Using HCAHPS to Drive Patient and Employee Satisfaction

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Purpose

The National Rural Health Resource Center is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation's leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Performance Improvement
- Health Information Technology
- Recruitment & Retention
- Community Health Assessments
- Networking

Objectives

- Define what Hospital Consumer Assessment of Health Providers and Systems (HCAHPS) means to small rural hospitals

- Understand the value of engaging in an HCAHPS process

- Identify methods for translating HCAHPS data into performance improvement initiatives

Why Bother with HCAHPS?

- 1 in 5 will report experiencing a medical error but HCAHPS helps identify faulty processes if linked to clinical and quality outcomes

Defining HCAHPS

- HCAHPS was developed by the Centers for Medicare and Medicaid Services (CMS) and the Agency for Healthcare Research & Quality (AHRQ)
- Standardized patient satisfaction survey tool and standardized data collection method

Survey Tool Questions Reflect Patient Perspective

- Pain management
- Medication instructions
- Effectiveness of provider communication
- Cleanliness of environment
- Discharge information
- Overall satisfaction

Standardized Survey Collection Process Must:

- Enable meaningful comparisons across hospitals for public reporting

- Increase hospital accountability and incentives for quality improvement

- Enhance public accountability

- Prepare hospitals to link reimbursement to quality performance
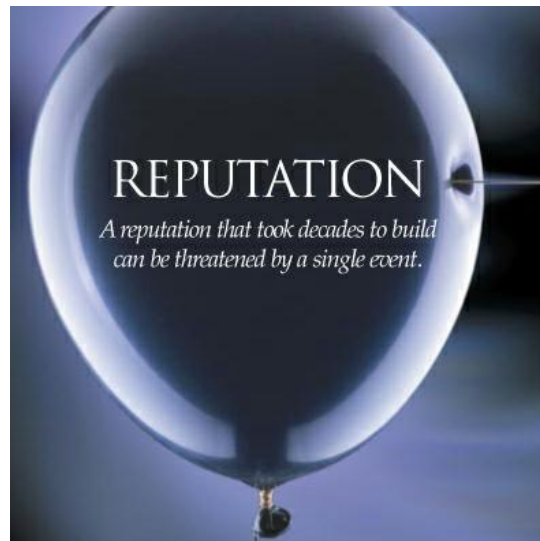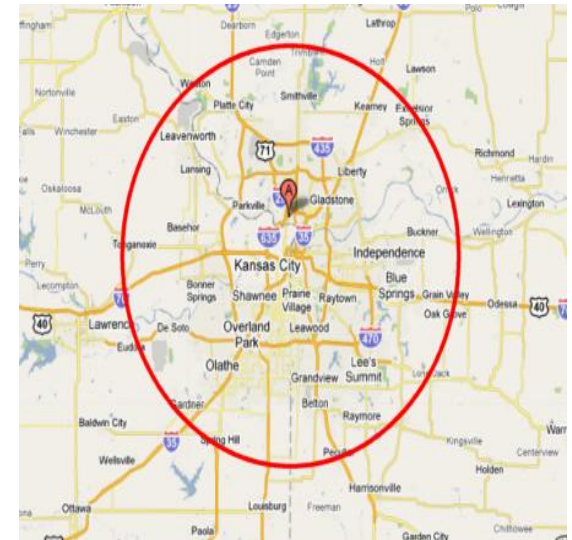
Linking Patient Satisfaction to Hospital Operations

^ Patient Satisfaction

^ Hospital Reputation

^ Hospital Market Share

HCAHPS Guide

Baldrige Performance Excellence Framework

Leadership

- Engage and align hospital leaders
- Define excellence in safe, quality care
- Convey a unified message
- Support change management

Strategic Planning

- Clarify roles and responsibilities
- Demonstrate a convergence between mission, operations and budget
- Celebrate/reinforce high HCAHPS scores
- Develop a plan to improve low HCAHPS scores
- Establish communication feedback loops

Focus on Patients, Customers, Communities

- Engage rural physicians as leaders
- Assess provider and staff satisfaction through surveys
- Address dissatisfaction immediately
- Acknowledge satisfaction immediately
- Utilize multiple communication methods
- Collaborate to build customer trust and loyalty

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Measurement, Feedback and Knowledge Management

- Analyze HCAHPS data
- Implement a measurement framework, like a Balanced Scorecard
- Measure and monitor performance improvement goals
- Communicate progress organization-wide

Focus on Staff and Culture

- Recognize that staff are the core of the organization
- Create a culture of safety and high quality care
- Provide ongoing staff education
- Create a change-ready environment

Process Management and Quality Reporting

- Harvest best practices and lessons learned
- Develop lean and efficient business processes
- Maximize technology capabilities
- Maintain communication feedback loops

Outcomes and Impact

- Document and assess outcomes and impact from HCAHPS process
- Benchmark internally and externally
- Report progress transparently to staff and community

HCAHPS Guide

The Center developed a guide to assist small rural hospitals with using HCAHPS data to drive patient and employee satisfaction:

http://www.ruralcenter.org/sites/default/files/ship/HCAHPS%20Guide.pdf

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