High-Performance Overall Hospitals™
A strategic blueprint to engage all staff in creating a compassionate experience for patient and family throughout their hospital stay.

The HBS #11 Overall Rating Webinar is our feature presentation. It has been designed with a bonus hour of content. You can view the webinar all at one, or in two parts. The break (PAUSE) is identified both on this workbook, as well as in the webinar.

Agenda

- Defining the Overall Question
- Why Overall Matters BIG TIME
- A Quick Reality Check
- The Five Imperatives of a High Performing HCAHPS Overall Hospital
  - Imperative #1: Create a High-Performing Patient and Staff Driven Culture… or be doomed to repeat the past
  - Imperative #2: Create High-Performing Leadership Engagement
- Break
  - Imperative #3: Create High-Performing Frontline Engagement
  - Imperative #4: Create High-Performing Patient Engagement
  - Imperative #5: Create High-Performing Total Hospital Engagement
- To Summarize: Create High-Performing Sustainability
- The Overall: The High-Performing HCAHPS Hospital Scorecard

The Custom Learning Systems
HCAHPS Transformation Model
Let’s Define “Overall”:
- It’s a summary judgment from patients of the care they received
- It’s their perception of the sum total of the coordination of services and close attention afforded them during their stay, compared to what they expected, based upon your promises, and those of your competitors
- It’s the patient’s opinion of the hospital they are most likely to share with friends and family

There’s only one survey question for “Overall”
Using any number from Zero to 10, where Zero is the worst hospital possible and 10 is the best hospital possible, what number would you use to rate this hospital’s performance during your stay? (A “10” is the response you seek.)

Domain Leader Owners
The CEO & Senior Leadership Team, All directors, managers and supervisors (both clinical and non-clinical)

Domain Staff Owners
Everyone!

Current National Threshold is:
(Rated a 4 – “Always”) 70%

What’s yours? ____________%

Putting Hospital “Overall” in Perspective:
“Every patient’s interaction with healthcare is judged by expectations set by the best players in the hospitality industry (hotels, restaurants, Disneyworld) and by the financial services industry (American Express, for example) and other areas where major players have made a science of customer service…”

– Micah Solomon, “College of the Customer” Author

Putting Costs into Perspective:
- Average cost of a one day stay at an American hotel: $110.00 plus tax
- Average cost of a one day stay at an American hospital: $1,625.00

Question:
- If your bill at checkout for a one day stay at a hotel was $1,625.00 What kind of an experience would you have expected?

-Statistics from Kaiser State Health Facts, April 2012

What Top Hospital Leaders Thought Were Necessary to Improve the Patient Experience
1. New facilities
2. Private rooms
3. Food on demand
4. Bedside interactive computers,
5. Unrestricted visiting hours
6. More time so patients could rest

– Understanding the Drivers of the Patient Experience by James I Merlino and Ananth Raman, Sept 17, 2013
Defining the Overall Question (cont’d)

What HCAHPS Domain Driver-Based Research Tells Us:

Real Drivers of Patient Satisfaction:
- Pain Control (and meds well-explained)
- Responsiveness of Staff (to my fears, emotional needs)
- Communication with Physicians (shared decisions)
- Communications with Nurses (keep me informed)

Research tells us the Overall Experience is based upon:
1. Culture
   - A solid culture based on Patient-Centered Care
   - Owned by a staff engaged at all levels
2. Leadership Engagement
   - Knowledgeable, committed, actively engaged leadership. Visible!
3. Frontline Engagement
   - A workforce totally “bought in” to delivering patient-centered care
4. Patient Engagement
   - Patients and families are in effective partnerships with MD’s & clinicians
5. Total High-Performing Hospital Experience
   - Maintained by diligent performance measurement, reporting, & improvement

Recommendation:
Think of the HCAHPS “Overall” Question as a great reason to become a truly High-Performing Hospital

Why Overall Matters BIG TIME

Got Low “Overall” Scores? Here’s Why You Need to Move Them Up!

The two “Global” questions (“Overall” and “Would You Recommend?”) are generally the first scores patients consult when visiting the HCAHPS Website

They are the clearest indicators of your patients’ over-riding impressions of your hospital’s value

Soggy Overall Scores are publicly visible on the ’net!

“Overall” Ratings Are Public
Patients who ranked their stay as a 9 or a 10, signifying a best possible hospital experience.
Why Overall Matters Big Time (cont’d)

Stakes are High when Scores are Low:
- Poor word-of-mouth in your community
- Medicare penalties/VBP
- An indicator that lawsuits may loom
- No hospital growth without committed staff, on the other hand…
- You get a huge upside when Overall improves

30% May Go Elsewhere:
Even as you score at the national average (70%) there are 30% of your patients who are critical of their overall care and likely to go elsewhere for medical services.
(but not before telling 500 of their closest friends on Facebook.)

Question:
Why is the Overall domain important to you and your team?

“It’s easy to say what you do. It’s harder to do what you say you do”
- Ron Webb

A Quick Reality Check

Reality Check Question
? 1 – Never
2 – Sometimes
3 - Usually
4 - Always

How effectively have you utilized the tools provided from your HBS™ webinar series?
Have you engaged your leaders, employees and Physicians/Providers, to improve your individual HCAHPS domain scores?

Your HCAHPS Self-Scorecard
?

Please rate your team’s Effectiveness;
1 – Never
2 – Sometimes
3 – Usually
4 - Always

Never Sometimes Usually Always
### The HBS™ HCAHPS Overall Self-Scorecard

#### #1 Leader’s Role – HBS™ Scorecard
Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Strategy</th>
<th>Leadership</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. HCAHPS – Set Domain Goals for 1-3 Years</td>
<td>✔️</td>
<td>✔️</td>
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<td>✔️</td>
</tr>
<tr>
<td>2. Ensure All Leaders are HCAHPS Survey Literate</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>3. Every Leader Commit to Taking All 12 HBS Webinars, and Register Online</td>
<td>✔️</td>
<td>✔️</td>
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<td>✔️</td>
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<tr>
<td>4. Assign a Owner/Champion for all HCAHPS Domains</td>
<td>✔️</td>
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<tr>
<td>5. Create a ‘Pull System’ to Ensure Timely, Understandable HCAHPS Patient Experience Surveys</td>
<td>✔️</td>
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<tr>
<td>6. Request and Implement the “Accountability Agreement” Tool - Provided by C.S.S HBS Authors</td>
<td>✔️</td>
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<tr>
<td>7. Schedule a Complimentary Coaching Call with HBS Authors</td>
<td>✔️</td>
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<td>✔️</td>
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<tr>
<td>8. HCAHPS and Value Based Purchasing Education</td>
<td>✔️</td>
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</tbody>
</table>

#### #2 Quiet – HBS™ Scorecard
Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Strategy</th>
<th>Leadership</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Daily Intentional Leader Staff Rounding – Best Practice</td>
<td>✔️</td>
<td>✔️</td>
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<td>✔️</td>
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<tr>
<td>2. Manage Patient Noise Expectations</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4. Staff Implement “Quiet” Sentence Starters</td>
<td>✔️</td>
<td>✔️</td>
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<td>✔️</td>
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<tr>
<td>5. CEO Issue “License to Silence”</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>6. Never Ending Noise Job</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>7. Quiet Reminder – Staff 20 Minute Education</td>
<td>✔️</td>
<td>✔️</td>
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<td>8. Record a Patient’s Room From 10pm to 5 am - Share CD With Staff</td>
<td>✔️</td>
<td>✔️</td>
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</tbody>
</table>

#### #3 Cleanliness – HBS™ Scorecard
Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Strategy</th>
<th>Leadership</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Hospital Acquired Infection Education and Awareness</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>2. Cleanliness Checklist – Housekeeping</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>3. Tools – Housekeeping</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4. Freedom to Clean: We Are All Housekeepers, We Are All Lifesavers – License</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>5. Hand Washing is Job #1</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>6. Behavior Lasing</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>7. Cleanliness Sentence Starters</td>
<td>✔️</td>
<td>✔️</td>
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<td>8. 30 Minute Role Play Workshop</td>
<td>✔️</td>
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</tbody>
</table>

#### #4 Medication Comm– HBS™ Scorecard
Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Strategy</th>
<th>Leadership</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Empower Nurses as Patient Advocates</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>2. Medication Error Education/Awareness</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>3. Patient New Medication Education Checklist</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4. Nurse Preceptor Role</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>5. Family Engagement</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>6. Utilize New Medication Education Tools</td>
<td>✔️</td>
<td>✔️</td>
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<td>✔️</td>
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<tr>
<td>7. Make Patient Medication Education a “Very Big D.E.A.L.”</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>8. Medication Education Sentence Starters</td>
<td>✔️</td>
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</tbody>
</table>

#### #5 Physician Comm– HBS™ Scorecard
Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Strategy</th>
<th>Leadership</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Perception = Perception, Mastering Patient Perceptions</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>2. Physician/Provider Skillful Manners</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>3. Physician/Provider Skillful Listening</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4. Physician/Provider Skillful Teaching</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>5. Utilize Tools, Resources, and Chair</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>7. Physician/Provider Communication Starters</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>8. Three Thoughtful Questions to Guarantee HCAHPS Improvement - TOOL</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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</tbody>
</table>
### The HBS™ HCAHPS Overall Self-Scorecard (Cont’d)

#### #6 Nurse Comm – HBS™ Scorecard

Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Tools</th>
<th>Leading</th>
<th>Engaging</th>
<th>Expertise</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Inspirational Story Telling - Best Practice</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>2 Team Mission Statement</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>3 Chat Time</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>4 ADIE &amp; SERVE</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>5 Bedside Reporting</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>6 Utilize Combination Tools, Especially Care Boards – Very Good Care Means to Me</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>7 The Five Nursing Communication Imperatives</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>8 Nursing Conversation Starters</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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</tbody>
</table>

#### #7 Discharge – HBS™ Scorecard

Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Tools</th>
<th>Leading</th>
<th>Engaging</th>
<th>Expertise</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Readmission Issues Prevention Awareness</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>2 Checklists, Standard Operating Procedure, and Continuous Improvement</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>3 Discharge Starts at Admitting</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4 Daily Coaching for ‘When You Go Home’</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>5 The ‘Day Prior’ Patient Preparation</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>6 Medication Reconciliation – Pharmacist</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>7 Going Home Day – Checklist</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>8 The Post Discharge Phone Call</td>
<td>✔️</td>
<td>✔️</td>
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</tbody>
</table>

#### #8 Pain Control – HBS™ Scorecard

Please rate your Hospitals Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Tools</th>
<th>Leading</th>
<th>Engaging</th>
<th>Expertise</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Inspire and Lead by Example</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>2 Pain Myth Awareness</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>3 Integrate the Ethics of Pain Management</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>4 The Pain Control Mission Statement</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>5 Effective Pain Assessment</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>6 Managing Patients’ Expectations about Pain</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>7 Medicating the Pain Patient</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>8 The Power in Alternative Pain Strategies</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
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</tbody>
</table>
### #8 Pain Control – HBS™ Scorecard

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Tools</th>
<th>Leaders</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>9. Fast Discharge Pain Management</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Appoint a Unit Pain ‘Guru’</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>11. Utilize Tools and Resources</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Nonverbal Communication and Empathic Listening</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Harness the Power in Questioning</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Pain Conversation Starters</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Interdepartmental Pain Collaboration</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Pain Control Resource Team Charter - TOOL</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### #9 Staff Response – HBS™ Scorecard

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Tools</th>
<th>Leaders</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Frontline Pain-Based Train-the-Trainer</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Annual Patient Experience Workshop</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Nursing Three One-Hour HCAHPS Workshops</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Monthly Do IT Meeting</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Weekly Service Huddles</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. “Make Time” Call Light Response</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Purposeful Hourly Rounding</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Bedside Reporting Recap</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### #9 Staff Response – HBS™ Scorecard

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Tools</th>
<th>Leaders</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Service Recovery Policy – Best Practice</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. The Platinum Rule</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. No Pass Zone</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. SERVEANDGET Recap</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Responsiveness Starts at Admitting</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Utilize Staff Responsiveness Tools &amp; Resources</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Staff Responsiveness Communication Starters</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Create a Core Promote Expectation Management Brochure</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### #10 Care Transitions – HBS™ Scorecard

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Tools</th>
<th>Leaders</th>
<th>Everyone</th>
<th>Nursing</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Master Care Transitions Moments of Truth</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Implement a Personalized Care Plan Using the Checklist Provided - TOOL</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Create Patient Pain Accountability for Self Management</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Implement Medication Self-Aid</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Utilize Care Transition Tools and Resources</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Apply the Three Communication Skills: Communicate, Categorize, and Coordinate</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Utilize Care Transition “Words That Win”</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Charter Care Transition Team Utilizing the Charter Provided – TOOL</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Create Partnerships with Skilled Nursing Utilizing the Checklist Provided – TOOL</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Utilize the “Three Thoughtful Questions” Provided</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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A Quick Reality Check (cont’d)

- Your Reality Check Must Include Your Actual Scores
- How are your current HCAHPS Scores in terms of:
  - Top Box %
  - National %tile – you can get this from your vendor
  - And what is your achievable, individually - negotiated goal? (See CLS accountability agreements)

### Example: HCAHPS Inpatient Scores

<table>
<thead>
<tr>
<th>Measure / Domains</th>
<th>Top Box Percent</th>
<th>%tile</th>
<th>National Top Box % Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication with Nurses</td>
<td>66.2</td>
<td>16</td>
<td>78</td>
</tr>
<tr>
<td>Communication with Doctors</td>
<td>81.8</td>
<td>69</td>
<td>81</td>
</tr>
<tr>
<td>Responsiveness of Hospital Staff</td>
<td>61.1</td>
<td>44</td>
<td>67</td>
</tr>
<tr>
<td>Cleanliness of the Hospital Environment</td>
<td>76.2</td>
<td>68</td>
<td>67</td>
</tr>
<tr>
<td>Quietness of the Hospital Environment</td>
<td>76.2</td>
<td>68</td>
<td>67</td>
</tr>
<tr>
<td>Pain Management</td>
<td>35.7</td>
<td>1</td>
<td>71</td>
</tr>
<tr>
<td>Communication about Medicines</td>
<td>30.8</td>
<td>1</td>
<td>64</td>
</tr>
<tr>
<td>Discharge Info</td>
<td>70.0</td>
<td>3</td>
<td>85</td>
</tr>
<tr>
<td>Transition of Care</td>
<td>70.6</td>
<td>89</td>
<td>a</td>
</tr>
<tr>
<td>Overall Rating/Recommend</td>
<td>51.2</td>
<td>4</td>
<td>70.5</td>
</tr>
</tbody>
</table>

### Team DO IT Recommendations

**Step 1** Your Service Excellence/Patient Experience Council **jointly completes your HBS HCAHPS Scorecards.**

**Step 2** You and your Service Excellence/Patient Experience Council, familiarize yourself with this webinars **HCAHPS Balanced Scorecard**, and make recommendations to Senior Management based upon this and 1 for an annual **HCAHPS Strategic Plan.**

**Step 3** Share with your CEO and Senior Management 1 and 2 and adopt an annual **HCAHPS Strategic Plan**

**Step 4** Adopt a draft **timetable** for steps 1-3.
Your “HCAHPS Strategic Plan” and Five Pillars of Excellence

HCAHPS and The Overall Patient Experience Foundation is:

- Service
- People
- Growth

= Half of Your Strategic Plan

Question:
When and how will you do what’s required to get on top of your HCAHPS scores?

Introducing the Custom Learning System HCAHPS Balanced Scorecard™

- Research on ‘Overall’ confirms the need to focus on five Best Practices: culture, leadership, frontline, patient, and total hospital engagement
- Therefore, here’s our Strategic HCAHPS Balanced Scorecard, to enable you to identify obvious service gaps and focus on them
- Be sure to include ER, Ambulatory, Outpatient Clinics and other Ancillary & Support Units
- Since there’s little point in doing the work if it isn't sustainable. (See Section #6 coming up)
The Five Imperatives of a High Performing HCAHPS Overall Hospital

1. Create a High-Performing Patient and Staff Driven Culture or be doomed to repeat the past

Best Practice

Clarify Your Brand Promise

What is your “Brand Promise” as communicated by your:

Promises You Can Control
- Mission Statement
- Vision Statement
- List of Values
- Tag Lines
- Service Standards/Care Promises
- Web Site
- Brochures
- Bus Development Reps
- Social Media (your messages)

Promises you Can Not Control
- Social media (patient controls their outgoing messages)
- Word of Mouth – How current & former patients & families share their experience with others
- Word of Mouth – Current & former staff, and what they may say about your hospital

Do you live up to your promises?

Question:
Do you under-promise & over-deliver? Or… Over-promise & under-deliver?

Here’s the Point
- Your brand is your unique identity. It’s the shorthand way the public thinks about who you are and what you do.
- This webinar will help you pinpoint where you’re living up to your brand – and show where you can still make improvements.
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

Team DO IT Recommendations:
1. In your department, agree on the healthcare values your brand represents. What behaviors endorse those values?
2. Decide what you want the people who use your brand to experience. Make that your department or unit’s Mission Statement.
3. Brainstorm how you can improve by living your Mission Statement and brand (improve 1% each day)

…and just DO IT!

Best Practice
Role of the CEO and Senior Leadership

The CEO as “Overall” Domain Owner
In a high-performing hospital, the job of engaging everyone in the work at hand belongs squarely to the CEO.

If you want to win at “Overall” a CEO needs to:
1. Clearly articulate the vision (tell what you value and your resolve to stay committed to those values).
2. Engage the workforce (help them align with the same higher purpose and shared values).
3. Assure they have all necessary tools/processes.
4. Establish and maintain their accountability for achievement.
5. Enlist them in sharing your resolve to sustain this effort over time.
6. Inspire and set the example: maintain vigilant watch/accountability – over all service behaviors.

Ways to Articulate the Vision:
“Here’s what I believe in…”
“Here’s where we’re going…”
“Here’s how we’re going to get there…”
“Here’s what I’ll hold you responsible for…”
“Here’s how what we’re doing will set us apart from our competition…”
“Here’s why I want you to join me…”
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

The CLS High Performing Hospital - HCAHPS Strategic Plan
Balanced Scorecard™ at-a-Glance

<table>
<thead>
<tr>
<th>I</th>
<th>Patient Experience Scores</th>
<th>IV</th>
<th>HBS™ HCAHPS Domain Scorecards</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>HCAHPS (1 = 1-25%ile, 2 = 26-50%ile, 3 = 51-75%ile, 4 = 76-99%ile)</td>
<td>1</td>
<td>The Leader’s Role in HCAHPS Transformation</td>
</tr>
<tr>
<td>2</td>
<td>Emergency (1 = 1-25%ile, 2 = 26-50%ile, 3 = 51-75%ile, 4 = 76-99%ile)</td>
<td>2</td>
<td>Quiet at Night</td>
</tr>
<tr>
<td>3</td>
<td>Outpatient (1 = 1-25%ile, 2 = 26-50%ile, 3 = 51-75%ile, 4 = 76-99%ile)</td>
<td>3</td>
<td>Cleanliness of Patient Rooms</td>
</tr>
<tr>
<td>4</td>
<td>Clinics (1 = 1-25%ile, 2 = 26-50%ile, 3 = 51-75%ile, 4 = 76-99%ile)</td>
<td>4</td>
<td>Communication about Medicines</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>II</th>
<th>Employee Engagement Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Staff Overall Satisfaction/Engagement Survey (1 = 1-25%ile, 2 = 26-50%ile, 3 = 51-75%ile, 4 = 76-99%ile)</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>III</th>
<th>Balanced Scorecard Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>High Performing Culture</td>
</tr>
<tr>
<td>2</td>
<td>Leadership Engagement</td>
</tr>
<tr>
<td>3</td>
<td>Front Line Engagement</td>
</tr>
<tr>
<td>4</td>
<td>Patient Engagement</td>
</tr>
<tr>
<td>5</td>
<td>Total Hospital Engagement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Rating</th>
<th>Average Rating</th>
</tr>
</thead>
</table>
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

If You Want to Win at “Overall,” a CEO Needs to:
1. Clearly articulate the vision (tell what you value and your resolve to stay committed to those values).
2. With your CNO, Appoint/Empower 9 HCAHPS Domain Owners/Champions (see Planner Checklist).
3. Personally participate in the HBS™ Series.

Team DO IT Recommendations
1. Please share The CEO’s Engagement Checklist with your leaders, if they are not present at this webinar (see Tool Kit).
2. At the request of your CEO/Administrator schedule a coaching call with HBS authors to clarify, answer questions, and expand upon recommendations.

Best Practice
Recap: The Accountability Protocol (Tool provided in #1, The C-Suite Role)

- Accountability is not about pointing fingers at who did something wrong.
- It’s a way of tracking accomplishments – or speaking to the need for improvement via coaching, and the practice of new skills.
- Little gets accomplished without accountability. Negotiated goals are the keys to success. Accountability Agreements and Roundtables count!

How to get Team Members to hold each other accountable:
- Get them to think of it as watching out for each other.
- We all slip up, we all make errors.
- Vital Behavior: Staff gives permission to peers to watch out, speak up when there’s a slip.

How to help:
- “How would you like to be reminded if I see you forgetting to wash your hands...?”
- Practice holding each other accountable. (Talking about holding each other accountable is not as successful as a 15-minute practice!)

“I’m 100% accountable for my own best practices, and I’m also 100% accountable for your best practices.”
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

**Two Questions:**
1. As a manager, are you **held accountable** for an annually negotiated “Overall” goal?
2. As a manager, are you skilled at holding your **staff accountable**?

**Team DO IT Recommendation:**
1. As a senior leadership team, be sure to implement the two accountability **must haves**
   - Accountability Agreements
   - Quarterly CEO Roundtable

---

**Best Practice**

**Chief Experience Officer**

**Recommendation:**
**Appoint a Chief Experience Officer**

“The CXO affirms and promotes a culture where service and patient satisfaction are defined, measured, evaluated – and continuously improved.”

This does **not need to be a new position**, but should be assigned to a member of the Executive/Senior Leadership Team.

**Chief Experience Officer Job Description:**
- **Reports** and is accountable directly to CEO.
- Leads cultural transformation via **house-wide adoption** of a process to improve the experience of patients, families, staff, & MDs.
- Champions, implements/evaluates/tweaks all **processes for continuous improvement** of service excellence.
- As job #1, CXO supports the CEO’s goal of **engaging everyone**.
- Gives input into **strategic planning** and resource allocation.
- Is **spokesperson** for hospital in policy discussions, and in events re: Service Excellence.
- Establishes, inspires, **engages managers and frontline** to strive for excellence in service.

**CXO also responsible for:**
- Patient Experience/Service Excellence Council
- Patient Survey reporting and action-planning
- Patient Advocate
- Complaint and Service Recovery

**A Cautionary Note:**
- Beware allowing this CXO position to become the **dumping ground** for all service experience issues.
- Successful excellence in service needs house-wide engagement/ownership.
- CXO sets boundaries and goals, **involves** all managers and staff.

**Team DO IT Recommendation**
Appoint a Chief Experience Officer, and consolidate all patient experience administrative and leadership duties under one senior position.
A practical test of your culture:
If you asked every member of your team, from CEO to staffers…

“What’s our Mission?”

Would you get the same answer from all of them?

The strength of your culture =
the overall uniformity of the response you get

When you hear everybody giving voice to the same purpose, you know there’s no gap between what your hospital aspires to be – and how it acts overall, every day, as perceived by your customers.

“Culture” Defined
- “It’s the way we do things around here.”
- “It’s what people do when no one’s looking.”
- “Culture is what happens in the white space between the boxes on the org chart.”
- “It’s the hospital’s character.”
- “An organization’s unwritten rules.”

Culture is often referred to as a:

“Hospital’s Soul”

Above all, a strong culture honors:
1. Compassionate, patient-centric care.
2. A staff thoroughly engaged in their work.
3. Dynamic, continuous improvement.

Questions:
What unwritten rules does your organization have that are not productive rules?

If your hospital’s culture was king, would there be any split between your brand promise and the overall performance of everyone in the house?

“Improve and change your culture... or be doomed to repeat the past.”
- Brian Lee, CSP

Recommendation
Conduct a Focus Group with your staff to check your current culture. As needed, initiate 2 or 3 actions that will drive change and strengthen your culture.
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

“A strategy that is at odds with an organization’s culture is doomed. Culture trumps strategy every time.”

– Jon R Katzenbach, Ilona Steffen and Caroline Kronley, Culture Changes that Stick, Harvard Business Review

Brand Promise Fulfillment Recommendation
Utilize input from everyone to identify your actual culture and brainstorm your preferred culture.

Team DO IT Recommendation
1. Utilize an outside facilitator to conduct a focus group with a cross section of staff to clarify the current culture, and identify issues and opportunities for change.
2. Share the results with your entire leadership team.
3. Utilize real time, real life insights and issues as the foundation for creating your HCAHPS based Patient Experience Strategic Plan.

Scorecard:
Now complete rating your Culture Bundle Scorecard to conclude an average rating, ie 3.1

2. Create High-Performing Leadership Engagement

Leadership vs. Management
Management: “Administer and maintain the past.”
Leadership: “Create the future with and through others.”
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

**Best Practice**

**Team Based Leadership Training**

On a scale of 1 to 4, how would you rate the quality of leadership (executive and staff) at your hospital?

**Recommendation**

Target gaps by measuring employee engagement twice a year. Train and act on what you hear.

**Step #1- Leadership Empowerment Retention Survey**

“Leadership is the ability to influence and engage team members to take responsibility for successful relationships with their patients.”

– Brian Lee, CSP

**Twelve Core Leadership Empowerment Competencies**

1. Visionary & Change Agent
2. Builder of Trust & Personal Effectiveness
3. Communicator
4. Customer Service & Survey Literate
5. Team Leader
6. Meeting Leader
7. Project and Time Manager
8. Creative Problem Involver
9. Empowering Delegator
10. Employee Developer and Coach
11. Performance & Conflict Manager
12. Hardwirer

**Step #2**

Train all your leaders to lead. Focus on leadership skills that engage and empower the frontline to deliver highest quality care to their patients.

**Step #3**

Engage every leader to apply what they’ve learned, by serving on a LEAN-based, performance improvement team to Hardwire a Priority Best Practice

- 6 – 10 leaders
- Hardwire one best practice project per year

**Feature Implementation Tool:** Custom Learning Systems’ Semi-Annual Leadership Empowerment & Retention Survey
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

Team DO IT Recommendations

Step #1 Target gaps by measuring employee engagement twice a year and train & act on what you hear.

Step #2 Train all your Leaders to lead.

Step #3 Assign every Leader to serve on a LEAN-based, performance improvement team.

Best Practice

The Highly Visible Leader

Inspire: To cause others to take action by example.

“Our CEO and senior leadership have no idea who we are or what we do”

– Anonymous

The High-Performing Leader’s Rounding Bundle

1. Administrator New Patient Welcome Visits
2. Daily Intentional Leader Staff Rounding (HBS™ #2 – The Quiet Revolution™)
3. Nurse-Leader Patient Rounding
4. Purposeful Hourly (Nurse) Rounding (HBS™ #9 – Staff Responsiveness™)

Beware the Leader who had just returned from a leadership program…

“Staff have built in skunk detectors. They know when they are being techniqued.”

– Anonymous

Team DO IT Recommendation

Senior management conduct a gap analysis on its visibility/rounding practices, and implement a long-term sustainable leader’s rounding policy.

Scorecard

Now complete rating your Leadership Bundle Scorecard to conclude an average rating, ie 3.6
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

3. Create High-Performing *Frontline Engagement*

### #3 Frontline Bundle Scorecard
Please rate your hospital’s effectiveness implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Strategy</th>
<th>HBS Webinar Module 3</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Skills and Best Practices</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Choose Well and Onboard</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>2. Measure Staff Engagement &amp; Continuously Improve</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td><strong>Recap Previous Skills and Best Practices</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. See “Your Formula for Staff Responsiveness”</td>
<td>9</td>
<td>Average</td>
</tr>
</tbody>
</table>

### Best Practice

**Choose Well and Onboard Effectively**

**Question**
In the absence of a structured, new team member onboarding process, who informally orients your new employee: your winners or whiners?

**Recommendation**
Replace a one-time Orientation program with a 10-step Onboarding process, and implement “peer interviewing” as an essential step.

**Question**
Which Onboarding Best Practice do you want to get started NOW?

1. Behavioral Interviewing
2. Peer Interviewing
3. New Employee Profile
4. High-Impact Orientation
5. New Employee Name Badge
6. Buddy System
7. Patient Experience Peer-Based Training
8. Welcome Events
9. Recognition/Introductions
10. New Employee year-long “check-in” meetings

**Team DO IT Recommendation**
Appoint a performance improvement team to hardwire an effective Onboarding and Retention System.
Are you making best use of your annual staff survey? It’s a huge, empty exercise if you don’t follow-up. (And your staff will sense it immediately)

Do this:

- Schedule a senior leadership debrief, to address ‘big picture’ staff dissatisfiers
- Set in-person focus groups with staff to agree on ‘fixes’
- **Implement the changes.** Assure they are hard-wired. *(Only way to build trust.)*
- Talk with staff about the **meaning** of the work you and they do
- Schedule Seek out ‘low hanging fruit’. Show evidence of your responsiveness
- Challenge managers to **take action within six weeks** of receiving their report
- Schedule a Manager’s debrief, where each leader reports on the **specifics** of their intervention
- Make staff feel **understood, strengthened, renewed**
- **The CEO spot checks staff’s reaction to survey improvements during rounding and town hall meetings**
- **Supplement** your formal survey with the **Semi-Annual Empowerment Survey** tool provided, earlier in this webinar

**Team DO IT Recommendation**

1. On a scale of 1-4, **rate your team’s effectiveness** in using feedback from your most recent staff engagement/environment survey.
2. Agree upon a Staff Engagement Plan to capitalize on staff input from future surveys.
3. Request a copy the CLS/HBS™ **Semi-Annual Empowerment Survey** tool, on your webinar evaluation form.

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**Best Practice**

**The Frontline Engagement Bundle**

Revisit “Your Formula for Staff Responsiveness” in Webinar #9. The answers are all there!

Now complete rating your **Frontline Bundle Scorecard** to conclude an average rating, ie 2.9
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

4. Create High-Performing Patient Engagement

**#4 Patient Bundle Scorecard**
Please rate your Hospital’s Effectiveness Implementing:

<table>
<thead>
<tr>
<th>Skills, Best Practices &amp; Strategy</th>
<th>HBS Webinar Module</th>
<th>Rate 1-4</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Skills and Best Practices</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Nothing About Me Without Me</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>2. The Patient and Family Advisory Council</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>3. Patient and Family Learning Packets</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Recap Previous Skills and Best Practices</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>4. Chart Time</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>5. Hourly Rounding</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>6. Bedside Reporting</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**#4 Patient Bundle Scorecard**
Please rate your Hospital’s Effectiveness Implementing:

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<th>HBS Webinar Module</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Recap Previous Skills and Best Practices</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>1. SERV/ADET</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>2. Make patient medication education a ‘Very Big D.E.A.L.’</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>3. Physician/Provider skill: listening</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>4. The Empathy ‘H.O.A.L.’ communication tool</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>5. The Five Nursing Communication Imperatives</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>6. Managing patients expectations about pain</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>7. Apply the Three Communication Skills, “Communicate, Collaborate and Coordinate”</td>
<td>10</td>
<td>Average</td>
</tr>
</tbody>
</table>

**Best Practice**

**The Engaged Patient Motto:**

“Nothing about me without me.”

-Diane Pampling, UK Healthcare Sociologist

“How well do you engage patients in assisting their own healing process?

- **Bedside report** at shift-change?
- **MD** makes patient an **active** participant?
- **MD** and **RN** involve **family** in plan of care?
- How well are patient/family trained and **prepared for life post-hospital**?

**Patient Engagement:** Do you know your blind spots?

- Recognize the **busiest groups** of your patient population
- Don’t be **blind**
- If you want greater patient involvement, identify your **key patient segments**

**Identify key patient ‘segments’**

**Examples:**

- Orthopedic patients
- New mom’s whose kids have asthma or high fever
- Medicare patients with chronic conditions
- Especially in your centers of excellence and the service lines you want to grow

**Understand expectations of these groups:**

- Their problems/challenges
- The things they appreciate
- Their unique preferences
- How the segments vary… so you can better serve them!
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

Question:
Is “segmenting” a disservice to others?

No.
- You’re not leaving anyone out
- You’re just being aware of places where you have the most traffic and where things are most likely to go awry

Recommendation:
- Use your financial and IT departments to help you segment your market – and thus understand it better
- Knowing detailed patient preferences makes for world-class service. Know your key constituencies!

Social Media: The Cutting Edge of ‘Overall’ Patient Satisfaction

Two truths:
1. Dissatisfied patients will tell their friends they’re unhappy – before telling caregivers.
2. This “telling” will include the entire list of their online social contacts.

Therefore, Listening Posts are Most Important
- Be “elephant-eared” for complaints from your patients and family.
- You need faster feedback than surveys!
- One unhappy post on social media can spread a bad report of your hospital with the speed of summer lightning.

How many of these “Listening Posts” are at work in your hospital?
- Patient comments during Administrator visits (verbal or written)
- Patient and Family Focus Groups
- In-hospital suggestion boxes
- Hospital web-portal and/or your own smart phone app
- 24-hour complaint hotline
- A staff attuned to patients’ well-being
- Bedside reporting
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

**Question:**
Which patient listening post do you need to shape up, make more effective?
- Patient verbatim comments
- Administrator Welcome Visits
- Patient & Family Advisory Council
- Patient & Family focus groups
- 24 hour hotline
- Formal complaint process
- In-hospital Suggestion Boxes
- Purposeful Hourly rounding
- Nurse Leader Patient Rounding
- Bedside reporting
- Digital visitor Kiosk
- Hospital Portal
- Hospital app
- Social Media, ie Facebook, Twitter, Youtube
  How soon will you make it happen?

**Team DO IT Recommendations:**
1. Identify and **clarify the unique needs** of the busiest segments of your patient population.
2. As needed, revisit the **key patient engagement/communication competencies** provided in previous webinars. *(They’re identified in the patient bundle at the beginning of this section.)*
3. Adopt a **social media strategy**, as a way of tuning in to timely patient and family feedback. Use the information to shape your HCAHPS Strategic Plan.
4. Focus on improving **three (maximum) patient listening posts.**
5. **Assign owners** to take action on patient, family, and marketplace feedback from the multiple listening posts identified in this section.

**Best Practice**

**Patient & Family Advisory Council**

**Question**
How well are you doing with your patients? How do you know?

**Recommendation**
Charter a Patient/Family Advisory Council
- With **long-term patients**, gather a representative group and get continuous feedback for kudos – and improvements
- Alternatively: Use your **existing Patient Safety Council** also as your Advisory group
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

Council Structure ("Creating Patient and Family Advisory Councils" Institute For Patient And Family-centered Care)

- **Size**: 12 to 18 patient/family members
- **Staff members**: No more than 3-4 staff
- **Terms**: Serve 2-3 year term for consistency
- **Compensation**: For time and expenses
- **Charter**: Is an advisory resource to admin and staff
- **Improves relationships** – patients, families, staff
- **Avenue for communication** – patients and staff
- **Format for input** – policy and program development
- **Helps drive implementation** of necessary change
- **Suggests** needed educational topics for staff
- **Provides Staff** a chance to hear directly from their public
- **Is a coordinating device** for patient/family concerns

Benefits of a Patient/Family Advisory Council

- More efficient planning for services that meet patient needs and priorities
- A forum for creative, cost-effective solutions to problems faced by hospital
- A powerful connection between patient experience program and the community
- Gives emotional support and information access to patient and families

Team **DO IT** Recommendation

1. **Review the effectiveness** of your current council, with the goal of enhancing its role as an effective voice for the customer.
2. If you do not currently have your Council **schedule a discussion with senior leadership** on the merits of chartering one.
3. **Download a copy** of the complete charter outline from: [www.ipfcc.org](http://www.ipfcc.org) “Creating Patient and Family Advisory Councils” INSTITUTE FOR PATIENT AND FAMILY-CENTERED CARE.

Now complete rating your **Patient Bundle Scorecard** to conclude an average rating, ie 3.4
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

5. Create High-Performing Total Hospital Engagement

Best Practice

Culture of Continuous Quality Improvement

“If you have a problem, make it a procedure, and it won’t be a problem anymore.” - Wayne Cotton

“The secret of personal and professional excellence is to learn one new idea every day and do it in a better way.” - Brian Lee, CSP

Team DO IT Recommendation:
Culture of Continuous Quality Improvement
To create a permanent, sustainable culture of continuous quality improvement, where patients and families will recommend your hospital, we will share 20 proven best practices, tools & SOPs in HCAHPS Breakthrough Series #12.

Best Practice

Active Physician Engagement

“The good physician treats the disease; the great physician treats the patient who has the disease.” - William Osler, MD, 1849 – 1919

1. CMO Champion
2. Physician Satisfaction Survey
4. Physician HCAHPS Patient Experience Goal Setting
5. Comparative Ranking of Physician/Patient Satisfaction Scores
6. Physician HCAHPS Education
7. Hospitalist HCAHPS Certification Course
8. Physician Office Staff Training
9. Physician Citizenship Policy (Option)
10. Pay for Performance (Option)
11. Skillful Physician Communication Webinar DO IT Plan (HBS #5)
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

Team **DO IT** Recommendation

1. **Please share** The Active Physician Engagement Checklist with your CEO, CMO/Chief of Staff, and CNO.
2. At their request, schedule a **coaching call** with HBS authors to clarify, answer questions, and expand upon recommendations.

### Best Practice

**The High Performing Emergency Department**

**Question**

If 50% of hospital admissions come through the ED:

a. Isn’t that your other **front door**?

b. **How important is the patient’s ED experience** when they assess **overall satisfaction with their stay**?

“In an emergency, what treatment is given by ear? Words of comfort.” - Abraham Verghese, MD

**Featured Implementation Tool**

The High-Performing Emergency Department – Tool Kit
- 20 Must Haves for Your ED
- ED Best Practice Gap Analysis

**Team **DO IT** Recommendations**

1. Charter an **ED Patient Experience Performance Team** (if you don’t already have one, or need one) to contribute to your HCAHPS Strategic Plan, and utilize the following tool Kit:
   - 20 Must Haves for your ED
   - The ED Best Practice Gap Analysis

### Best Practice

**Integration with Ancillary & Support Departments**

**There are no Lone Rangers in a Hospital**

“There is no unimportant position or department in a hospital. **No service is provided independent of others. Everyone who serves the patient or internal customer, depends on multiple others. Therefore, a High-Performing Overall Hospital, desperately depends on high-performing ancillary and support departments.**”  

– Brian and David

**A Big Reason why...** The HCAHPS Survey **doesn’t even ask about** such inpatient services as:

- Admitting
- Housekeeping
- Courtesy
- Critical Care Unit
- Room Environment
- Meals
- Pharmacy
- Surgery
- Therapies (PT/OT)
- Visitor’s Experience
- Tests and Treatments
- Facility & Waiting Areas
- Lab
- Engineering/Maintenance
- Security
- Front Desk/Volunteers
- OR their ED experience, prior to being admitted
The Five Imperatives of a High Performing HCAHPS Overall Hospital (cont’d)

Team DO IT Recommendations
“Act as if” Ancillary & support Department questions are being asked!

How Every Ancillary Department Contributes to High “Overall” Ratings
- Admitting: “Reduce anxiety. Instill hope”
- Lab: “Collaborate for quickest lab reports”
- CCU’s: “Listening and empathy come first”
- Pharmacy: “Med Rec and Med Ed = Job”
- Imaging: “De-mystify radiology services”
- PT/OT/Speech: “Re-educators!”
- EVS: “Everyone’s a housekeeper!”
- Dietary: “Your special relationship with patients”

Team DO IT Recommendations
1. Expect every Ancillary & Support Department Manager to have an HCAHPS Support Plan.
2. If you don’t have a plan (or need to jump-start one) contact us via your Evaluation Form, and we’ll send you information.

Now complete rating your Total Hospital Bundle Scorecard to conclude an average rating, ie 3.1
Create High Performing Sustainability

The Challenge is, has, and will always be about **Sustainability**. Here are **10 ways** to create **long term sustainability**:

1. Provide on-going, **high-impact team, competency-based education** for Managers, Physicians & **the Frontline**.
2. Your CEO conducts a **Quarterly Accountability Roundtable** to systematically review patient experience and internal survey scores.
3. Your CEO and senior leadership continuously champion, **track and monitor progress** using a relevant **scorecard/dashboard**.
4. Keep the patient experience top-of-mind, via **Weekly 15 minute department Service Huddles** to resolve challenges and celebrate wins.
5. Organize consistent, monthly, all-staff **DO IT meetings** to *engage everyone in eliminating priority dissatisfiers*.
6. Conduct an annual ‘**Progress Audit**’ by an external expert, to insure your efforts are **focused and effective**.
7. Schedule a Semi-annual ‘**Service Summit**’ for all senior and frontline leaders, to review and brag about achievements, celebrate and hardwire new service skills and best practices.
8. Continuously energize and update your efforts by attending **relevant health care conferences** focused on **improving the patient experience**.
9. Unleash the power of **frontline enthusiasm, energy and idealism** that results from a **peer-based Train-the-Trainer program**.
10. **CEO and senior leadership** are positive, highly **visible champions** for the patient experience, humbly **walk the talk**, and make their mission to **engage everyone**!

**Team DO IT Recommendation**

Schedule a senior leadership meeting to prioritize when to phase in sustainability initiatives

1. High Impact Education for All
2. CEO Quarterly Accountability Roundtable
3. HCAHPS Scorecard
4. Weekly Service Huddles
5. Monthly DOIT Meetings
6. Annual Progress Audit
7. Semi-Annual Service Summit
8. Health Care Service Excellence Conference
9. Frontline Train-the-Trainer
10. CEO & Senior Leadership are Highly Visible Champions
The High-Performing HCAHPS Hospital Scorecard

Sharpen Your Pencils!
(Full page form is on page #12)
Team DO IT Plan

☐ 1. Familiarize yourself with this webinar’s HCAHPS Balanced Scorecard

☐ 2. Ask your Service Excellence/Patient Experience Council to jointly complete your HBS HCAHPS Scorecards
   ■ Carry recommendations from Scorecard to Senior Management.
   ■ Suggest they create an annual HCAHPS Strategic Plan – and a timetable to make its elements actionable

☐ 3. Decide what the people who use your brand need to experience. Make that your department or unit’s Mission Statement
   ■ In your department, agree on the healthcare values your brand represents.
   ■ What behaviors endorse those values?
   ■ Brainstorm how you can improve by living your Mission Statement and brand… and just DO IT!

☐ 4. As a senior leadership team, be sure to implement the two accountability ‘essentials’…
   ■ Accountability Agreements
   ■ Quarterly CEO Roundtable

☐ 5. Urge your CEO to appoint a Chief Experience Officer, and consolidate all patient experience administrative and leadership duties under one senior position

☐ 6. Target leadership training gaps by measuring employee engagement twice a year. Train and act on what you hear

☐ 7. On a scale of 1-4, rate your team’s diligence in putting to work the feedback from your most recent employee engagement / work environment survey
   ■ Agree upon a Staff Engagement Plan to capitalize on staff input from future surveys
   ■ Request a copy of CLS’ Semi-Annual Staff Empowerment Survey tool, on your webinar evaluation form

☐ 8. Senior management to conduct a gap analysis on its visibility/rounding practices
   ■ Implement a long-term, sustainable leader’s rounding policy based on findings
   ■ Use the High-Performing Leader’s Rounding Bundle as a guide
   ■ Administrator New Patient Welcome Visits
   ■ Daily Intentional Leader Staff Rounding (HBS™ #2 – The Quiet Revolution™)
   ■ Nurse-Leader Patient Rounding
   ■ Purposeful Hourly (Nurse) Rounding (HBS™ #9 – Staff Responsiveness™)

☐ 9. Appoint a performance improvement team to hardwire an effective Onboarding & Retention System
Team DO IT Plan

10. Identify and clarify the unique needs of the busiest segments of your patient population
   - As needed, revisit the key patient engagement/communication competencies provided in previous webinars (they're identified in the 'patient bundle' in this webinar)

11. Assign HCAHPS domain owners to take action on patient, family, and marketplace feedback from the multiple Listening Posts identified in this webinar
   - as Focus on improving three (maximum) patient Listening Posts

12. Adopt a social media strategy, as a way of tuning in to timely patient and family feedback. Use the information to shape your HCAHPS Strategic Plan

13. Review the effectiveness of your current Patient & Family Advisory Council, with the goal of enhancing its role as an effective voice for the customer
   - If you don’t have a Patient’s Council, schedule a discussion with senior leadership on the merits of chartering one
   - Download a copy of the complete charter outline from: www.ipfcc.org “Creating Patient and Family Advisory Councils” Institute For Patient and Family-Centered Care

14. Create a permanent, sustainable culture of continuous quality improvement; adopt a common improvement model
   - Suggestions: Use PDCA, or LEAN Strategies, or even Cycle of Service
   - Assign every Leader to serve on a LEAN or PDCA-based, performance improvement team

15. Create an ED Patient Experience Performance Team (if you don’t already have one). It will contribute to your HCAHPS Strategic Plan. To jump-start the process, use these two tools:
   - “Twenty ‘Must Haves’ for your ED”
   - The ED Best Practice Gap Analysis

16. Lead the understanding that every Ancillary & Support Department Manager needs to have a plan of support for the HCAHPS Survey
   - If anyone doesn’t have a plan (and needs a format for one) contact us via your Evaluation Form, and we’ll send you information
To support your team to achieve its HCAHPS performance improvement goals, we are pleased to offer these value added Educational Resources and Implementation Tools. For more information give us a call at 800-667-7325, or email webinars@customlearning.com.

- **One Hour (Free) Coaching Call**
  Problem solve & overcome barriers with this powerful value added Webinar Series benefit.

- **The Everyone’s a Caregiver™ App**
  A time-sensitive web-based learning tool to educate and empower everyone in your hospital, and improve patient satisfaction scores.

- **The CEO’s Service Excellence Initiative™** *(no charge – travel expenses only)*
  A comprehensive 2 day Service Audit and dynamic 4 hour HCAHPS Leadership Seminar

- **HCAHPS HOPE Plan™ - Implementation System**
  A systematic Blueprint/Tool Kit to continually improve and sustain HCAHPS scores.

- **The Frontline Culture of Engagement Initiative™**
  Create a sustainable culture of employee empowerment as an Employer of Choice

- **The DO IT Implementation Meeting™ – Train-the-Trainer Course**
  A “How-To” System to engage everyone in continuously improving HCAHPS and the Patient Experience.

- **Transforming the Patient Experiences™ - Self Study System**
  A turnkey, interactive, and engaging cost effective skills based learning system.

  - February 6 - 8, 2017, Hilton Long Beach, Long Beach, CA
  - National Symposium on HCAHPS Success – February 6, 2017

- **Brian Lee, CSP, Onsite Keynote Presentation**
  - The Magic of Engagement™
  - The Six Secrets of a World Class Patient Experience™
  - The HCAHPS Hospital of Choice™
Participant Satisfaction Report

1. For me, the most valuable idea I learned and intend to use is:

2. What I would tell others about the quality of the speakers and value of the content:

3. Presentation improvements I would suggest:

4. On a scale of 1 - 5, this presentation: (Met My Expectations) 5 4 3 2 1 (Did Not)

5. Featured Implementation Tool:
   - Yes A. The CEO’s Engagement Checklist
   - Yes B. Semi-Annual Leadership Empowerment and Retention Survey
   - Yes C. The Patient and Family Advisory Council Charter
   - Yes D. Active Physician Engagement Checklist
   - Yes E. The High-Performing Emergency Department Tool Kit

6. P.S. – My Best Tip:

PLEASE PRINT

First/Last Name: ____________________________________
Organization: ____________________________________ Position: __________________________
Address: _________________________ Zip: _________________________
Bus. Phone: (___) ___________ Extension: ___________ Cell: (___) ___________
*Email: ____________________________

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