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Moving HCAHPS results, One “Composite Owner” at a Time

Judy Balcitis & Joan Kanute

ShermanHealth
Every life, every moment, every day



ShermanHealth

Every life, every moment, every day





Presentation Goals

- Define HCAHPS
- Describe an accountability model and tactics for improving HCAHPS
- Describe methods for improving MD Communication

Perception is the Experience...



HCAHPS

7 Composite Domains

- Communication with Nurses
- Responsiveness of Staff
- Pain Management
- Hospital Environment
- Discharge Information
- Communication re: Medications
- Communication with Doctors

2 Global Items

- Would you recommend? Yes or No
- Rate hospital? 0-10

Always - Usually - Sometimes - Never

Why focus on HCAHPS and Patient Experience?

- Consistency reduces anxiety
- Improve learning
- Increase patient compliance
- Improve clinical outcomes
- Higher satisfaction/lower readmission
- Decrease risk
- Impacts hospital reimbursement





Tree of Excellence

Vision

To become one of the best community hospitals in the nation.



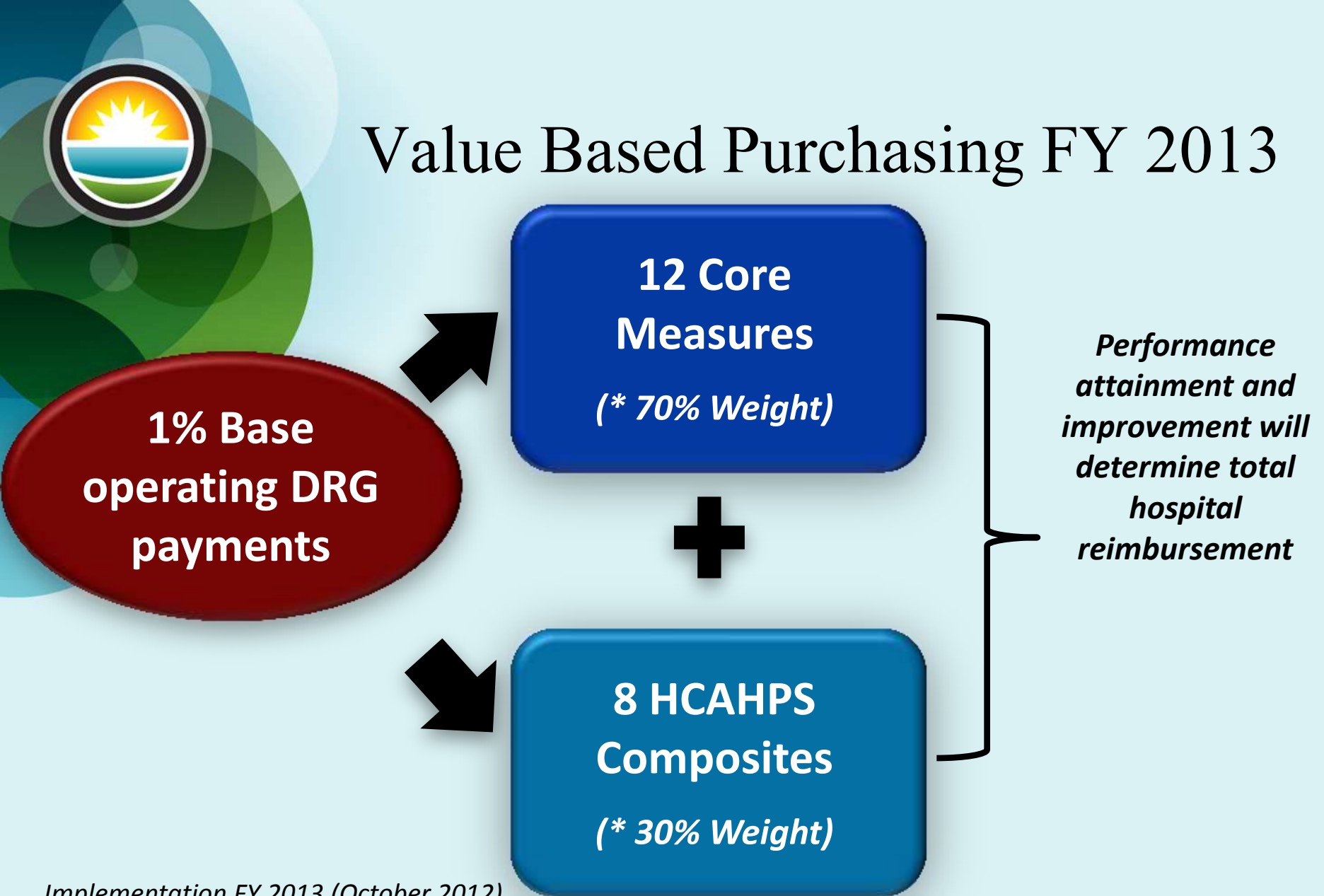
- Strengthen the Core
- Key Service Lines
- Attract & Retain Staff
- Attract & Retain Physicians
- Expand Regional Presence

Healing Environment
Water symbolizes our commitment to providing a healing environment for our patients and families that includes Pet Therapy, music, access to our Healing Gardens and architecture that is designed to offer plenty of natural light.

Our Mission

We are rooted by our mission:
To make a positive difference through outstanding healthcare and service—every life, every moment, every day.

Value Based Purchasing FY 2013



Implementation FY 2013 (October 2012)

Source: Value Based Purchasing Program final rule 4.29.11



Strategic Priorities

- Does your HCAHPS priority start at the top?
 - Operating Plan goal
 - Quarterly Town Hall review
- Accountability structure
 - Cascading goals from leaders to staff
 - Staff specific goals

Strategic Priority-

Operating Plan- LEM- Staff Cascade

QUALITY: 10%



Maintain % of score 9&10, for the Overall Rating Question as measured by the data from the Hospital Consumers Assessment of Healthcare Providers and Systems (HCAHPS) survey for FY 12.
(Current = 76%)

| | | | |
|---------------------|---|-----|-----|
| ≥ 80 and above | 5 | 78% | 73% |
| 75 - 79 | 4 | | |
| 65 - 74 | 3 | | |
| 62 - 64 | 2 | | |
| ≤ 61 and below | 1 | | |

Reality – Being Good Isn't Good Enough

“If the other guy’s getting better, then you’d better be getting better faster than that other guy’s getting better . . . or you’re getting worse.”



Source: 2010 Pulse Report – Press, Ganey Associates

Tom Peters – Circle of Innovation



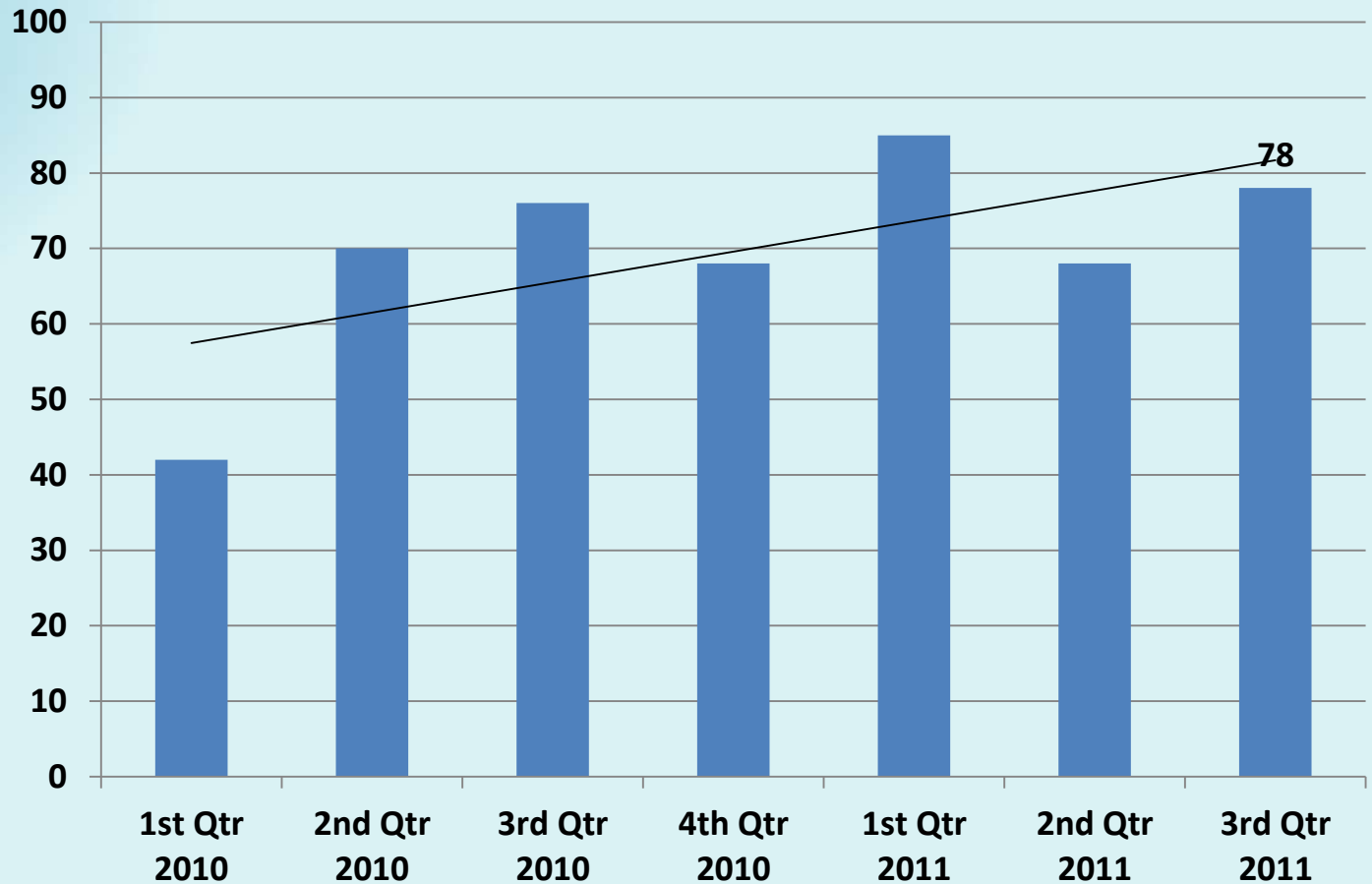
HCAHPS Oversight Team

- Led monthly by CNO
- Each owner leads others to make progress
- Strategy think tank
- Owners present 90 day plan progress
- Confidence ratings
- Owners present at LDI & leadership communication meetings
- CNO presents to Medical Exec and BOD



Rate This Hospital 9-10 HCAHPS

Source: Press Ganey Percentile Rank




Nurse Communication Responsiveness of staff

Kathy Cisco, DON





- Daily Patient Safety Huddle
- No pass zone
- Behavior validation

Our goal is to provide you with excellent care!

Day and Date (Día y Fecha)  Room (Cuarto)

Patient Name Diet

 Nurse (Enfermera)  Hospital #:
Home #:

 Nursing Assistant (Asistente de la Enfermera)  Physician (Médico)

| | | | | | | |
|------|-------|-------|-------|-------|-------|------|
| 7 AM | 8 AM | 9 AM | 10 AM | 11 AM | 12 PM | 1 PM |
| 2 PM | 3 PM | 4 PM | 5 PM | 6 PM | 7 PM | 8 PM |
| 9 PM | 10 PM | 11 AM | 2 AM | 4 AM | 6 AM | |

What's Important to You?
(¿Que es importante para usted?)

Today's Routine
(Rutina de Hoy)

Activity:

Pain Goal

Pain Management is OUR Goal | El Control Del Dolor es NUESTRA Meta!

Last Pain Medicine given at



0 | very happy, no pain 2 | hurts just a little bit 4 | hurts a little more 6 | hurts even more 8 | hurts a whole lot 10 | hurts as much as possible

For any Comments - Compliments - Concerns please call:

Nurse Manager:

Phone:

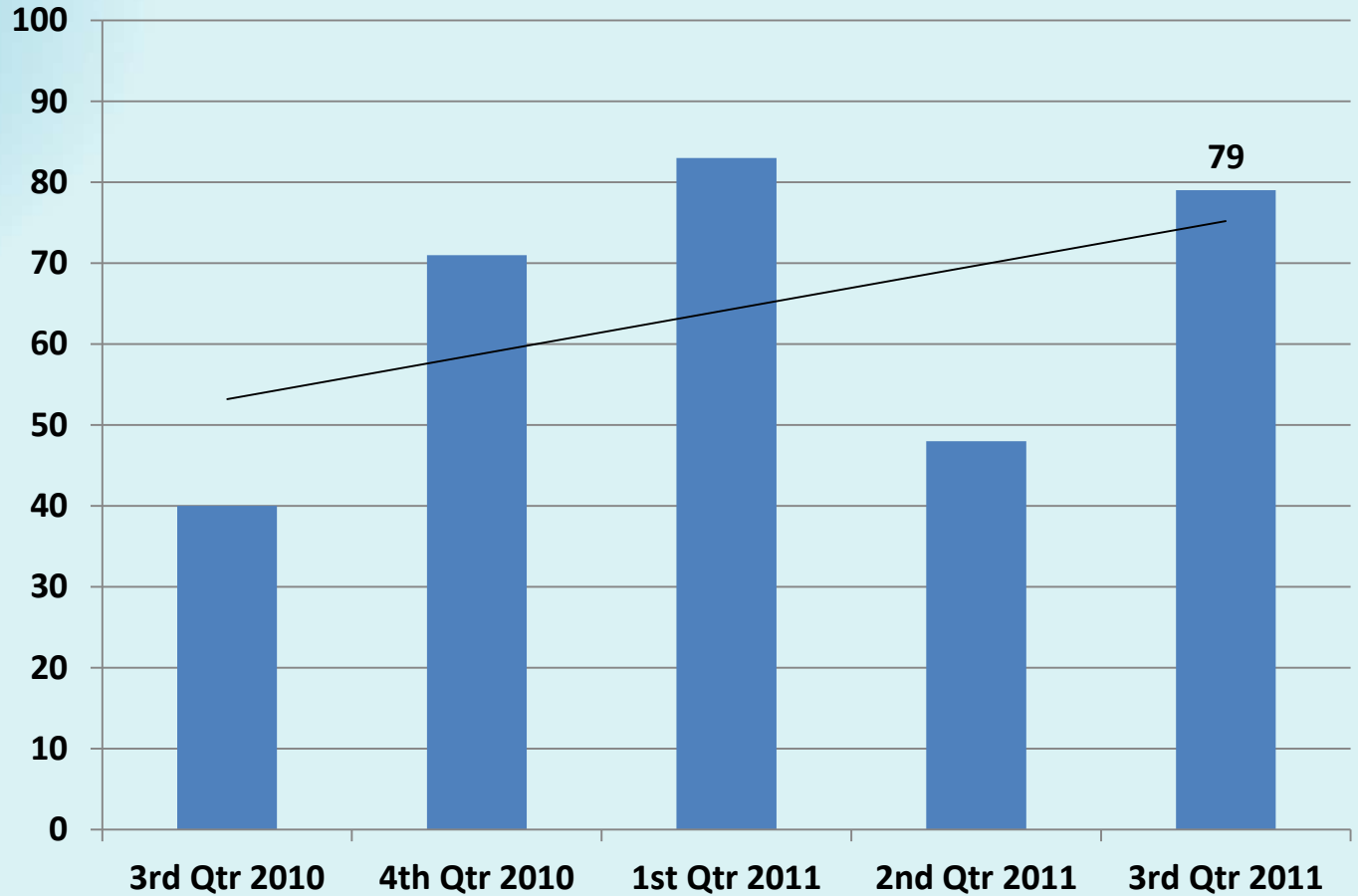
*Our only way to know how we're doing is to hear from you. Don't be shy, we're here to help!

Whiteboards

- What:
 - Wall Boards in each patient room
 - Patient Preferences
 - Care Team Members
 - Hourly Rounding
 - Pain Management
 - Leader contact number
- **Outcome:** Consistency
Increased RN Communication

Communication with Nurses HCAHPS

Source: Press Ganey Percentile Rank





Clean & Quiet Environment

Tim Leverenz
Housekeeping Mgr



- Yacker-tracker



- Support Service
Rounding
- Condensed Care

SHERMAN HCAHPS PROFILE BY DEPARTMENT

FY11 - January -March 2011

N = 235

Highest Score = * Green Star

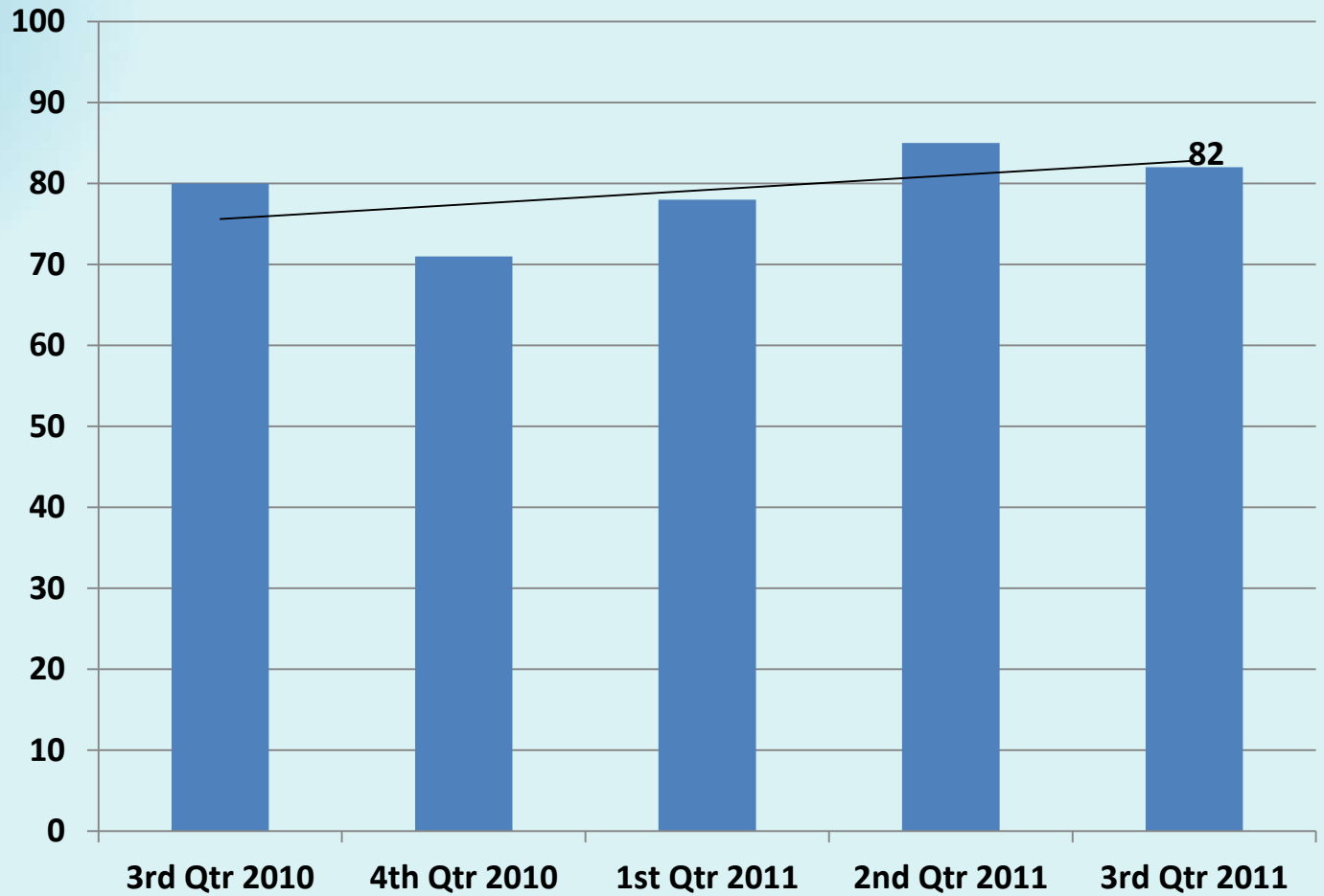
** - Data Unavailable

| Question | 2A Cardiac | 2B Cardiac | 3 FBC | 4A Ortho | 4B Oncology | 5 Surgical | 6 Medical | Sherman Overall | National Average | Sherman Percentile Ranking |
|-------------------------------|---------------|---------------|----------|-------------|----------------|---------------|--------------|--------------------|---------------------|----------------------------------|
| 1. Rate Hospital 9-10 | *83 | 69 | 78 | 73 | 50 | 76 | 78 | 76 | 67 | 85% |
| 2. Would recommend | 90 | 75 | 86 | 74 | *100 | 88 | 87 | 82 | 69 | 90% |
| 3. Nurse Communication | *90 | 81 | 84 | 78 | 83 | 83 | 78 | 83 | 76 | 83% |
| a. Respect | *100 | 91 | 92 | 90 | *100 | 91 | 87 | 91 | ** | 92% |
| b. Listening | 80 | 78 | 78 | *81 | 50 | 76 | 90 | 79 | ** | 82% |
| 4. Responsiveness of Staff | 57 | 65 | *81 | 57 | 25 | 69 | 65 | 65 | 64 | 64% |
| 5. MD Comm. Respect/Listening | 83 | 69 | *91 | 78 | 67 | 75 | 68 | 77 | 80 | 30% |
| 6. Environment | 66 | 69 | *75 | 61 | *75 | 74 | 72 | 69 | 71 | 64% |
| a. Clean | 72 | *88 | 72 | 71 | 50 | 74 | 87 | 77 | 71 | 76% |
| b. Quiet | 60 | 50 | 78 | 50 | *100 | 74 | 57 | 61 | 58 | 72% |
| 7. Pain Control | 73 | 82 | 76 | 70 | *100 | 82 | 68 | 74 | 69 | 80% |
| 8. RN Comm. regarding Meds | 60 | 61 | 72 | 61 | 50 | 56 | *79 | 64 | 60 | 70% |
| a. Indications | 77 | 78 | *92 | 81 | 50 | 74 | 84 | 78 | ** | 79% |
| b. Side Effects | 43 | 44 | 52 | 41 | 50 | 38 | *74 | 49 | ** | 61% |
| 9. Discharge | 85 | 79 | *93 | 85 | 0 | 90 | 92 | 86 | 82 | 74% |



Hospital Environment HCAHPS

Source: Press Ganey Percentile Rank





Pain Management

Susan Trella
Staff RN

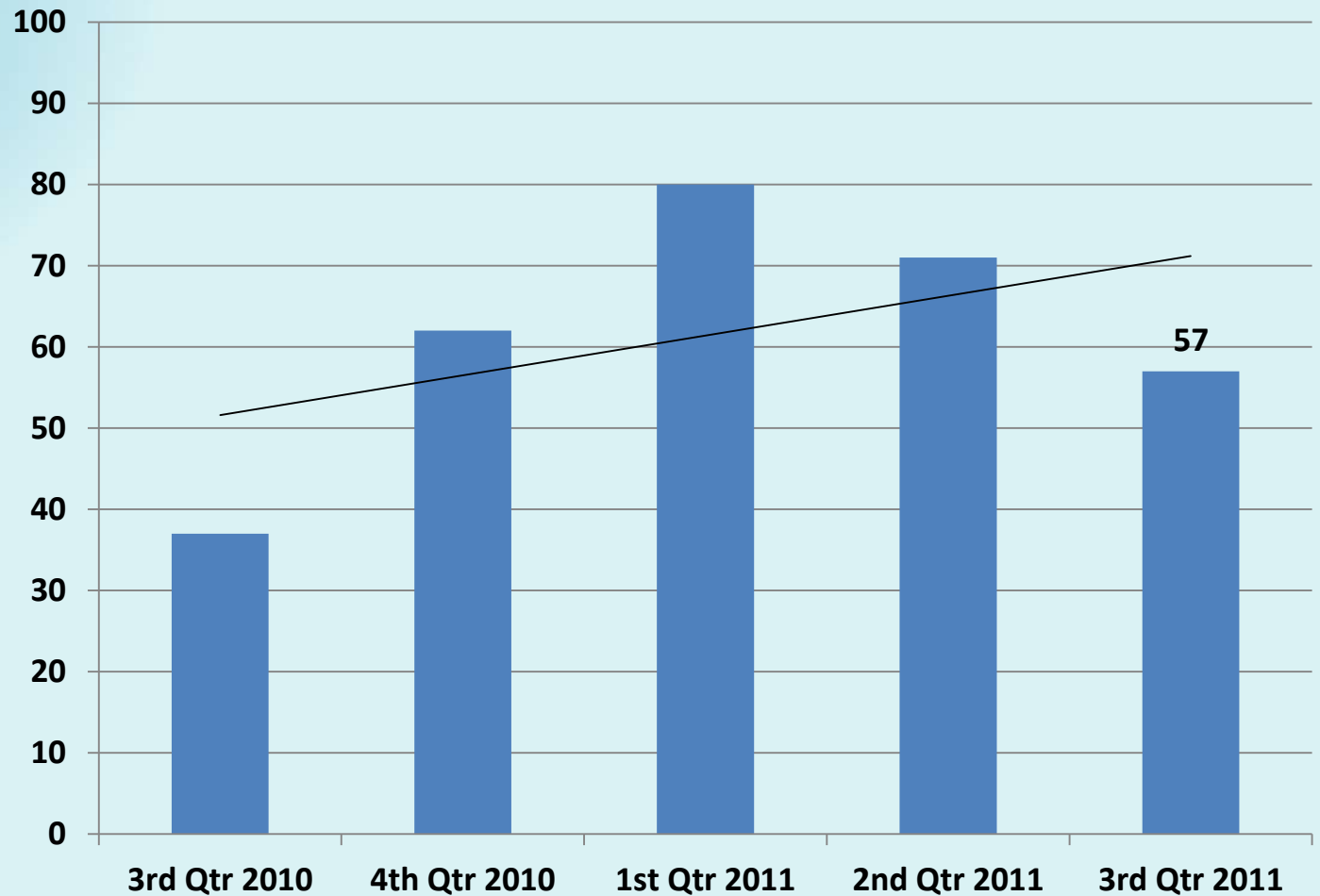


- Standardized Protocols
- Pain Tip of the Month
- New PICC Ultrasound Technology



Pain Management HCAHPS

Source: Press Ganey Percentile Rank



Discharge

Linda Highley
Manager Case
Management



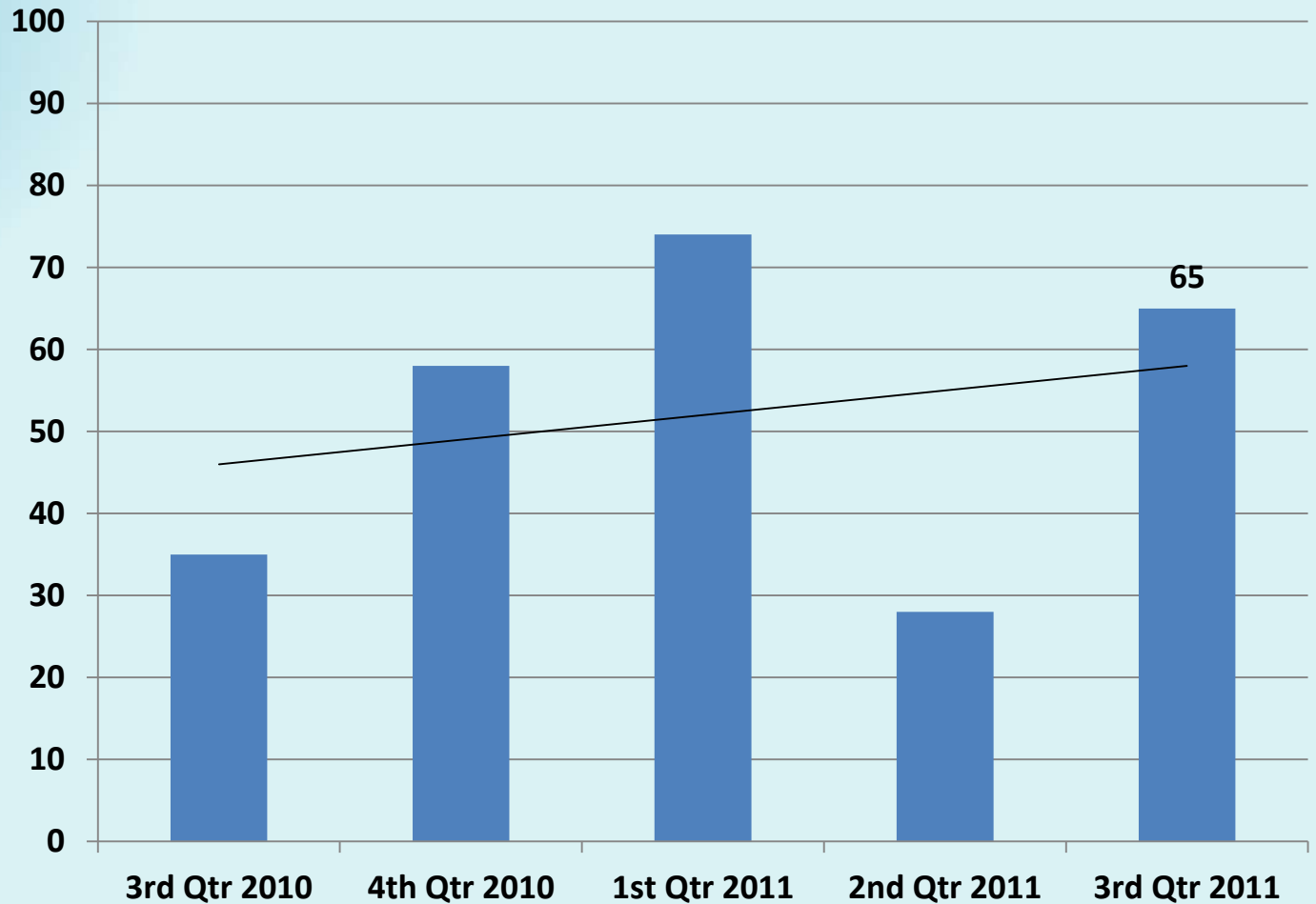
- Centralized Clinical Call backs
- Teach back



Discharge Information

HCAHPS

Source: Press Ganey Percentile Rank





Medication Communication

Rick Uplegger
Pharmacy Director



YOU CAN'T
DO IT ALL
AT ONCE!

Side effects for
drug classes- a tool
for nurses



Medication Side Effects

- “Mr./Mrs. _____ I am giving you _____
for hypertension”

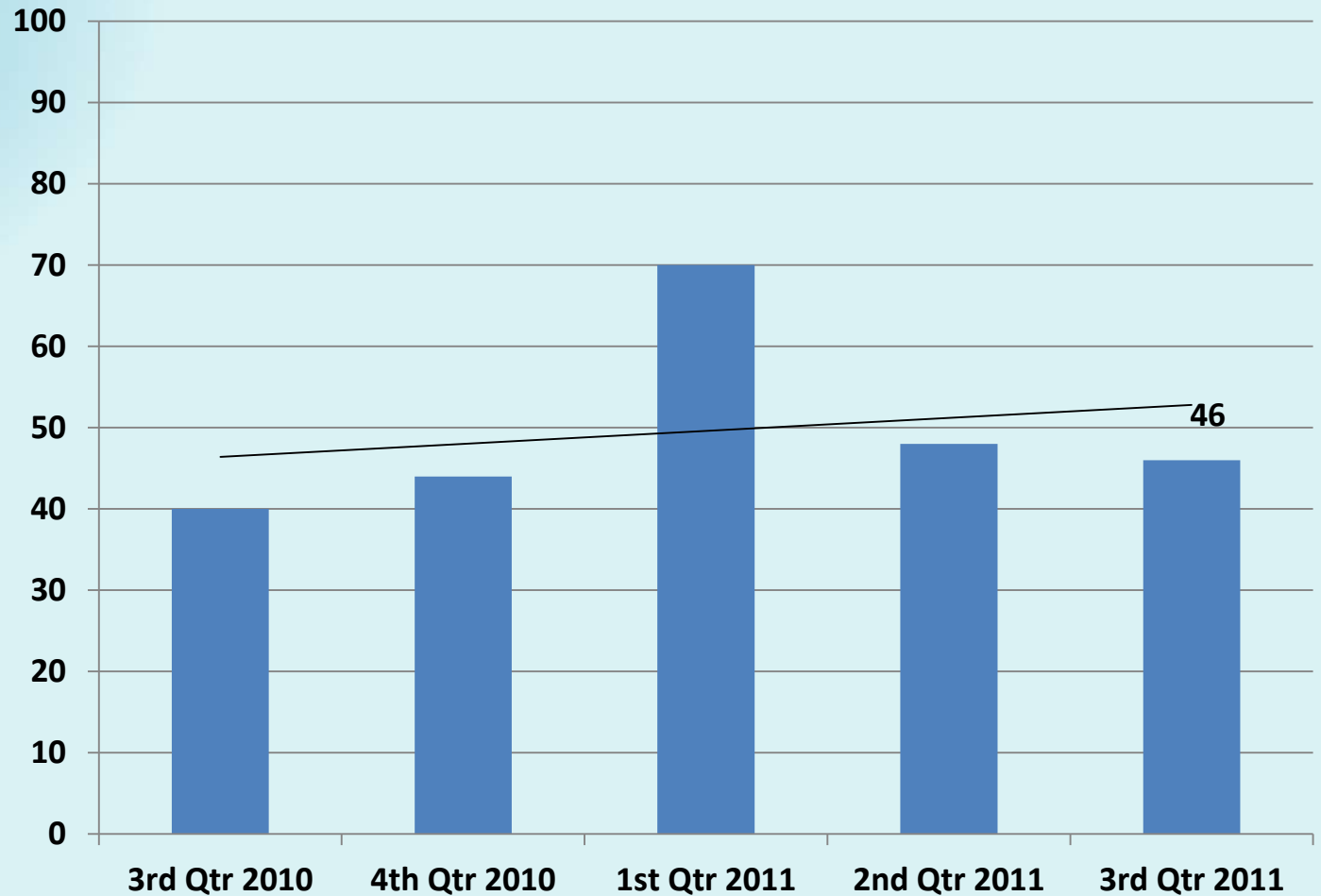
This will help to lower your blood pressure.

- Please let me know if you experience any of the potential **side effects of this medication such as:**
- decrease in blood pressure which may present as dizziness, lightheadedness or headache
- dry, persistent, non-productive cough
- numbness or tingling in your fingers or toes



Communication re: Medications HCAHPS

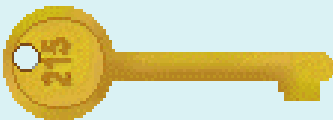
Source: Press Ganey Percentile Rank





Key Drivers

- ** RN leader rounding 100%
- ** Post Discharge Clinical Calls
- Hourly rounding
- Key words AIDET
- Bedside Report
- No Pass Zone
- Teach back
- Trust but verify...

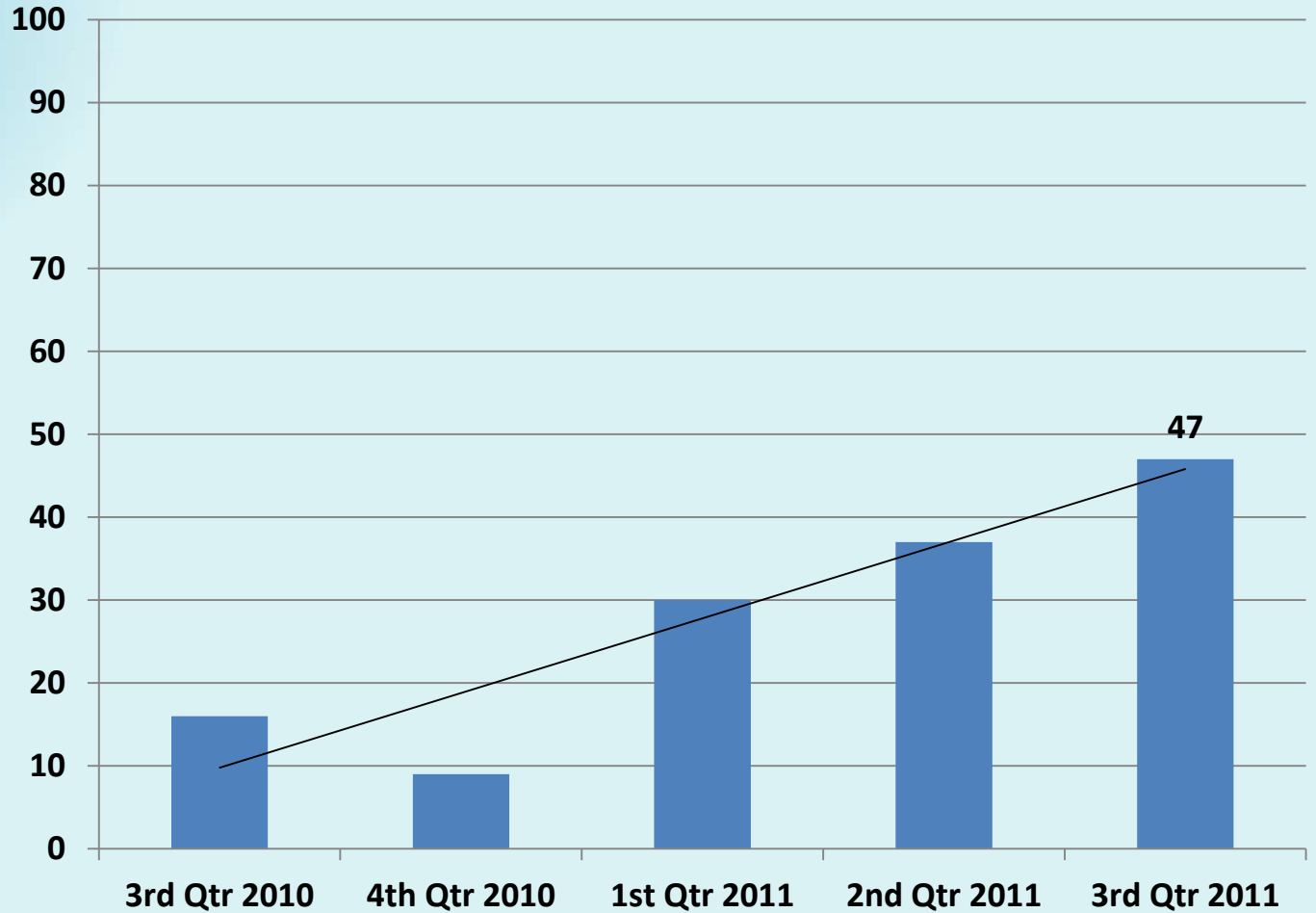


*Validation of behaviors = consistency
of behaviors = consistent results*

Communication with Doctors

HCAHPS

Source: Press Ganey Percentile Rank





Communication with Doctors

Key Tactics: Results tell the Story

- Identify a Champion
- Create competition
- Celebrate the wins
- Always connect to the why





What's in it for Doctors?



**It's All About
Them!**

- ✓ **Improve clinical outcomes**
- ✓ **Reduce readmissions**
- ✓ **Reduce potential for litigation**
- ✓ **Increase loyalty and referrals**



**Teach to the
test**

Dimensions of Communication with Doctors

During your hospital stay, how often did doctors...

- **Treat you with courtesy/respect?**
- **Listen carefully to you?**
- **Explain things in a way you could understand?**

Never

Sometimes

Usually

Always

HCAHPS Communication with Doctors

January 1-August 31, 2011



| Question | Cardiac Care 2A | Cardiac Care 2B | Family Birthing Center | Ortho Neuro 4 A & B | Surgical Care 5A | Oncology Care 5B | Medical Care 6 A and B | Total Sherman Hospital |
|---|-------------------------------|------------------------------|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Doctors treat you with courtesy and respect | 85 % 37 th %ile | 85% 33 rd %ile | 94% 95th %ile | 86% 41 st %ile | 82% 15 th %ile | 83% 21 st %ile | 83% 21 st %ile | 86% 47 th %ile |
| Doctors listen carefully to you | 80% 58 th %ile | 73% 17 th %ile | 89% 96th %ile | 81% 63 rd %ile | 74% 24 th %ile | 70% 7 th %ile | 69% 7 th %ile | 78% 46 th %ile |
| Doctors explain in way you understand | 70% 19 th %ile | 68% 14 th %ile | 86% 97th %ile | 69% 17 th %ile | 64% 5 th %ile | 57% 1 st %ile | 68% 15 th %ile | 71% 26 th %ile |
| Doctors Communication Overall | 78% 36 th %ile | 75% 18 th %ile | 90% 97th %ile | 78% 38 th %ile | 78% 11 th %ile | 70% 4 th %ile | 74% 13 th %ile | 78% 38 th %ile |



Family Birthing Center Success: MD Communication

- Department **decision** to address and improve patient experience results
- **Transparent communication** of individual physician results including patient comments
- **Competition and peer pressure**

MD Champion

Partnership with Director of Service Excellence

- Star performer, or passion for the cause?
- Choose wisely, and set clear expectations
- Provide the tools, the schedule, the resources

It's about
strong relationships





Action Plan: MD Communication

- Communication and exposure at multiple physician forums
- Repetition to enhance understanding and foster ownership
- Reward and recognition of high performers
- MD Champions led by Dr. Ravi Damaraju
- Individual results review; rounding and coaching
- Dr. Beeson visit and training



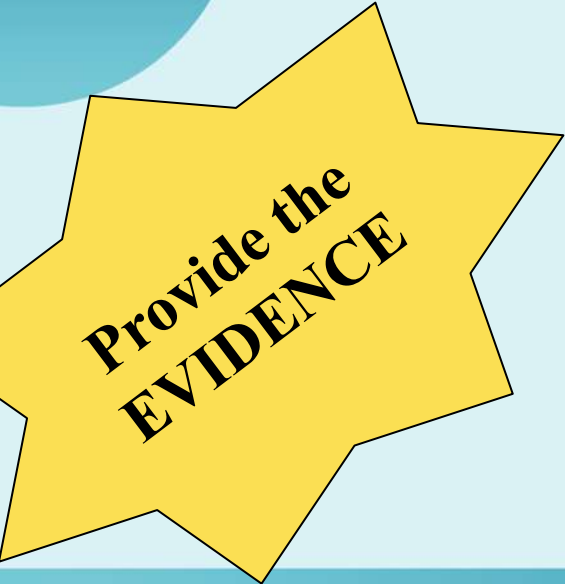
Give the **evidence...**
then help build the skills

| | |
|----------|-------------|
| A | Acknowledge |
| I | Introduce |
| D | Duration |
| E | Explanation |
| T | Thank You |



The Why Behind AIDET

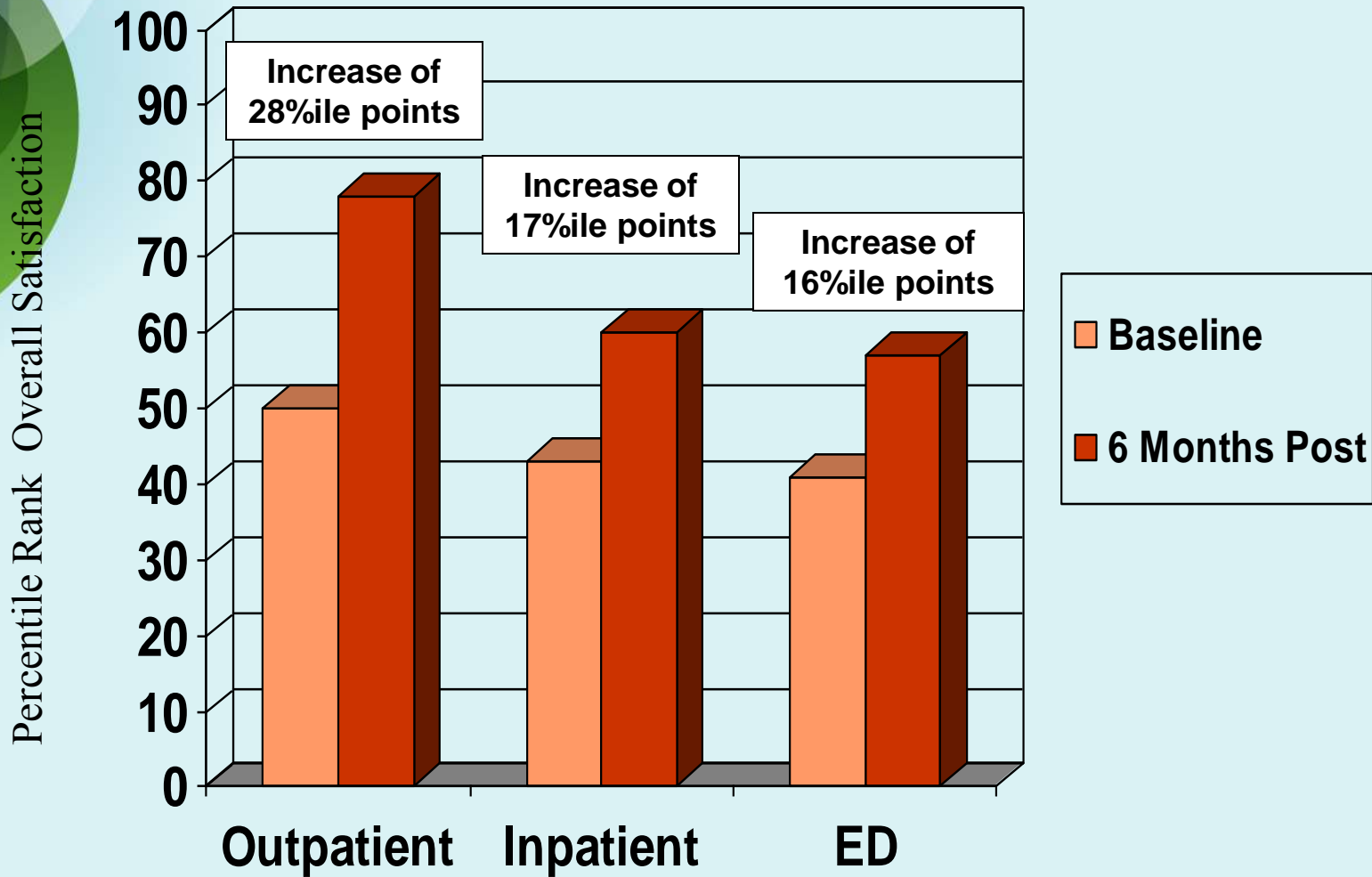
- AIDET is an *Evidence-Based behavior* that has been proven to increase patient perception results
- Helps caregivers reduce patient anxiety; therefore increasing compliance with therapy
- RIGHT thing to do for our patients.



Provide the
EVIDENCE



AIDET Improves Patient Experience



Source: Studer Group AIDET product evaluation survey of Partners and Non-Partners 2010

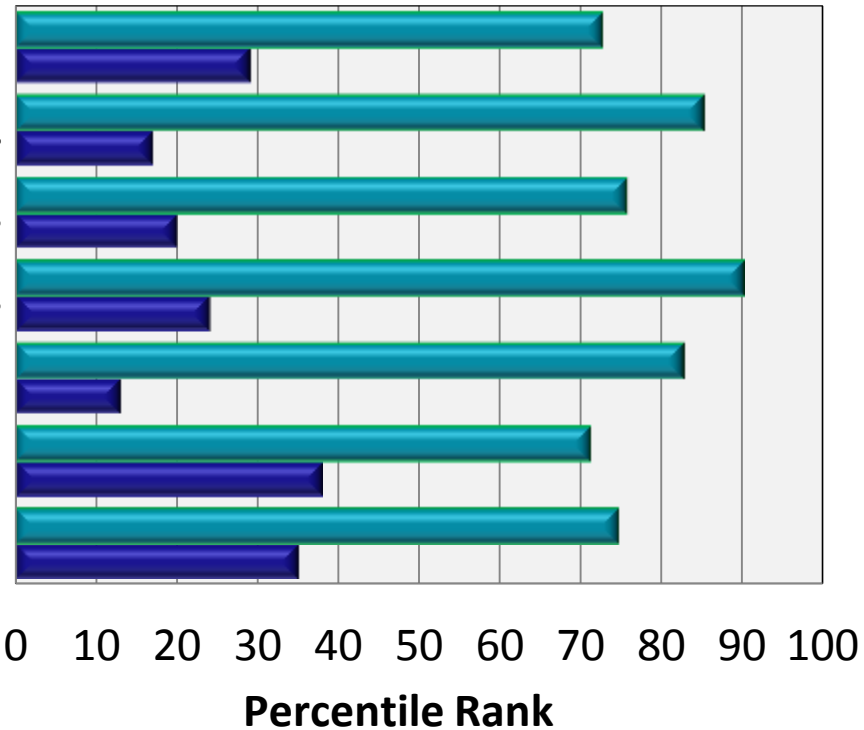
Impact on Safety and Quality with AIDET



Change in Percentile Ranks


Better

Ease of obtaining test results (60.0%)
CP instructions for follow-up care...
CP information about medications...
CP efforts to include in decisions...
CP concern for prob/condition (84.2%)
Access to care (46.5%)
Overall Patient Satisfaction (53.0%)



■ Post AIDET
■ Pre AIDET

Source: Oklahoma University; OUP Hematology/Oncology Clinic & Infusion Center; 10 providers & 22 staff, take care of 15,000 clinic visits & 10,000 chemotherapy infusions per year



Risk of most malpractice suits is predicted by practitioners' inability to communicate well with their patients.

Physician behaviors that significantly increased the likelihood of malpractice suits include:

- **Lack of respect**
- **Not listening to the patient**
- **Not providing adequate feedback**

Hickson, GB, et al. NC Med.J 2007;68:362-364

Levinson W, et al. JAMA 1997; 277:553-559



AIDET

Embed these key communication tactics into the 3 components that make up every patient encounter:

- Beginning
- Middle
- End

| | |
|----------|-------------|
| A | Acknowledge |
| I | Introduce |
| D | Duration |
| E | Explanation |
| T | Thank You |



The Beginning

Goal: Create a good first impression with every patient encounter

- ✓ Knock, ask for permission to enter
- ✓ Introduce yourself and your role
- ✓ Ask how the patient prefers to be addressed
- ✓ Acknowledge all visitors
- ✓ *Sit down* whenever possible
- ✓ Explain what you will be doing that visit

(Uses the A, I, and E of AIDET)



To Sit or Not to Sit?

Provider posture (seated vs. standing) influences patient estimates of time spent at bedside:

- ▼ Mean length of encounter was 8.6 minutes
- ▼ Patients involved in **seated interactions overestimated time providers spent by an average of 1.3 minutes**
- ▼ Patients involved in standing interactions underestimated time spent by an average of 0.6 minutes

Source: Ann Emerg Med. 2008 Feb;51(2):188-93, 193.e1-2. Epub 2007 Jun 27.

To sit or not to sit? Johnson RL et al



The Middle

Goal: Provide a great explanation to patients using language they understand

- **Explain** steps during history and physical exam
- **Summarize** what the patient has told you
- Explain findings in **simple terms**
- Give **time frames** for tests and results
- **Draw pictures**/write items down if possible
- **Explain the 3 elements of the plan of care:** diagnosis or status of condition, proposed treatment, what follow up may be needed

(Uses the D and E of AIDET)

The End

Goal: Open ended questions and a strong finish

- Summarize plan of care, and **ask the patient to repeat back** the plan of care
- Give patient choices or **solicit feedback**: “How does that plan sound to you?”
- State: “I want to make sure I’ve explained everything well.” Then, ask “**What questions do you have for me?**” instead of “Do you have any questions?”
- End with a **strong statement of appreciation** and concern “It was a pleasure meeting you” “I’m glad you are doing better”

(Uses the E and T of AIDET)





Their Own Key Words

- **You are a Hospitalist:** “Our group specializes in the care of patients while they are hospitalized, and we communicate your care with Dr. Smith, your primary care physician”
- **You are a Specialist:** “I’m Dr. Miller and I specialize in endocrinology. That means I will be managing your diabetes while you are hospitalized, as well as help you manage once you are discharged home”
- **You need to explain group coverage:** “My partners, Dr. X and Y, also specialize in kidney treatment. We rotate seeing patients, so you may see both of my colleagues. They are very skilled, and we will communicate about your care”



Specific Phrases Help!

Words that Inflame

- “That’s not our policy”
- “I can’t control what other doctors might have told you”
- “I’m already late for my patients at the office”
- “We can’t do that here”
- “I can’t do that”
- “You should have”

Words that Calm

- “I think I understand the issue...” (paraphrase)
- “Here’s the impact if we have the test done as an inpatient”
- “Let me explain why I recommend we discharge you”
- “Here are some options we could discuss”
- “There are several alternatives, let’s review them”
- “What would make this right?”



Quiz Them!



Effective Communication Quiz: Physician Retreat October 2011

1. What does AIDET stand for?
 - a. Appearance, Ideas, Duration, Empathy, Thanks
 - b. Acknowledge, Information, Direction, Explanation, Teaching
 - c. Acknowledge, Introduce, Duration, Explanation, Thanks
 - d. Acceptance, Introduce, Duration, Empathy, Thanks
2. AIDET is an evidence based tactic that positively impacts patient safety, quality and the patient perception of care.
 - a. True
 - b. False
3. What one behavior will change patient perception that you are not rushed, you take time to listen, and that you are spending more time with them?
 - a. Smile
 - b. Speak slowly
 - c. Wash hands
 - d. Sit Down
4. For the Doctor Communication section on the HCAHPS Survey, response options are:
 - a. Always, Often, Rarely, Never
 - b. Very good, good, fair, poor, very poor
 - c. 1 through 5, with 5 being the best
 - d. Always, Usually, Sometimes, Never
5. Doctors who have good relationships with their patients are less likely to be sued.
 - a. True
 - b. False
6. Effective communication with patients has been shown to lead to:
 - a. Better patient compliance with their treatment plan
 - b. Better clinical outcomes
 - c. Reduced readmissions
 - d. No discernable impact
 - e. A, B and C
 - f. A and B only
7. What 2 behaviors will you add to your daily practice?



Medical Staff Recognition



Raja Chatterji, MD
OB-GYN
2010 Growth Pillar Award Winner



Vi Dang, MD
Anesthesiologist
2010 People Pillar Award Winner



Christine M. Estes, MD
OB-GYN
2010 Service Pillar Award Winner



Arnold J. Herberman, MD
Otolaryngologist
2010 Quality Pillar Award Winner



Fadzila Hussain, MD
Internal Medicine
2010 Quality Pillar Award Winner



Pamela Kulkarni, MD
OB-GYN
2010 Service Pillar Award Winner



Cheryl J. Peckol, MD
OB-GYN
2010 Service Pillar Award Winner



Lynn Ackermann, MD



Jeness Barthel, MD
OB-GYN



Jeannine Hogg, MD
Pediatrics
2010 Pediatrics Certificate Recipient



Rachel Kulkarni, MD
OB-GYN
2010 Obstetrics Certificate Recipient



Michael Segin, MD
Anesthesiologist
2010 Surgery Certificate Recipient



James Stewart, MD
Otolaryngologist
2010 Otolaryngology Certificate Recipient



Linda Wilson, MD
OB-GYN
2010 Pediatrics Certificate Recipient



Thank you!



Excellent Service, M.D.
Northern Illinois Surgery Associates
1234 State St
Elgin, IL 60123

July 28, 2011

Dear Dr. Service:

One of the most rewarding aspects of serving on the Executive Team here at Sherman Hospital is receiving messages from patients about our staff and physicians. We are pleased to share with you the attached patient comment(s) about the excellent care you provided.

We are grateful to you and all our committed physicians for your partnership in fulfilling our mission of making a *POSITIVE* difference through *OUTSTANDING* health care and service – *EVERY LIFE, EVERY MOMENT, EVERY DAY.*

Congratulations on this recognition and thank you for helping to Build Excellence Together.

Sincerely,

Linda Deering
Executive Vice President/COO

Ian Jones, M.D.
Vice President, Clinical Performance

WJ/ew
Attachment



Celebrate Progress!

- Coffee Barista Bar
- Pizza Party
- Root Beer Floats
- Carmel Apples
- Pot luck
- Chocolate Fountain
- T-shirts





Spirit Check – Passion Factor

- Build a culture of gratitude
 - Fuel your fire
- Connect to passion and purpose -- Dance



Thank You

What questions do you have?

ShermanHealth
Every life, every moment, every day