

Robert Tripicchio, PT, D.Sc.
CEO & President
Community Physical Therapy
Addison, IL

Creating Constancy of Purpose in Healthcare

A New Direction for Healthcare Team-Patient Interaction
at the Clinical Level

Start with the voice of the customer

Have you ever felt unsatisfied with the care you have received?

My theory is the voice of the customer (i.e., the patient) is lost in our healthcare delivery system.

Not understanding the voice of the customer

The great scientific prowess in healthcare we have achieved over the past century has made many practitioners quite robust technically but underdeveloped relationally.

Adopting Deming's Philosophy

- Community Physical Therapy & Associates (1986)
- 400 therapists, 300 Nurses spread over Skilled Nursing Facilities, Homecare, Out-patient Clinics, Home Health and Hospice
- How to lead CPT in the future?

Adopting Deming's Philosophy

- Hired a Deming consultant per Dr. Deming's instruction (1993)
- Helped me drive the change



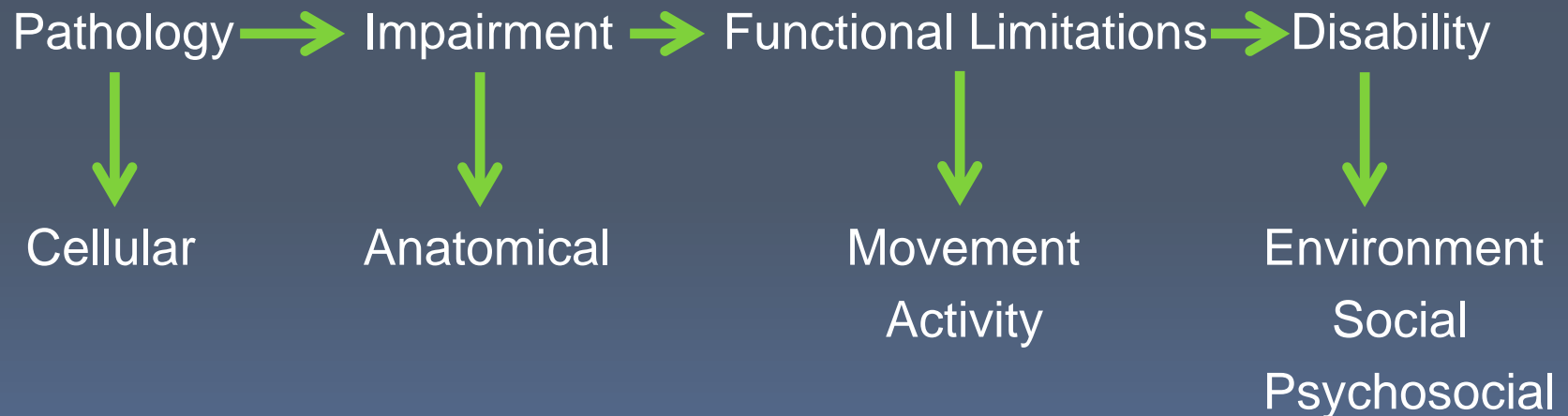
Dr. Deming and Dr. Curt Wegner,
1993

Current Environment

- Variation exists across the health care continuum
- How does health care reform confound the environment and increase variation in outcomes?
 - Three tenants of reform:
 - Improve clinical outcomes
 - Healthier population
 - Decreased delivery cost

Nagi Model

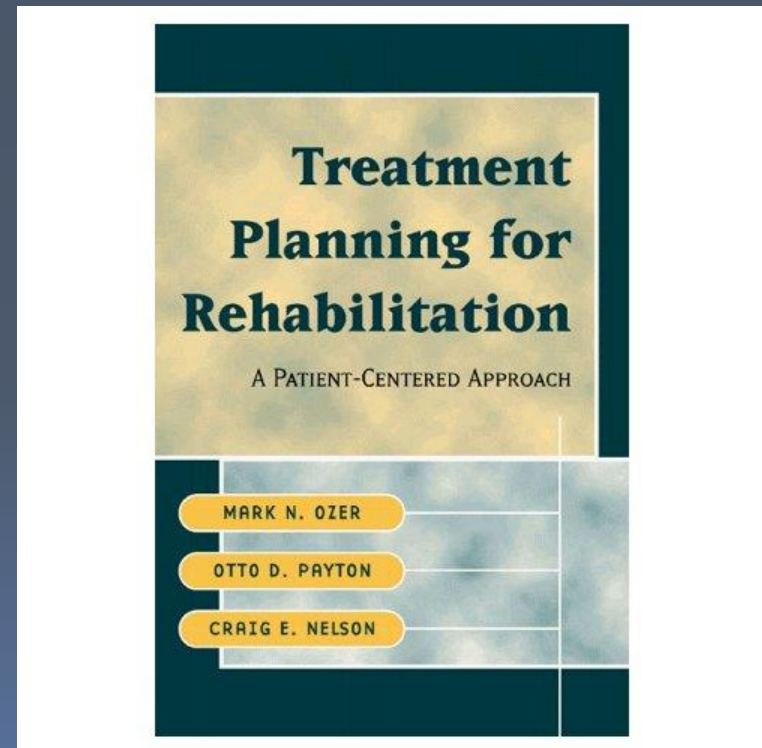
Speaking a different language



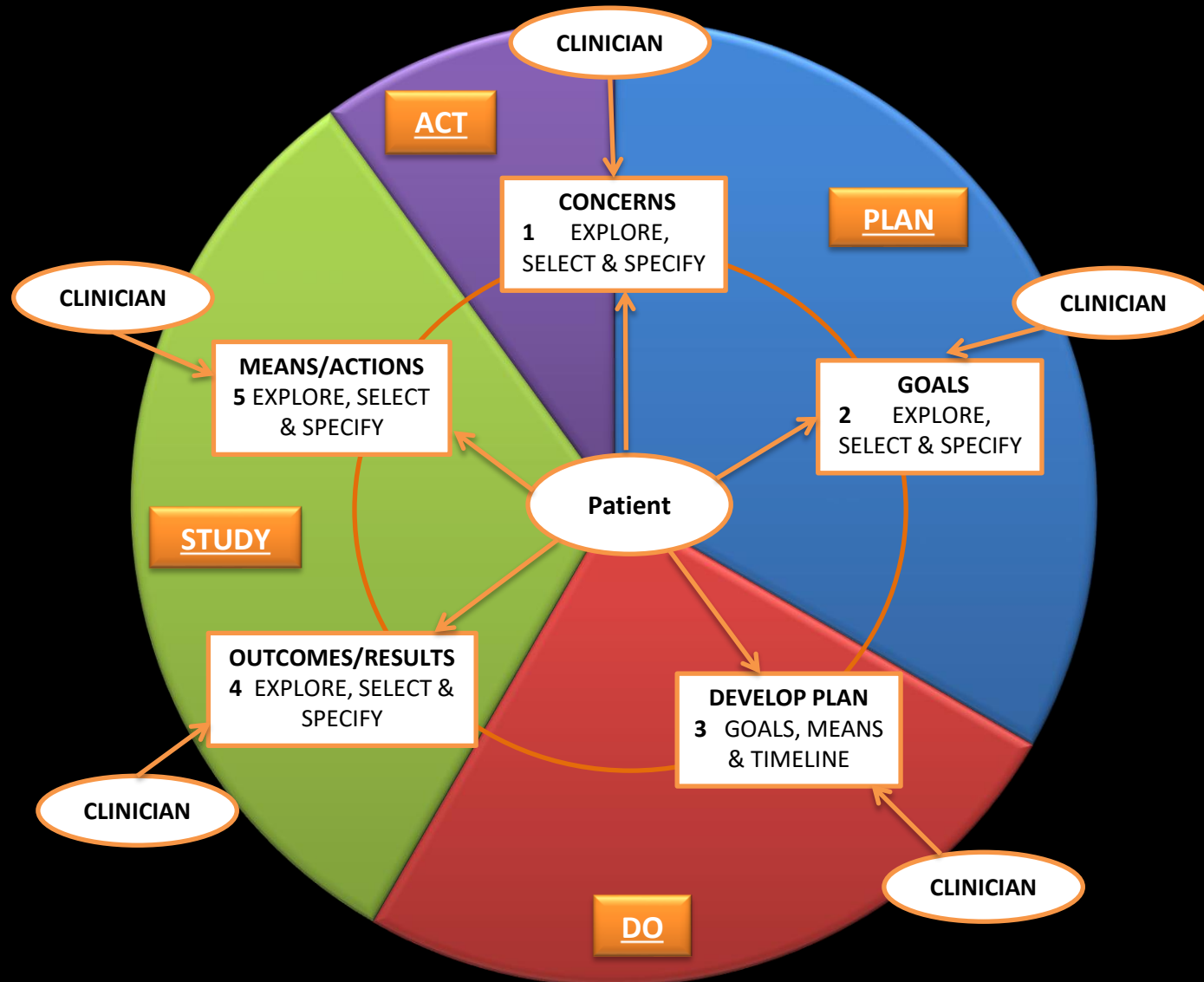
Nagi (1965, 1969)

Incorporating the Voice of the Customer

- Comprehensive literature review
- By what method?
- Ozer Payton Nelson Method
 - Cyclical process comprised of 3 components:
 - 4 Questions
 - 3 Processes
 - 5 Levels of Patient Participation



PDSA Learning Cycle & OPN Method



The OPN Method

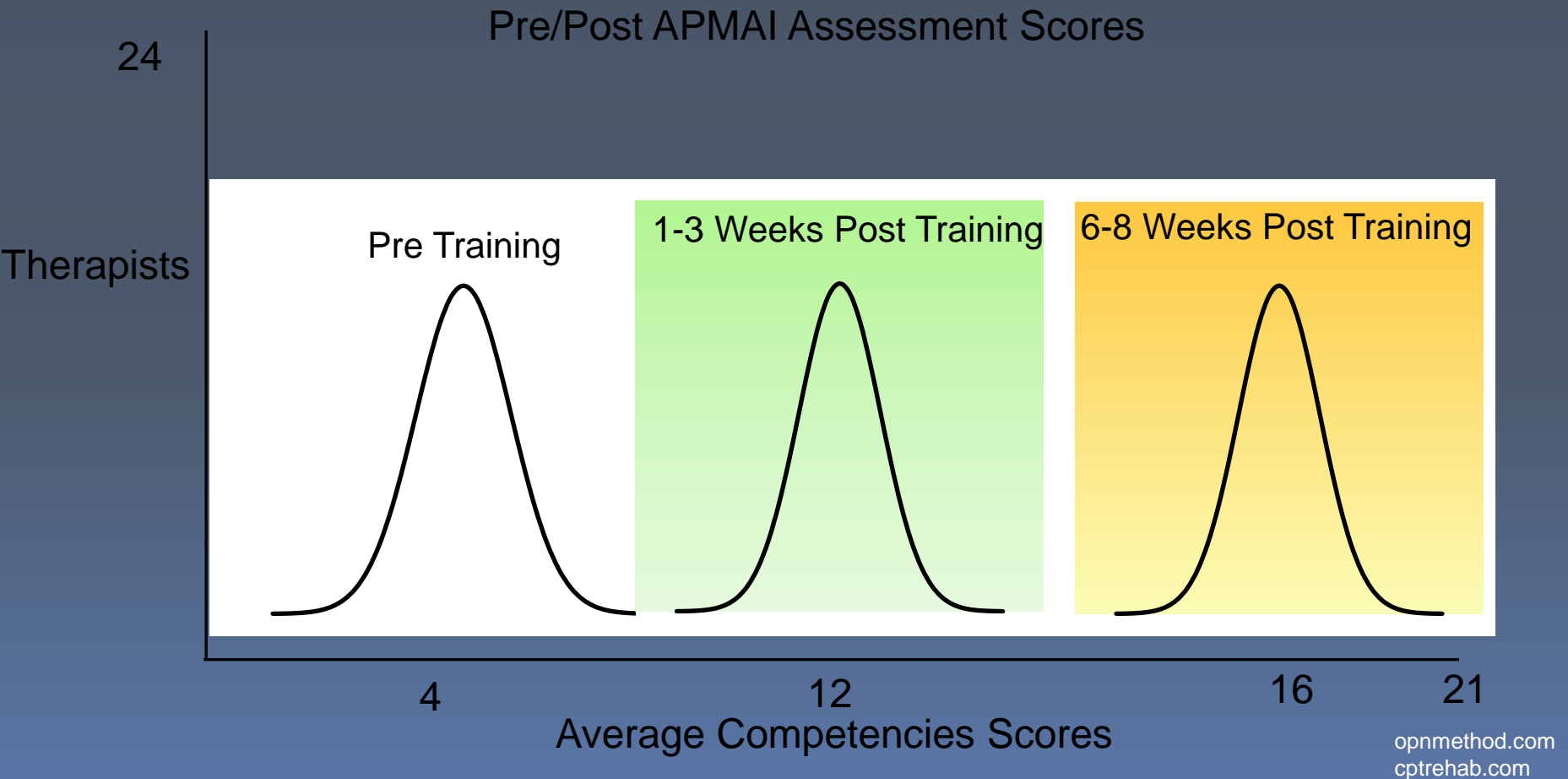
5 Levels of Patient Participation

Clinician	Patient	Degree or Level Patient Involvement
Asks open-ended questions (does not suggest answers)	Free Choice Explores	A = 100%
Asks questions and offers suggestions	Multiple Choice Selects	B = 75%
Asks questions, provides an answer (recommendation) and asks for agreement and confirmation	Confirmed Choice Puts into own words what has been selected	C = 50%
Asks question, provides an answer (recommendation) and asks for agreement	Forced Choice Agrees or disagrees with what has been selected	D = 25%
Does not ask, tells what to do. Prescribes.	No Choice Compliant or non-compliant	E = 0%

Measuring Our Ability to Elicit and Incorporate the Voice of the Customer

- Adapted Participation Measurement Assessment Instrument (APMAI)
- 21 Item Audit Tool-measures the ability of the clinician to seek patient participation in the concerns clarification & goal setting processes
- Journal of Physical Therapy Education, 2009
 - Tripicchio, C Wegner, Bykerk, J Wegner

Evaluating the Effectiveness of the¹² Process



Modern Methods of Training

- Malcolm Knowles, Andragogy
- Time spaced, experiential modules
- Applying the Method to oneself prior applying to patient

Connecting to Deming's Principles

- Identify root causes of variation
 - Clinician concerns pre (e.g., common causes)
 - Paternalistic attitudes
 - Skills/knowledge
 - Environmental
 - Clinician concerns post training (e.g., common causes)
 - Paternalistic attitudes
 - Skills/knowledge
 - Environmental

Results Achieved

- Systematic training is required
- You can't become patient-centered because you want to
- Extrinsic motivation does not work
- Training on methods is helpful but not without leadership removing barriers and reinforcing positive behavior
- Patients perceive the difference and appreciate the new approach

The Ozer Payton Nelson Method

Clinician Testimonial

A former participant relays her
insights and experiences using
the OPN Method

The Treatment System Needs Change

17

Old Assumptions	New Assumptions
Identify & maximize my own department (silos)	Patient goals determine how the rest of the components will perform (constancy of purpose)
Clients are passive recipients of the healthcare team	Clients are equal members of the healthcare team
Maintain silos/territorial thinking	Break down barriers
Changing your mind is bad	Changing your mind is a natural evolution of the interactive nature of healthcare (PDSA)
Usually authority wins	The focus is on the patient, not who is in charge
Interdisciplinary approach – “Report off”	Now intra-disciplinary team approach

Establishing Constancy of Purpose

- Operational definitions
- Drive out fear
- Continual improvement
- Institute training
- Break down barriers

Creating Constancy of Purpose

- Recommendations & Conclusions
- Plan for the future

Creating Constancy of Purpose

CPT is committed to improving patient-centeredness and shared-decision making by actively involving each patient in the goal setting and treatment planning processes. We believe the Ozer Payton Nelson Method, an evidenced-based professional communication model, improves patient collaboration, outcomes, and satisfaction. The process honors the uniqueness of how illness affects each individual differently and lends itself to more relevant treatment and self-management.