# Amplifying the Patient's Voice

Thomas H. Lee, MD Chief Medical Officer, Press Ganey April 4, 2017



#### What We Are After In Seven Words

#### Email after query on behalf of patient with newly diagnosed ALS

Dear Sven and Tom

We recently completed enrollment in the US phase 2 trial of NurOwn (Brainstorm) the same treatment reported by Haddasah. The study in Haddassah was the first study- phase 1 - it was small, dose finding, uncontrolled. While I really hope they are right in their interpretation of the results, I think it isn't yet so clear. The US study enrolled 48 participants, using the highest concentration of cells used in the Haddassah phase 1 trials. We should have results late spring I hope.

There are a lot of other options now-- the science in ALS has really taken off thank goodness! and there are a lot of great ideas and targets-- we would be available to talk to your friend - either in person or phone to go through some of these. If your friend agrees, please connect him directly with me and Katie Tee (cc'd above), who is our research access nurse.

We are here to help your friend. Merit

## Start With the Why

- Simon Sinek's famous 2009 TED talk. Start with the Why. Then turn to the How. Then turn to the What.
- In healthcare, I think the Why that resonates with patients and clinicians is the Reduction of Suffering
- The How is delivering care that is safe, coordinated, empathic.





## Our Challenges Are Historic in Nature

- We have a crisis in the reliability and the coordination of care -- throughout the world
- Irresistible drivers of change include:
  - Medical progress
  - Aging population
  - Global economy
- Challenges for providers and patients:
  - Too many people involved, too much to do, no one with all the information, no one with full accountability
  - Result: Chaos  $\rightarrow$  gaps in quality and safety, inefficiency
  - Patients are afraid not just of their diseases, but of lack of coordination

Question: If somehow, magically, health care costs were not a problem, would you say that health care is working just fine?



#### What Do Patients Really Value?



#### Emergency Departments



#### Association Disappears When Information is Accounted For



#### Employee Ratings of Teamwork vs Other Quality Data





## And Now for the Hard Part ...



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## Engaging Doctors in the Health Care Revolution

by Thomas H. Lee and Toby Cosgrove

espite wondrous advances in medicine and technology, health care regularly fails at the fundamental job of any business: to reliably deliver what its customers need. In the face of ever-increasing complexity, the hard work and best intentions of individual physicians can no longer guarantee efficient, highquality care. Fixing health care will require a radical transformation, moving from a system organized around individual physicians to a team-based appreach focused on patients. Dectors of course must

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### Max Weber's Four Models for Social Action

- 1. Tradition e.g., Mayo Dress Code
- 2. Self-interest e.g., Performance bonuses
- 3. Affection e.g., Peer pressure
- 4. Shared purpose e.g., Reducing suffering
- We need to press all four levers.
- But the first lever that must be pressed is creation of Shared Purpose.
- In isolation, any of the other three levers is ineffective or potentially perverse.
- But in pursuit of a shared purpose, all three other levers can be embraced.



# Transparency: Screen Shot From University of Utah Find-a-Doctor Site



#### Patient Comments

Patient comments are gathered from our Press Ganey Patient Satisfaction Survey and displayed in their entirety. Patients are deidentified for confidentiality and patient privacy.

**UofU Patient** *February 20, 2016* Dr. Aoki and Chelsea have been wonderful through my surgery and post op care!

**UofU Patient** *February 11, 2016* Dr. Aoki really made me feel like I was in good hands. I'd highly recommend him.

**UofU Patient** *January 31, 2016* I have already recommended him to several people.

UofU Patient January 14, 2016 positive experiences with dr aoki.

**UofU Patient** *January 11, 2016* Dr. Aloke was amazing with my son. He spoke with him and me to make sure we both understood what was happening.

#### Percent of Providers at 99%tile



\*All Facilities Database includes the following Number of Physicians: 142,411 Number of Patients: 2,783,597

## And the number of dollars that U of Utah physicians have in incentives for improving patient experience is ...

\$0



- Coordination
- Communication
- Compassion

 Implications: If we have the right "Why", and we work relentless on the "How," patients will work with us on the difficult "What" issues, such as control of their pain and other types of suffering

