



Lessons from High Performing Hospitals: Achieving Patient and Family-Centered Care

CAHPS User Group Meeting

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"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."

Charles Darwin

Patient-Centered Care In A Nutshell



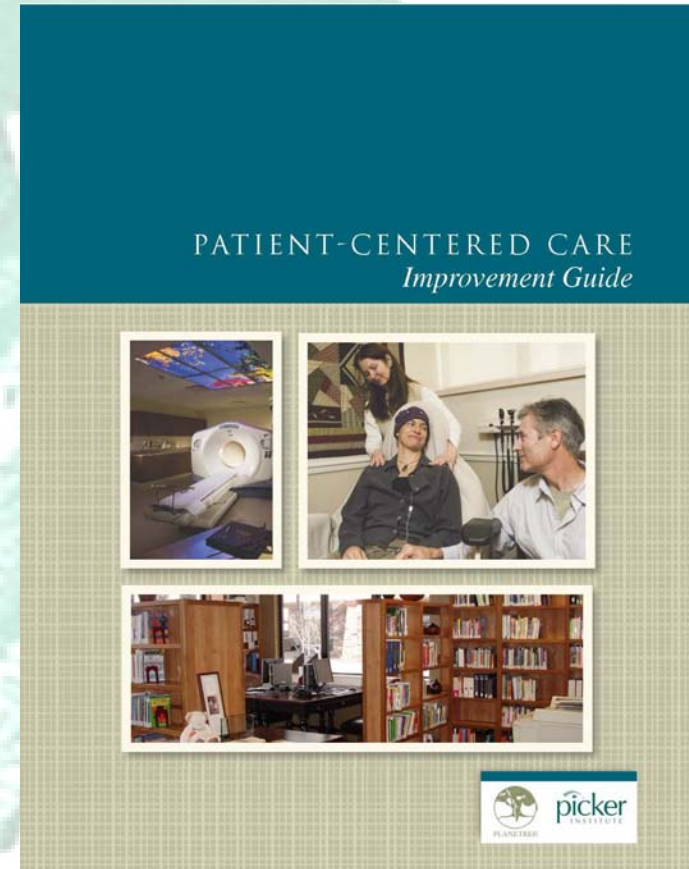
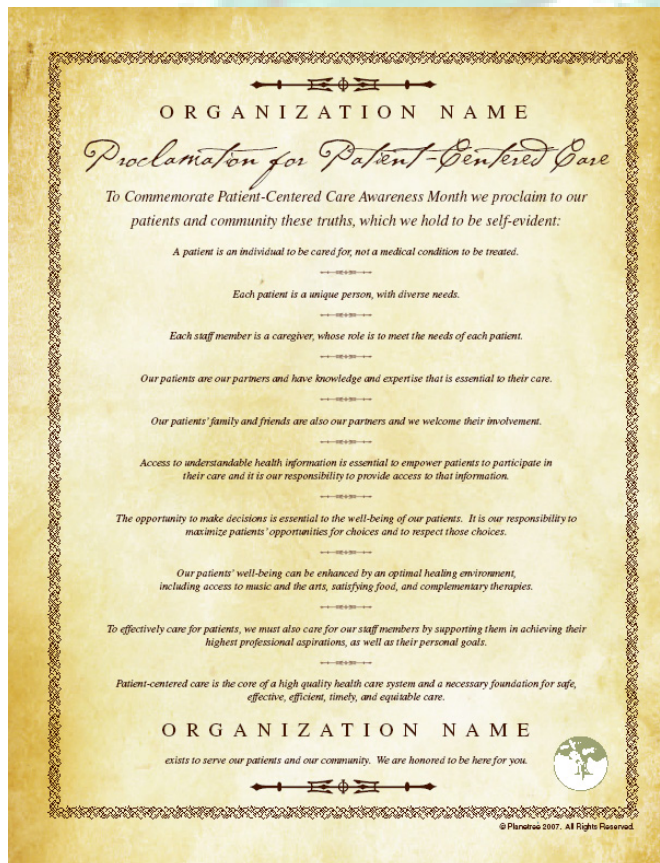
PLANETREE

A membership network
of more than 140
hospitals working
together to innovate in
patient-centered care

- Providers partner with patients to anticipate and satisfy the full range of patient needs and preferences
- Hospitals support staff in achieving their professional aspirations and personal goals

From Nebulous Concept to Tangible Goal

DEFINITION



ACTION

Informing the Improvement Guide

- The Patient Voice
- The Leadership Perspective
- Best Practice Gathering
Site Visits



The Patient Voice

- Analysis to identify meaningful patterns and themes from Planetree focus group data collected over past 3 years
- Sample represented:
 - 35 hospitals
 - 92 focus groups
 - 645 patients



Patient Focus Group Analysis: Key Themes



1. Dismissal / trivialization of the patient voice
2. Absence of caring attitudes from providers
3. Lack of continuity in care

“The nurses [should] listen to the patients for a change and don’t think we don’t know what’s wrong with us . . . [The nurses will] check under my sheets to see if I’m wet. I know if I’m wet . . . ASK ME! There’s nothing wrong with my brain.” (patient comment)

The Leadership Perspective

- Leadership Roundtable convened March 2008
 - 14 hospital executives
 - 15 national healthcare experts, including:
 - Agency for Healthcare Research and Quality
 - American Hospital Association
 - The Commonwealth Fund
 - Institute for Family-Centered Care
 - Institute for Healthcare Improvement
 - Picker Institute
 - Planetree
 - Robert Wood Johnson Foundation



Implementation Barriers Identified by Leaders

- Patient-centered care considered peripheral to quality and safety
- Ambiguous expectations for what constitutes patient-centered care
- Growing demands on staff, particularly new technologies and data collection, compromising staff's caring attitudes

Best Practice Site Visits



- **Alegent Health**
(Omaha, NE)
- **Aurora Health Care**
(Green Bay, WI)
- **Fauquier Hospital**
(Warrenton, VA)
- **Griffin Hospital**
(Derby, CT)
- **Hackensack University Medical Center**
(Hackensack, NJ)
- **Mid-Columbia Medical Center**
(The Dalles, OR)
- **Northern Westchester Hospital** *(Mount Kisco, NY)*
- **Sentara Virginia Beach General Hospital**
(Virginia Beach, VA)
- **Sharp Coronado Hospital**
(Coronado, CA)
- **Valley View Hospital**
(Glenwood Springs, CO)

A Consistent Finding: It's All About Culture

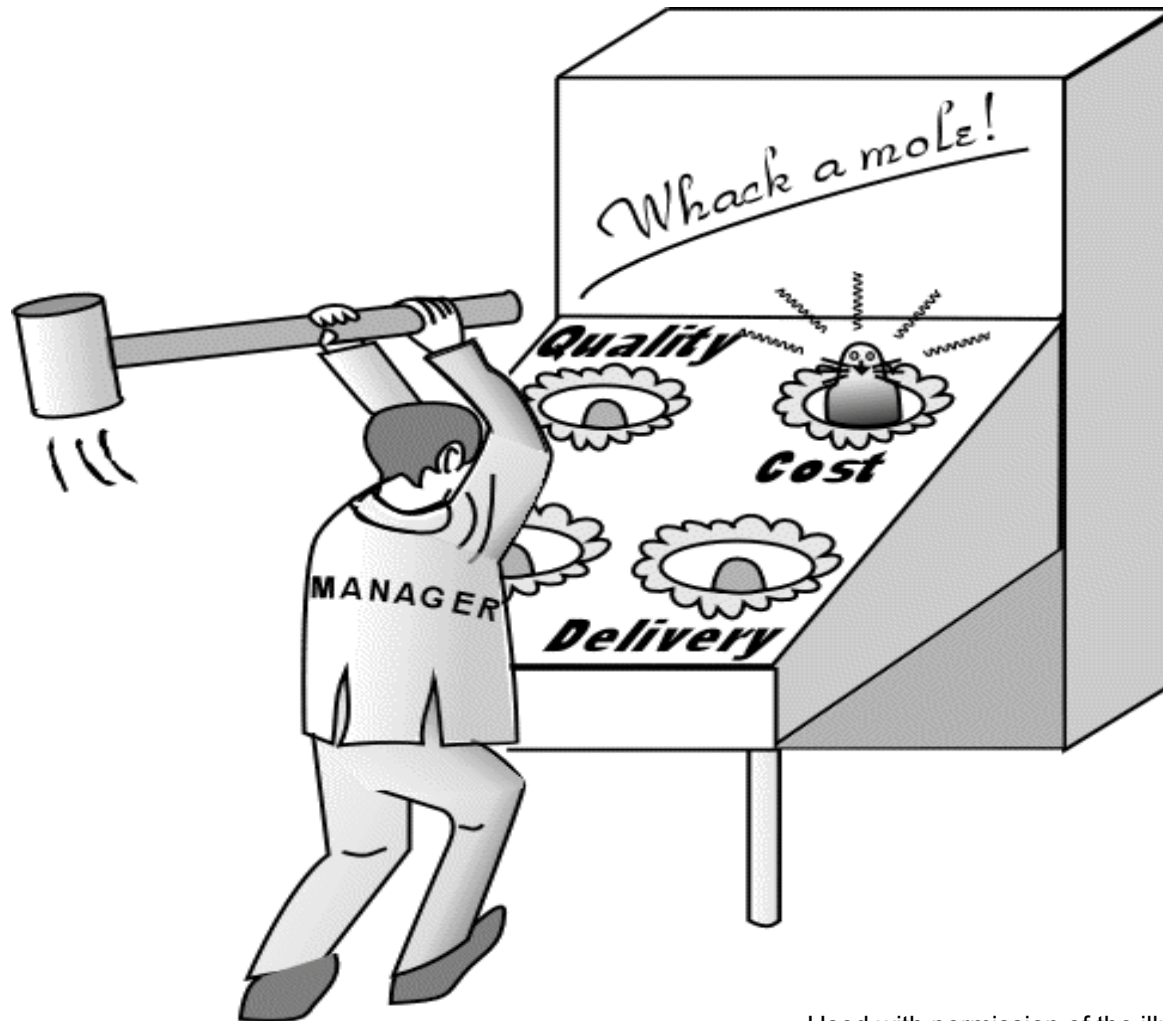
- High performing sites credited their HCAHPS success *not* to specific practices, but to a **well-established culture** of patient-centered care
- High performing sites had implemented a **comprehensive approach** to patient engagement, family involvement and staff engagement
- Improvement Guide reflects this key finding, providing guidance for **implementing practices within a broader framework** of organizational culture change

One of Many Things HCAHPS Teaches Us About Culture

- Responsiveness of hospital staff ranks 8th of 10 HCAHPS domains
- Only 62% of patients say staff provided them with assistance in toileting or call button response as quickly as they wanted



Like All Tools, It Is Important to Use HCAHPS Wisely



Used with permission of the illustrator Michel Baudin

Create a Vision

Three people were at work on a construction site. All were doing the same job, but when each was asked what his job was, the answers varied.

“Breaking rocks,” the first replied.

“Earning my living,” the second said.

“Helping to build a cathedral,” said the third.

Your Personal Commitment: “I will participate in making care more patient-centered by”

Peter Schultz
CEO, Porsche

Patient-Centered Care Improvement Guide and HCAHPS

HCAHPS DOMAIN	PATIENT-CENTERED APPROACHES	PAGE
COMMUNICATION WITH NURSES <i>HCAHPS Questions:</i> <ul style="list-style-type: none"> •During this hospital stay, how often did nurses treat you with courtesy and respect? •During this hospital stay, how often did nurses listen carefully to you? •During this hospital stay, how often did nurses explain things in a way you could understand? 	Staff Retreats to sensitize staff to patient experience	44
	Standardized Shift Change	80
	Communication Guidelines	80
	Patient and Family Communication Boards	81
	Questions for Your Doctor or Nurse Notepads	81
	Multicultural Pointing Tool	96
	Plain Language Guidelines	115
	Patient Pathways	115
	Change of Shift Bedside Report	117
	Care Conferences	117
	Interdisciplinary Care Rounds with Family	117
	Hourly Rounding	117
	Shared Medical Record	137
	Patient Progress Notes	138
	Care for the Caregiver Initiatives	195

Communication with Nurses

MULTI-CULTURAL POINTING TOOL

COMMUNICATION GUIDELINES

RESPOND WITH

H.E.A.R.T.®

Hear the Story
Listen attentively

Empathize
"I can hear/see that you are upset."

Apologize
"I'm sorry you were disappointed."

Respond to the Problem
"What can I do to help?"

Thank Them
"Thank you for taking the time to talk with me about this."

Cleveland Clinic's Respond with H.E.A.R.T. Badge

Picture Communication

HIGHLINE MEDICAL CENTER

Highline Medical Center's Multicultural Pointing Tool

COMMUNICATION GUIDELINES

FACE GRADUATED LOGO SCREEN 5% - 100%

Cleveland Clinic's Respond with H.E.A.R.T. Badge

COMMUNICATION GUIDELINES

H.E.A.R.T.®

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Highline Medical Center's Multicultural Pointing Tool

Congestive Heart Failure (CHF)

Welcome to Griffin Hospital. This patient pathway has been designed as an aid to inform and prepare you for what you can anticipate during your stay with us. Please keep in mind this is only an outline of the way your health problem might be managed. The information in this pathway may vary to meet your individual needs as determined by your physician.

Any questions you may have regarding these guidelines or any aspect of your care should be directed to your physician or primary nurse.

The estimated number of days you might be in the hospital is four (4). This could vary depending upon your progress.

Primary Nurse

Extension #



A Planetree Affiliate

130 Division St., Derby, CT 06418
(203) 735-7421

www.griffinhealth.org

Griffin Hospital's CHF Patient Pathway

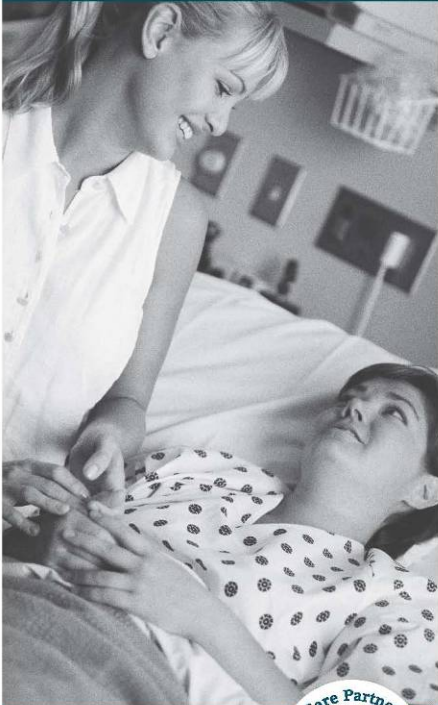
Patient-Centered Care Improvement Guide and HCAHPS

HCAHPS DOMAIN	PATIENT-CENTERED APPROACHES	PAGE
RESPONSIVENESS <i>HCAHPS Questions:</i> <ul style="list-style-type: none">•During this hospital stay, after you pressed the call button, how often did you get help as soon as you wanted it?•How often did you get help in getting to the bathroom or in using a bedpan as soon as you wanted?	Staff Retreats to sensitize staff to patient experience	44
	Just Ask Campaign	81
	Flexible Times for Hospital Procedures	92
	Concierge Services	93, 198
	Dining on Demand / Room Service	94
	Hourly Rounding	117
	Patient/Family Initiated Rapid Response Team	148
	Care Partners	149

Responsiveness

CARE PARTNER PROGRAM

Alegent Health
Care Partner Program



 **Alegent Health**
This is your healthcare



JUST ASK CAMPAIGN

Northern Westchester Hospital

Just Ask!

**IF YOU'RE
THINKING IT...
ASK IT**

For example:

- May I request a different meal selection?
- Can my vital signs and blood work be drawn at a more convenient time for me?
- What medications are you giving me and what are they for?
- How can I arrange for a complementary relaxation session?

Please ask, so that we can better meet
your needs and make your stay more
comfortable.



For more information, visit www.nwhc.net

**Northern Westchester Hospital's Just
Ask Campaign**

PATIENT/FAMILY-INITIATED RAPID RESPONSE TEAMS



It's Your Child
Is your child's condition rapidly worsening?

Es Su Niño
¿La condición de su niño se está empeorando rápidamente?

Medical Emergency? **CALL 64111**

¿Emergencia Médica? **LLAMAR AL 64111**

Pediatric Rapid Response Team

Equipo Rápido Pediátrico De la Respuesta

When you call the Pediatric Rapid Response Team a group of highly trained medical professionals will arrive to address your child's medical emergency.

Quando llama a equipo rápido pediátrico de la respuesta un grupo de profesionales médicos altamente entrenados llegas para tratar la emergencia médica de su niño.

Ask your nurse for more details. Pida a su enfermera más detalles.

 North Carolina
Children's Hospital

**University of North Carolina
Children's Hospital Pediatric
Rapid Response Team**

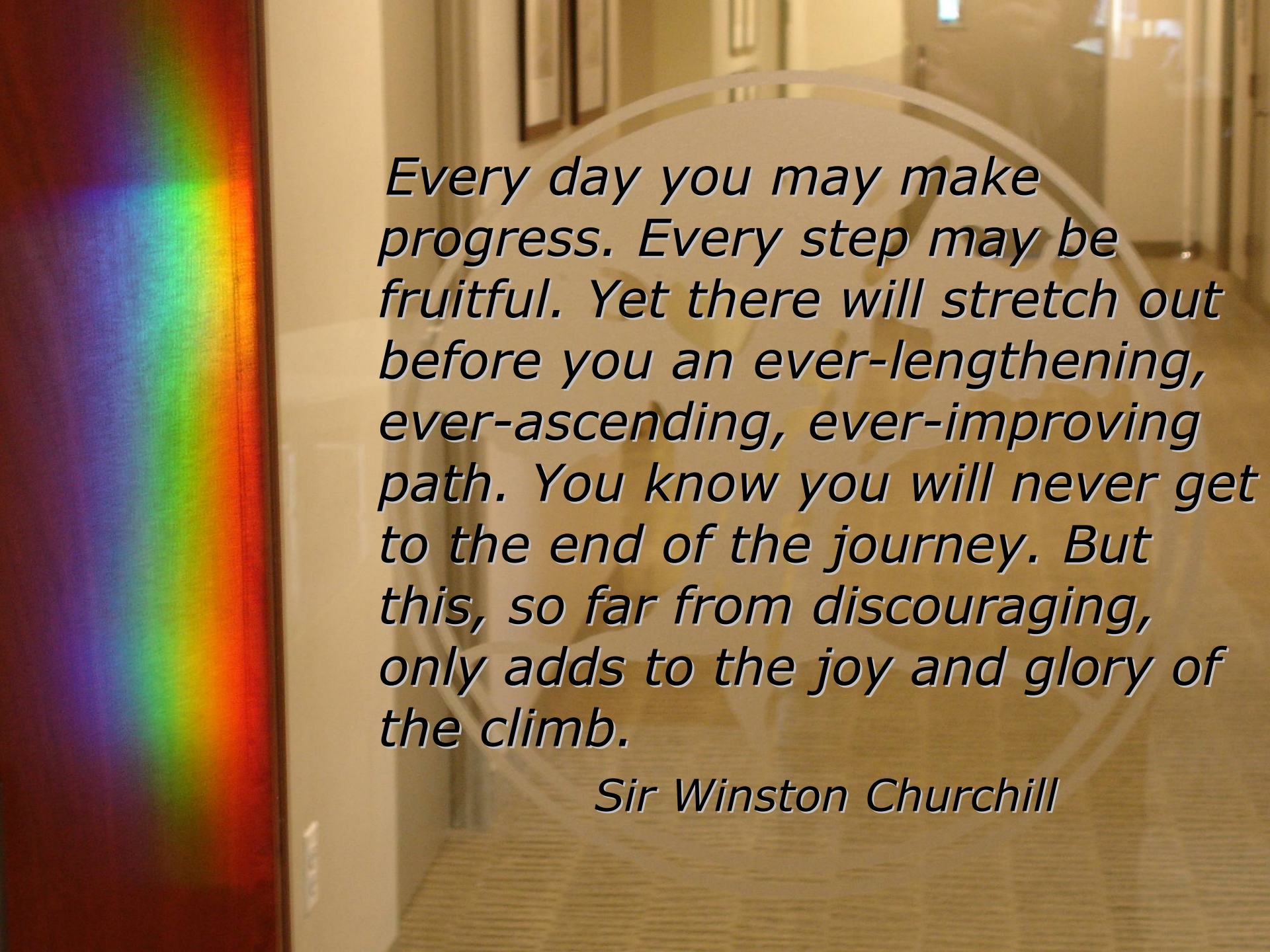
Alegent Health's Care Partner Program

Other Topics Addressed in the Guide

- Myths of patient-centered care
- Strategies for engaging patients, families, leadership, staff, physicians and volunteers
- Practical approaches for building a patient-centered culture
- Patient-centered approaches to data and technology
- Personal strategies: what you can do now

Where to Get the Guide

- The development of the Guide was generously funded by the Picker Institute, an international non-profit organization that supports research in the field of patient-centered care.
- The Guide may be downloaded **at no charge** from the Planetree website at www.planetree.org
- Questions?
Please contact Carrie Brady, Planetree's Vice President of Quality at 203-732-1381 or cbrady@planetree.org



Every day you may make progress. Every step may be fruitful. Yet there will stretch out before you an ever-lengthening, ever-ascending, ever-improving path. You know you will never get to the end of the journey. But this, so far from discouraging, only adds to the joy and glory of the climb.

Sir Winston Churchill