Improving Patient Experience in Virginia Hospitals and Health Systems
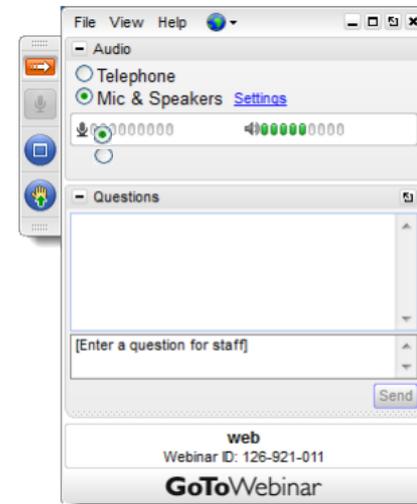
2020: YEAR OF PATIENT EXPERIENCE

VIRGINIA HOSPITAL & HEALTHCARE ASSOCIATION

Thursday, October 22, 2020
12:00 p.m. – 12:45 p.m.

Housekeeping

- Webinar is being recorded
- All participants are in listen-only mode
- Ask questions or make comments by typing in the Questions box
- Slides and recordings will be available on the VHHA Quality & Safety website
- Feedback survey will launch at conclusion of the webinar

- **Grab Tab**: From the Grab Tab, you can hide the Control Panel, mute yourself (if you have been unmuted by the organizer), view the webinar in full screen and raise your hand.
- **Audio Pane**: Use the Audio pane to switch between Telephone and Mic & Speakers.
- **Questions Pane**: Ask questions for the staff.

Today's Agenda

1) **VHHA Year of Patient Experience Overview and Webinar Objectives**
    - *Abraham Segres, VHHA*

2) **Sentara Healthcare Customer Experience: Because We Care**
    - *Genemarie McGee, Corporate Vice President & Chief Nursing Officer*
    - *Cherika Britt, System Director, Patient Experience*

3) **Polling, Discussion and Questions**
    -Carrie Brady, VHHA Partner

4) **Adjourn**

Vision

To make Virginia the healthiest state in the nation.

Mission

Collaborating with our members and other stakeholders, VHHA works to ensure the sustainability of Virginia's health care system, transform the delivery of care to lower costs and promote higher value across the continuum of care, and improve the health of all Virginians.

VHHA Member Hospitals and Health Systems

- Augusta Health
- Ballad Health
- Bath Community Hospital
- Bon Secours Mercy Health
- Buchanan General Hospital
- Carilion Clinic
- Centra Health
- Chesapeake Regional Healthcare
- Children's Hospital of The King's Daughters
- Children's National Medical Center
- Encompass Health
- HCA Virginia Health System
- Inova Health System

- Lake Taylor Transitional Care Hospital
- LifePoint Health
- Mary Washington Healthcare
- Novant Health UVA Health System
- Riverside Health System
- Sentara Healthcare
- Sheltering Arms
- Universal Health Services
- University of Virginia Health System
- Valley Health
- VCU Health System
- Vibra Hospital
- Virginia Hospital Center

Goals:

1) **Identify:** Identify, highlight and celebrate efforts by Virginia hospitals and health systems to improve the patient experience of care.

2) **Integrate:** Continue to link and integrate patient experience improvement efforts with broader quality and patient safety improvement efforts.

3) **Connect:** Facilitate connections between Virginia hospitals and health systems and other stakeholders for the purpose of shared learning.

4) **Improve:** Support efforts to improve Virginia hospitals' individual and aggregate performance on national patient experience measures.

Genemarie McGee, MS, BSN, RN, NEA-BC
Corporate Vice President and
Chief Nursing Officer
Sentara Healthcare

Cherika Britt, MSN, RN
System Director, Patient Experience
Sentara Healthcare

2020 VHHA Year of Patient Experience Webinar Series

Sentara Healthcare Customer Experience
Because We Care

Genemarie McGee, MS, BSN, RN, NEA-BC
Corporate Vice President & Chief Nursing Officer

Cherika Britt, MSN, RN
System Director, Patient Experience

Objectives

1. Hear how Sentara Healthcare designed a customer experience program based on the four foundations of patient-centered care developed by VHHA (patient and family, member of the team engagement, leadership and effective use of data).

2. Describe improvement strategies and tactics deployed to support the four foundations.

3. Discuss the impact of the strategies and tactics and how they work together to enrich the experience of care.

BECAUSE WE CARE

SENTARA®

Sentara Healthcare Mission, Vision and Values

Our Mission

- **We improve health every day**

Our Vision

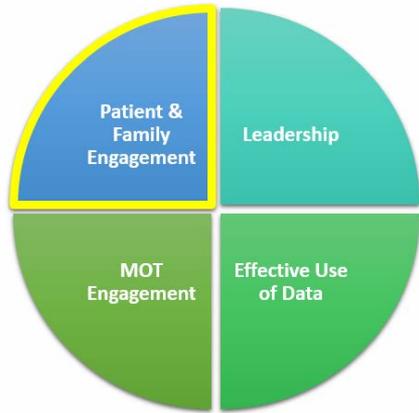- **To be the healthcare choice of the community we serve**

Our Values

- **People, Quality, Patient Safety, Service and Integrity**

Sentara Commitments

- *At Sentara, we are committed to:*
  - *ALWAYS* keep you safe
  - *ALWAYS* treat you with dignity, respect, and compassion
  - *ALWAYS* listen and respond to you
  - *ALWAYS* keep you informed and involved
  - *ALWAYS* work together as a team to provide you quality healthcare

BECAUSE WE CARE

SENTARA®

Sentara Healthcare: Customer Experience Areas of Focus

- Provide comfort and minimizing fears and anxiety associated with COVID-19

- Patient and Family Advisory Council Recruitment

Patient & Family Engagement

Leadership

- Coaching Program for Customer Experience Leads

- Studer Group Customer Experience Sprint Program for Hospitals

Member of the Team Engagement

Effective Use of Data

- Because We Care Training and Continuous Learning Program

- WOW! Electronic Recognition Program

- Customer Experience Dashboard

- Patient Experience Predictive Analytics

BECAUSE WE CARE

SENTARA®

Patient and Family Engagement

- **COVID-19 Senior Leaders Video Message to Patients**
  - Purpose: Provide comfort, reassurance, encouragement and minimize fears and anxiety with inpatient stay during this challenging time. COVID-19 Video Message to Patients

- **Patient and Family Advisory Councils Recruitment- *Envisioning the Future***

Member of the Team Engagement: Because We Care Program

Sentara Healthcare's Safety (Patient and Employee) and Customer Experience teams partnered to create a comprehensive and robust learning program to enrich our culture of high reliability, safety and service excellence.

The program objective is for all Sentara team members to understand how their role impacts the customer experience and the skills needed to be most effective.

Train-the-Trainer Approach

- Experts across the system identified to form a design and reaction panel to provide input on a safety and service excellence culture refresh. Voice of the Customer (VOC) feedback collected through various sources to identify trends, themes and commonalities.
- Collaboration with internal and external groups on best practices to identify opportunities for improvement.
- Senior system and division leadership identified facilitators who are passionate about safety and service excellence, can articulate the vision, and capable of presenting positively and with energy.
- Multiple sessions conducted where system patient experience and safety leaders trained up divisional training leads who in turn selected and trained up division level trainers.

Program Impact

- Over **400 trainers** delivered the training and identified as Patient Experience Champions.
- Over **23,000 team members across the system completed** the interactive and experiential learning opportunity.
- Over **6,200 class evaluations** submitted with the following results:
  - **95% knowledgeable/very knowledgeable about the key objectives** after attending the sessions (as opposed to 84% before the session).
  - **95% likely/very likely to use the skills/behaviors** taught in the training session on their job.
  - Highlights of open-ended feedback:
    - Great, emotional, useful, and very relevant.
    - Well prepared, inspiring me to really show how much I care.
    - This was an excellent offering which was a big shot in the arm to help everyone recommit themselves to deliver world class patient care. Loved it.
    - I appreciate having everyone stop to remember our focus.

6

BECAUSE WE CARE

SENTARA®

Member of the Team Engagement: Because We Care Program- Service Excellence Videos and Materials

Because We Care Empathy Video
Allows us to see the experience of care through the eyes of the patient and family.

Because We Care Testimonials Video
Showcases Members of the Team sharing their insights and stories on what "Because We Care" means to them and why it is important.

Because We Care Always Behaviors
Safety Habits and Service Excellence behaviors that each Member of the Team expected to apply every day.

Because We Care Commitment Card
Obtained commitment from each Member of the Team to adhering to the Safety and Service Excellence Always Behaviors

Member of the Team Engagement: Because We Care- Continuous Learning

- **Monthly resources with safety and service excellence focus** using Learn – Apply – Share model
- **Digital hub** for MOT to access resources, ask questions and keep up with program updates
- **Because We Care Champions** to peer coach and promote continuous learning

Model for Continuous Learning
How to use the Learn, Apply, Share Model

Month 1

LEARN — Learn the *WHY* related to a key skill associated with our Sentara Commitments together in a group setting.

Month 1

Apply — Leave the group setting with the expectation and commitment to *apply the key skill/tip* with your every day interactions.

Month 2

SHARE — At the next group setting, *share your experiences* with applying the skill/tip.

Because We Care, our words and actions will improve health every day.

Examples of Learning Materials

Because We Care Continuous Learning
Pay Attention to Detail – A Sentara Safety Habit

Share a Story: Describe an experience or example where Paying Attention to Detail was not used. What were the contributing factors?

Why do we practice Paying Attention to Detail?
- ✓ To avoid skill-based errors – unintended slips or lapses
- ✓ To reduce the chance that we'll make an error when we're under time pressure or stress

When do we practice this Safety Habit:
- ✓ When we are distracted, rushing, fatigued, or multi-tasking
- ✓ Before we act, speak, and document

Everyone should use STAR to help Pay Attention to Detail

Share Experiences in your next group setting
- ❖ When and how did you use STAR?
- ❖ When can you use STAR to keep yourself safe?
- ❖ Share stories about Paying Attention to Detail and the use of STAR:
  - o What moment or memory stands out?
  - o What was most surprising to you?
  - o How has this changed your practice?
  - o What is your best piece of advice for others?
  - o What makes it difficult to use STAR?

Because We Care, our words and actions will improve health every day.

Because We Care Service Excellence Continuous Learning
Being in the Moment

Share a Story: Describe an experience where you did not feel heard. What were the contributing factors?

- **Why Being in the Moment Matters**
  - o Strengthens presence, empathy and active listening skills.
  - o Allows you to listen more deeply and from a curiosity perspective.
  - o Others feel heard, understood, and acknowledged.
  - o Leads to feeling safe and secure in their partnership with you and increases trust.

LEARN

Apply
- Pause, take deep breaths and count to 5 (in your mind) before each interaction.
- Maintain eye contact with others and say "You have my 100% attention."
- Listen for facts, as well as emotions, to anticipate and address needs.

SHARE
- **Share Experiences in Next Group Setting** In applying the skill/tip in your interactions:
  - o What moment or memory stands out?
  - o What was most surprising to you?
  - o What are you most proud of?
  - o How has this changed your practice?
  - o What advice do you have for others?

Because We Care, our words and actions will improve health every day.

BECAUSE WE CARE

SENTARA®

WOW! moments

Member of the Team Engagement:
System-wide Electronic Employee Recognition Program

Launched in 2018- Provides a simple and meaningful way where Members of the Team across the System to recognize colleagues within their division or from entity to entity, for heartfelt and compassionate care for the customers we serve, as well as the kindness we show for each other.

Benefits

- Replaces existing paper processes
- Immediate positive feedback to the recipient and their direct manager
- Encourages interaction across divisions
- All WOW! recognition is visible to everyone on *our Employee Portal*

Impact

- Over 90,000 entries across the System recognizing Members of the Team
- 2019 employee engagement survey shows performance above the national defined peer group in:
  - Satisfaction with recognition
  - Work is meaningful
  - Work makes a real difference

BECAUSE WE CARE

SENTARA®

WOW! moments

Member of the Team Engagement:
System-wide Electronic Employee Recognition Program

Step 1

Click to send a WOW! Moment from WaveNet Employee Portal

Recognition

Step 2

Complete the WOW! Moments Form and Submit

Email with WOW! Notification/Certificate Sent to Recipient and their direct supervisor!

BECAUSE WE CARE

SENTARA®

Leadership: Partnership with The Studer Group

- **Customer Experience Sprint Program for Hospitals**
  - Expert coaching with an evidence based skills approach for all leaders, who gain the same skill development together – providing the opportunity for consistency of approach.
  - Validation of coaching as quality control with focus on quality and consistency of leadership skills implementation.

- **Coaching Program for Customer Experience Leads**
  - Ensure "system-ness" with Studer principles and alignment with Sentara initiatives
  - Based on a "Coach the Coach" model with competency validation

Support Coach Support Competency Checklist

Date: _____ Name: _____ Role: _____

| CARING BEHAVIORS	STRENGTH ✓	NEEDS WORK ✓	PRIORITY LEVEL*
Non-multi-tasking			2
Eye contact			1
Energy, voice tone, and speaking speed (match needs of patient/customer)			1
Appropriate use of touch			2
Appropriate use of humor/emotion			2
Effective physical positioning			1
Responds with appropriate action to convey empathy			1
Leader prepares staff for observation and informs about the why			1
Leader is positioned to be an observer/auditor			2
Leader uses the prioritized competency checklist			1
Leader accurately assesses at least three strengths and one opportunity to improve			1
Leader aligns feedback with staff performance			2
SUPPORT – COACH – SUPPORT			
1) Support After observation, ☐ Asks for staff member's self-assessment			2
☐ Acknowledges at least THREE positive aspects of staff member's performance based on the information listed on the prioritized competency checklist			1
☐ Explains why those behaviors and the staff member are valued			1
2) Coach ☐ Gives ONE specific opportunity to improve based on the highest priority from the prioritized competency checklist			1
☐ Explains the why for the request and gives an example of 'what right looks like'.			1
☐ Collaboratively discusses solutions from staff member vs. tells the staff member what to do			1
☐ Invites staff member to articulate the plan and the commitment to change			1
3) Support ☐ Asks how he or she can assist staff member			1
☐ Gives copy of completed checklist with date for next validation and 'one opportunity' circled			1
☐ Reaffirms staff member's strengths and value to team			1
☐ Thanks staff member for participation and commitment			2

SAFETY BEHAVIORS			
Safety behaviors (washes or foams hands, etc.)			3

EVALUATION SUMMARY

☐ Novice (no experience)
☐ Advanced beginner (requires prompting during feedback)
☐ Competent (hits top priorities)
☐ Proficient (hits all priorities)
☐ Expert (able to teach others)

Three strengths
1)
2)
3)

Highest priority to improve:

Date of next validation:

Priority levels: 1 = first coaching priority; 2 = second coaching priority; 3 = third coaching priority
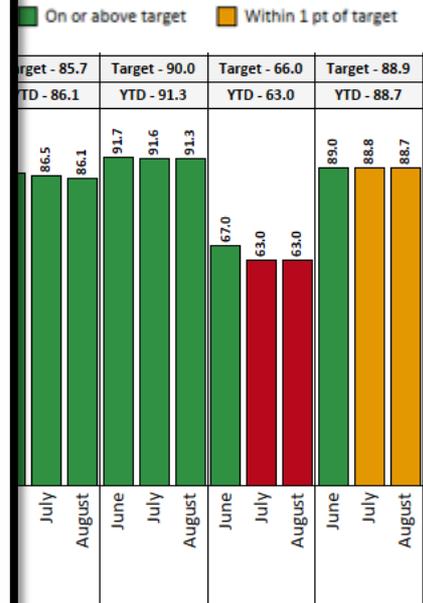
Evaluator _____   Evaluator role _____

HURON | Studer Group

BECAUSE WE CARE

SENTARA®

11
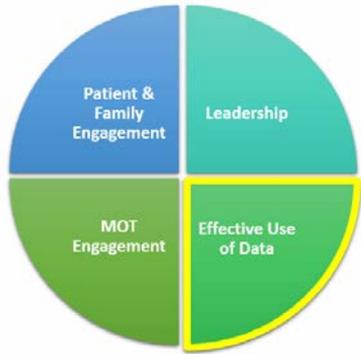
Effective Use of Data:
Tableau Customer Experience Dashboard
System Overview

Monthly

Target - 79.0
YTD - 80.9

Tableau Customer Experience Dashboard
Division Drill-down

2020 Inpatient "Rate Hospital" Scores

	On or above target		Within 1 pt of target

Target - 85.7 | Target - 90.0 | Target - 66.0 | Target - 88.9
YTD - 86.1 | YTD - 91.3 | YTD - 63.0 | YTD - 88.7

January 2020	April 2020	May 2020	June 2020	July 2020	August 2020
79.2	78.5	80.5	81.6	82.7	80.9
Target - 81.60	Target - 79.0	Target - 79.0	Target - 79.0	Target - 79.0	Target - 79.0

3 Year Look: 2017-2019

YEAR END 2017	YEAR END 2018	YEAR END 2019
81.6	81.6	79.2
Target - 81.0	Target - 81.5	Target - 81.60

Green = on or above target | Yellow = within 1 pt of target | Red = below target

Click on the BACK button below to return to the main dashboard

BACK

SENTARA®

Effective Use of Data:
Patient Experience Predictive Analytics

- **Aim**
  - Explore significant predictors for patients reporting a 9 or 10 on HCAHPS Overall Rating of Hospital
  - Arrive at focused best practices to implement

- **Result**
  - Nurses play a more prominent role in patient perception of care

- **Next Steps**
  - Explore the influence of hospital and patient characteristics

Healthgrades
2020 Outstanding Patient Experience Award Recipients

Hospitals in the top 15% with the highest overall patient experience scores.
https://www.healthgrades.com/quality/outstanding-patient-experience-award-2020-recipients

Three Sentara Hospitals received this prestigious award!

Sentara Leigh Hospital

Sentara Princess Anne Hospital

Sentara Martha Jefferson Hospital

Contact Information

Genemarie McGee, MS, BSN, RN, NEA-BC
Corporate Vice President & Chief Nursing Officer
GWMCGEE@sentara.com

Kathie S. Zimbro, PhD, RN
Nurse Executive, Research
KSZIMBRO@sentara.com

Jasmine Redwood
Enterprise Analytics Consultant, Customer Experience
JRREDWOO@sentara.com

Cherika Britt, MSN, RN
System Director, Patient Experience
CPBRITT@sentara.com

Polling Questions and Discussion

Carrie Brady

VHHA Patient Experience and
HCAHPS Advisor

2020 Year of Patient Experience

Leadership	Patient and Family Engagement	Staff Engagement	Effective Use of Data

Grounded in Four Essential Foundations for Success

VHHA
CENTER FOR HEALTHCARE EXCELLENCE
Improving the Quality & Safety of Healthcare

Polling Question #1: Foundation

- How many of the four foundations of patient experience are solidly and sustainably in place in your organization? (Leadership, Staff Engagement, Patient/Family Engagement, Effective Use of Data)
  - Four
  - Three
  - Two
  - One

Polling Question #2: Priority Support

- Which foundation would benefit the most from VHHA support at this time?
  - Leadership
  - Staff Engagement
  - Patient and Family Engagement
  - Effective Use of Data

Alignment

- 2020 challenges present unique opportunities for hospitals to strengthen foundations and improve alignment

- Alignment is a key to sustainability and must be reinforced at all levels

- Always start with why

November/December Webinar

Date/Time: **Featured Presenter:**

December 3   **Shawn Smith**
12:00 noon   Assistant Vice President, Clinical Enterprise,
                Patient Expérience, Inova Health System

2020: YEAR OF PATIENT EXPERIENCE
VIRGINIA HOSPITAL & HEALTHCARE ASSOCIATION

Thank you!!

Improving the Quality & Safety of Healthcare