



2020: Year of Patient Experience

Executive Summary

October 22, 2020 Webinar

Abraham Segres

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.

Sentara Healthcare Customer Experience: Because We Care

Genemarie McGee, Corporate Vice President & Chief Nursing Officer

Cherika Britt, System Director, Patient Experience

- Sentara's mission is to improve health every day. The mission, vision, and values help to articulate Sentara's why and remind the team of the purpose and service philosophy. The patient experience of care is not just about the score; Sentara's commitments to consistent performance of key behaviors demonstrates to patients that Sentara always cares, with every patient, every time.
- Sentara designed a customer experience program based on the four foundations of patient-centered care highlighted by VHHA: patient and family engagement, member of the team engagement, leadership, and effective use of data. Sentara felt strongly that focusing on the four foundations concurrently would improve the patient experience.

Patient and Family Engagement

- In 2020, Sentara focused on providing comfort to patients and families and minimizing fears and anxiety associated with COVID-19 with a [video message](#) from senior leaders.
- Sentara also focused on increasing recruitment and diversity for the patient and family advisory councils with a new brochure for recruitment, *Envisioning the Future*, and explored how to transition to meaningful virtual councils.

Team Member Engagement

- To create the Because We Care Program, the Safety and Customer Experience teams combined efforts to focus on the Sentara commitments and develop a program that provides interactive and experiential learning sessions for all 28,000 Sentara team members. This program is about reconnecting team members to their why and purpose and how that aligns with Sentara's mission to improve health every day. "Because We Care" has been explained to be the why behind everything Sentara does and team members use this phrase with patients, families, and each other in daily interactions.
- A guiding principle was that the focus should include not only the patient, but be expanded to ensure an exceptional experience with anyone who has an interaction with a Sentara Healthcare team member, including each other. Employee safety and experience is viewed as being just as important as patient safety and experience.
- The Program arms the team members with skills and is rooted in best practices. The training is tailored specifically to what is relevant to each type of team member and their role within the organization. More than 95% of participants say they use the skills they learned in their work.
- Patient and family advisors participated in the development of the program. A video of perspectives from patients was especially powerful - as a patient said "*I may interact with you only once but I will remember you the rest of my life.*" The Empathy video is part of a package of Because We Care materials including video testimonials from staff members, Always Behaviors and a Commitment Card. To keep the momentum going, key skills, behaviors, and expectations associated with each Sentara commitment are reinforced through monthly education for all members of the team.
- Recognizing that team member engagement is integrally linked with patient experience, in 2018 Sentara launched the WOW! Electronic Recognition Program. This program encourages recognition among team members for heartfelt and compassionate care for patients and families, as well as kindness for each other. It is very easy to use as it is embedded in Sentara's IT system. To date, there have been more than 90,000 entries recognizing team members. The recipient and his/her immediate supervisor get the Wows, and they are also posted on bulletin boards that are visible to patients, as well as accessible in the employee portal. The patient and family advisory councils choose quarterly winners from the Wows submitted and the CEO uses them as well.

Leadership

- In leadership, two key initiatives are the coaching program for customer experience leads and the Studer Group Customer Experience Sprint Program for Hospitals. These programs develop effective coaches by building skills in observation, validation, and coaching team members in key processes such as effective leader rounding.
- Expert coaching with an evidence based skills approach for leaders who gain the same skill together provides the opportunity for greater impact through the consistency of approach.

Effective Use of Data

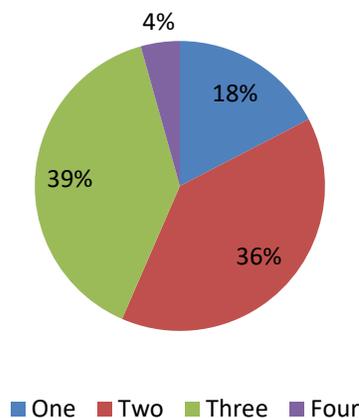
- The tableau customer experience dashboard allows for detailed examination of HCAHPS data over time, as well as the ability to drill down into the data.

- Patient experience predictive analytics explore lessons to be derived from the data, such as exploring significant predictors for patients reporting a 9 or 10 on HCAHPS Overall Rating of Hospital and determining best practices to implement.

Carrie Brady, VHHA Patient Experience and HCAHPS Advisor

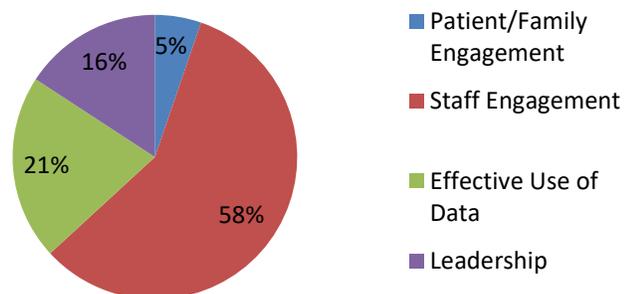
- The Year of Patient Experience is grounded on four foundational elements: leadership, patient and family engagement, staff engagement, and effective use of data. Sentara's presentation demonstrates the powerful impact of building from and focusing on these foundations.
- Webinar participants indicated there are opportunities to strengthen these foundations with more than 95% of participants saying less than all four are solidly in place in their organizations.

Number of Foundations Solidly in Place (n=23)



- The majority of webinar participants indicated the foundation most in need of VHHA support is staff engagement.

Foundation Most in Need of VHHA Support (n=19)



- The pandemic creates a unique opportunity for hospitals to simultaneously strengthen the foundations of patient experience and improve alignment as all hospitals are adjusting to new ways of engaging patients, families, team members, and the community. Leaders have the opportunity to embed and align this work in everything organizations do as new processes are being developed and old ones are being adapted. Starting with why helps to maintain this alignment and focus.