

The Radical Common Sense of Human Understanding

A Governance Institute Webinar
May 6, 2021

Gregory Makoul, Ph.D., M.S.
CEO, PatientWisdom
NRC Health

Faculty of Medicine
Yale School of Medicine



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HEALTH

Today's Presenter

Gregory Makoul, Ph.D., M.S.
CEO, PatientWisdom, NRC Health



Dr. Gregory Makoul is internationally recognized for expertise in physician-patient communication and shared decision making as well as a radical common sense, person-centered approach to healthcare innovation. He is Founder and CEO of PatientWisdom, named one of the 100 solutions in the world with the greatest potential to change healthcare; PatientWisdom is now part of NRC Health. Dr. Makoul is also on the faculty at the Yale School of Medicine and the University of Connecticut School of Medicine, following 15 years on the full-time faculty at Northwestern University Feinberg School of Medicine, where he was Professor of Medicine and Director of the Center for Communication & Medicine. He was also Chief Innovation Officer at Saint Francis Care, gaining real-world experience as a health system leader.

Learning Objectives

After viewing this Webinar, participants will be able to:



Define why learning what matters to patients at the n=1 level is the key to better care.



Identify lessons learned by listening to clinicians and staff on the frontline to create a more responsive ecosystem.



Describe an example of how listening to community members can help health organizations develop or partner with programs that people will use.

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Continuing
education
credits available



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Field of study: Business Management & Organization

Program level: Overview

Prerequisites: None

Advanced preparation: None

Delivery method: Group Internet based

Maximum potential CPE credits: 1

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Synopsis

- **The need to humanize care has never been more apparent.** COVID has put patients in hospital beds, scared and separated from their loved ones. It has redefined outpatient care with a shift from in-person to virtual visits. Everyone involved is under enormous stress.
- **But the imperative to humanize care is not new.** Clinicians need to quickly learn what matters to patients, just as health organizations need to focus on what matters to people on the front-line – all while working to better understand the patients and communities they serve.
- **Leaders are looking for practical, sustainable strategies for improving the experience and delivery of care.** This session will focus on real-world examples that prioritize human understanding – in the context of patients, clinicians, and communities – **as the foundation for a more responsive ecosystem that humanizes care by turning transactions into relationships.**

Flow

Threats to common sense

Clarity on challenges and key terms

Benefits of human understanding

- Patients
- Clinicians and staff
- Communities

Bottom line

Common sense can get lost in the routine.



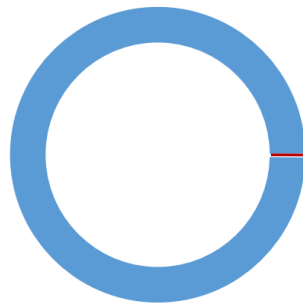
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Common sense can get lost amid URGENCY.



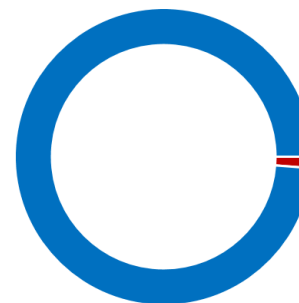
Common sense can be squelched by a narrow focus.

0.2%



99.8% of life happens beyond
the outpatient setting*

1.2%



98.8% of life happens beyond
the inpatient setting**

*16 waking hours/day x 365 days/year vs one 15-minute visit every week of the year

**365 days/year vs one hospital stay in a year at the national average LOS of 4.5 days

Every system is perfectly designed to get the results it gets.

- Paul Batalden

“I don’t have time to listen to patients. That’s not good for them or for me.”

“Our provider and employee engagement survey results have flatlined.”

“We thought we knew what the community needs. We were wrong.”

“This is how we’ve always done it.”

Need to step back and think about why.



First things first: What is health?

Physical

Psychosocial

Are you healthy?
How do you know?

Capacity

Control

Source: G. Makoul, M.L. Clayman, E.B. Lynch, and J.A. Thompson, "Four concepts of health in America: results of national surveys," *Journal of Health Communication*, 2009;14:3-14.

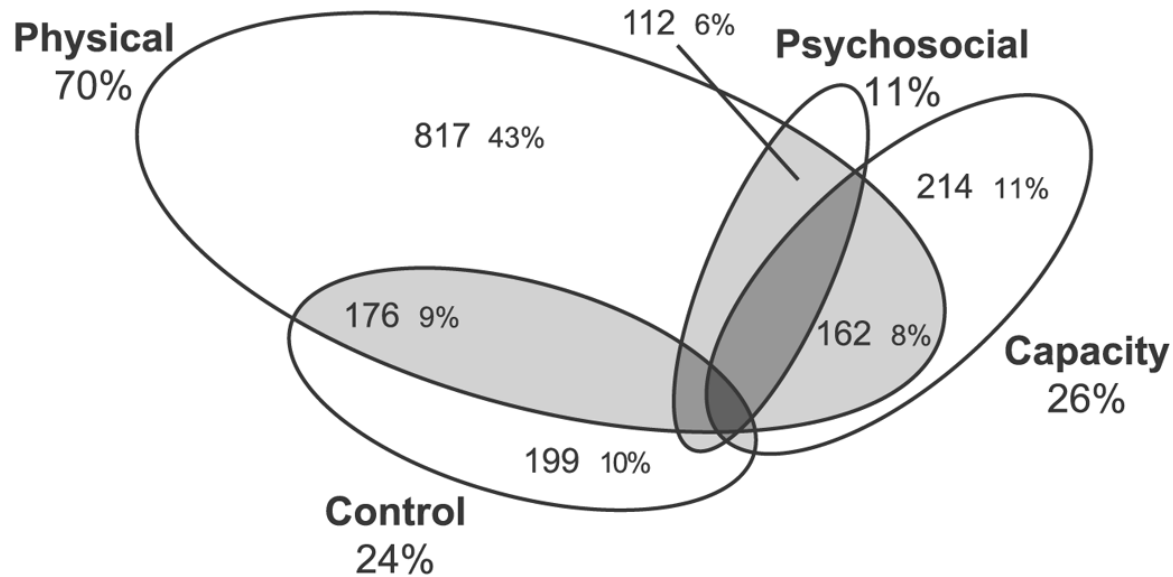
Poll 1: Health

What does **health** mean to you?

(check as many as apply)

- Capacity – *I have the energy/ability to do what I want to do (or not)*
- Control – *I take good care of myself; eat right; exercise (or not)*
- Physical – *I look good; my doctor or lab tests tell me I'm healthy (or not)*
- Psychosocial – *I feel mentally, emotionally, and/or spiritually healthy (or not)*

What is health?



Note: N=1917. Only areas with numbers shown are drawn approximately to scale. Unlabeled areas equal 34 (2%) participants or fewer.

What is empathy in the real world of healthcare?

Shared Feeling or Experience



What is empathy in the real world of healthcare?

2% Shared Feeling or Experience

85% { Confirmation
Pursuit
Acknowledgement

13% { Implicit Recognition
Perfunctory Recognition
Denial / Disconfirmation



Source: C.L. Bylund and G. Makoul, "Examining empathy in medical encounters: An observational study using the Empathic Communication Coding System," *Journal of Health Communication*, 2005;18:123-140.

What is human understanding?



Source: NRC Health focus groups on human understanding in healthcare, 2021.

Let's listen.



Sounds simple. But simple things can be hard.



Understanding what matters



Erin Moore
@ekeeleymoore



It would be relevant to me if you joined me in what I'm doing instead of trying to "engage" me in what you're doing
[#MedX](#)

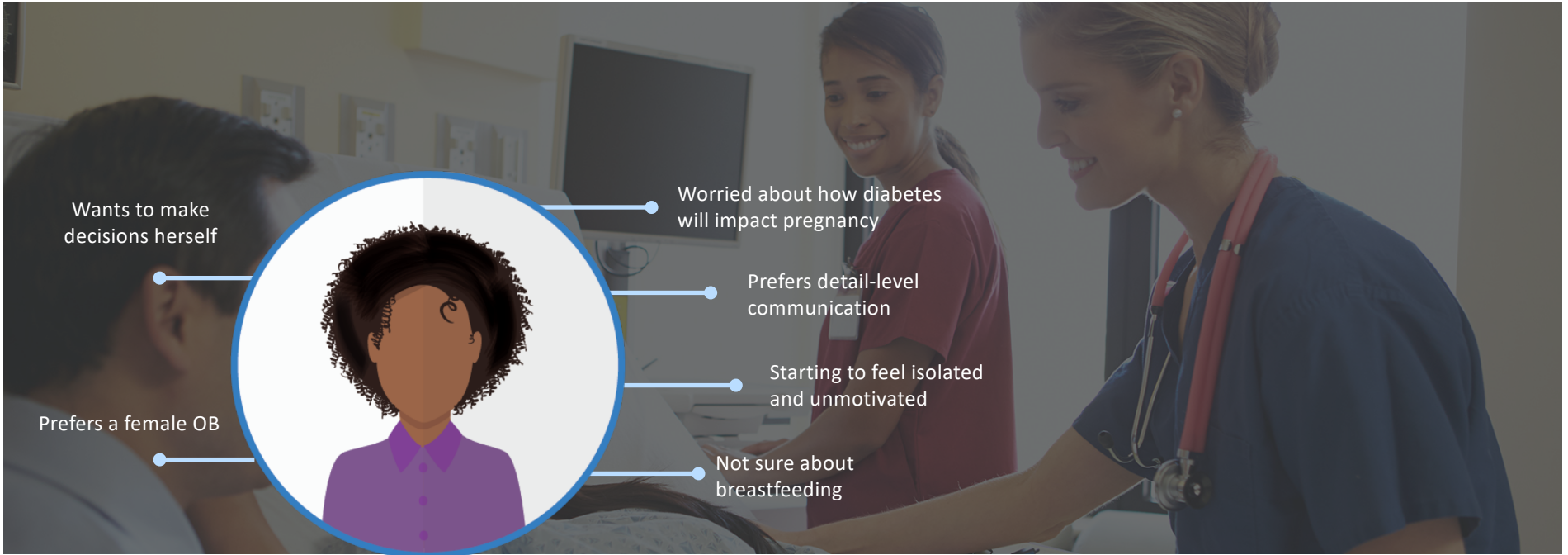
Poll 2: Human Understanding

In a health system, who do you expect to show human understanding?

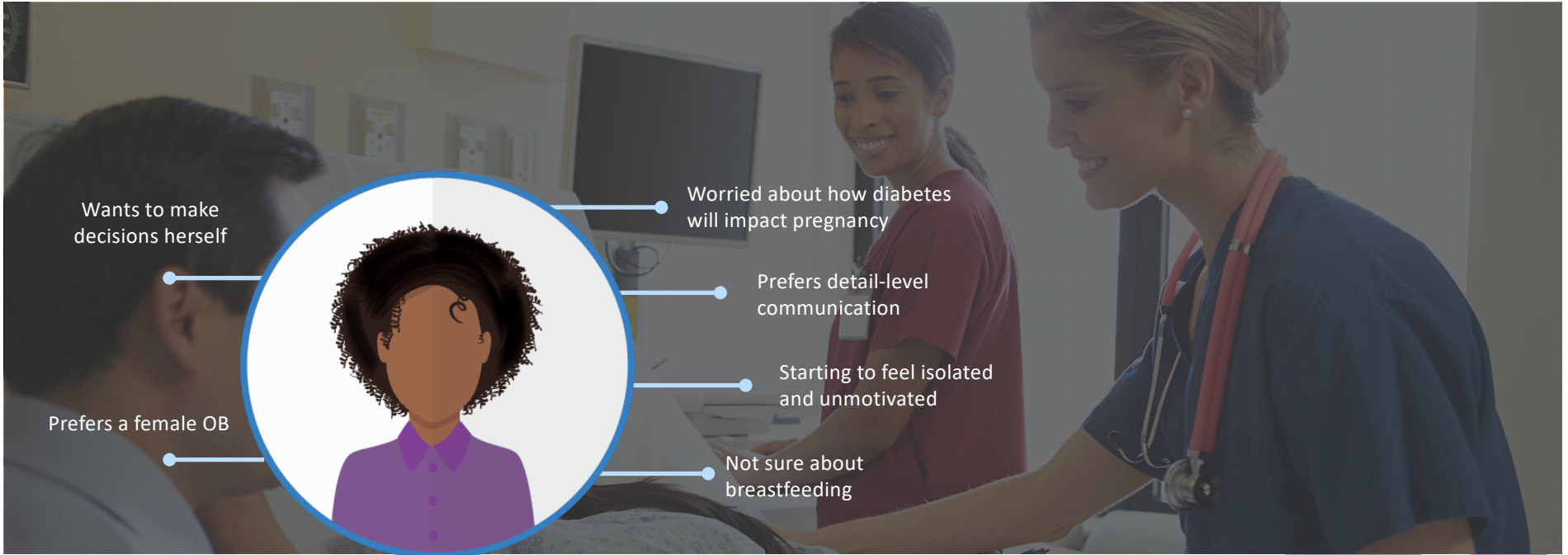
(pick one)

The clinical care team

Everyone



?



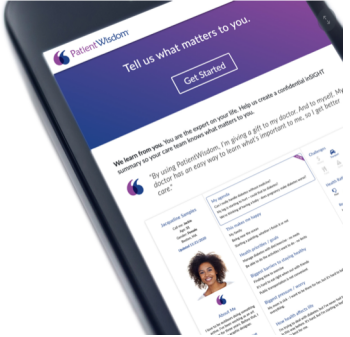
Before a visit, patients share perspectives about what matters to them as people.



Clinicians take 15 seconds to review the summary, and do better without taking longer.




Administrators see population-level reports, curated to drive learning and improvement.



Humanizing care at n = 1

Jacqueline Sample

Call me: **Jackie**
Age: **34**
Gender: **Female**
Etna, New Hampshire
Updated 04/10/2021



About Me
I love to be outdoors doing something active. I'm a designer, now working as an art teacher.

Main Health Issue
Diabetes

English English

My Agenda
How will diabetes impact pregnancy?
My leg is starting to hurt – could that be diabetes?

Makes Me Happy
My family
Starting a painting, whether I finish it or not

Health Priorities / Goals
Manage diabetes without meds as long as possible
Be able to do the activities I want to do – no limits

Biggest Barriers to Staying Healthy
Finding time to exercise
I'm starting to feel a bit isolated

Biggest Pressure / Worry
My mom is sick - I want to be there, but it's hard to balance everything and my sisters don't help at all

How Health Affects Life
I have to constantly think about what I eat, and how it will affect my diabetes.

Advance Directive
I do not have one -- Ready to talk about it

Helps with Decisions
Marc Sample (Spouse / Partner)

Improving Care
Keep listening - it makes a big difference!

Challenges
Healthy Together
Isolation Motivation Time

Health Rating
Poor ————— Excellent

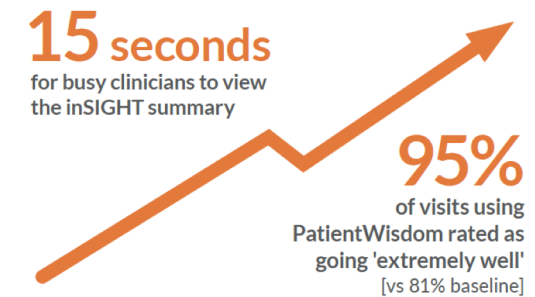
Care Approach
Non-Medical ————— Medical

Information Focus
Details ————— Big Picture

Know When I Need Care
? No ————— Yes

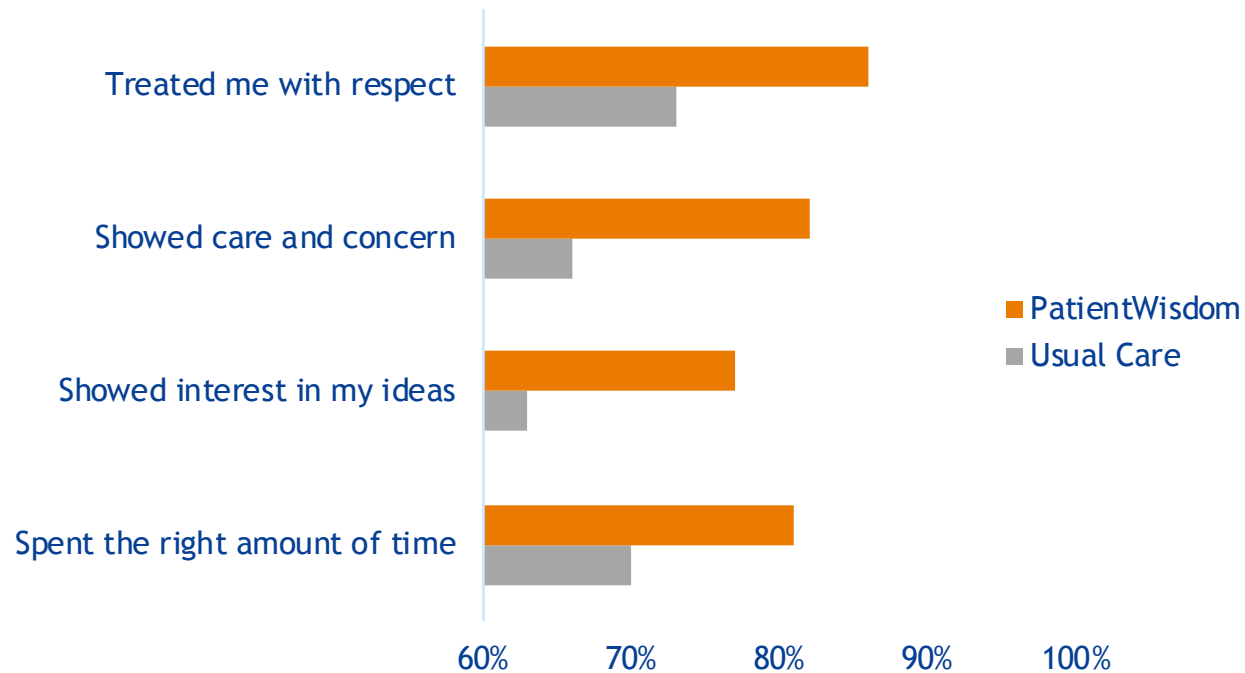
Decision Making
Myself ————— Care Team

“This is the most revolutionary thing we’ve done since implementing the EHR”



PatientWisdom Copyright © NRC Health

Improving communication



RCT with 301 patients | Outcome measure: Communication Assessment Tool | Treatment-on-Treated Analysis | $p < 0.05$ for all comparisons

Source: J.M. Holt, R. Cusatis, A. Winn, O. Asan, C. Spanbauer, J.S. Williams, K.E. Flynn, M. Somai, A. Talsma, P. Laud, G. Makoul, and B.H. Crotty, "Impact of Pre-Visit Contextual Data Collection on Patient-Physician Communication and Patient Activation: A Randomized Trial, *Journal of General Internal Medicine*, 2021.

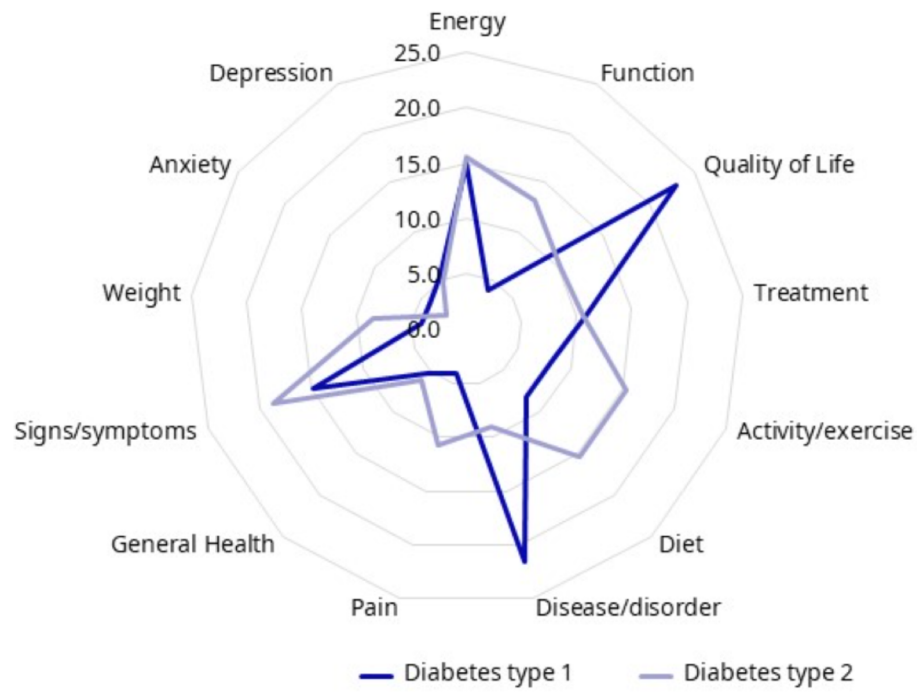
Poll 3: Listening to patients

How does learning what matters to each patient improve care?

(check as many as apply)

- We don't make assumptions about what the patient needs
- The patient feels more involved and engaged
- We make better use of time with the patient
- Clinicians feel more connected to their patients and more fulfilled
- Other _____

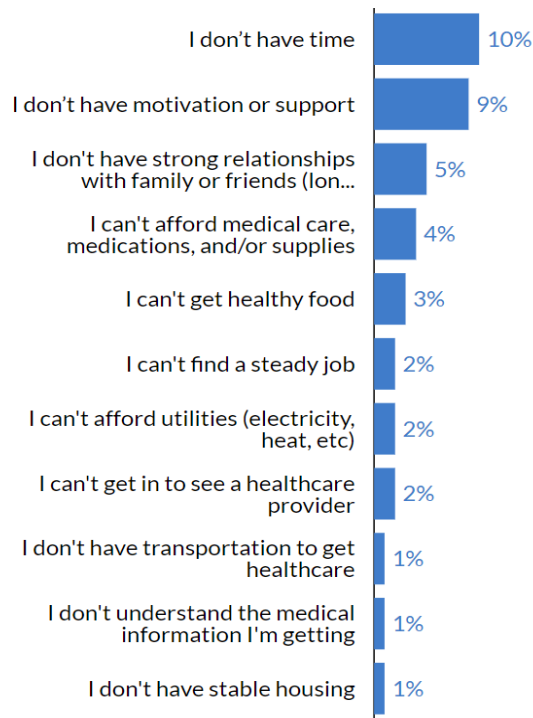
Revealing opportunities



Source: PatientWisdom / NRC Health

Revealing opportunities

Social + Personal Determinant Challenges



Biggest Pressure or Worry

Family:

“Another concern is what will happen to my daughter”

“My husband’s health”

“I’m worried about my family”

“Keeping my wife happy”

“Day to day stress about family”

Source: PatientWisdom / NRC Health

Changing the frame to change lives (in manual mode)

Started with patient who was coming to the emergency department ~10 times/month

“What can you tell me about him?”

“Nice guy – seizure disorder. Doesn’t take his meds consistently.”

“What’s our plan?”

“He arrives by ambulance – we have to take care of him.”

Set up a patient-centered care coordination team → down to ~2 times/month (including the first month; then 1 time/month)

“What can you tell me about him?”

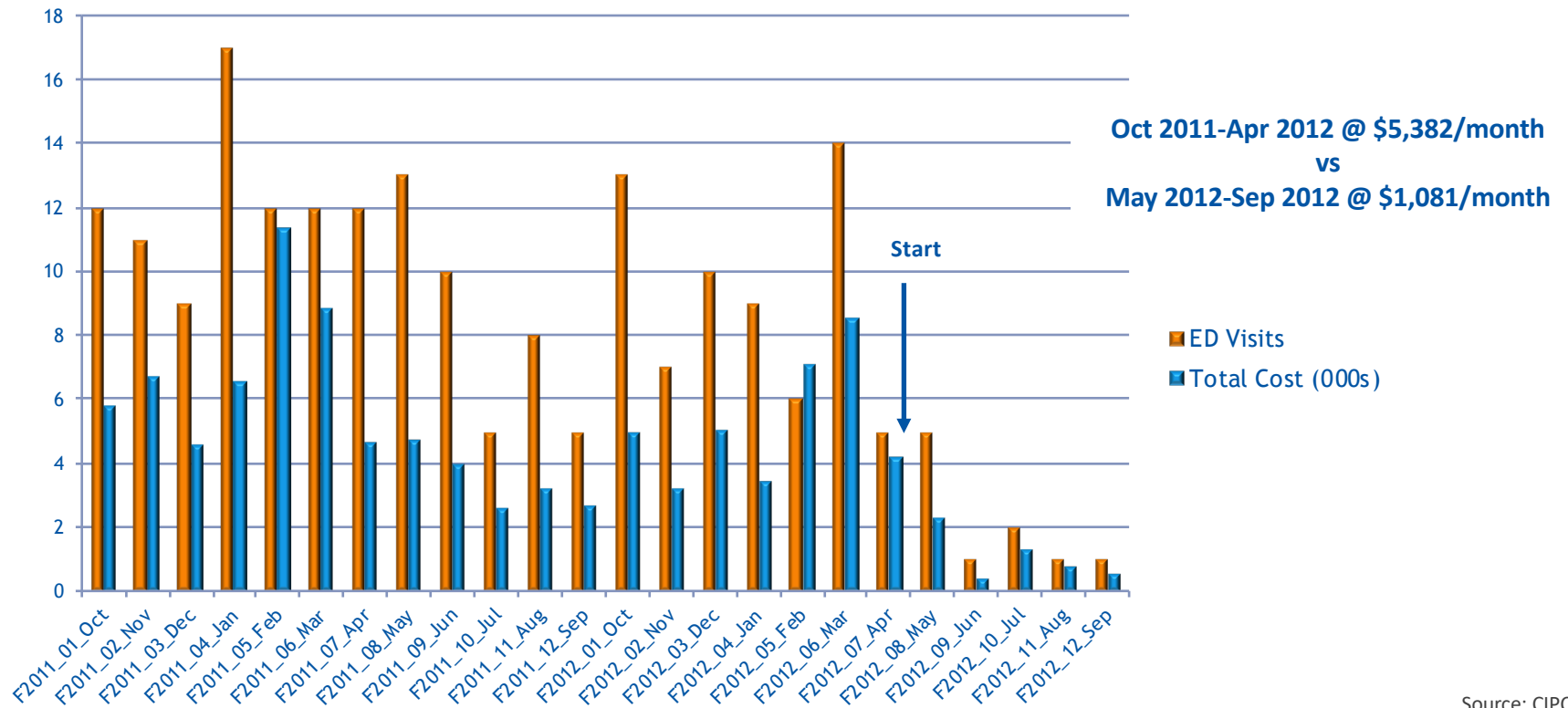
“Nice guy – seizure disorder. Doesn’t take his meds consistently.

☞ Lives with his mother – she calls the ambulance if he seizes.”

“What’s our plan?”

☞ “Let’s give him a simple cell phone and have a visiting nurse see him, text, or call each day to remind him about meds.”

The value-based impact of human understanding at n = 1



Source: CIPCI

A system of care built with patients



Regular routine care
Get help when sick
Find out what's going on
Patient empowerment - "Help me
Be my own doctor"
Listening
good communication / transitions of care
Know me + about me
TEAM

Convenience
Quality
Relationship
Sensitivity
Education

The Gengras Internal Medicine Clinic is a patient-centered medical home and a learner-centered training site.

We know our patients as individuals, provide the best care for them, and empower them to improve their own health.

Source: CIPCI

Poll 4: Listening to the frontline

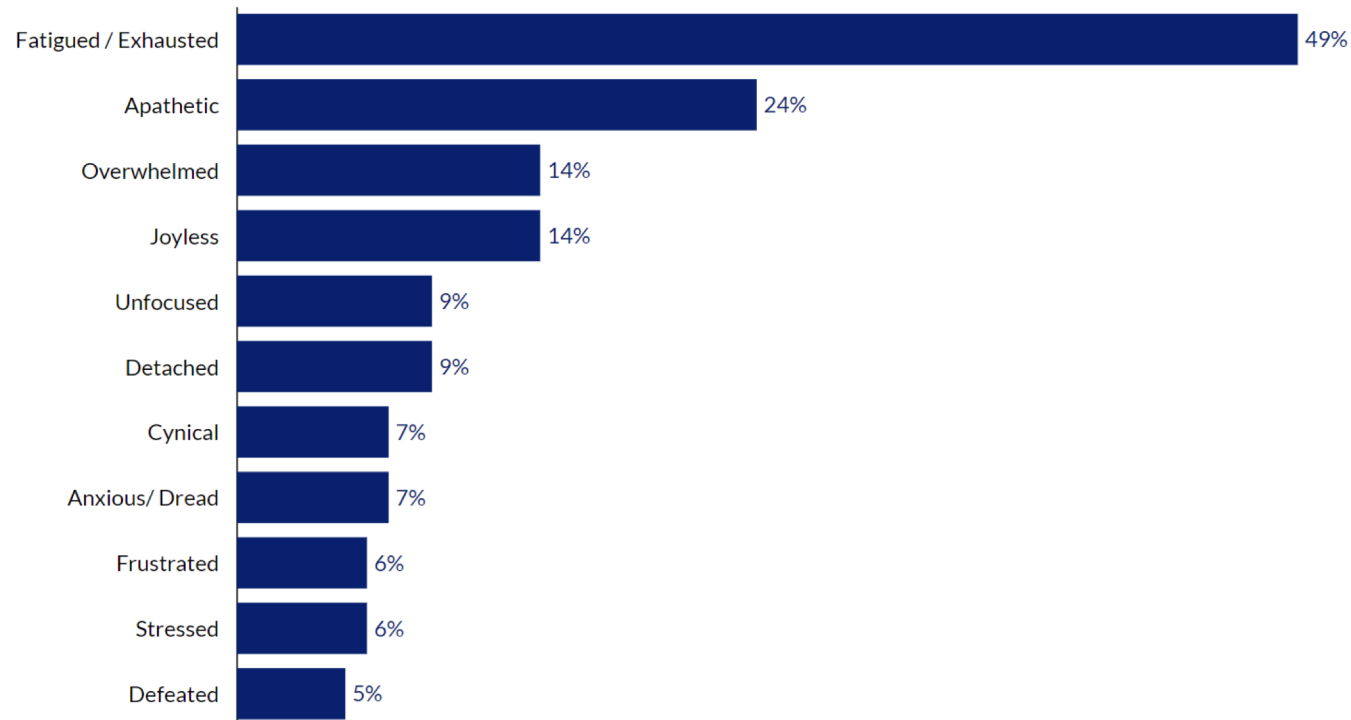
What is the current state of listening to people on the frontline at your organization?

(pick one)

We do our best via engagement surveys, pulse surveys, leadership rounding, town halls, etc:

- But lag in terms of action and closing the feedback loop
- And make sure to act on what we hear
- And make sure to act on what we hear and close the feedback loop by letting people know
- Not sure

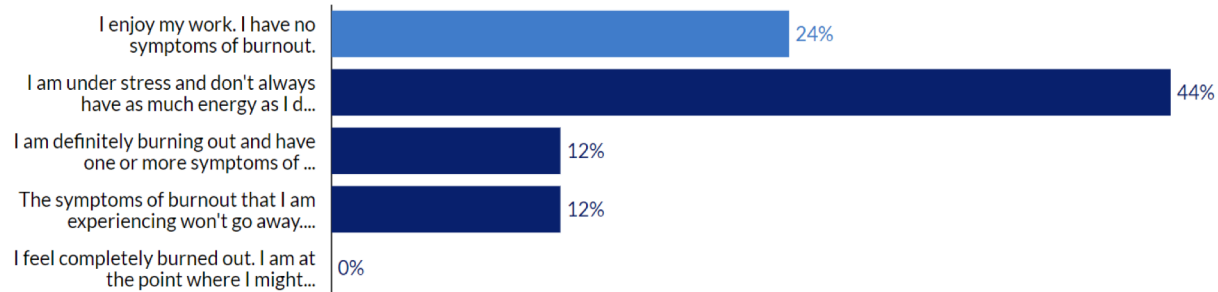
Frontline: Clearly define burnout



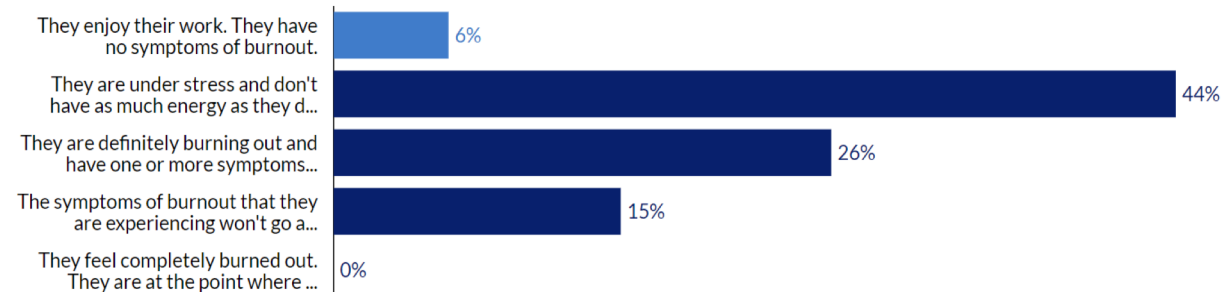
Source: PatientWisdom / NRC Health

Frontline: Clearly define burnout and see it in practice

How are you feeling?

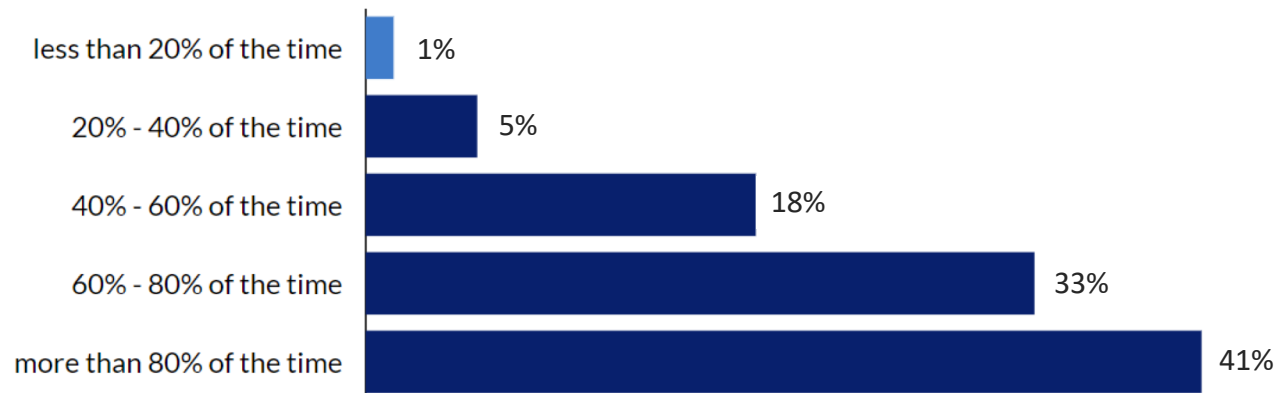


How are most of your colleagues feeling?



Source: PatientWisdom / NRC Health

Frontline: Fewer than half able to do their best work >80%



Things that would help reduce burnout and restore balance:

- “Better communication”
- “More control over schedules”
- “Fewer/more productive meetings”
- “Lower census”

Ways to make it easier to do my best work:

- “Good communication”
- “Feedback”
- “Lower patient load”

Source: PatientWisdom / NRC Health

Poll 5: Listening to community members

How has listening to the community your organization serves been beneficial?

(check all that apply)

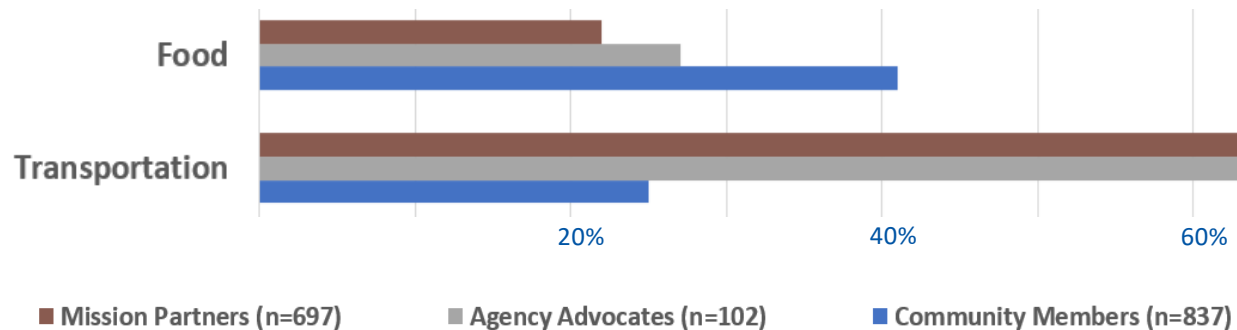
- Helps us set priorities
- Helps us refine our messaging
- Helps us make better investments
- Helps us create sustainable partnerships
- Other _____

Perception vs. reality in the community

We asked people working in a health system, community agency advocates, and people living in the community the same set of questions.

Well-intentioned professionals thought transportation was the biggest problem.

Community members highlighted issues with food security (availability/access, balanced diet, healthy choices) → Led to a significant and sustained initiative on food security.



Source: PatientWisdom / NRC Health

Two more examples of better investments via listening

Streator YMCA and OSF HealthCare Collaboration Announced



Health System Provides \$1M Grant to Catapult Health and Wellness Initiatives

By adding open-ended responses to their CHNA, a major health system learned that the community:

- Is seriously concerned about the opioid epidemic.
- Sees exercise as the most important issue impacting well-being.

Neither opioids nor exercise were on the traditional CHNA instrument's checklist for these items, so would not have surfaced.

Human understanding builds relationships.

FROM TRANSACTIONS

Patients as cases

What's the matter with you?

Within the care setting

Disconnected

Aggregated

TO RELATIONSHIPS

Patients as humans

What matters to you?

Beyond the care setting

Engaged

n = 1

Human understanding = Listening = Radical common sense

My Christmas present was finding out that I have pancreatic cancer.

Once my doctor understood that I want to live – not just be alive – we agreed to do chemo with “chemo vacations.”

I’m doing just fine. So lucky to have my family and friends around me. And a doctor who really cares.



Questions & Discussion

Contact Us...



Gregory Makoul, Ph.D., M.S.
CEO, Patient Wisdom
NRC Health
(800) 388-4264
gmakoul@nrchealth.com



The Governance Institute
1245 Q Street
Lincoln, NE 68508
(877) 712-8778
Info@GovernanceInstitute.com