SHARED DECISION MAKING (SDM)
Advancing Patient-Centered Care

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

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. SDM is an integral component of patient-centered care and a key strategy for effecting a more positive patient experience.

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. The importance of implementing SDM is especially apparent when no single option has a clear medical advantage.

Elements of SDM include

- 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)

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.
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. 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 understood
- **Motivational interviewing:** Empowering patients to engage in their care
- **Reflective listening:** Listening carefully to patients' thoughts and concerns, and then reflecting back what was heard

Shared Decision Making: A Formal Process That May Positively Impact Patient Experience

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

Potential Benefits of SDM

- 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

Several Organizations Have Created SDM Models, but There Is No Gold Standard

Example SDM Models

**IMDF Model**
- 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 Model**
- 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

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.*
Decision Aids: Supplemental Tools That Increase Patient Knowledge and Reduce Decisional Conflict

**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 preferences.
- High-quality decision aids can help supplement physician knowledge and elevate patient discussions.

**High-Quality Decision Aids**

- 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)**

- **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 Workflow**

**Example Workflow for Using Decision Aids**

- **Decision Opportunity Identification**
  - Opportunity recognized
  - Decision aid matched to opportunity

- **Decision Aid Use**
  - Decision aid distributed
  - Patient uses decision aid

- **Post-Decision Aid Conversation**
  - Clarify medical information
  - Elicit values and preferences
  - Make shared decision

- **Health Care Delivery**
  - Care consistent with final shared decision

Many certified decision aids are available at no cost from various organizations. See the list of resources on page 5 for more information.

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

- **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.

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.
Resources for Getting Started With Shared Decision Making

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

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<th>General SDM Resources</th>
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<td><strong>Minnesota Shared Decision-Making Collaborative (MSDMC)</strong></td>
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<td><strong>Ottawa Hospital Research Institute (OHRI)</strong></td>
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**Notes**

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Shared Decision Making in Clinical Practice

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

- 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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<tr>
<th>Patient receives cancer diagnosis</th>
<th>Patient is paired with a student “coach” who helps patient prepare questions before the appointment</th>
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<tr>
<td>Provider sets up appointment</td>
<td>During the appointment</td>
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<td></td>
<td>• Provider walks patient through treatment options and answers questions</td>
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<td></td>
<td>• Provider asks about and discusses patient’s personal priorities and goals</td>
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<td></td>
<td>• Coach takes notes for patient to take home</td>
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<td></td>
<td>• Patient and provider make treatment decision together</td>
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References