Driving Performance with HCAHPS

Mary Ellen Pratt
CEO
St James Parish Hospital
HCAHPS Process

- Why Press Ganey
  - Current (real-time data)
  - Comparative database (largest in country)
  - Solutions (evidence based practices)
  - Advisors (report interpretation support)
HCAHPS Process

- Since 2006 (7 years)
- Mail
- Semi-annual Reports
- Current response rate 23%

“You can’t manage what you don’t measure”
Managing HCAHPS Performance

- On-boarding
- Analysis
- Communication
- Execution of best practices
- Accountability
- Reward and Recognition
On-Boarding

- **Hiring**
  - Peer interviews
  - Behavioral-based interview questions

- **Orientation**
  - CEO message
  - HCAHPS

- **Standards of Performance**
  - Appearance
  - Communication
  - Privacy/Confidentiality
  - Commitment to co-worker
  - Commitment to patients
  - Safety
Analysis

Monthly progress
Report summary
Press Releases
- Monthly
- Focus areas:
  - **Quietness**
  - Medication Communication
  - Focus on Family
  - Making it Count
  - The Good, the Bad, the Ugly (Comments)
- 10 15 Rule

**Communication**

**Service Excellence**

**Press Release**

**Shhh... is the secret for higher scores!**

*NIGHTTIME QUIETNESS* is not only an issue we see within our Inpatient Surveys but it is also part of our HCAHPS surveys. We have seen comments such as “very noisy in the hallways day and night” and “sounded like a party was going on in the hallway.”

In addition to affecting our scores, **DID YOU KNOW** that noisiness at night could also affect **PATIENT SAFETY**?

**Negative Effects of NIGHTTIME NOISINESS:**
- Lower Scores
- Complaints
- Increased risk of medical errors (John Hopkins Study)
- Increased healing time (Science Daily)
- Less rest for patients (John Hopkins Study)
- Contributes to stress-related burnout for healthcare workers (Science Daily)

**Simple SOLUTIONS (some we already do!):**
- Try to keep discussions at the nurses’ station or in lounge rooms (out of the hallways)
- Lower the volume on the unit phones after a certain time
- Dim the lights in the patient hallway at night
- Print “volume reminders” that can be held up and are easy to see from a distance to remind employees to use lower voices if necessary
- Reduce nighttime lab draws
- Encourage patients to contact the nurses’ station if noise becomes a problem

SECRET CODE: Shhh (send to serviceexcellence@sjph.org)
- **Press Releases**
  - Monthly
  - Focus areas:
    - Quietness
    - **Medication Communication**
    - Focus on Family
    - Making it Count
    - The Good, the Bad, the Ugly (Comments)
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Service Excellence
PRESS RELEASE

Who is watching?

We know that we must keep patients informed and include patients their care, but are we focusing on families too? Many of our acute and elderly patients are cared for by family members and quite often, these are the people that are answering our surveys. Check out patient comments and you will notice “she had a...” or “he was treated...” or even “my mom was cared for...” indicating that a patient’s family member filled out the survey.

So, what are some ways you can keep close family members and caregivers of patients informed and included in the patient’s care?

- Introduce yourself to family members and let them know you will take great care of their loved one
- Let family members know when the doctor usually visits in case they want to be there
- Encourage family members to right down questions to ask the doctor
- Give family members a summary of the patient’s plan of care when they are visiting

ST JAMES PARISH HOSPITAL

Suggestions, comments and concerns? Call patient relations @ sjph.org

SECRET CODE: Who, who? Send to serviceexcellence@sjph.org
Press Releases
- Monthly
- Focus areas:
  - Quietness
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  - Focus on Family
  - Making it Count
  - The Good, the Bad, the Ugly (Comments)
  - 10 15 Rule

...We know you’re thinking it! You already know all about the 4 P’s (Pain, Potty, Position, Personal Items), but you’re probably wondering, “When do I have time to make an extra trip into the room to ask all that?”

Well, we aren’t asking that you make extra trips into the room, we just want you to MAKE IT COUNT during the countless times you are already in a patient’s room! By asking the 4 P’s when you’re in a room, you are attributing to PATIENT SAFETY (less falls) and making it LESS LIKELY patients have to resort to the call bell!

SECRET CODE: Send “Make it Count” to serviceexcellence@sjph.org

Suggestions, Comments or Questions? Email serviceexcellence@sjph.org
Press Releases
- Monthly
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  - Quietness
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Do you know the 1015 Rule?
This is a simple one with a big impact...

When you are 10 feet away from a patient or visitor, you should always acknowledge this person with eye contact and a friendly smile. This leaves visitors with a warm feeling about our hospital and breaks the ice if they have a question or need to speak to you.

When you are 15 feet away from a patient or visitor, you should speak to this person. A quick "How are you?" or a friendly "Hi" can sometimes make a person's day! Again, this gives visitors an easy way to ask for help without feeling like they are interrupting.

People really appreciate being acknowledged. A person may come to our hospital down in spirits, but imagine what a few smiles and friendly "hellos" can do for them!

Suggestions, Comments or Questions? Email serviceexcellence@sjpb.org
Communication

- CEO Town Hall Presentations
- Education on HCAHPS

Service Excellence Town Hall

September, 2011
In the "Communication" section, patients are asked how often they felt they were treated with courtesy/respect, listened to carefully, and understood their condition. The "Call button help as wanted" and "Pain well controlled" questions also contribute to the overall Communication score.

Survey questions also include:
- Did staff talk to you about help you would need when you left the hospital?
- Did staff talk to you about what symptoms or problems to look for when you left?

The "Last two" questions seek to learn the patient's overall feelings about the hospital:
- What is your overall rating of the hospital? (1-10)
- Are you willing to recommend this hospital? (Def. No, Prob. No, Prob. Yes, Def. Yes)

The "overall rating" question gives patients a 1-10 option, but only 9-10 scores are recorded. The "willingness to recommend" question gives patients the option to choose (Def. No, Prob. No, Prob. Yes, Def. Yes), but only definitely-yes answers help our score.

These questions are very important, especially since one of them assesses if the patient would recommend us to others (because, as is proven, even if patients are NOT willing to recommend us, they are still willing to complain about us in front of others!).

The Service Excellence section highlights the importance of money, with emphasis on the recent high scores of SJPH, which are six months newer than what people see on the public Hospital Compare website.

Historically, we have had "very impressive" HCAHPS scores. We even used this in marketing stating that we "score higher than state and national levels." This very important to us, especially since CMS (one of our largest payers) considers these questions so significant.
Join us for our first 5-MINUTE COMMENT HUDDLE as discussed in this week’s Town Hall Meeting!
We will quickly review patient comments from January and February. All Departments are welcome!

- WHEN: Friday, March 8th
- WHERE: Acute Nurses’ Station
- TIME: 7:00am - 7:05am

Schedule Your Own Monthly Huddles too!

Comment Huddles
- Monthly
- Each department
“Is there anything else I can do for you, I have time.”

“How may I help you?”

“I am closing this door/curtain for your privacy.”
Execution

- AIDET

**A - Acknowledge**
- Acknowledge the patient by name
- Smile & make eye contact
- Think about how you would like to be approached if you were a patient

**I - Introduce**
- Tell the patient your name, and what your role is (this increases the patient’s comfort level)
- Introduce yourself to family members
- Think about what you could tell them about yourself that would help them feel confident in the care they are receiving

**D - Duration**
- Let the patient know what they can expect to happen and when: Tests (when they will happen and how long they will take)
- When they can expect to get test results
- When they can expect to see physicians and nurses
- Expected wait times

**E - Explain**
- Talk to the patient when you are with them - if you are examining them, help them understand the process
- Let them know it's okay to ask questions
- Clarify expectations and future plans
- Provide the patient with a way to contact you

**T - Thank**
- Thank your patients and their families for their time and trust
- Tell them that you hope they will choose us in the future

Suggestions, Comments or Questions? Email serviceexcellence@sjph.org
Hourly Rounding

- Commitment contract
- Rounding Logs
- Bedside Card
- Communication Boards
- 4 P’s

Service Excellence

PRESS RELEASE

Hourly Rounding
The Secret to Success is No Longer a Secret!

Just one study of thousands across the nation that prove hourly rounding is one initiative that can make a world of difference!

- Use of call lights was reduced in 83% of hospitals in the study (by anticipating needs through making rounds, nurses were interrupted less with nonurgent calls)
- 20% reduction in the distance that staff walked with fewer call lights
- Fall rates were reduced in 7 of 9 studies (77%)
- 88% of hospitals experienced improvements in overall patient satisfaction and likelihood of recommending the hospital (as well as satisfaction with anticipation and attention to personal needs, timeliness of nurses’ response, and management of pain)

http://ajcc.aacnjournals.org/content/18/6/581.fullFT1
We just wanted to say thank you for letting us care for you. We really hope you received the quality, compassionate care that we strive for each day through our mission. You are a valued friend of the St. James Parish Hospital Family and we hope that you will choose us for your future needs.

In the next few weeks, you may be requested to answer survey questions about patient satisfaction. If so, we ask that you give us your honest opinion about your recent visit. We use your feedback to continuously improve our hospital to best serve you.

Sincerely,
Your Family at St. James Parish Hospital
Accountability

- Mystery Shoppers
- Executive/Manager Rounding
- Hospitalist Incentive Pay
- Performance Evaluations

Performance Evaluation Behavioral Standards: Service

- Attitude
- Cross-Cultural Sensitivity
- Customer Focus
Reward and Recognition

- Wows
- Secret Word Winners
- Thank you notes
**Outcomes**

Oct 2010-Sept 2011

**St. James Parish Hospital**

<table>
<thead>
<tr>
<th>CAH Performance</th>
<th>U.S. CAHs Top 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication with Nurses</strong></td>
<td>85.00%</td>
</tr>
<tr>
<td><strong>Communication with Doctors</strong></td>
<td>66.00%</td>
</tr>
<tr>
<td><strong>Responsiveness of Hospital Staff</strong></td>
<td>79.00%</td>
</tr>
<tr>
<td><strong>Pain Management</strong></td>
<td>84.57%</td>
</tr>
<tr>
<td><strong>Communication about Medication</strong></td>
<td>90.81%</td>
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</tbody>
</table>

**CAH Performance**

- **State Rank (CAHs only)**: 4 of 8
- **U.S. Rank (CAHs only)**: 89 of 532
- **Average**: 85.00%
- **Top 10%**: 89.60%

<table>
<thead>
<tr>
<th>CAH Comparison</th>
<th>Average</th>
<th>Top 10%</th>
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<tbody>
<tr>
<td>State - CAHs</td>
<td>85.00%</td>
<td>89.60%</td>
</tr>
<tr>
<td>U.S. - CAHs</td>
<td>81.16%</td>
<td>87.00%</td>
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<table>
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<tr>
<th>Small Rural Hospital Comparison</th>
<th>Average</th>
<th>Top 10%</th>
</tr>
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<tbody>
<tr>
<td>State - Small Rural</td>
<td>84.94%</td>
<td>92.50%</td>
</tr>
<tr>
<td>U.S. - Small Rural</td>
<td>79.50%</td>
<td>86.00%</td>
</tr>
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<td>85.16%</td>
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Outcomes

Oct 2010-Sept 2011

<table>
<thead>
<tr>
<th>CAH Performance</th>
<th>Discharge Information</th>
<th>Overall Rating of Hospital</th>
<th>Patients' rooms and bathrooms were always kept clean</th>
<th>Area around patients' rooms was always kept quiet at night</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAH Performance Score</td>
<td>88.00%</td>
<td>78.00%</td>
<td>78.00%</td>
<td>73.00%</td>
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<tr>
<td>State Rank (CAHs only)</td>
<td>3 of 8</td>
<td>5 of 8</td>
<td>7 of 8</td>
<td>6 of 8</td>
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<tr>
<td>U.S. Rank (CAHs only)</td>
<td>130 of 532</td>
<td>128 of 532</td>
<td>299 of 532</td>
<td>74 of 532</td>
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### CAH Comparison

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<th>State - Small Rural</th>
<th>U.S. - Small Rural</th>
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<tbody>
<tr>
<td>Average</td>
<td>84.75%</td>
<td>84.86%</td>
<td>79.25%</td>
<td>81.94%</td>
</tr>
<tr>
<td>Top 10%</td>
<td>89.30%</td>
<td>91.00%</td>
<td>85.00%</td>
<td>88.00%</td>
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</tbody>
</table>

### Patients' Rooms and Bathrooms

- Average: 82.38%
- Top 10%: 90.20%

### Area Around Patients' Rooms

- Average: 77.50%
- Top 10%: 87.80%

### Small Rural Hospital Comparison

- Average: 75.75%
- Top 10%: 89.00%
St. James Parish Hospital HCAHPS Patient Satisfaction Report

- Nurses always communicated well
- Doctors always communicated well
- Patients always received help quickly from hospital staff
- Patients’ pain was always well controlled
- Staff always explained about medicines before giving them to patients
- Patients’ rooms and bathrooms were always kept clean
- Area around patients’ rooms was always kept quiet at night
- Patients were definitely given information about what to do during their recovery at home
- Patients who gave their hospital a rating of 3 or higher on a scale of 0 to 10
- Patients would definitely recommend the hospital to friends and family

July 2010 - Jun 2011
Rural Hospitals are recognized for Excellence in Patient Satisfaction – Top quartile performer of the Patient Perspective Index of the HSI. (HCAHPS “Willingness to recommend” and “Overall Quality”)