

Compliance and the Patient Experience

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What are components of high quality health care services?

- IOM defined quality as the “the degree to which health services for individuals and populations increase the likelihood of desired health outcomes and are consistent with current professional knowledge.”
- More recent reports define quality care as “safe, effective, patient centered, timely, efficient, and equitable. Thus safety is the foundation upon which all other aspects of quality care are built.”
 - How do patients know when they receive quality care?
 - Compliance programs create culture of high quality, safe care

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Evidence: Clinical Effectiveness & Patient Safety

Caring Communication

Open Access

Research

BMJ
open
accessible medical research

A systematic review of evidence on the links between patient experience and clinical safety and effectiveness

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ABSTRACT
Objective: To explore evidence on the links between patient experience and clinical safety and effectiveness outcomes.
Design: Systematic review.
Setting: A wide range of settings within primary and secondary care including hospitals and primary care centres.

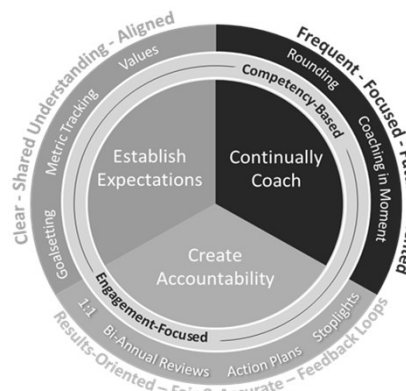
ARTICLE SUMMARY
Article focus
■ Should patient experience, as advocated by the Institute of Medicine and the NHS Outcomes Framework, be seen as one of the pillars of quality in healthcare alongside patient safety and clinical effectiveness?

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Elements of Performance Development

Performance Management



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IHI Triple Aim

Patient Experience

AIM:
Exceptional patient
and family experience
of care:

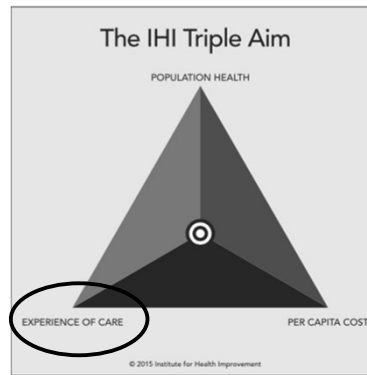
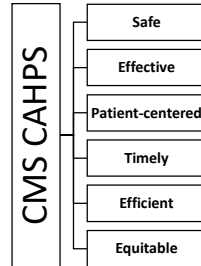


Figure 1. The Institute for Healthcare Improvement's Triple Aim Initiative.

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5 Primary Drivers of Patient and Family Experience of Care

Patient Experience



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Making a Connection

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graph LR; A[Empathic Communication] --> B[Connection]; C[Trust] --> B; D[Acceptance] --> C; E[Adherence] --> C; F[Honesty] --> C; G[Improved Patient Experience] --> H[Better Outcomes]; I[Team compliance with processes] --> C; J[Solid processes] --> C
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The diagram illustrates a process flow for making a connection. It starts with 'Empathic Communication' and 'Solid processes' leading to 'Connection'. 'Connection' leads to 'Trust'. 'Trust' leads to 'Acceptance', 'Adherence', and 'Honesty'. 'Team compliance with processes' also leads to 'Trust'. 'Acceptance', 'Adherence', and 'Honesty' lead to 'Improved Patient Experience' and 'Better Outcomes'.

Empathic Communication

Connection

Trust

Acceptance

Adherence

Honesty

Improved Patient Experience

Better Outcomes

Team compliance with processes

Solid processes

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OHS Culture of Service Recovery

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graph LR; A[Embedded Service Recovery] --> B["In the Moment; All Employees  
(Immediate Upon Service) Breakdown"]; B --> C[After the Fact (Escalation)]
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Embedded Service Recovery

- Leader Rounding on Patients & Families (all venues)
- Purposeful Hourly Rounding (IP, ED, Lobbies)
- Embedded in Leader Rounding toolkits and tactics

In the Moment; All Employees (Immediate Upon Service) Breakdown

- Service recovery decision matrix
- Apology; try to make it right
- In-person note (decision tree for gift options)
- Continuous follow-up as needed
- Service recovery for unexpected clinical outcomes is based on the PROMPT model.

After the Fact (Escalation)

- Patient & Provider Advocacy notification
- Local senior leader escalation (grievance)
- Daily Connection escalation

Service Recovery at Ochsner

Service Recovery at Ochsner			
Make it Right			
Category	Definition	Resolution	Follow-up
Communication	Communication issues that result in a patient or family member being dissatisfied with the care they received.	Apology, explanation, and offer of a gift.	Follow-up with the patient or family member to ensure satisfaction.
Medical Error	A medical error that results in a patient or family member being dissatisfied with the care they received.	Apology, explanation, and offer of a gift.	Follow-up with the patient or family member to ensure satisfaction.
Staffing	Staffing issues that result in a patient or family member being dissatisfied with the care they received.	Apology, explanation, and offer of a gift.	Follow-up with the patient or family member to ensure satisfaction.
Environment	Environment issues that result in a patient or family member being dissatisfied with the care they received.	Apology, explanation, and offer of a gift.	Follow-up with the patient or family member to ensure satisfaction.

Service Escalation Summary Report

Patient Escalation Summary Report		Escalation Summary		Escalation Summary	
Case #	Case Name	Case #	Case Name	Case #	Case Name
1	1	2	2	3	3
4	4	5	5	6	6
7	7	8	8	9	9
10	10	11	11	12	12
13	13	14	14	15	15
16	16	17	17	18	18
19	19	20	20	21	21
22	22	23	23	24	24
25	25	26	26	27	27
28	28	29	29	30	30
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193	193	194	194	195	195
196	196	197	197	198	198
199	199	200	200	201	

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Compliance programs are important ways to build trust and enhance communication with patients

- Leads to improved outcomes
- Sets a tone with workforce and to patients that they are cared for and protected in vulnerable time
- Conversely, failures in compliance programs can erode trust with patients and cause real harm
- Enhanced communication with patients and workforce about compliance efforts improves trust and patient satisfaction

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Key areas where patient experience is improved by effective compliance programs



Billing

Patients hate billing errors
It is common to hear "if they can't get this simple thing right, how are they managing the healthcare" (patients may not realize how complicated billing issues are!)



Privacy

Compliance area that is apparent to patients



Patient Safety

Medication errors or stories about abuse are extremely upsetting to patients



Robust risk assessment program leads to better patient care

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Billing

- Patients know when there is a billing error and pay increasing attention as high deductible plans are more common
- Billing statements that communicate greater detail lead to improved patient satisfaction
- Digital options increase ability of patients to understand costs
- There is survey evidence to suggest that negative interactions with billing departments can delay payments by patients
- Robust compliance programs that ensure correct and timely billing and privacy of health/financial information are necessary to identify and hopefully avoid costly and embarrassing lapses such as breaches and billing mistakes

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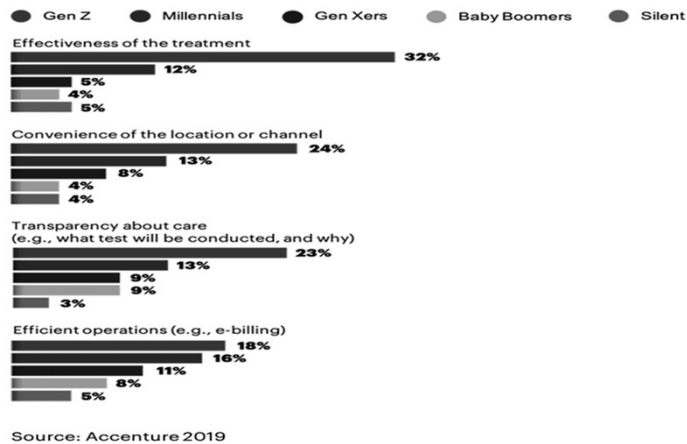
Technology and Privacy

- Younger patients want technology
- They want convenience, on-demand care, and non-traditional care
 - Affordability and convenience are important drivers for younger patients
- They are less likely to have a primary care physician (55% of Generation Z and 67% Millennials versus 84% Baby Boomers and 76% Gen Xers)
 - More likely to utilize urgent care, "wellness" care (acupuncture, homeopathic)

<https://www.accenture.com/us-en/insights/health/todays-consumers-reveal-future-healthcare>

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Younger Generations are “Dissatisfied” or “Very Dissatisfied” with aspects of traditional care



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Health Systems have to meet patients where they are—online and on demand

- Requires investment in and buy-in for a very good Privacy and Security program
- Telemedicine, electronic messaging, texting are all part of new consumer oriented medical care
 - But privacy must be protected

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Patient Safety

- Compliance programs focus on supporting quality care through effective systems, routine auditing and remedying deficits
- Create a culture of psychological safety and a culture of compliance
 - More likely that problems are reported if workforce feels safe and supported
- Patient experience programs teach clinicians about ways to engage more meaningfully with patients
 - Provides opportunity to learn about mistakes or patient concerns before they become problems

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Johns Hopkins: Dr. Nikita Levy case

- <https://www.wbalTV.com/article/investigative-documents-uncovered-in-levy-case/6812213>
- Co-worker, a technician, had a hunch that the pen Dr. Levy wore around his neck was a camera
 - She secretly took his pen, plugged into her computer and realized it was a camera
 - She notified Johns Hopkins on Feb. 4, Johns Hopkins interviewed Dr. Levy who confessed on Feb. 5. Johns Hopkins called police on Feb. 6.
- Dr. Levy, an obstetrician, filmed nearly 360 patients including 60 young girls
- Also filmed employees in bathrooms
- Hospital settled class action for \$190 million dollars

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Anthem Data Breach

- Anthem data breach exposed information of 79 million people
 - Hackers infiltrated system for almost two months
- Anthem paid \$16 Million to OCR in Record HIPAA Settlement
 - Anthem had failed to do adequate risk assessment and had inadequate ability to detect attacks
 - Anthem was attacked by hackers, but lack of effective compliance program led to fines
- Anthem also paid \$116 million to settle class action suits by those affected

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Baylor St. Luke's Hospital: 122 Errors in blood transfusions

- Texas woman died after receiving wrong type of blood
- Death triggered investigation which revealed errors in labeling and typing

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Health Management Associates, LLC (HMA) pays \$260 million for billing fraud

- Health Management Associates, LLC (HMA), formerly a U.S. hospital chain headquartered in Naples, Florida, will pay over \$260 million to resolve criminal charges and civil claims relating to a scheme to defraud the United States. The government alleged that HMA knowingly billed government health care programs for inpatient services that should have been billed as outpatient or observation services, paid remuneration to physicians in return for patient referrals, and submitted inflated claims for emergency department facility fees.
- Forced doctors to admit patients in ER, paid for referrals and offered low or no rent arrangements to doctors who referred patients

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More than 1,000 Indiana hospital patients possibly exposed to HIV, hepatitis after sterilization failure

- A sterilization technician at a northern Indiana hospital failed to properly disinfect surgical tools
- Hospital notified patients and offered testing for HIV and Hepatitis B and C stating that “one step in a multi-step cleaning process was not completed with certain surgical instruments in a limited number of cases.”
- Occurred during 6 month period, possibly impacted 1100 patients

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