Examples of Patient Experience Improvement: Veterans Health Administration

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VA DEFINITION

The sum of all **interactions**, shaped by the organization's **culture**, that influence Veterans' and their families' **perceptions** along their healthcare journey.

SHEP – Over 1.8 Million Surveys Sent Annually

Survey Instrument	Mode of Administration	Number Sent Per Month	National Response Rate – FY2020 (Oct 2019 – Mar 2020)
Inpatient (IP)	Mail Only (per HCAHPS Protocol)	14,500	36%
Patient-Centered Medical Home (PCMH)	Internet & Mail	65,000	35%
Specialty Care (SC)	Internet & Mail	54,000	34%
Community Care (CC)	Internet & Mail	10,000	30%
Telehealth (Your Recent Visit – CG-CAHPS 4.0)	Internet & Mail	15,000 (6 months)	???

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What is a Driver's Analysis (DA)?

Quantitative technique used to evaluate the impact of various aspects of patient experience (i.e., "*drivers*") on overall patient experience (i.e., "*outcomes*").
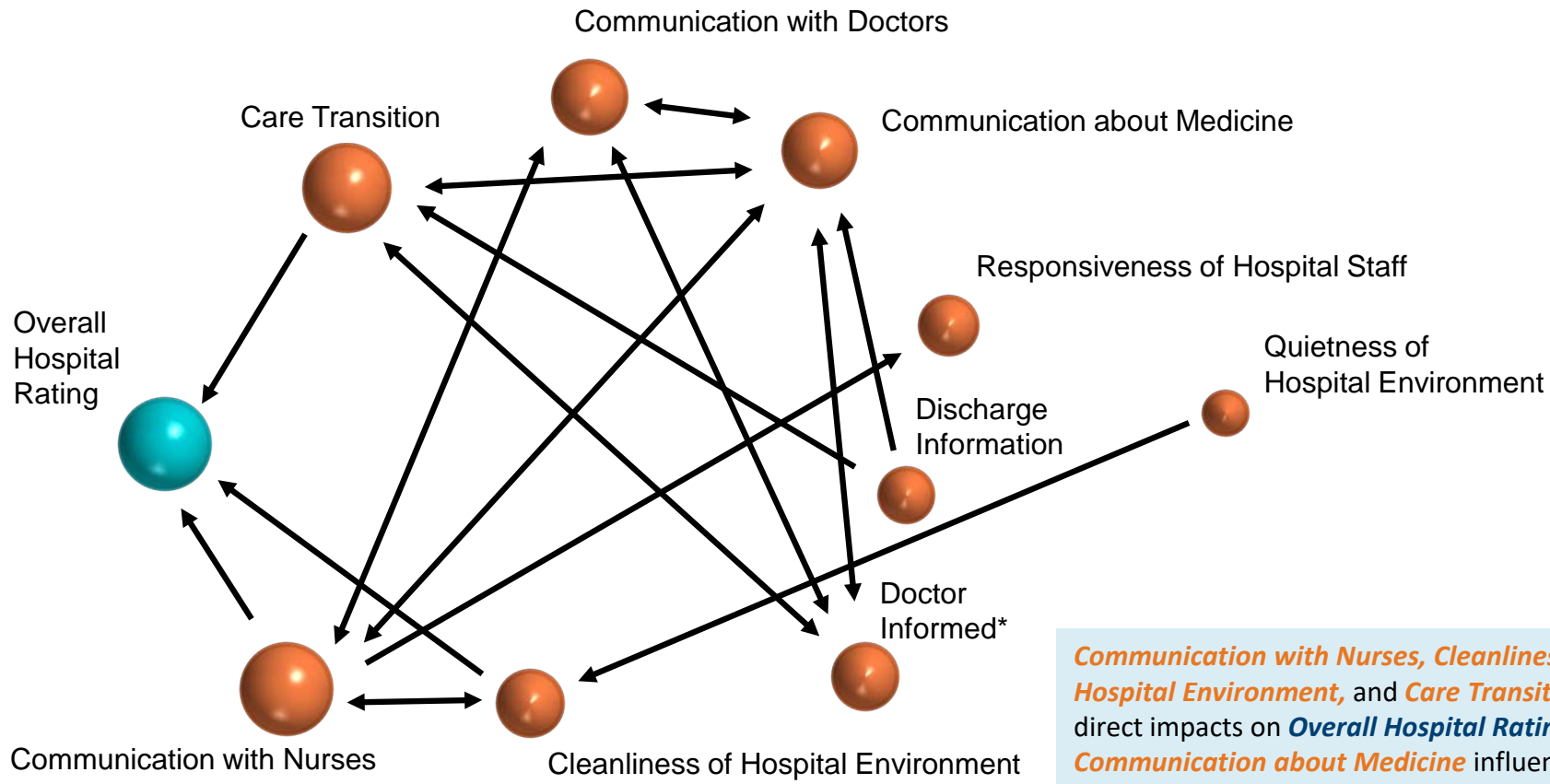
The "*outcome*" in SHEP data is the **Overall Hospital Rating** measure (IP), the **Rating of Provider** measure (PCMH and SC), and **Overall Satisfaction with VA Community Care** (CC).

The "*drivers*" are the remaining HCAHPS measures and CAHPS measures, respectively.

DA helps identify intervention or leverage points for improving PX and informs clinical and operational action planning.

VA National

Communication with Doctors

Care Transition

Communication about Medicine

Responsiveness of Hospital Staff

Overall Hospital Rating

Quietness of Hospital Environment

Discharge Information

Doctor Informed*

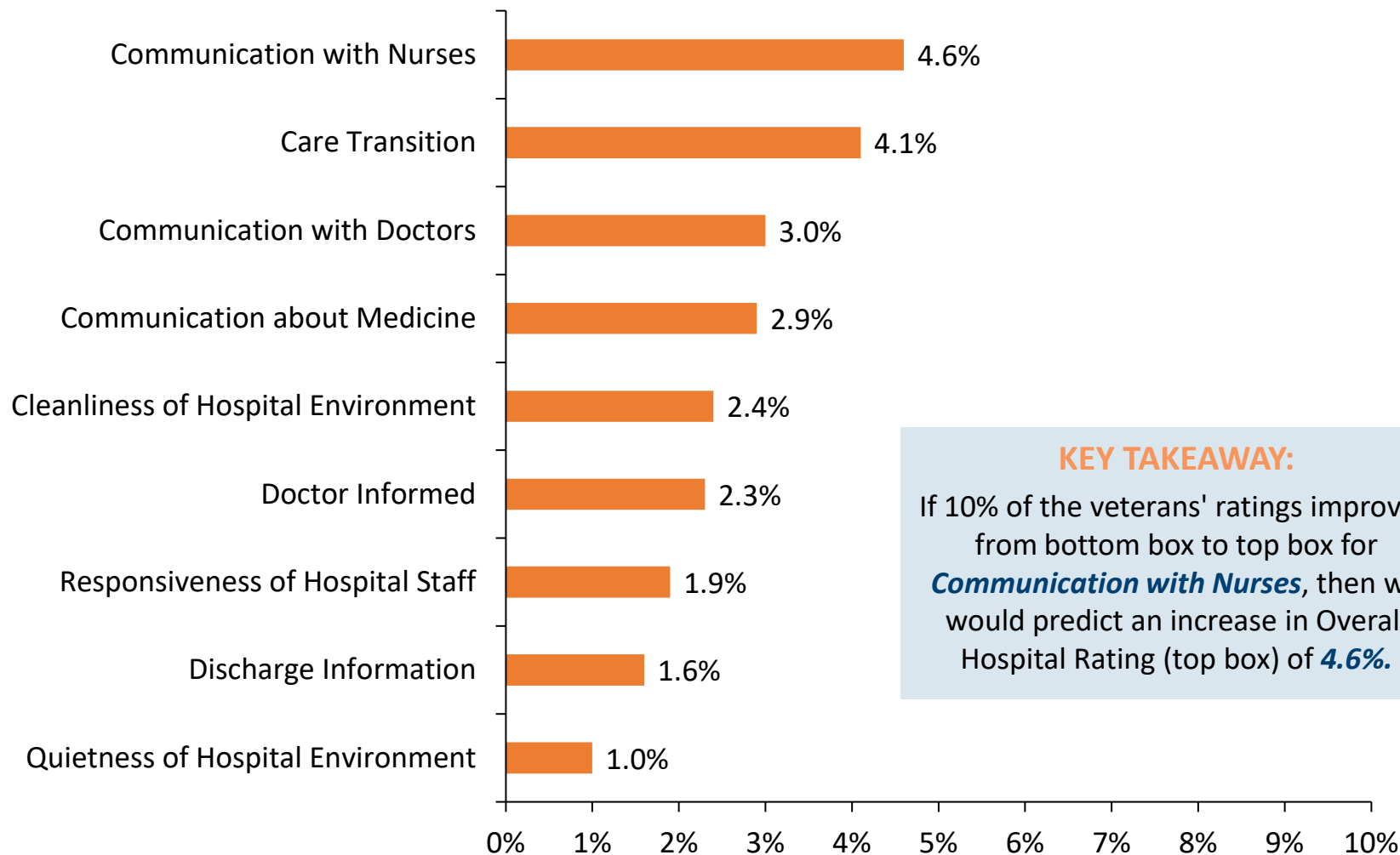Communication with Nurses

Cleanliness of Hospital Environment

Communication with Nurses, Cleanliness of Hospital Environment, and *Care Transition* have direct impacts on *Overall Hospital Rating. Communication about Medicine* influences other composites, therefore making it a fruitful point of intervention to help increase *Overall Hospital Rating* scores.

* Q34 Doctor Informed: "During this hospital stay, how often did healthcare providers seem informed and up-to-date about the care you got from other providers at the hospital?" is not an official HCAHPS reported measure.

SHEP Driver Analysis | Inpatient IPSOS Bayes Net (IBN) Impact Scores

VA National

Communication with Nurses — 4.6%
Care Transition — 4.1%
Communication with Doctors — 3.0%
Communication about Medicine — 2.9%
Cleanliness of Hospital Environment — 2.4%
Doctor Informed — 2.3%
Responsiveness of Hospital Staff — 1.9%
Discharge Information — 1.6%
Quietness of Hospital Environment — 1.0%

X-axis: 0% 1% 2% 3% 4% 5% 6% 7% 8% 9% 10%

KEY TAKEAWAY:

If 10% of the veterans' ratings improved from bottom box to top box for *Communication with Nurses*, then we would predict an increase in Overall Hospital Rating (top box) of *4.6%.*

Phase 1: (FY17) Build

| Define PX | Design PX for VHA | Gain Trust & Pilot Toolkits |

Phase 2: (FY18) Deploy

| Leadership Engagement | Employee Engagement | Orchestrated Touchpoints |

Phase 3: (FY19) Coach

| Assess Facility Needs & PX Maturity | PX Culture | Outcomes |

Phase 4: (FY20) Build

| Standardize Across VHA | Strengthen Skills | Accountability Outcomes |

Patient Experience Journey Maps

Human Centered Design (HCD) is a design and management framework for producing solutions to issues or problems that involve the human-perspective in all facets of the problem-solving process. During a discovery sprint, interviews across the country in various geographies, genders, races, life stages, military branches, and eras of service provide insights into bright spots and pain points, while baselining moments that matter in the journey receiving healthcare service delivery.

WHAT IS A JOURNEY MAP?

Journey maps visually display a common set of moments that Veterans experience before, during, and after receiving healthcare or interacting at the VA. They identify ideal situations and opportunities for improvement.

Current Journey Maps:
Outpatient, Women's Outpatient, Hospitalization, and Discharge

In-Development: Care in the Community, Emergency Medicine, Telehealth, and more!
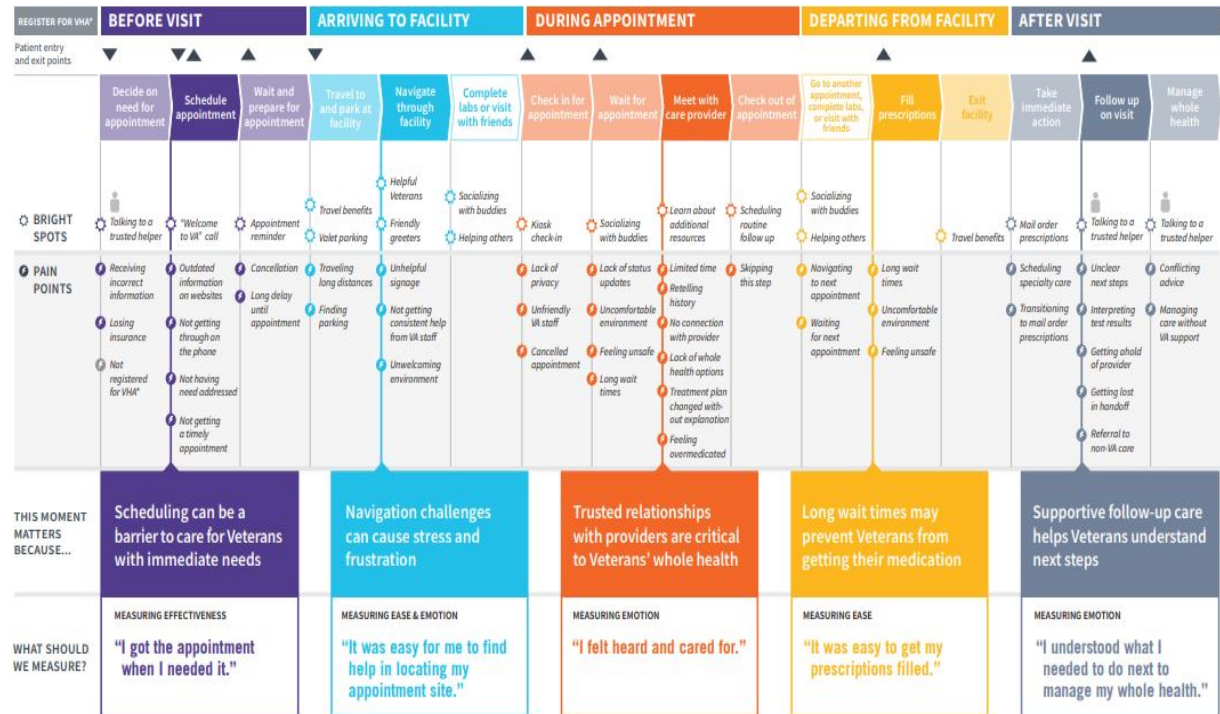
Implementation of PX Foundational Tools

VA PX — A framework and tools to help you enhance the Veteran Patient Experience

- WECARE Rounding
- Standard Phone Greeting
- Employee "I Choose VA" Name Badges
- Own the Moment
- Red Coat Ambassadors

WHAT'S IN A VA PX TOOLKIT?

A toolkit is a set of information to assist VHA leaders understand the benefits of patient experience and offer strategies, tactics, and tips for implementing and the value of a targeted campaign, initiative, program, or solution at a facility. Toolkits are often accompanied by reference materials and promotional materials to assist in socializing the item for implementation.

The Own the Moment (OTM) Veterans Customer Experience workshop: Teaching customer experience standards, the VA WAY, through three guiding principles.

This workshop improves on good customer service by providing ease, effectiveness, and adds a third dimension of emotion.

The three-hour workshop is geared for all VA employees and volunteers and offers some continuing education credits. Implemented through a train-the-trainer model at each facility

PX Toolkit Library

Click a link below to access a toolkit:

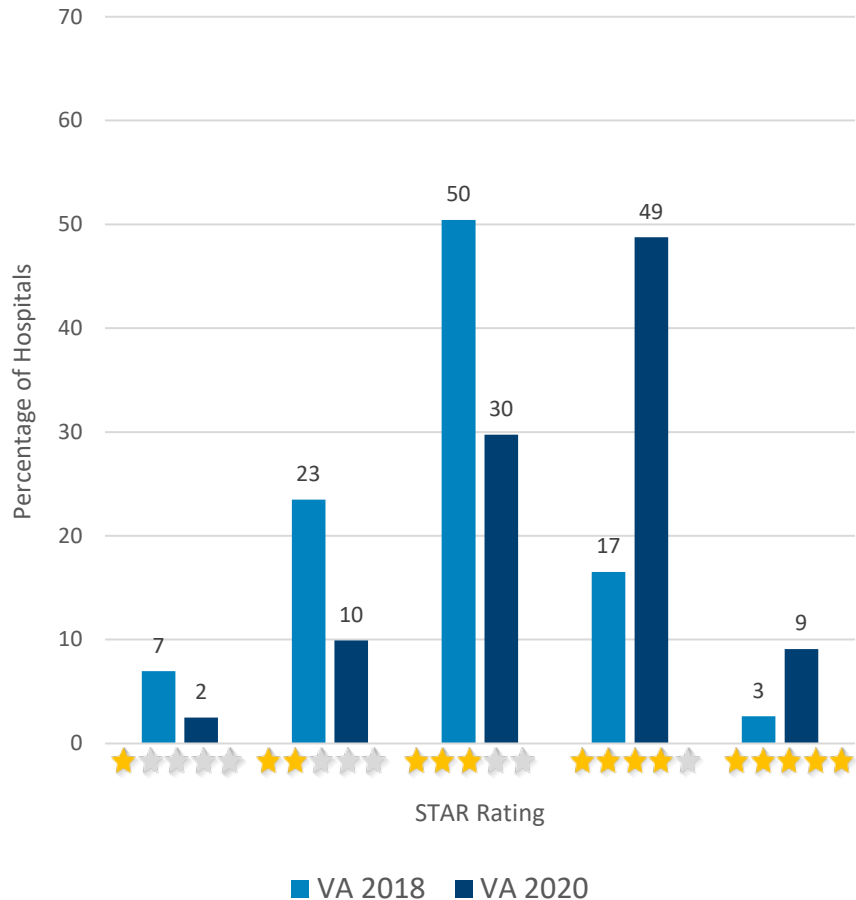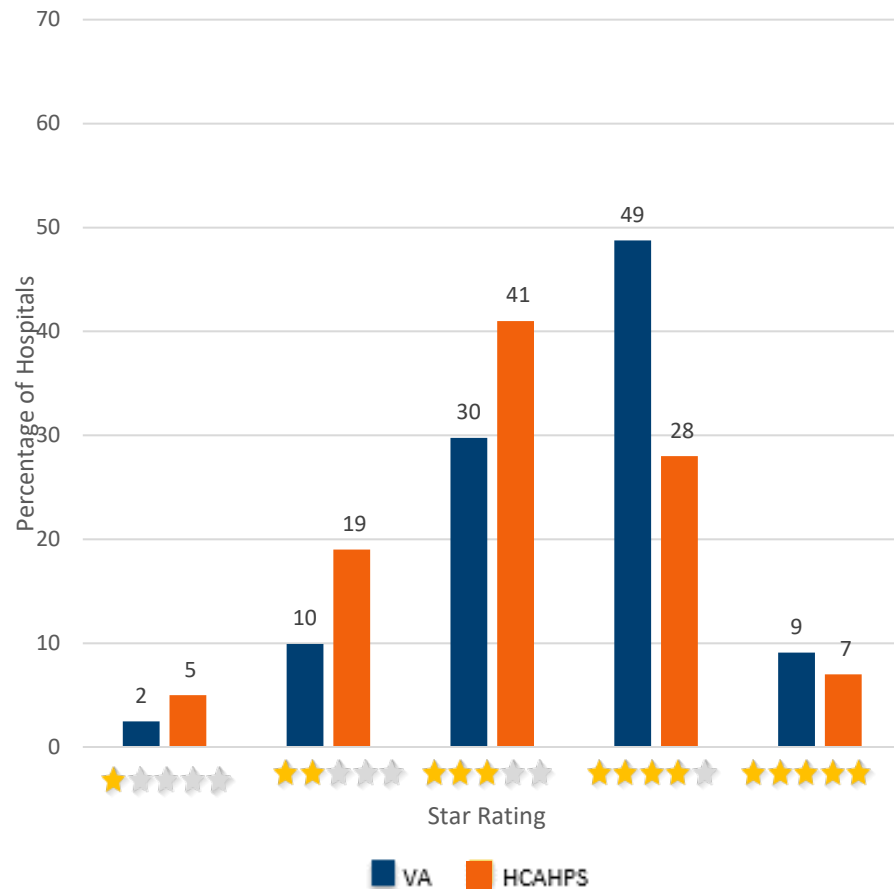|		
Caregiver Support Guide (PCMH, IP, SC)	Commit to Sit (IP)	Change of Provider Letter (PCMH)
Discharge Checklist (IP)	Employee Recognition (PCMH, IP, SC)	Green Gloves (PCMH, IP, SC)
Hourly Nurse Rounding (IP)	I Choose VA Employee Badges (PCMH, IP, SC)	Interdisciplinary Team Rounding (IP)
Journey to Discharge Hospitalization Journal (IP)	Messages for the Moment (PCMH, IP, SC)	My Life My Story (IP)
Own the Moment (PCMH, IP, SC)	Patient Communication Whiteboards (IP)	Pre-visit Checklist (PCMH)
PX Change Agent (PCMH, IP, SC)	PX Communications Plan (PCMH, IP, SC)	PX Road Show (PCMH, IP, SC)

SHEP HCAHPS Star Rating - Communication with Nurses

VA 2018 Compared to VA 2020

STAR Rating	VA 2018	VA 2020
★	7	2
★★	23	10
★★★	50	30
★★★★	17	49
★★★★★	3	9

VA compared to HCAHPS* Hospitals

Star Rating	VA	HCAHPS
★	2	5
★★	10	19
★★★	30	41
★★★★	49	28
★★★★★	9	7

* based on July 2020 Release - N=3478 Hospitals with Star Ratings (includes VA data) Patient discharged from Oct 2018 to Sept 2019

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SHEP HCAHPS Star Rating - Care Transition
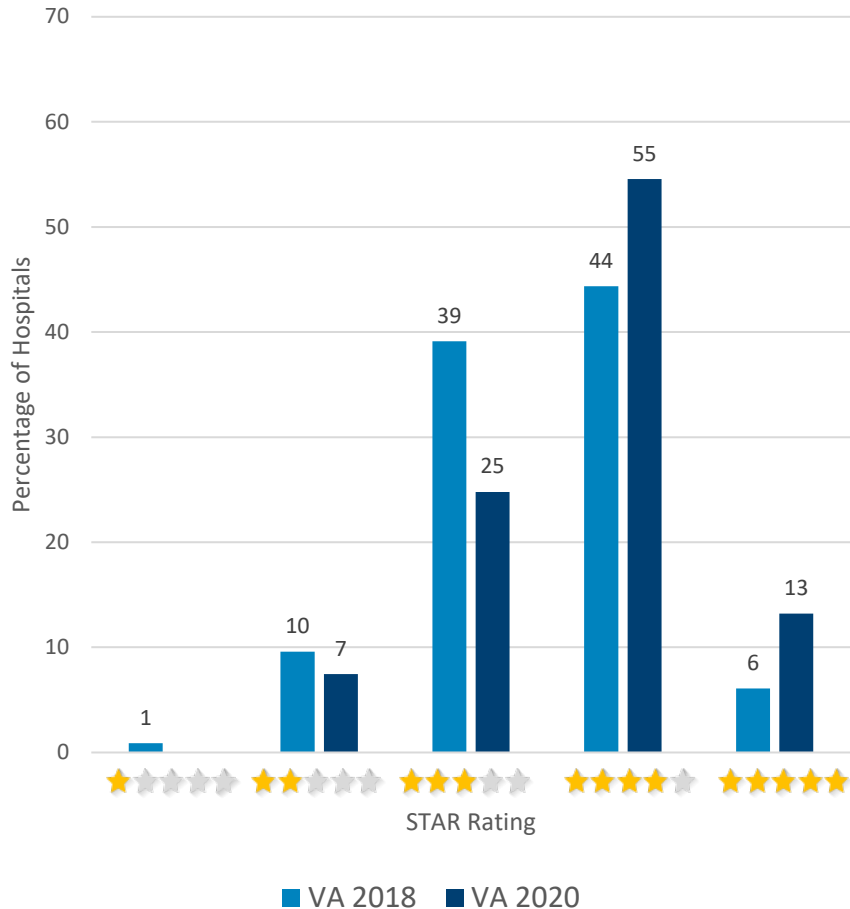
VA 2018 Compared to VA 2020

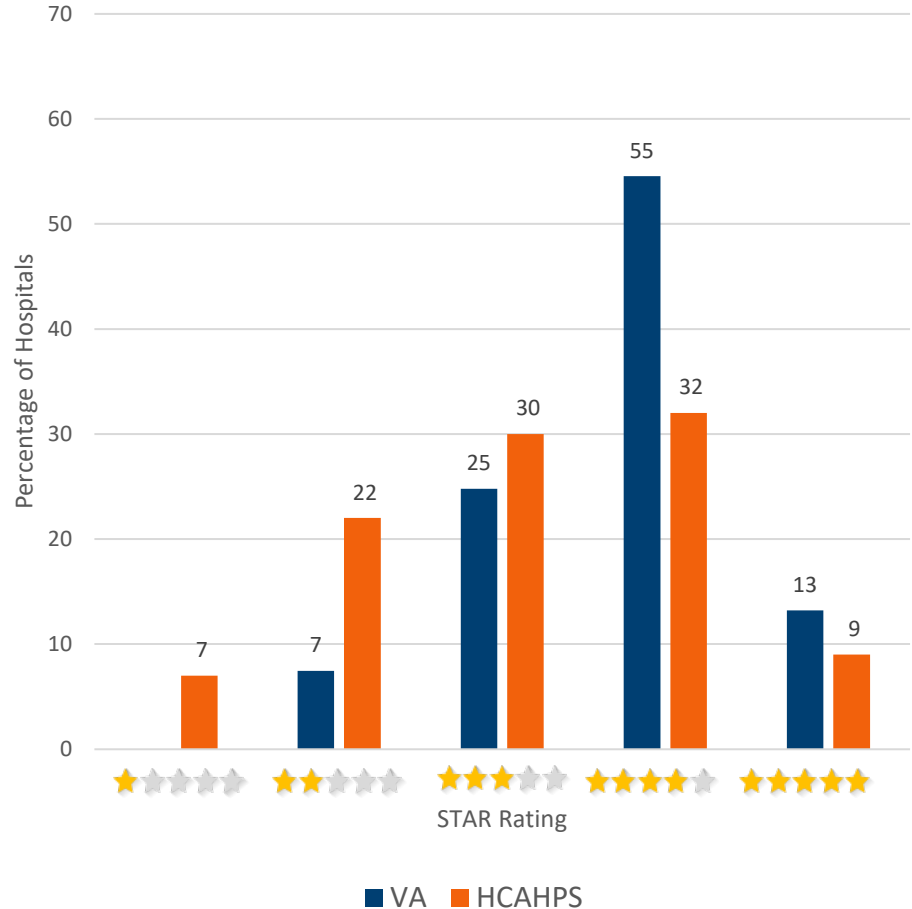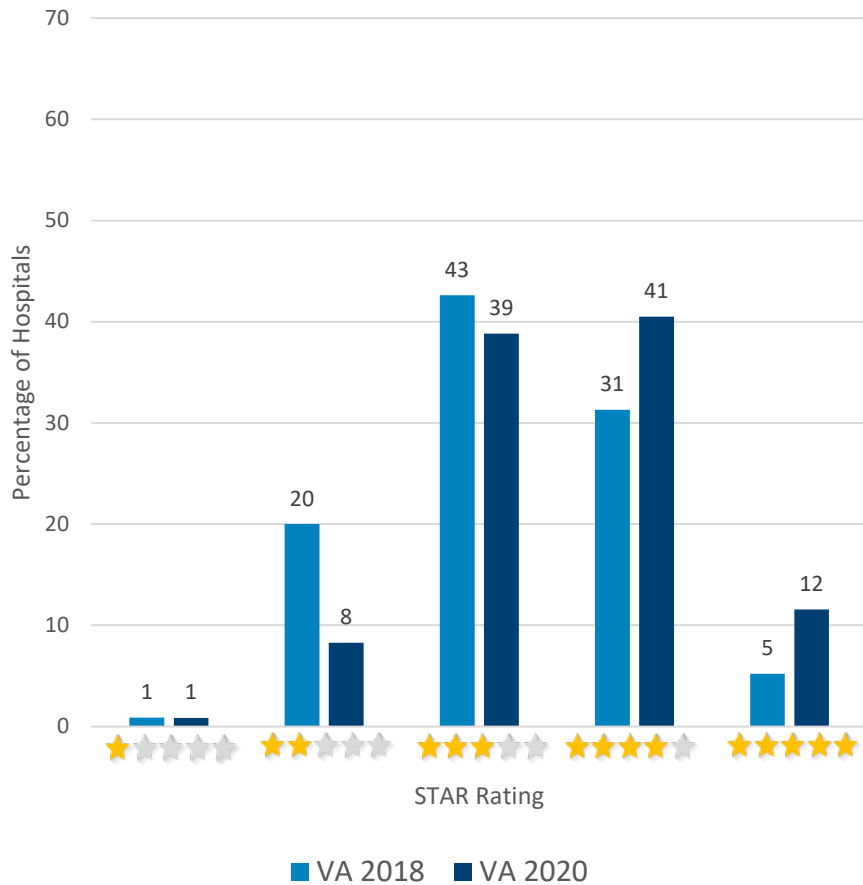## VA Compared to HCAHPS* Hospitals

* based on July 2020 Release - N=3478 Hospitals with Star Ratings (includes VA data) Patient discharged from Oct 2018 to Sept 2019

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SHEP HCAHPS Star Rating - Overall Rating of Hospital

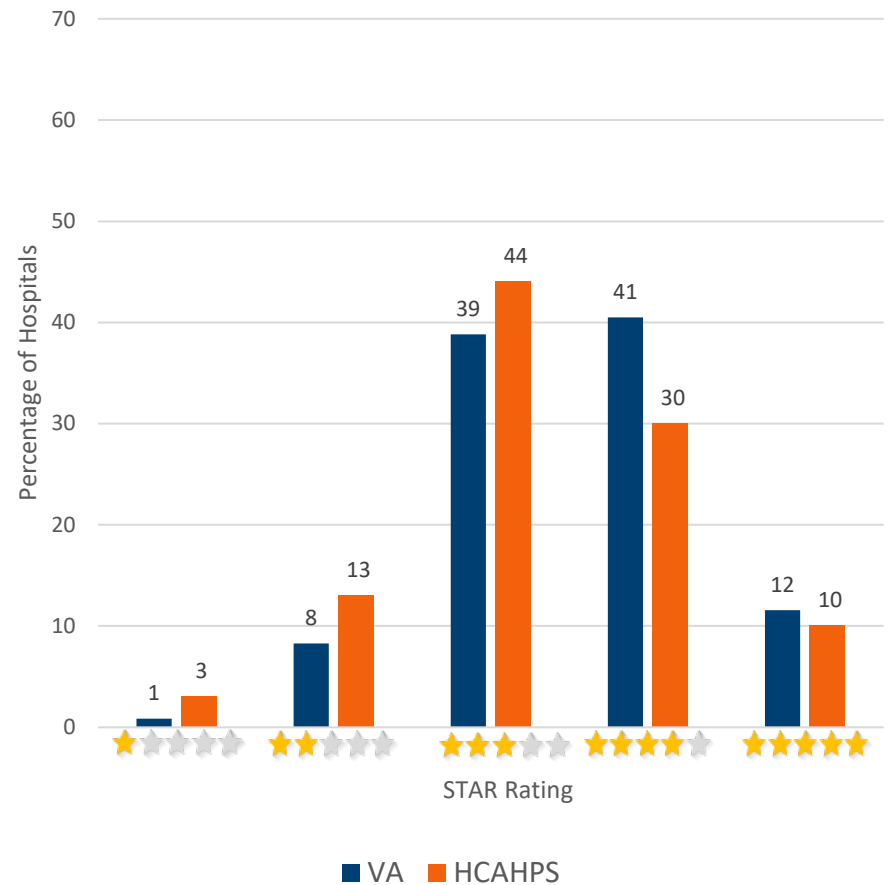## VA 2018 Compared to VA 2020

VA Compared to HCAHPS* Hospitals

* based on July 2020 Release - N=3478 Hospitals with Star Ratings (includes VA data) Patient discharged from Oct 2018 to Sept 2019

LESSONS LEARNED

Leadership and employee engagement is key

　　Foundational goal of the organization

　　Patient experience baked into the organization's culture

Understand what is important to patients

　　Human centered design

　　Journey maps of key touchpoints (Moments that Matter)

Turning data into action

　　Key drivers help to narrow the focus

　　Understand patient/staff interactions, processes, and key touchpoints

　　Develop and deploy toolkits for quality/process improvement and standardization across the enterprise

Celebrate successes!!!

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