

## Patient-Centered Health Care Practices for Better Treatment

*Innovative Health Care Models focus on multi-dimensions to manage service quality to provide patient-centric treatment*

The 'Berwick Report' (Report on Safety of Patients in England by Dr. Donald M. Berwick submitted to Prime Minister David Cameron) provides health care solutions to improve patient treatment at Mid Staffordshire NHS Foundation Trust's Stafford Hospital in Stafford, England. The following health care solutions are also applicable to all the hospitals in the world to improve patient treatment and safety.

**Service quality** pertains to the comparison of service expectations to the actual service experience and the satisfaction or dissatisfaction that may result from doing so. Since, the service experience differs from one customer to another it is difficult to measure service quality. Hence, managing service quality is essential for marketers.

### 1. Close connection with Frontline Staff:

- Build reliable processes to hear the staff to find the gap between the promised and actual treatment. Ralph Larsen , CEO of Johnson & Johnson used to make weekly visits to see the work going on at frontline to understand the impediments to quality and safety.
- Frontline staff tells true stories of patient treatment. Make daily interaction among all leaders, caregivers, and patients as a priority to understand the ground realities. Senior leaders of McLead Health, South Carolina, start their day by moving around the units and talking with patients and staff.

### 2. Consistent Quality Enhancement:

- Don't consider quality as a static metric. Understanding quality as a living, changing thing, which enhances quality bar and generate consistent learning
- Understand patient's views on care given and compare with the best performers, not with your own
- Focus on rate of improvement not just on improvement over time for faster progress
- Dr. Venkatesh in Aravind Eye Care System, Pondicherry, India, does cataract surgery just in 3.5 minutes. He is a high volume surgeon and his learning curve is more matured, which resulted in exponential outcomes.

**3. Build reliable systems to listen to patients and family members' voice continuously:**

- Get continuous feedback on design of services, programs, care models etc. from patients and family members. Many patients suggested they can avoid travelling to hospital and waiting for the appointed time for taking dialysis, if it can be done at home by themselves with the help of family members.
- Ryhov Hospital in Sweden allows patients to administer their own dialysis treatment as we bank for ourselves at ATMs or filling our own gas tanks. Customers need not visit hospital for dialysis because they can do it by themselves with family support.

**4. Shift attention from Finances to Frontline:** Avoid spending on wrong things and focus on frontline and teamwork for effective execution. For e.g. LV Prasad Eye Institute, Hyderabad, India, has developed a new workforce 'counselors' who act like a link between patients and doctors to empower patients in the treatment in spite of additional workforce attracts more finances.

Topic	Course
Manage service quality: Marketing of Services: Unit 25.8	Marketing Management

**Source:** Bisognano, M (2013), *Britain's Patient-Safety Crisis Holds Lessons for All*, HBR Blog Network, Oct 17, 2013