Improving Patient and Family Experience in the NICU: A Practical Application of the Experience Framework

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LEARNING OBJECTIVES

- Apply the experience framework to identify strengths and opportunities within a specific healthcare environment
- Articulate proven practices in creating optimal patient/family experiences in a NICU environment
- Assess how proven practices identified in a NICU department can be applied in other healthcare settings
OUR COMMITMENT

As a community, we commit to:

• Elevating the importance of experience across all care settings
• Generating, collecting and sharing ideas and proven practices
• Engaging a broad range of voices and views
• Putting patients, families and care partners first
• Recognizing the value of the entire healthcare team
• Reinforcing experience encompasses quality, safety, service, cost and outcomes
DEFINING PATIENT EXPERIENCE

The sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care.

- The Beryl Institute
EXPERIENCE FRAMEWORK

Culture & Leadership

Quality & Clinical Excellence

Infrastructure & Governance

Patient, Family & Community Engagement

Staff & Provider Engagement

Innovation & Technology

Policy & Measurement

Environment & Hospitality
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How the idea came about

2017 Patient Experience Conference CPXP Exam
2017 NICU/Perinatal Leadership Preconference
2017 Strategic Call with The Beryl Institute on possible Framework
2018 Patient Experience Conference Pediatric Dinner
April 2018 NICU and Perinatal Leadership Pre-conferences on Experience
June 2018 Strategic Collaborative formed and work began
APPLYING THE FRAMEWORK: Step 1

- Pre-conferences at NICU Leadership Forum
  - 4 8-hour sessions with nurse leaders
- 2018 PX Conference Dinner
  - 15 minute presentation and survey on successes and challenges around Improving Experience in NICUs
  - Recruitment for Focus group
APPLYING THE FRAMEWORK: Step 2

- Virtual Focus Groups conducted for 6 months with 11 hospitals globally
- Survey design and dissemination
  - The survey had 105 responses, representing 81 distinct hospitals from four countries
What We Learned from the NICU
EXPERIENCE FRAMEWORK

Culture & Leadership

Quality & Clinical Excellence

Infrastructure & Governance

Patient, Family & Community Engagement

Staff & Provider Engagement

Innovation & Technology

Policy & Measurement

Environment & Hospitality
CULTURE & LEADERSHIP

• Effective communication should be a high priority of all leaders within an organization.

• Staff should feel informed about unit and hospital activities, so that they feel engaged with their environment.

• Leaders should round regularly to engage with staff and families and take the pulse of patient care.

• Families should be encouraged to participate in communication opportunities, such as weekly, monthly, or quarterly staff meetings.
POLICY & MEASUREMENT

• When setting policies for the NICU, hospital leaders should consider feedback from all stakeholders, including patient family members.

• In addition to formal councils, family focus groups or electronic pulse surveys can be a great source of feedback and benchmarking.
PATIENT, FAMILY & COMMUNITY ENGAGEMENT

• The NICU can be an intimidating environment, and NICU staff should help parents acclimate.

• The NICU is certainly a high-tech environment, but it should also be a high-touch environment.

• Parents should be encouraged to be active participants of the care team.

• NICU families benefit from hearing from parents who are NICU graduates.

• Key information should be documented and made available for parents to reference as needed.
• Communications skills must be learned and reinforced through practice.

• Communications trainings for all healthcare staff should also touch on the words that are unspoken.

• Clinical processes should be implemented to promote consistency and should be explained to parents.

• NICU staff should use understandable language to communicate about clinical issues.
INFRASTRUCTURE AND GOVERNANCE

• Hospital leadership and unit managers should support and manage PX efforts.

• NICUs can be structured into specific categories of care based on diagnosis and acuity.

• Primary nursing in some form will build consistency with both patients and families.

• A shared governance model can provide a meaningful policy voice for bedside staff, improving accountability at the point of service.
STAFF & PROVIDER ENGAGEMENT

• Staff members should be confident they are receiving the training they need to work effectively.

• Training team members to be intentional about language and to acknowledge the baby as a person will assist in building staff confidence and conveying compassion to families.

• Protect NICU staff from compassion fatigue or burnout by offering support services to all team members.

• Leaders should share good news and applaud staff when they are seen doing a good job.
“What makes this initiative unique is that we have identified champions who will be responsible for finding replacement for a colleague who may need to be temporarily relieved of their clinical duties due to distress. Code Lavender is Stony Brook caring for its own. It will improve morale. It will reassure our staff that their colleagues and administrators care about them as individuals. It will create a culture of compassion. And it will help us all to provide the absolute best patient care... which is why we do what we do.”

Megan Lochner, MD, FACOG
INNOVATION & TECHNOLOGY

• Technology should be installed to enable parents to see their baby when they cannot be there physically.

• NICU-related information should be integrated into the hospital’s Electronic Medical Records system.

• Staying up to date on the latest research can enable you to activate new technologies as they become available.

• Apps that help parents provide real-time feedback on staff performance should be embraced.

• The use of technology-based communication tools should be balanced with the practice of face-to-face discussions.
ENVIRONMENT & HOSPITALITY

• The NICU environment should be accessible and welcoming to families and have designated and appropriate spaces for family engagement and participation.

• Amenities and services that ease the stress for families should be considered.

• Organizations can be successful with patient experience improvement efforts despite challenges in physical environment and amenities.
Welcome to Ward B4 at Halton Hospital

Today's Date: 6th January 2019

Senior Nursing Team

Nurse in Charge: Sarah Bow Case
Ward Manager: Beverley Catt
Ward Nurse: Carly Dearlove
Lead Nurse: Carly Chinchuk

Nursing staff on duty today caring for you

Early Shift
Registered Nurse
2
Healthcare Assistant
0
Assistant Practitioner
0
Nurse Associate
1

Late Shift
Registered Nurse
3
Healthcare Assistant
1
Assistant Practitioner
0
Nurse Associate
1

Night Shift
Registered Nurse
1
Healthcare Assistant
1
Assistant Practitioner
0
Nurse Associate
0

Nurse Manager: Carly Dearlove

Information about the ward

Macclesfield
Visiting Times: 12 - 8 pm
Telephone Number: 01625 438360

Topic of the Month

Patient Safety

For the month of January 2019
Number of
Falls
0
Inpatient acquired pressure ulcer
0
Hospital Infection Surveillance
0
Hospital stay C difficile
0
Infection on ward
0

Patient Experience

For the month of December 2018
Friends and family
Recommended to
69%
Friends and family
Response rate
95%

You said...

We did...

Warrington and Halton Hospitals NHS Foundation Trust
EXPERIENCE SEGMENTS

PEOPLE
- Listens to you
- Communicates clearly
- Treats you with courtesy and respect
- Gives you confidence in their abilities
- Takes your pain seriously
- Provides a clear plan of care and why
- Asks questions and understand your needs
- Partners with you in making health decisions
- Responds quickly when you ask
- Expresses empathy and compassion
- Involves your family/friends in care planning

PROCESS
- Schedule an appt within a reasonable time period
- Discharge process in which your treatment plan and/or next steps in care are clearly explained
- Transitioning health info between providers
- Billing process that is clear, understandable and respectful
- Discharge process in which you are provided information on such items as medication, side effects, etc.
- Discharge process to ask questions for clarification
- Waiting time to be seen that you feel is reasonable
- Way to easily access your medical info or test results
- Ability to schedule an appointment in a way that you prefer
- Follow-up communication after an appt that is helpful, timely and meets your expectations

PLACE
- Clean and comfortable
- Quiet and peaceful
- Convenient to access
- Easy to find your way around
- Offers convenient parking
- Offers good food
- Provides amenities
- Age of a healthcare facility

Q: When you think about having a good patient/family experience, how important is it to you that the people providing your care do each of the following? / how important are each of the following? (n=2000)
CONSUMER PRIORITIES

Average *Extremely Important* percentage scored in each category

- **PEOPLE** 56%
- **PROCESS** 48%
- **PLACE** 34%

Q: When you think about having a good patient/family experience, how important is it to you that the people providing your care do each of the following? / how important are each of the following? (n=2000).
Applying the Framework in Your Organization
What is your organization doing in regards to your strategic lens?

What aren’t you doing that you would like to be?
# Experience Framework

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