

Improve Practice
Efficiencies and Patient/
Provider Joy by Asking
“What matters to you?”

Learning objectives

After completing this webinar, you will be able to:

- Explain the relationship between Health Outcome Survey (HOS) scores and improved patient communication.
- Define the “What matters to you?” (WMTY) patient engagement approach.
- State examples of how asking, listening, and doing “*what mattered*” improved patient experience, promoted care efficiency, and brought joy to work.
- List time saving tips for integrating WMTY into busy clinical practice settings.
- Locate resources and services that can help support WMTY conversations.

This presentation and a link to the recording will be emailed to you within five (5) business days.





Eddy Ang, MD
Medical Director
Blue Shield Promise Health Plan



“What matters to you?” and the HOS survey

Health Outcomes Survey (HOS) overview

- HOS assesses the ability of a Medicare Advantage (MA) organization, like Blue Shield, to maintain or improve the physical and mental health of its members over time.
- It is used by the Centers for Medicare & Medicaid Services (CMS) to evaluate patients' perception of you, your staff, and Blue Shield of California.
- HOS (and CAHPS) ratings account for more than a quarter of the overall CMS Star quality rating.
- **A 5-Star rating increases our enrollment and brings more patients to your practice.**
- **We believe integrating WMTY into your practice at multiple levels can positively impact these scores.**



As you listen to this presentation, please consider...

A 2009 meta-analysis of 127 studies assessing the link between patient treatment adherence and physician-patient communication found: *

- 19% higher risk of non-adherence among patients whose physician communicated poorly.
- Substantial and significant improvements in adherence among patients whose physicians participated in communication skills training.

WMTY is a simple to learn and use motivational interviewing (MI) tactic.

- MI is a collaborative person-centered communication approach designed to elicit and strengthen motivation for change.
- Speaking to your patients in plain language and asking WMTY can help improve adherence.
- Evidence points to the fact that very brief (5-minute) MI sessions have positive results, particularly when patients are highly resistant to change. †
- Using the WMTY methodology helps elicit meaningful conversations; ones that patients are more likely to remember when completing the HOS.

* [Zolnierek & Dimatteo, 2009](#)

† [Encouraging Patients to Change Unhealthy Behaviors with Motivational Interviewing](#)



Today's presenter: Damara Gutnick, MD



Damara Gutnick, MD

“Passionate about incorporating patient voice into health systems redesign AND program co-design.”

- **Senior Director**
Office Community & Population Health,
Montefiore Health System
- **Associate Professor,**
The Albert Einstein College of Medicine
 - Family & Social Medicine,
 - Psychiatry & Behavioral Sciences,
 - Epidemiology & Population Health
- **GNVHA Clinical Quality Fellowship**
- **Motivational Interviewing Trainer (MINT)**
- **WMTY International Champion**
- **Internist**



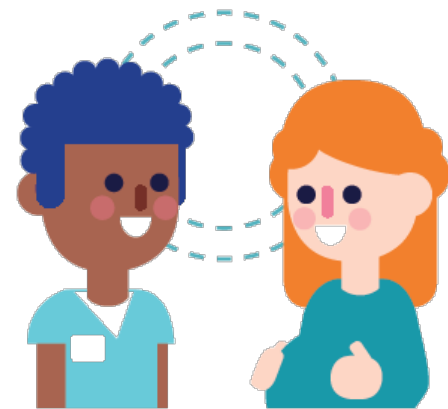


Improve Practice Efficiencies and Patient/Provider Joy By Asking... “What Matters to You?”

Damara Gutnick, MD

Blue Shield of California

August 25, 2021



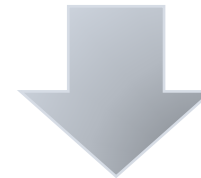
Maureen Bisognano

Former CEO of Institute of HealthCare Improvement (IHI)

Let's flip healthcare from ...

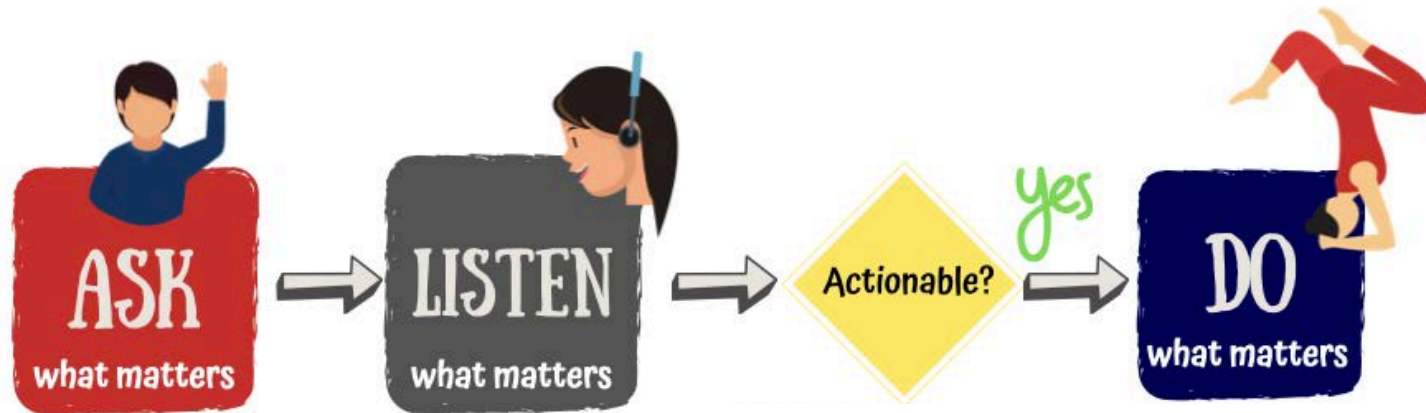


**What's the
matter?**




**What matters
to you?**

What matters to you?



Slide credit: Damara Gutnick, MD

An elderly man with white hair and glasses is seated at a wooden table in a restaurant. He is wearing a light-colored, patterned button-down shirt and is captured in the middle of eating. On the table in front of him are several glasses of water and a large bowl of food, which appears to be a seafood platter with various items wrapped in foil. The background shows other diners and a waiter in a white shirt, suggesting a busy dining environment. The lighting is warm and indoor.

Multiple admissions
for heart failure

Always on Saturdays!


Doing what matters!



CHF Treatment Plan

- Manage signs & symptoms of heart failure exacerbation
- **Low sodium diet**
- Fluid restrictions



An elderly man with glasses and a light-colored patterned shirt is seated at a wooden table in a dining room. He is looking towards the camera with a slight smile. On the table in front of him are several glasses and a bowl of food. In the background, other people are seated at tables, and a person in a white shirt is standing. The scene is brightly lit, suggesting a daytime setting.

As a clinician. . .
What might you
do differently?

What *mattered* was having
lunch with his ROMEO group

Doing what matters!



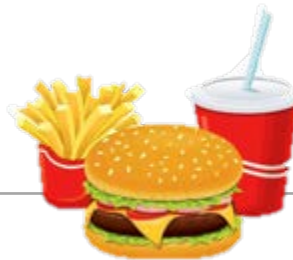
CHF Treatment Plan

- Manage signs & symptoms of heart failure exacerbation
- **Low sodium diet**
- Fluid restrictions



Patient Goal WMTY

- *Weekly Lunch with my ROMEO Group (**Retired Old Men Eating Out**)*

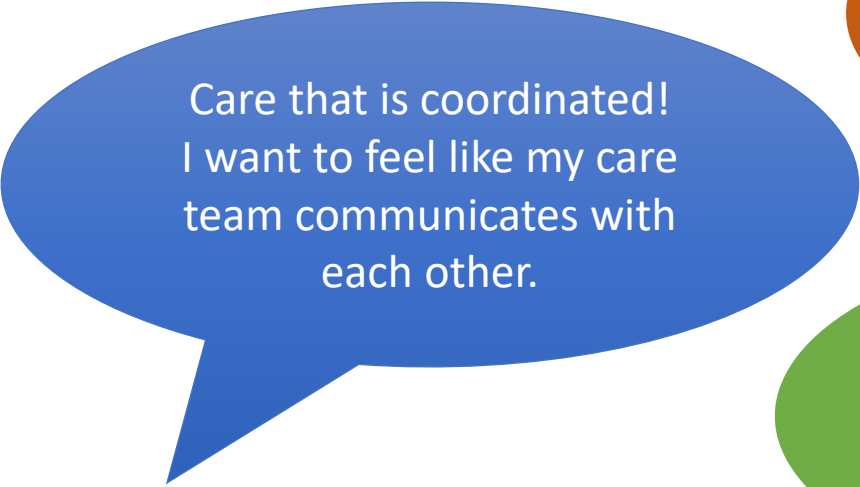


WMTY Aligned Care Plan

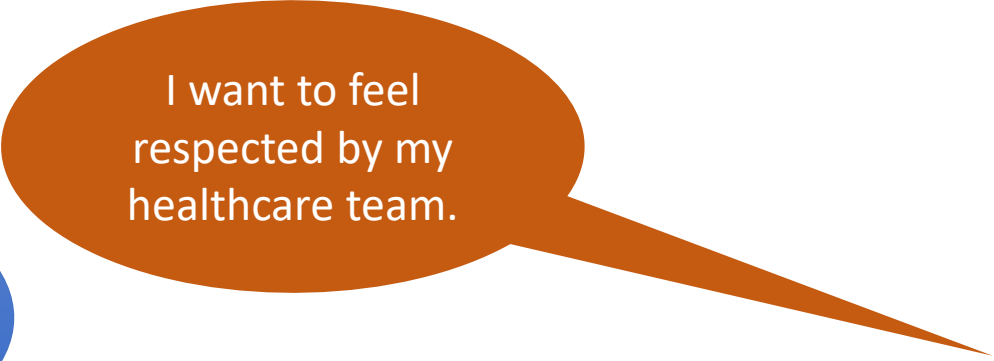
- Extra water pill after high salt meals



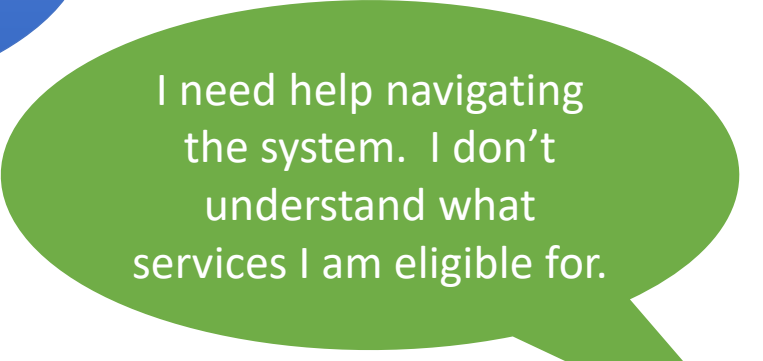
Asking, listening and *doing what matters* can impact patient experience




Care that is coordinated!
I want to feel like my care team communicates with each other.



I want to feel respected by my healthcare team.



I need help navigating the system. I don't understand what services I am eligible for.



An appointment time that is convenient to me.



A clean bathroom.



The evidence

WMTY conversations help healthcare teams understand what is “most important” to our **patients**, leading to *high quality care delivery, improved PX, and improved patient-provider relationships.*

Shared Decision Making – The Pinnacle of Patient-Centered Care

Barry M & Edgman-Levitan S NEJM 2012

One of 5 strategies with **potential to enhance physician presence & meaningful connection** with patients during the clinical encounter

Zulman DM et.al. JAMA 2020

Applied to the Orthopedic Care Journey

DiGloia AM et.al. Patient Experience Journal 2016

Motivational Interviewing Evidence

Miller & Rollnick, Motivational Interviewing, Helping People Change

One of the Age-Friendly Health System’s 4Ms *-What Matters -Medications -Mentation -Mobility*

Age Friendly Health Systems: Guide. 2019 (available at IHI)

Framework for Improving Joy in Work

*Perlo J, Balik B, Swensen S, et al 2017.
IHI White Paper.*

Shared decision making



Barry M and Edgman-Levitan S, *Shared Decision Making – The Pinnacle of Patient-Centered Care*. NEJM, 366:780-781,2012

What Matters to You?



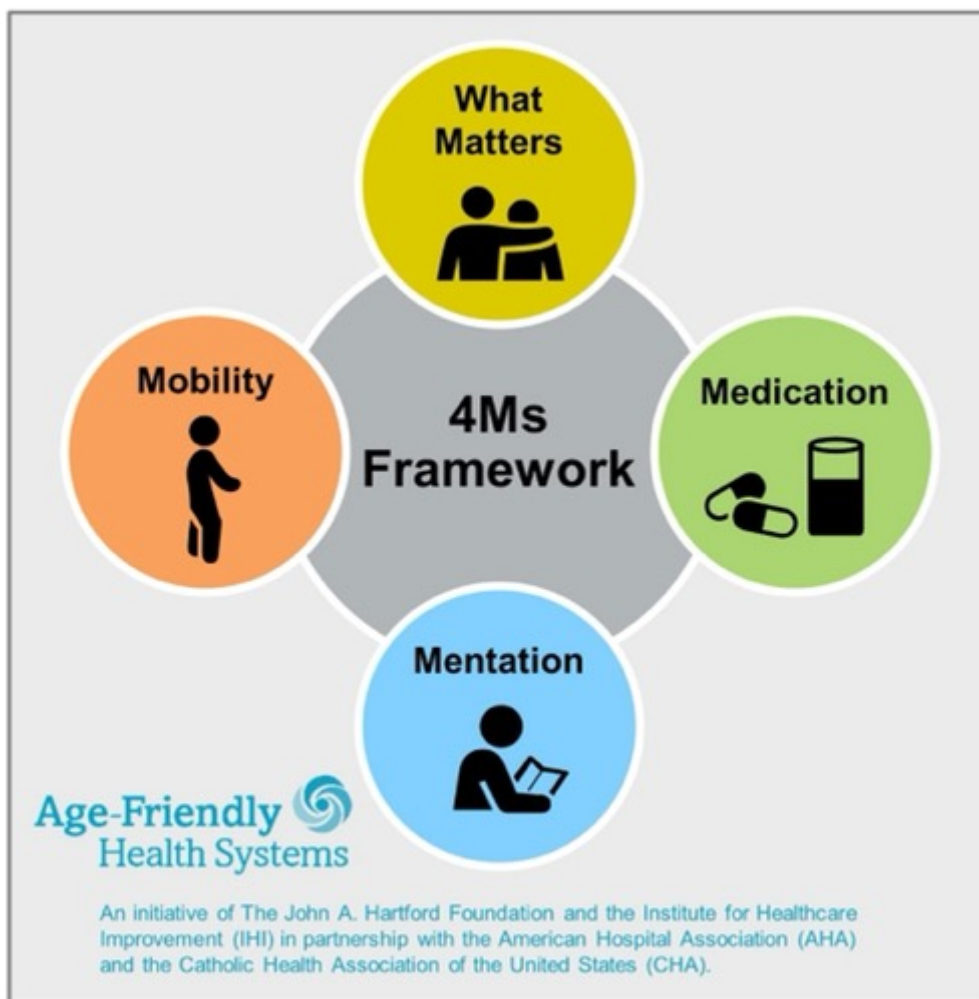
Slide credit: Damara Gutnick, MD

Agreeing on “*what matters*” identified as one of five practices with potential to enhance physician presence and meaningful connection with patients in the clinical encounter



Zulman DM, et al. *Practices to Foster Physician Presence and Connection with Patients in the Clinical Encounter*. *JAMA*. 2020;323(1):70-81.

Age-Friendly Health System: 4Ms Framework



For related work, this graphic may be used in its entirety without requesting permission.
Graphic files and guidance at ihi.org/AgeFriendly

What Matters

Know and align care with each older adult's specific health outcome goals and care preferences including, but not limited to, end-of-life care, and across settings of care.

Medication

If medication is necessary, use Age-Friendly medication that does not interfere with What Matters to the older adult, Mobility, or Mentation across settings of care.

Mentation

Prevent, identify, treat, and manage dementia, depression, and delirium across settings of care.

Mobility

Ensure that older adults move safely every day in order to maintain function and do What Matters.

WMTY is one of four steps for leaders outlined in the IHI “Joy in Work Framework”



4. Use improvement science to test approaches to improving joy in your organizations

3. Commit to a systems approach to making joy in work a shared responsibility at all levels of the organization

2. Identify unique impediments to joy in work in the local context.

1. Ask staff, “What matters to you?”



Perlo J, Balik B, Swensen S, et al. *IHI Framework for Improving Joy in Work*. IHI White Paper. Cambridge, Massachusetts: Institute for Healthcare Improvement; 2017. (Available at ihi.org)

What matters to you? in action

A personal story: Jennifer

What matters to you?



A personal story: Jennifer

What matters to you?



What matters may include... social determinants of health (SDH)

*What matters
to you?*



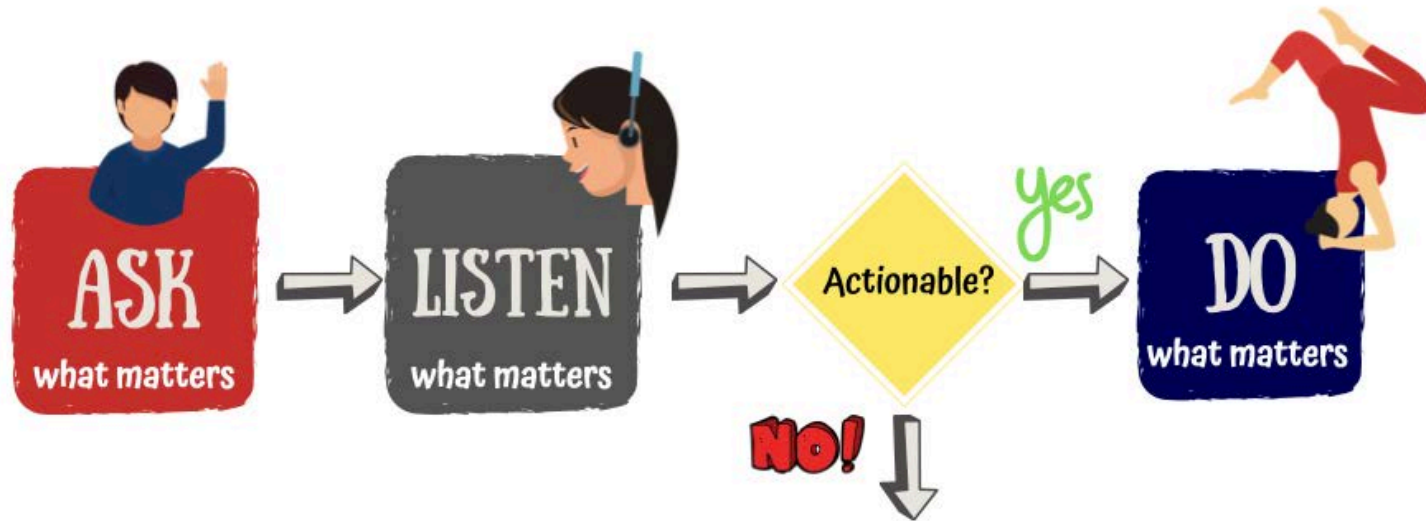
I am being
evicted.

My kids are
hungry.

I can't get to
appointments.

My son uses
drugs.

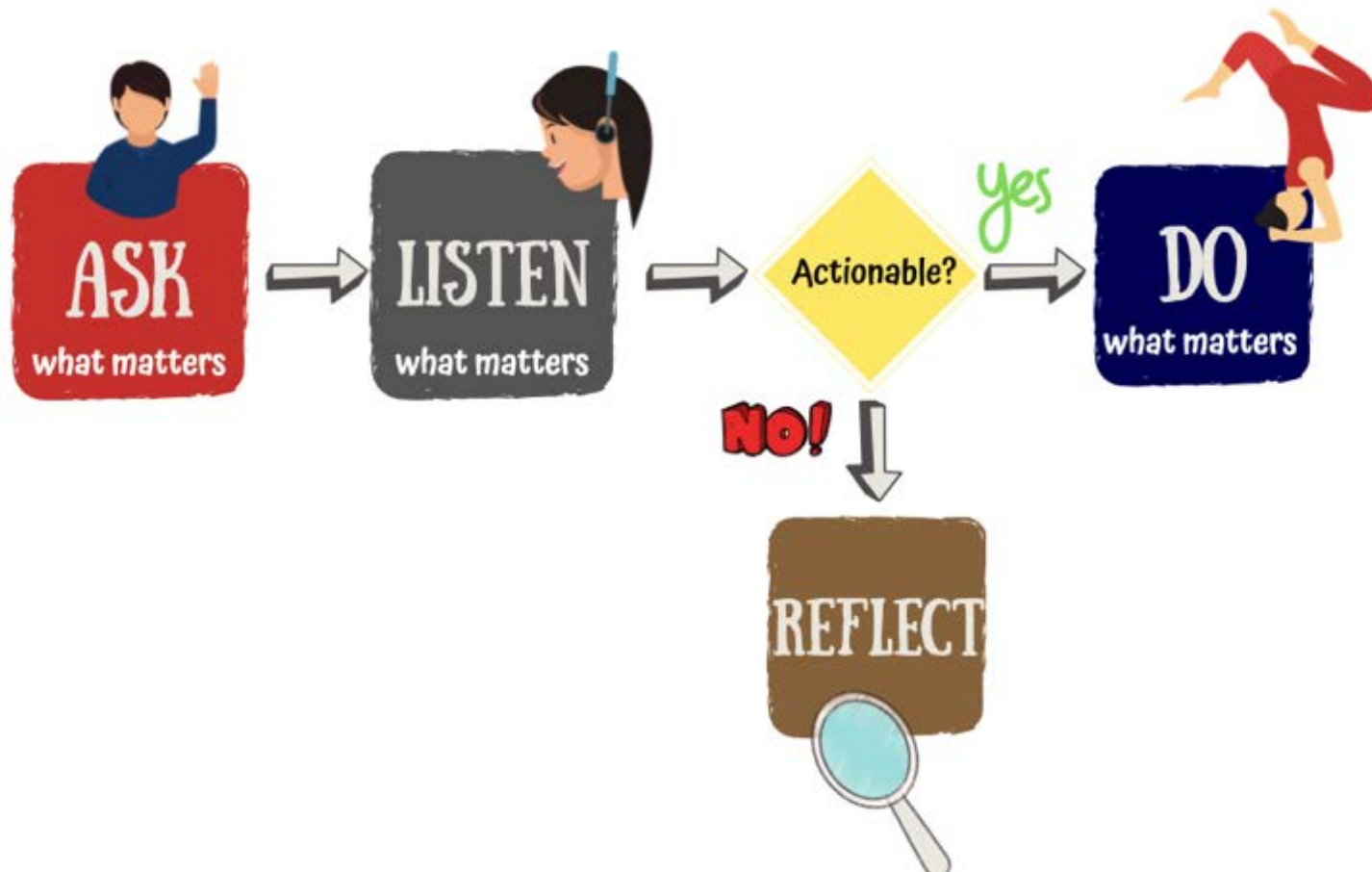
What matters to you?



Slide credit: Damara Gutnick, MD

*Gutnick, 2018 MINT Forum

What matters to you?



Slide credit: Damara Gutnick, MD

*Gutnick, 2018 MINT Forum

Aligned with motivational interviewing (MI) spirit



Slide credit: Damara Gutnick, MD

*Gutnick, 2018 MINT Forum

What matters to you?



Slide credit: Damara Gutnick, MD

*Gutnick, 2018 MINT Forum

Impact of asking WMTY

- WMTY was implemented across all units at the Royal Free Hospital in London
- Staff surveyed about their experience

Asking the WMTY question

- 67% reported the question led to a change in an aspect of their care /intervention
- 80% shared the information they learned with other professionals
- 91% of staff reported their conversations with patients were enhanced

Examples of what we learned from patients and what we did

My syringe driver keeps getting caught up as it's in my right arm and I'm right handed

Doctor made aware in MDTM and plan to change position that afternoon

I don't want my wife to be told I've died over the telephone, I want her to be told face to face

Family meeting was arranged to discuss these concerns and to work out a solution

Being outside matters to me and I'd love to go out into the garden

Team arranged for the patient to be taken outside in their bed

* *Communication with Karen Turner, Royal Free*

An example from Scotland



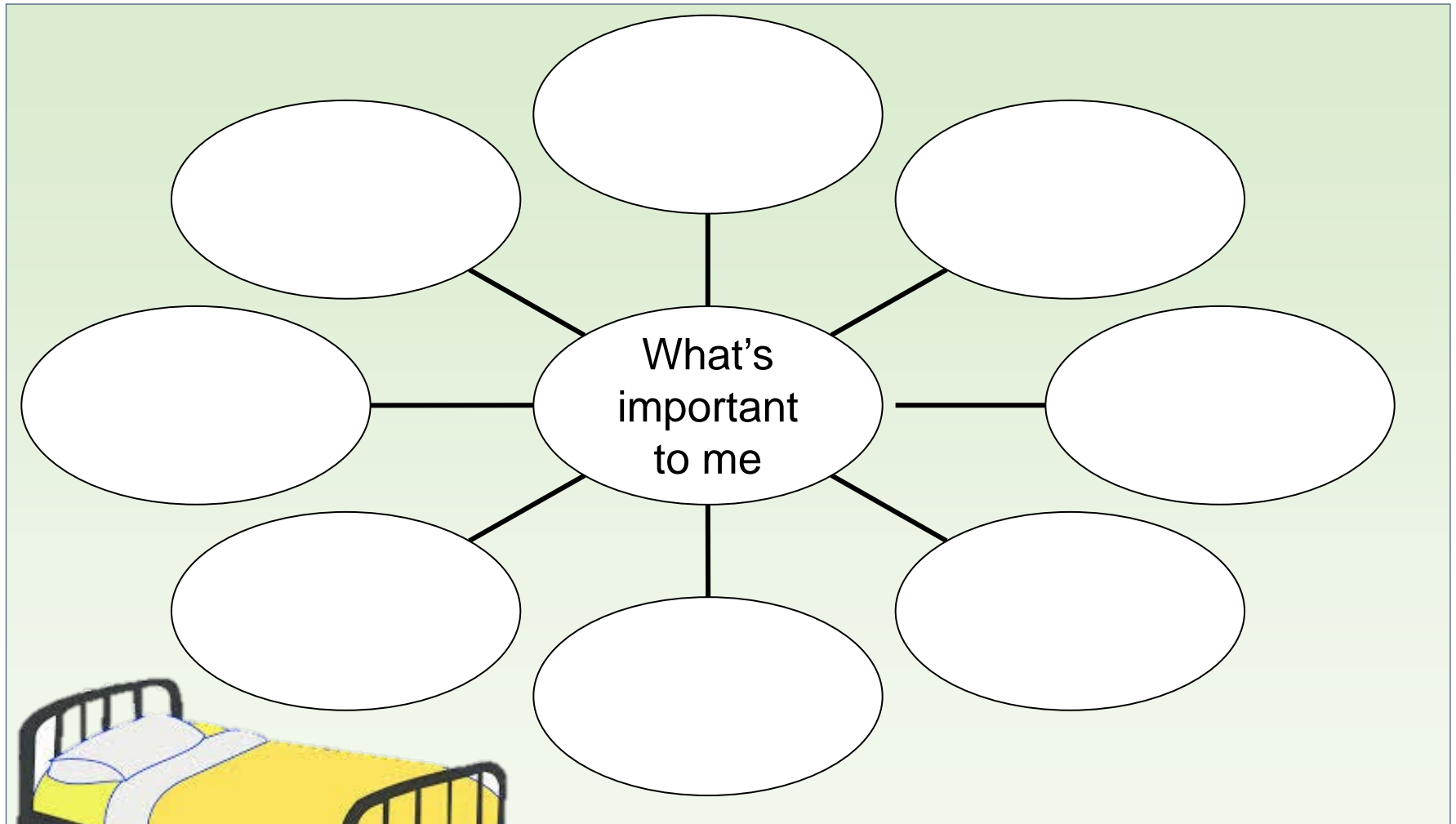
Implemented *What matters* on a geriatrics ward



Meet Barbara



Each patient completed



BARBARA



Rose's story



How will we know that a change is an improvement?

Process Measures

Did we ask patients to complete a what matters poster?

Number of completed "What Matters to Me" posters

Outcomes Data

Number of falls on the ward

of patient complaints

Patient & staff satisfaction survey

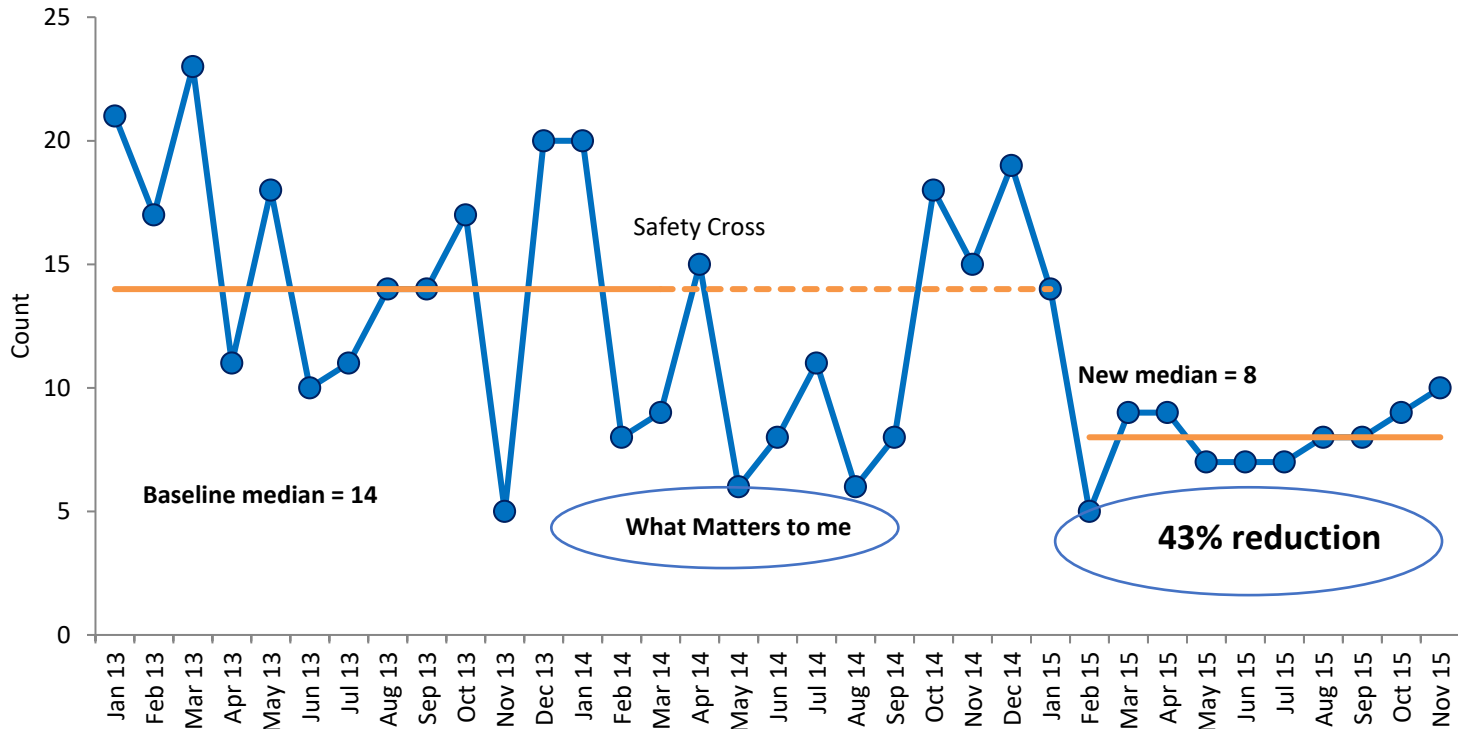


Using data to drive improvement

Ward 54

Langlands Unit

Number of falls



Patient satisfaction



- Reduction in formal complaints across the four wards by 50%.
- One ward has not received any formal complaints for 457 days and counting!
- Increased patient/carer and staff satisfaction.

Staff feedback

“It has made me more confident in dealing with patients with dementia.”
– HCSW

“I was skeptical at first, I thought I knew my patients, I was wrong.”
– Staff Nurse

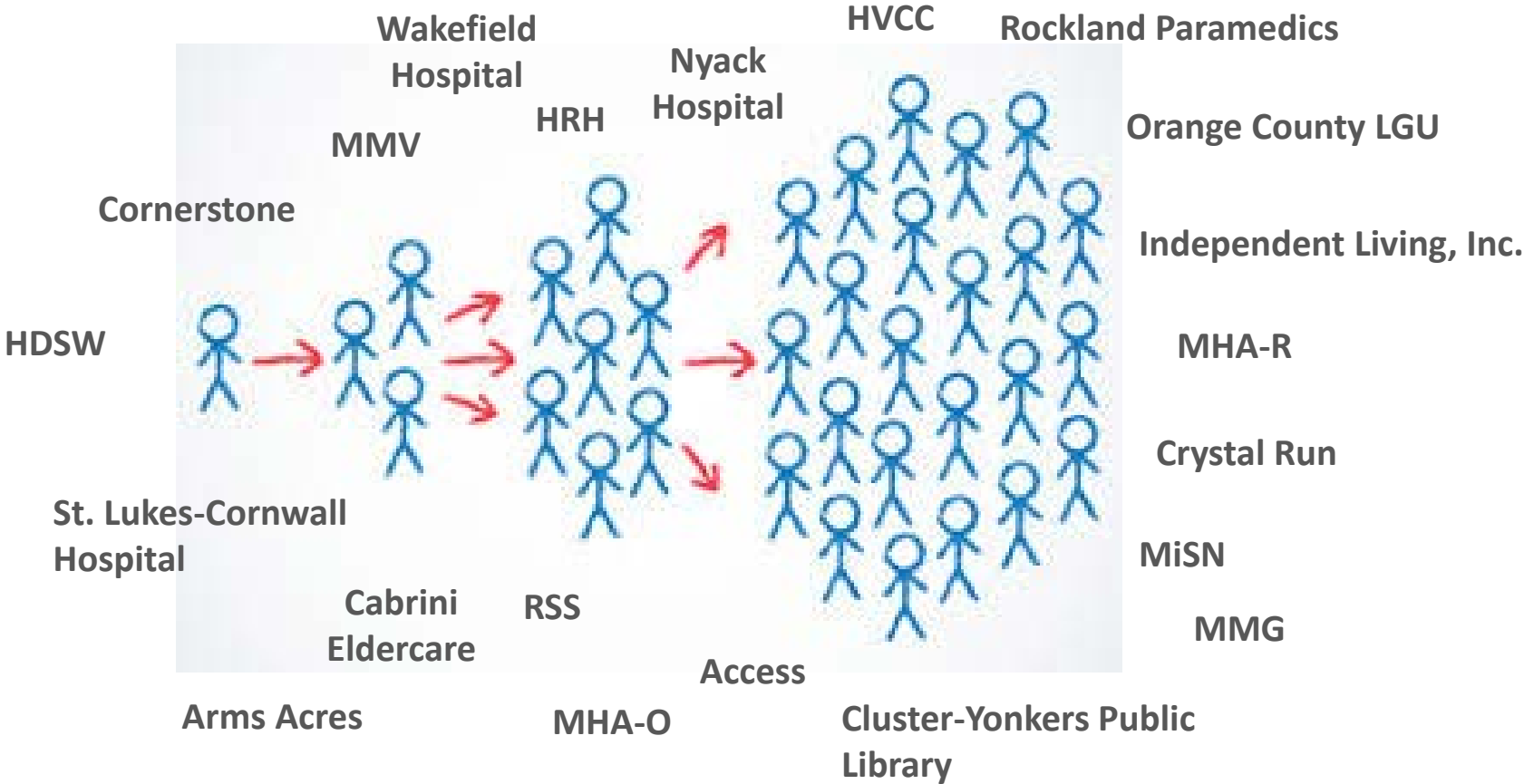
“This has allowed me to see my patient in a new light.”
– SCN

“It helps build a bond between patient and staff.”
– Activities Coordinator





Creating a “movement”



MHVC leadership donning patient centered frames



Digging deeper: Identifying root causes

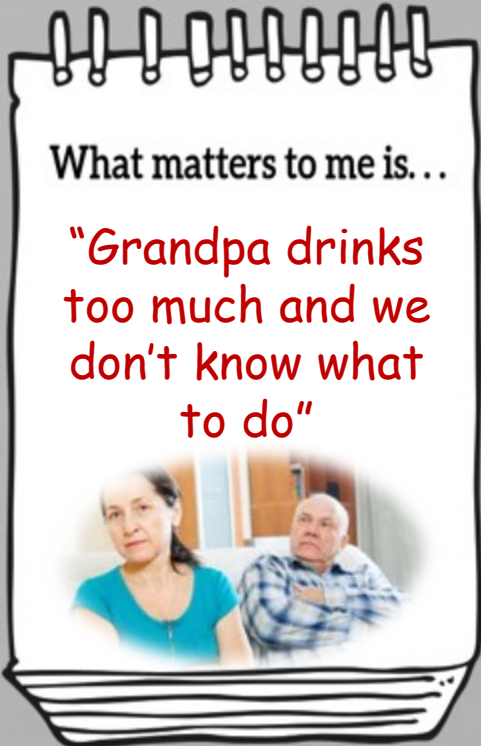


Capturing WMTY stories of impact

We asked. . .



They said. . .



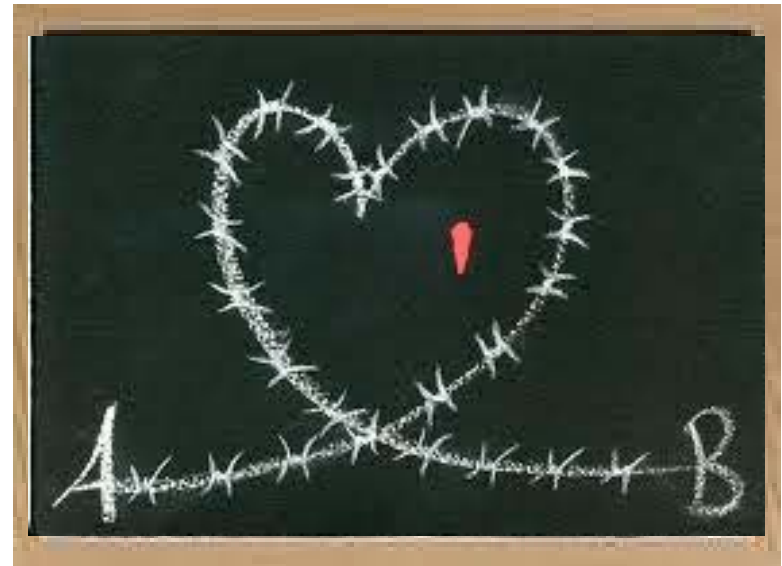
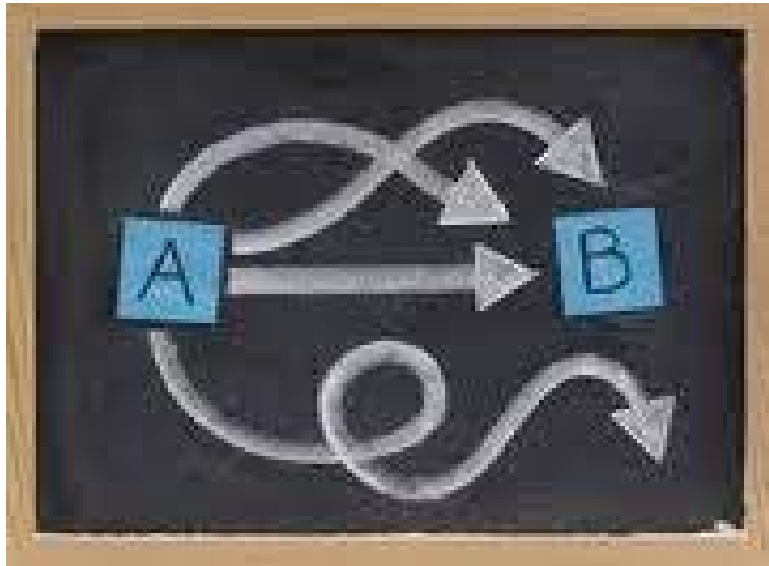
We did. . .



Time saving tips for integrating WMTY into your practice



Asking WMTY helps prioritize



Getting to the heart of the most important issue more quickly saves time and helps you partner with patients to create care plans that work for them.

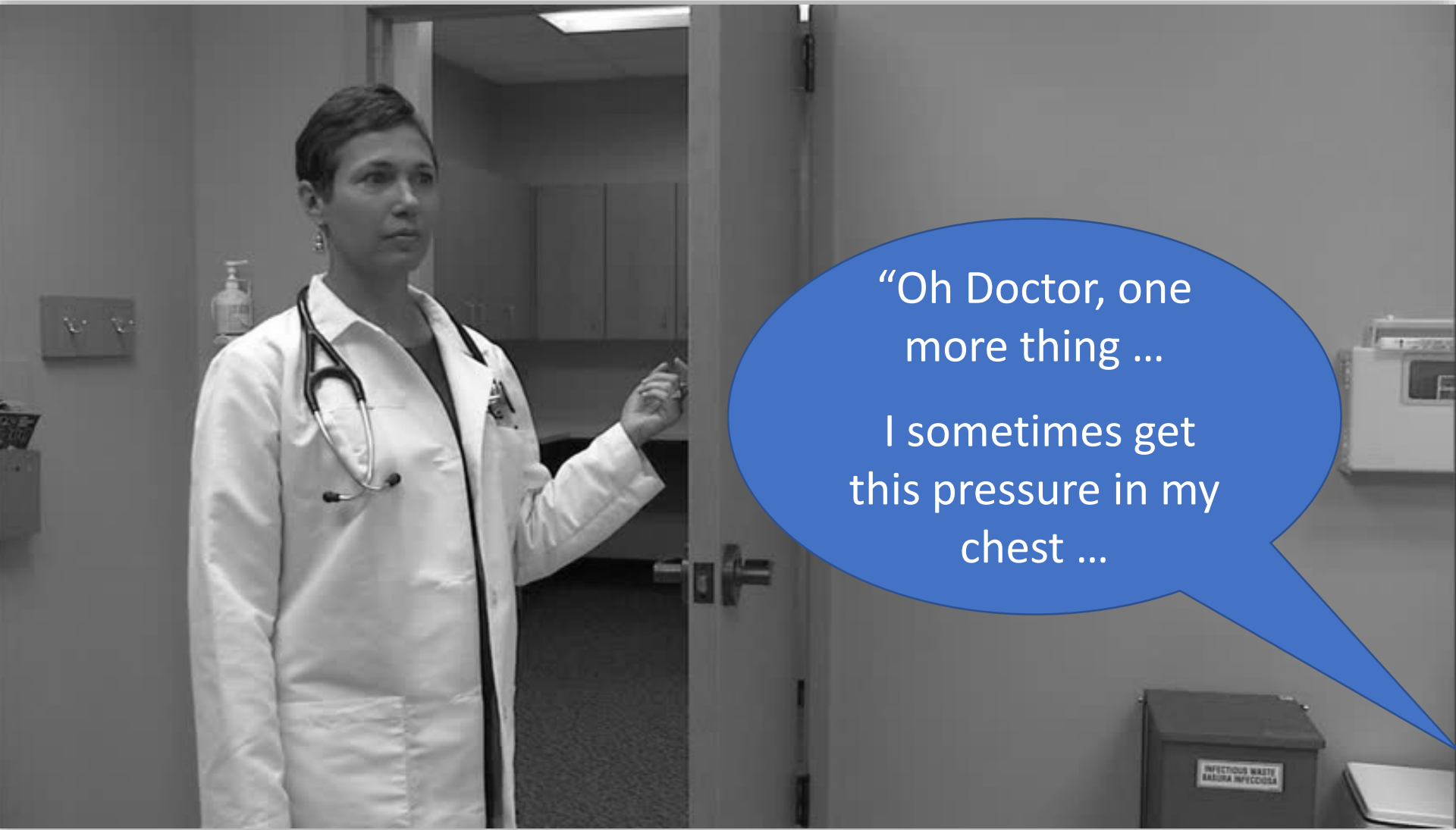
Do *what matters*

Be willing to shift your mindset

How can a patient “eat healthy” when there is NO food on the table to feed their children?

- The plan needs to work for the patient even if it is not what you think is the most important priority for their health.





“Oh Doctor, one
more thing ...

I sometimes get
this pressure in my
chest ...

Surveying at the beginning of the visit

“Anything else? Anything else? Anything else?”



You do not need to address all issues identified during surveying at the visit.

Often patients just want to make sure that their doctor is not concerned.

Collaborative agenda setting

After surveying:

Collaborate with the patient to set the agenda for the visit

- *“So today we have 15 min together. I think it is very important that speak about _____. What is your priority or WMTY?”*
- Empower the patient to prioritize how they want to spend the time and hold them accountable
 - *“So, we have 10 minutes left, it sounds like you would like to shift our agenda and speak more about _____. That is OK, but we might not have as much time to speak about _____. Does that work for you?”*

What can you do?



- **ASK** your patients, your colleagues, and your family about what matters to them.
- Really **LISTEN** to what they say and
- **DO** *what matters!*
 - Practice little acts of kindness
 - Meet people where they are at
 - Adjust care plans
 - Notice the good things
 - Take care of yourselves

WMTY resources

[Montefiore Hudson Valley Cooperative WMTY resource page](#)

- **WMTY Implementation Toolkit**
- WMTY videos
- WMTY worksheets, posters, etc.
- [MHVC Healthcare Providers on WMTY video](#)



[WMTY.world](#) (Provides links to websites of organizations around the world that have championed WMTY implementation.)

[Institute for Healthcare Improvement \(IHI\) What Matters web page](#)

- [IHI What Matters to Older Adults](#) (A toolkit for health systems to design better care for older adults.)



WMTY

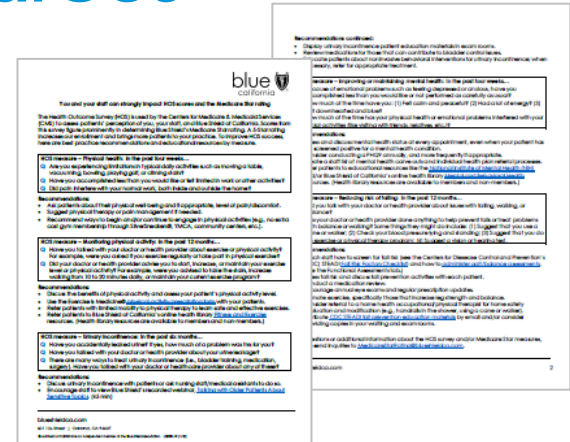


<https://vimeo.com/251849220>

Blue Shield HOS and other resources

Provider Tips for Positively Impacting HOS Scores

- Blue Shield members: Shield Support (care management)
 - [Physician referral form](#)
 - [Member information and enrollment](#)
- Blue Shield Promise members
 - [Complex case management program](#)
 - [Special needs plan model of care program](#)
 - [Social services department referral form](#)
 - [Behavioral health referral form](#)
- [Wellvolution programs](#) for Blue Shield and Blue Shield Promise members



Appendix

- WMTY Implementation Toolkit Resource

MHVC WMTY Implementation Toolkit

Available at montefiorehvc.org



IMPLEMENTATION TOOLKIT WHAT MATTERS TO YOU?

Ask What Matters. Listen To What Matters. Do What Matters.



INTRODUCTION What Matters To You?

What is WMTY?

Healthcare providers worldwide, are invited to add one simple question to every patient interaction, each and every day, in order to improve care. That question is, "What matters to you?" This global movement started in 2014, with the simple goal of encouraging meaningful conversations between patients, caregivers, families, and their healthcare providers.

Why is it important?

Providing patient-centered care is important because it results in better outcomes for patients and greater satisfaction with care. Asking "What Matters to You?" supports this by putting the patient voice at the center of care, by focusing on what matters to them.

What's in it for me?

PATIENTS

- My care team co-designs my care plan based on what matters to me
- I feel that my care team really cares about me and this improves my overall experience

STAFF

- I feel that my work is more meaningful. I can provide care that meets my patient's preferences.
- I feel more engaged in my work
- I find joy in my work
- I have an increased sense of partnership with my organization, team members and patients



NAVIGATOR

[TOC](#) [Start](#) [PX](#) [Staff](#)

MONTEFIORE HUDSON VALLEY COLLABORATIVE

6

Toolkit Reach

Download toolkit at
<https://montefiorehvc.org>
or
www.WMTY.world

Global Impact

- 5 Continents
- 23 Countries

National

- 43 States

