



SHARED DECISION MAKING (SDM)

Advancing Patient-Centered Care

Shared Decision Making Is a Core Strategy in Patient-Centered Care¹

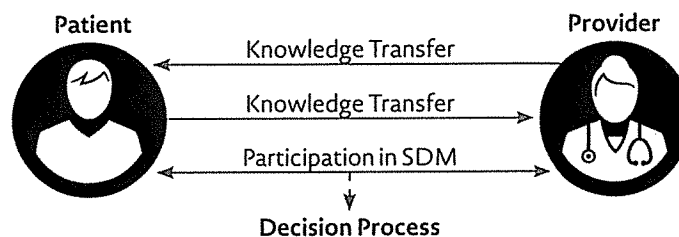
As the health care paradigm shifts focus from quantity care delivery to quality care delivery, **patient experience has become the top concern of many organizations.**² SDM is an integral component of patient-centered care and a key strategy for effecting a more positive patient experience.^{1,3,4}

During the SDM process, physicians and patients work together to reach a consensus on a management option that aligns both medical evidence and the patient's goals and values.⁵ The importance of implementing SDM is especially apparent when no single option has a clear medical advantage.⁴

Elements of SDM include⁶

- Balanced, evidence-based information on treatment options, benefits, and risks
- Assessment of patient values, priorities, and goals
- Alignment of patient values with medical decisions (ie, translating medical goals into patient goals)

Conceptual View of the SDM Process⁶



Adapted from Spatz ES et al.⁶

Implementing a shared decision making approach may help the health care provider gain a better understanding of the patient's preferences and personal situation and then make a decision in partnership with the patient, which may result in a highly satisfied patient.^{5,7}

Resources for Getting Started With Shared Decision Making

A Variety of SDM and Decision Aid Resources Are Available Online at No Cost

General SDM Resources

Agency for Healthcare Research and Quality (AHRQ)

<http://www.ahrq.gov/professionals/education/curriculum-tools/shareddecisionmaking/tools/index.html>

<https://cahps.ahrq.gov/Surveys-Guidance/CG/PCMH/index.html>

Informed Medical Decisions Foundation (IMDF)

<http://www.informedmedicaldecisions.org/what-is-shared-decision-making/shared-decision-making-resources>

Institute for Clinical Systems Improvement (ICSI)

https://www.icsi.org/health_care_transformation/patient_engagement/shared_decision-making

International Patient Decision Aid Standards (IPDAS)

<http://ipdas.ohri.ca>

Minnesota Shared Decision-Making Collaborative (MSDMC)

<http://msdmc.org/19-key-articles> | <http://www.msdmc.org/resources>

Certified Decision Aids

Agency for Healthcare Research and Quality (AHRQ)

<http://effectivehealthcare.ahrq.gov/index.cfm/tools-and-resources/patient-decision-aids>

Healthwise

<https://www.healthwise.net/healthpartners/Content/StdDocument.aspx?DOCHWID=tv6656#tv6656-sec>

Ottawa Hospital Research Institute (OHRI)

<https://decisionaid.ohri.ca/AZlist.html>

Notes

[illegible]

Shared Decision Making: A Formal Process That May Positively Impact Patient Experience^{1,3,4}

Improving the Patient-Provider Relationship Through SDM May Help Engage Patients in Their Care⁵

Potential Benefits of SDM⁵



More knowledgeable patients who are better prepared for conversations with their physicians



A mutually trusting relationship between patients and their physicians



Patients who are more likely to follow through on their decisions

In a recent study, 47% of surveyed patients said they would be “extremely” or “very likely” to switch to a provider who practiced shared decision making.^{8,*}

Several Organizations Have Created SDM Models, but There Is No Gold Standard⁹⁻¹¹

Example SDM Models

IMDF Model⁹

- Invite patient to participate
- Present options
- Provide information on benefits and risks
- Assist patient in evaluating options based on goals/concerns
- Facilitate decision-making process
- Assist with implementation

AHRQ SHARE Model¹⁰

- Seek patient’s participation
- Help patient explore and compare treatment options
- Assess patient’s values and preferences
- Reach a decision with patient
- Evaluate patient’s decision

Addressing Communication Barriers Is Key to Effective SDM

One formidable barrier to SDM is limited health literacy. In 2003, it was estimated that only 12% of adults in the United States had proficient health literacy.¹² To address variations in health literacy and improve staff communication skills, consider offering provider training.

Different types of communication methods have been found to be useful, including:

- **Teach-back method:** Confirming health information is understood²
- **Motivational interviewing:** Empowering patients to engage in their care²
- **Reflective listening:** Listening carefully to patients’ thoughts and concerns, and then reflecting back what was heard¹³

AHRQ=Agency for Healthcare Research and Quality; IMDF=Informed Medical Decisions Foundation.

*This 2-day, 17-question survey, conducted by Software Advice, gathered 386 responses.⁸

Decision Aids: Supplemental Tools That Increase Patient Knowledge and Reduce Decisional Conflict⁴

Decision Aids Are the Most Common Approach in Improving SDM

- SDM decision aids are printed, video, or Web-based tools used to help patients understand their options and weigh the pros and cons while considering their own preferences¹⁴
- High-quality decision aids can help supplement physician knowledge and elevate patient discussions

High-Quality Decision Aids⁴

- Benefits and risks of options, using balanced, evidenced-based information
- Personalized risk evaluation
- Personal goal/concerns assessment
- Certified through independent standards committee

Highlights of the 2014 Cochrane Review of Clinical Trials on Decision Aids (Pooled Results)^{4,*}

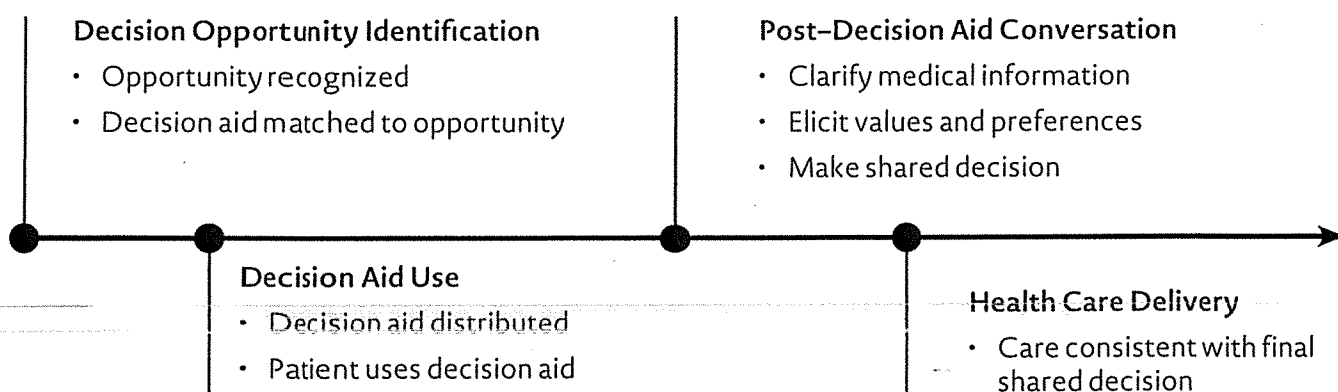
82% of patients who used decision aids had more accurate risk perceptions (n=5868, 19 studies)

51% aligned treatment choices better with values and choices (n=4670, 13 studies)

34% were less passive in their decision making (n=3234, 14 studies)

Consider Incorporating Decision Aids Into the Patient Workflow¹⁵

Example Workflow for Using Decision Aids



Many certified decision aids are available at no cost from various organizations. See the list of resources on page 2 for more information.

*Pooled results based on a review of 115 randomized controlled trials involving 34,444 participants.⁴

Initiating SDM: Developing an Action Plan Can Facilitate Successful Implementation

Considerations for Your Action Plan

- ✓ **Assess** your organization's current engagement in SDM
- ✓ **Identify** which disease states would be appropriate for an SDM initiative or pilot program
- ✓ **Determine** how an SDM initiative could be reimbursed and whether a pay-for-performance incentive is needed
- ✓ **Identify** roles and responsibilities of SDM team (primary care provider, specialist, nurse navigator)
- ✓ **Create an SDM program** that includes decision aids, and incorporate it into patient workflow
 - **Meet with HIT personnel** to determine how to integrate SDM into your EMR system
- ✓ **Develop a plan for engaging staff, including a staff training plan.** Consider
 - Staff communication skills
 - SDM guidelines or protocol
- ✓ **Determine** how and when SDM will be measured
- ✓ **Create a rollout plan** that includes information about the expected benefits of SDM

Additional Considerations

- What provider training is needed to improve staff communication skills?
- How can patients be prepared to actively participate at their appointments?
- How can online patient portals be used to deliver SDM?
- How can HIT be used to incorporate SDM into the patient workflow?
- Should an alternative delivery/payment model be considered to help cover SDM services?

Provider education on the benefits and opportunities of SDM may help increase provider support and improve implementation.

Measuring the Quality of the Decision Process in Your Organization Can Support Implementation

As you initiate shared decision making in your health system, the quality of the decision process can be assessed using several of the following tools¹⁶

- **OPTION scale:** External trained professional observes the SDM consultation live or reviews it from a previously recorded video
- **SDM questionnaires:** Assesses perspectives of patients and doctors
- **Decisional conflict scale:** Most widely used to evaluate decision aids
- **AHRQ's CAHPS surveys:** Supplemental set for SDM related to medication decisions

Note: CAHPS surveys are the only tools currently being used to measure SDM in value-based incentive programs, including the MSSP and PQRS.^{17,18}

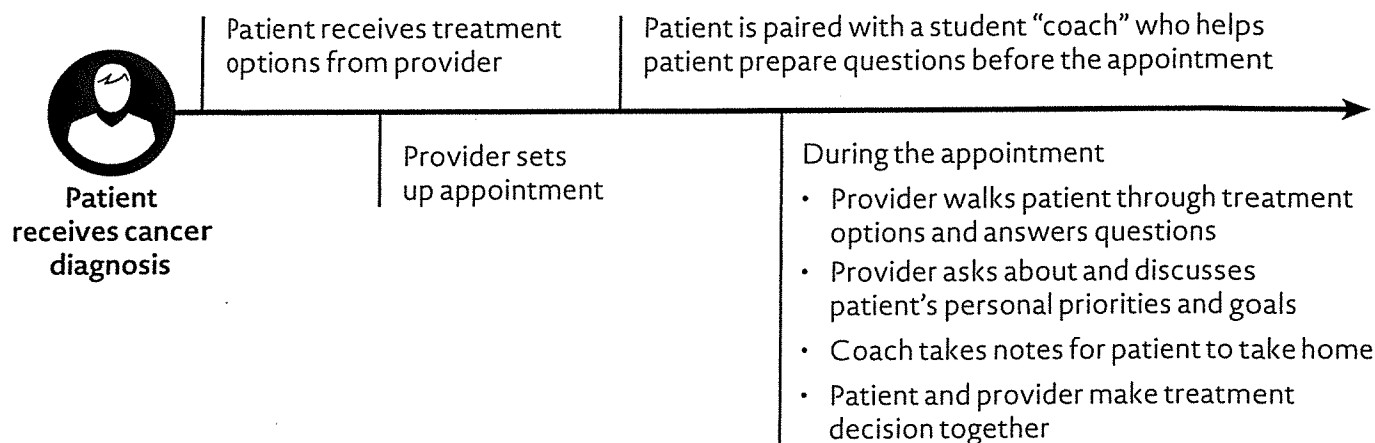
AHRQ=Agency for Healthcare Research and Quality; CAHPS=Consumer Assessment of Health Providers and Systems; EMR=electronic medical records; HIT=health information technology; MSSP=Medicare Shared Savings Program; OPTION=observing patient Involvement; PQRS=Physician Quality Reporting System.

Shared Decision Making in Clinical Practice

How One Medical Center Is Helping Patients Make Decisions About Their Care¹⁹

- A West Coast medical center implemented SDM to help patients diagnosed with breast cancer through the decision-making process
- The program provides patients with information, treatment options, and health coaching prior to their making a treatment decision
- The goals of the program are to ease patients' anxiety, to encourage appropriate care selection, and to improve patient satisfaction

Operationalizing SDM: Helping Patients Through the Decision-Making Process



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