



NATIONAL
RURAL HEALTH
RESOURCE CENTER

Impact Patient Experience Through Leader Rounding

Rhonda Barcus

Program Manager

Shannon Studden

Senior Program Specialist

The Center's Purpose

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



Learning Objectives

- Learn new ways to ask questions to get the information you want
- Identify ways to create a comfortable experience for the patient during leader rounds
- Discover ways to use the information to effectively coach staff



Agenda

- Rounding defined
- Preparing for rounding
- Tips for an effective conversation
- Post-round follow up
- A model for coaching staff
- Questions?



Leader Rounds Defined



A focused and intentional conversation with patients to identify areas of success and opportunities to impact the patient experience.



HCAHPS: Hospital Consumer Assessment of Healthcare Providers and Systems

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



Why?

Consumers: Provides information helpful in choosing a hospital

Hospitals: Offers incentives to improve quality of care

How?

Consumers: A way to compare hospitals

Hospital: Provides meaningful data for improvement efforts



Prepare for your Leader Rounds

Plan your introduction to the patient

- Who are you
- Why you are there
- The word “round” has no meaning for the patient

“Good morning, Mr. Jones. I’m Jane Smith, the nursing director. I’d like to spend some time with you to hear about your stay with us so far. Is this a good time to talk?”



Before Leader Rounds

- Identify the information you are seeking
 - Is there an area of patient experience survey that is important to you?
 - Are there expectations of staff that you need to check on, such as the [5 P's](#)?
- Familiarize yourself with the patient's information before entering the room. Check in with staff to get a little background and see if there is anything helpful for you to know.



Intention-Connection-Action



Intention First! (podcast)

What is my intention going into the patient room?



Connect Second!

Build a relationship with the patient before doing anything to them



Action Last!

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



Tips for Effective Conversations

- After your introduction, always ask if this is a good time for the patient
- Ask to mute or turn off the television
- If at all possible, sit in a chair near the patient. This makes real conversation easier.
- Find a way to connect with the patient as a person before you ask about their stay

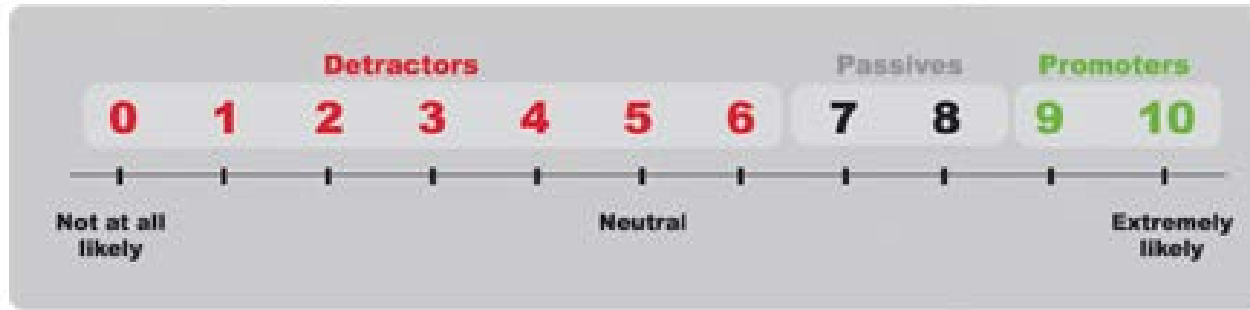


Crafting Your Questions

- Use open ended and probing questions rather than closed ended (yes/no) questions. The phrase, "Tell me..." is very effective.
- If you are a nurse, be sure to round as a leader, not as a nurse
- Notice the environment to get ideas for questions. If there is a communication/white board with patient priority, reference it. "I see pain is an issue, what kinds of things are staff doing to help with your pain?"



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?”***
- A patient who is very happy usually can provide specifics
- Ask for names of staff who have stood out



But they said everything was “fine”! (continued)

- If the 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
- If patient is still hesitant, consider asking, “I know you will be with us a couple more days, what can we do to make your stay better?”
- Provide service recovery before the patient is discharged, if possible



Wrapping Up the Round

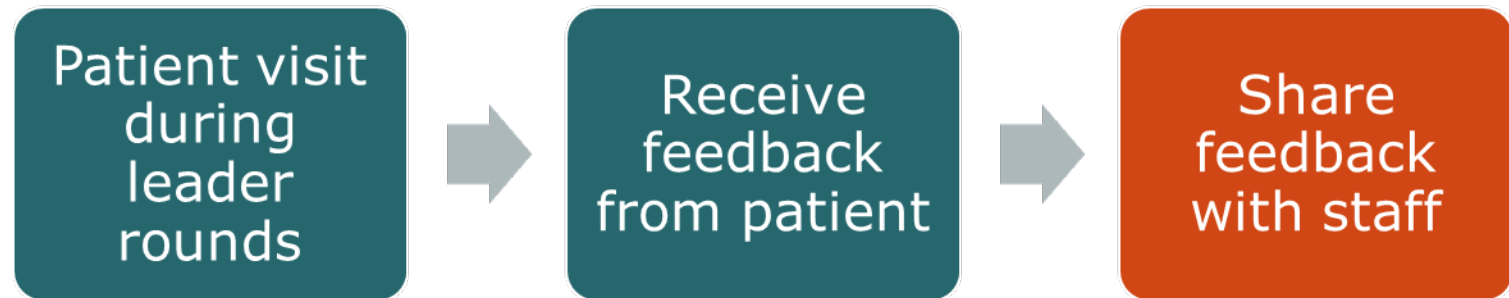
- Thank the patient for their honesty
- Let the patient know that staff love to see their names in the surveys
- Provide a way for the patient to reach you with further thoughts and comments



After the Round

- Have a way to document your round so that the next leader can review notes. This will allow them to follow up on anything you found and demonstrates excellent communication among leaders.
- Provide recognition to staff members who excelled and have a follow up conversation if needed with staff or departments when there are concerns

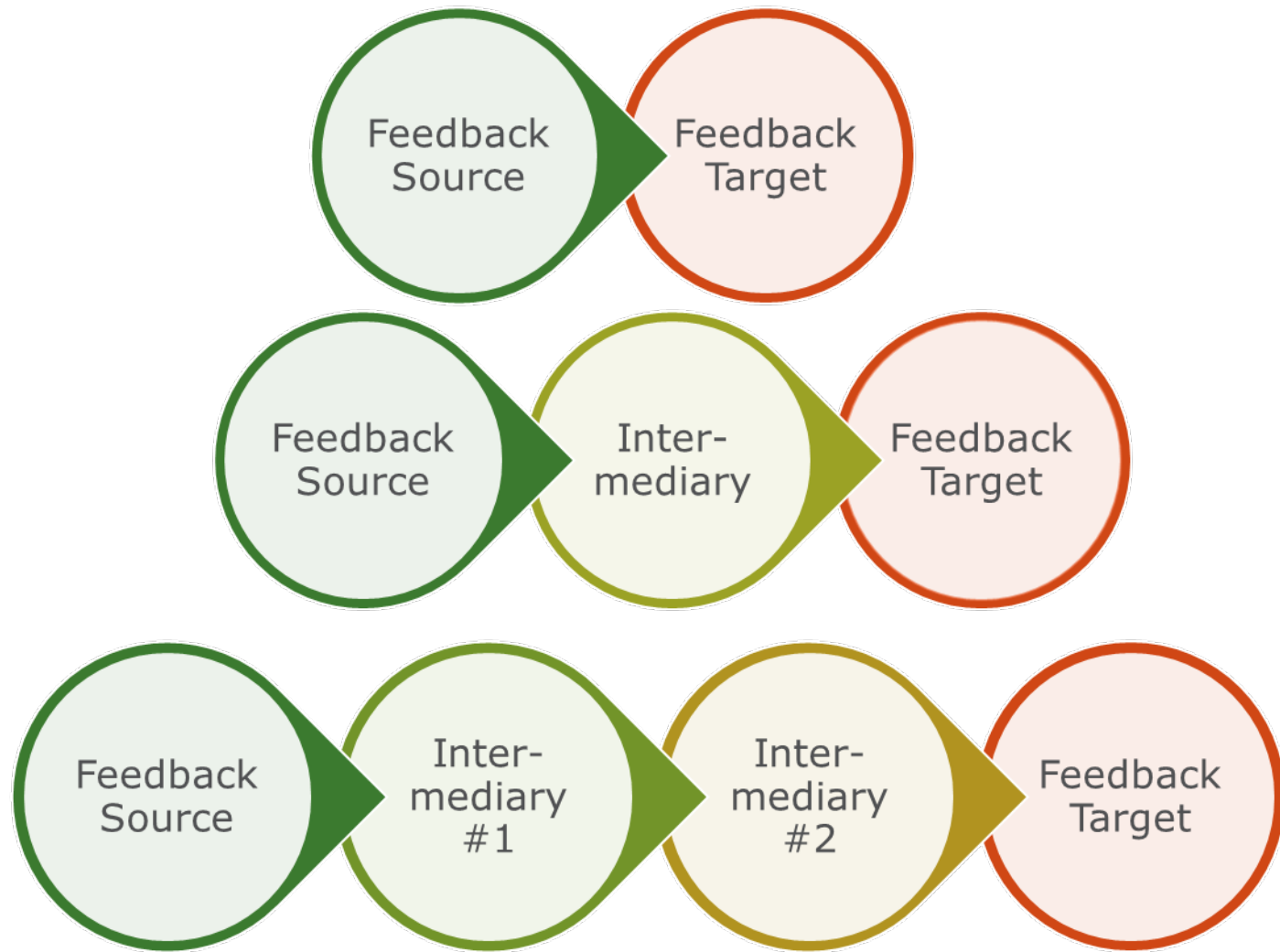
The Next Step



Why Feedback?



Who Should Initiate Feedback Conversations?



Situation-Behavior-Impact-Response

Situation

Where, when, and who?

Behavior (facts)

What was observed, said, and/or heard

Impact

What was the result?

Response

Ask for input: What was going on for you? What do you remember? What are your thoughts?

Then, what's next?



For Example...

Situation

Rounding conversation with COPD patient yesterday

Behavior (facts)

You went out of your way to find just the right pillow for her

Impact

She slept better and was happy to know someone was looking out for her during a time when she can't have visitors. You modeled our core value of putting the patient first.

Response

What do you remember?
I just want to express my appreciation for making such a difference during her stay.



Another Example...

Situation

Rounding conversation in the cardiac unit yesterday

Behavior (facts)

Patient said that he waited 30 minutes for help getting to the restroom

Impact

He said he felt like he had been forgotten and that staff had other priorities. This comment worries me because we've been working so hard on improving patient experience.

Response

What do you remember about the situation? What thoughts do you have about how we can prevent long waits like this from happening in the future?



Feedback Is Most Effective When...



- Delivered in the appropriate setting
- Provided as soon as possible
- Structured as a 2-way, collaborative conversation
- Delivered in ways that are meaningful to the *individual*



No Feedback Sandwiches!



When it Gets Hard...



Stay focused on the goals

Recognize & encourage desired behaviors

Change behaviors that don't promote high-quality patient experience

Support professional development

Promote employee engagement

Build trust and strengthen relationships

Reinforce culture, values, priorities



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Leadership



“The growth and development of people is the highest calling of leadership.”

Harvey S. Firestone



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We're Here for You!

Rhonda Barcus

Program Manager

904-321-7607

rbarcus@ruralcenter.org

Shannon Studden

Senior Program Specialist

218-216-7044

ssudden@ruralcenter.org

Get to know us better:
<http://www.ruralcenter.org>

