



Service
Quality
People
Cost
Growth
Ethics &
Compliance

Implementing the CAHPS Hospital Survey in a Hospital System

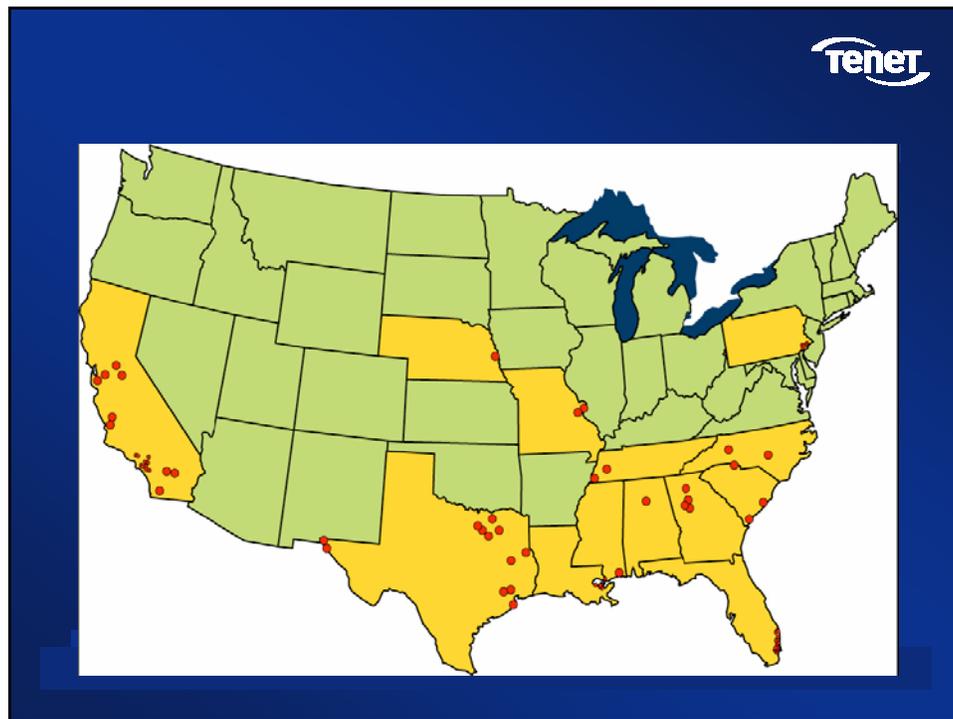
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Tenet Healthcare

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Tenet by the Numbers

- 71 acute care hospitals in 13 states
- 18,149 licensed beds
- 77,000+ employees
- 683,474 Admissions (2004)
- 5.6 million outpatient visits (2004)



Tenet's Patient Satisfaction System

- 100,000+ telephone surveys conducted annually by Field Research Corporation
- Implemented in 1982 by American Medical International (AMI); adopted by Tenet in 1995
- Includes Inpatient, Outpatient Surgery, Outpatient Services, Emergency Department, Inpatient Rehab, Outpatient Rehab, Mental Health, Home Health



H-CAHPS Survey History

- Piloted at eight hospitals in the fall of 2004
- Transitioned all hospitals to H-CAHPS questionnaire in January 2005
- Converted Outpatient Surgery and Emergency Department questionnaires to H-CAHPS format



Nursing Communication Index Report

Hospital	Inpatient	OP Surgery	ED	% Rank
A	83%	94%	77%	99%
B	85%	85%	71%	58%
C	73%	83%	74%	25%



Communication...Communication...Communication

- Explain the rationale for transitioning to the H-CAHPS Survey
- Share the questionnaire with the hospitals
- Obtain hospital participation in questionnaire design
- Prepare hospitals that a change in results may not indicate a change in performance



Questionnaire Design

- Integrate or conduct separate studies?
- Used H-CAHPS questions and added a Custom Question section including:

JCAHO issues	→	privacy and safety
High impact areas	→	teamwork and sensitivity to family needs
High use areas	→	patient access and food

- Two open-ended questions
- Interview length about the same



Challenges

- Change in service strategy component of using “key words” from the questionnaire
- Difficult to compare to previous time periods
- Screened questions result in lower sample sizes
 - Communication of Medications
 - Pain Management
 - Bathroom needs



Challenges (continued)

- Adding DRGs to patient data while maintaining timeliness
- H-CAHPS results will differ from Tenet results based on CMS adjustments (mode, demographics)
- Sample issues such as service line, proxies, non-English/Spanish interviews



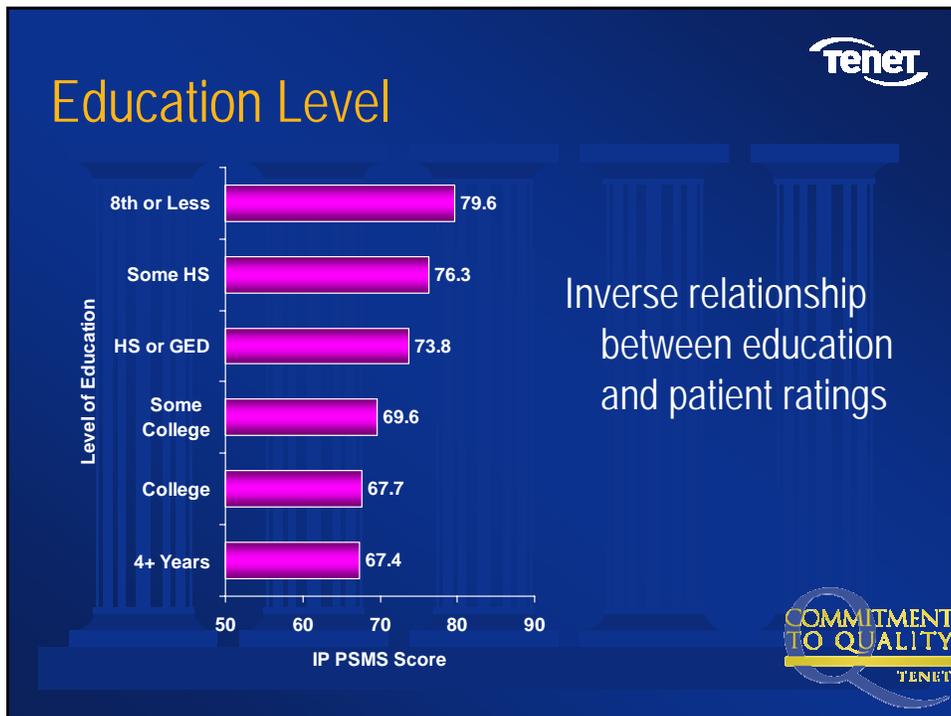
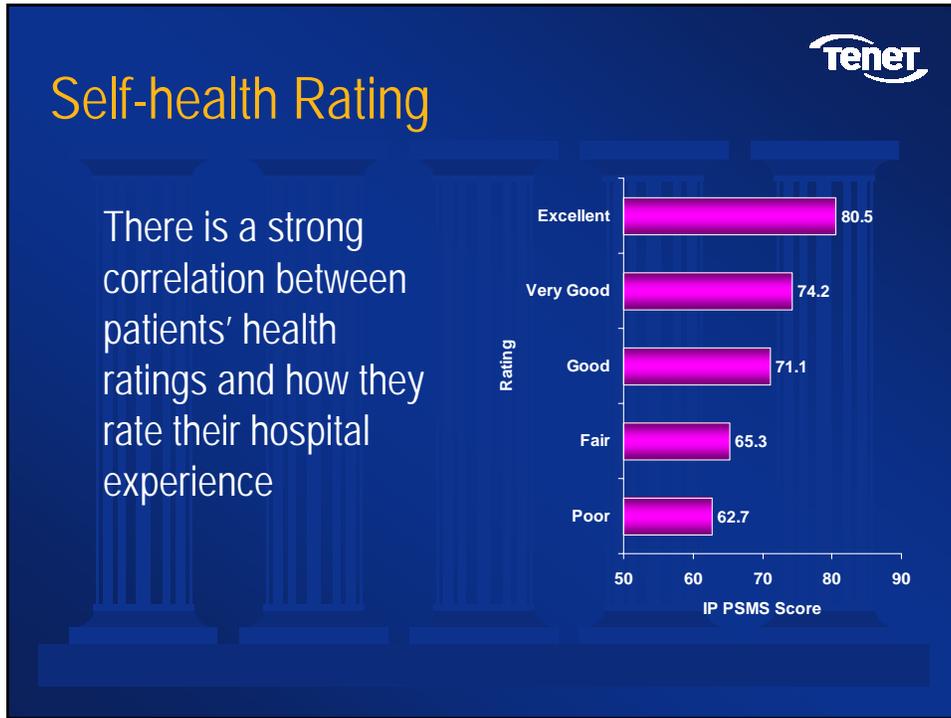
Sample Adjustments

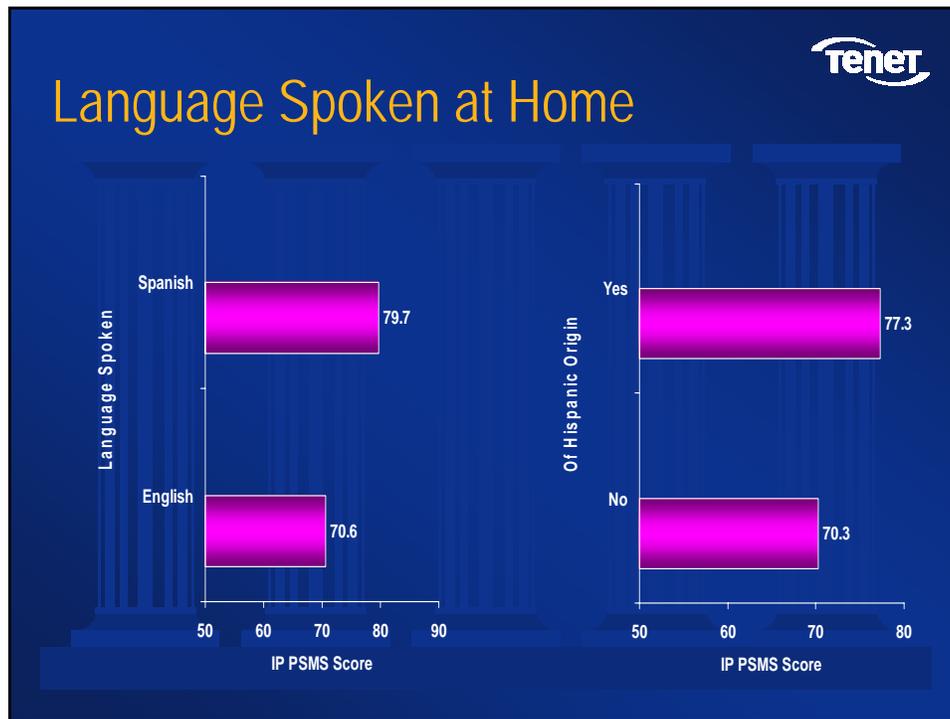
Hospital	Current Sample size	Adjustment Factor				Post-Adj Sample Size
		Proxies	Language	Service Line	Adj Total	
A	400	32	10	8	50	350
B	400	18	20	9	47	353
C	400	64	0	5	69	331



Sample Adjustments – 9 months

Hospital	Current Sample size	Adjustment Factor				Post-Adj Sample Size
		Proxies	Language	Service Line	Adj Total	
A	400	32	10	8	50	263
B	400	18	20	9	47	265
C	400	64	0	5	69	248





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- Using the Results for Improvement**
- Focus service training on H-CAHPS questions
 - Identify best practices for our National Service Conference
 - Incorporate into the company's Balanced Scorecard



Contact Information

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The slide features a dark blue background with a faint, stylized image of classical columns. The text is centered and presented in a clean, white sans-serif font. The Tenet logo is positioned in the upper right corner of the slide area.