Compassionate Care in ACHN

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Chief Operating Officer, Ambulatory Services
Our Problem Statement

Patient Experience

• Patient experience scores are below the national averages
• 3 Key Drivers impacting “likelihood to Recommend”
  • Courtesy of Registration Staff
  • Our Sensitivity to Patient’s Needs
  • Our Concern for Patient’s Privacy
Our Problem Statement

Employee Engagement

• Employee engagement results are below the national averages

• Team Communication and Trust
  • Opportunity to improve Feeling Respected, Appreciated, and Engaged

• Working in health care today is hard
  • Demands on efficiency, processes and workflows
  • Many barriers faced by our patients

• Living in today’s society is hard
  • Challenges outside of work: managing work and family; paying bills; exposure to violence; unexpected challenges
Our Response: *Renewing Compassion in Our Health Centers*...

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

- Maya Angelou
Our Project Strategy: Our Compassionate Journey

- **Compassion**
  - Empathy
  - Kindness
  - Courtesy

- Oneself ➔ One Another ➔ Our Patient

- **Trust and Teamwork**

- **Collaborative Team Providing Connected Care for Our Patients**

- **↑ Employee Engagement**
- **↑ Patient Experience**
Our Project Metrics: **Our Compassionate Journey**

**Self-Evaluation Scores**
1. Empathy Barometer
2. Kindness Barometer
3. Courtesy Barometer

**Employee Engagement Index Score**
1. Feel like I belong in this organization
2. This organization provides high-quality care and service
3. This organization makes every effort to deliver safe, error-free care to patients
4. My job responsibilities are clear
5. My work unit works well together

**Patient Experience Score**
1. Staff worked together to care for you
2. Doctor concern for questions/worries
3. Concern of nurse/assistant for problems
4. How well nurse/assistant listen
5. How well staff protect safety
6. Our concern for patient’s privacy
7. Overall Clinic Assessment
Our Project Tools: Our Compassionate Journey

CONTINUOUS TRAINING

Empathy
Kindness
Courtesy

Oneself

One
Another

Our
Patient

Employee Training
Managing Conflict
Communication Styles

Team Building and Manager Training
Managing Conflict
Crucial Conversations
Building Trust

AIDET and HPI Training
Monthly reinforcement of AIDET tools
HPI Tools
Trauma Informed Care Tools
Cultural Competency Training Tools
Compassion *In Our Health Centers...*

Our Culture of Compassion... through Empathy, Kindness and Courtesy

The Journey Begins with Each of Us...

Our Community

Ourselves

Our Patient

Our Team

-Oneself-Oneself-Oneself-
Our Project Tools: *Our Compassionate Journey*

Example: Rounding to Influence

- Creates communication channel between leader and staff or team member
- Meets staff where they are, builds and reinforces practices habits
## Our Project Tools: *Our Compassionate Journey*

### Example: Communicating Change

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Desire</th>
<th>Knowledge</th>
<th>Ability</th>
<th>Reinforcement</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do I clearly communicate the need for change?</td>
<td>How will I show people what’s in it for them?</td>
<td>What skills will they need to acquire?</td>
<td>What barriers will need to be removed?</td>
<td>How will I show appreciation or recognition?</td>
</tr>
</tbody>
</table>

- **Start with a demonstration** that helps everyone understand the need for change. Don’t get stuck here! Saying it again, but louder isn’t enough.
- **Hint:** don’t lie and don’t stretch the truth. Sometimes what’s in it for them, is a sense that we’re all in this together or that it’s what’s best for our patients.
- **If you aren’t sure what skills they’ll need to acquire,** ASK THEM. Chances are there will be different needs among different people.
- **Again, ASK THEM** – even if you think you know all the potential barriers, it’s always best to ask.
- **Don’t overthink this one.** You don’t have to throw a pizza party. A genuine, heartfelt “thank you” goes a long way.

If you aren’t sure what skills they’ll need to acquire, **ASK THEM.** Chances are there will be different needs among different people.

Don’t overthink this one. You don’t have to throw a pizza party. A genuine, heartfelt “thank you” goes a long way.
Our Project Tools: *Our Compassionate Journey*

Example: Change Management Communication Plan

<table>
<thead>
<tr>
<th>ADKAR Change Management Steps:</th>
<th>GUIDING QUESTIONS</th>
<th>ACTION/ STRATEGY</th>
<th>TARGET DATE(S) FOR COMMUNICATION</th>
<th>TARGETED STAKEHOLDERS</th>
<th>REASON FOR COMMUNICATION</th>
<th>METHOD OF COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness of the need for change</td>
<td>How will I clearly communicate the need for change?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Desire to participate in the change</td>
<td>How will I show people what’s in it for them?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge of how to participate</td>
<td>What skills will people need to acquire?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to implement</td>
<td>What barriers will need to be removed?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reinforcement to sustain change</td>
<td>How will I show appreciation or recognition?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Identify affected stakeholders and describe required action steps.
Our Results: **Our Employee Engagement Survey**

Percent Change in Engagement Scores (2018 to 2020)

- **1 to 9 Pctl**: 2.1%
- **9 to 37 Pctl**: 2.3%
- **1 to 14 Pctl**: 2.6%

**Data Source:** Press Ganey Employee Engagement and Culture of Safety Survey  
**Comparison Group:** Safety Net Organizations
Our Results: *Our Employee Engagement Survey*

Change in Employee Engagement Scores in ACHN from 2018 to 2020

<table>
<thead>
<tr>
<th>Employee Engagement</th>
<th>Change in Engagement Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees in my dept help clients/patients even when it's not part of their job.</td>
<td>0.26</td>
</tr>
<tr>
<td>Employees in my dept help others to accomplish their work.</td>
<td>0.22</td>
</tr>
<tr>
<td>I enjoy working with my coworkers.</td>
<td>0.21</td>
</tr>
<tr>
<td>Employees in my dept report a strong sense of connection to their work.</td>
<td>0.17</td>
</tr>
<tr>
<td>My dept works well together.</td>
<td>0.10</td>
</tr>
<tr>
<td>Employees in my dept are fully attentive to the needs of others.</td>
<td>0.09</td>
</tr>
<tr>
<td>There is a climate of trust within my dept</td>
<td>0.07</td>
</tr>
<tr>
<td>The environment at CCH makes employees in my dept want to go above and beyond what's expected of them.</td>
<td>0.07</td>
</tr>
</tbody>
</table>

Data Source: Press Ganey Employee Engagement and Culture of Safety Survey

Comparison Group: Safety Net Organizations
Our Results: **Our Patient Experience**

Change in Patient Experiences Top Box Scores in ACHN

<table>
<thead>
<tr>
<th>Area</th>
<th>Before Journey</th>
<th>After Journey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concern nurse/ assistant showed for your problem</td>
<td>50.13</td>
<td>61.86</td>
</tr>
<tr>
<td>Doctor concern for your questions/ worries</td>
<td>54.18</td>
<td>64.91</td>
</tr>
<tr>
<td>Doctors efforts to include you in decisions</td>
<td>53.46</td>
<td>63.57</td>
</tr>
<tr>
<td>How well staff protect safety</td>
<td>55.89</td>
<td>66.54</td>
</tr>
<tr>
<td>Our concern for patients’ privacy</td>
<td>53.49</td>
<td>62.67</td>
</tr>
<tr>
<td>Staff worked together care for you</td>
<td>57.32</td>
<td>65.61</td>
</tr>
<tr>
<td>Overall Assessment</td>
<td>57.98</td>
<td>64.84</td>
</tr>
</tbody>
</table>

Data Source: Press Ganey Patient Experience Survey

Comparison Group: All Medical Practices

Before Journey: January 2018 to September 2019

After Journey: October 2019 to April 2020
Our Results: **Our Patient Experience**

Change in Patient Experiences Top Box Scores - Comparison

<table>
<thead>
<tr>
<th>Measure</th>
<th>Change in Top Box Score (ACHN)</th>
<th>Top 30% Performers (Medical Practice)</th>
<th>Change in Similar Inpatient Metric (CCH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concern of nurse/assistant for problem</td>
<td>11.73</td>
<td>4.66</td>
<td>-0.02</td>
</tr>
<tr>
<td>CP concern for questions/worries</td>
<td>10.73</td>
<td>4.31</td>
<td>1.00</td>
</tr>
<tr>
<td>CP efforts to include in decisions</td>
<td>10.11</td>
<td>4.22</td>
<td>1.73</td>
</tr>
<tr>
<td>How well staff protect safety</td>
<td>10.65</td>
<td>4.12</td>
<td>3.44</td>
</tr>
<tr>
<td>Our concern for patients' privacy</td>
<td>9.18</td>
<td>3.86</td>
<td>3.44</td>
</tr>
<tr>
<td>Staff worked together care for you</td>
<td>8.29</td>
<td>5.24</td>
<td>1.00</td>
</tr>
<tr>
<td>Overall Assessment Overall</td>
<td>7.15</td>
<td>4.39</td>
<td>1.05</td>
</tr>
</tbody>
</table>

Data Source: Press Ganey Patient Experience Survey

Comparison Group: All Medical Practices

Before Journey: January 2018 to September 2019

After Journey: October 2019 to April 2020