

The Role of Leadership in Creating a Culture of Patient and Family-Centered Care

June 2, 2016



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What We'll Cover



A Leadership Framework

Making it Actionable

Leadership in Action Examples

Q&A





“There is nothing more powerful than an idea whose time has come.”

-Victor Hugo

The Will: An idea whose **time has come**



- **Institute of Medicine**
 - Updates PCC definition to include **Patient-Family Engagement** in 2015
 - **Develops national network of Patient/Family leaders in 2015**
- **Centers for Medicare and Medicaid Services**
 - Public reporting of HCAHPS scores in 2008
 - Value-Based Purchasing (VBP) in 2012
 - **Partnership for Patients/HENs & Patient Engagement Priorities in 2011-2016**

Healthcare Reform and the ACA of 2010

- PCMH, ACOs/Medicare Shared Savings Programs, Meaningful Use Thresholds, PCORI
- *All have **Patient Engagement Requirements**



The Way: TCPI Change Package

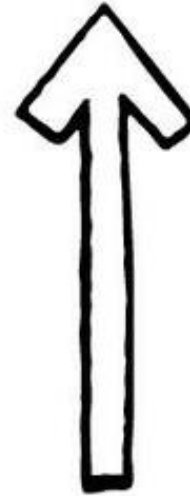
<u>TCPI AIMS/Goals</u>	<u>Primary Drivers</u>	<u>Secondary Drivers</u>
<p>(1) Support more than 140,000 clinicians in their practice transformation work.</p> <p>(2) Build the evidence based on practice transformation so that effective solutions can be scaled.</p> <p>(3) Improve health outcomes for millions of Medicare, Medicaid and CHIP beneficiaries and other patients.</p> <p>(4) Reduce unnecessary hospitalizations for 5 million patients.</p> <p>(5) Sustain efficient care delivery by reducing unnecessary testing and procedures.</p> <p>(6) Generate \$1 to \$4 billion in savings to the federal government and commercial payers.</p> <p>(7) Transition 75% of practices completing the program to participate in Alternative Payment Models</p>	<p>Patient and Family-Centered Care Design</p> <p>Continuous, Data-Driven Quality Improvement</p> <p>Sustainable Business Operations</p>	<p>1.1 Patient & family engagement</p> <p>1.2 Team-based relationships</p> <p>1.3 Population management</p> <p>1.4 Practice as a community partner</p> <p>1.5 Coordinated care delivery</p> <p>1.6 Organized, evidence based care</p> <p>1.7 Enhanced Access</p> <p>2.1 Engaged and committed leadership</p> <p>2.2 Quality improvement strategy supporting a culture of quality and safety</p> <p>2.3 Transparent measurement and monitoring</p> <p>2.4 Optimal use of HIT</p> <p>3.1 Strategic use of practice revenue</p> <p>3.2 Staff vitality and joy in work</p> <p>3.3 Capability to analyze and document value</p> <p>3.4 Efficiency of operation</p>



Transformation begins with **Leadership**



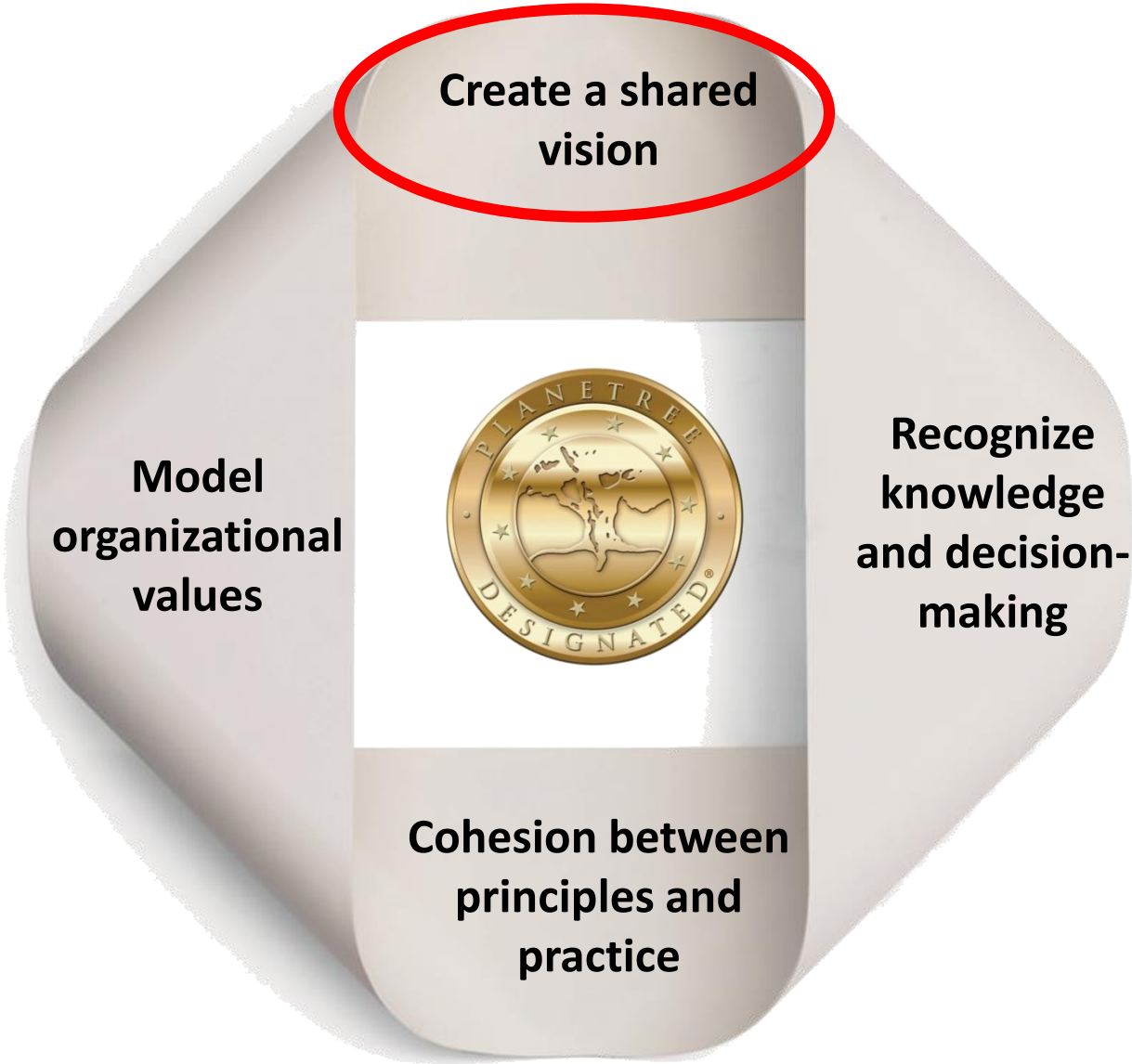
Simple



Easy



A Leadership Framework: Critical Factors for **Creating a Culture** of Patient- and Family-Centered Care



The team

Put patients first
Respect others
Pursue excellence
Do the right thing

The leader



Cultivating an individual & collective **sense of purpose**



Perspective Taking
Personalizing
Silo-Busting

I recommit to making a difference at Sharp Memorial Hospital by:



Name: Rebecca Stevenson
I recommit to making a difference every day at Sharp Memorial Hospital by:

Putting myself into my patient's shoes and understanding this is the scariest and most vulnerable time of their life.

Name: CHARLENE EARNHART
I recommit to making a difference every day at Sharp Memorial Hospital by:

Focusing on our patients w/ a gift, an opportunity to leave a lasting positive experience for them & their families.

Name: Jessica Blevins
I recommit to making a difference every day at Sharp Memorial Hospital by:

Starting every morning with a smile, a greeting and a compliment to make every patient, family member, and coworker feel at ease.

Name: Melissa Stinson
I recommit to making a difference every day at Sharp Memorial Hospital by:

*• making patients + family members feel welcome + informed
• helping my peers when I am able
• finding opportunities to make a difference.*

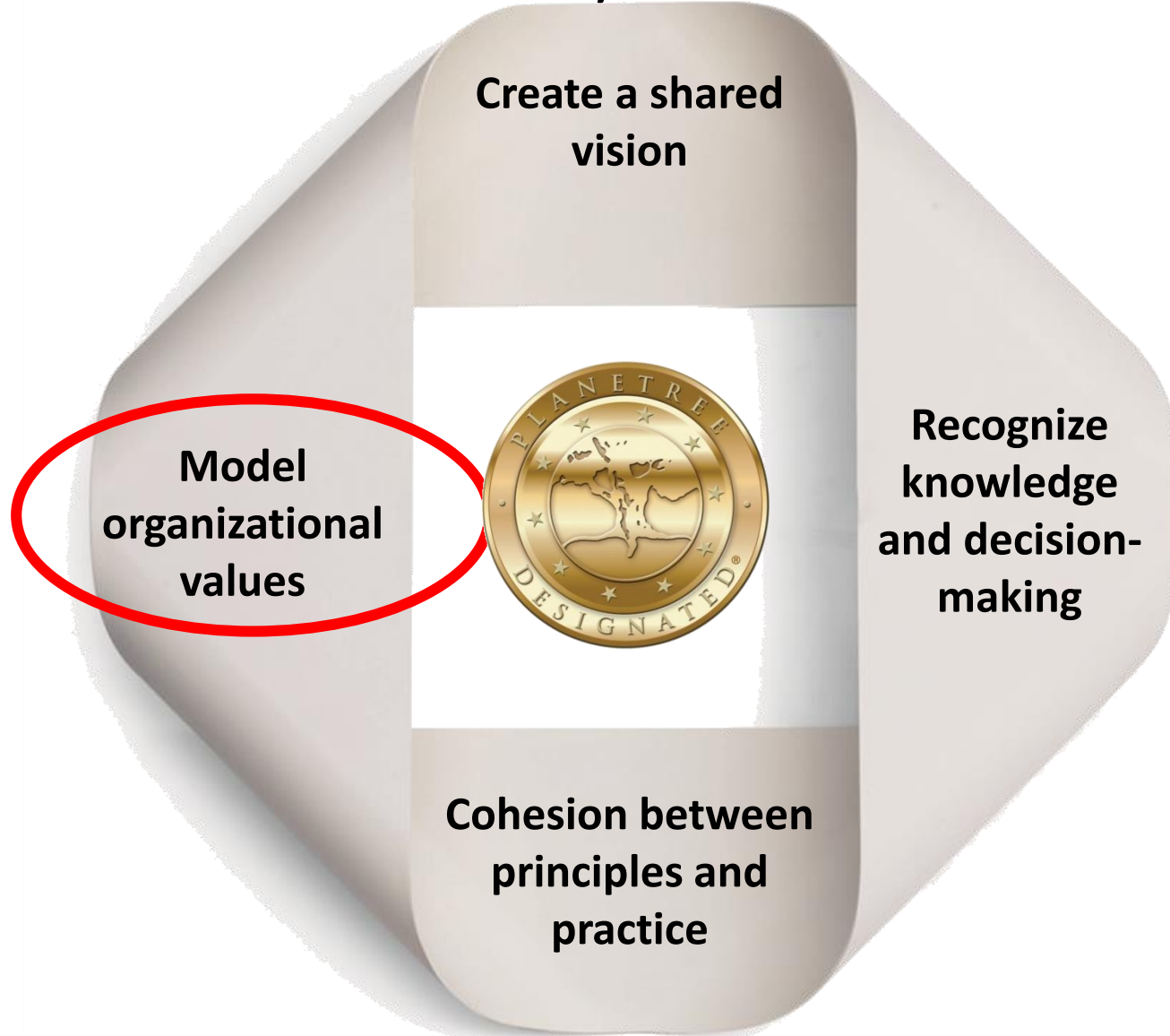


Connecting to purpose drives **greater satisfaction**

(staff and patient)



A Leadership Framework: Critical Factors for **Creating a Culture** of Patient- and Family-Centered Care



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- 1) Visible presence**
 - 2) Transparent communication**
 - 3) Respectful interactions**
 - 4) Consistent approach**



A Leadership Framework: Critical Factors for **Creating a Culture** of Patient- and Family-Centered Care



Recognize knowledge and decision making



Include me!





POWERED BY PATIENTS



"I came into this process with a great deal of skepticism as to the value of this approach. The outcomes have been truly eye-opening. Having the patient and family participate as improvement collaborators has also allowed us to ensure we are actually moving in the right direction." — *Focus group participant*



Embracing patients and family as **partners in practice transformation**



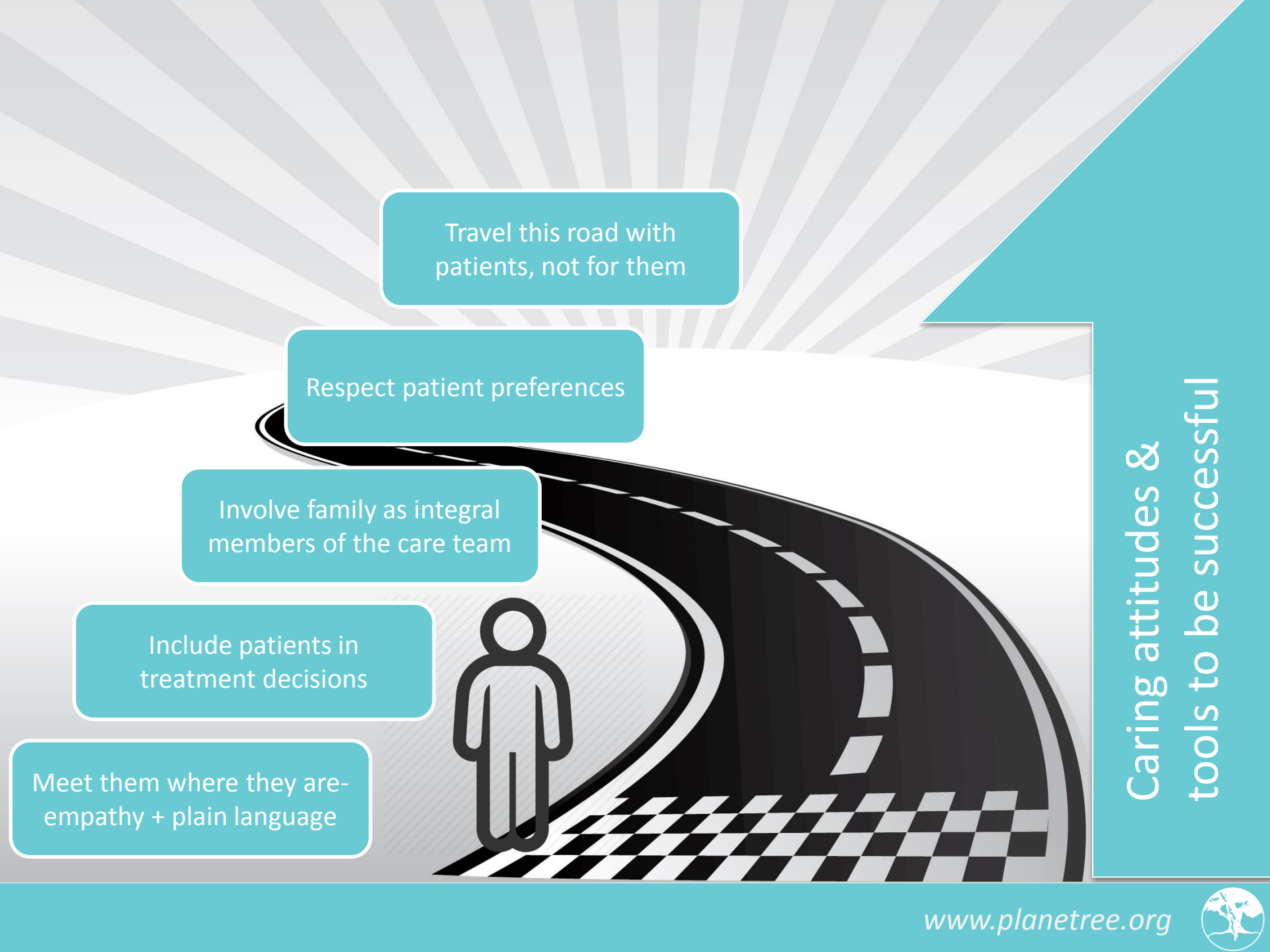
Strategies for scaling up patient and family engagement:

- Focus Groups with patients, families, staff, etc.
- Patient and Family Advisory Councils
- Patient engagement on safety, quality and other committees
- Patient participation in hiring and evaluation
- Patients to develop/act in simulations for staff training



A Leadership Framework: Critical Factors for **Creating a Culture** of Patient- and Family-Centered Care





Travel this road with
patients, not for them

Respect patient preferences

Involve family as integral
members of the care team

Include patients in
treatment decisions

Meet them where they are—
empathy + plain language

Caring attitudes &
tools to be successful



Leadership in Action Examples

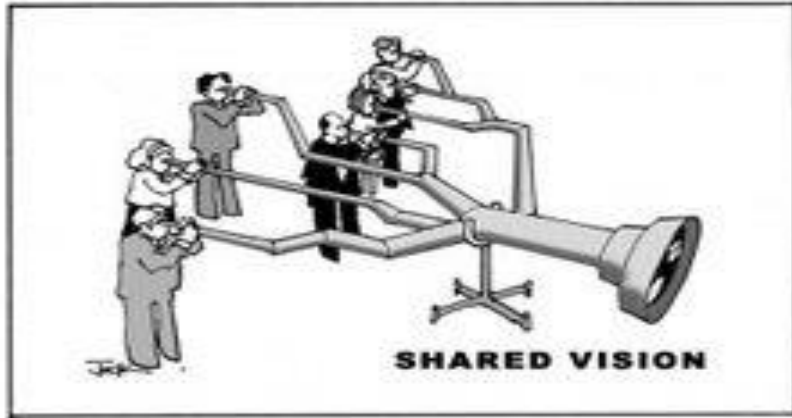


Facilitating a Patient and Family Centered Culture

- Create a shared vision
- Model organizational values
- Recognize knowledge and decision-making
- Cohesion between principles and practice



Creating a shared vision



- Connect to Purpose: CEO of Carolinas HealthCare
- Processes can cloud purpose
- Team members' jobs may not know outcomes
- Ex: Colon cancer prevention quality metric



Model Organizational Values

- Solution focused
- Collaborative
- Value each member's perspective
- Ex: Appreciative Inquiry process (communication)



Recognize Knowledge and Decision Making

- Talk to people “in the trenches”
- What can we do better?
- Ex: PFAG – “teaching practice”
- Ex: EFM Solutions



Cohesion between principles and practice



- All the above!
- Outcomes
 - Teammate engagement
 - Quality measures
 - Patient experience





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