

**Pursuing Perfection in Prostate Cancer Care
Henry Ford Medical Group
2003 Acclaim Award Recipient**

The 2003 Acclaim Award Recipient is Henry Ford Medical Group for its Pursuing Perfection in Prostate Cancer Care initiative. The program improved time to treatment and patient satisfaction with prostate cancer care by adopting a more patient-centered approach to care.

Henry Ford Medical Group is an 800-member multispecialty group based in Michigan, practicing in an integrated delivery network that serves a market area population of approximately four-million. The health system is home to a leading prostate cancer research program (including projects in robotic laparoscopic surgery, gene therapy, and neural network technology); 90 percent of patients are diagnosed at an early stage, affording them multiple treatment options.

In 2001 the Henry Ford Medical Group selected prostate cancer as a focus for redesign to support two interlocked strategic initiatives: (1) establish Centers of Excellence in five priority areas, including cancer care, by creating models of patient-centered care based on the best scientific evidence available, and (2) organize the effort as a platform for learning how to accomplish rapid, dramatic, and sustainable improvement in care delivery and patient outcomes. The medical group's selection as a finalist in the Robert Wood Johnson Foundation's "Pursuing Perfection" initiative provided additional structure, ideas, and momentum.

From the beginning, top leaders were personally actively involved. For more than six months, the health system CEO and the medical group's CEO and other top leaders joined front-line clinical champions from the areas targeted for improvement and organization infrastructure leaders from IT, HR, finance, and quality every other week to map the "Pursuing Perfection" agenda. This "Care Innovation Team," which now meets every two to four months, provides a regularly scheduled interaction with senior leaders and other project teams, paves the way for asking for advice and support, surfaces common needs, and leads to system-wide rather than project-specific solutions.

The Josephine Ford Cancer Center leadership adopted the same philosophy and approach. Leaders met with patients, physicians, nurses, administrators, and receptionists to get ideas about how to redesign prostate cancer care to provide convenient, supportive, timely and appropriate care for all patients.

The Prostate Cancer Options Program (PCOP) is now offered in both suburban and urban locations, with plans to expand to a third site in early 2003. The program is available to every newly diagnosed prostate cancer patient cared for by Henry Ford Health System (HFHS)-about 500 patients annually-and is increasingly sought out by patients outside the system.

Goal

To provide each and every prostate cancer patient, from the point of diagnosis through surveillance care, the most patient-centered, personalized care possible, based on the best scientific evidence available

Intervention

For newly diagnosed patients, the link to the Prostate Cancer Options Program (PCOP) is immediate. Patients can be referred by phone, page, or e-mail. The system Web site and brochures in every Urology Clinic provide information for self-referral. Referral triggers a phone interview by the PCOP nurse-typically the same day the referral is made-in which the nurse makes a brief assessment and outlines what to expect at the PCOP visit. The visit begins with a standardized DVD-based education series facilitated by the nurse specialist and individual consultations with an urologist, a radiation oncologist, and, when appropriate, a medical oncologist. At the end of the session, patients complete a "post-test" to assess their understanding of information essential for informed decision-making. Those who do not score 100

percent are taught again with different techniques until they achieve a perfect score. Patients receive written educational material and a written care plan standardized by consensus among all physician specialties. A summary of the PCOP consultations, treatment decisions, and care plan is transmitted electronically to the referring physician/primary care physician.

Highlights

- Health system leadership allocated \$1.5 million to the system's Josephine Ford Cancer Center specifically for improving cancer care coordination, starting with prostate cancer.
- Framework for the project is based on the six aims outlined in the Institute of Medicine's report, *Crossing the Quality Chasm*.
- Patient Advisory Board meets with the project team quarterly, and recommendations, such as adding opportunity for peer counseling, are incorporated when possible.
- Patients play an active role in managing their care during both the decision-making and post-treatment phases.
- Urologists, radiation oncologists, and medical oncologists who specialize in genitourinary cancer see newly diagnosed patients together during half-day clinic sessions (offered twice a week).
- Nurses play a critical role in the PCOP project, serving throughout as the key contact point for the patient.
- Patients leave PCOP with a form reminding them about what took place, what decision (if any) was made, and how to follow up.

Results

The PCOP has dramatically improved patient satisfaction with the care experience. Informal observations and conversations, as well as staff surveys in August 2001 and 2002, indicate the redesign has also improved staff satisfaction with care-giving. Additionally, this has led to a 20 percent increase in patients self-referred from outside the system. See Table 1 for a summary of the results Henry Ford Medical Group has been able to achieve using the aims outlined in the Institute of Medicine's report, *Crossing the Quality Chasm*.