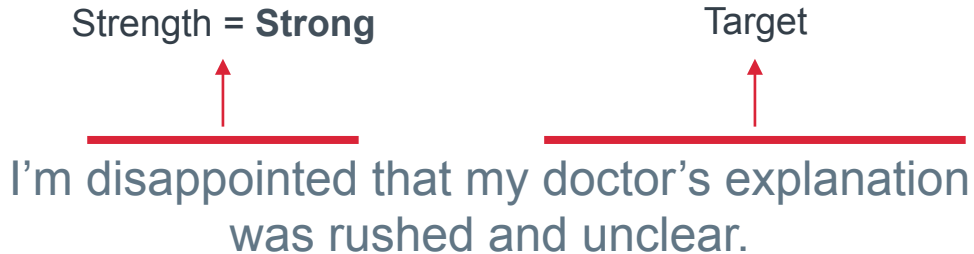
Multiple Dimensions of Sentiment Analysis



Detailed Sentiment Analysis

Multiple Dimensions of Sentiment Analysis

Strength = **Strong** Target



I'm disappointed that my doctor's explanation
was rushed and unclear.

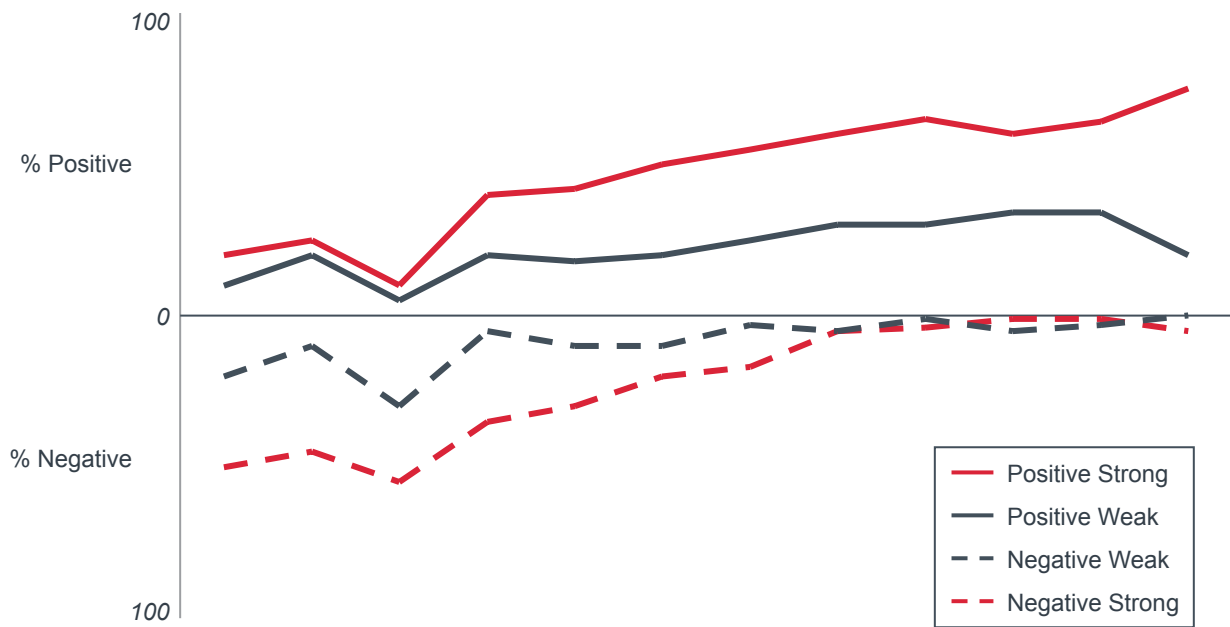
Theme = **Communication**

Impact = **High**

Direction: **Negative**

Visualization of Themes Over Time

Theme = Food



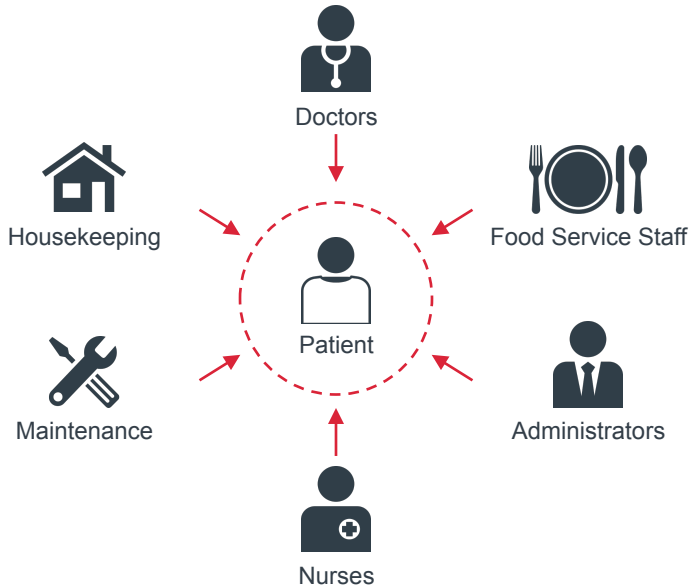
Patient Experience

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

The Beryl Institute

Patient Interactions Impact Patient Experience

Sentiment and Engagement for All Players In Patient Interactions



Detailed Sentiment Analysis

Multiple Dimensions of Sentiment Analysis

I'm disappointed that my doctor's explanation
was rushed and unclear.

Detailed Sentiment Analysis

Physician Sentiment from Engagement Survey

Strength = **Strong**




Target



Strong Target
I feel pressured to work in as many patients as possible.

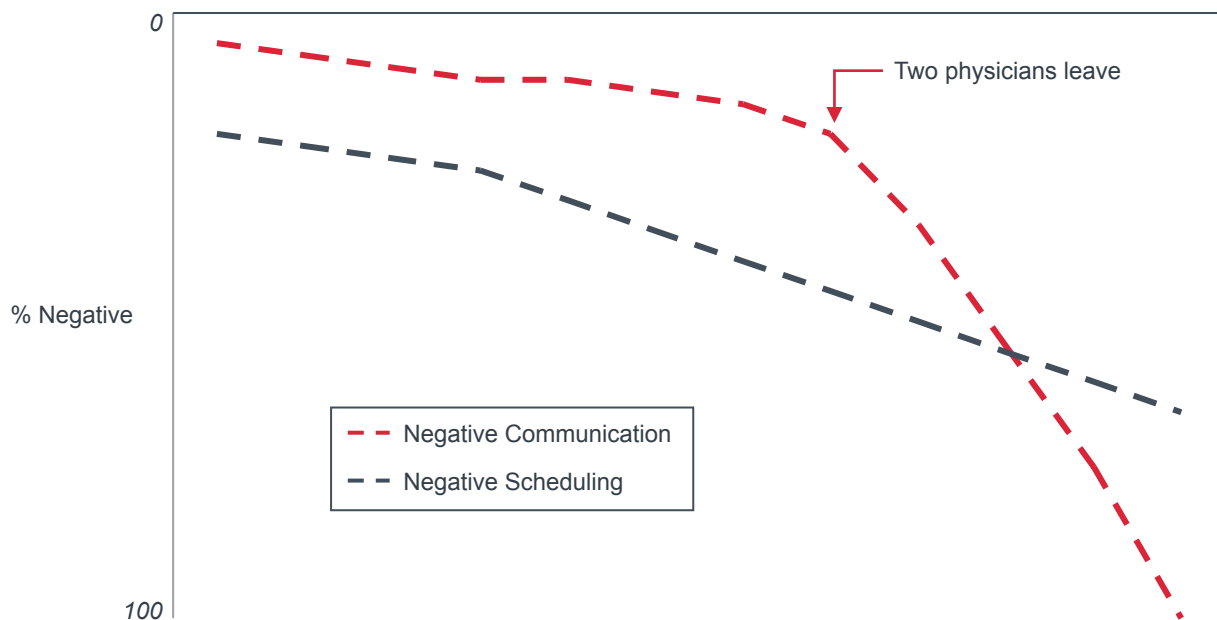
Theme = **Scheduling**


Impact = High

Direction: **Negative**

Visualization of Themes Over Time

Themes: Negative Communication and Negative Scheduling



Summary

The Impact of Refined Sentiment Analysis

To improve patient satisfaction and patient experience:

- Analyze sentiment in detail across multiple dimensions
- Connect sentiment and engagement across all patient interactions
- Prioritize derived actionable insights to
 - meet regulatory measures,
 - improve patients' positive perceptions
 - focus on and maintain their safety in care, and
 - provide excellence in quality of patient care
- These actions will positively impact the overall patient experience as patients interact with the participants and culture of their healthcare

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