



2020: Year of Patient Experience

Executive Summary

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Vice President Quality and Safety, Virginia Hospital and Healthcare Association

- The VHHA Board has declared 2020 The Year of Patient Experience. The goals of the initiative are to:
 - ~ Identify: Identify, highlight and celebrate efforts by Virginia hospitals and health systems to improve the patient experience of care.
 - ~ Integrate: Continue to link and integrate patient experience improvement efforts with broader quality and patient safety improvement efforts.
 - ~ Connect: Facilitate connections between Virginia hospitals and health systems and other stakeholders for the purpose of shared learning.
 - ~ Improve: Support efforts to improve Virginia hospitals' individual and aggregate performance on national patient experience measures.

Inova: Our Journey Towards Excellence

Shawn R. Smith, MBA, CPXP

Assistant Vice President: Clinical Enterprise, Patient Experience at Inova Health System

Heather Hunn, RN, MSN

System Director of Hospital Services, Performance Advisory at Inova Health System

- Inova takes a systems approach to patient experience and considers it to be the responsibility of the entire organization. The connectivity between quality, safety, caregiver engagement, clinical and operational improvement, and high reliability drive patient experience.
- Inova's mandate is to provide a people-centered, high reliability, high value, seamless system of care. The imperatives for transforming care include: creating an environment of zero harm; knowing each patient and honoring what matters most to them with empathy and compassion; creating a culture of psychological safety that empowers each team member to fully engage; collaborating in teams with equal voices; embracing patients and their families as integral members of the care team; and embracing and practicing best evidence, forgoing tradition and individual preference.
- "A great patient experience connects clinical excellence with outcomes. It connects efficiency, quality, behaviors, and mission with caregiver experience and engagement. It is also influenced by dignity, respect and humanistic values, as well as the ability and willingness of clinicians to relate to their patients as people, not as a medical condition or a room number." ~ Christy Dempsey

- Inova's systems thinking approach to change involves a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone organization.
- The implementation of a Just Culture helps team members feel safer and more engaged.
- As Inova implements new programs, they identify what the current belief barriers are, what the new beliefs are that they need to create, and what new experiences would help to create those beliefs.
- Inova developed an in-patient care delivery model with the mission of the organization at the center, surrounded by caring, partnering and sustaining practices.
- Inova helps staff understand the importance of consistency by explaining that if 90% of the individuals receive 90% of the desired behaviors, 90% of the time, then only 73% of the expectations were delivered.
- Inova incorporates questions into the HCAHPS survey to track essential behaviors, for example purposeful rounding, so they can track the frequency of the behavior.
- Inova worked to develop a shared purpose, build trust, and recognize the value of the team with a variety of innovative practices. The big ball of love, for example, gave departments the ability to sign a giant ball of thanks and give it to another department. Speed networking was an opportunity for frontline staff and senior leaders to get to know each other.
- One key tool is prioritization of efforts. Ask the following questions and continue to reassess as necessary.
 - Does this address our goal for patient experience?
 - Does this have a meaningful impact on the goal?
 - Are we already doing ok/fair in this area?
 - Does it have a chance of making a large improvement?
 - How much investment (time/energy) does it involve?
 - How does it rank compared to other current work?
- Inova developed a system service to support internal consulting consisting of agile strategy execution, a clear financial snapshot, customized solutions, and comprehensive analytics. One centralized patient experience team allows for consistent messaging, leadership oversight, and the ability to deliver high-touch internal service quality throughout the organization. Process improvement work also supports a positive patient experience by ensuring that processes run more smoothly.
- In the last 6 years, Inova has reached the 90th percentile in HCAHPS overall rating and likelihood to recommend. HCAHPS is only one of the measures Inova considers to evaluate patient experience. They do a comprehensive analysis on many sources of patient experience feedback, including patient and family advisory councils, social media, surveys, post discharge phone calls, compliments and complaints, and rounding.
- Inova's patient experience center of excellence consists of performance advisors, otherwise known as "patient experience ninjas" who provide internal consulting by service line or by region.

Carrie Brady, VHHA Patient Experience and HCAHPS Advisor

- The Year of Patient Experience is grounded on four foundational elements: leadership, patient and family engagement, staff engagement, and effective use of data. These foundations are interdependent and should always be considered in any patient experience improvement effort. Aligning the foundations results in much greater impact.
- To combine patient and family engagement and effective use of data, evaluate whether you are systematically considering all of the data and information you receive from patients and families through surveys, advisors, social media, rounding, discharge phone calls etc.
- To combine staff engagement and leadership, evaluate whether you are prioritizing patient experience initiatives, asking key questions before launching any new initiative, and considering current v. desired staff beliefs.
- As the year of patient experience closes, consider taking a year-end inventory of all of your patient experience initiatives and meetings, celebrating all the work, aligning efforts and schedules (for example with meeting-free times), and letting go of any initiatives that are no longer a priority in order to free up time for what is a priority.
- Thank you for all you do every day for your patients, staff and communities. A special thank you to our 2020 Year of Patient Experience speakers for being so willing to share successes and challenges with your peers.

