

Leading Excellence With the HCAHPS Dimension Approach

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Houston Methodist West Hospital

Learning Objectives

1. Apply the dimension leader format for successful positive movement in HCAHPS scores.
2. Describe an integrated executive- and unit-level sponsorship that supports the dimension approach.

Background/Introduction

HCAHPS Overall Score showed stability over ten-year history, Responsiveness Dimension not meeting patient expectations and got even lower in late 2020 and early 2021.

COVID Surge

- Pandemic visitation constraints
- Limited face to face engagement
- Lag time due to donning PPE
- Antiquated Call Light System

Project Overview/Project Team

- Gain Executive sponsorship for HCAHPS Dimension approach
- Engage Staff through Dimension Leader lead workgroups
- Augment IP Hourly Rounding Skills with a Skills Lab Reboot
- Utilize Pt. Exp. Specialist to work with Dimension Leaders and to keep approach on track.

Interventions

- Educate Staff – HCAHPS Dimension Questions
- Huddle Tip – Masked Communication
- Conduct Purposeful Hourly Safety Rounding
- Train Unit Adm. Assistant - (call lights/phones)
- Staff Inservice patients to the call lights
- Implemented 5-minute call backs to patient & Buddy System to reduce falls.
- Staff/Patient touch base prior to rounding on patient
- Utilize “Ask” approach to include other departments
- Executive and Dimension Leader attendance at meetings
- Provide monthly Dimension Level HCAHPS Scorecard
- Upgraded Call Light System
- Celebrate the wins!

Speaker Contact Information

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The authors have no relevant financial relationships to disclose.



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Patient Experience Dimension Leaders



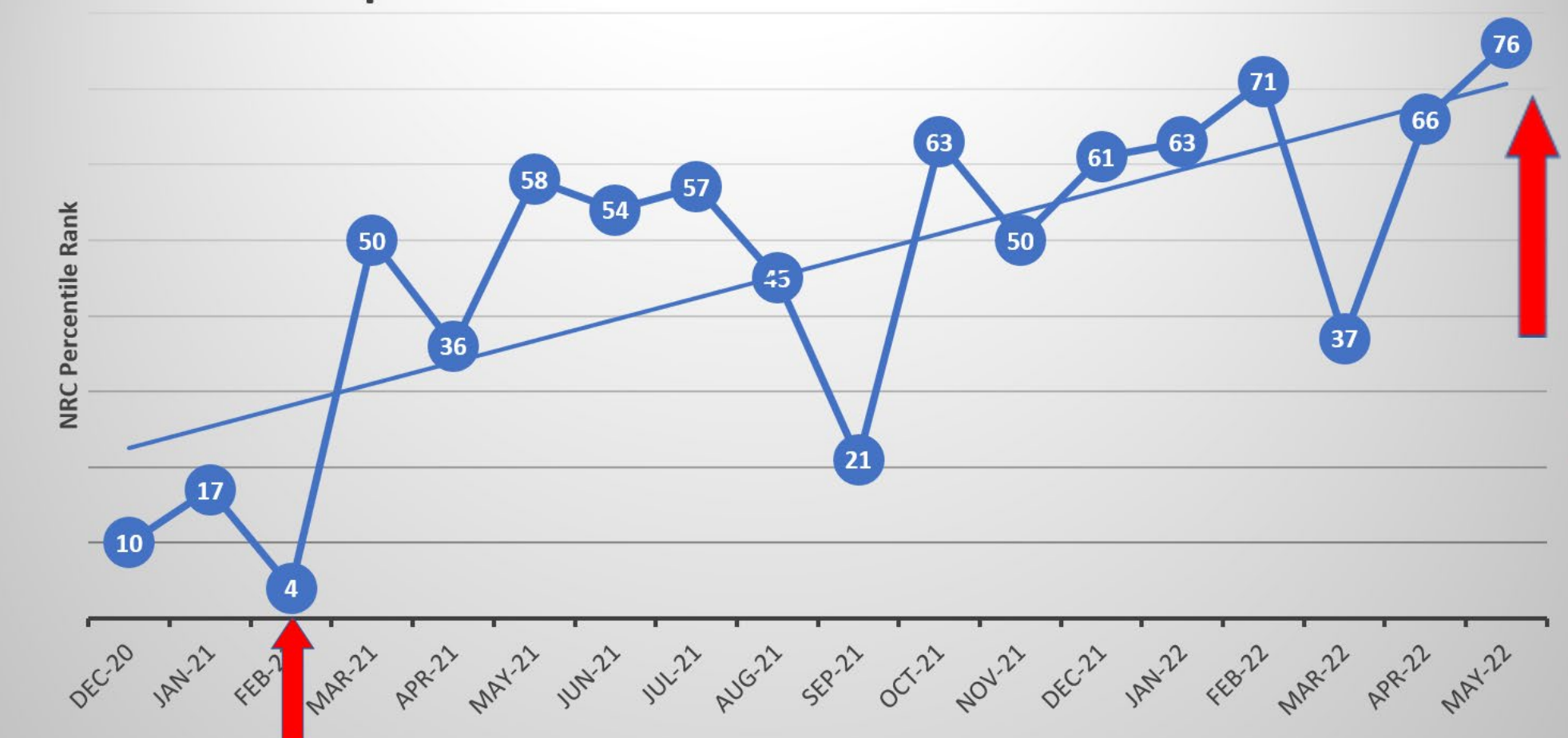
Results/Outcomes

- ❖ Dimension Leader Approach has yielded positive outcomes
- ❖ HMW Leads HM System in Overall Rating of Hospital: Currently at 90th Percentile
- ❖ Responsiveness Percentile Rank Increase:
 - Overall Responsiveness: 22nd to 76th percentile rank
 - Help as soon as wanted: 24th to 78th percentile rank
 - Help to the bathroom: 20th to 60th percentile rank

Key Learning/Take Aways

- Decentralized ownership of Dimensions
- Executive Leadership Engagement
- HCAHPS Data Training at staff level
- Pt. Exp. Specialist/Dimension Leader monthly meetings
- Monthly Patient Experience Meeting with Key Stakeholders

Responsiveness Dimension % Rank Overall



Responsiveness Dimension % Rank by Question: Got Help As Soon As You Wanted



Responsiveness Dimension % Rank by Question: Help Going to the Bathroom As Soon As Wanted



Special Thanks

Dr. Carla Braxton, CQO
Vicki Brownell, CNO
Joseph Ray, RN Director Responsiveness Dimension Leader

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Huddle Tips

Huddle Tip

M.A.S.K.ed COMMUNICATION

Communication Research has shown that over 90% of communication is based on the combination of body language, voice and tone. Effective communication becomes even more important with the regular use of mask. Below is an acronym that can help us be proactive and take our M.A.S.K.ed Communication to the next level.

M.A.S.K.ed Communication

- M** make eye contact
When people can't see your face, it makes connecting harder. Eye contact signals that you are focused on that individual. Eye contact can be a source of acknowledgement.
- A** articulate and elevate
Voice and tone impact understanding. Talk a little slower and articulate your words—words can sound muffled with a mask on. Elevate your voice as mask are barriers to sound waves.
- S** smile that reaches the eyes
Smiles can give the perception of warmth, competence, trustworthiness. An smile can help a patient relax and more actively engage in care.
- K** know and say their name
Helps to create a personal connection (in person or phone). Is a sign of courtesy and respect. Demonstrates listening from the speaker and encourages engagement.

Staff HCAHPS Education



Executive Sponsorship & Visibility



Staff Education

CENTER FOR NURSING RESEARCH, EDUCATION AND PRACTICE

NURSING BEST PRACTICES: UNPARALLELED SERVICE

ESSENTIALS OF CUSTOMER SERVICE FOR NURSES

HOURLY SAFETY ROUNDING

ROUNDING ON PATIENTS EACH HOUR KEEPS THEM SAFE AND MEETS THEIR NEEDS.

Purposeful and timely rounding is a best practice intervention to routinely meet patient care needs, ensure patient safety, decrease the occurrence of preventable safety events, and proactively address problems before they occur.

Nurses knowledge regarding purposeful rounding and infrastructure supporting roundings are essential components for consistency with this patient-centered practice.

5P

USE THE 5 P'S WHEN ROUNDING.

PAIN
Ask the patient, "How is your pain?"

POSITION
Help the patient get into a comfortable position or turn the immobile patient to maintain skin integrity.

PERSONAL NEEDS
Offer help using the toilet, empty contraindicated catheter, offer hydration, offer nutrition.

PLACEMENT
Make sure the patient's essential needs are within easy reach.

PREVENT FALLS
Ask the patient/family to put on the call light if the patient needs to get out of bed.

AIDET

ACKNOWLEDGE: Greet the patient by name, make eye contact, smile, and acknowledge guests in the room.

INTRODUCE: Introduce yourself with your name, skill set, professional certification and experience.

DURATION: Give an accurate time expectation for tests and physician arrival, and identify next steps.

EXPLANATION: Explain step-by-step what to expect next, answer questions, and let the patient know how to contact you.

THANK YOU: Thank the patient and/or family. Express gratitude to the family for having them to support the patient.

KEY WORDS

- SAFE
- COMFORT
- PRIVATE
- ALWAYS
- MY PLEASURE

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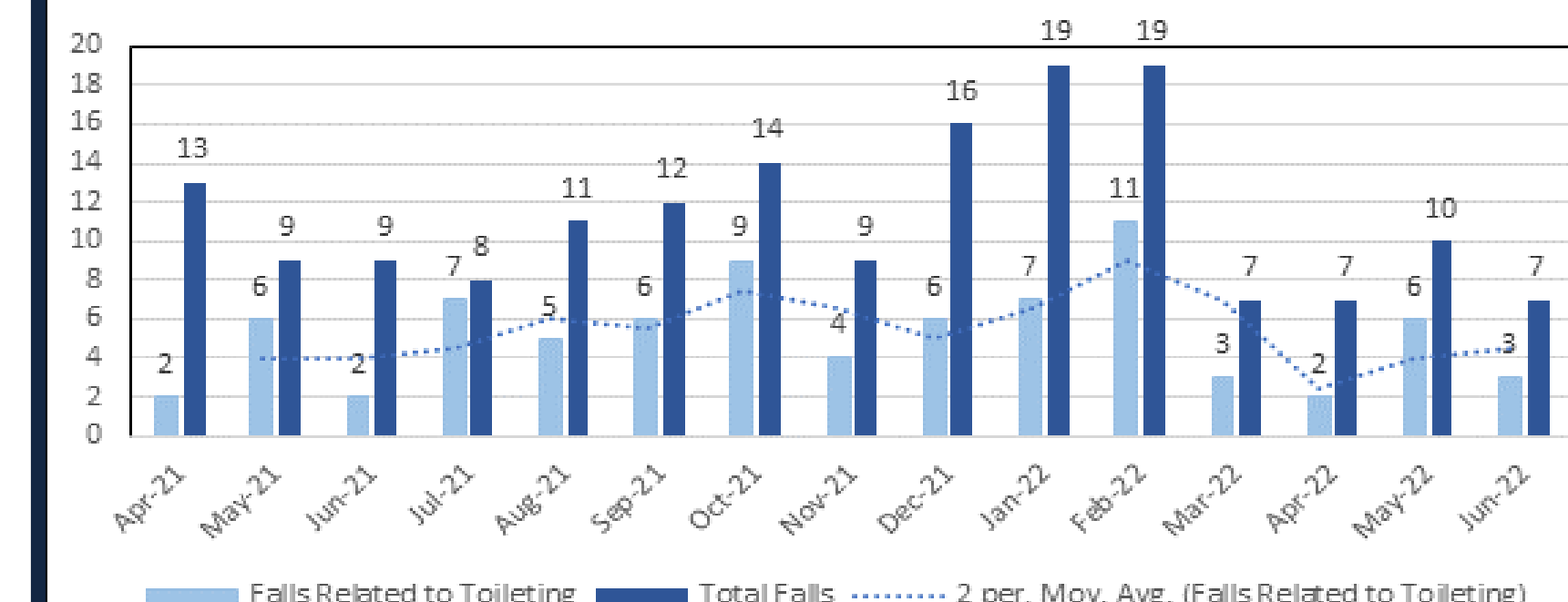
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Falls Data

Total Falls & Falls Related to Toileting MedSurg and CBC
April 2021 - June 2022 (as of July 19, 2022)



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HM Letter From President/CEO

HOUSTON Methodist
LEADING MEDICINE

September 15, 2021

Houston Methodist West
Unit 5 East

Dear Joe, Lisa, and Lynn:

At Houston Methodist we strive to offer every patient unparalleled safety, quality, service and innovation. With this in mind, I recently asked each hospital's leadership team to nominate a few units who, in their minds, stood out as being committed to improving and sustaining HCAHP scores—ones who value the patient experience and understood its inextricable link to unparalleled safety and quality. I'm excited to share that your unit was one of those nominated.

Your unit has consistently maintained a high level of focus on HCAHP scores, even throughout COVID, where competing obligations and commitments makes it challenging to sometimes give the patient experience the attention it deserves. Your leadership felt so strongly about your nomination, that they sent in an accompanying, supplemental file of your HCAHP interventions. This is what your leadership wrote about you: "This unit deserves every praise they can get, because this is our main COVID unit."

They closed June Responsiveness Domain at 81.8, considerably higher than other units/hospitals. In this nomination process, we learned a lot about you and your team. I understand you have been working intentionally and purposefully to increase patient experience (HCAHP) scores in your unit. As part of that effort, you instituted a bundling care pamphlet to help set patients' expectations on communication and care during COVID.

It's obvious that your unit understands the importance of transparency and accountability—by posting your HCAHP scores in a prominent place so that everyone can know where the unit stands.

While you may think you're just doing your job, to us and to the patients we serve, it means everything. You are going to the frontlines every day to care for those who need us the most, and to do so with an eye towards making the experience as strong as it can be for them—well, that is service at its core. Please know that we see your hard work, and we value you. We are lucky to have you on our team.

Thank you for your hard work and bravery every day of the year—especially as we continue to battle COVID-19.

Keep up the great work!

Marc L. Boom, M.D.
Marc L. Boom, M.D.
President
Chief Executive Officer

MLB:sgw
Cc: Mr. Wayne Voss

Unit Improvement Celebrations



Improvement Using the HMW Dimension Approach

