

Putting Patients at the Center of Care: 5 Lessons from 35 Years of Planetree



Susan Frampton, PhD
President, Planetree



“There is nothing more powerful than an idea whose time has come.”

-Victor Hugo

An Idea Whose Time Has Come

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“...providing care that is respectful of and responsive to individual patient preferences, needs, and values and ensuring that patient values guide all clinical decisions...”



Donald M. Berwick

“The experience (to the extent the informed, individual patient desires it) of transparency, individualization, recognition, respect, dignity, and choice in all matters, without exception, related to one’s person, circumstances, and relationships in health care.”

“...the essence of patient-centred healthcare is that the healthcare system is designed and delivered to address the healthcare needs and preferences of patients so that healthcare is appropriate and cost-effective.”





“As a patient I rebelled against being denied my humanity and that rebellion led to the beginnings of Planetree. We should all demand to be treated as competent adults, and take an active part in our healing. And we should insist on hospitals meeting our human need for respect, control, warm and supportive care, a harmonious environment and good, healthy food. A truly healing environment.”

-Angelica Thieriot

Patients are partners, not outsiders

The real experts on patient experience

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Inspiring care givers, engaging patients, driving improved outcomes

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- ✓ Compassionate Human Interactions
 - ✓ Access to Meaningful Information
 - ✓ Support & Participation of Family, Friends
 - ✓ Healing Environment
 - ✓ Support for body, mind & spirit
 - ✓ Arts and Entertainment
 - ✓ Spirituality
 - ✓ Caring Touch
 - ✓ Integrative Therapies
 - ✓ Healthy Food and Nutrition
 - ✓ Healthy Communities
- 

Listening to patients drives outcomes

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“HCAHPS performance is **more predictive of readmission rates** than the objective clinical performance measures often used to assess the quality of hospital care.”

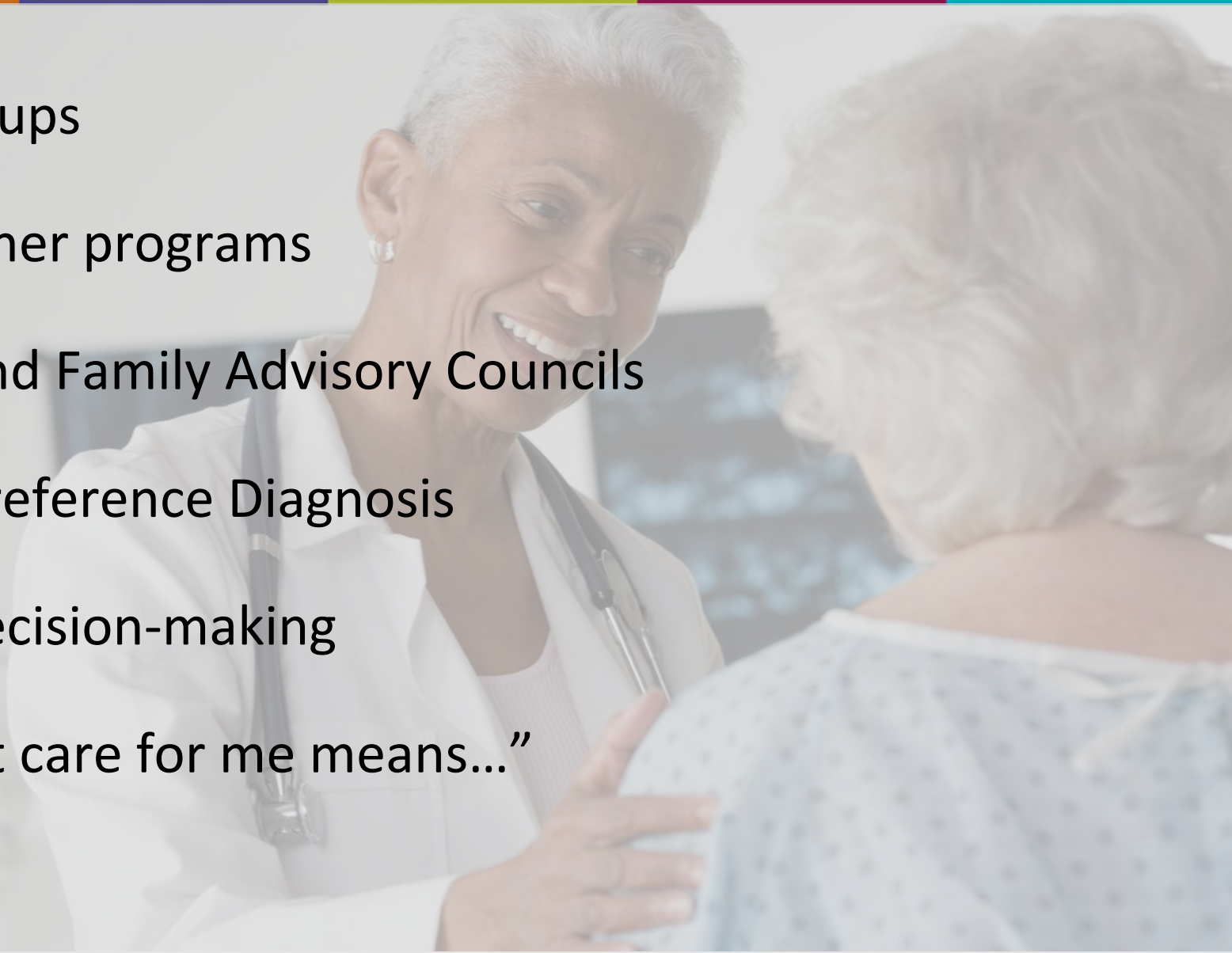
Boulding et al. in *American Journal of Managed Care*, 2011

“Two overall measures of hospital performance, the overall rating of the hospital and willingness to recommend the hospital, had **strong relationships with better technical performance in processes of care** related to pneumonia, CHF, myocardial infarction, and for surgical care.”

Isaac et al. in *Health Services Research*, 2010

Partnership in action

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- Focus groups
 - Care partner programs
 - Patient and Family Advisory Councils
 - Patient Preference Diagnosis
 - Shared decision-making
 - “Excellent care for me means...”
- 
- A photograph of a female doctor with short grey hair, wearing a white lab coat and a stethoscope, smiling warmly at an elderly patient with white hair. The patient is wearing a light blue hospital gown. The background is slightly blurred, suggesting a clinical setting.



“When my father was in I asked to see the record. It helped me understand the plan of care a little better. **It helped me advocate for him better.**”

Staff is the most powerful lever for change

Magic happens when staff are inspired...

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“Health care workers enter their field because of personal motivation and commitment to make a difference in the lives of others... a patient-centered model of care provides that opportunity.”

Patrick Charmel, CEO, Griffin Hospital

...and enabled as caregivers & problem solvers

Inspiring caregivers drives outcomes

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Stamford Hospital (*305-bed tertiary care center*)

Introduced Planetree model in Jan. 2004

18 months later...

90% of employees participated in a full-day, off-site retreat

- Employee satisfaction rose from **33rd to 60th percentile**.
- ED patient satisfaction increased from **44th to the 89th percentile**
- Inpatient satisfaction increased from **18th to 75th percentile**

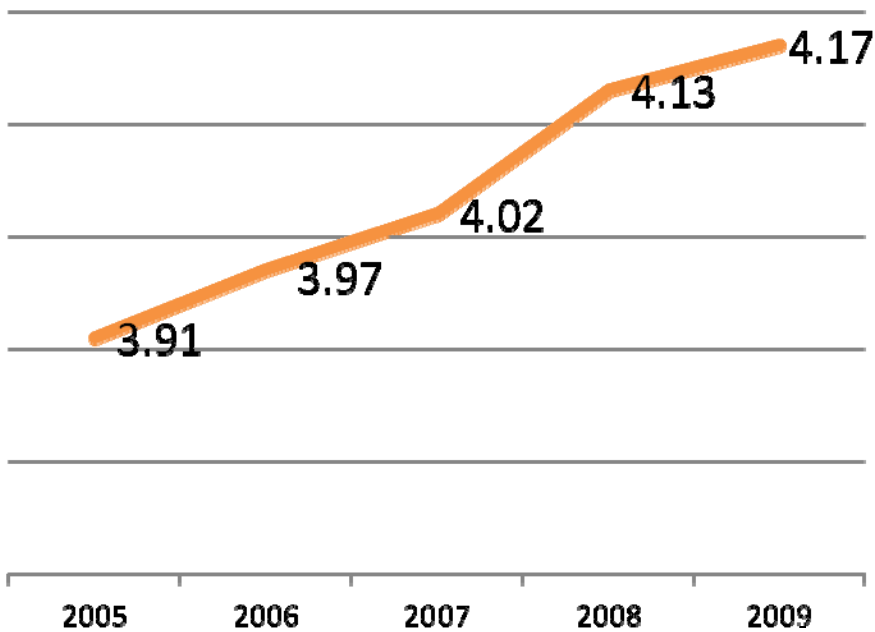
Inspiring caregivers creates workplaces of choice

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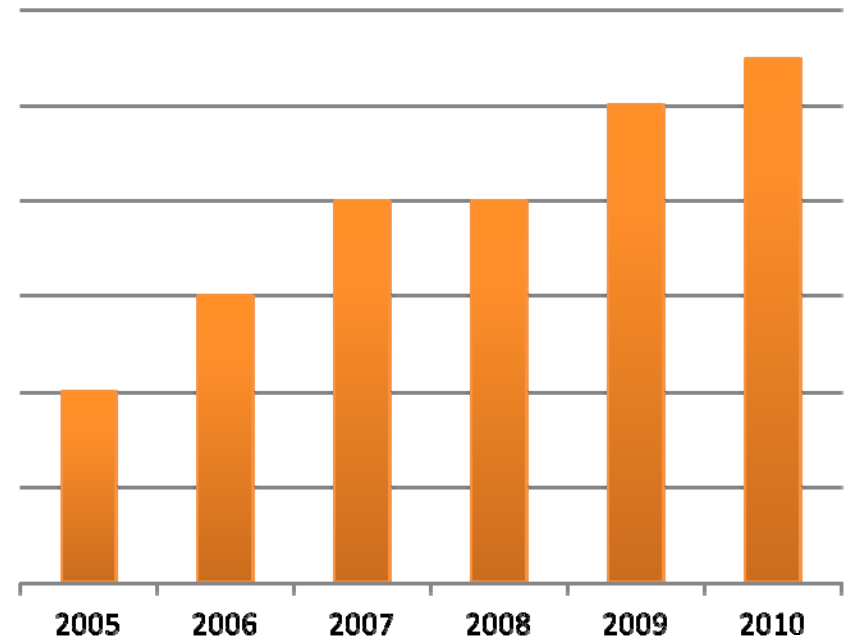


A Planetree member since 2005

Employee Satisfaction

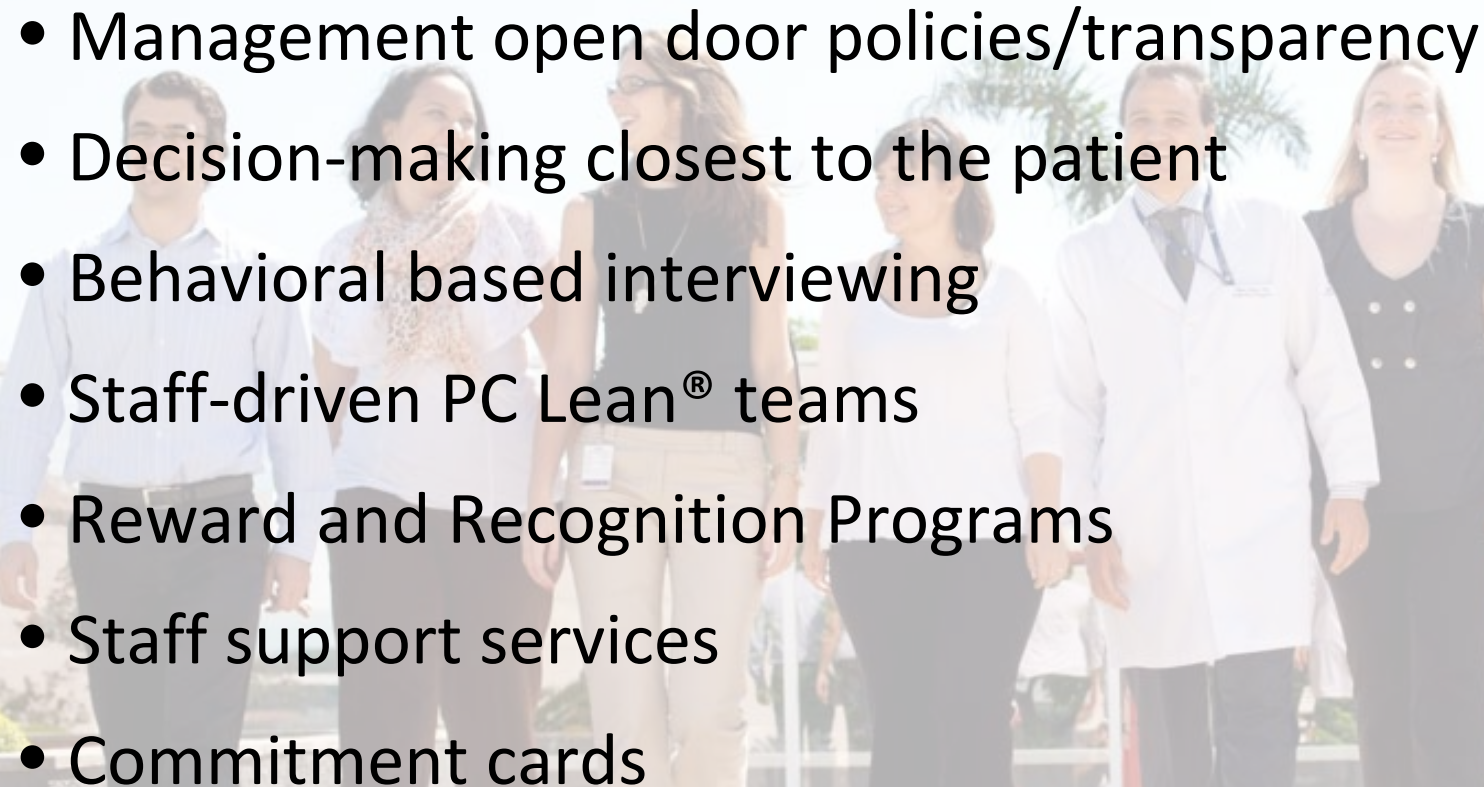


Employee Retention



Employee engagement in action

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- Management open door policies/transparency
 - Decision-making closest to the patient
 - Behavioral based interviewing
 - Staff-driven PC Lean[®] teams
 - Reward and Recognition Programs
 - Staff support services
 - Commitment cards
- 



“The neatest thing about Planetree is it’s holistic nursing and patient centered care. Treat patients in environments that are relaxed for total body healing. It’s about how we take care of our patient and make the focus of care on them. Holism is back!”

Mindsets need to shift from being
setting-centered to person-centered

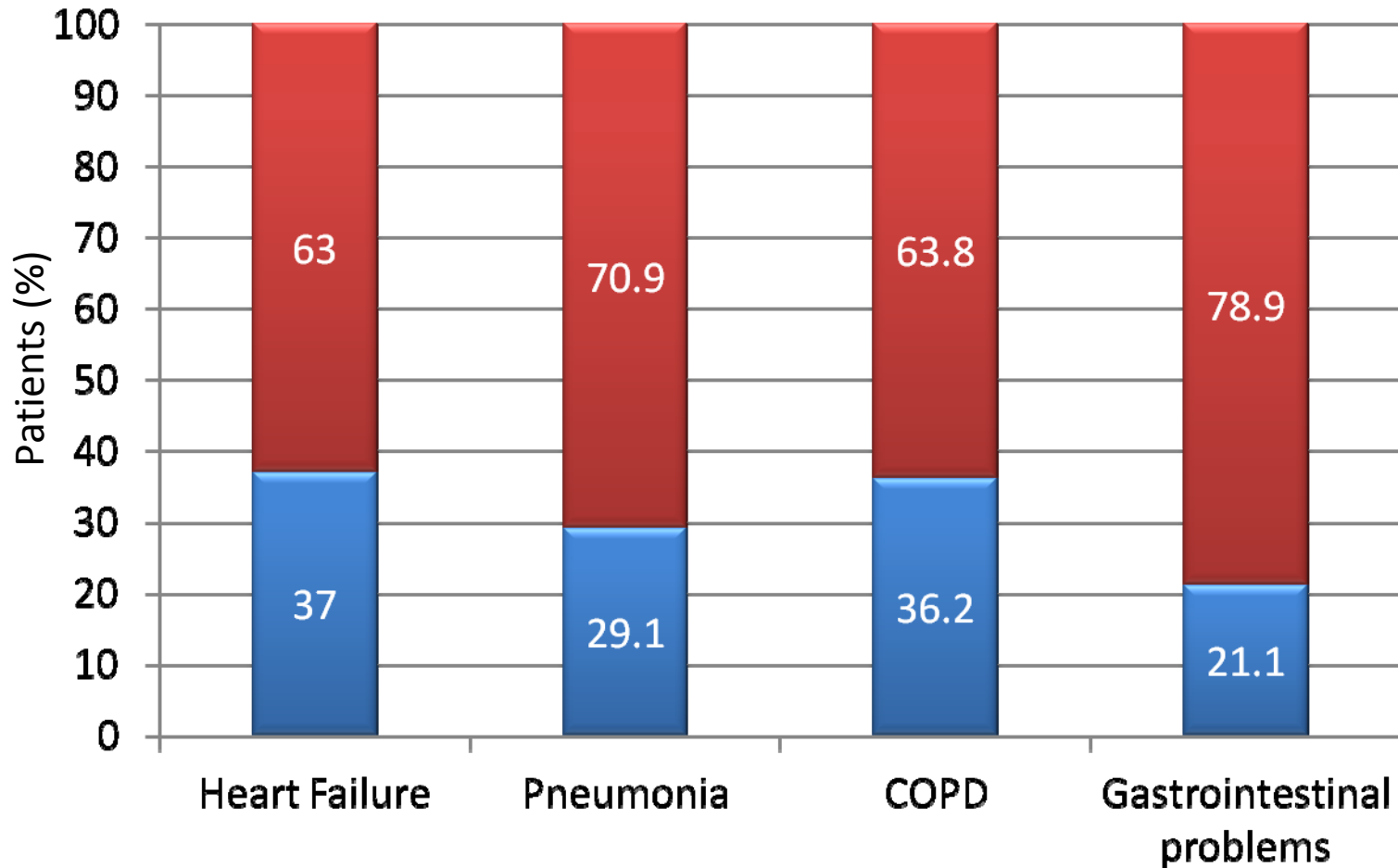
A vicious cycle



Patient
Centered
Medical Homes
can be a way to
break the cycle

The boomerang effect

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■ Readmissions for the same cause ■ Readmission for other causes

Does being sick make you sicker?

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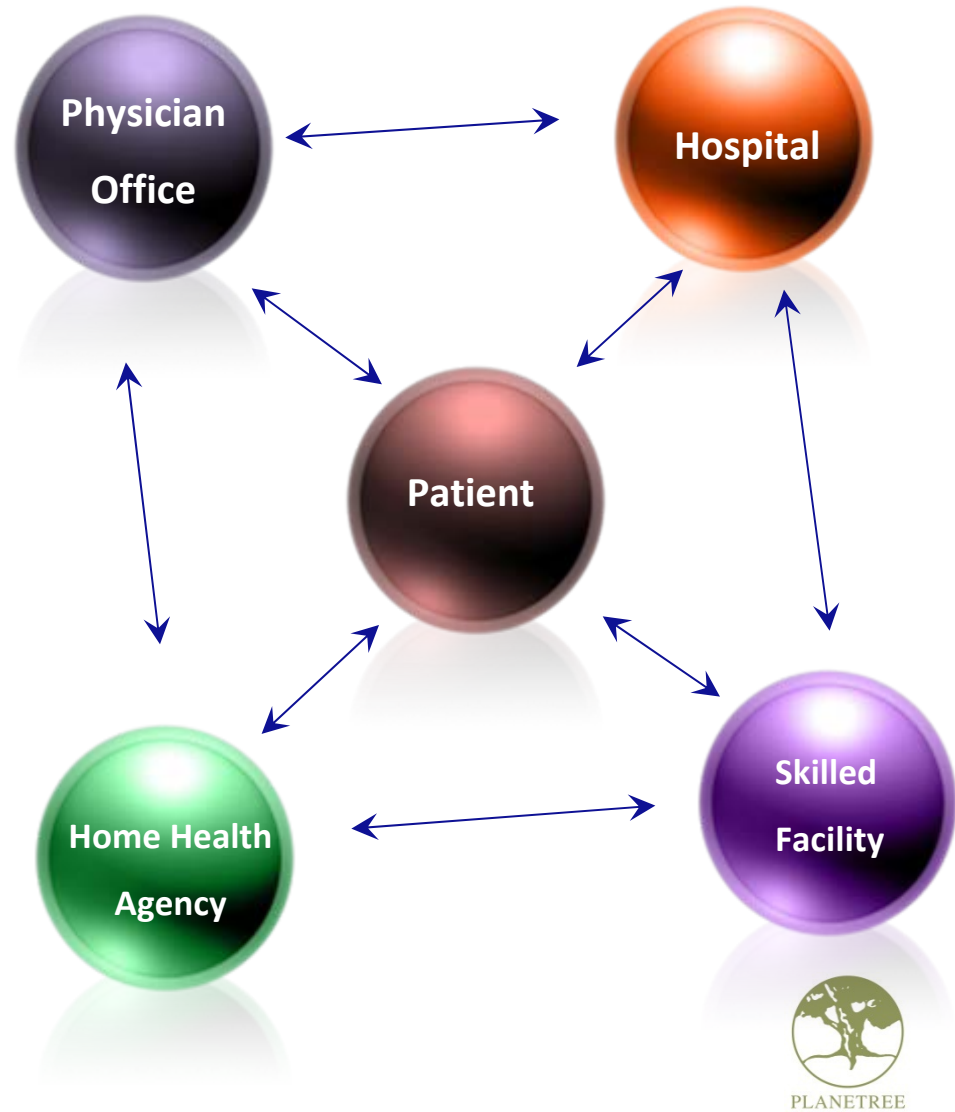
CONTRIBUTING FACTORS TO POST-HOSPITAL SYNDROME:

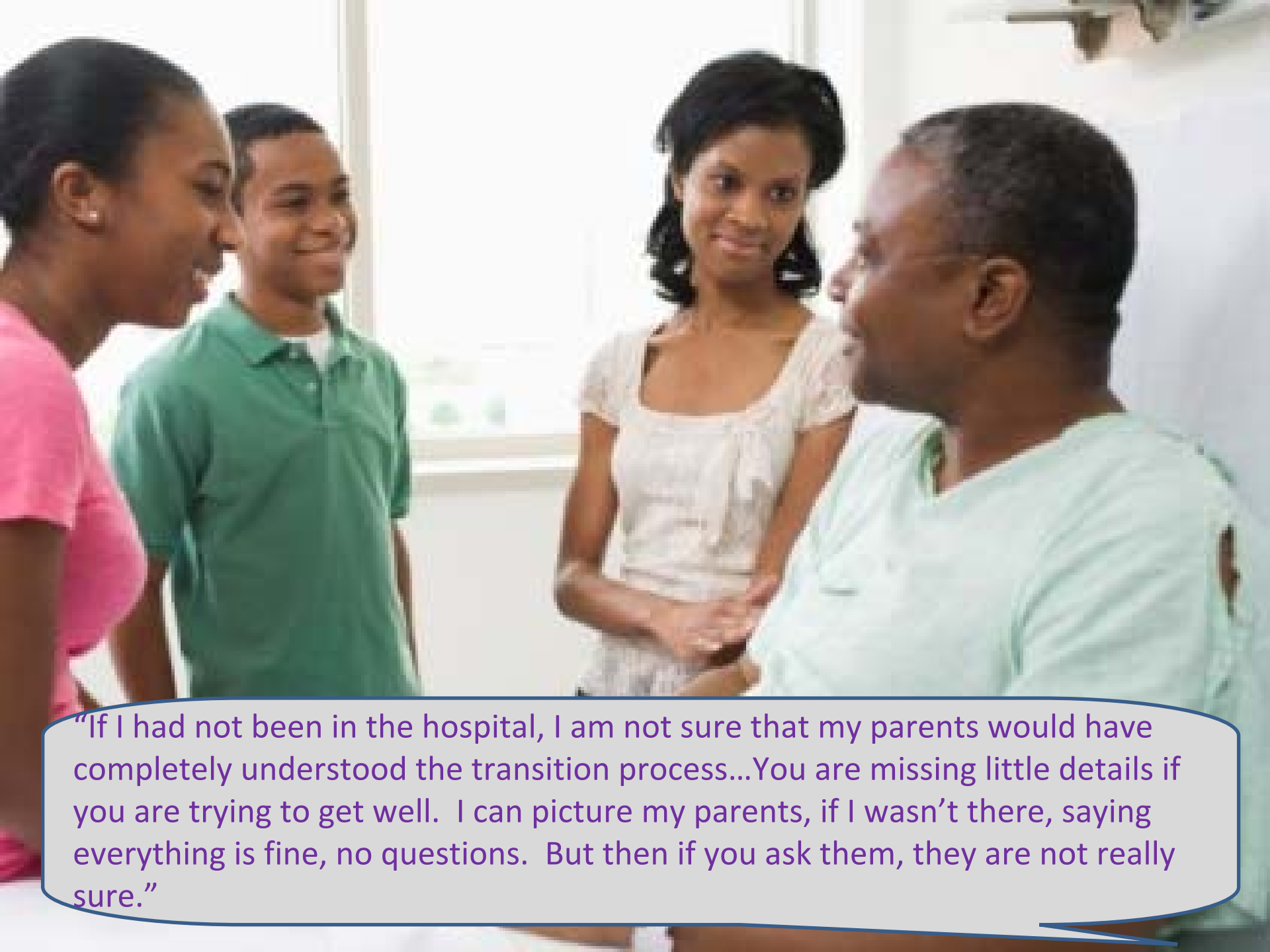
- sleep deprivation
- disruption of normal circadian rhythms
- poor nourishment
- poorly controlled pain and discomfort
- medications that can alter cognition and physical function
- deconditioning due to bed rest or inactivity

Patient centrality in action

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- Same Page Transitions
- Inter-Continuum Collaboratives
- Physician appointments made prior to hospital discharge
- Discharge summary provided to patient and PCP
- Health Coaches
- Personal Health Records
- Support for family caregivers





“If I had not been in the hospital, I am not sure that my parents would have completely understood the transition process...You are missing little details if you are trying to get well. I can picture my parents, if I wasn't there, saying everything is fine, no questions. But then if you ask them, they are not really sure.”

Desire is not enough.

A structured pathway enables good intentions to become sustained change

A framework to implement and measure PCC excellence

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Philosophy



**Actionable
Practices that
drive outcomes**

- Defines and recognizes patient-centered excellence
- Accelerates innovation and differentiation
- Endorsed by the Joint Commission



PCC: Not an isolated aim, a unifying one

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A goal that can be set, measured and attained

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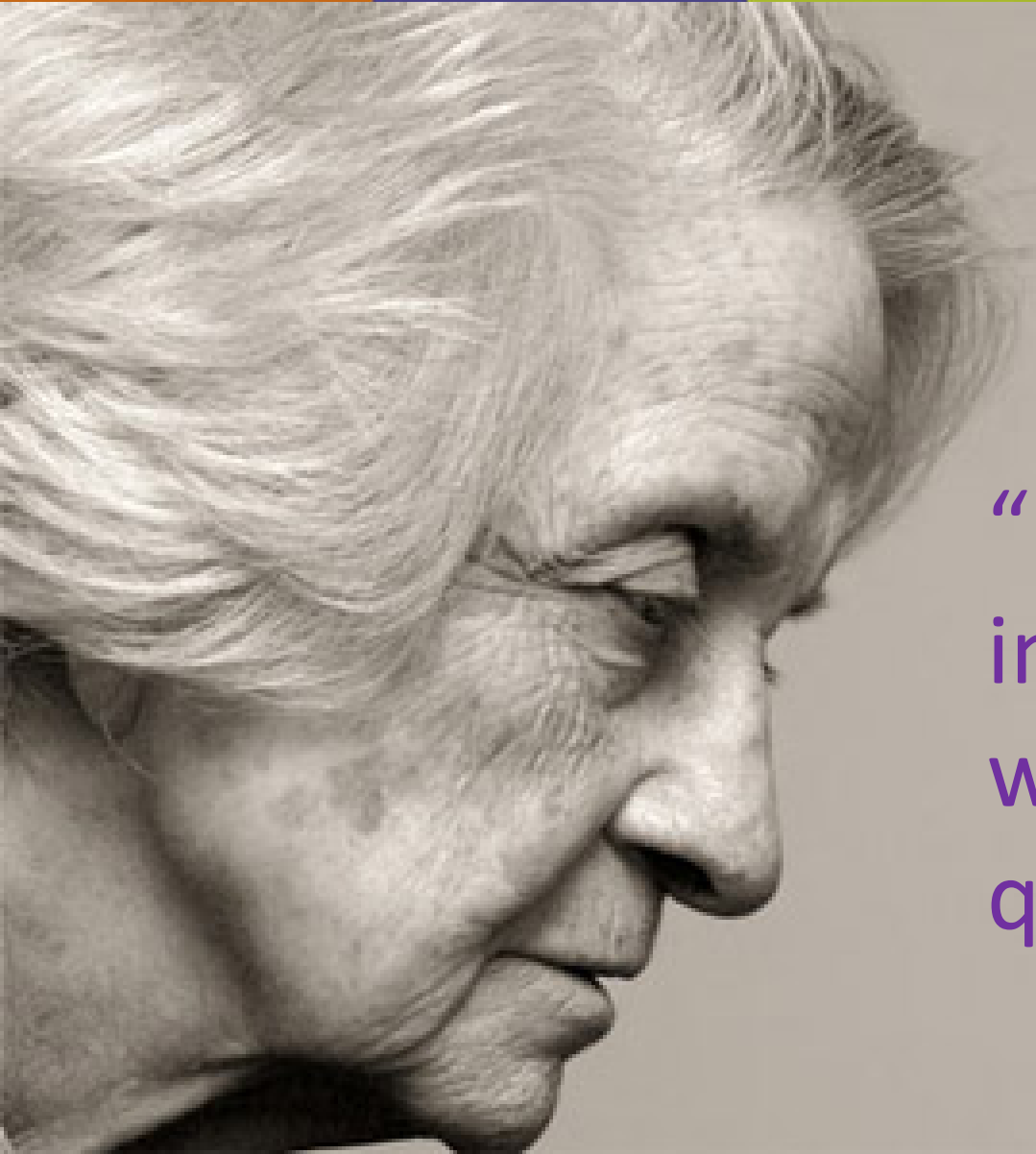
“...the components and designation criteria have given us a framework and **helped to maintain momentum** during time periods when other demands would have easily distracted us.”

“This process has really **helped us identify ways that we could improve** and helped motivate us to address them in a timely, practical, and efficient manner.”

It's about changing culture,
not just changing practices

Culture MUST change

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“I felt like I was interrupting them when I asked a question.”

Empathy + Compassion = Quality Care

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..**health benefits were greater** for diabetes patients (better cholesterol and blood-sugar scores) who were under the care of empathetic doctors...”

Hojat et al in *Academic Medicine* 2011

“...patients have **better treatment adherence** and suffer from **fewer major medical errors** while under the care of empathetic doctors...”

Haslam in *Medical Journal of Australia* 2007

“...empathy in the therapeutic encounter resulted in **faster recovery times** of flu patients...”

Rakel and Barrett et al in *Patient Education and Counseling* 2011

Compassion in action

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- Experiential staff retreats
 - Empathy skills training
 - Shared decision making coaching
 - Caring touch training
 - Spiritual Support
 - Care for the caregiver
- 



“The doctor came in, pulled up a chair and said he wanted to talk...and **we talked on my terms**. I find that **if the doctors would just talk in my terms instead of these long words, that would help**. I am not a doctor; these words don't mean nothing to me.”

Lessons Learned

- 1) Patients are partners, not outsiders
- 2) Staff is the most powerful lever for change
- 3) Mindsets need to shift from setting-centered to person-centered
- 4) Desire is not enough. A structured pathway enables good intentions to become sustained change
- 5) It's about changing culture, not just changing practices

“While science and technology offer great hope to cure various ills, the cures I have seen are equally associated with the art of medicine. There is no science or technology that will hold or comfort a child in pain or comfort the dying. It is human touch and connection that is equally if not more powerful than all the science and technology in the world.”

-Dr. James Doty
Clinical Director, Stanford University Center for
Compassion and Altruism Research and Education

