Leveraging HHCAHPS for Financial Growth

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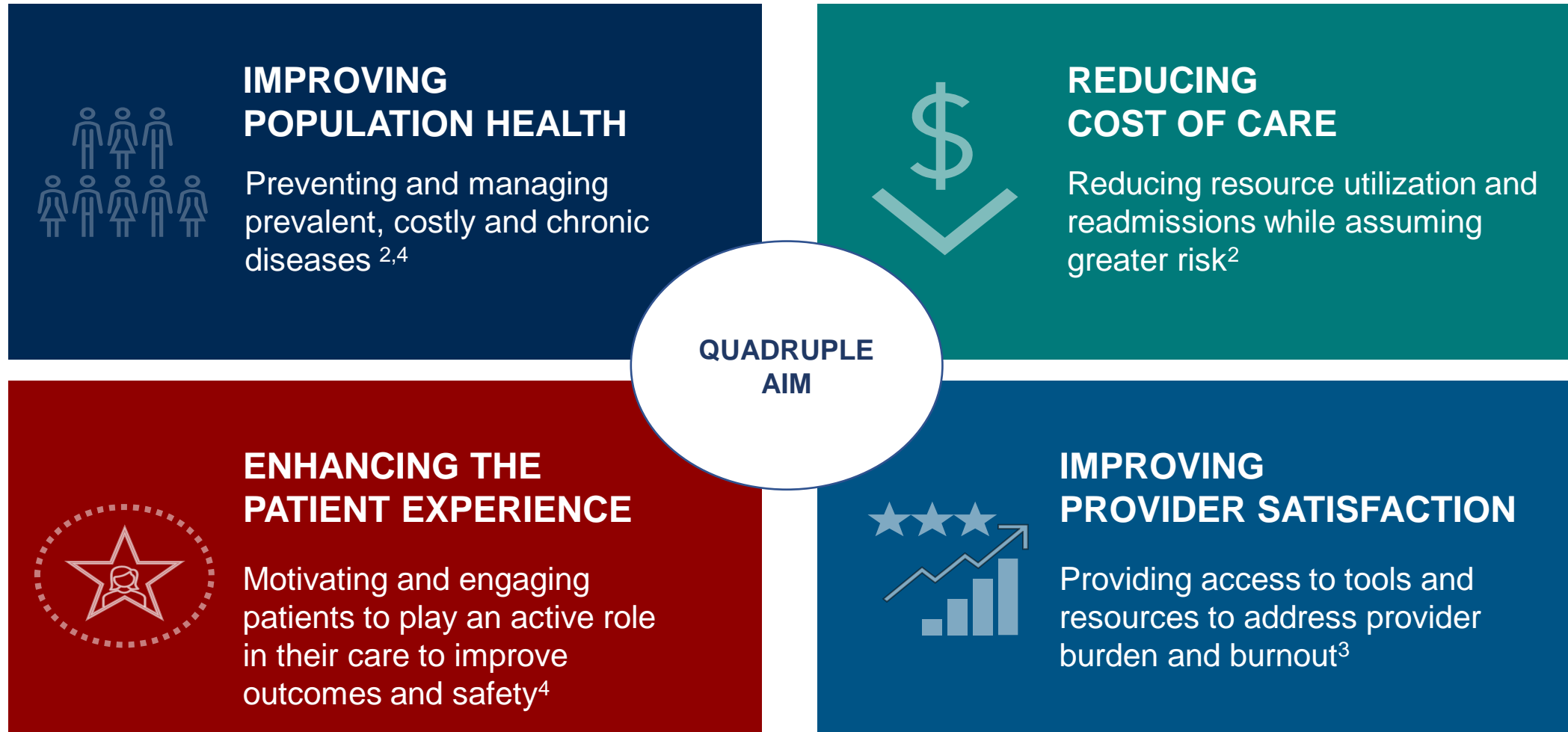
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Objectives

- Understand the role of the patient experience through HHCAHPS

- Illustrate opportunities for enhancing the patient experience of care

- Outline the financial impact of the patient experience

- Construct opportunities to align enhanced quality and financial growth
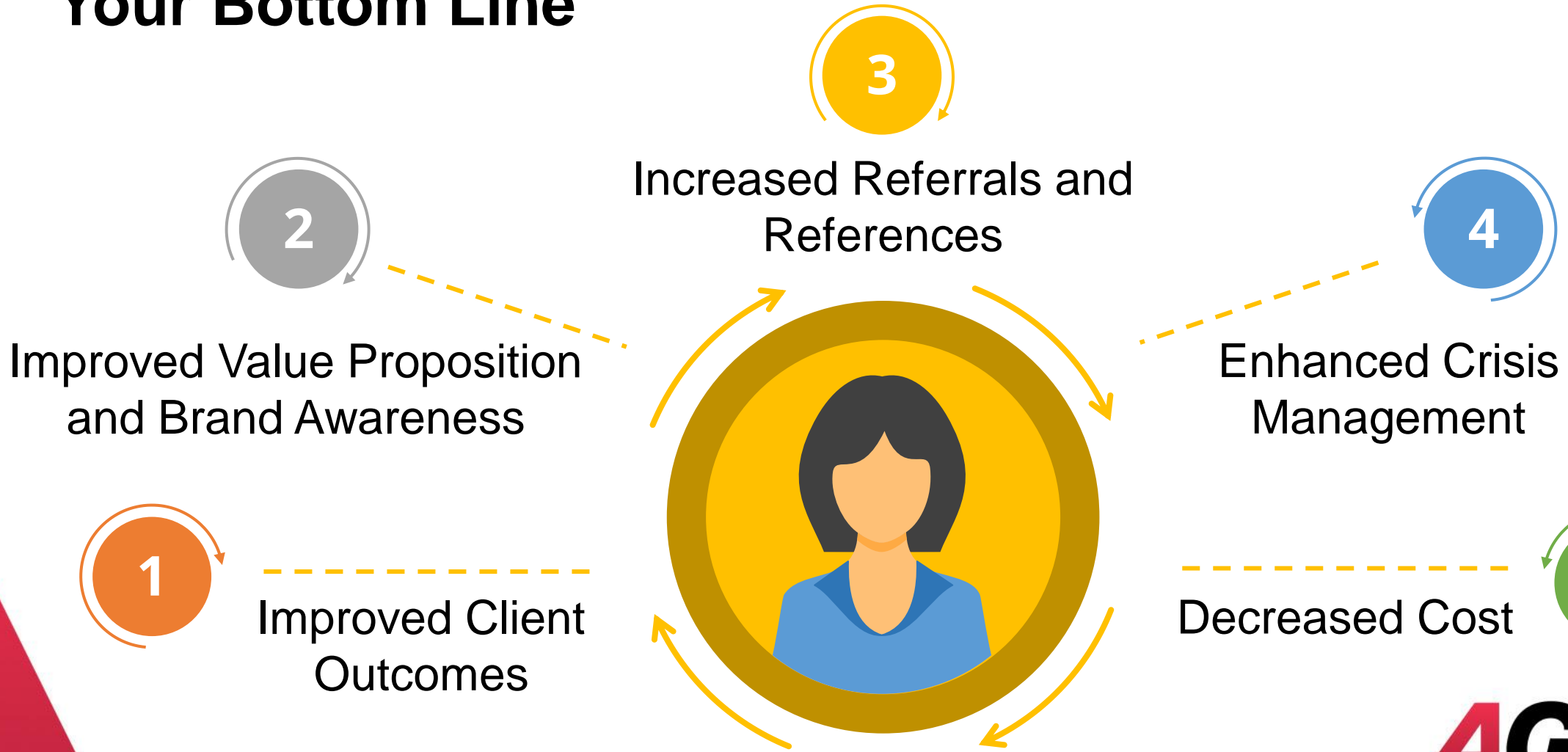
Roadmap for Enhanced Care

IMPROVING POPULATION HEALTH

Preventing and managing prevalent, costly and chronic diseases [2,4]

REDUCING COST OF CARE

Reducing resource utilization and readmissions while assuming greater risk[2]

QUADRUPLE AIM

ENHANCING THE PATIENT EXPERIENCE

Motivating and engaging patients to play an active role in their care to improve outcomes and safety[4]

IMPROVING PROVIDER SATISFACTION

Providing access to tools and resources to address provider burden and burnout[3]

The Case for Patient Experience

- Illustrations of positive and negative patient experience

Enhanced Client Experience Improves Your Bottom Line

2 Improved Value Proposition and Brand Awareness

3 Increased Referrals and References

4 Enhanced Crisis Management

1 Improved Client Outcomes

5 Decreased Cost

HealthAffairs | Robert Wood Johnson Foundation

Health Policy Brief

FEBRUARY 14, 2013

Patient Engagement. People actively involved in their health and health care tend to have better outcomes—and, some evidence suggests, lower costs.

WHAT'S THE ISSUE?

A growing body of evidence demonstrates that patients who are more actively involved in their health care experience better health outcomes and incur lower costs. As a result, many public and private health care organizations are employing strategies to better engage patients, such as educating them about their conditions and involving them more fully in making decisions about their care.

"Patient activation" refers to a patient's knowledge, skills, ability, and willingness to manage his or her own health and care. "Patient engagement" is a broader concept that combines patient activation with interventions designed to increase activation and promote positive patient behavior, such as obtaining preventive care or exercising regularly. Patient engagement is one strategy to achieve the "triple aim" of improved health outcomes, better patient care, and lower costs.

This Health Policy Brief summarizes key findings on patient engagement published in the February 2013 issue of *Health Affairs*.

WHAT'S THE BACKGROUND?

Modern health care is complex, and many patients struggle to obtain, process, communicate, and understand even basic health information and services. Many patients lack health literacy, or a true understanding of their medical conditions. What's more, the US health care system often has seemed indifferent to patients' desires and needs. Many practitioners fail to provide the information that patients need to make the best decisions about their own care and treatment. And even when patients do receive detailed information, they can be overwhelmed or lack confidence in their own choices. Those with low levels of health literacy find it difficult to follow instructions on how to care for themselves or to adhere to treatment regimens, such as taking their medicines.

Recognizing these problems, the 2001 Institute of Medicine report, *Crossing the Quality Chasm: A New Health System for the 21st Century*, called for reforms to achieve a "patient-centered" health care system. The report envisioned a system that provides care that is "respectful of and responsive to individual patient preferences, needs, and values, and ensuring that patient values guide all clinical decisions." Out of this recognition, in part, the field of patient engagement has emerged.

FRAMEWORKS FOR ENGAGEMENT: There are many aspects to patient engagement. Kristin Carman of the American Institutes for Research and coauthors propose a framework that conceptualizes patient engagement taking place on three main levels (Exhibit 1).

The first level is direct patient care, in which patients get information about a condition and

Source: Health Policy Brief, February 14, 2013

ROI From Enhanced Client Experience

The return on investment (ROI) from enhanced consumer experience:

- Customer-centric companies are 60% more profitable than companies that don't focus on customers.

- Brands with superior customer experience bring in 5.7 times more revenue than competitors that lag in customer experience.

- 84% of companies that work to improve their customer experience report an increase in their revenue.

Source: How to Prove the ROI of Customer Experience
https://www.forbes.com/sites/blakemorgan/2020/09/07/how-to-prove-the-roi-of-customer-experience/?sh=76ce998567f4

Ways to Enhance the Patient Experience

Educate Staff
Include in orientation and create KPIs for tracking.

Educate Sales Teams to Set Appropriate Expectations
Not just to patients but to referrals sources.

Ensure Timeliness to Care
Get there quickly. Remember this is a patient who just left the hospital or ER and is now waiting on your clinician to comfort them.

Remember Most Patients Have Loved Ones Who Want To Be Involved
Include family and friends in the care plan and communication. Make sure they know to call you when they need anything.

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Ways to Enhance the Patient Experience (cont'd)

Enhance Call Center/Customer Service Operations
Be intentional on quick responses. Add technology to ensure you're checking on the patient often and gathering feedback.

Add Communication Elements to the Care Plan
Create interventions and goals to ensure every patient and caregiver is having conversations about what success looks like. Set expectations.

Be Intentional About Responding to Concerns
Add to policies and procedures, enforce them and check them often.

Call/Text-Ahead Reminders
The number one complaint on HHCAHPS is, "I never know when my caregiver is coming to the house." This is easily solved using technology.

HHCAHPS Background

The Home Health Consumer Assessment of Healthcare Providers and Systems (HHCAHPS) was designed to meet three goals:

1. To produce comparable data that is important to consumers to allow objective comparisons between home health agencies

2. Public reporting of results to create incentives for home health agencies to improve their quality of care

3. To increase the transparency of quality care provided with public investment

HHCAHPS Survey

Consists of 25 questions related to the care the organization provides and 10 questions related to the patients themselves. The following five categories are used in reporting the survey results:

- Care of patients
- Communication between providers and patients
- Specific care issues
- Percent of patients who would rate the agency a 9 or 10
- Percent of patients who would recommend the agency to family or friends

Expanded HHVBP Quality Measures

Data Source	Measures
OASIS-Based (**35%** weight)	• Improvement in Dyspnea/Dyspnea • Discharged to Community • Improvement in Management of Oral Medications/Oral Medications • Total Normalized Composite Change in Self-Care/TNC Self-Care • Total Normalized Composite Change in Mobility/TNC Mobility
Claims-Based (**35%** weight)	• Acute Care Hospitalization During the First 60 Days of Home Health Use/ACH Emergency Department Use Without Hospitalization During the First 60 Days of Home Health/ED Use
HHCAHPS Survey-Based (**30% weight**)	Five Components: • Care of Patient/Professional Care • Communication Between Providers and Patient/Communication • Specific Care Issues/Team Discussion • Overall Rating of Home Healthcare/Overall Rating • Willingness to Recommend the Agency/Willing to Recommend

TNC Change in Self-Care

(M1800) Grooming
(M1810) Upper Body Dressing
(M1820) Lower Body Dressing
(M1830) Bathing
(M1845) Toileting Hygiene
(M1870) Eating

TNC Change in Mobility

(M1840) Toilet Transferring
(M1850) Bed Transferring
(M1860) Ambulation/ Locomotion

CY 2023 HHVBP Performance Measure Weights

	All Measures	No HHCAHPS	No Claims	No Claims or HHCAHPS
OASIS-Based Measures	35.00%	50.00%	53.85%	100.00%
Claims-Based Measures	35.00%	50.00%	0.00%	0.00%
HHCAHPS Survey-Based Measures	30.00%	0.00%	46.15%	0.00%

Total Performance Scoring Methodology: Overview

Calculation of HHA performance score for each quality measure for a designated performance year

The **greater** of <u>achievement</u> **or** <u>improvement</u> score for each applicable measure becomes points that are weighted and totaled

The numeric score ranging from 0 to 100 is awarded to each competing HHA, based on its performance

Source: https://innovation.cms.gov/innovation-models/expanded-home-health-value-based-purchasing-model

HHVBP Timeline

CY 2022
Pre-Implementation
Year

CY 2023
Performance
Year 1

CY 2025
Payment Year

Client Journey Map

01 Leadership Commitment
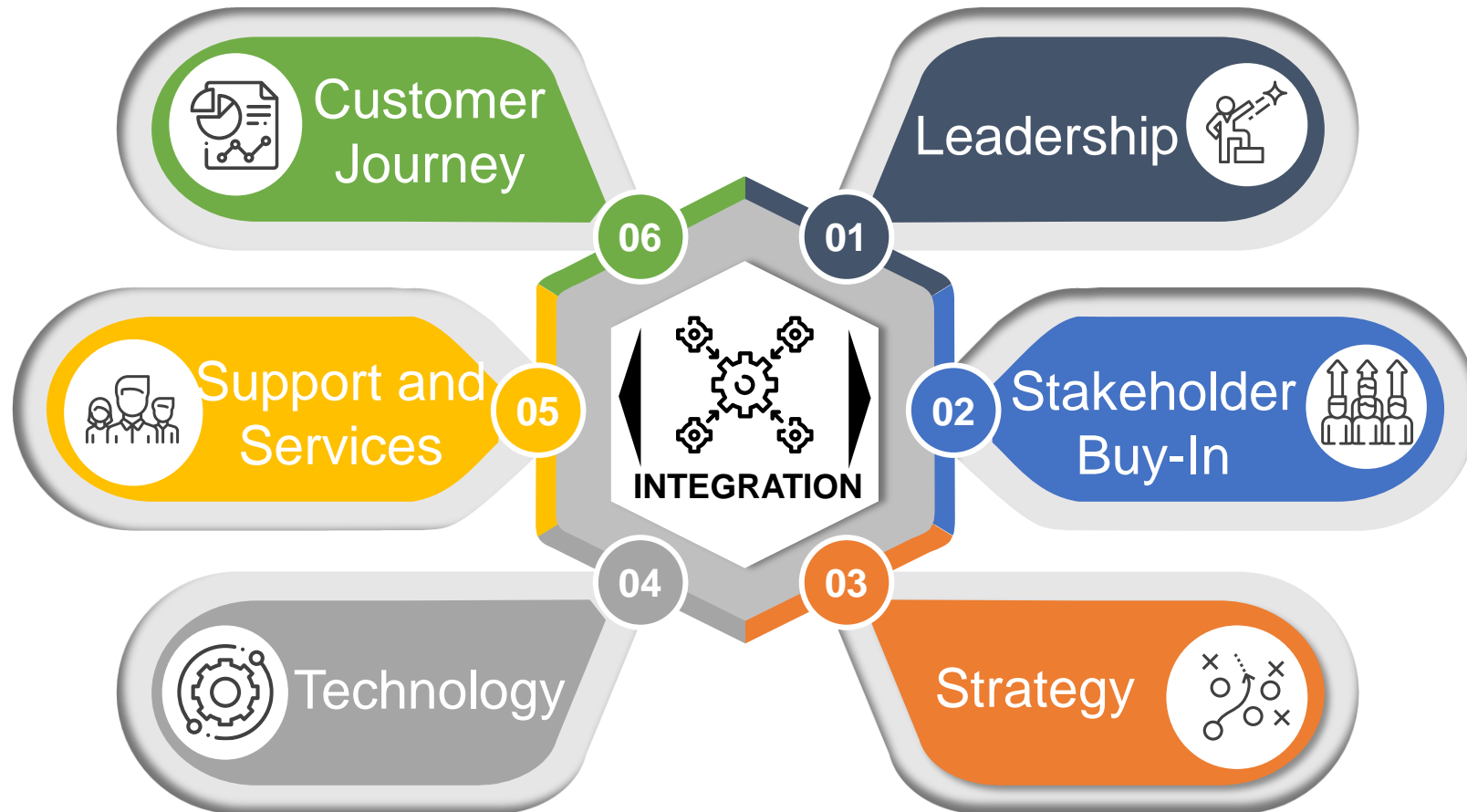
02 Organizational Buy-In

03 Build Out Six-Point Client Experience Framework

04 Implement Framework With Continuous Improvement

Customer Experience Framework

Core Values and Concepts

Leadership

- Leadership investment is critical to success
- Model organization vision and mission
- Equip key organizational influencers
- Implement and track key metrics
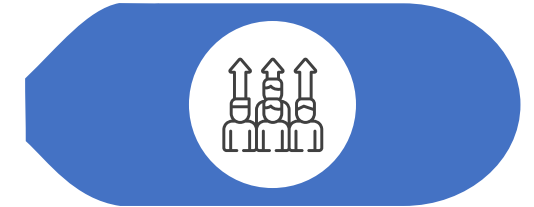- Reward and highlight optimal client experiences

Leadership

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Stakeholder Buy-In

Key stakeholders:
- Leadership
- Organizational staff (clinical, administrative)
- Patients (including family and friends)
- Contractors

Stakeholder Buy-In

Strategy

- Prioritize client experience
- Assess key opportunities for improvement
- Outline key measurable goals for client experience

Strategy

Leveraging Technology and Knowledge Sources

- Perform assessment of data and knowledge resources

- Identify key opportunities and touchpoints

- Enhance client engagement with appropriate communication channels

- Improve service delivery with best-in-class technology solutions

- Review progress on an ongoing basis

Technology

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Support and Services

- Align all services to support client experience
- Work with consultant and partners to support client experience
- Monitor client feedback and make necessary adjustments to support and services
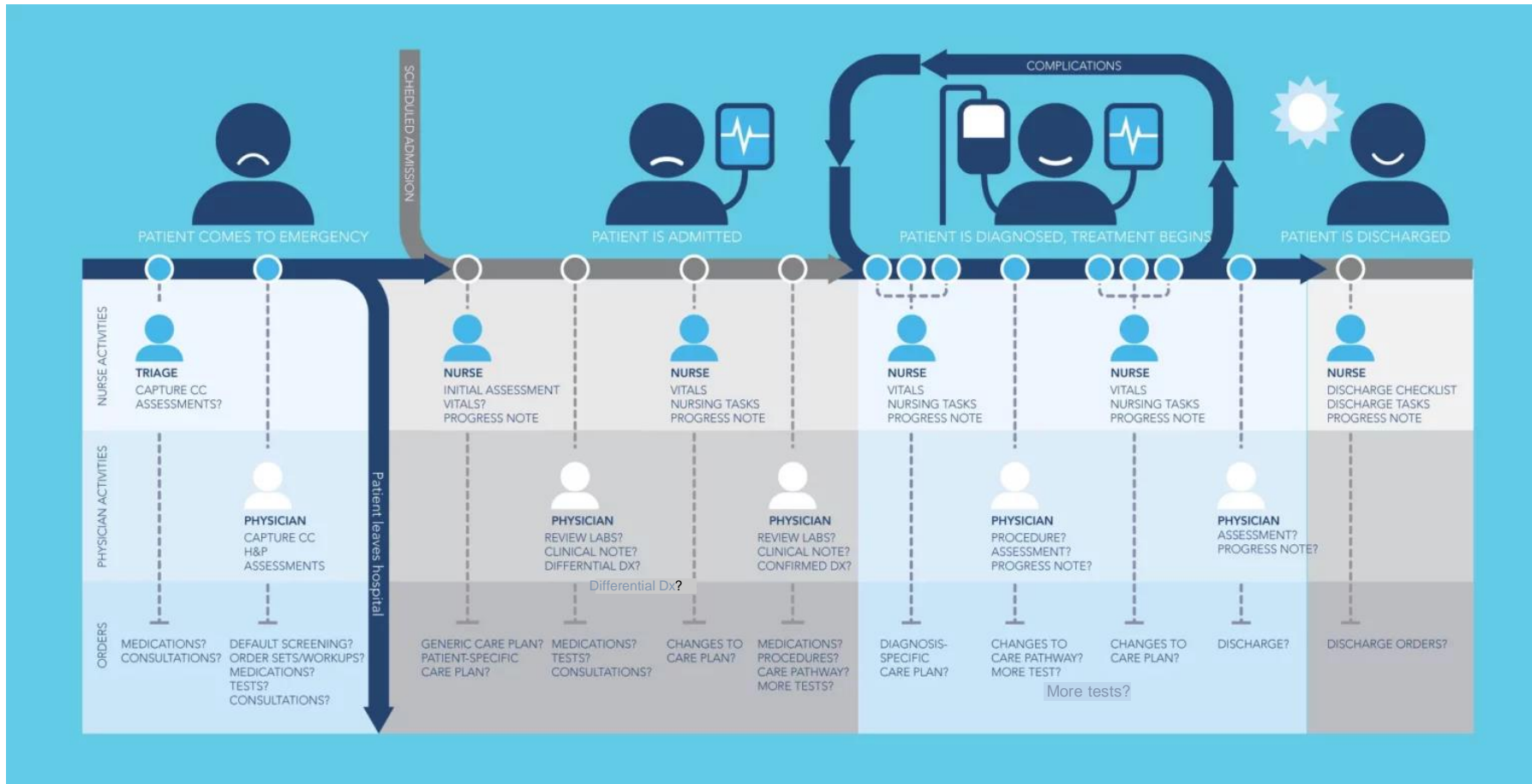
Support and Services

Patient Journey Mapping

- Patient journey maps outline a patient's journey through your organization

- Mapping provides an opportunity to identify patient engagement processes and customer service issues

- The review process sparks insights and discussions to close knowledge gaps and help fill in information that may be missing in the process

- Patient journey mapping serves as a catalyst for idea sharing, design decisions and patient engagement process redesign

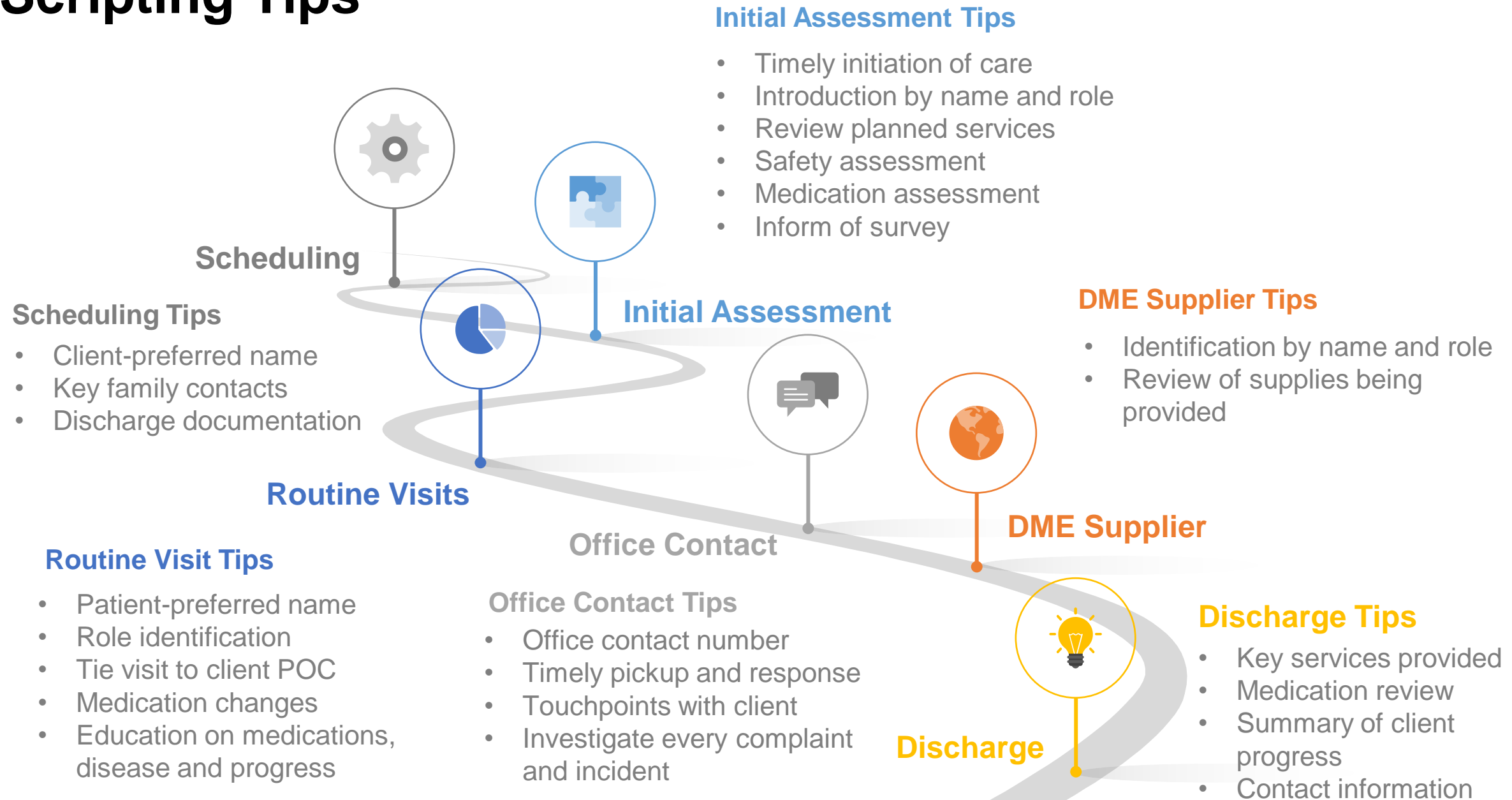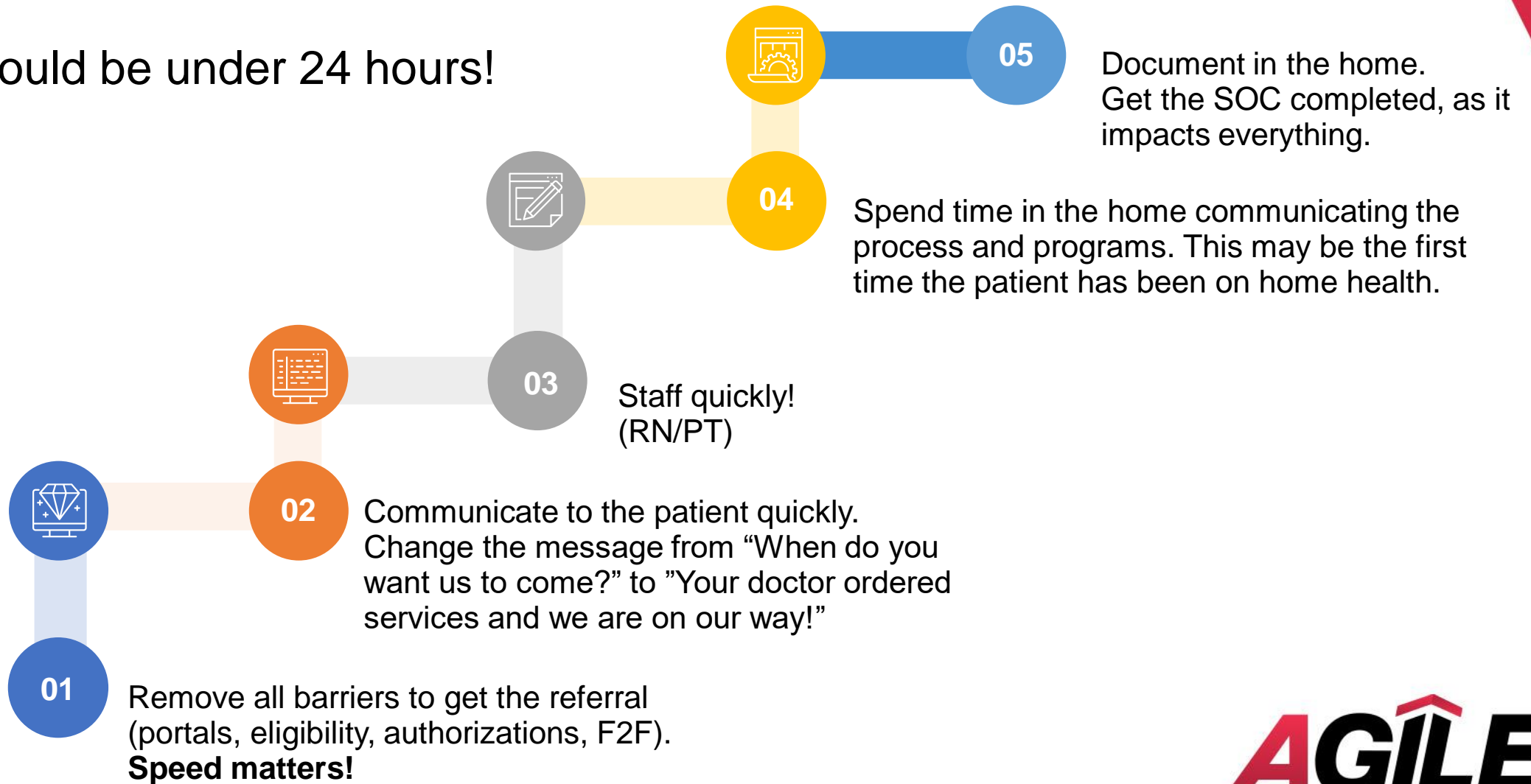- Use scripting at key points for staff-client interactions

Customer Journey

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Sample Client Journey Map

Scripting Tips

Initial Assessment Tips

- Timely initiation of care
- Introduction by name and role
- Review planned services
- Safety assessment
- Medication assessment
- Inform of survey

Scheduling

Scheduling Tips

- Client-preferred name
- Key family contacts
- Discharge documentation

Initial Assessment

DME Supplier Tips

- Identification by name and role
- Review of supplies being provided

Routine Visits

Office Contact

DME Supplier

Routine Visit Tips

- Patient-preferred name
- Role identification
- Tie visit to client POC
- Medication changes
- Education on medications, disease and progress

Office Contact Tips

- Office contact number
- Timely pickup and response
- Touchpoints with client
- Investigate every complaint and incident

Discharge

Discharge Tips

- Key services provided
- Medication review
- Summary of client progress
- Contact information

Fixing Timeliness to Care

Goal should be under 24 hours!

05 Document in the home. Get the SOC completed, as it impacts everything.

04 Spend time in the home communicating the process and programs. This may be the first time the patient has been on home health.

03 Staff quickly! (RN/PT)

02 Communicate to the patient quickly. Change the message from "When do you want us to come?" to "Your doctor ordered services and we are on our way!"

01 Remove all barriers to get the referral (portals, eligibility, authorizations, F2F).
Speed matters!

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Post-COVID Changes in the Journey

We Are Now Care Teams Due to Staff Challenges

Communicate up front that the patient is part of a team that will be caring for them. Use tools to communicate between staff and ensure the patient understands all reasons (continuity is harder).

Staff Optimization

Make sure you're using the appropriate caregivers (RN/LPN, PT/PTA). Medicare makes the rules, but we must figure out how to fit the business into the rules. RN/PT on required visits, LPN/PTA on others. Work at the top of your license.

Trust Must Be Earned

Post-COVID, patients are still resistant to allowing people in the home. Communicate all safety measures your team is using. Most patients are still concerned about the virus.

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Examples of HHCAHPS Scripting Tips

Professional Care of Patients

- In the last two months of care, how often did home health providers from this agency seem informed and up to date about all the care or treatment you got at home? (Q9)

- In the last two months of care, how often did home health providers from this agency treat you as gently as possible? (Q16)

- In the last two months of care, how often did home health providers from this agency treat you with courtesy and respect? (Q19)

Clinicians and staff should introduce themselves to the patient and family and explain their role in helping achieve the patient's goals.

Clearly communicate the reason for the visit, the patient's progress and the typical course of treatment.

Determine how the patient prefers to be addressed and use that name for subsequent visits.

Inform the patient of assessments, exams and procedures to be performed.

Create and disseminate the home health organization contact number for patient complaints, with patient follow-up. This can be done by providing something like a refrigerator magnet.

Examples of HHCAHPS Scripting Tips

Communication Between Providers and Patients

- When you first started getting home healthcare from this agency, did someone from the agency tell you what care and services you would get? (Q2)

- In the last two months of care, how often did home health providers from this agency keep you informed about when they would arrive at your home? (Q15)

- In the last two months of care, how often did home health providers from this agency listen carefully to you? (Q18)

| |
|---|
| **At admission, ensure the patient understands the home health organization's services and reinforce this periodically.** |
| Clearly communicate scheduled, rescheduled or cancelled appointments to patients in a timely manner. |
| Set visit expectations at the start of patient care. For example, explain the possibility of different providers and appointment delays. |
| Ensure staff reinforces the culture of patient feedback and openness. |
| Use a change in patient status as a teaching opportunity to reinforce education about the patient's condition and services aligned toward their health goal. |

Develop a Plan to Measure Success

Consider the following five steps in designing and implementing a continuous client experience improvement plan:
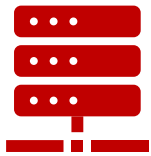
| Review and analyze data | Assess key agency-client touchpoints | Assess and reinforce staff competence in client experience | Ongoing assessment of client experience | Leverage technology solutions for success |

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References

- [Expanded Home Health Value-Based Purchasing Model](#)
- [The Step-by-Step Guide to Patient Journey Mapping](#)
- [A Concept Analysis of Empathy](#)
- [How to Prove the ROI of Customer Experience](#)

THANK YOU

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