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SKILLS 101:

Practice Makes Permanent

CJ Merrill, MSN, RN, NEA-BC, CPHQ
Associate Vice President
Service Excellence
St. David's HealthCare

Objectives

- Identify how engagement tools can increase HCAHPS scores
- Verbalize how the utilization of the skills lab tool will accelerate improvements
- Discuss the benefits of redefining culture in departments through personal accountability
- Summarize techniques that can be used to reconnect staff to “purpose”

Our Vision

To be the finest care and service organization in the world.

Our Mission

To provide exceptional care to every patient, every day with a spirit of warmth, friendliness and personal pride.

Our Values

- ◆ Integrity
- ◆ Compassion
- ◆ Accountability
- ◆ Respect
- ◆ Excellence

Our Goals

- ◆ Exceptional Care
- ◆ Customer Loyalty
- ◆ Financial Strength

St. David's HealthCare: Care, Service and Culture

Quality Awards



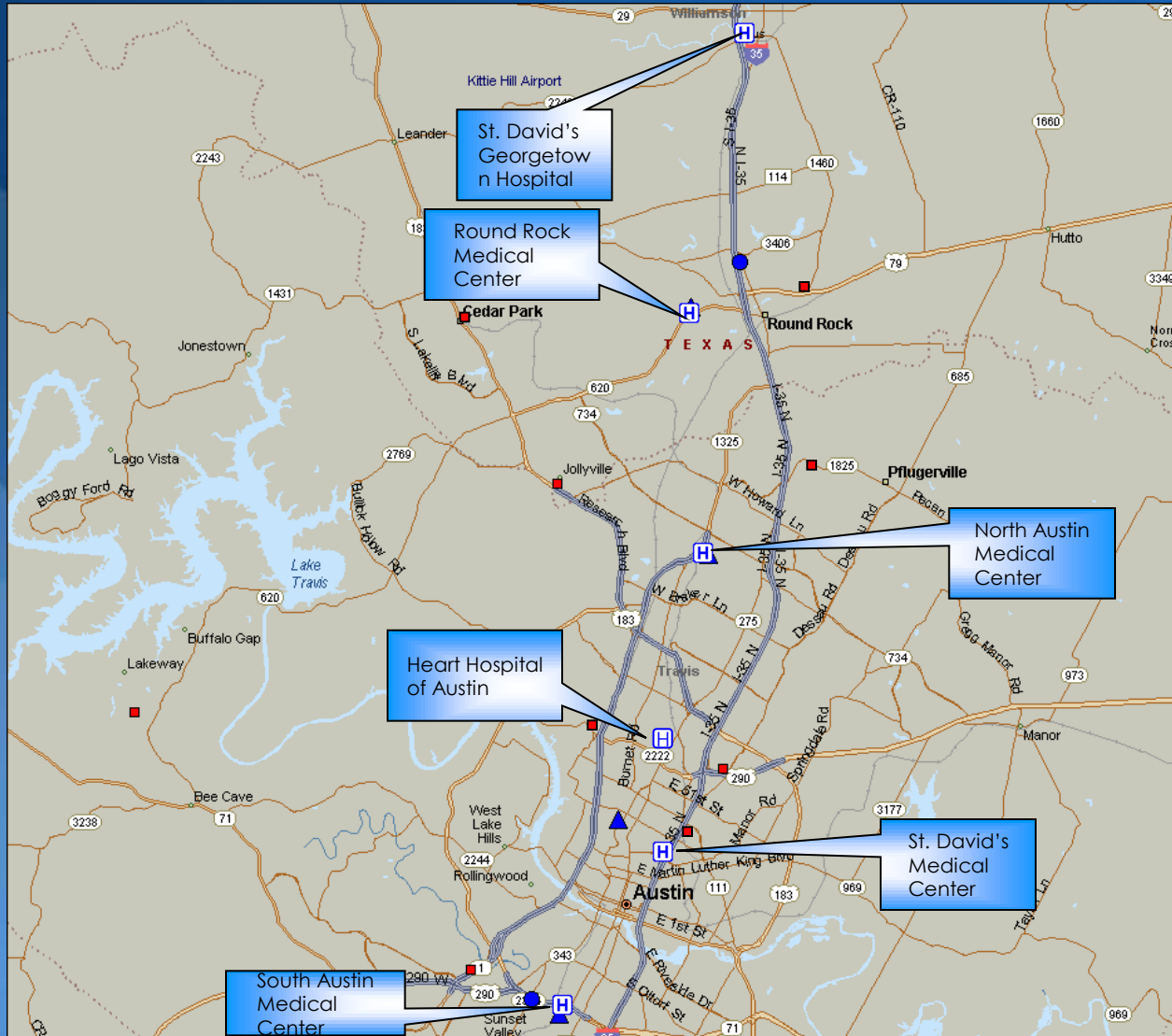
Patient Care
Award



Best Place to Work
Awards



St. David's HealthCare Facilities



SDH

- 6 Acute Care Hospitals
- 1 Rehabilitation Hospital
- 5 Freestanding Surgery Centers
- 3 Imaging Centers
- 18 Outpatient Clinics
- 4 Urgent Care Clinics
- 71 Employed physicians
- 3 Affiliated Hospitals
 - Central Texas Medical Center (San Marcos)
 - St. Mark's Medical Center (La Grange)
 - Hill Country Memorial Hospital (Fredericksburg)

2010 Stats

- 57,000 Admissions
- 254,000 ED Visits
- 14,000 Births
- 2,000 Physicians on Staff
- 7,100 Employees

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Legend

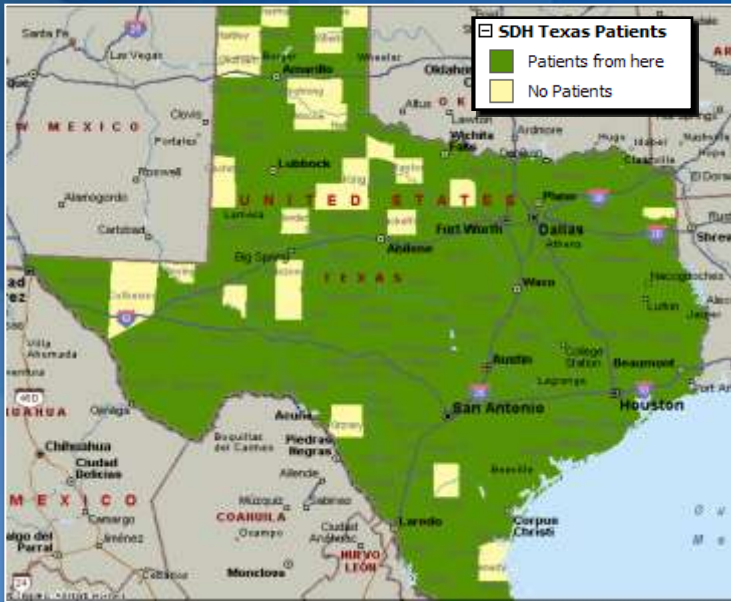
- H Acute Hospitals
- ▲ ASC
- Imaging Center
- Outpatient Clinic

Our Global Reach

Where our patients come from:

219 of the 254 Counties in Texas

All 50 States



Plus:

Washington, DC; Puerto Rico, Guam & US Virgin Islands



Argentina
Brazil
Canada
Columbia
Guam

Honduras
Italy
Kuwait
Mexico
Nicaragua

Panama
Peru
Switzerland
Saudi Arabia
Venezuela

...and more

Stuck?

Culture of Service Excellence

- We were committed to **make a cultural transition:**
 - From compliance to commitment
 - From quality of care to quality of the total patient experience
- The introduction of tactics and processes were **necessary but not sufficient.**
- Ultimately, success can only come from the introduction or reinforcement of a **patient oriented culture.**

Mission in Motion

“Every employee at St. David’s HealthCare directly provides exceptional care or supports someone who provides exceptional care.”



*C. David Huffstutler
President and Chief Executive Officer
St. David's HealthCare*



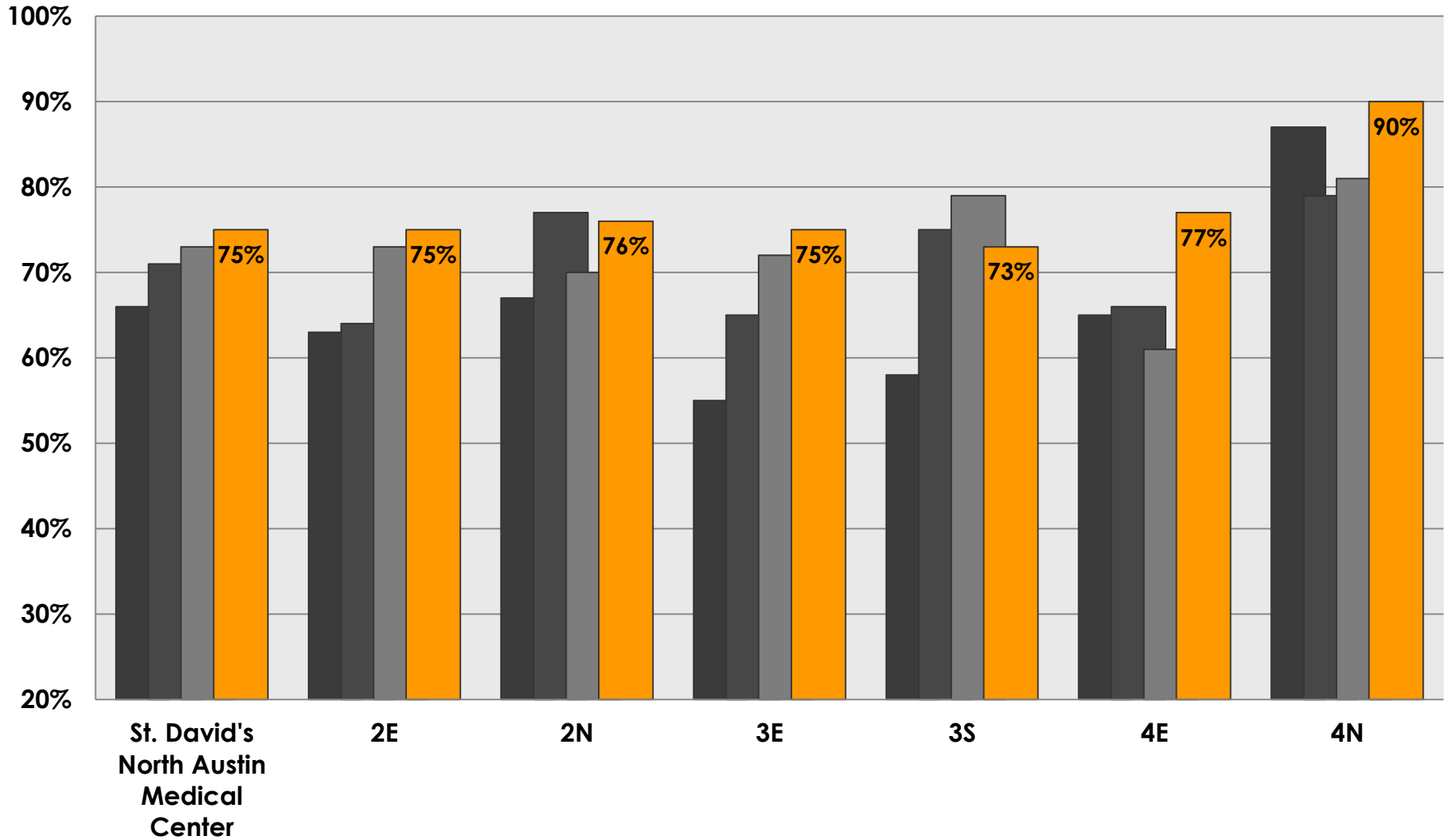
Practice Makes Permanent: Environmental Services Engage[®] Training

*Edgar Rodriguez, EVS Director
St. David's North Austin Medical Center*



Current HCAHPS Cleanliness

■ 2010 Q4 ■ 2011 Q1 ■ 2011 Q2 ■ 2011 Q3



Engage[©] Training

- Proper AIDET technique
- Use of Key Words at Key Times (KWKT)
 - ◆ *“Is this a good time to clean your room”*
 - ◆ Appropriate tone of voice and mannerisms
 - ◆ Explain cleaning process
 - ◆ Make personal connection with patient
 - ◆ Solicit patient/family members assistance
 - ◆ Inquire patient satisfaction level ?

Video as a Tool

- Create video demonstrating proper engagement technique
- Set up one on one training with staff
 - ◆ Start with staff that have daily contact with patients
- View management's engagement technique video with employee
- Video tape employee role playing engagement technique
- Review video with employee

Building Confidence and Commitment

- Ask employee to explain the experience they wish the patient to have
- Self assessment by employee
- Compare both videos
- Identify improvement opportunities
- Ask for a personal commitment!

Engage[®] Training

Benefits of Training

- Change in Culture
 - ◆ Staff
 - ◆ Service Excellence Focus
 - ◆ Department
 - ◆ Personal Ownership
 - ◆ Organization
 - ◆ Interdepartmental Team Work

Making a Difference

“Maria gave me a hug and a prayer when I was overwhelmed (even though I couldn’t understand Spanish)”

4 North unit



“Thank you for thinking of us and helping us feel welcomed during each moment of our stay.

We appreciate your love and kindness during this special time in our lives.

2 North unit

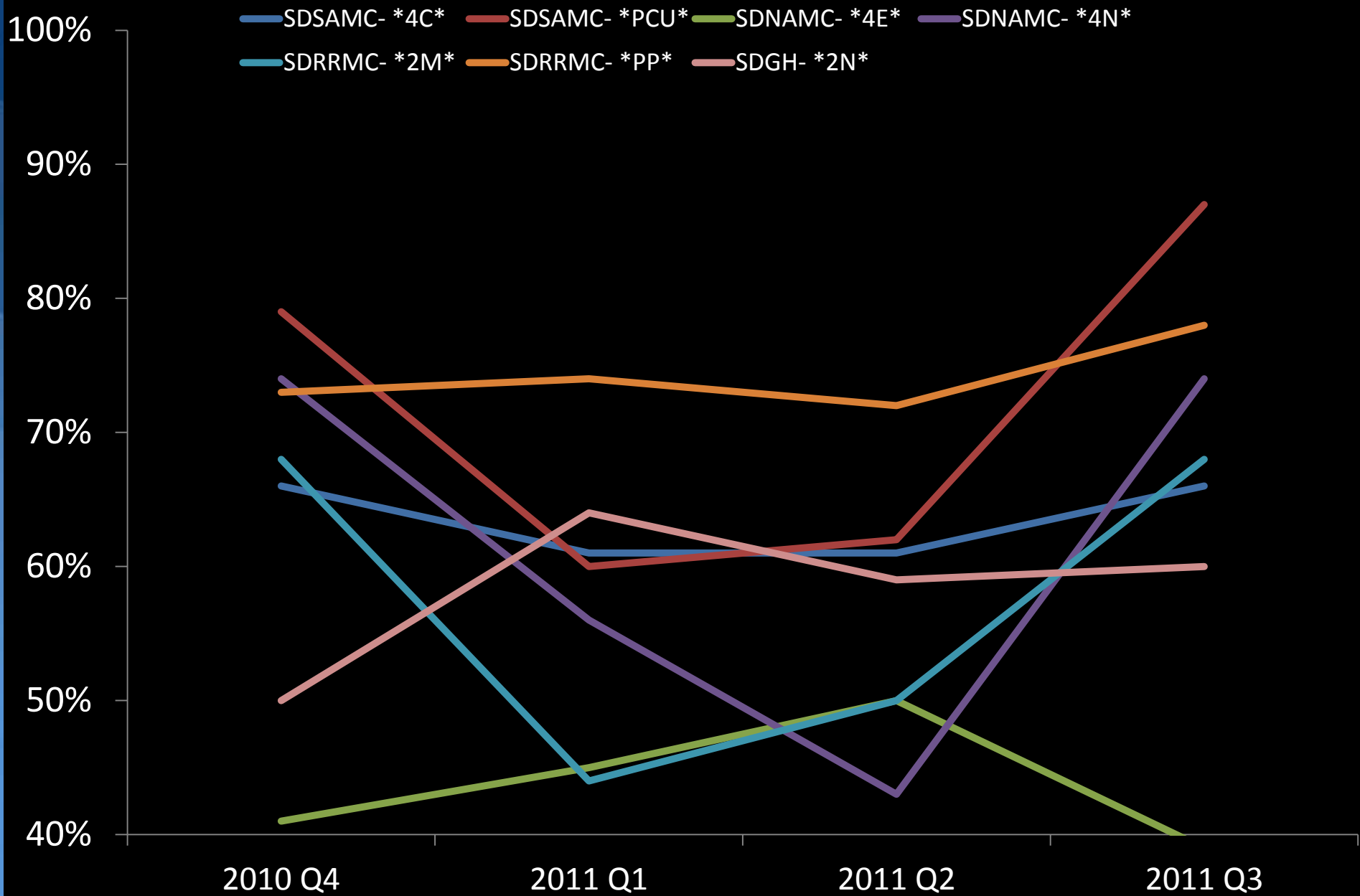
Practice Makes Permanent: Hourly Rounding Skills Lab

Tricia Casler, RN, CMSRN

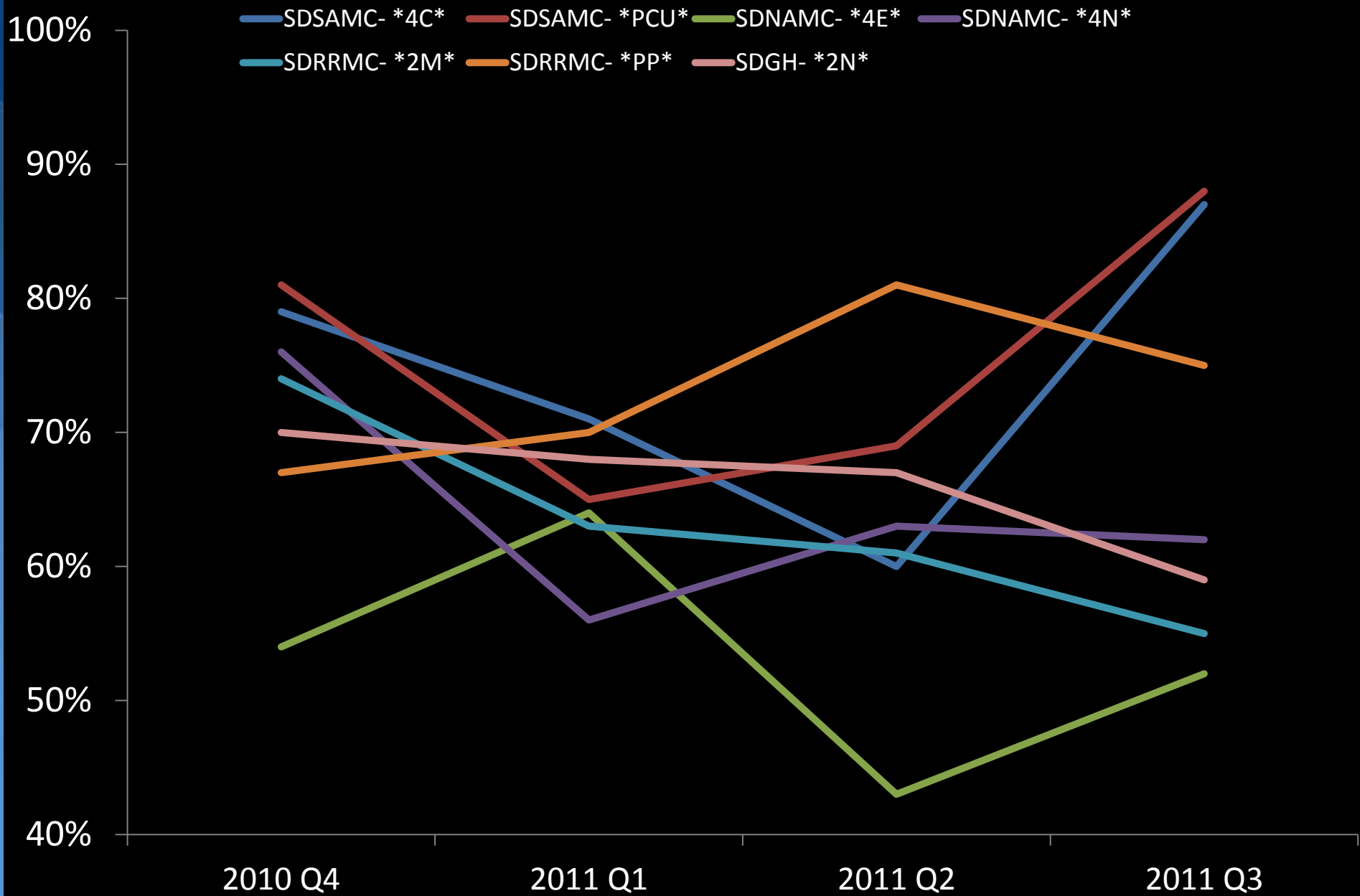
Director Medical – Telemetry

St. David's South Austin Medical Center

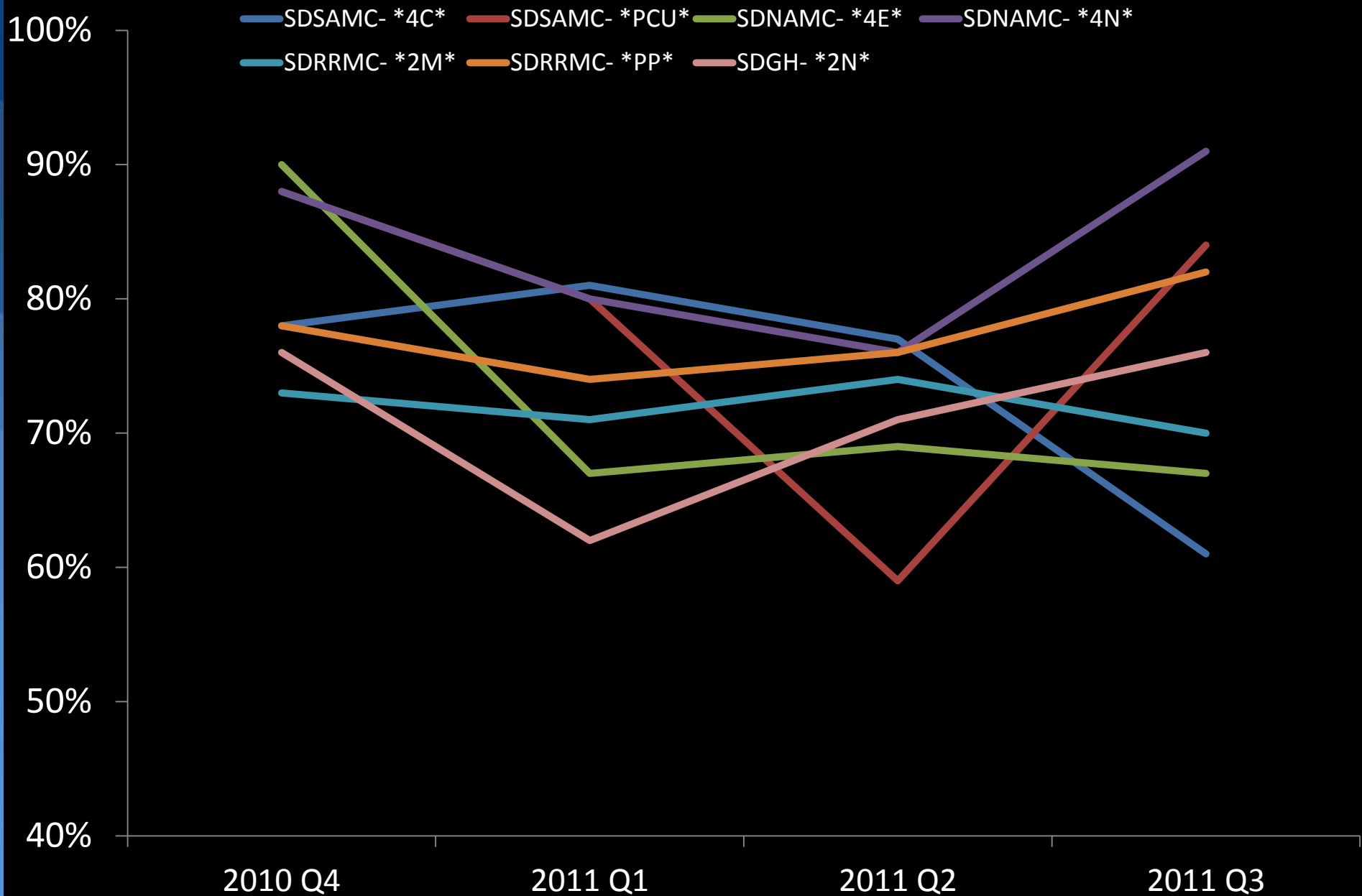
Responsiveness to Call Button



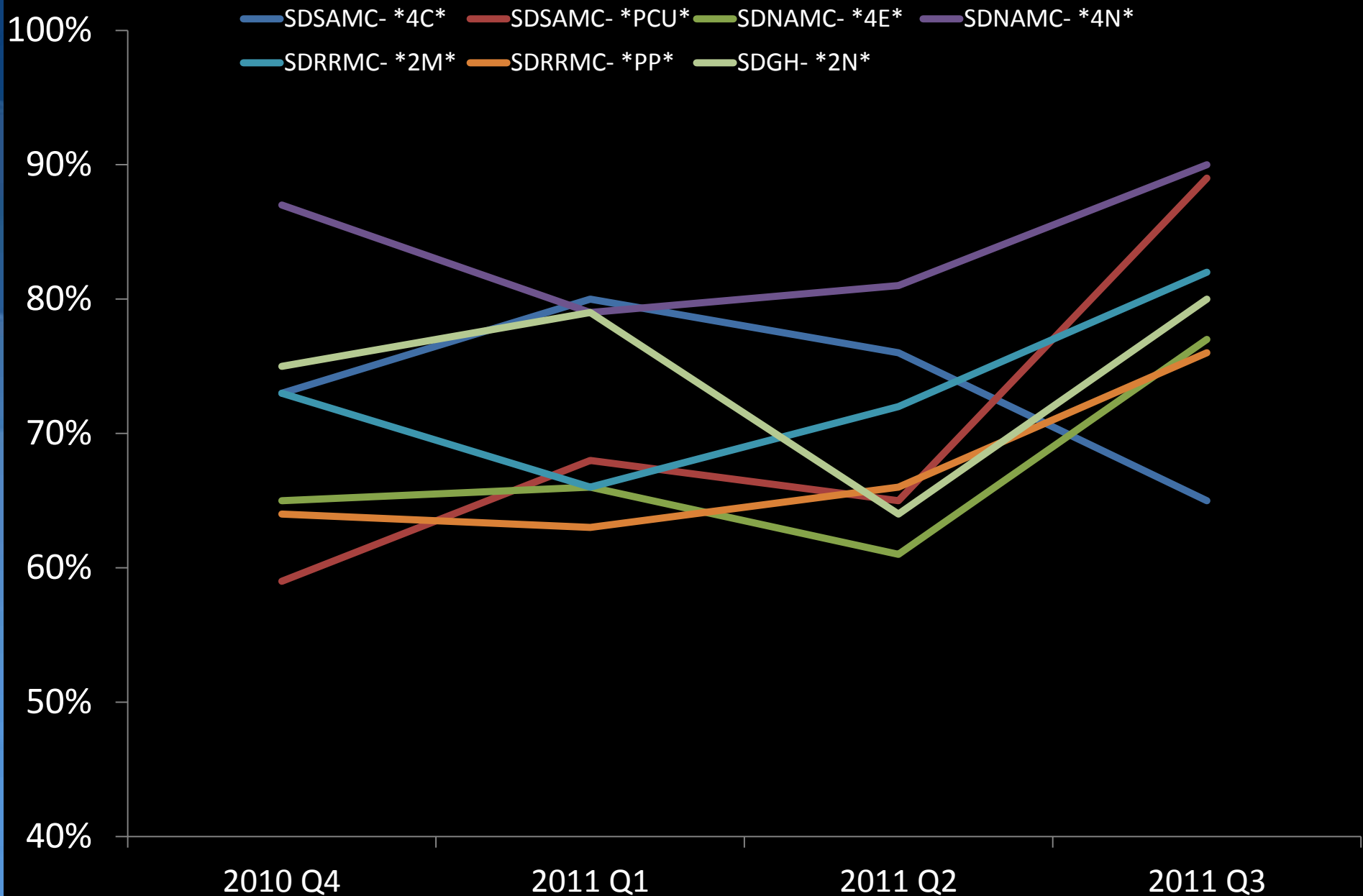
Pain Management Controlled



Nurse Explains Things



Cleanliness of the Hospital Environment



Begin with End in Mind

- Goal - consistency across HCAHPS reporting departments
- An expert champion to initiate the skills labs
- Everyone who conducts a lab must first experience the lab as each staff member will
- Ensure that each staff member has a similar experience and is evaluated consistently
- Commit to honest feedback and accountability for engagement

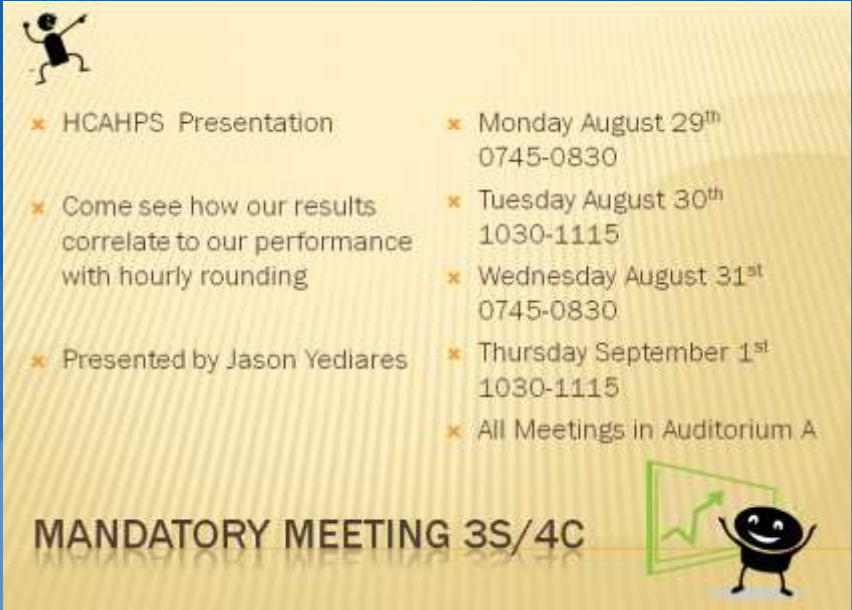
The Feedback Process


- Self Reflection
 - ◆ How did you do? Fair, Good, Excellent
- Positive feedback
 - ◆ What I saw you do really well was....
- Negative feedback (no more than 3 items)
 - ◆ There was an opportunity for you to
- Positive feedback
 - ◆ You did a great job.....
- Self Reflection Take Away
 - ◆ What will you take back to the unit to implement in your practice and share with your peers?

Hourly Rounding Skills Lab

Communicate the Results

- Identify the trends both strengths and opportunities
 - ◆ Department Specific Results
 - ◆ Hospital Wide Results
- Correlate to current HCAHPS results






- ✦ HCAHPS Presentation
- ✦ Come see how our results correlate to our performance with hourly rounding
- ✦ Presented by Jason Yediares

- ✦ Monday August 29th 0745-0830
- ✦ Tuesday August 30th 1030-1115
- ✦ Wednesday August 31st 0745-0830
- ✦ Thursday September 1st 1030-1115
- ✦ All Meetings in Auditorium A

MANDATORY MEETING 3S/4C



Continue the Momentum

- Ensure the skills are implemented
- Reward and recognize behaviors as seen in Nurse Leader Rounding
- Email the call light reduction publically
- Conduct contests/competition
- Observations

Zero Call Light Reward Program



Unit Clerks will email the department at the end of their shift with the staff names that had No Call Lights!

Managers and Supervisors will distribute your choice of gift card, meal card or movie ticket for every shift in which you have Zero Call Lights





ELSCHEER

SODQUERORS



Hourly Rounding Skills Labs Hints

- Realistic staging of room (clutter / micro-trash)
- Self Assessment completed prior to Skills Lab
- Start with Manager / Director and Educator competency evaluation
- Director / Manager provided feedback, including engagement factors
- Focus on connection to “why” for patient and staff
 - ◆ Proactive rounding
 - ◆ Narrating care
 - ◆ Environmental assessment, including call light
 - ◆ Hourly Rounding log

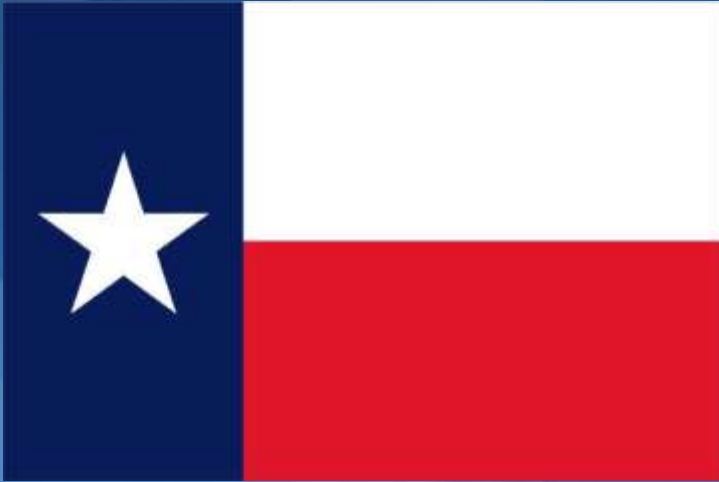
Making It Stick!

- Clear expectation of education (mandatory and aggressive timeline)
- Involvement and visibility of Senior Leaders, Directors and Managers
- Daily Nurse Leader Rounding to validate
 - ◆ Provide positive feedback for behaviors to be repeated
 - ◆ Correct substandard performance on the spot
 - ◆ Clear understanding of consequences if correction does not occur
 - ◆ Connect the “why” for patients – managing up process and staff
- Ongoing Hourly Rounding observation audits

*“Let whoever is in charge keep this simple question in her head, not how can I always do the right thing myself, but how can I provide the right thing to be done **ALWAYS.**”*

Florence Nightingale

A Warm Texas Thank You!



CJ Merrill

cj.merrill@stdavids.com

512-517-3521



Service Excellence is in ALL of our Hands!

To provide exceptional care to *every* patient,
everyday with a spirit of warmth, friendliness,
and personal pride!



