Getting Diagnostic with the Patient Experience

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Executive Consultant
January 11, 2012
HCAHPS Vital Signs

Communication

Information
Responsiveness
Nurse
Pain
Rating
Medication
Discharge
Quiet
Usually
Never
Sometimes
Doctor
Overall
Always
Clean
The sum of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of care.

~The Beryl Institute
Goals for today

- Identifying the hidden aspects that influence the patient experience
- Share what strategies Avatar Partners are using to improve HCAHPS Performance
- Defining the prerequisites for a culture of Accountability
HCAHPS Clusters

Nursing

- Patient Safety
- Nurse Empathy
- Problem Resolution
- Exchange Information
- Patient Activation

Responsiveness

- Staff Responsiveness
- Nurse Responsiveness
HCAHPS Clusters

**Physician**
- Empathy
- Exchange Information

**Pain Management**
- Physician
- Nurse

**Discharge**
- Process
- Information
HCAHPS Clusters

Medication

- Communication

Hospital Environment

- Safety
- Usability
- Cleanliness
- Quietness

Medical Team Interaction
# Diagnostics

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Doctor Communication

**Composite**

**Cluster**

**HCAHPS Items**

- How often did doctors explain things in a way I could understand?
- How often did doctors listen carefully to me?

**Avatar Items**

- I had input into decisions about my care.
- I knew the names of the doctors caring for me.
- My family was kept well informed.
- Tests and procedures were explained to me.
- Doctors answered questions about my health.
- Doctors explained my illness to me in a way I could understand.
- I received the right attention from my doctors.
- I felt the doctors cared about me as a person.
- My doctor showed me concern and sensitivity.

**Medical Team Interaction**

- There was consistency in the health care information shared by hospital staff.
- There was good teamwork among doctors, nurses, therapists and others caring for me.
Improvement Strategies that get results:

- Positive First Impression
- Reflective Listening
- Teach-Back
- Explain each person’s role
- Observe Top Performers and share what they do
- Engage Champions to coach and mentor peers
Developing the Improvement Plan
“Whack A Mole”
“Whack A Mole”   or   Bowling
Why Bowling?

Probability of Success

- One goal has an 80% chance of being achieved with excellence
- Two to four goals have a 64% chance of being achieved with excellence
- Five or more goals have a 33% chance of being achieved with excellence

Source: Stephen R. Covey
## Diagnostics

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Problem Resolution Aha!

Trying to Delight Your Customers
Trying to Delight Your Customers

To really win their loyalty, forget the bells and whistles and just solve their problems.

Source: Harvard Business Review July-August 2010
Eroding Loyalty

- Having to re-explain an issue (56%)
- Expendig moderate-to-high effort to solve the problem (59%)
- Being “handed off” to someone else (59%)
- Repeated efforts to resolve the issue (62%)
HCAHPS Improvement Strategies
Improvement Strategies that get results:

- Bedside Shift Report
- Hourly Rounding
- Key Words at Key Times (AIDET\textsuperscript{SM})
- Nurse Leader Rounding
Responsiveness of Staff

Improvement Strategies that get results:

- Hourly Rounding
- “No-Pass” Zone
Pain Management

Improvement Strategies that get results:

- Hourly Rounding
- Pain Posters
- Pain Protocols
- Physician Education
- Nurse Education
Communication of Medications

Improvement Strategies that get results:

- Bedside Shift Report
- Discharge Phone Calls
- Key Words at Key Times
Improvement Strategies that get results:

- Discharge Rounds
- Discharge Phone Calls
Hospital Environment

Improvement Strategies that get results:

- Adopt a Unit Program
- Clean Team Rounding
- Noise Audits
- Bundling nighttime tasks together
- Eliminate overhead paging
- Provide noise reduction tools to patients
A Culture of Accountability
Service Driven Culture

- Pressure for Change
- Expectations & Accountability
- Minimal Barriers
- Recognition & Incentives
- Vision & Plan
- Skills & Attitudes
- Measures and Feedback
Accountability

ac·count·a·bil·i·ty  noun
the quality or state of being accountable; especially an obligation or willingness to accept responsibility or to account for one's actions
A Culture of Accountability

Prerequisites

• Make it personal – individual vs. teams or departments
• Be specific-what does acceptable look like
• Monitor performance-how will change be measured
• Communicate consequences
• Enact consequences quickly
• Leader Role Modeling-consistency is vital
Banner Boswell Medical Center

Sun City, AZ

- 2000 Employees
- 800 Medical Staff Members
- 1600 Volunteers
- 501 Inpatient Beds
- 45,000 ED Visits
Banner Boswell Medical Center
Sun City, AZ

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Every Patient, Every Time
Service Driven Culture

- Pressure for Change
- Vision & Plan
- Expectations & Accountability
- Skills & Attitudes
- Minimal Barriers
- Measures and Feedback
- Recognition & Incentives
CEO shared the vision *Every Patient Every Time* during Town Hall meetings and with every department.
CEO shared the vision *Every Patient Every Time* during Town Hall meetings and with every department.

CEO department rounding to share patient story
CEO shared the vision *Every Patient Every Time* during Town Hall meetings and with every department.

CEO department rounding to share patient story

Developed key commitments
Three Key Commitments

- Hourly Rounding & “Starfish” customer encounters
- Prompt response to call lights
- Acknowledging and welcoming all patients, visitors and staff to each department and unit
CEO shared the vision *Every Patient Every Time* during Town Hall meetings and with every department.

CEO department rounding to share patient story

Developed key commitments

One hour training for every employee focused on the why and what “right” looks like
CEO shared the vision *Every Patient Every Time* during Town Hall meetings and with every department.

CEO department rounding to share patient story

Developed key commitments

One hour training for every employee focused on the why and what “right” looks like

Patient Room Orientation for staff unfamiliar with the environment
CEO shared the vision *Every Patient Every Time* during Town Hall meetings and with every department.

CEO department rounding to share patient story

Developed key commitments

One hour training for every employee focused on the why and what “right” looks like

Patient Room Orientation for staff unfamiliar with the environment

Orange beads to hold each other accountable
Service Driven Culture

Pressure for Change

Vision & Plan

Expectations & Accountability

Skills & Attitudes

Minimal Barriers

Measures and Feedback

Recognition & Incentives
Responsiveness of Hospital Staff increased from 65% Always to 72% Always
Goals for today

- Identifying the hidden aspects that influence the patient experience
- Share what strategies Avatar Partners are using to improve HCAHPS Performance
- Defining the prerequisites for a culture of Accountability
We Pledge To Always

Create Joy!

Connect Fully!

Take Ownership!

Show Kindness!

Do More!

Take Ownership!

Connect Fully!

Create Joy!

We Pledge To Always

Show Kindness!

Do More!
References

- **The HCAHPS Handbook** by Quint Studer, Brian Robinson & Karen Cook, Fire Starter Publishing, 2010

- **Healing Words the power of an apology in medicine** by Michael Woods, MD Doctors in Touch, 2004


Thank You

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