Improving Patient and Family Experience: New Ideas for Engaging Patients and Motivating Staff

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The National Rural Health Resource Center (The Center) is a nonprofit organization dedicated to sustaining and improving health care in rural communities. As the nation’s leading technical assistance and knowledge center in rural health, The Center focuses on five core areas:

- Transition to Value and Population Health
- Collaboration and Partnership
- Performance Improvement
- Health Information Technology
- Workforce
Webinar Agenda

- HCAHPS Introduction
- Intention/Connection/Action
- Using “5 Ps” proactively
- Moments of Kindness
- Staff Accountability: A Coaching Model
- Effective Leadership Rounds
- Questions

‘How-to’ podcasts for your frontline staff to compliment these topics are available
HCAHPS: Hospital Consumer Assessment of Healthcare Providers and Systems

A standardized survey tool to measure the patient’s perception of quality care by physicians and staff during the hospital stay

Why?
- **Consumers**: Provides information helpful in choosing a hospital
- **Hospitals**: Offers incentives for to improve quality of care

How?
- **Consumers**: A way to compare hospitals
- **Hospital**: Provides meaningful data for improvement efforts
Survey Evolution

- 2002: CMS and AHRQ develop and begin testing survey items
- October 2006: CMS implements HCAHPS
- March 2008: First results publicly reported
- 2013: CMS adds 5 questions - 3 concerning transition to post-hospital care, 1 about admission through the emergency room and 1 about mental/emotional health
- January 2018: 3 pain management questions replaced by 3 questions to focus on pain communication

Source: HCAHPS Fact Sheet
“Top Box” Scores Become Competitive

- Similar facilities’ patient responses are compared, resulting in a percentile ranking
- “Rate the Hospital” only a score of 9 or 10 counts
  - What would move a 7 or 8 to a higher rating?
- Only “Always” responses count
  - How can we impact “usually” responses?
- As you make improvements, so do other hospitals, therefore you must be considering ways to fine tune your patient experience
Improving Patient Experience: What Works?

- Frontline staff need to be involved with creating the experience (refer to podcasts)
- Focus on 2-3 “interventions” that are done with excellence and consistency
- The focus MUST be on creating a healing experience for the patient, not to the patient
- Create a process for continuous accountability and staff recognition
Refocus on the People, Not the Scores

• Change happens when we do the right things for the wrong reasons

• "The Perfectionist" video clip

  The Process: “Ignore the scoreboard... Just focus on doing your job at the highest level every single play and the wins will follow.”

• Excellence and Consistency
Intention-Connection-Action

**Intention First!** *(podcast)*

*What is my intention going into the patient room?*

**Connect Second!** *(podcast)*

*Build a relationship with the patient before doing anything to them*

**Action Last!** *(podcast)*

*After I’m clear about my intention and I’ve connected with the patient, only then do I carry out any tasks of the job such as checking vitals, medications or even talking about their diagnosis and treatment*
Use 5Ps to Anticipate Needs

1. Pain
2. Potty
3. Positioning
4. Personal needs
5. Patient Priority

- Decrease falls and call lights
- Use language that suggests what they might need, rather than just asking if they have a need
- Use the [12 min. podcast](#) to teach staff the model
Making 5Ps Even More Proactive

• Typical question: “Do you need to use the restroom?”

• Proactive language:
  ◦ “I’m about to give you pain medication which might make you sleepy. How about I help you to the restroom first so that you won’t have to get back up?”
  ◦ “I know you are used to getting up on your own but since you are connected to the IV, let me go ahead and help you to the bathroom while I am here so that I can make sure you are safe.”
Moments of Kindness

- Individual kindnesses shown to a patient or their family that shows we care and we see them as an individual
- They are usually small gestures that lead to someone saying, “Wow, that was so nice.”

They are not:
- Service recovery
- Normal activities that any patient would expect
Kindness Example 1

A Military Mother’s Prayer

Author Unknown

Tonight I ask as a mother to bless my child as I do every night,
But now I am reminding you this is a special child.
This child helps to provide a blanket of protection
That we as Americans slumber under each night.

He is dedicating his life to protect this great country of ours,
And before, there was always prayer for you to watch over this child,
But after the terror that has struck our homeland;
I feel stronger, more pleading as I pray to you.

This child loves God and country
And has sworn to protect her inhabitants.
But, this is still my child,
Whom I have sworn to protect with my life until the day I die.

Now I need your help more than ever. He is no longer within my reach,
But can only be reached by your hand to protect him.
He may be upon the oceans, above the earth
Or in the lands foreign and hostile to him.
Please God, keep him safe and bring him home to me...alive and well.

Let us find peace and keep these special children alive
And safe to teach future generations how important life is,
And how important it is to protect it.

They are a rare breed,
And we are the mothers who have helped to raise them.
Now we are the mothers who ask for your help to protect them.
Please bless all the children of the world,
But please remember, I am a military mother.
And I’m asking you to take special care of my special child.

Amen.
Kindness Example 2

We know you are anticipating your child's first birthday! We wish you a speedy recovery in order to be home with your newest edition. Thank you for letting us take care of you in this time of need!

Get well soon! 
Feel better soon! 
Wishing you a speedy recovery! 
To a speedy recovery! 
Feeling better soon.

Get well soon! 
Feel better soon!

Get well soon! 
Feel better soon!

Get well soon!

Get well soon! 
Feel better soon! 
Wishing you a speedy recovery - Sherrifina
Kindness Example 3

THANK YOU FOR YOUR SERVICE FROM 1WC STAFF

Thank you for your service to our country. Thank you for everything you have done. Thank you for your brave service. We are so grateful.

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All-About-Me Board
Use the **14 minute podcast** to learn a simple but effective coaching model for leaders to improve staff performance.
“What went well just now when you were caring for Mr. Smith?”

• Focus on staff talking about what they feel proud about. Leader then adds their observations about the positives.

• Do not move on to the next question until this has been discussed. Staff need to hear from you that you recognize the positives. **Focus on parts that really impact patient experience such as how they connected with the patient, a kind tone of voice and NOT on the task** of the job such as giving medication.
Coaching Model: Question 2

• “Is there anything you would do differently?” (and why?)
  ◦ This specific language is very important and changing just one word can change how it’s received by a staff member
  ◦ If there is an obvious concern but the staff member doesn’t identify it, you need to address it but use coaching wording such as “Tell me how you could have made a personal connection with that patient while you were in the room?”
Coaching Model: Question 3

• “How can I help you with...?”
  ◦ This question refers to your offer to help the staff member to improve in the way they provided service to the patient
  ◦ If you coached them on their tone of voice, then you are asking them what they need from you to continue to work on this
  ◦ This question is not meant to be an offer to do a task for the staff member; it’s about coaching
Effective Leadership Rounds: Create a Healing Moment

- Remember Intention-Connection-Action
- Connect with the patient
- Consider sitting by the bedside. Do not stand in the door with a clipboard.

“Is it okay if I visit with you a few minutes?”
“I’d like to hear how your stay with us has been.”
But They Said Everything Was “Fine”!

- “Fine” is an 8 and “great” might be too
- Dig deeper. “Good. Can you tell me what has made your visit with us great?”
- If patient looks hesitant to “tell” on staff, pull up a chair if you haven’t already and let them know you really would like to hear their thoughts about what would have made the stay better
- You might be able to do service recovery before they leave
After a very busy shift, a veteran patient called me to his bedside and gave me a pin that read "120%." His sergeant had given them the pins in basic training to encourage them to go above and beyond at all times. He said he'd watched me during his time in the ED, and I had truly earned the pin that day. It brought tears to my eyes. I still have the pin, and am honored to wear it at my current job.

Maureen Sullivan-Tevault, RN,MPH,BSN,CEN, Pinellas Park, FL

• Thank the patient for their honesty
• Let the patient know that staff love to see their names in the surveys
• Provide a way for the patient to reach you with further thoughts and comments
• Provide recognition to staff members who excelled and have a follow up conversation if needed with staff or departments when there are concerns
Important Take-Aways

The hallmark of excellence, the test of greatness, is consistency.  

Jim Tressel

• Focus on 2-3 interventions
  ◦ Hardwire them and revisit when/if scores drop
• Create a healing experience
Podcasts to Aid Implementation

• Use the first two podcasts to help educate frontline staff in meetings and trainings. The third podcast is a coaching model that leadership can use to close the loop of accountability.
  
  ◦ **Podcast 1**: Intention-Connection-Action  
    (13 minutes)
  
  ◦ **Podcast 2**: The Five ‘P’s to Anticipate Needs  
    (12 minutes)
  
  ◦ **Podcast 3**: Coaching Model to Close the Loop of Accountability  
    (14 minutes)
Contact Information

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Get to know us better:
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