USING PFAC FEEDBACK TO IMPROVE PATIENT EXPERIENCE IN THE EMERGENCY DEPARTMENT AND GASTROINTESTINAL UNIT

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Disclosures

• Gloria Plottel, Founder and CEO of GSPsquared, is a consultant to Newton-Wellesley Hospital, working with the hospital on the Patient and Family Advisory Council.

• Bert Thurlo-Walsh has no relevant financial relationships to disclose in regard to the content of this presentation.
Objectives

• Describe the value of a PFAC as a consumer feedback group to improve the patient experience, increase patient satisfaction, and raise patient satisfaction survey scores

• Describe and apply best practices identified by PFAC members

• Describe how two, high volume, medical departments put PFAC consumer feedback to use and improved patient and family experience as evidenced by patient satisfaction scores
Newton-Wellesley Hospital

Newton-Wellesley Hospital is a nationally recognized, non-profit, 300+ bed community teaching hospital affiliated with Harvard and Tufts Medical Schools and a member of the Partners HealthCare System.

The hospital offers a full range of comprehensive medical, surgical and specialty programs and services which include intensive care, obstetrics, pediatrics, psychiatric services and urgent care.
NWH PFAC History

• Conceived in 2005 to help Newton-Wellesley Hospital identify and realize opportunities to better serve its patients, families, and surrounding communities

• First meeting in April 2006

• Co-founded by Gloria Stone Plottel, and Brian O’Dea, NWH’s Director of Public Affairs and Marketing
NWH PFAC History

• Inspired by *The Tipping Point* by Malcolm Gladwell
• How to expedite change
• Role of connectors, salespeople, mavens
The Tipping Point – Ideas spreading

M = PFAC Member
About NWH’s PFAC today

• Approx. 20 PFAC members: 15+ patients & family members, three staff, representing:
  o Surrounding cities and towns
  o Medical departments/Clinical programs
  o Demographics of NWH patient population

• PFAC co-chaired by the Directors of the Department of Quality and Patient Safety & Department of Public Affairs and Marketing
PFAC = Patient and Family Advisory Council

• PFAC Members are patients and/or family members of patients who
  o Use the services of the hospital
  o Are committed to sharing their experiences and those of others with the hospital
  o In order to improve the hospital, its departments and programs, and better serve patients and families
Written into NWH PFAC’s Mission and Charter

- **NWH PFAC members serve as liaisons, communicators, and advisors between Newton-Wellesley Hospital and the patients, families, and communities it serves, and support the Hospital as it endeavors to better serve these populations**

- **PFAC Members draw from their own health care experiences, the experiences of their families and the experiences of their fellow community members to provide input and feedback to Newton-Wellesley Hospital**
Newton-Wellesley Hospital PFAC

PFAC is the voice of the patient and family
PFAC’s many functions at NWH

- Talking with community members
- Consumer Feedback Group
- Sharing the patient and family perspective
- Participating on hospital committees
- Identify Community needs
- Aggregator of information from self, family, friends, colleagues
- Disperser of information to community, family, friends
- Strategic and tactical advisors

Newton-Wellesley Hospital

GSP²
Focus on PFAC as Consumer Feedback Group

- Consumer Feedback Group
  - Talking with community members
  - Sharing of the patient and family perspective
  - Participating on hospital committees
  - Strategic and tactical advisors
  - Disperser of information to community, family, friends
  - Aggregator of information from self, family, friends, colleagues
  - Identify Community needs

Note: delete arrows and highlight consumer feedback circle as focus of today's discussion.

Talking with community members

Identify Community needs

Disperser of information to community, family, friends

Aggregator of information from self, family, friends, colleagues

Sharing of the patient and family perspective

Participating on hospital committees

Strategic and tactical advisors
How PFAC advice develops

• At PFAC meetings clinicians, administrators, and patients meet together as partners
• Listen to one another and gain insights
• Build on each other’s comments
• Identify actionable steps to yield better results
• Facilitate “Aha” moments for administrators, physicians, nurses
NWH Gastrointestinal Unit
NWH Gastrointestinal Unit
NWH Gastrointestinal Unit

- GI Unit serves inpatient and outpatient populations
- High volume: 13,500 – 14,000 procedures annually
- Screening and advanced therapeutic procedures
  - Conditions in range of 1-5
  - Includes more complex procedures than at free-standing endoscopy centers
- Wait times vary due to inpatient cases
- Changing ratio of cases overtime annually:
  - ↓ simple screenings
  - ↑ issue-related cases
  - ↑ advanced-age inpatients
Why did GI Unit scores decrease?

• January 2012 PFAC meeting
• Director of Perioperative Services asked PFAC Members,
  
  “Why after many years of high patient satisfaction scores, had scores for the Gastrointestinal Unit fallen off?”
PFAC Member Feedback for the GI Unit

• Spruce up the small, plain waiting room. Change chair coverings and wall color
• Make sure GI nurse follows up with post-discharge call
• Ensure patients are ready when caregiver is called for pickup
• Staff was wonderful, but it felt like an assembly line
PFAC Member Feedback for the GI Unit (con’t)

• Identify first time endoscopy patients and walk them through process/support them more
• Warm up procedure area with music
• Do something unexpected that’s related to the procedure a little, but not directly related
The discussion gave the Director insights into the root causes of the decrease in patient satisfaction scores, and provided direction for how to make improvements.
How the GI Unit used PFAC feedback

• Submitted for funding to update the Waiting Room space
  – In March 2013 got approval to renovate the Waiting Room; $40,000
• Changed next day post-discharge call protocol
• Changed protocol for calling caregiver for patient pickup
• Reassessed GI greeter/receptionist position, better defined role and skills needed for success
• It’s always about making the connection with the patient
• Reduced steps in multi-step flow in GI Unit
NWH Adult GI/Endoscopy
Overall Patient Perception of Care
October 2011 through December 2013

Started Implementation of PFAC suggestions
NWH Adult GI/Endoscopy
Overall Patient Perception of Care
Mean Score
October 2011 through December 2013

Mean Linear (Mean)

Started Implementation of PFAC suggestions
NWH Adult GI/Endoscopy
Overall Patient Perception of Care
Percentile Rank Compared to All Facility Database
October 2011 through December 2013

Started Implementation of PFAC suggestions
Scores reflect...

• Gradual rollout from spring 2012-present
  – Reworking flow in physical space
  – Renovating Waiting Area in installments
  – The right person for the right job
  – Connecting with the patient

• Working on hardwiring
PFAC feedback improved patient satisfaction in the GI Unit

• PFAC feedback provided insights into patients and family experience

• Administrators heard a different perspective; were able to understand causes of problem

• With gained insights, GI Unit team identified meaningful actions to improve experience for patients and families

• GI Unit moving forward with implementation and hardwiring
NWH Emergency Department
NWH
Emergency Department
Pediatric Waiting Area
NWH Emergency Department

• Volume: >60,000 visits annually
• 36 treatment rooms in 35,000 square feet of space
• Separate adult and pedi areas with adult and pedi trauma rooms
• ED is outfitted with its own diagnostic imaging suite
  – two digital X-ray rooms
  – a 64-slice CT scanner
  – advanced ultrasound scanning capabilities
• >150 staff in the ED
Communicating about wait time in the ED

- January 2012 PFAC meeting
- Director of Critical Care asked PFAC Members,
  
  “What is best way to let patients know why they are waiting in the Emergency Department?”
PFAC Member feedback for the ED

• There’s wait time in the Waiting Area & in Examining Rooms. Both need to be addressed
• People in Waiting Area are stressed, need to be spoken to gently, not ready to absorb new info
• Sharing info about how ED works would be better for TVs in Waiting Area rather than on paper
• Let patients and families know they can ask staff about wait time
Aha Moment

The discussion changed how the Director viewed the issue, and shaped the tactics her team developed.
How the ED used PFAC feedback

Tactics adopted:
• Incorporated 30 minute rounding in Wait Area and in Examining Rooms
  – Slow rollout
  – Scripted language
• White board in Examining Rooms – added question for patients & family members to fill out, “What are you waiting for?”
1. PCA Turnover due to completion of nursing school
2. Consistency with Rounding – ongoing reminders
NWH Emergency Department
Overall Perception of Care
October 2012 through December 2013

Completed implementation of PFAC suggestions
ED Nurse Manager position vacant
Challenge to maintain consistency

• Staff turnover
• High volume - it gets busy
• Getting new practices hardwired
PFAC feedback initially improved patient satisfaction in the ED

- PFAC feedback provided insight into patients and families’ experience, emotions, and their priorities
- Got administrators to understand a different perspective – that is, the perspective of the patient and family member
- With this understanding, the ED team was able to identify meaningful, effective tactics
- ED Team working on implementing and hardwiring new approaches
Today we focused on

- The value of a PFAC as a consumer feedback group to improve patient experience, increase patient satisfaction, and raise patient satisfaction survey scores
- Best practices identified by PFAC members and how to apply them
- How two, high volume, medical departments put PFAC consumer feedback to use and improved patient and family experience as evidenced by patient satisfaction scores
Thank you for joining us today

Q & A

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