

Contents

<i>Preface</i>	ix
<i>Acknowledgments</i>	xiii
<i>Introduction</i>	xvii
Part I. History and Healthcare Context of Patient-Centered Care	1
Chapter 1. How We Got Here: A Brief History of Patient-Centered Care	3
The Work of Harvey Picker	8
Eight Dimensions of Patient-Centered Care	11
Current State of Patient-Centered Efforts	13
The Role of Technology	15
Picker's Relevance Today and in the Future	16
Chapter 2. The Evolution of Patient-Centered Care and Medical Progress	21
Foundation of Measuring Quality	21
Progress on Adoption of Patient-Centered Care: CAHPS	24
Creating a More Consumer-Friendly Healthcare Experience	26
Chapter 3. The Rise of the Healthcare Consumer	31
Historical Factors Leading to Today's Consumerism Movement	32

	Patient Use of Technology as an Active Care Team Member	35
	The Triple Aim: Consumer Edition	37
	The Call for Consumer-Centric Healthcare	44
Chapter 4.	Building a Consumer–Provider Relationship	47
	Six Degrees of Separation	47
	The Danger of Thinking Like a Consumer	62
Chapter 5.	Organization, Culture, and Leadership	67
	Choosing Healthcare	67
	Measurement Overload	68
	Top Down	71
	Systemness	73
	A Word About Quality	76
	The Struggle to Sustain Results	80
Part II.	Dimensions and Stories	85
Chapter 6.	Defining a Conceptual Framework: The Dimensions of Patient-Centered Care	87
	Study Methodology	88
	Results	90
	Conclusions	98
	Defining the Eight Dimensions of Patient-Centered Care Through the Eyes of the Consumer	100
Chapter 7.	Best Practices: Case Studies of Dimensions in Action	107
	University of California, San Francisco	108
	Mayo Clinic Health System	113
	The Johns Hopkins Hospital	118
	The Cleveland Clinic	122

	Akron Children’s Hospital	127
	Mount Sinai Health System	132
	Jefferson Health	137
Part III. Building a Consumer-Centric System		149
Chapter 8.	Consumer-Centric Leadership	151
	The CEO as Chief Consumer Officer	153
	Changing the DNA of Healthcare	155
	Anchor Institutions: A False Promise?	158
	Embracing Digital Health Technology	158
	The Switch from Patient to Consumer: Gaining Human Understanding	160
Chapter 9.	Internal Talent Needs	163
	Compassion Fatigue	165
	Measurement	167
	Internal Net Promoter Score	168
	Employee Experience + Consumer Experience	170
	The Story of University of Illinois Medical Center	172
	Employee Enablement	174
Chapter 10.	Removing Barriers	179
	Respect for Patients’ Values, Preferences, and Expressed Needs	179
	Coordination and Integration of Care	180
	Information, Communication, and Education	181
	Physical Comfort	183
	Emotional Support and Alleviation of Fear and Anxiety	184
	Involvement of Family and Friends	185

Continuity and Transition	186
Access to Care	187
Addressing Compassion Fatigue	188
Breaking the Cycle of Improvement	190
Removing the Barriers of the Consumer-Provider Relationship	000
Chapter 11. Nonpreferred and Preferred Future	193
Year 1: We Change	197
Year 2: We Change the Industry	198
Year 3: We Change the World	199
Call to Action: A Framework for Building a Consumer-Centric Healthcare System	200
<i>Index</i>	203
<i>About the Authors</i>	000
<i>About the Contributors</i>	000