

# Patient No Longer

Why Healthcare Must Deliver the Care Experience that Consumers Want and Expect

By Ryan D. Donohue  
@RyanDDonohue



NRC Health Symposium | Understanding in focus | #NRCSymp

1

## Patient No Longer

- The origin of patient-centered care
- The rise of the healthcare consumer
- Exploring the findings of Patient No Longer
- Consumerism in the age of COVID-19
- Finding a better future for patients



NRC Health Symposium | Understanding in focus | #NRCSymp 2

2

# The origin of patient-centered care

3

# The Legacy of Harvey & Jean Picker

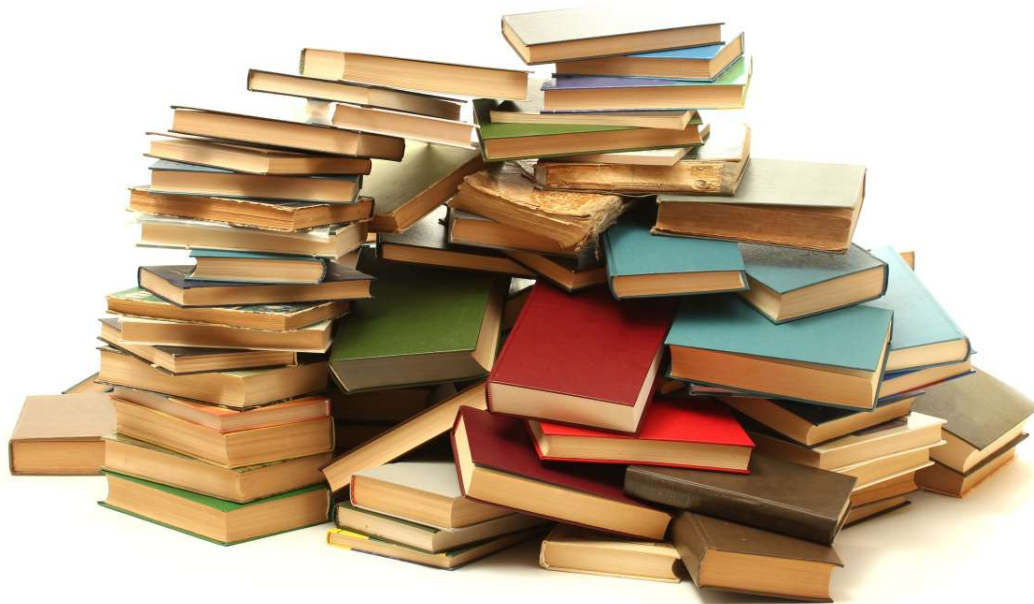


4

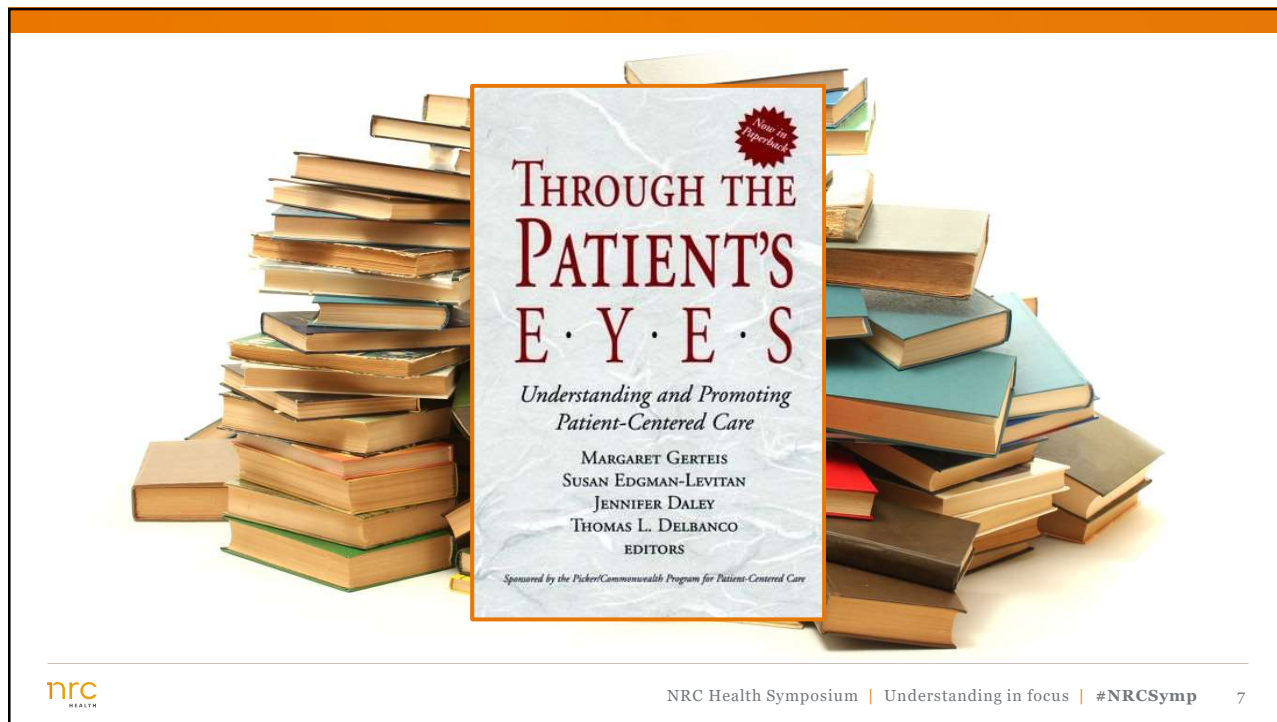
# The Legacy of Harvey & Jean Picker



5



6



7

## Eight Dimensions of Patient-Centered Care

Eight Dimensions of Patient-Centered Care
Respect for patients' values, preferences and expressed needs
Coordination and integration of care
Information, communication, and education
Physical comfort
Emotional support and alleviation of fear and anxiety
Involvement of family and friends
Continuity and transition
Access to care

8

## A Quarter Century of Patient-Centered Care

- The Eight Dimensions grew in popularity
- To doctors: treat the disease *and* the person
- Industry shifted to HCAHPS and public reporting
- The gravel road from volume/fee-for-service to value
- An incredible shift in risk to the patient/consumer

9

## The rise of the healthcare consumer




10





11

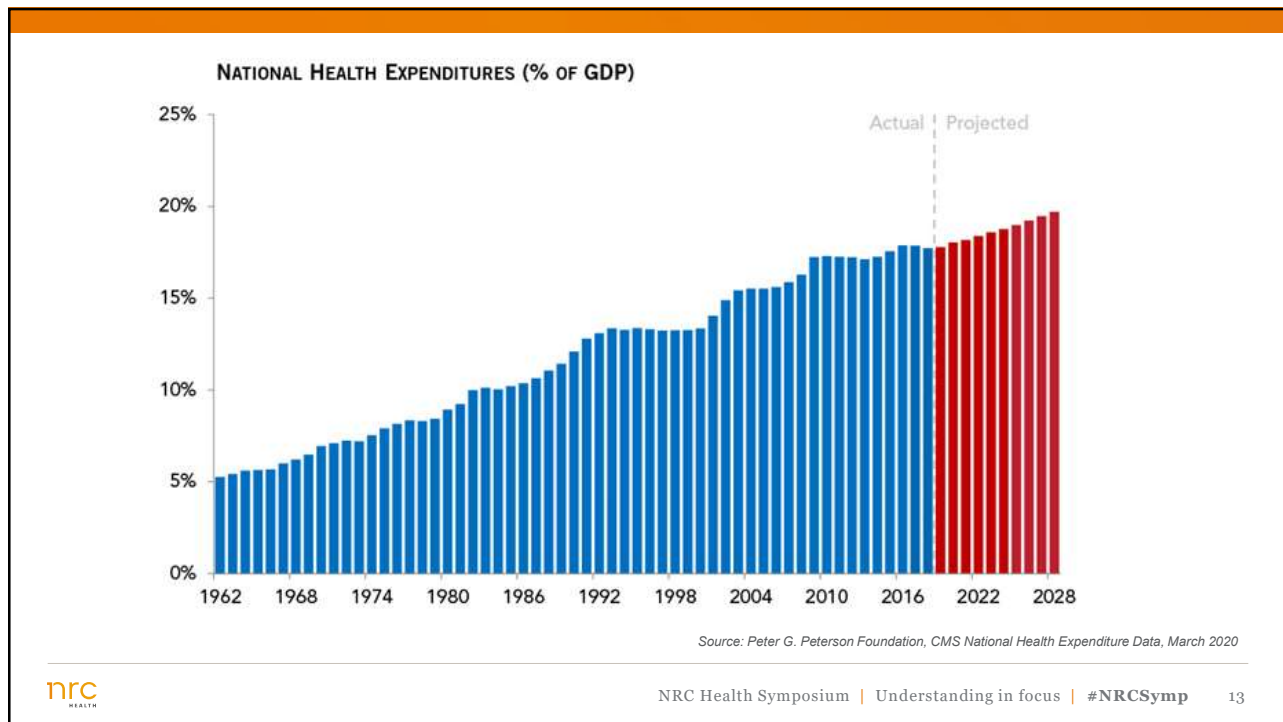
If other prices had grown as quickly  
as healthcare costs since 1945...

 a dozen eggs would cost <b>\$55</b>	 a gallon of milk would cost <b>\$48</b>	 a dozen oranges would cost <b>\$134</b>
--	--	--

nrc  
HEALTH

NRC Health Symposium | Understanding in focus | #NRCSymp 12

12



13

## The Rise of the Healthcare Consumer

- Consumers have shouldered the growing burden of paying more for their healthcare
- As true in any industry: if you pay more...you will expect more in return
- As a result, consumer expectations for healthcare and experiential frustration have also grown

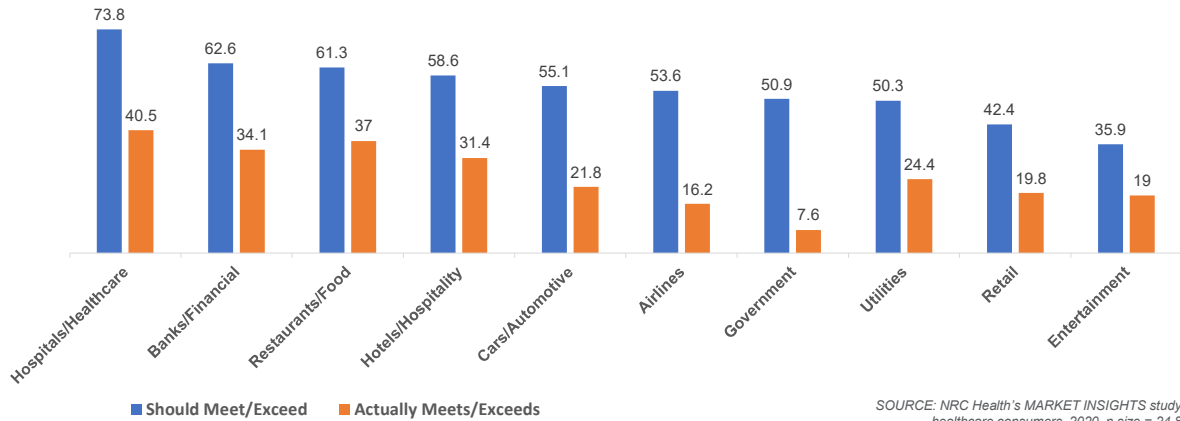
nrc  
HEALTH

NRC Health Symposium | Understanding in focus | #NRCSymp 14

14

# Growing Expectations for Healthcare

Comparison of 'should meet or exceed' VS. 'actually meets or exceeds'

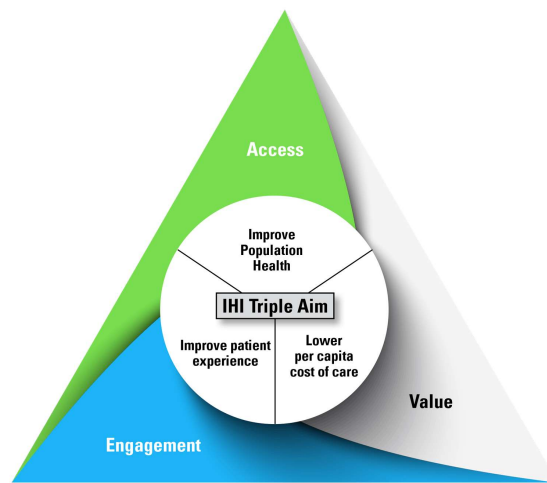


SOURCE: NRC Health's MARKET INSIGHTS study of healthcare consumers, 2020, n size = 24,845



15

# The Triple Aim: Consumer Edition



Source: Institute for Healthcare Improvement (IHI), NRC Health

16



# Exploring the Findings of Patient No Longer

17

## Critical questions that led to an NRC Health book

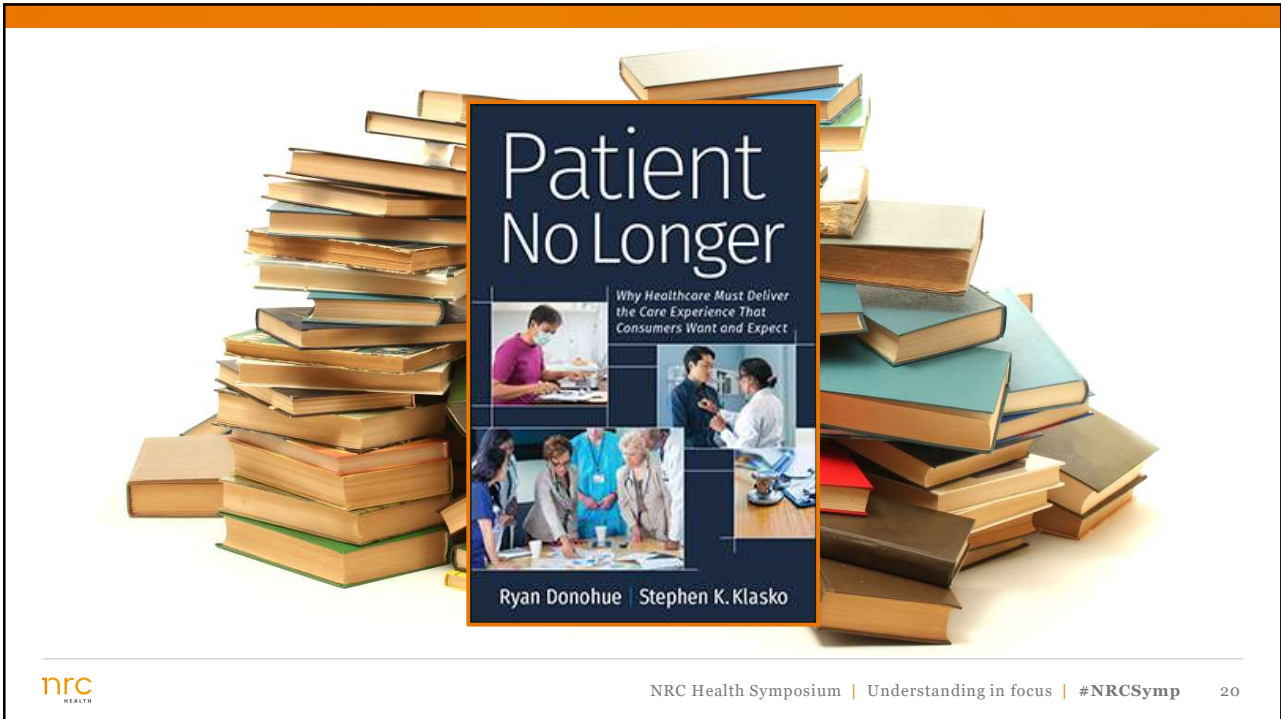
- Do the eight dimensions of care still matter?
- We talk a lot re: patient experience...what have we to show for it?
- What is missing in today's approach to patient experience?
- If there are gaps, what is the story? Does it matter?
- If it exists, how can we best tell this story?



18



19



20

# Eight Dimensions of Patient-Centered Care

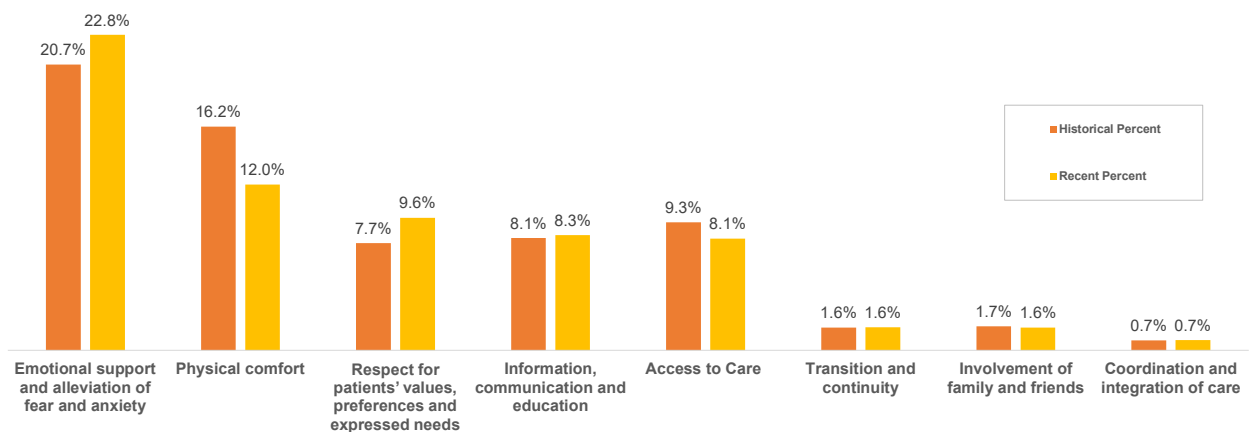
Eight Dimensions of Patient-Centered Care
Respect for patients' values, preferences and expressed needs
Coordination and integration of care
Information, communication, and education
Physical comfort
Emotional support and alleviation of fear and anxiety
Involvement of family and friends
Continuity and transition
Access to care

Source: The Picker Institute



21

## Dimensions Comparison using NLP (historical vs. recent)

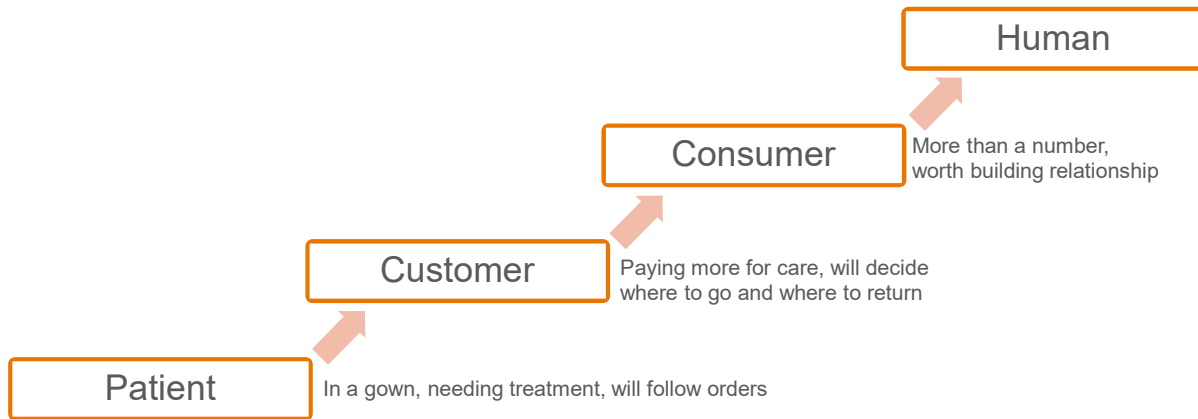


Source: Patient No Longer, NRC Health, 2020



22

## Patient-Centered Care to Human Understanding



23

“From changing the DNA of healthcare to embracing digital technology, the CEO as Chief Consumer Officer must finally explore the connection between leadership and the human experience of healthcare: a personal journey of which providers are the guardians. NRC Health defines human understanding within the context of healthcare as providers’ ability to understand the people they care for... Human understanding encompasses the Picker dimensions and has a deeper purpose – to view patients as more than stakeholders... to know patients as *humans*.”

- *Patient No Longer* (page 160)

24

# UCSF Helen Diller Family Cancer Center

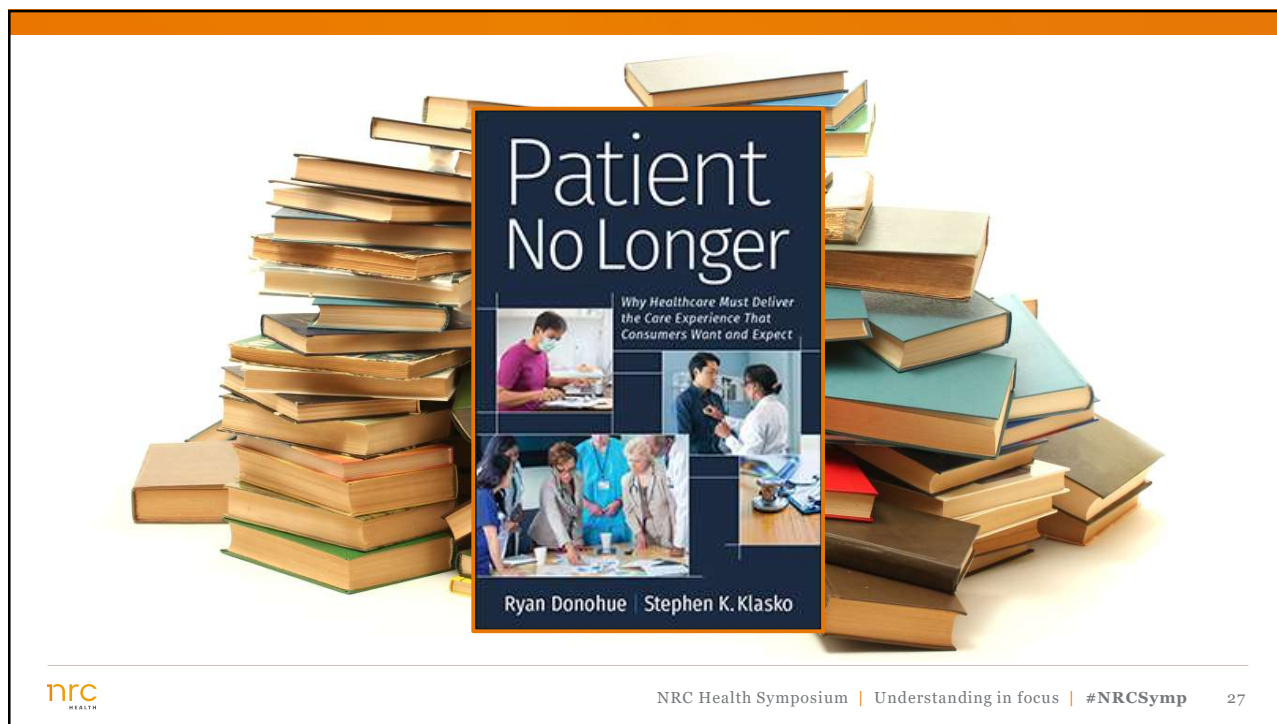


25

## Case Examples Included

- Jefferson Health
- Mayo Clinic
- Johns Hopkins
- Cleveland Clinic
- University of California, San Francisco
- Akron Children's Hospital
- Mount Sinai Health System

26



27

## Consumerism in the age of COVID-19

28



## NRC Health's study of COVID-19 effects on consumers

- COVID-19 has greatly affected healthcare consumers
- Roughly half have delayed care in some form since March
- Dental, primary care and specialty care most likely to be delayed
- 7 in 10 deferrers cited COVID-19 in delaying their treatment
- 1 in 3 have participated in a virtual care visit since March
- Of virtual patients: 3 in 4 were satisfied with their visit

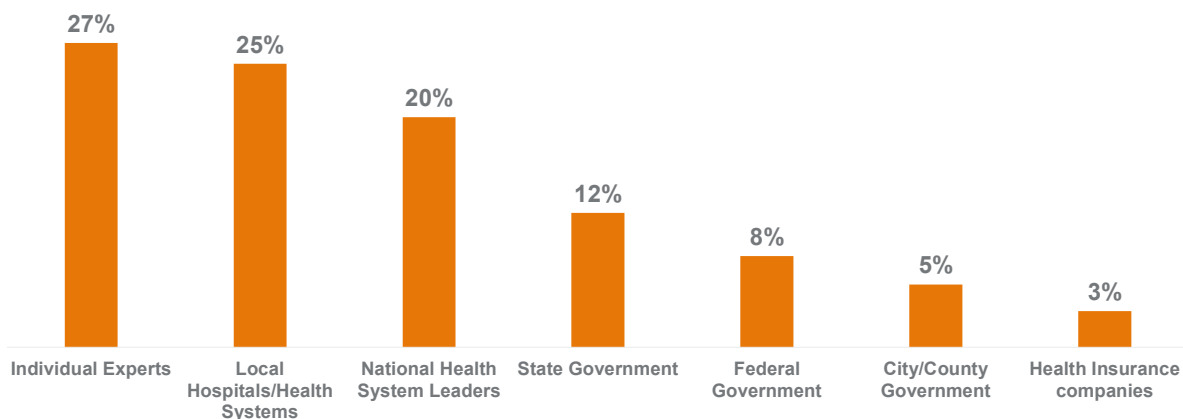
SOURCE: NRC Health's MARKET INSIGHTS study of healthcare consumers, 2020, n size = 2,000

29



30

## Who do you trust the most to handle COVID-19?



SOURCE: NRC Health's MARKET INSIGHTS study of healthcare consumers, 2020, n size = 21,421

31

## Finding a better future for patients

32

## Answering the Call from the Inside Out

- Rejuvenating the ‘healthcare is a calling’ ideal
- Rethinking our approach to measuring experience
- Moving innovation to the strategic forefront
- Considering employees as ‘first consumers’
- The CEO as Chief Consumer Officer

33



34

## How We Gather Data on Experiences Must Evolve

- Common experience surveys (including HCAHPS) focus on the singular experience and rarely expand on its implications
- Gathering data solely via past experiences is not proactive in designing and constructing future care experiences
- Hearing consumers in their own words is vital to fully inform any research-based initiative – especially on expectations
- Valuing the consumer point of view is an essential mindset

35

# HEALTHCARE WITH NO ADDRESS

Care, like everything else: Digital



36

“With human understanding as the ultimate aim, healthcare leaders can go beyond patient-centered care to strategically address the consumer revolution, which will improve our ability to help many more patients. The revolution will fuel performance improvement in healthcare, just as it has in other industries, by transforming this illogical system from one that is confusing, fragmented, tedious, and inequitable to one that meet consumers where they are and is grounded in the *human* at its center.

- *Patient No Longer* (page 161)

## A Framework for Finding a Better Future for Patients

- The CEO has a new boss: the consumer
- Live the eight dimensions – they’re still as valid as ever
- Look not in the mirror but through the eyes of those you serve
- Be transparent – that means sharing the good and the bad
- Embrace technology as the key to widescale improvement
- Push innovation to the front row of your strategy

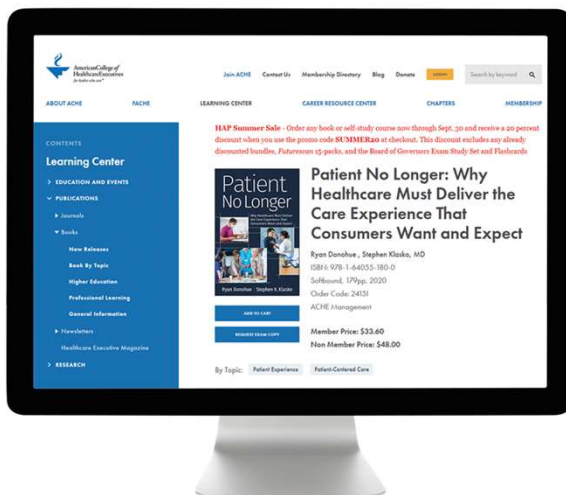
First, we change.

Then we change the industry.

Then we change the world.

- *Patient No Longer* (page 195)

## Patient No Longer – Now Available for Purchase





To infinity and beyond!