CREATING A CULTURE OF ALWAYS
AND IMPACTING THE PATIENT PERCEPTION OF
QUALITY CARE

KAREN COOK, RN

November 15, 2017

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<table>
<thead>
<tr>
<th>RANK</th>
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<tbody>
<tr>
<td>1</td>
<td>Financial challenges</td>
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<td>Healthcare reform implementation</td>
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<td>Governmental mandates</td>
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<td>Patient safety and quality</td>
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<td>Care for the uninsured/underinsured</td>
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<td>6</td>
<td>Patient satisfaction</td>
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<td>Physician-hospital relations</td>
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<td>8</td>
<td>Population health management</td>
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<td>Technology</td>
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<td>10</td>
<td>Personnel shortages</td>
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For the 13th year in a row, hospital CEOs ranked financial challenges as the No. 1 issue facing their organizations in 2016.
“A culture of high performance means an organization consistently performs certain behaviors using various tools and techniques that create measurable, evidence-based quality outcomes at lower cost.

Creating a consistent highly reliable culture is the hardest thing anybody can do.”

~Quint Studer
**STUDER GROUP® PARTNERS OUTPACE NON-PARTNERS IN TOP BOX IMPROVEMENT**

Average Improvement in Top Box Results in One Year

- **Care Transitions**
  - SG Partners: -.12
  - Non-Partners: 

- **Pain**
  - SG Partners: .06
  - Non-Partners: .27

- **Responsiveness**
  - SG Partners: 
  - Non-Partners: .41

- **Rate 9 or 10**
  - SG Partners: 
  - Non-Partners: .82

- **Definitely Recommend**
  - SG Partners: 
  - Non-Partners: 1.21

- **Nurses**
  - SG Partners: 
  - Non-Partners: 1.18

- **Cleanliness**
  - SG Partners: 
  - Non-Partners: .82

- **Discharge Info**
  - SG Partners: 
  - Non-Partners: .79

- **Comm about meds**
  - SG Partners: 
  - Non-Partners: .75

- **Quiet**
  - SG Partners: 
  - Non-Partners: .49

- **Doctors**
  - SG Partners: 
  - Non-Partners: 

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Partners include all Studer Group® partners that have received coaching for at least one year.

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HIGHLY RELIABLE ORGANIZATIONS REQUIRE CONSISTENCY IN BEHAVIORS

Performance

Continuous Improvement (CI)

Behavioral effect

Can FIVE random front line people articulate clearly the concept?

Instability

Insight and results

Technical Improvements

Time

Year 1 Year 2 Year 3
BUILDING A CULTURE OF ALWAYS (RELIABILITY)

Ask Yourself…

- Are we doing it effectively?
- Are we doing it consistently?
- Are we focused on the right outcomes?
- Is the PROCESS standardized so front-line staff can speak to it?
- Are the tactics bringing value or results?
- Am I as consistent as I could be as a leader?
- What is one thing I can do differently?
SESSION OBJECTIVES

1. Articulate three characteristics of high performing organizations

2. Outline five moments of truth that impact a customer perception of quality
CHARACTERISTICS OF HIGH PERFORMING ORGANIZATIONS

1. EVERY PERSON UNDERSTANDS THEY CAN IMPACT A PATIENT PERCEPTION OF QUALITY

"I love being a valet because it makes me happy to know that I'm helping someone out who really needs it especially people who can't walk far to get to the Emergency Room. I can reduce anxiety by quickly offering a wheelchair."

Andrew L.
- Hospital CAHPS
- Home Health Care CAHPS
- In-Center Hemodialysis CAHPS
- Clinician and Group CAHPS
- Hospice CAHPS
- ACO CAHPS

- Health Plan CAHPS
- CAHPS Surgical Care Survey
- Outpatient/Amb Surg (OASPECS)
- ED CAHPS (EDPECS)
- Child CAHPS (pilot)
- Nationwide Adult Medicaid CAHPS

HTTP://WWW.MEDICARE.GOV/HOSPITALCOMPARE
The CAHPS Surveys are standardized surveys to measure the patient perception of quality care. It is measured by how frequently a patient experiences a particular interaction that are important to patients. Only the most positive of responses are publicly reported on the government quality website.

They were created to:

- Increase the transparency of the quality of care provided
- Provide incentives for providers to improve the quality of care
- Allow the public to create objective and meaningful comparisons about the quality of care provided so they can CHOOSE a ___
PATIENT EXPERIENCE IS A DIFFERENTIATOR

- 93.8% reported being willing to go out of their way (drive further, reschedule appointments)
- 64.9% said they would pay more to seek care at a more highly-rated hospital
- 60.7% feel the government should pay highly-performing hospitals more

Source: HealthGrades, Inc. 2010 survey
## HCAHPS PERFORMANCE BY STATE

LOW TO HIGH STATE PERFORMANCE “PERCENT OF PATIENTS THAT RATE THE HOSPITAL A 9 OR 10”

<table>
<thead>
<tr>
<th>Lowest States Average Top Box 57%-67%</th>
<th>Middle Low States Average Top Box 68%-71%</th>
<th>Middle High States Average Top Box 71%-73%</th>
<th>Highest States Average Top Box 73%-77%</th>
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<td>WY</td>
<td>OR</td>
<td>NH</td>
<td>SD</td>
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PATIENT EXPERIENCE OF CARE – NATIONAL PERCENTILE RANKINGS
NEBRASKA CRITICAL ACCESS VS. SHORT TERM ACUTE CARE HOSPITALS

Patient Experience National Percentile Rank Critical Access vs Short Term Acute Care Hospitals

<table>
<thead>
<tr>
<th>Category</th>
<th>Critical Access Hospital</th>
<th>Short Term Acute Care Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quiet</td>
<td>57</td>
<td>77</td>
</tr>
<tr>
<td>Doctors</td>
<td>44</td>
<td>80</td>
</tr>
<tr>
<td>Nurses</td>
<td>46</td>
<td>71</td>
</tr>
<tr>
<td>Pain</td>
<td>47</td>
<td>63</td>
</tr>
<tr>
<td>Responsiveness</td>
<td>42</td>
<td>81</td>
</tr>
<tr>
<td>Care Transitions</td>
<td>60</td>
<td>70</td>
</tr>
<tr>
<td>Rate 9 or 10</td>
<td>61</td>
<td>76</td>
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<tr>
<td>Cleanliness</td>
<td>50</td>
<td>83</td>
</tr>
<tr>
<td>Comm about Meds</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Discharge</td>
<td>63</td>
<td>67</td>
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<tr>
<td>Recommend</td>
<td>71</td>
<td>62</td>
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HCAHPS Composite

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CHANGE IN % TOP BOX RESULTS IN ONE YEAR
NEBRASKA CRITICAL ACCESS VS. SHORT TERM ACUTE CARE HOSPITALS

Change in % Top Box Results in One Year

- Recommend
- Discharge
- Comm about Meds
- Cleanliness
- Rate 9 or 10
- Care Transitions
- Responsiveness
- Pain
- Nurses
- Doctors
- Quiet

Critical Access Hospital vs. Short Term Acute Care Hospital
THREE DIMENSIONS OF QUALITY

PATIENT EXPERIENCE, CLINICAL QUALITY, EFFECTIVENESS

- Patient experience is positively associated with clinical effectiveness and patient safety.
- Communication correlates STRONGLY with adherence and compliance rates by patients in acute and chronic disease. This impacts the outcome, specifically of chronic disease.

<table>
<thead>
<tr>
<th></th>
<th>Positive Associations</th>
<th>No Association</th>
<th>Negative Association</th>
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<tr>
<td>Studies</td>
<td>557</td>
<td>127 (22%)</td>
<td>1 (0.2%)</td>
</tr>
<tr>
<td>Studies</td>
<td>429 (77.8%)</td>
<td></td>
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</tr>
</tbody>
</table>

Source: A systematic review of evidence on the links between patient experience and clinical safety and effectiveness; BMJ Open, 2013
“IS USUALLY HIGHLY RELIABLE?”

WELCOME TO OUR HOSPITAL:
- We usually manage your pain
- We usually treat you with courtesy
- We usually listen to you
- We usually keep your room clean
- We usually explain your medicines
PATIENT EXPERIENCE = EVERY INTERACTION

• The Patient Experience is more than providing excellent clinical care, it requires care and service that addresses every aspect of the patient’s encounter, as well as their family.

• It involves teamwork from every area in the hospital.

• It’s a focus around patient-centered care every patient, every time.

We are PRESENT in UNWELCOME moments.
CHARACTERISTICS OF HIGH PERFORMING ORGANIZATIONS

2. THE CORE VALUES DRIVE EVERY DECISION AND BEHAVIOR STANDARD
HIRE PEOPLE WHO WILL LIVE THE VALUES

Welcome to the OU Medical Center Career Center. We appreciate your interest and invite you to carefully review our Standards of Excellence prior to viewing our career opportunities. These Standards were developed by OU Medicine employees to establish specific behaviors that all employees are expected to practice while at work. As you evaluate whether OU Medical Center is the right place to advance your career, please consider whether these Standards are consistent with your own work standards, beliefs and behaviors. If your answer is “Yes”, please indicate by clicking the appropriate button below and you will be directed to the main Career Center page.

We approach our work in a professional manner:

- I will model integrity by being honest and trustworthy in my work.
- I will promote accountability by being responsible for my own actions.
- I will discuss confidential and personal information in a private area.
- I will work together with my colleagues to achieve our common goals.
- I will demonstrate respect by treating others as I would expect to be treated.
- I will treat our facilities and equipment as I would treat my own.
- I will be on time for work, meetings and other commitments.
- I will abide by the organization’s dress code.
- I will accept constructive feedback.
“DISCONNECTS” BETWEEN WHAT WE “SAY”

AND WHAT THEY SEE...

“This bay has been cleaned and sanitized for your safety”
HAVE YOU INVITED ALL TO SPEAK UP IF THEY SEE STANDARDS VIOLATIONS?

- 62% of nurses see coworkers taking shortcuts that may endanger care
- 80% staff have observed disruptive behavior
- 48% of providers believe coworkers show poor clinical judgment at times
- 10% of nurses, physicians, and other clinicians directly confront colleagues about performance concerns.

_Silence Kills: The Seven Crucial Conversations for Healthcare, 2005, AACN and VitalSmarts._

_A national study of 1700 healthcare workers._


CHARACTERISTICS OF HIGH PERFORMING ORGANIZATIONS

3. THEY FOCUS ON ASSOCIATE ENGAGEMENT

1. Am I treated with dignity and respect by everyone, every day, in each encounter?
2. Do I have what I need: education, training, tools, financial support, encouragement, so I can make a contribution to this organization that gives meaning to my life?
3. Am I recognized and thanked for what I do?
CHARACTERISTICS OF HIGH PERFORMING ORGANIZATIONS
THEY FOCUS ON ASSOCIATE ENGAGEMENT

Rounding questions are focused on developing a relationship and promoting staff engagement

1. Personal Connection
2. What is working well?
3. Anyone I can recognize? Why?
4. What systems/processes are not working we
5. II/safety issues?
6. What can we do to improve them?
7. Do you have the tools you need to do your job?
8. What can I do to be a better leader for you?
9. What can I do to make this a better place for you to work?
10. Thank you for making a difference!
FOCUS ON BUILDING ENGAGED EMPLOYEES

- Engaged – work with passion and feel a profound connection to their company, drive innovation and move the company forward
- Not-engaged – essentially “checked-out” or sleep-walking through their day, putting time in but not energy or passion in their work
- Actively dis-engaged - not only unhappy at work but actively acting out their unhappiness. Every day these workers undermine what their engaged co-workers accomplish.

Source: Gallup and JONA. Vol. 41. No. 6. June 2011
SESSION OBJECTIVES

1. Articulate three characteristics of high performing organizations

2. Outline five moments of truth that impact a customer perception of quality
PEOPLE REMEMBER “MOMENTS” THAT EXCEED THEIR EXPECTATIONS… BOTH POSITIVE AND NEGATIVE
THE CULTURE IS REFLECTED IN MEMORABLE MOMENTS OF TRUTH

- Moments of Truth are events, observations, and interactions that create impressions.
- Moments of Truth create impressions in five areas.
MEMORABLE MOMENTS #1: TANGIBLE

<table>
<thead>
<tr>
<th>Castle Medical Center</th>
<th>DAY ▼</th>
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<tbody>
<tr>
<td></td>
<td>MON</td>
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<td>TUES</td>
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<td>FRI</td>
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<td>SAT</td>
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<td>SUN</td>
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<tr>
<th>ROOM # ▼</th>
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<tbody>
<tr>
<td>PHONE # ▼</td>
</tr>
<tr>
<td>Please Call Me</td>
</tr>
<tr>
<td>Preferred Language</td>
</tr>
<tr>
<td>Interpreter Request ▼ YES / NO</td>
</tr>
<tr>
<td>Support Person ▼</td>
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<td>Phone ( )</td>
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<table>
<thead>
<tr>
<th>CARE TEAM ▼</th>
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<tbody>
<tr>
<td>Doctor</td>
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<tr>
<td>Nurse</td>
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<tr>
<td>Nursing Assistant</td>
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<td>Case Manager / Social Worker</td>
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<tr>
<td>Therapist</td>
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<tr>
<th>EDUCATION INCLUDING MEDICATIONS ▼</th>
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<td>Next Dose Available AM / PM</td>
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<tr>
<th>PAIN SCALE ▼</th>
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<tr>
<td>Pain free</td>
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<tr>
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<tbody>
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<td>2</td>
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<td>3</td>
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<th>MOBILITY / SPECIAL NEEDS ▼</th>
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<tbody>
<tr>
<td>Bedrest</td>
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<tr>
<th>Weight Bearing: Full Partial Non</th>
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<tr>
<th>ANTICIPATED DISCHARGE DATE ▼</th>
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<th>DISCHARGE GOALS / NEEDS ▼</th>
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</table>
MEMORABLE MOMENTS #1: TANGIBLE

Your room has been cleaned by

Catherine
*Environmentalist*

It is my pleasure to have you as our guest. For any additional housekeeping or linen needs, please call me at extension 5759. If no answer, press 0 and ask the switchboard attendant to page beeper 581.

Back of Card

Environmental Services is dedicated to making your stay pleasant and ensuring that your room and bathroom are kept clean.
MEMORABLE MOMENTS #2: RELIABILITY

Key Words Are The Glue That Connects The Dots
MEMORABLE MOMENTS #3: RELIABILITY

**We Promise**

During your stay we promise to:

- Tell you who we are and what we are doing
- Partner with you to plan your care
- Listen and respond to your needs
- Round on you hourly
- Safely control your pain
- Respond to your call button in a timely manner
- Wash our hands and check your ID band for your safety

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MEMORABLE MOMENTS #3: RESPONSIVE

Expected Results

- Demonstrates respect and reduces anxiety
- Accomplishes scheduled tasks
- Contributes to efficiency
- Address 4 P’s (pain, personal needs, position, patient education)
- Impacts quality indicators – falls, HAPU, pain control and responsiveness
- Address additional comfort needs
  - Improved patient perception of pain control, responsiveness and caring
- Conduct environmental assessment
  - Focuses on culture of safety and clean, healing environment
- Ask “Is there anything else I can do for you before I go, I have time?”
  - Builds a proactive, efficient care model and improves patient perception of care
- Tell patients when a team member will be back
  - Contributes to efficiency and builds teamwork
- Document the round on log in patient room
  - Shows visible commitment to excellent quality care
MEMORABLE MOMENTS #3: RESPONSIVE

Gastroenterology Clinic

Our team wants to exceed your expectations!

Please tell us what’s most important for today’s visit?
MEMORABLE MOMENTS #4: ASSURANCE

KEY WORDS AT KEY TIMES

▪ “Do you mind if I sit while I explain the test Dr. Jones ordered for you today?
▪ “I want to be respectful of your time.”
▪ “I have to look at this computer while I type but know that I am listening to you.”
▪ “I know Ryan (PA) started you on a new blood pressure medicine last week. Tell me one of the side effects of that new blood pressure medicine that Ryan talked to you.”
▪ “I am so sorry we are running about 15 minutes late. I promise to keep you informed about how long you have to wait”
▪ “I know you are worried about this and we want to be responsive to your needs. You can expect one of our care team to call you with that information by the end of the day.”
AIDET = FIVE FUNDAMENTALS OF COMMUNICATION

Focus on the “A & I” to show courtesy and respect and reduce anxiety.

Focus on the “D & E” to educate on treatment/processes and to increase compliance.

- **A** - Acknowledge
- **I** - Introduce
- **D** - Duration
- **E** - Explanation
- **T** - Thank You
Hi Mrs. Jones, my name is Dwight. I am a Radiologic Technologist and I specialize in operating room procedures. I have worked here for four years and have done hundreds of these procedures. It will take me about 5 minutes to set up the machine so we can look at your hip from various angles during the operation. You have one of the best teams working today. As soon as we are done, Dr. Rodriguez will be in to begin the procedure. He is an excellent physician and always keeps you informed. May I answer any questions before we get started?
BUILDING SKILL IN AIDET

AIDET® SKILLS LAB

What did they do well in this skills lab?

How did the Associate feel?

How are they going to build skill of the staff?
MEMORABLE MOMENTS #5: EMPATHY

PROACTIVELY ADDRESSING THE “LITTLE THINGS”

- “Would you like me to close the door to keep your room quiet?”

- “While we do all we can, we are a hospital and some noise is inevitable as we are caring for patients. I brought you some ear plugs…”

- “I brought your sister a pillow.”
“What is Empathy?”

“Empathy is the art of stepping imaginatively into the shoes of another person, understanding their feelings and perspectives, and using that understanding to guide your actions.”

Roman Krznaric
"Our results show that physicians with high empathy scores had better clinical outcomes than other physicians with lower empathy scores."

- Higher Empathy → Good Control
- Lower Empathy → Poor Control

- good control* (A1c < 7.0 percent)
- moderate control* (A1c ≥ 7.0% and A1c ≤ 9.0%)
- poor control* (A1c > 9.0 percent)

- good control* (LDL < 100mg/dL)
- moderate control* (LDL ≥ 100 and ≤ 130 mg/dL)
- poor control* (LDL > 130 mg/dL)

CALL TO ACTION:

Outline five areas that impact a customer/patient perception of quality

• Identify “moments of truth” or key times that a patient may have with your area/department
• Use key words/narrate your care – don’t assume they know what you are doing
  AIDET®
  Empathy
  Manage Up
• Determine what you want to be remembered for – what is your legacy?