The Imperative of Patient Engagement in the Era of Healthcare Reform and Practice Transformation

The Oration
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Disclosures...

• Internist and Infectious Disease specialist
• Doctoring is my core skill
• No industry disclosures
• No off label discussion
• I have found religion on this issue...
The Oration

- Inaugural Oration in 1804 by Isaac Rand
- “On Phthisis Pulmonalis, and the Use of the Warm Bath”
- Rand the Man (1743-1822)
  - Founding member of the Massachusetts Medical Society, Massachusetts Humane Society, Massachusetts Bible Society
  - President of MMS 1798
  - Opposed quackery
  - Focused on Obstetrics

The Oration

- Historic purpose of the oration is to inform physicians of issues such as "the histories of epidemics, tables of births and deaths, diaries of the weather..."
- Expanded in the modern day to discuss pertinent issues of our time
- 200 years of medical luminaries

I am humbled... thank you for this honor
The Oration 2013

• The Changing Landscape in Healthcare and the shift to Value
• Transforming the care delivery model
• The importance of patient engagement and activation in the new paradigm
• Tactics to engage and activate patients
Our Burning Platform

- Cost of care too high
- Quality outcomes poor
- Care delivery model broken
- 48M uninsured Americans
- Patients, payers and employers demand change

Current Challenges in the Care Delivery Model

- Unnecessary practice variation
- Suboptimal care coordination across the continuum
- Multiple EHRs
- Health IT, clinical decision support and predictive analytics in development
- Payers not aligned around quality metrics
- Multiple payment models, which fail to align incentives
The Value Imperative

The shift to value is happening today…

Value Defined

Value = Outcomes - Cost

Outcomes
Quality
Health Status
Process
Experience

Cost
Event
Episode
Per Capita
The Oration 2013

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We Must Create a New Paradigm of Care

Care System
- Retail Venues
- Home
- Clinic
- Emergency
- Ambulatory D&T
- Hospitals
- Rehab
- Skilled Nursing Facilities
- Independent Physician Offices
- Post-Acute (other)
- Community-Based Organizations
“Care Transformation” is Critical

- **Transform** the clinical operations
- **Assemble** the right care team
- **Reward** added value with sustainable payment models
- **Support** with the correct Analytics

Patient Centered Medical Home
The Key to Success

- Patient Engagement
- Safety and Quality
- Treatment of Patient as a “Whole”
- Comprehensive and Coordinated Care
- Physician Directed Practice
- Enhanced Access
- Payment for Added Value
Assemble the Right Team

Clinic RN  Medical Assistant
Care Manager  Pharmacist

Transform Clinical Operations

- Proactive, targeted outreach
- Enhanced access
- Visit planning
- Standardized Care Paths
- Focus on chronic care
- Engage specialists & other providers
- Patient follow-up & engagement post visit
The Oration 2013

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Patient Engagement Defined

“...Actions individuals must take to obtain the greatest benefit from the health care services available to them...”

Center for Advancing Health 2010
Patient Activation Defined

“...Individual understands their role in the care process, and has the knowledge, skill and confidence to carry it out...”

Judith Hibbard
University of Oregon

Why does engagement matter?

More engaged patients are more likely to...
• Have lower overall healthcare costs
• Have normal biometrics
• Engage in healthy behaviors
• Have higher patient satisfaction
• Participate in shared decision making

Multiple studies
Why does engagement matter?

More engaged patients are *less* likely to…

- Be hospitalized
- Use the Emergency Room
- Be re-admitted after initial hospitalization
- Experience problems with care coordination

Multiple studies

But why does engagement *really* matter?

... *because healthcare providers alone cannot fix our healthcare crisis*... *nor can the government*...

....*we need patients in the game*...

Longworth, personal opinion
Patient engagement is suboptimal...

- 12% believe they can remain passive recipients of care
- 29% lack basic facts or understanding of their recommended regimens
- 36% have facts but lack confidence and skills to apply them
- 23% have adopted new healthcare behaviors but lack confidence in their ability to maintain them under duress

Hibbard JH et al: Health Serv Res 2007

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Patient engagement is suboptimal...

2007 survey of U.S. households

Hibbard JH and Center for Studying Health System Change, 2008
Drivers for improving patient engagement…

• Value-based payment and accountable care
• Epidemic of chronic diseases and obesity
• Escalating health care costs and suboptimal quality metrics
• Transparency in public reporting

... the right thing to do

The Engagement Behavior Framework

1. Find safe, decent care
2. Communicate with health care professionals
3. Organize health care
4. Pay for health care
5. Make good treatment decisions
6. Participate in treatment
7. Promote health
8. Get preventive care
9. Plan for end of life
10. Seek health knowledge

Center for Advancing Health 2010
The Oration 2013

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Tactics for improving patient engagement…

• Transform the care delivery model
• Leverage technology
• Promote health care literacy and shared decision making
• Enhance communication skills and coaching
• Optimize patient experience
• Create economic incentives
Tactics for improving patient engagement…

- *Transform the care delivery model*
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Targeting priority patients…

- 10-20% of patients in most PCP practices consume 80% of the healthcare resources
- Focus on the highest risk patients with the lowest patient activation and engagement
- Provide aggressive outreach and care coordination
- Build systems of care around them to facilitate engagement
  - Medication management
  - Diabetes education
  - Mental health services
  - Transportation
How do you identify these patients?

- "You know them when you (don’t) see them"
- Chronic diseases, on multiple medications
- Frequent ER visits, hospitalizations, readmissions
- Certain populations are at very high risk such as the dual eligibles
- Screening health assessment tools
- Patient activation measurement tools

Examples of screening tools

- Kessler 6 and 10 (mental health)
- Duke Health Profile
  - 17 items, 6 health, 4 dysfunction measures
- PHQ 9 (depression)
- Patient stress questionnaire
- Alcohol use disorders identification kit
- Patient Activation Measure tool
  - Hibbard, University of Oregon, 13 questions
Providers must be activated too… promising interventions to enhance care delivery

- Patient feedback through surveys, focus groups, complaints
- Patient-reported outcomes measures
- Public reporting of performance data
- Communication training for healthcare professionals
- Payment reform

Coulter A: J Ambulatory Care Manage 2012

Tactics for improving patient engagement…

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- *Leverage technology*
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Health care technology can be leveraged to engage patients …

- Electronic health records
- Patient portals
- E-visits
- E-coaching
- Social media
- Distance health technology
- Embedded shared decision tools

Tactics for improving patient engagement…

- Transform the care delivery model
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- *Promote health care literacy and shared decision making*
- Enhance communication skills and coaching
- Optimize patient experience
- Create economic incentives
Evidence-based tactics to improve health literacy…

- Personalized patient information
  - Paper and electronic
  - Reinforced by professional or lay support
- Pre-operative and pre-discharge information materials
- Telephone counseling and help lines
- Motivational interviewing

*Coulter A: J Ambulatory Care Manage 2012*

Promising interventions to support shared decision making…

- Patient decision aids
- Health coaching
- Question prompts
- Self-management education and support

*Coulter A: J Ambulatory Care Manage 2012*
Tactics for improving patient engagement…

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• *Enhance communication skills and coaching*
• Optimize patient experience
• Create economic incentives

Enhance communication skills and coaching: *Why bother?*

• *Increasing evidence that this leads to better engagement and hard outcomes*
• Hojat et al: Academic Medicine 2011
  - 891 diabetics cared for by 29 family physicians 2006-2009
  - PCPs assessed for empathy utilizing Jefferson Scale of Empathy
  - Patients of PCPs with high empathy scores had significantly better glycemic and lipid control than patients of PCPs with low scores
Multiple studies show that effective interpersonal skills can be learned and reproduced...

- Expressing empathy
- Breaking bad news
- Facilitating shared decision making
- Improving patient-centeredness
- Providing better consultations and care management
- Improving patient satisfaction

The 4 Habits Model

- Utilized to train thousands of providers in the Kaiser Permanente system
- Adopted and modified by Cleveland Clinic as a component of our patient engagement and patient experience strategies
- Combines evaluative and descriptive elements of physician communication
- Validated in its reliability

The 4 Habits

• Invest in the beginning
• Elicit the patient’s perspective
• Demonstrate empathy
• Invest in the end

Tactics for improving patient engagement...

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Patient Experience

Patient Experience is…

- Safe Care
- High Quality Care
- High-Value Care
- Patient Satisfaction
How have we and others done it?

- Leadership from the CEO and throughout the organization
- Chief Experience Officer
- Hiring for fit
- Sustained emphasis and accountability
- Incentives
- Transparency in our performance

*This is part of our culture and how we deliver healthcare... and patients love it*

Tactics for improving patient engagement...

- Transform the care delivery model
- Leverage technology
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- Enhance communication skills and coaching
- Optimize patient experience
- *Create economic incentives*
Economic incentives that drive patient engagement…

• For patients
  - Tiered benefit pricing in payor and employer health plans that incentivize wellness and chronic disease management
  - Economic incentives to utilize high quality low cost providers
  - Forgive co-pays

• For providers
  - The move to value-based purchasing and accountable care
  - Some plans and systems are considering make patient engagement a provider performance metric linked to compensation
Conclusions

One size does not fit all…
• Understand and begin where the patient is
• Set realistic goals with incremental steps that facilitate success
• Leverage patient strengths and support systems
• Measure and track progress
• Relentless attention to the issue

At the end of the day this is all about …
• Redesigning the care delivery system
• Re-engineering the care delivery model
• Leveraging technology
• Aligning incentives
• Educating patients and engaging them in a customized and tailored way
• Giving them the tools and resources they need

…and crafting relationships that inspire and motivate patients to take responsibility for their wellness and chronic disease management
… And we must also teach the young people how to do this…

“For the secret of the care of the patient is in caring for the patient”

Francis Peabody, M.D.
October 21, 1925
Harvard Medical School