

Patient Loyalty

The following summaries of recent resources and peer-reviewed articles identify factors that influence patient loyalty and the likelihood to recommend an organization or care provider. Citations are linked to full-text articles [*] when available. [PG] denotes Press Ganey research.

ALL CARE SETTINGS		
Study	Objective	Conclusion
<p>Zhou, W. J., Wan, Q. Q., Liu, C. Y., Feng, X. L., & Shang, S. M. (2017). Determinants of patient loyalty to health care providers: An integrative review. <i>International Journal for Quality in Health Care</i>, 29(4), 442-449.</p>	<p>To identify determinants influencing patient loyalty to health care providers and to propose an integrative conceptual model of the influencing factors.</p>	<ul style="list-style-type: none"> ▪ Patient loyalty may be positively influenced by satisfaction, quality, value, hospital brand image, trust, commitment, and organizational citizenship behaviors. ▪ Quality has a direct, positive impact on satisfaction and value; satisfaction has a direct, positive impact on trust and commitment; trust has a direct, positive impact on commitment and loyalty; and brand image has a direct, positive impact on quality and loyalty.
<p>[*] Burke, G. F. (2017, January 12). Geisinger's refund promise: Where things stand after one year. <i>NEJM Catalyst</i>.</p>	<p>To describe how Geisinger's ProvenExperience™ refund program reoriented the patient as the center of the enterprise.</p>	<ul style="list-style-type: none"> ▪ ProvenExperience™ allows patients to request a refund if any aspect of care did not meet expectations. ▪ The program was designed to hardwire best practice guidelines into patient services including improved communication techniques, best nursing practices in rounding, professional dress, leader accountability, and performance transparency. ▪ "Making it right" for patients following service failures has increased the number of grievances received, has cost a relatively small amount of dollars in relation to the system's budget, and has added to the overall process of care improvement as problems in service delivery have been discovered and addressed.
<p>[*PG] Press Ganey. (2015). Census-based surveying for today's consumer-driven industry. South Bend, IN: Author.</p>	<p>To describe a framework that leverages electronic communication to amass significantly more patient experience data across care settings to help providers improve performance, increase loyalty, and grow market share.</p>	<ul style="list-style-type: none"> ▪ Census-based surveying leverages electronic communications to collect significantly more patient data across care settings, yielding the scientifically valid samples needed to drive advanced analytics and meaningful insights at the system, facility, service, unit and physician level. ▪ Robust samples allow organizations to identify targeted performance improvement opportunities, accelerate improvement trajectories, and support internal and external transparency of performance outcomes. ▪ Deep datasets offer unique insight into the coordination and management of care, and can help providers pinpoint areas along the care continuum where fragmentation may negatively influence the overall experience of care. ▪ The capabilities achieved through census-based surveying enhance organizations' ability to meet patients' needs, reduce suffering and grow market share in an increasingly competitive industry.

ALL CARE SETTINGS

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<p>[*PG] Press Ganey. (2015). Competing on patient-driven value: The new health care marketplace. South Bend, IN: Author.</p>	<p>To highlight how hospitals and health systems can gain a competitive advantage by embracing patient-centered care models built on robust data collection, outcomes transparency, advanced analytics and targeted improvement.</p>	<ul style="list-style-type: none"> ■ Health care leaders who embrace patient-centered models of care earn patient loyalty and market share by transforming the quality and value of the care they provide, while those who fail to respond to this market shift risk being left behind. ■ Providers should compete for market share and patient loyalty not only by providing excellent, quality care but also by keeping up with rising expectations for greater access to the cost and quality data patients need to make informed health care decisions. ■ Organizations can build a sustainable competitive advantage by embracing patient-centered strategies built on robust data collection, outcomes transparency, advanced analytics and targeted improvement.
<p>[*PG] Press Ganey. (2015). Consumerism: Earning patient loyalty and market share. South Bend, IN: Author.</p>	<p>To gain insight into strategies to improve patient loyalty and market share.</p>	<ul style="list-style-type: none"> ■ Meeting patients' needs and earning their loyalty are strategic imperatives for the new health care marketplace. ■ Providers should focus on the themes of coordination, communication, and empathy when prioritizing care improvement efforts. ■ Improvement related to coordination, communication, and empathy is likely to lead to greater patient loyalty, enhanced market share, and reduced turnover in personnel due to the pride in their work that results.
<p>[PG] Lee, T. H. (2014). Why patient loyalty matters—and how to enhance it. <i>Healthcare Finance Management</i>, 68(12), 68-72.</p>	<p>To relate five tactics that can help health care organizations earn patients' confidence and loyalty.</p>	<ul style="list-style-type: none"> ■ Five tactics that can help health care organizations earn patients' confidence and loyalty—and in turn retain or expand market share—are: <ul style="list-style-type: none"> – Developing a shared vision of patient care – Committing to measuring the patient experience – Being accountable to data – Emphasizing team care – Establishing organizational pride

EMERGENCY DEPARTMENT

Study	Objective	Conclusion
<p>[*PG] Press Ganey. (2015). EDCAHPS early adopter study: Understanding patient-centered value in the emergency department. South Bend, IN: Author.</p>	<p>To provide insight into the important aspects of patient-centered care delivery in the emergency department.</p>	<ul style="list-style-type: none"> ■ Patients' perception that emergency department nurses listened carefully to them significantly drives top-box ratings for Overall ED Experience and Likelihood to Recommend the ED on the Emergency Department Consumer Assessment of Healthcare Providers and Systems survey, independent of receipt of medication for pain. ■ Patients' perception that emergency department caregivers did everything they could to help with pain

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		<p>has a greater influence on the emergency department patient experience than receipt of pain medication.</p> <ul style="list-style-type: none"> Being kept informed about wait times has the same influence on the emergency department patient experience as receiving care quickly.
<p>Guss, D. A., Gray, S., & Castillo, E. M. (2014). The impact of patient telephone call after discharge on likelihood to recommend in an academic emergency department. <i>The Journal of Emergency Medicine</i>, 46(4), 560-566.</p>	<p>To assess the impact of post-discharge telephone calls on emergency department patient satisfaction as measured by likelihood to recommend.</p>	<ul style="list-style-type: none"> Post-discharge phone calls are an effective strategy to improve emergency department patient satisfaction. Post-discharge calls to emergency department patients are strongly associated with improved patient satisfaction as measured by likelihood to recommend. The strong association between post-discharge calls and patient satisfaction remains after controlling for waiting time, total length of emergency department stay, and acuity (as assessed by triage class).
<p>Johnson, M. B., Castillo, E. M., Harley, J., & Guss, D. A. (2012). Impact of patient and family communication in a pediatric emergency department on likelihood to recommend. <i>Pediatric Emergency Care</i>, 28(3), 243-246.</p>	<p>To identify the specific emergency department patient experience variables that most strongly predict satisfaction as measured by likelihood to recommend.</p>	<ul style="list-style-type: none"> A strong correlation exists between nurse and physician communication and emergency department patients' likelihood to recommend. Keeping the patient informed is the communication variable with the strongest correlation to patients' likelihood to recommend. Increased daily census and increased median daily wait times have no impact on emergency department patients' likelihood to recommend.
<p>Liu, S. S., Franz, D., Allen, M., Chang, E. C., Janowiak, D., Mayne, P., & White, R. (2010). ED services: The impact of caring behaviors on patient loyalty. <i>Journal of Emergency Nursing</i>, 36(5), 404-414.</p>	<p>To describe the impact of caring behaviors in the emergency department on patient loyalty.</p>	<ul style="list-style-type: none"> Caring behaviors—including care concern and communication, body language, and initial greetings—have an impact on patient loyalty. Making sure patients are aware of care-related details, working with a caring touch, and making treatment procedures clearly understood are the caring behaviors most strongly correlated with patient loyalty. Time-stamp data show a link between wait time and patient loyalty.

INPATIENT

Study	Objective	Conclusion
<p>[PG] Kessler, D. P., & Mylod, D. (2011). Does patient satisfaction affect patient loyalty? <i>International Journal of Healthcare Quality Assurance</i>, 24(4), 266-273.</p>	<p>To investigate the relationship between patient satisfaction and the propensity to return (i.e., loyalty).</p>	<ul style="list-style-type: none"> ■ Patient satisfaction affects hospital choice. There is a significant link between patient satisfaction and loyalty. ■ Patient satisfaction has business implications for health care providers and may be useful as a management tool for private and public purchasers.
<p>Senti, J., & LeMire, S. D. (2011). Patient satisfaction with birthing center nursing care and factors associated with likelihood to recommend institution. <i>Journal of Nursing Care Quality</i>, 26(2), 178-185.</p>	<p>To determine which care factors are most important to birthing center patients and correlated with the likelihood to recommend the facility to others.</p>	<ul style="list-style-type: none"> ■ Wait time, communication, and services in the hospital birthing center influence satisfaction with care and correlate with likelihood to recommend. ■ Wait time for call light response accounted for the largest amount of survey variability and correlated with likelihood to recommend the facility.

MEDICAL PRACTICE

Study	Objective	Conclusion
<p>[*] Carlin, C. S. (2014). Patient loyalty in a mature IDS market: Is population health management worth it? <i>Health Services Research</i>, 49(3), 1011-1033.</p>	<p>To understand patient loyalty to providers in Integrated Delivery Systems (IDS) over time, informing effective population health management.</p>	<ul style="list-style-type: none"> ■ Once a patient shows loyalty to a care system, the future chance of switching relationships is very low. ■ Co-located primary and specialty services are important in maintaining primary care loyalty. ■ Investment in population health management makes sense for both patient health and the financial health of a care system in a shared savings contract.
<p>[*PG] Press Ganey. (2014). Protecting market share in the era of reform: Understanding patient loyalty in the medical practice segment. South Bend, IN: Author.</p>	<p>To identify the key determinants of patient loyalty for medical practices.</p>	<ul style="list-style-type: none"> ■ The following variables are key determinants of patient loyalty for medical practices: <ul style="list-style-type: none"> – Confidence in the care provider – Coordination of care – Concern care providers show for patients' questions and worries – Listening – Courtesy of care providers ■ The most important predictor of patient loyalty is patients' confidence in their care providers.

MEDICAL PRACTICE

Study	Objective	Conclusion
<p>[*] Platonova, E. A., Kennedy, K. N., & Shewchuk, R. M. (2008). Understanding patient satisfaction, trust, and loyalty to primary care physicians. <i>Medical Care Research and Review</i>, 65(6), 696-712.</p>	<p>To develop and test a model reflecting a system of interrelations among patient loyalty, trust, and satisfaction.</p>	<ul style="list-style-type: none"> ■ Patient trust and good interpersonal relationships with the primary care physician are major predictors of patient satisfaction and loyalty to the physician. ■ Patients need to trust the primary care physician to be satisfied and loyal to the physician. ■ Patient trust, satisfaction, and loyalty are strong and significant predictors of patients' intentions to stay with a primary care physician and to recommend the physician to others.

OUTPATIENT

Study	Objective	Conclusion
<p>Boss, E. F., & Thompson, R. E. (2012). Patient satisfaction in otolaryngology: Can academic institutions compete? <i>Laryngoscope</i>, 122(5), 1000-1009.</p>	<p>To describe ambulatory otolaryngology patient satisfaction and examine the association of teaching status.</p>	<ul style="list-style-type: none"> ■ Otolaryngology patients seen in teaching or academic settings are more likely to recommend their care provider and more likely to recommend the practice where they received care. ■ Items that most strongly correspond with loyalty are related to care provider communication and behavior.
<p>[PG] Fulton, B. R., Malott, D. L., Jr., & Ayala, L. (2010). Award-winning outpatient service: Finding the common thread. <i>The Journal of Medical Practice Management</i>, 25(4), 202-206.</p>	<p>To offer a conceptual framework for understanding the effects of communication initiatives and how they relate to patients' likelihood to recommend the organization.</p>	<ul style="list-style-type: none"> ■ The extent and quality of communication with the patient and among health care team members, both during and after the patient's visit, are key drivers of the patient's increased likelihood to recommend the organization. ■ Patients' satisfaction with their visit and post-visit requires effective and clear communication which will translate into adherence to medical guidelines and an improved quality of life. This, in turn, will impact the likelihood to recommend the organization, their experience of future visits to the organization, and whether or not to have a future visit.