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

- 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

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

PLANETREE
From Nebulous Concept to Tangible Goal

DEFINITION

ORGANIZATION NAME

Proclamation for Patient-Centered Care

To Commemorate Patient-Centered Care Awareness Month, we proclaim to our patients and community these truths, which we hold to be self-evident:

A patient is an individual to be cared for, not a medical condition to be treated.

Each patient is a unique person, with diverse needs.

Each staff member is a partner whose role is to meet the needs of each patient.

Our patients’ family and friends are also our partners and we welcome their involvement.

Access to understandable health information is essential to empower patients to participate in their care and it is our responsibility to provide access to that information.

The opportunity to make decisions is essential to the well-being of our patients. It is our responsibility to maximize patients’ opportunities for choice and to respect those choices.

Our patients’ well-being can be enhanced by an optimal healing environment, including access to music and the arts, Lamplight, and complementary therapies.

To effectively care for patients, we must also care for our staff members by supporting them in realizing their highest professional aspirations, as well as their personal goals.

Patient-centered care is the foundation of a high-quality health care system and a necessary foundation for safe, effective, efficient, timely, and equitable care.

ORGANIZATION NAME

exists to serve our patients and our community. We are honored to be here for you.

ACTION

PATIENT-CENTERED CARE

Improvement Guide

picker
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:
    o Agency for Healthcare Research and Quality
    o American Hospital Association
    o The Commonwealth Fund
    o Institute for Family-Centered Care
    o Institute for Healthcare Improvement
    o Picker Institute
    o Planetree
    o 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
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.

Create a Vision

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

**COMMUNICATION WITH NURSES**

*HCAHPS Questions:*
- 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?

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Communication with Nurses

Northern Westchester Hospital’s 7 P’s Shift Report

Multicultural Pointing Tool

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

COMMUNICATION GUIDELINES

RESPOND WITH
H.E.A.R.T.

Hear the Story
Listen attentively

Empathize
“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 the time to talk with me about this.”

Highline Medical Center’s Multicultural Pointing Tool

Patient Pathway

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.

Patient Name _________________________
Primary Nurse _________________________
Extension ___________________________

Griffin Hospital
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

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Responsiveness

CARE PARTNER PROGRAM

Alegent Health Care Partner Program

JUST ASK CAMPAIGN

Northern Westchester Hospital's 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.

University of North Carolina Children’s Hospital Pediatric Rapid Response Team

PATIENT/FAMILY-INITIATED RAPID RESPONSE TEAMS

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