

PATIENT SATISFACTION

Where we've been...

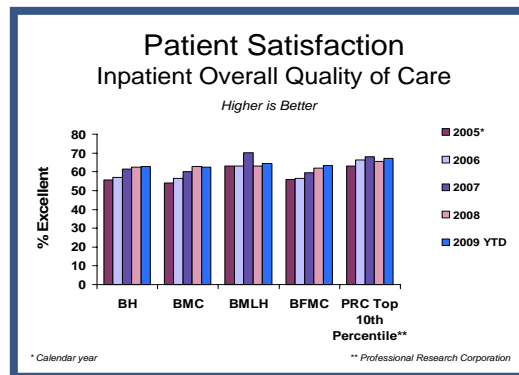
Listening to our patients' feedback and soliciting their opinion is the most valuable way to know what we are doing well and where we can improve. For over 20 years, BH has used the results of surveys to listen to and learn from our customers, and to take actions that enhance loyalty to our physicians, staff, hospitals, and organizations. If patients are pleased with their experience at Baystate Health, they will recommend our services to others and return to us when they or their families need care. Their feedback provides focus and direction on where to improve our processes of care.

In order to measure patient-centered care and service, a random sample of patients receiving care at any one of 54 BH inpatient hospital units receives a telephone survey call conducted by a third-party organization, Professional Research Consultants (PRC). PRC is recognized nationally as the 'gold standard' for measuring hospital and patient service and satisfaction in the United States. PRC also administers surveys to patients in 47 Baystate Medical Practices in western Massachusetts, providing information on key aspects of their outpatient experience. The survey asks patients to rate their satisfaction with such areas as the admission/registration process, facilities, food, interactions with nurses and physicians, discharge process, personal care issues, overall assessment of the care provided, and other services. Patients choose a rating based upon "excellent," "very good," "good," "fair," and "poor." Each surveyed area has its own set of PRC Key Drivers (most important aspects of care related to the Overall Quality of Care score) to enable managers to focus on specific issues/questions and develop action plans with their staff toward BH's goal of increasing their percentage of "excellent" scores and delivering on the Baystate promise of providing excellent quality care. BH results are then benchmarked against other hospitals in the PRC database. Given the importance our organization places on improving the patient experience at all hospitals and practices, results are shared, through the Baystate Health Patient Satisfaction Report Card, with all staff and leaders so that they can monitor their results, develop action plans and have a tangible way to monitor improvements.

Beginning July 1, 2007, all U.S. hospitals were required by the Centers for Medicare and Medicaid Services (CMS) and the Agency for Healthcare Research and Quality (AHRQ) to survey 300 Medical, Surgical and Obstetrical inpatients annually on their patient experience using the evidence-based standardized survey called H-CAHPS (Hospital-Consumer Assessment of Healthcare Providers and Systems). The survey has been integrated into each hospital's survey process. CMS reports the answers to nine questions, including two global ratings (Overall Rating of the Hospital and Willingness to Recommend the Hospital) and seven domains of care which include, among other things, communication, cleanliness and responsiveness. Different scales are used depending on which question is being asked. For *Overall Rating of the Hospital*, only scores of 9 or 10 are reported; for *Willingness to Recommend the Hospital*, only "definitely yes" scores are reported. Scores for other questions (composites) are the sum of the percentages of respondents in each response category divided by the number of questions in the composite.

Where we are now...

BAYSTATE HEALTH Baystate Health has been recognized as a national leader in patient-centered care and satisfaction, demonstrated by receiving 24 awards from PRC in 2009 for “Excellent” patient satisfaction scores for Overall Quality of Care based upon 2008 results (up from 14 received in the previous year). The national awards include the prestigious Five Star Award which indicates that the unit, physician or mid-level practitioner is in the top ten percent nationwide for Overall Quality of Care. Additionally HCAHPS results for all Baystate Health hospitals and hospitals across the U.S. for the period July 2007-June 2008 are posted for the public to view at hospitalcompare.hhs.gov. Baystate Health hospitals met or outperformed the state and national averages, and led the region for patient’s responses to “Overall Quality of Care” experienced during their most recent hospital visit. We are proud of the baseline results our hospitals have achieved for patients and families and for delivering the Baystate Health promise of excellent quality care.



BAYSTATE MEDICAL CENTER This past year, BMC received Five Star Awards for highest scores nationally for Overall Quality of Care from PRC in the following areas: Springfield 6 Medical/Surgical Unit, Women’s Evaluation and Treatment Unit (WETU)/Obstetrics, Wesson 2 Inpatient Obstetrics and Gynecology, Springfield 3 Oncology Inpatient Medical Unit, the Baystate Orthopedic Surgery Center, and the Chestnut Surgery Center.

Efforts to support improved patient satisfaction at BMC include posting results on the nursing units and regular review at all staff, service line and process improvement meetings to identify areas on which to focus attention. Every department focuses on their key drivers and current overall quality of care scores. Each manager is asked to develop, implement and monitor interventions that are in place to improve patient satisfaction scores relative to key drivers. Information is shared with any personnel that interact with patients and families, such as volunteers, patient liaisons, transport staff, environmental services, food service staff, and others.

BAYSTATE MARY LANE HOSPITAL This past year, BMLH received Five Star Awards for highest scores nationally for Overall Quality of Care from PRC in the following areas: Obstetrics and Gynecology Inpatient Unit, Outpatient Surgery, Outpatient Services, and Outpatient Oncology.

In an effort to support patient satisfaction at BMLH, each manager is asked to develop and implement a comprehensive plan to improve patient satisfaction scores relative to key drivers. Information has been shared with all staff and any other groups that impact patient care.

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BAYSTATE FRANKLIN MEDICAL CENTER This past year, BFMC received Five Star Awards for highest scores nationally for Overall Quality of Care from PRC in the following areas: Outpatient Services, Outpatient Surgery, Outpatient Endoscopy, Outpatient Radiology, Outpatient Oncology, and Outpatient Pain Management.

Managers are asked to develop and implement a comprehensive plan to improve patient satisfaction scores relative to key drivers. Information has been shared with all groups that impact patient care, such as volunteers, patient liaisons, transport staff, environmental services, food service staff, and others. Information is shared with staff through the *BFMC Bulletin* to help them understand the key driver concept and how they can participate in the process.

BAYSTATE HEALTH AMBULANCE BHA contracted with EMS Survey (Lansing, MI) to conduct a survey (paper) of patients. BHA ranks as the second highest national ambulance company in patient satisfaction when measured against thirteen ambulance companies nationally.

BAYSTATE MEDICAL PRACTICES BMP received six 5 Star Awards for highest scores nationally in Overall Quality of Doctor/Provider Care, and three Five Star Awards for Highest Scores Nationally for Overall Quality of Mid-Level Provider Care. BMP also received one Top Performer Award for a physician who scored at or above the 100th percentile nationally.

Where we are going...

To meet the Baystate Health mission of “improving the health of the people in our communities with quality and compassion” and the BH goal of continuous quality improvement, Patient & Family Advisory Councils are being established for BMC, BFMC and BMLH. The Patient & Family Advisory Council provides a forum for hospital patients, family members, community members, and staff to facilitate family and patient participation in hospital care and decision making, information sharing, and policy and program development. Information from this group will provide BH staff, physicians and leadership with a better understanding of how to improve quality, program development, service excellence, communications, patient safety, facility design, patient and family education, staff orientation and education, and patient/family satisfaction and loyalty. Patient & Family Advisory Councils have already been in place at both Health New England and Baystate Children’s Hospital for over 2 years, and have been extremely valuable in recrafting services to meet customer needs and demands.

BH has moved beyond measuring patient satisfaction to monitoring *patient loyalty*. Patients who rate their overall level of care as “Excellent” are four times more likely to recommend hospital and medical practice services to friends and family than those who rate the care as “Very Good.” This has led to Baystate Health to commit to reach the top quartile (or 75%) for Overall Quality of Care for all inpatient and outpatient areas over the next five years, reinforced by the national focus on patient satisfaction and public reporting of the patient’s experience.