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# Consumer Engagement in Health Care Governance

*Making consumer engagement real from the board room to the exam room*

*June 20, 2018*



# Speakers



**Clare Pierce-Wrobel**  
Director, Payment  
Reform Models



**Kathy Brieger**  
Chief of Patient Experience  
and Staff Development



**Melinda Karp**  
Vice President, Consumer  
Centered Quality



**Ann Hwang**  
Director, Center for Community  
Engagement in Health Innovation



# Agenda

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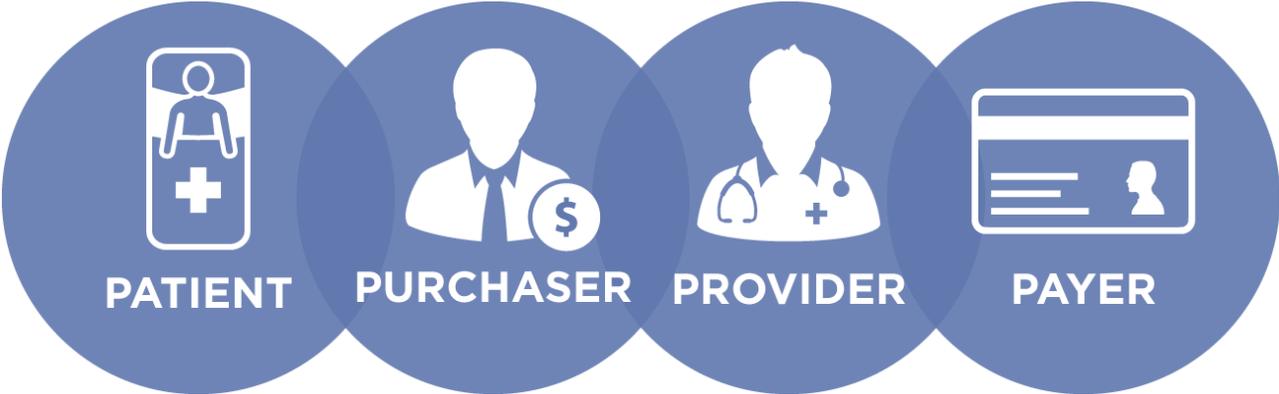
- HCTTF Report: Patient Involvement in Organizational Governance
- HRH Care: Patient Engagement Experience
- Commonwealth Care Alliance: Patient Centricity Strategy
- Community Catalyst: Tools for consumer engagement
- Q&A

# Who we are: Our mission to achieve results in value-based care



The **Health Care Transformation Task Force** is an industry consortium that brings together patients, payers, providers, and purchasers to align private and public sector efforts to clear the way for a sweeping transformation of the U.S. health care system. We are committed to rapid, measurable change, both for ourselves and our country.

**We aspire to have 75% of our respective businesses operating under value-based payment arrangements by 2020.**



# Our Members: Patients, Payers, Providers and Purchasers committed to better value

**Partners Healthcare**  
 FOUNDED BY BRIGHAM AND WOMEN'S HOSPITAL AND MASSACHUSETTS GENERAL HOSPITAL

**remedy partners™**  
 THE EPISODES OF CARE COMPANY

**ASCENSION**

**PREMIER**

**KAISER PERMANENTE**

**Tucson Medical Center**

**PBGH**  
 PACIFIC BUSINESS GROUP ON HEALTH

**COMMUNITY CATALYST**

**Atrius Health**

**Anthem**

**agilon HEALTH**

**BlueCross BlueShield of North Carolina**

**Aledade**

**Blue Cross Blue Shield Blue Care Network of Michigan**

**HRHCare**  
 COMMUNITY HEALTH

**aetna**

**THE DARTMOUTH INSTITUTE**  
 FOR HEALTH POLICY & CLINICAL PRACTICE

**SCL Health**

**Mark McClellan, Duke-Robert J. Margolis, MD**  
 Center for Health Policy

**Encompass Health**

**ChenMed**  
 — A Family of Companies

**MASSACHUSETTS**

**apollomed**

**national partnership for women & families**

**Washington State Health Care Authority**

**OSF HEALTHCARE**

**GREENVILLE HEALTH SYSTEM**

**new mexico health connections**

**Cleveland Clinic**

**carecentrix**

**NHeLP**  
 NATIONAL HEALTH LAW PROGRAM

**Archway Health**

**ConcertoHealth**

**Dignity Health**

**Trinity Health**

**LAW RETIREE Medical Benefits Trust**

**AMERICAN ACADEMY OF FAMILY PHYSICIANS**

**evolent HEALTH**

**HERITAGE PROVIDER NETWORK**  
 Your health in good hands

**South Carolina**

**Dartmouth-Hitchcock Health**



# Addressing Consumer Priorities in Value-Based Care: Guiding Principles

1 

Person centered, value-driven health care delivery includes patients/consumers as partners in all aspects of decision-making about their health care.

2 

Delivery of person-centered care is a cornerstone of value-based health care delivery systems.

3 

Person centered, value-driven health services networks use alternative payment models (APMs) that benefits consumers.

4 

Continuous quality improvements drive the development and success of person-centered, value-driven health services.

5 

Alternative payment and care delivery models accelerate the effective use of person-centered Health IT.

6 

Person-centered, value-driven health services organizations promote health equity for all.



Person centered, value-driven health care delivery includes patients/consumers as partners in all aspects of decision-making about their health care.

## Research Question:

What kinds of **structures** and **mechanisms** for engaging consumers as partners in governance and redesign efforts are in place today in organizations pursuing value?

*Conducted interviews with 13 senior decision-makers involved in leading consumer-engagement related activities within a provider organization*

## Findings: Health care providers are committed

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A majority of organizations (**61.5%**) reported inclusion of consumer engagement terminology in their vision, mission, or value statements.

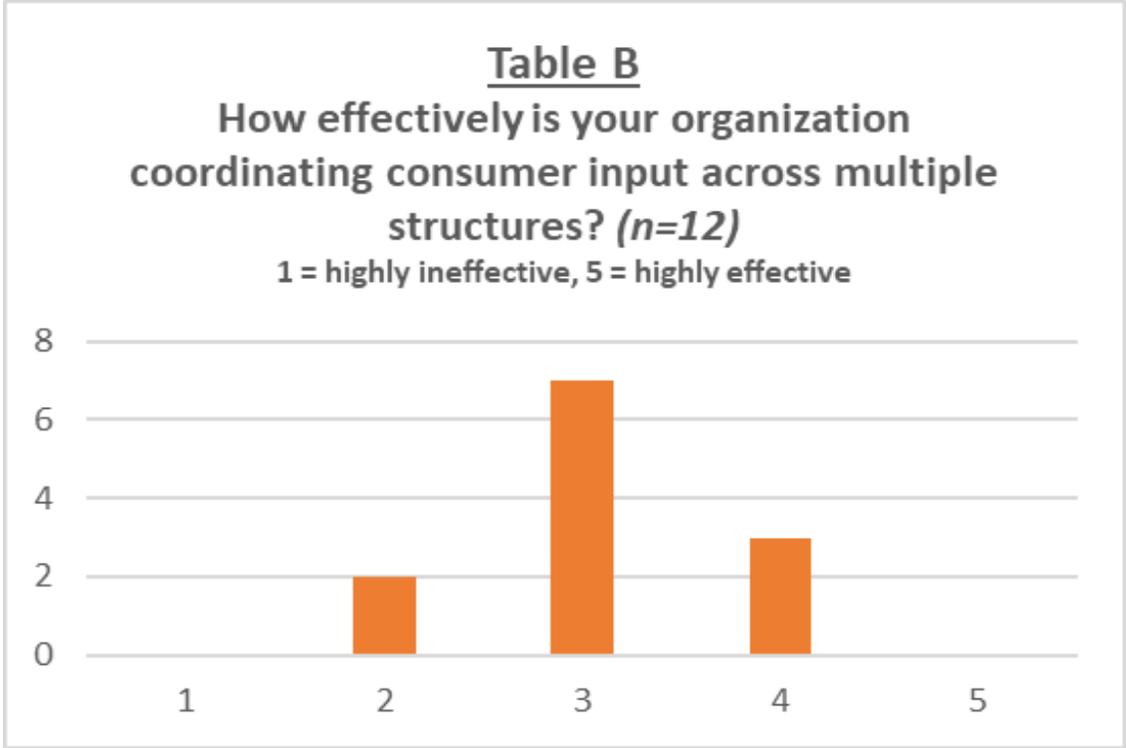
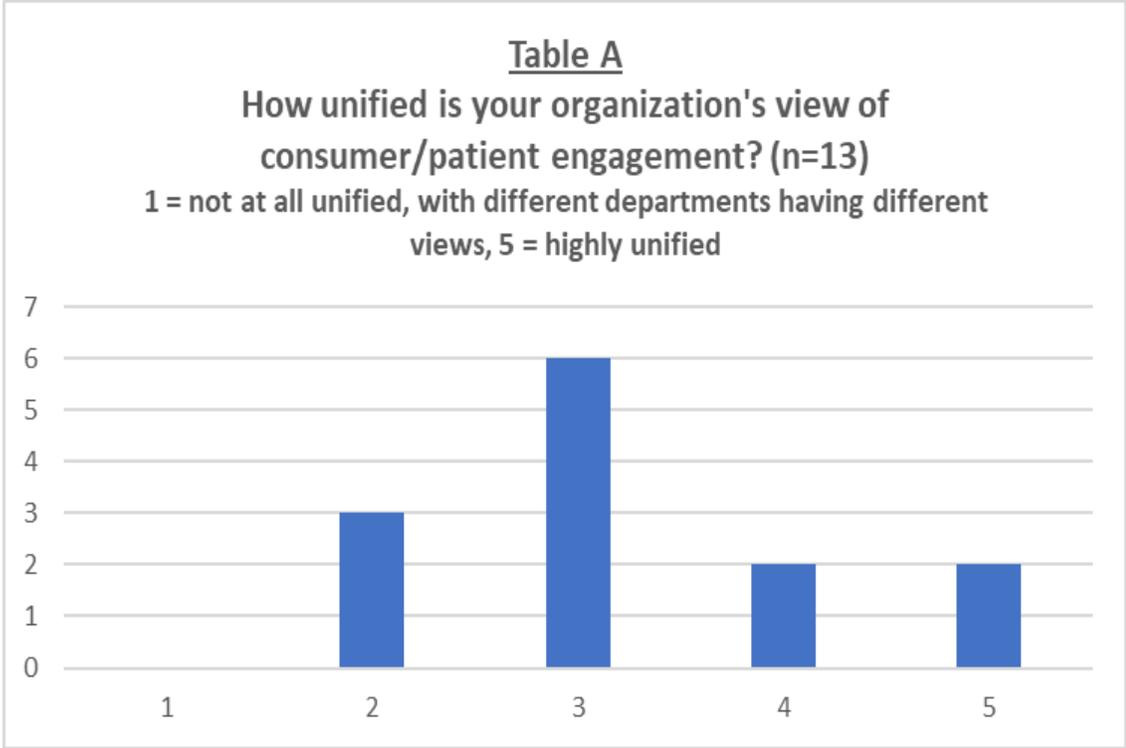
**91.7%** of participants reported an **increase** in the number of organizational structures that include consumer/patient representation in recent years.

## Findings: More structures for consumer engagement

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- Patient and Family Advisory Councils
- Advisory Boards with Consumer Representation
- Quality Improvement Committees
- Community Benefit Taskforces
- Patient Advocate Offices
- Corporate Boards with Consumer Representation
- Boards or Committees Designing Alternative or New Care Models
- Shared care/ shared decision-making systems
- Portals or websites for gathering consumer insight
- Focus groups for gathering consumer input, and Patient experience surveys

# Findings: Room for improvement



## Findings: Opportunities for further development

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1. Consumer recruitment
2. Consumer training
3. Operational structure to support consumer engagement
4. Integration across “silos of patient engagement” within organizations (i.e., marketing, care management, wellness promotion, and technology to support consumer engagement).

Federally Qualified Health Centers possess a wealth of knowledge and experience about how best to recruit, retain, and engage consumer participants in governance due to specific regulations mandating majority patient/community representation on the board of directors for FQHCs. These organizations can provide valuable insights and strategies about how to best engage consumers in system governance.

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# HRHCARE-2018



40  
YEARS

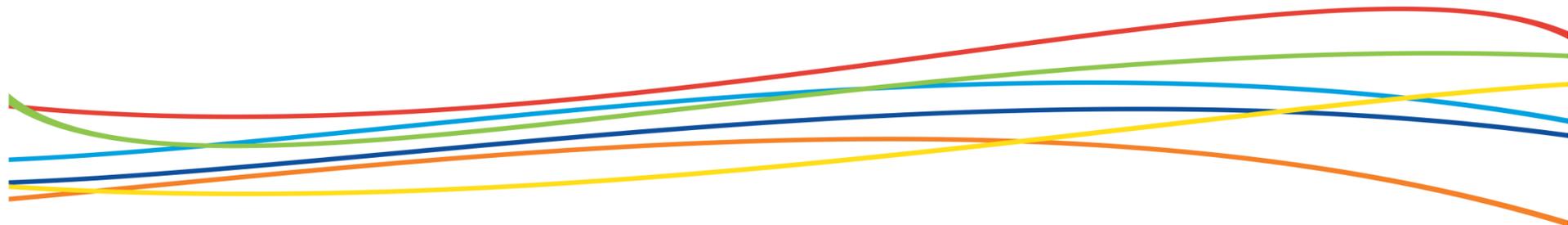
HRHCare  
COMMUNITY HEALTH

**Katherine Brieger, RD, CCE,  
CPHQ**

# HRHCare Mission Statement



To increase access to comprehensive primary and preventive health care and to improve the health status of our community, especially for the underserved and vulnerable.



# History: *Our Enduring Legacy*



In the early 1970's a group of local residents and religious leaders addressed the lack of appropriate health services in their community. In particular, a group of four women, fondly referred to as our founding mothers, spearheaded the efforts and have remained committed to the organization since its inception. Our CEO completes this picture having served in her position since 1977.



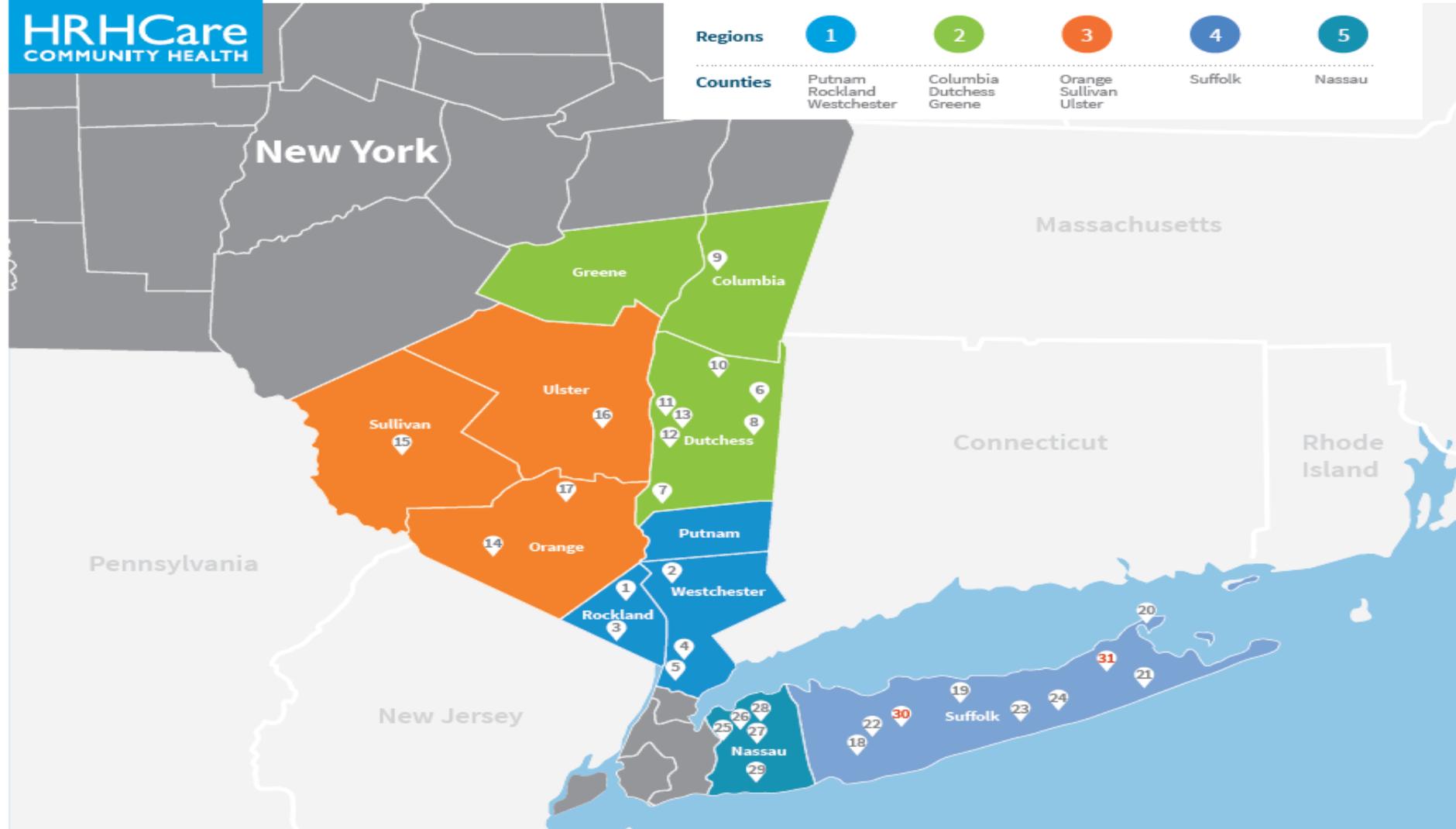
# HRHCare Service Area – Access is the

# Answer



Community Health Centers

10-county region  
of southeastern New York State



# Commitment to Quality: Awards and Recognition



Accredited since 1998 by the Joint Commission on Accreditation of HealthCare Organizations (JCAHO), Hudson River HealthCare has garnered numerous awards recognizing its bold approach to primary care delivery.



Recognized by the National Committee on Quality Assurance (NCQA) as a Level 3 Patient Centered Medical Home (PCMH)



Awarded the HIMSS Nicholas E. Davies Award of Excellence for outstanding achievement in the implementation of health information technology (EHR)



Planetree Designation represents the highest level of achievement in patient-centered care based on evidence and standards. HRHCare earned the Planetree Designation in 1996 and continues to honor Planetree evidence based standards. HRHCare remains the only Federally Qualified Health Center to achieve the Planetree Designation.



HRHCare was recently awarded the 2015 HRSA Health Center Quality Improvement grant award, which recognizes health center quality improvement achievements and investment in ongoing quality improvement activities. Awards are presented to proven leaders in areas such as chronic disease management, preventive care and the use of Electronic Health Records (EHRs) to report quality data.



# HRHCare: Patient Engagement

## BOD

- Selection is made from the communities we serve
- Based on their involvement as patients and community members
- Are nominated and voted in by the BOD
- Serve on a number of committees
- Are offered training by local and national resources for FQHCs

## Quality Advisors

- Many patients are asked to be involved in our programs on Quality Work
- Patient Cycle Time
- Walk through the sites
- Design of programs for health and wellness
- Outreach techniques
- Delivery of staff training and patient education programs
- Development of “Patient Communication Guidelines”

# Board of Directors

- Must have 51% patients on the BOD
- Review and Direct all aspects of HRHCare
- Review and address issues with a Staff Satisfaction Survey
- Review Staff Training and Outreach plans
- Grant Privileges for the providers
- Review Financial Reports
- Participate in setting hours of operations and site locations/services
- Review Patient Experience Reports and Initiatives

Board Member:  
Norma Johnson

- Serves as Co-Chair of the BOD
- Serves on the QI Committee
- Has been on the BOD since 1977
- Has been a patient for the same length of time



# Activities on the BOD

- Reviews incidents and patient complaints
- Evaluates activities and services for patients including outreach and education
- Reviews Staff Training plans and activities
- Evaluates the Staff Satisfaction results and response to the results
- Reviews Patient Satisfaction and focus group data and makes suggestions on action steps

# Community Advisory Committees

- Local groups who provide input on services and recommend programs
- May provide further input on what needs exist in a given community
- Serve as Ambassadors for the Health Center
- May help with programs like this one pictured: **Reading with children**



# Patient Stories

## Patient Stories

- Powerful way to connect staff to patients as people
- Reminder of what is important
- Recognizing the importance of data but bringing in the unique needs of each patient



# Communication Guidelines

- Used at Orientation
- Staff Communication Guidelines were developed first
- Asking patients-how do you want to have communication about your care and treatment?
  - what works best for you?
  - How might the patient portal work?
- What works best for you? Patient Portal; Texting; phone; mail

We Walk With You.....



# Staff Training

- Focus on patient stories and feedback
- Have a patient talk about their experience, what is important to them, how do they see quality



# Patient Cycle Time

Time Called By the Nurse	12:40	Front Desk New staff did not check me in.	This has been my longest wait here.
Time Nurse Leaves Exam Room	12:44		
Time Doctor Enters Exam Room	12:51		Did the provider identify him/herself? <u>Yes</u> No
Time Doctor Leaves Exam Room	1:13		How many times did the doctor leave the exam room? <u>1</u> Did someone tell you how many providers you will see today? <u>Yes</u> No
Start Check Out	1:14		Was there a long waiting line? Yes <u>No</u> How long did you wait on line? <u>1</u> Number of patients ahead of you on line <u>   </u>
End Check Out	1:15		
Total Amount of Time	1 hr 15 min.	Thank you for Participating! ** Total time will be calculated for you.	

Were you notified of any delays? YES NO If yes, what was the reason for the delay? \_\_\_\_\_

Were you notified that you may get a patient experience survey via mail or email? YES NO

Additional Comments: I had to go back to the front desk personnel to enquire (find out) what happen why I'm not seeing.

# Questions?

- [kbrieger@hrhcare.org](mailto:kbrieger@hrhcare.org)

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# Tools for Consumer Engagement

Ann Hwang (ahwang@communitycatalyst.org)

*Director, Center for Consumer Engagement in Health Innovation*



CENTER FOR CONSUMER ENGAGEMENT  
*in health innovation*

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healthinnovation.org

# About the Center

## Our Mission

- Bring the experience of consumers to the forefront of health innovation

## Our Focus

- People with complex health and social needs

## Our Work

- State and local advocacy
- Policy and research
- Training and education



Building  
consumer  
leadership



Improving  
health systems

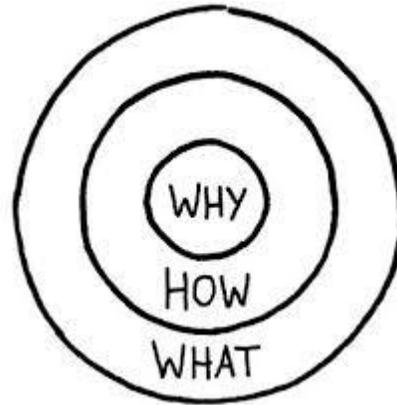


Engaging  
policymakers



Conducting  
research

# How We're Advancing Consumer Engagement: One Example



- Invest \$\$ to build base of consumers with complex needs who can influence the design of delivery system reform initiatives
- Understand which strategies work in engaging consumers with complex needs (low-income, communities of color, older adults)

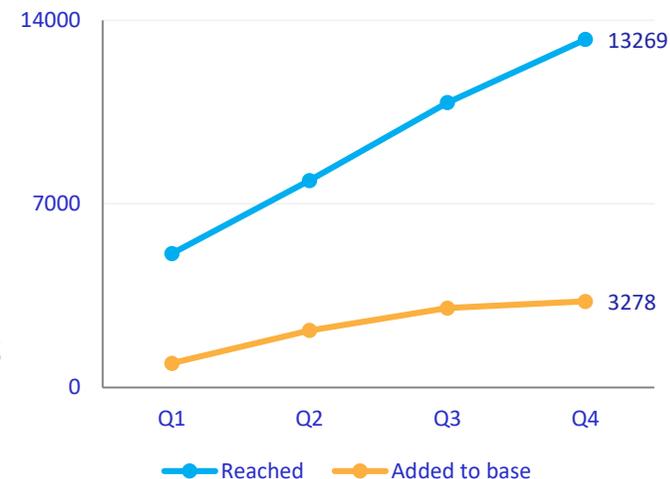
# Consumer Voices for Innovation: Strategy

- \$500K total invested, not including costs of TA/evaluation
- 6 partners selected, with capacity to reach people with complex needs
- Partners selected the specific issue for engagement (ex. managed long-term services and supports, accountable care models, integrated care for dually eligible individuals)
- Year 1: April 2017 through March 2018
- Established concrete goals:

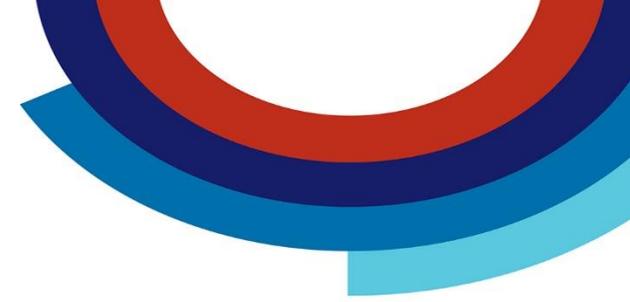


# Consumer Voices for Innovation: Outcomes

- **Strategies**
  - Broad-reaching techniques (e.g., media, large events)
  - Smaller-scale but more intensive strategies (e.g., workshops, house parties)
  - Outreach via service provision (e.g., community health workers, assisting individuals in care coordination)
- **Engagement**
  - Reached 13,000 people and added over 3,000 people to “base”; several hundred consumers underwent training or participated in leadership activities
- **Policy and Program Changes**

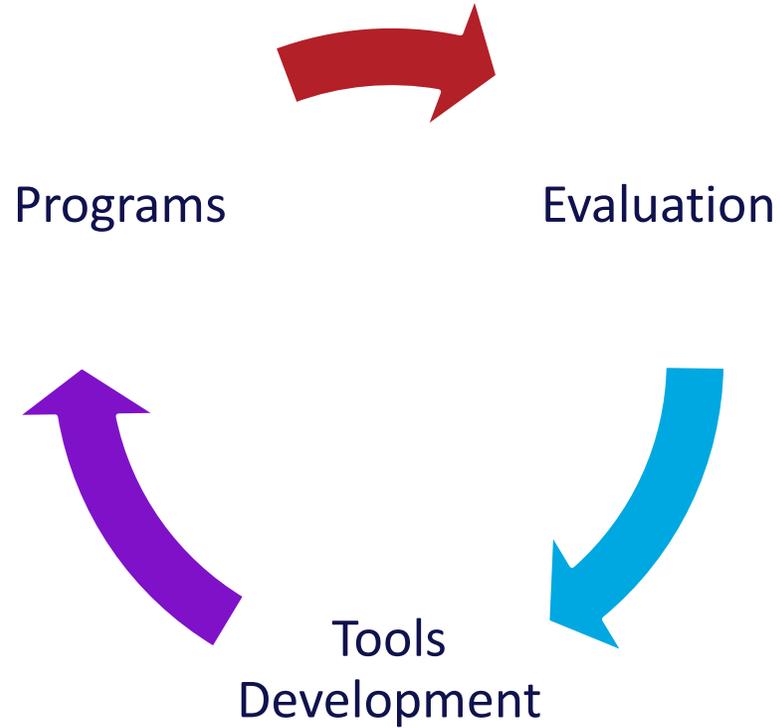
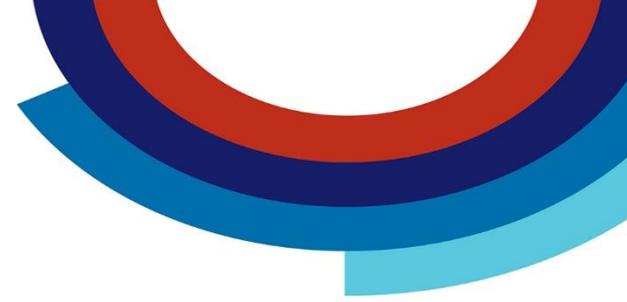


# What We Learned

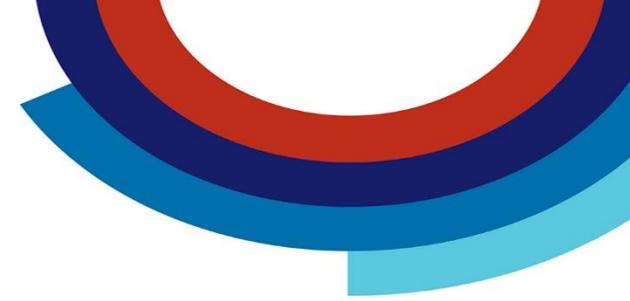


- Focus on relationships and trust
  - Work with trusted partners
- Invest time and patience
  - One-to-one rather than one-to-many
- Connect individual experience to the bigger picture
- Details, details, details
  - Preparation of consumers
  - Logistics (transportation, meals, location, hours, accessibility)

# Consumer Engagement Tools



# Consumer Engagement Tools



# Selected Resources

- Meaningful Consumer Engagement Webinars, including *Consumer Advisory Committees: Recruiting And Retaining Members For Engagement*
  - <https://www.resourcesforintegratedcare.com/resource-library>
- Community Catalyst, Meaningful Consumer Engagement Toolkit
  - <https://www.communitycatalyst.org/resources/tools/meaningful-consumer-engagement>
- Community Catalyst, Consumer Engagement in Medicaid Accountable Care Organizations: A Review of Practices in Six States
  - <https://www.communitycatalyst.org/resources/publications/document/ConsumerEngagementMedicaidACOs.pdf?1474915709>

# Selected Resources

- PCPCC: Support for Patient and Family Voices
  - <https://www.pcpcc.org/metrics/support-patient-family-voices>
- Cambridge Health Alliance, Practice Improvement Team Toolkit
  - <http://mcaap.org/wp2013/wp-content/uploads/2015/06/CHA-Practice-Improvement-Team-Toolkit.pdf>
- Agency for Healthcare Research and Quality, Working With Patient and Families as Advisors, Implementation Handbook, 2013
  - [https://www.ahrq.gov/sites/default/files/wysiwyg/professionals/systems/hospital/engagingfamilies/strategy1/Strat1\\_Implement\\_Hndbook\\_508\\_v2.pdf](https://www.ahrq.gov/sites/default/files/wysiwyg/professionals/systems/hospital/engagingfamilies/strategy1/Strat1_Implement_Hndbook_508_v2.pdf)
- Institute for Patient-and Family-Centered Care, A Patient and Family Advisory Council Workplan: Getting Started, 2013
  - [http://www.ipfcc.org/resources/A\\_Patient\\_and\\_Family\\_Advisory\\_Council\\_Workplan\\_Getting\\_Started.pdf](http://www.ipfcc.org/resources/A_Patient_and_Family_Advisory_Council_Workplan_Getting_Started.pdf)

# **THANK YOU**

**For more information:**

**Ann Hwang**  
**ahwang@communitycatalyst.org**

**Visit us on the Web!**  
**healthinnovation.org**

**Follow us on Twitter!**  
**@CCEHI**

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***Questions? Use the Q&A tab on the Zoom webinar screen.***

***For more information:***

[www.hcttf.org](http://www.hcttf.org)

[www.hrhcare.org](http://www.hrhcare.org)

[www.commonwealthcarealliance.org](http://www.commonwealthcarealliance.org)

[www.healthinnovation.org](http://www.healthinnovation.org)



# Recent Release and Upcoming Webinar

To sign up for announcements & invitations to our webinar series, please visit: <http://hcttf.org/sign-up>

## New Release

### An Actionable Framework for Health Care and Public Health Collaboration

This framework and accompanying white paper, addresses the need for more cross-sector partnerships between public and private health care providers to advance shared objectives, and identifies five key elements of effective collaborations. The framework also serves as a facilitation guide for health care providers and payers to think about how best to embed support for public health services and population health outcomes into value-based contracts.

**Available here:**

<https://hcttf.org/comprehensive-community-wellness-framework/>

## Tuesday, July 31<sup>st</sup>

### Catalyzing Health Care and Public Health Collaboration: Webinar

*Tuesday, July 31<sup>st</sup> | 2:00-3:00 pm ET*

Members of The Public Health Leadership Forum, and Health Care Transformation Task Force will share how the **Comprehensive Community Wellness Framework** was created and how it can be utilized to jumpstart collaborative partnerships, along with case studies from Idaho, Kentucky, and Michigan.

**Register here:**

[hcttf.org/webinar-consumer-engagement-in-health-care-governance/](http://hcttf.org/webinar-consumer-engagement-in-health-care-governance/)