

# HCAHPS

The Hospital Consumer Assessment of Healthcare Providers and Systems

## Make Sure Your HR Team Is in It for the Long Run

"You cannot teach attitude.  
You cannot teach commitment.  
And you can't teach compassion."

— Tyler Newton, Employment Supervisor at Sonora Regional Medical Center



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### What is HCAHPS?

HCAHPS is "the first national, standardized, publicly reported survey of patients' perspectives of hospital care."<sup>1</sup> The critical component that drives HCAHPS scores is patient satisfaction.

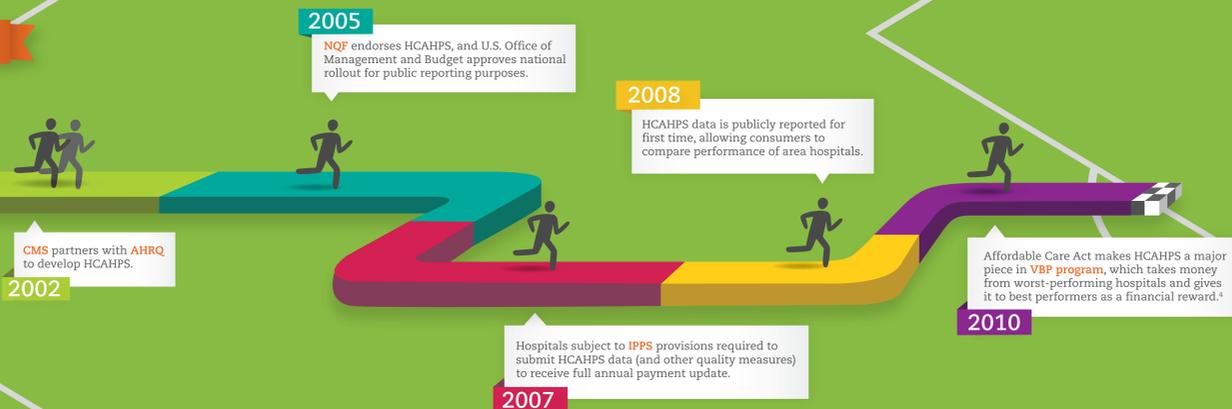


"Every HCAHPS score is the patient's perception of what really happened."

— Carol Statter, Employment Manager at Infirmity Health System

Spring 2012 public reporting involved 3,851 hospitals and 2.8 million completed surveys.<sup>2</sup>

### A Brief History<sup>3</sup>



### The Financial Impact of HCAHPS

In fall 2013, CMS will distribute an estimated \$850 million to hospitals under VBP. Reimbursements will be based on a set of quality measures linked to:

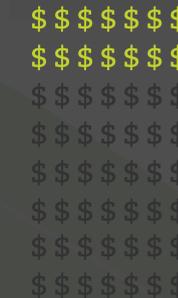


Over the first five years of VBP, hospitals face:<sup>5</sup>



# 25%

of hospitals with the highest HCAHPS scores were also on average the most profitable.<sup>6</sup>



### CMS and AHRQ's Key Goals for HCAHPS

CMS and AHRQ had three key goals in developing HCAHPS:<sup>7</sup>

- 1 Allow for objective and **meaningful** comparisons of hospitals.
- 2 Create new **incentives** for hospitals to improve quality of care.
- 3 Enhance hospital **accountability** in return for the public investment.

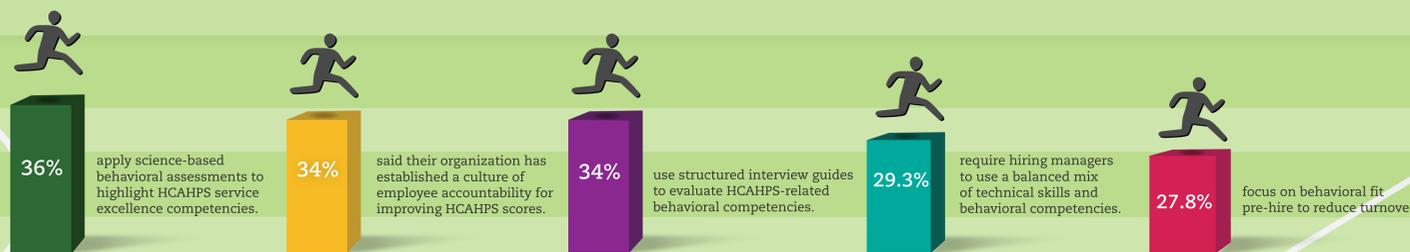
### Healthcare HR's Key Goals

As a healthcare HR professional, HCAHPS should motivate you to:

- Hire employees who will provide patients with **meaningful**, positive experiences.
- Incentivize** employees to meet organizational goals (e.g. boosting HCAHPS scores).
- Create a culture of employee **accountability** through regular performance evaluations.

### Clear Your HCAHPS Hurdles

In March 2012, HealthcareSource conducted a 21-question blind survey of over 100 healthcare professionals.<sup>8</sup>



### HCAHPS Technology Solutions Study

A 2011 study looked at HCAHPS data to compare the performance of HealthcareSource client hospitals with non-client hospitals.<sup>9</sup> The study focused on two global measures:

389 hospitals used HealthcareSource Staff Assessment<sup>SM</sup> software, and 3,039 hospitals did not.<sup>10</sup>

759 hospitals used HealthcareSource Position Manager<sup>SM</sup> software, and 3,039 hospitals did not.

**Overall rating of hospital:**  
How do patients rate the hospital overall?

Hospitals using Staff Assessment scored at the 52 percentile, while hospitals not using it scored at the 50 percentile.

Hospitals using Position Manager scored at the 54 percentile, while hospitals not using it scored at the 49 percentile.

**Recommend hospital:**  
Would patients recommend the hospital to friends and family?

Out of 100 people, 56 would recommend hospitals using Staff Assessment...

Out of 100 people, 56 would recommend hospitals using Position Manager...

vs. 50 for other hospitals.

vs. 49 for other hospitals.

### The Winning Performance Equation

At HealthcareSource, we believe employee performance is a function of three factors:

- Can the person do the job? **ABILITY**
- Will the person do the job? **MOTIVATION**
- Has the person done the job? **EXPERIENCE**

Effectively evaluating candidates across all three dimensions will help you hire, cultivate and retain a team that puts customer service first — driving HCAHPS scores up.

★ Once you hire a great team, coach them to succeed! ★

"We use the coaching functionality in our performance management system to support our positive discipline process. If an employee receives a low rating on his or her performance evaluations, the manager immediately creates an action plan to follow over the upcoming months."

— Kathie Pasquarella, Director of Training and Education at Trinity Health System

### Is Your Team Prepared for HCAHPS?

Take our brief HCAHPS readiness survey by October 31 to find out.



1, 2, 3 HCAHPS Fact Sheet, May 2012  
4 "Value-Based Purchasing Raises the Stakes." The Hospitalist.  
5 2009 VBP impact study (sponsored by Data Advantage LLC) of 2,989 non-exempt hospitals discussed by Gunter Wessels, a partner at Total Innovation Group, and Hal Andrews, managing director and chief development officer at The Martin Companies (referenced here).  
6 "2011 Pulse Report: Perspectives on American Health Care." Press Ganey.  
7 HCAHPS Fact Sheet, May 2012.  
8 For more information on the HCAHPS Technology Study, email education@healthcaresource.com.  
9 Study conducted by Dr. Frederick Morgeson, Ph.D., Professor of Management at the Eli Broad Graduate School of Management at Michigan State University.  
10 The study's percentile scores range from 0-100 and reflect a hospital's score relative to all other hospitals in the sample. For example, if a hospital has a score of 60, its score is higher than 60% of all other hospitals. Thus, higher numbers indicate more favorable HCAHPS scores. Using standardized percentile scores makes the different scale scores directly comparable.