



Institute of Health Policy, Management & Evaluation  
UNIVERSITY OF TORONTO

# **The Impact of Patient Engagement On Quality, Safety and Outcomes**

G. Ross Baker, Ph.D.

Institute of Health Policy, Management  
and Evaluation

2014 conference of the MUHC-ISAI: Patient engagement; October 3, 2014

# Healthcare's Perfect Storm



- Growing prevalence of chronic disease
- New technology improves outcomes but increases costs
- Rising patient and public expectations
- Professional autonomy still trumps system change
- An aging and unhappy workforce
- Limited integration across services and organizations
- Little appetite for increased taxation – or higher premiums

# The 21<sup>st</sup> Century Challenges

- How do we improve the quality of healthcare while restraining increases in costs?
- Can we engage care providers to use current resources more effectively?
- Does patient engagement for improving care at an individual, microsystem and organizational level provide important leverage for improving quality of care?

# Current Status

- Patient and family-centered care is seen as a core element of healthcare quality
- New initiatives in Canada, the US and England see patient experiences as a key performance metric
- Despite a growing interest in the Triple Aim there is limited knowledge about how patient centered care and patient engagement advance health system transformation
- Many organizations are continuing to embrace PFCC, but in most cases these organizations are still in early stages characterized by token efforts and a less than urgent pace for improvement

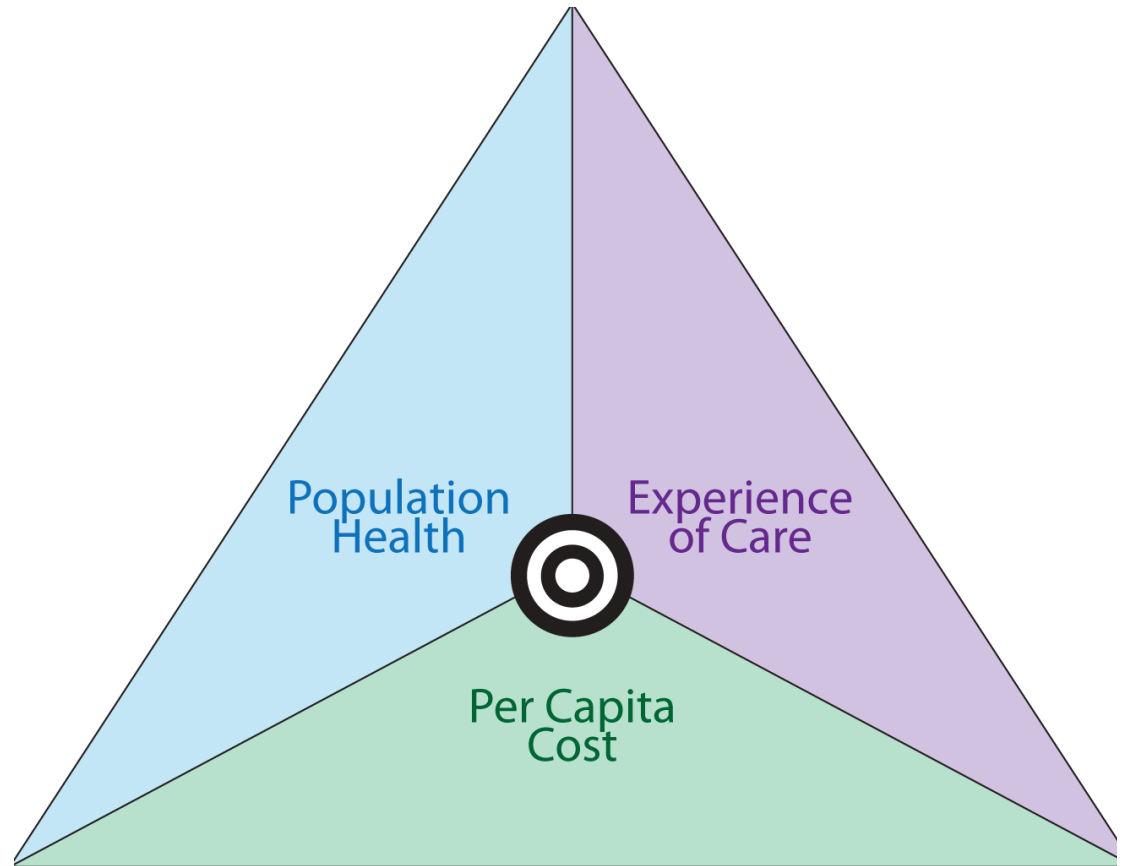


Chatham-Kent Health Alliance

# The Triple Aim

“Most recent efforts to improve the quality of healthcare have aimed to reduce defects in the care of patients at a single site of care....[but we] will not achieve high value health care unless improvement initiatives pursue a broader system of linked goals”

( Don Berwick, 2008)



# What Does Research Tell Us about the Impact of Patient Centered Care?

- A recent systematic review identifies a “generally positive empirical relationship” between patient centered care processes and intermediate and some longer term results
- This systematic review focuses on research assessing efforts to improve specific patient centered care processes such as respect for patient preferences, communication and emotional support – and its impact on patient satisfaction, clinical outcomes and other measures

# Patient Engagement Project Research

- Five Components
  - Detailed analysis of CFHI Patient Engagement Project (PEP) team experiences
  - Literature synthesis on patient engagement
  - Paper examining use of Web 2.0 for patient engagement
  - Interviews with experts in various settings
  - Case studies in different jurisdictions

# Literature Review on Engaging Patients To Improve Care

- Assess the findings of studies from 1990 and 2012 on the inclusion of patients in the design, delivery and evaluation of health services
- Focused particularly on those studies that adopted a consultative or co-design approach and described the outcomes of that engagement
- The included studies were quite heterogeneous in nature covering many different types of care in different countries



# Case Studies

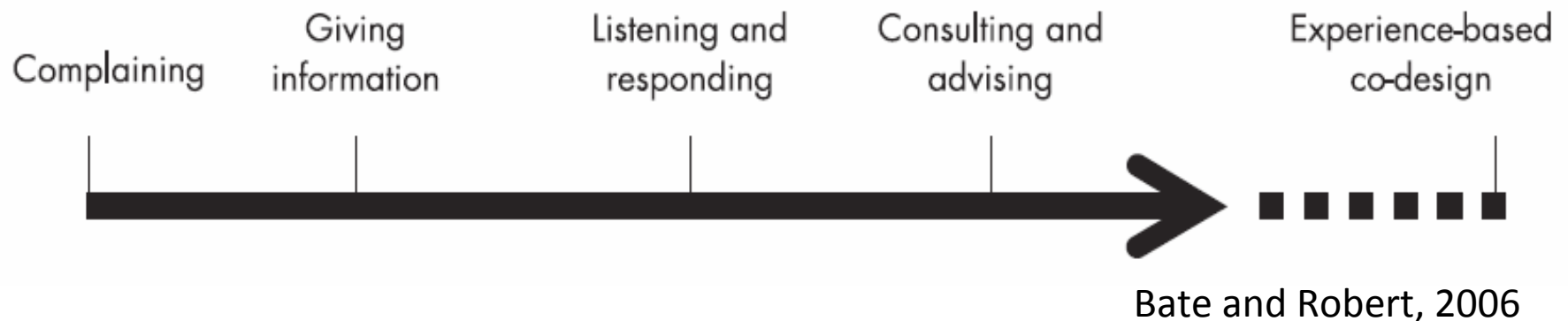
- England
  - Northumbria Healthcare Trust
  - Respiratory Services at Whittington Hospital and Whittington Health NHS Trust
- United States
  - Georgia Regents Health System (GR Health)
  - Cincinnati Children's Hospital Medical Center
- Canada
  - McGill University Health Centre
  - Glenrose Rehabilitation Hospital
- France
  - L'hôpital Sainte Anne
  - Institut Gustave Roussy
  - La Croix Rouge Française

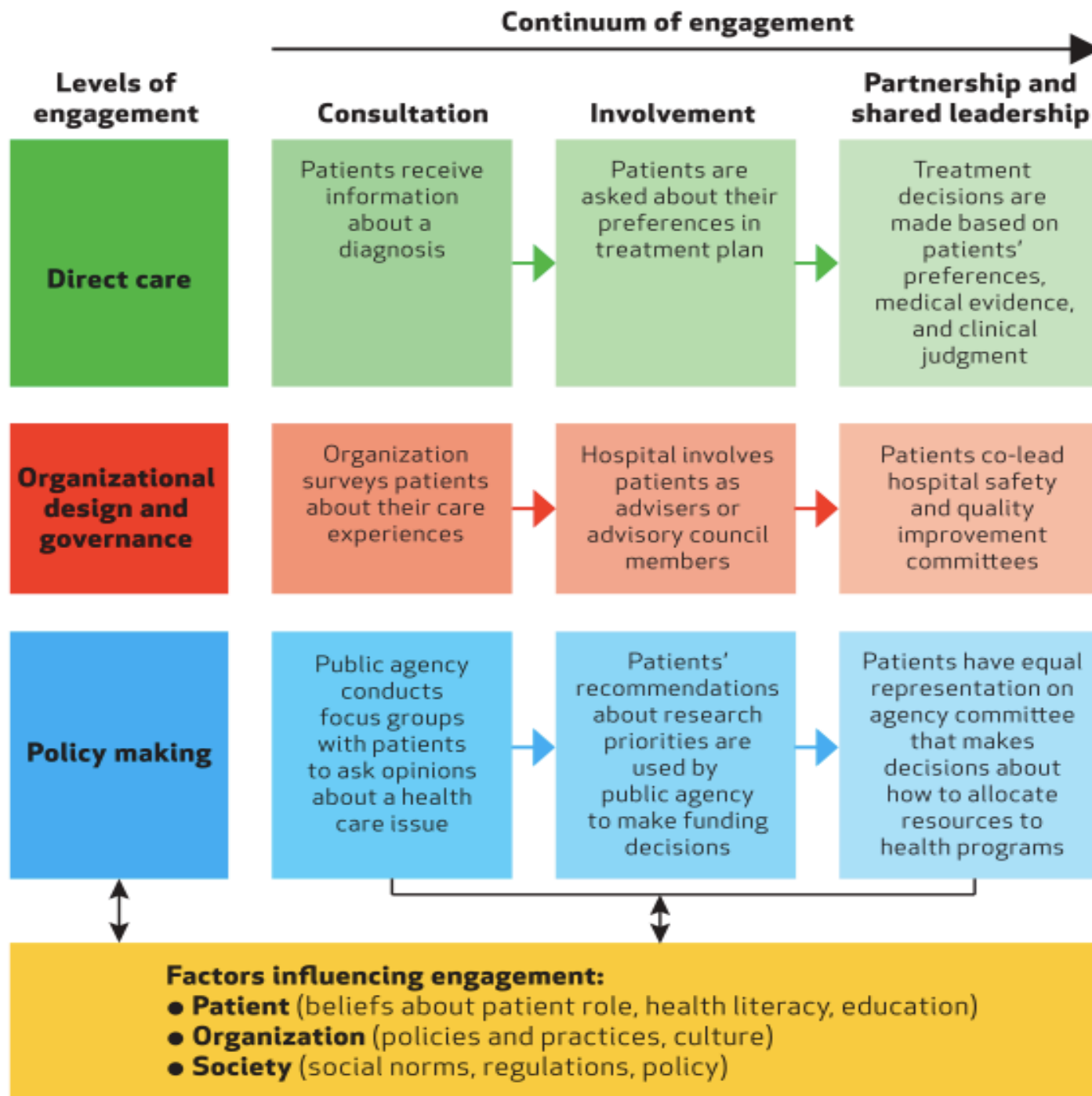
# Key Issues for Case Studies

- What have these organizations learned about engaging patients?
  - Strategies for engaging patients
  - The impact of patient engagement on service delivery and patient experiences
  - What factors contribute to and constrain the effectiveness of patient engagement efforts
- Are there differences across systems in patient engagement strategies? Do system policy and programs influence patient engagement efforts?

# The Continuum of Patient Engagement

Patient engagement is more than patient-centered care, it is the involvement of patients in the design of care, including participation in improvement projects





Carman, et al.,  
Health Affairs  
2013

# Factors Linked to High Performing Patient and Family-Centered Care

- Visionary leadership
- Dedicated champions
- Partnerships with patients and families
- Focus on the workforce
- Effective communication at every level
- Performance measuring and monitoring

# Patient Engagement

Enlisting and  
Preparing Patients

Asserting patient  
experience and patient-centered  
care as key values and goals

Communicating patient  
experiences to staff

Ensuring  
leadership support  
and strategic focus

Engaging staff to  
involve patients

Supporting teams and removing barriers to  
engaging patients and improving quality

# Enlisting and Orienting Patients

- Georgia Regents Health System has 200 patient and family advisors who work through the organization
  - Decisions in the organization must integrate patient and family views
- Northumbria Healthcare Trust works with user groups outside the hospital to get insights on patients views of their services
  - Design of stroke services within and outside the hospital

# Integrating Patient Engagement Efforts with Organizational Work

- Orienting patients and staff and facilitating their joint work helps to create a more genuine partnership
  - How can we encourage meaningful dialogue between patients and staff?
  - What are effective ways to move from individual experiences to broader assessments of current processes and systems?
  - How do we link the information from patients gained from their participation in councils and teams with other data from surveys and feedback?



# Real Time Patient Experience Data

- Northumbria Healthcare Trust sends patients a short question on their hospital experience
- A four member improvement team collects, analyzes and reports the patient feedback to service managers
  - Currently 30 of 50 patient units receive real time feedback
  - All quality improvement initiatives incorporate a patient experience component
  - The Director of Patient Experience has a small budget to support immediate changes based on survey results

# How Patients are Engaged Influences Staff Views

- The value that staff assign to patient engagement will depend on the extent to which patient engagement improves care and work environments
- Many of the most effective patient engagement strategies link patients into improvement initiatives
  - McGill University Health Centre integration of patients into Transforming Care at the Bedside
  - Cincinnati Children's Center for Innovation in Chronic Disease Care and other initiatives
  - Saskatoon Health Region integration of patients into Rapid Process Improvement Workshops
  - UK projects on Experience Based Co-Design

# Patient Engagement and QI

- Integrating patients into quality and system redesign efforts links patient engagement more clearly to quality and patient safety outcomes If so, what is the best way to link patients into these teams?
  - How should improvement work be linked to other areas of patient engagement, including Patient and Family Councils?

# Scale and Spread

- Many organizations have bright spots, but no larger strategy for patient engagement
- Most organizations begin with pilot projects and microsystem initiatives that depend on local champions
  - What is the best way to spread these efforts? How do we support broad scale engagement?
  - Effective patient and family engagement requires integration, not parallel structures and processes so it becomes an integral element of current structures

# Leadership Connects Local Efforts

- Leaders help to shape strategy, execution and continuity
  - Leaders develop and resource key structures and positions
  - Leaders communicate the values and impact – connecting engagement to other goals
  - Leadership needs to be distributed across the organization not resident only at the top
  - Leaders role model the integration of patient and family engagement through their behaviours and its integration into their daily work

# Key Findings

- Many organizations have discovered that involving patients and families in quality improvement, patient safety and service redesign initiatives accelerates both patient engagement and the work of improvement teams.
- Patient engagement in improvement efforts may improve outcomes
- Effective patient centered care and patient engagement require changes in values and relationships, but these, in turn, depend on creating structures, roles and policies that support these values and relationships.
- Successful patient engagement initiatives have staff that both managed local work effectively and communicated its importance, relevance, and contributions to leadership.
- Leadership for patient engagement and to develop patient and family centered care is critical to its success

# Conclusions

- Patient engagement is an important strategy for creating more effective health services
- Learning from the experiences of leading organizations provides an understanding of the strategies and approaches that contribute to more effective engagement, better patient experiences and improved health services
- Patient engagement offers a critical strategy that addresses key health system priorities