

2011

PICKER AWARDS FOR EXCELLENCE®

IN THE ADVANCEMENT OF PATIENT-CENTERED CARE



Donald M. Berwick, MD, MPP

Jennie Chin Hansen, RN, MSN, FAAN

Mayo Clinic

ADVANCING EXCELLENCE IN PATIENT-CENTERED CARE
THROUGH EDUCATION, RESEARCH AND THE
DISSEMINATION OF BEST PRACTICES STRATEGIES

PICKER AWARDS

The Annual Picker Awards for Excellence® in the Advancement of Patient-Centered Care

The identification and promotion of best practices that lead to the advancement of patient-centered care is an important element in Picker Institute's mission. One way Picker Institute promotes best practices is by recognizing outstanding professionals in the field whose work best exemplifies the institute's goals and philosophy.

The Picker Awards for Excellence® were established in 2003 as an educational component of improving patient-centered care. "Our mission is to make the patient's experience, whether in a hospital or a doctor's office, as institute founder Harvey Picker said in 2008. "The Picker Awards are intended to honor people and organizations who have contributed significantly to this goal, and to highlight them as role models for others in healthcare."

Picker Institute is dedicated to patient-centered care in all healthcare settings. The first Picker Award in long-term care was bestowed in 2009.

Picker Institute's Contributions to Patient-Centered Care

Picker Institute is an independent nonprofit organization dedicated to promoting the advancement of patient-centered care and the improvement of the patient's experience and interaction with healthcare providers.

Established in Boston in 1993, Picker Institute led the way in creating scientifically valid nationwide surveys and databanks on patient-centered care to help educate doctors, hospital staff and other caregivers to the benefits of patient-centered care. The patient's perspective—"Through patient's eyes"—is now one of the standard metrics of performance routinely measured by healthcare organizations.

Over the past few years, Picker Institute has expanded its focus beyond just measuring the scope of the problem to actively seeking solutions. Picker Institute advances patient-centered care through education programs; research grants; annual best-practices recognition awards; publications on patient-centered care topics; research databanks; and regular participation in national and international symposiums.

Picker Institute Always Events®

In 2010, Picker Institute embarked on yet another groundbreaking initiative. Always Events®, referring to the expectation that certain elements of the patient experience will happen for all patients all of the time, is a national program aimed at elevating the standards of healthcare to a measure that assures the optimal patient experience without fail.

In contrast to the well-known patient safety "never events," Always Events® puts a refreshingly positive focus on events that are so important to patients and families that healthcare providers should *always* get them right.

Under the inaugural research agenda for the Always Events® initiative, 41 distinguished healthcare institutions and organizations across the country are developing unique and innovative projects designed to demonstrate how Always Events® tools and resources can be incorporated into the healthcare network and generate widespread improvements to patient- and family-centered care. Picker Institute expects Always Events®, like the Picker Surveys, to become a standard indicator of excellence. For more on Picker Institute Always Events® please visit www.alwaysevents.pickerinstitute.org.

The measure of success of an institution can be seen in the length and breadth of the dedication of one individual.



“Understanding and respecting patients’ values, preferences and expressed needs is the foundation of patient-centered care.”

HARVEY PICKER

Founder, Picker Institute

December 8, 1915–March 22, 2008

“An inspiring humanist, a fine teacher, a successful industrialist and an innovator in modern medical care as well as a lover of music and mankind. A Renaissance man of our time.”

— Radiological Society of North America, upon naming Harvey Picker an Honorary Member, 1997

2011 Picker Awards for Excellence® in the Advancement of Patient-Centered Care

Lifetime Achievement: **Donald M. Berwick, MD, MPP**

In recognition of a lifetime of unwavering commitment to improving the quality of healthcare for all people worldwide, and of the uncommon courage that has made him a true leader in the field.

"I freely admit to extremism in my opinion of what patient-centered care ought to mean. I find the extremism in a specific location: my own heart. This is the core: it is that property of care that welcomes me to assert my humanity and my individuality. If we be healers, then I suggest that that is not a route to the point; it is the point."

Donald M. Berwick, MD, MPP



Dr. Don Berwick

Donald M. Berwick, M.D., M.P.P., is the former President and Chief Executive Officer of the Institute for Healthcare Improvement, which he co-founded in 1989. He has also served as Clinical Professor of Pediatrics and Health Care Policy at the Harvard Medical School, Professor of Health Policy and Management at the Harvard School of Public Health and consultant in pediatrics at Massachusetts General Hospital and adjunct staff in the Department of Medicine at Boston's Children's Hospital.

Dr. Berwick has served as chair of the National Advisory Council of the Agency for Healthcare Research and Quality (AHRQ) and as an elected member of the Institute of Medicine (IOM). He also served on the IOM's governing council from 2002 to 2007. In 1997 and 1998, he was appointed by President Clinton to serve on the Advisory Commission on Consumer Protection and Quality in the Healthcare Industry.

Dr. Berwick has received numerous awards and honors for his work, including the Ernest A. Codman Award in 1999; the Alfred I. DuPont Award for excellence in children's health care from Nemours, 2001; the American Hospital Association's Award of Honor, 2002; the John M. Eisenberg Patient Safety and Quality Award for Individual Achievement from the National Quality Forum and the Joint Commission on Accreditation of Healthcare Organizations, 2006; the William B. Graham Prize for Health Services Research, 2007; and the Heinz Award for Public Policy from the Heinz Family Foundation, 2007.

Dr. Berwick, a pediatrician, graduated with a B.A. from Harvard College. He received an M.P.P. from John F. Kennedy School of Government at Harvard University and an M.D. from Harvard Medical School, where he graduated cum laude. He completed his medical residency in pediatrics at Children's Hospital in Boston.

Dr. Berwick has published more than 129 articles in professional journals on healthcare policy, decision analysis, technology assessment and healthcare quality management. He is the co-author of several books, including *Cholesterol, Children, and Heart Disease: an Analysis of Alternatives* (1980), *Curing Health Care* (1990) and *New Rules: Regulation, Markets and the Quality of American Health Care* (1996).

Individual Award in a Long-Term Care Setting:
Jennie Chin Hansen, RN, MS, FAAN

In recognition of a lifetime dedicated to creating a better life for this country's aging population, and of the competence and compassion with which she pursues this goal.



Jennie Chin Hansen

"That patient-centered care is essential is in some ways an oxymoron. We wouldn't have a healthcare delivery system if it weren't for the person who happens to be the patient. Everyone had that person's well-being in mind when we started the first services first clinic, the first hospital. But somewhere along the way the built environment, or perhaps our formal structure or the power equation have often obscured the fact that it is all about the patient. "

"Most of us don't want to live our lives labeled as a patient. We want to live as people, as members of families and our community. And in order to do that, the time we spend as a patient should be complementary to the dignity of our being respected, participatory and engaged in the goal of our best well-being, whether in a preventive, curative or palliative mode. Our work is to assure the most competent, respectful and compassionate care possible. Our mission to assure the dignity of the person."

Jennie Chin Hansen
CEO, American Geriatrics Society

Jennie Chin Hansen is CEO of the American Geriatrics Society. Prior to this she served for two years as president of AARP. In 2005, Hansen had spent nearly 25 years with On Lok Inc., a nonprofit family of organizations providing integrated, globally financed and comprehensive primary, acute and long-term care community based-services in San Francisco. The On Lok prototype became the 1997 federal Program of All-Inclusive Care to the Elderly (PACE) Program into law for Medicare and Medicaid. PACE now has urban and rural programs in 30 states.

Hansen has just completed a six-year term as a federal commissioner of the Medicare Payment Advisory Commission (MedPAC). In 2010 she served as an IOM member on the RWJ Initiative on the Future of Nursing. She currently serves as a board member of the SCAN Foundation and a board officer of the National Academy of Social Insurance. She has just been appointed as a board member of the Institute for Healthcare Improvement (IHI) and the American Hospital Association Equity of Care Committee, and she is the co-chair of the steering committee for the Coalition to Transform Advanced Care (C-TAC).

Hansen has received multiple awards over the years, including the 2003 Gerontological Society of America Maxwell Pollack Award for Productive Living, a 2005 Administrator's Achievement Award from the Centers for Medicare and Medicaid Services, and an honorary doctorate from Boston College in 2008.

Her recent awards include the Leadership Award of Excellence, New England Healthcare Institute in October 2010 and the Picker Award for Excellence® in the Advancement of Patient-Centered Care in a Long-Term Care Setting.

Organizational Award: **Mayo Clinic**

In recognition of Mayo Clinic's distinguished history of putting every patient first, and of the respect, dignity and quality care that each patient is afforded.

"At Mayo Clinic, we are driven by our core value—the needs of the patient come first. Each day, we strive to ensure that every patient receives excellence in care and the best medical knowledge and technology available. And that it's delivered with kindness and a spirit of hope. When we achieve all of those, we have delivered on our patients' expectations of quality."

John Noseworthy, M.D.
President/ CEO



**Gonda Building
Mayo Clinic
Rochester, Minn.**

For more than a century, Mayo Clinic has been recognized as one of the world's premier medical centers. Central to the Mayo Clinic mission—to provide the best care to every patient every day—is a precept of its founders: "The best interest of the patient is the only interest to be considered."

Mayo Clinic is entirely focused on providing the highest level of patient-centered and clinical care for the more than 500,000 patients who come there annually seeking excellence in care, the best medical knowledge and experience, the best technology available and the kindness and hope offered by staff. Mayo Clinic's team approach to patient care ensures that all resources are available as needed to patients, allowing caregivers the time they need with patients. The culture of collaboration, in which all members of the care team contribute, fosters the best outcomes, and even the physical surroundings are designed to promote confidence and peace of mind and provide a healing environment.

Mayo Clinic's commitment to and support for these measures of quality represent the very best in patient-centered care as evidenced by its consistently high marks in national rankings.

2010 Picker Awards for Excellence® in the Advancement of Patient-Centered Care

Individual Award: **Paul D. Cleary, Ph.D.**

In recognition of his commitment to patient-centered care, his tireless effort to elicit patient experiences through well-designed surveys and his success in demonstrating that quality patient experiences are linked to positive patient outcomes.



Paul D. Cleary

"Due to the prescience and persistence of Dr. Harvey Picker, patient-centered care is now viewed by clinicians, administrators and patients as an integral part of quality medical care. As we continue to explore how best to improve the quality and efficiency of the care that we provide, the patient's perspective is central to those efforts. All of us, as users of medical care, owe Dr. Picker a debt of gratitude for ensuring that our voices are heard and respected."

Paul D. Cleary, Ph.D.
Dean of Public Health
Yale School of Public Health

Paul D. Cleary is the dean of the Yale School of Public Health, where he chairs the Department of Epidemiology and Public Health and is the Anna M.R. Lauder Professor of Public Health.

Dr. Cleary is a principal investigator for one of the CAHPS (Consumer Assessment of Healthcare Providers and Systems) grants from AHRQ (Agency for Healthcare Research and Quality) to develop surveys for collecting information from consumers on their health plans and services. He is also leading a Robert Wood Johnson Foundation project to stimulate and facilitate research on public health systems.

Individual Award: **Atul Gawande, M.D., M.P.H.**

In recognition of his outstanding work in highlighting the importance of patient-centered care through his investigations of the modern healthcare system and the widespread publication of his findings for professional audiences and the public as a whole.

"Everyone who practices medicine believes we put the patient first—until we are patients ourselves. Only then do we realize how readily forgotten the actual needs of a patient become. Needs like time, attention, information and safety are starting to be recognized, however. As they are, medicine will become better—with not only better service, but also better results and, very likely, lower costs."



Dr. Atul Gawande

Dr. Atul Gawande is a general surgeon in Boston, Mass., and the author of several internationally best-selling books on modern medicine. He has also been a staff writer at *The New Yorker* magazine since 1998, and many of the pieces published there about his life as a surgical resident have played a larger role in clinical and political developments in the healthcare industry.

Individual Award: **Arnold P. Gold, M.D.**

In recognition of his lifelong dedication to the advancement of patient-centered care by preserving the tradition of the caring physician and emphasizing the crucial need for humanism in medicine.

"My patients have taught me so much about the power of relationships and the importance of building trust and respect between doctor and patient. We must ensure that human beings and relationships are at the center of any healthcare experience, and we must act quickly to counter the forces that might diminish the trusting relationships patients and families should expect from physicians and other healthcare providers."



Dr. Arnold P. Gold

Arnold P. Gold, M.D.

Dr. Arnold P. Gold is chairman emeritus of the board and co-founder in 1988 with his wife, Sandra O. Gold, of the Arnold P. Gold Foundation. The mission of the Gold Foundation is to preserve the tradition of the caring doctor and advance humanism in medicine through physician education. Students at more than 94 percent of the schools of medicine and osteopathy in the United States participate in one or more of the foundation's nearly two dozen programs.

Individual Award in a Long-Term Care Setting:

Karen C. Schoeneman, M.P.A.

In recognition of her commitment to and pivotal role in ensuring that all elders receive person-centered care and caring in every one of their encounters with the long-term care health system.

"We are entering a new era in which person-centered care is turning long-term care facilities into places that the people who live there and need help on a daily basis can truly call home. This is the kind of care that was envisioned in the 1987 Omnibus Reconciliation Act and the Centers for Medicare and Medicaid Services regulations that my division oversees. It is a beautiful sight to see, and a change that I dream will come to all nursing homes in the near future."



Karen C. Schoeneman, M.P.A. **Centers for Medicare and Medicaid Service**

Karen C. Schoeneman

Karen C. Schoeneman, M.P.A., has served as the deputy director of the Centers for Medicare and Medicaid Services Division of Nursing Homes since 1989, with the responsibility for surveying and certifying nursing homes. She manages the division's clinical team, which administers the long-term care survey process, the interpretive guidelines and the Quality Indicators Survey process implemented in 2008.

At CMS, Ms. Schoeneman has led or co-led the development of all traditional survey process changes since 1993, including revisions in response to the Clinton Administration's Nursing Home Initiative.

2009 Picker Awards for Excellence® in the Advancement of Patient-Centered Care

Individual Award: **Margaret E. O’Kane**

In recognition of her leadership of the National Committee for Quality Assurance and her lifetime achievement in improving patient-centered health care through measurement, reporting and accountability.

“We are on the verge of an age where patient-centered care can thrive. Electronic medical records offer physicians the technological platform to better coordinate care with other physicians, to better communicate with their patients in a way that’s more sensitive to their preferences and to engage patients in their care at a higher level. It’s an opportunity for medicine to really show its heart in the way Dr. Picker always intended.”



**Margaret E. O’Kane, President
National Committee for Quality Assurance**

Margaret E. O’Kane

Margaret E. O’Kane is the founding president of the National Committee for Quality Assurance and one of the nation’s leading advocates for improving healthcare quality through measurement, reporting and accountability. Under her leadership, NCQA has been widely recognized as a leader in the health-care quality field; in 2005, NCQA received awards from the National Coalition for Cancer Survivorship, the American Diabetes Association and the American Pharmacists’ Association.

Organizational Award: **Institute for Patient- and Family-Centered Care**

In recognition of the success of the Institute for Patient- and Family-Centered Care in advancing patient- and family-centered care in all settings where individuals receive care and support.



Beverley H. Johnson

*“Patient- and family-centered care provides the framework and strategies for the redesign of health care and for quality improvement and patient-safety initiatives. Effective, sustained partnerships with patients and families inspire health-care leaders, clinicians and staff and provide essential perspectives about the experience of care. By tapping into the expertise, insights and views of patients and families, together we can bring about the profound transformational change needed in health care **today.**”*

**Beverley H. Johnson
President and Chief Executive Officer
Institute for Patient- and Family-Centered Care**

The Institute for Patient- and Family-Centered Care, a nonprofit organization founded in 1992, works in partnership with families, friends and healthcare professionals to advance the understanding and practice of patient- and family-centered care in all settings where individuals and families receive care and support, including health, education, mental health and social services.

Individual Award: **Dr. Bill Thomas**

In recognition of his outstanding achievements in envisioning and implementing a new paradigm for long-term care that focuses on nurturing and sustaining a meaningful life for the aging.

"We are only beginning to understand how to create and maintain the sanctuaries that elderhood needs if it is ever to develop properly. Those of us who have been working with elders, organizations, staffs and families to make human habitats bloom in the most unlikely places have learned some things that all those who seek a sanctuary for elderhood are likely to find useful."



Dr. Bill Thomas

Dr. Bill Thomas, the first recipient of the individual Picker Award for Excellence® in the Advancement of Patient-Centered Care in the field of long-term care, is an international authority on geriatric medicine and eldercare. A 1986 graduate of the Harvard Medical School, he went on to graduate medical training in the Highland Hospital/University of Rochester Family Medicine Residency. A part-time position as the medical director of a small rural nursing home turned into a full-time and lifelong passion for improving the well-being of older people. In the early 1990s he and his wife, Judith Meyers-Thomas, developed the Eden Alternative.

On a tour of the United States, Dr. Thomas saw that America's nursing-home buildings were "aging faster than the people living inside them." This led him to develop a new approach to long-term care that became known as the Green House. Supported at first by the Fan Fox and Leslie R. Samuels Foundation and later by the Robert Wood Johnson Foundation, Dr. Thomas oversaw the construction of the nation's first Green Houses. This model of care is now being replicated nationwide.

2008 Picker Awards for Excellence® in the Advancement of Patient-Centered Care

Individual Award: **James B. Conway, M.S.**

In recognition of his championship of the importance of making patient-centered care an integral part of the delivery of safe, high-quality healthcare.

"As health professionals, we have been granted the exceptional privilege of participating in care. Achieving the potential of this privilege is only reached in relationships centered on respectful partnership with patients and their families. At its fullest, each of us in the partnership—the patient, family member, health professional and healthcare organization—will receive cherished gifts that keep on giving."



James B. Conway

James B. Conway, M.S., is senior vice president at the Institute for Healthcare Improvement (IHI), where he served as a senior fellow from 2005 to 2006. He was the executive vice president and chief operating officer at Dana-Farber Cancer Institute from 1995 to 2005, following a 27-year career at Children's Hospital, Boston, in radiology administration and finance and as assistant hospital director for patient-care services.

Organizational Award: **Cincinnati Children's Hospital Medical Center**

In recognition of CCHMC's advocacy for and support of patient- and family-centered care as part of its goal to improve healthcare for all Americans.



James M. Anderson

"Family-centered care at Cincinnati Children's means partnering with parents at all levels: at the bedside, and also when we plan the health care delivery system. We can't assume we know what families need. We need their input in designing systems that meet their needs and improve clinical outcomes and the experience of care."

James M. Anderson
Former President and CEO
Cincinnati Children's Hospital Medical Center

Cincinnati Children's Hospital Medical Center is one of the largest, most respected, and fastest growing pediatric hospitals and research centers in the United States. Guided by a boldly aspirational vision "to be the leader in improving child health," Cincinnati Children's made a long-term commitment to family-centered care and transformational quality improvement. The medical center also strengthened and expanded clinical services as well as research and education programs. In 2006, Cincinnati Children's became the first pediatric hospital to win the Quest for Quality Prize, presented by the American Hospital Association-McKesson Foundation.

Special Award: **MedCom**

In recognition of MedCom's leadership in promoting patient-centered care through a patient- and provider-friendly information exchange system.



Ib Johansen

"Close cooperation among all parties in the health and social sector is a prerequisite for high-quality patient care. The established infrastructure for secure electronic communication is today the backbone of a collective health and social care system in Denmark. MedCom's goal has always been to enable data exchange, better work processes and—in the end—optimal patient care. Above all, patients' interests must be the focus point, and allowing them access to own health data is an essential issue at present time."

Ib Johansen
Department Manager
MedCom, Danish Health Data Network

MedCom, Denmark's official health data network, is a national organization that is involved in developing, testing, distributing and quality-checking electronic communication and information in the healthcare sector.

MedCom is supported by the Ministry of Health and Prevention, the National Board of Health, Danish Regions, Local Government Denmark, the Ministry of Social Welfare and the Danish Pharmaceutical Association.

2007 Picker Awards for Excellence® in the Advancement of Patient-Centered Care

Individual Award: **Edward H. Wagner, M.D., M.P.H.**

In recognition of Dr. Wagner's championship of the importance of making patient-centered care an integral part of the delivery of healthcare to the chronically ill.

"Patient-centered healthcare begins and ends with the recognition that patients are the most important managers of their health and care."

Dr. Ed Wagner
Director, MacColl Institute
for Healthcare Innovation



Dr. Ed Wagner

Dr. Ed Wagner is the director of the MacColl Institute for Healthcare Innovation at Group Health in Seattle, Wash. He is best known for his leading role in developing and disseminating the Chronic Care Model through "Improving Chronic Illness Care (ICIC)," an evidence-based framework that describes what a healthcare system must do to help patients with diabetes, heart disease, depression and other conditions get the kind of care they need when they need it. It is estimated that more than 100 million Americans live with one or more chronic conditions, and that the number will rise as the population ages.

Organizational Award: **Pioneer Network**

In recognition of Pioneer's leadership in promoting patient-centered care to help create a culture of aging that is life-affirming, satisfying, humane and meaningful.



"Patient-centered care is a fundamental component in Pioneer Network's dedication to bringing deep system change to the culture of aging and long-term care by promoting living environments where elders and direct-care workers are able to express choice in meaningful ways."

Dr. Bonnie Kantor
Former Executive Director
Pioneer Network

Dr. Bonnie Kantor

Pioneer Network, based in Rochester, N.Y., is a growing coalition of organizations and individuals dedicated to making fundamental changes in values and practices to create a culture of aging and long-term care that is life-affirming, satisfying, humane and meaningful. Pioneer Network creates communication, networking and learning opportunities; builds and supports relationships and community; identifies and promotes transformation in practice, services, public policy and research; advocates for public policy changes; develops and provides access to resources and leadership; and hosts a national conference to bring together interested parties with a desire to propel this important work.

Special Award: **Agency for Healthcare Research and Quality**

In recognition of AHRQ's advocacy for and support of patient-centered care as part of its goal to improve healthcare for all Americans.

"Patient-centered care is at the heart of our agency's mission. We're committed to helping patients play an active, informed role in all of the decisions made about their care. Through their participation, they become a critical part of our efforts to improve the quality and safety of care overall."



Dr. Carolyn Clancy

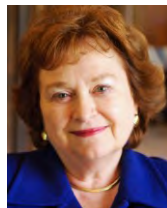
Carolyn M. Clancy, M.D.
Director, AHRQ

The Agency for Healthcare Research and Quality is the division of the U.S. Department of Health and Safety Services charged with improving the quality, safety, efficiency and effectiveness of healthcare for all Americans. AHRQ sponsors and conducts research that provides evidence-based information on health care outcomes; quality; and cost, use, and access. The information helps healthcare decision-makers—patients and clinicians, health system leaders, purchasers and policymakers—make more informed decisions.

Special Award: **Karen Davis, Ph.D.**

In recognition of developing a vision for better patient-centered care and supporting achievement of that vision through grant-making programs for all, especially the young, the elderly and other vulnerable persons.

"Regardless of what we do for a living, we are all patients at some time in our lives. And when that time comes, we like to believe that our needs and preferences really drive every healthcare decision. Too often, though, both in the United States and across the globe, that is not the case. The Commonwealth Fund's Patient-Centered Primary Care Initiative is designed to support physicians who provide patients with the access, information and coordination they need. This award is a tribute to the idea that the time for true patient-centered care has arrived."



Dr. Karen Davis

Dr. Karen Davis, President
The Commonwealth Fund

Karen Davis, Ph.D., is president of The Commonwealth Fund, a national philanthropy engaged in independent research in health and social matters. Dr. Davis, a nationally recognized economist, has had a distinguished career in public policy and research.

2006 Picker Awards for Excellence® in the Advancement of Patient-Centered Care

Individual Award: **Prof. Sir Liam Donaldson**

In recognition of achievements in promoting and instilling safe, patient-centered care as a primary value of the National Health Service.



Sir Liam Donaldson

"Patient safety is not only about statistics but also involves damage to the lives of real people—patients and their families—who are harmed and sometimes die as a result of unsafe care. Patients and their experiences must therefore be at the heart of patient-safety strategies at all levels in a healthcare system."

Prof. Sir Liam Donaldson
Former Chief Medical Officer
Department of Health

Prof. Sir Liam Donaldson has served as the chief medical officer of England's Department of Health since 1999. A public health physician by training, he was previously regional director for the Northern Region of the NHS. His particular experience and interests have been in strategic management and planning, health policy, public health programs, clinical governance, problems of poor professional practice and health services research.

Organizational Award: **Planetree**

In recognition of pioneering and advocating a healing and humanistic approach to the environments in which healthcare is provided.



Susan B. Frampton

"When Planetree was founded 30 years ago by a patient, patient-centered care concepts were just emerging. But the challenges remain largely the same today: to create a healthcare system in which caring, kindness and respect are as highly valued as a good clinical outcome. Our patients, their families and healthcare providers deserve nothing less."

Susan B. Frampton, Ph.D.
President, Planetree

Planetree, founded in 1978, is a nonprofit membership organization working with hospitals and health centers to develop and implement patient-centered care in healing environments. Planetree serves as a catalyst and partner in the development and implementation of new models of healthcare that focus on healing the mind, the body and the spirit. The Planetree Model recognizes the importance of architectural and interior design in the healing process. A growing body of scientific data points to improved patient outcomes and satisfaction as a result of design factors that are home-like and barrier-free and that support patient dignity and encourage family participation in care.

2005 Picker Awards for Excellence® in the Advancement of Patient-Centered Care

Lifetime Achievement Award:
Drs. Albert G. Mulley and John E. Wennberg

"The essence of professionalism in healthcare is giving patients the care they need and no less, and the care they want and no more. For this to happen, health professionals and those they serve must work together in making and implementing decisions that are based on the best available knowledge and that reflect the patient's personal concerns and preferences. Certain communication competencies are required of both professionals and patients. Even more important are simple rules and rewards that support a culture of shared decision-making and collaborative care."



Dr. Al Mulley

Dr. Albert Mulley, co-founder
Foundation for Informed Medical Decision Making

Drs. Mulley and Wennberg co-founded the Foundation for Informed Medical Decision Making in 1989. Dr. Mulley, associate professor of medicine and associate professor of health policy at Harvard Medical School, is the director of the Dartmouth Center for Healthcare Delivery Science..

Dr. Wennberg is the director of the Center for Evaluative Clinical Sciences at Dartmouth Medical School. He has been a professor in the Department of Community and Family Medicine since 1980 and in the Department of Medicine since 1989.

Organizational Award: **Integrated Healthcare Association**



Thomas J. Davies

"IHA's Pay for Performance (P4P) program includes more than 225 medical groups representing about 40,000 physicians who are working to improve doctor-patient communication, timely access to care and specialists, care coordination and the overall experience of about 12 million patients."

Thomas J. Davies
Past Chair, Integrated Healthcare Association

The **Integrated Healthcare Association (IHA)**, comprising top decision-makers from major healthcare stakeholder groups in California, won the Organizational Award for its innovative pay-for-performance (P4P) program. The P4P program measures and rewards quality of care, including patient experience, at 225 physicians' organizations representing 40,000 physicians and 12 million patients in California.

Special Award: **Initiativkreis Ruhrgebiet**



Dr. Dieter Hueskel

"Technological progress is not the only measure of quality medical care. Just as important is how care is experienced by individual patients. Information and transparency help patients to find their way through the maze of modern medicine."

Dr. Dieter Hueskel
The Boston Consulting Group GmbH



Dr. Eckhard Albrecht
Initiativkreis Ruhrgebiet

The Initiativkreis Ruhrgebiet (Ruhr Region Initiative), an organization of 58 major companies from the Ruhr and Rhine regions of Germany that aims to promote business development, and the Boston Consulting Group, a worldwide management and strategy consulting firm, won the award for their work in creating the first hospital guide in Germany. The 220-page guide, published in 2004, provides patients with an analysis of 39 hospitals and 54 specialist departments in the Ruhr-Rhine region in order to help patients find the medical facilities best suited to handle their individual situation.

2004 Picker Award for Excellence® in the Advancement of Patient-Centered Care



Sir Donald Irvine, M.D.

"Patients want doctors who are technically excellent, honest and reliable and who respect them and make them feel special. For them, the good doctor—the true professional—manages to combine scientific prowess with complete integrity and care for people."

Sir Donald Irvine, Chairman
Picker Institute Europe

Sir Donald Irvine, M.D., F.R.G.C.P., F.Med.S.Ci., former president of the UK General Medical Council and chairman of Picker Institute Europe, has played a major role in raising quality standards in medicine and persuading the medical profession to place patients and their needs at the forefront of everything they do.

2003 Picker Award for Excellence® in the Advancement of Patient-Centered Care

"There is the right and the wrong in meeting patients' needs, and Picker sets the right standards."

Margaret Mahoney, Past President
The Commonwealth Fund



Margaret Mahoney

"As a result of her effective efforts to improve the American healthcare system, Margaret Mahoney is widely regarded as one of the most illustrious and influential women of our time."

Harvey Picker
Picker Institute

About Picker Institute

Our organization

We are an independent, nonprofit organization dedicated to the advancement of the principles of patient-centered care and the global patient-centered-care movement.

Our mission

Picker Institute sponsors research and education in the fields of patient-centered care in support of and in cooperation with educational institutions and other interested entities and persons. The institute's mission is to foster a broader understanding of the theoretical and practical implications of patient-centered care by approaching healthcare with a focus on the concerns of patients and other healthcare consumers.

Predicated on the understanding that Picker Institute is a world leader focusing on the measurement of the patient experience, and recognized as an important source of information, advice and support, the board of directors support the advancement of the science through a variety of programs, awards and related research that recognize "best practices," each designed to foster a continued improvement in healthcare from the patient's perspective ... through the patient's eyes.

Our values

We believe all patients deserve high-quality healthcare, and that patients' views and experiences are integral to improvement efforts. The Patient-Centered-Care Movement believes in the

PRINCIPLES OF PATIENT-CENTERED CARE

Respect for patients' values, preferences and expressed needs

Patients want to be kept informed regarding their medical condition and involved in decision-making. Patients indicate that they want hospital staff to recognize and treat them in an atmosphere that is focused on the patient as an individual with a presenting medical condition.

- Illness and medical treatment may have an impact on quality of life. Care should be provided in an atmosphere that is respectful of the individual patient and focused on quality-of-life issues.
- Informed and shared decision-making is a central component of patient-centered care.
- Provide the patient with dignity, respect and sensitivity to his/her cultural values.

Coordination and integration of care

Patients, in focus groups, expressed feeling vulnerable and powerless in the face of illness. Proper coordination of care can ease those feelings. Patients identified three areas in which care coordination can reduce feelings of vulnerability:

- Coordination and integration of clinical care
- Coordination and integration of ancillary and support services
- Coordination and integration of front-line patient care

Information, communication and education

Patients often express the fear that information is being withheld from them and that they are not being completely informed about their condition or prognosis. Based on patient interviews, hospitals can focus on three kinds of communication to reduce these fears:

- Information on clinical status, progress and prognosis
- Information on processes of care
- Information and education to facilitate autonomy, self-care and health promotion

Physical comfort

The level of physical comfort patients report has a tremendous impact on their experience. From the patient's perspective, physical care that comforts patients, especially when they are acutely ill, is one of the most elemental services that caregivers can provide. Three areas were reported as particularly important to patients:

- Pain management
- Assistance with activities and daily living needs
- Hospital surroundings and environment kept in focus, including ensuring that the patient's needs for privacy are accommodated and that patient areas are kept clean and comfortable, with appropriate accessibility for visits by family and friends.

Emotional support and alleviation of fear and anxiety

Fear and anxiety associated with illness can be as debilitating as the physical effects. Caregivers should pay particular attention to:

- Anxiety over clinical status, treatment and prognosis
- Anxiety over the impact of the illness on themselves and family
- Anxiety over the financial impact of illness

Involvement of family and friends

Patients continually addressed the role of family and friends in the patient experience, often expressing concern about the impact illness has on family and friends. These principles of patient-centered care were identified as follows:

- Accommodation, by clinicians and caregivers, of family and friends on whom the patient relies for social and emotional support
- Respect for and recognition of the patient "advocate's" role in decision-making
- Support for family members as caregivers
- Recognition of the needs of family and friends

Continuity and transition

Patients often express considerable anxiety about their ability to care for themselves after discharge. Meeting patient needs in this area requires staff to:

- Provide understandable, detailed information regarding medications, physical limitations, dietary needs, etc.
- Coordinate and plan ongoing treatment and services after discharge and ensure that patients and family understand this information
- Provide information regarding access to clinical, social, physical and financial support on a continuing basis

Access to care

Patients need to know they can access care when it is needed. Attention must also be given to time spent waiting for admission or time between admission and allocation to a bed in a ward. *Focusing mainly on ambulatory care*, the following areas were of importance to the patient:

- Access to the location of hospitals, clinics and physician offices
- Availability of transportation
- Ease of scheduling appointments
- Availability of appointments when needed
- Accessibility to specialists or specialty services when a referral is made
- Clear instructions provided on when and how to get referrals

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Loie Hanscom, left, executive director of Picker Institute, with board members, from left, Gail Warden, Sam Fleming, David Leach, Mark Waxman, Stephen Schoenbaum and Sir Donald Irvine.

