

9 APPROACHES

to

PATIENT SATISFACTION
REAL TIME™



HIGH TOUCH
& HIGH TECH

Readiness Rounds

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PATIENT SATISFACTION REAL TIME™



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You need both strong systems and welcoming smiles.

A Brief History

The health care industry has struggled with patient satisfaction for many years. The introduction of Value Based Purchasing and the attachment of a financial reward or penalty with HCAHPS scores turned what had been for many years merely an interesting look at historical data into a critical part of daily operations.

Improving patient satisfaction and experience is as much about systems as it is about smiles. You need both strong systems and welcoming smiles.

What Hasn't Worked

✓ Post-discharge satisfaction surveys often hurt the process more than help. Use of HCAHPS as the scoreboard, after all, is where the financial calculation will be made and the public satisfaction number established.

✓ The analysis and planning of improvement from post-discharge patient surveys complicate the process. Staff is frustrated as the time between patient input, hospital actions, and positive results are spread far apart and the data is essentially unbelievable. This type of response has typically resulted in endless meetings with very little measurable progress.

✓ Prompting and influencing the patient in an attempt to obtain a good score is unreasonable and ineffective.

✓ Looking at data 6-8 weeks old and expecting to develop effective strategies is like playing tennis but only watching the scoreboard and expecting to win...!?

Some Fundamentals

✓ There is no "silver" bullet. There are key elements that need to become a part of your hospital's DNA to excel in patient satisfaction.

✓ Action must be taken while the patient (inpatient & outpatient) is within the continuum of care. This is about identifying issues and correcting in "real time".

✓ It's not just a nursing responsibility. The accountability must be effectively deployed throughout all hospital management.

✓ It's beyond just rounding and talking to patients. It is excellence in all aspects of visible operations.

✓ "Real-time" digital capability is non-negotiable. The volume and speed of execution demanded will overwhelm any manual system.

✓ Don't stop at "Yes". There is often a significant disconnect between customer satisfaction results obtained during their stay versus post-discharge.

✓ It is all about customer service recovery. Focus on rapid service recovery and the results will follow.

✓ It's not just the HCAHPS calculation. With rapidly increasing transparency, these results will continue to play a bigger part in the patient's selection of a hospital.



High touch AND high tech must be present in order to deliver exceptional patient experience.

Real Time™

The speed required to be effective and the diversity of response points demand "real-time" capability.

"Real-time" Follow-up: If the staff person

identifying the issue cannot correct it (ideally they will), then the digital solution supporting the process must immediately dispatch the request for correction.

"Real-time" Results: No more waiting for results. If you are not seeing today's results today, then it's not "real-time", it's a historical review.

#1 Executive Leadership



Ensuring that frontline staff have the tools, training and resources to consistently deliver exceptional care.

Why It Works

- ✓ Reinforces hospital staff and physician leaders' commitment to patient satisfaction and safety.
- ✓ Ensures regular communication between executives, department managers, and staff.
- ✓ When staff sees management commitment, it provides the foundation to drive sustainable improvement.

How It Works

- ✓ Executive meets with department manager, as well as staff.

- ✓ Executive gathers feedback on wide range of operational issues.
- ✓ Scheduled to ensure all departments are visited.
- ✓ 30-60 minutes per department.
- ✓ Automated follow-up on items that need attention.

The Benefits

- ✓ Staff sees the executives "walking the walk," not just "talking the talk."
- ✓ Department-based accountability for results.

#2 Discharge Calling



Using teach-back to reduce readmissions.

Why It Works

- ✓ Confirms understanding of discharge instructions and medications, etc.
- ✓ Confirms follow-up appointments.
- ✓ Reduces patient concerns and anxieties.
- ✓ Increases patient's perception of care (HCAHPS)

How It Works

- ✓ Tablet/workstation use as best practice.
- ✓ Fully customizable digital checklist.
- ✓ Centralized resource completes patient call by the second day after discharge.
- ✓ 5 - 10 minute per patient interview.

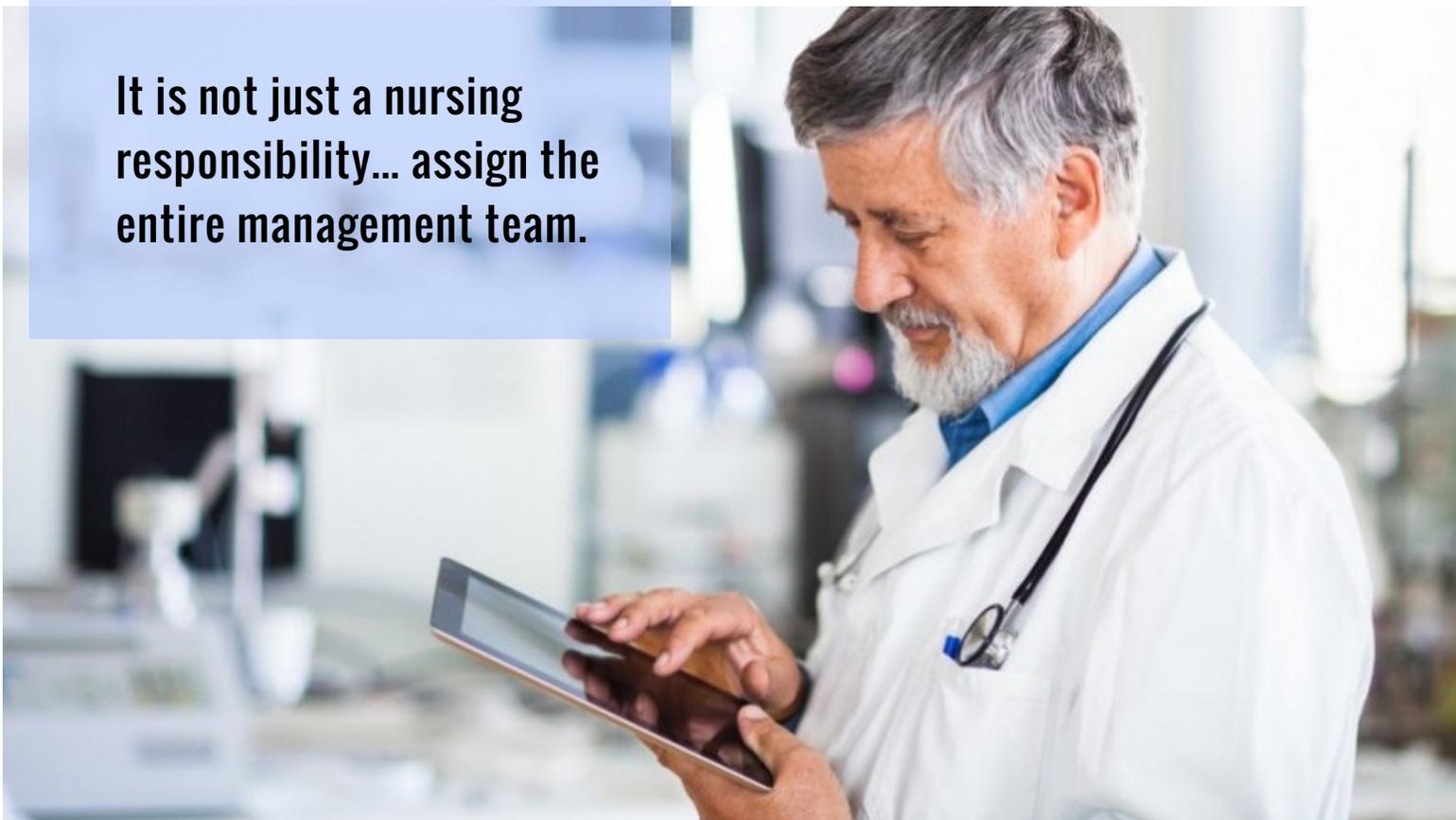
- ✓ "Real-time" notifications for items requiring follow-up.
- ✓ "Real-time" delivery available for Dashboards and Reports.

The Benefits

- ✓ Increased perception of care.
- ✓ Reduction in medication errors post-discharge.
- ✓ Positive impact on readmission rates.
- ✓ Department-based accountability for results.
- ✓ Improved patient compliance with discharge instructions = improved outcomes.

#3 Inpatient Rounding

It is not just a nursing responsibility... assign the entire management team.



Why It Works

- ✓ Launches service recovery during stay.
- ✓ Reduces patient concerns and anxieties.
- ✓ Ensures nursing routines are completed regularly.
- ✓ Increases patient perception of care (HCAHPS).

How It Works

- ✓ Assigned to entire hospital management team on rotation basis.
- ✓ 5 - 10 minutes per patient interview.

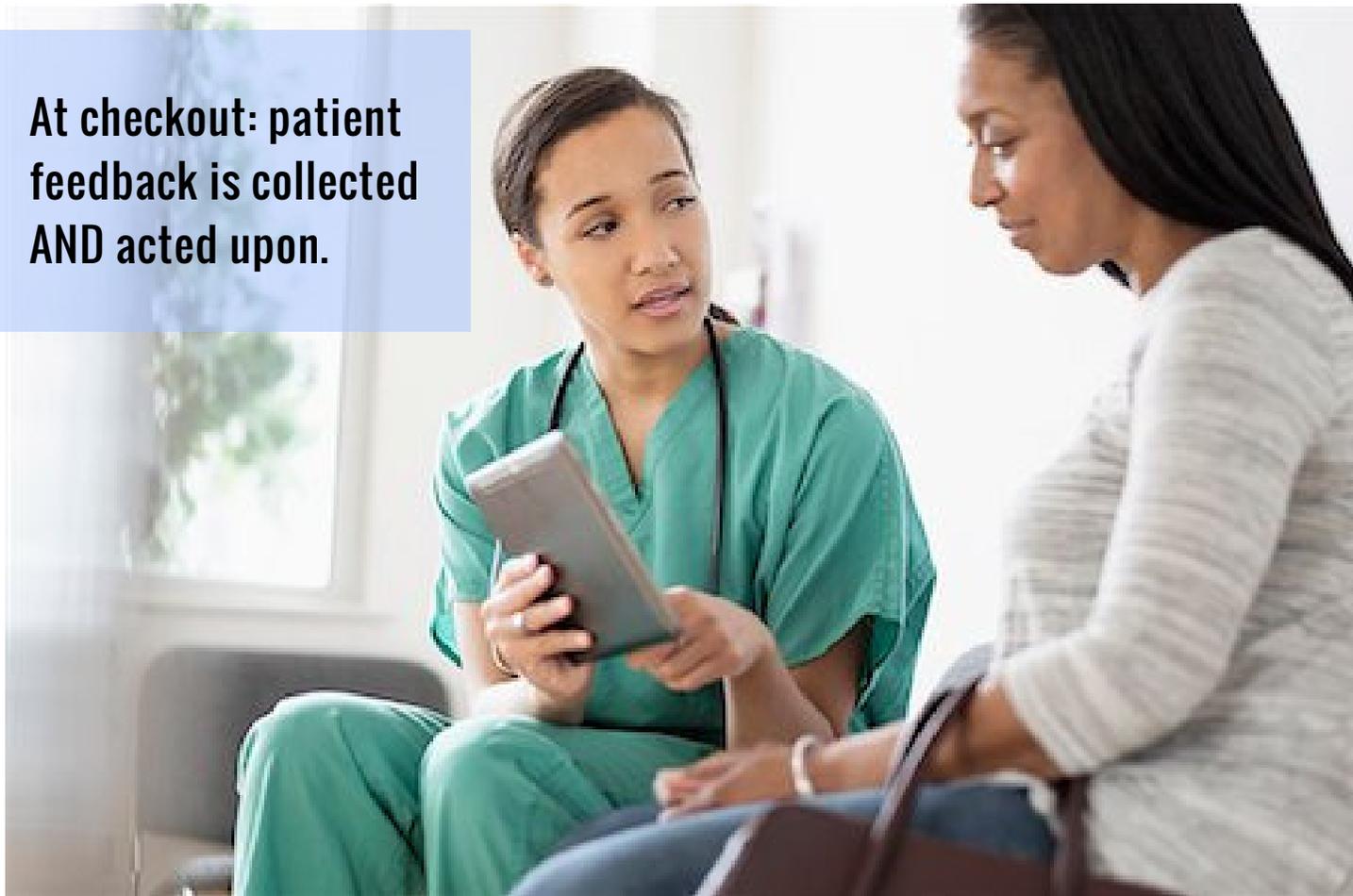
- ✓ Every patient, every day.
- ✓ Tablet/iPad/iPhone used as best practice.
- ✓ Fully customizable digital checklist.
- ✓ "Real-time" notification for items requiring follow-up.
- ✓ "Real-time" delivery available of Dashboards and Reports.

The Benefits

- ✓ Improved patient experience.
- ✓ Perception of care increases.
- ✓ Department-based accountability for results.

#4 Outpatient Rounding

At checkout: patient feedback is collected AND acted upon.



Why It Works

- ✓ Launches service recovery while patient is still in the facility.
- ✓ Reduces patient concerns and anxieties.
- ✓ Ensures nursing routines are completed regularly.
- ✓ Increases patient perception of care (HCAHPS).

How It Works

- ✓ Feedback gathered and reviewed before patient leaves.
- ✓ Immediate correction in most cases.

- ✓ Every patient, every day.
- ✓ Tablet/iPad use as best practice.
- ✓ Fully customizable digital survey.
- ✓ "Real-time" notification for items requiring follow-up.
- ✓ "Real-time" delivery available for Dashboards and Reports.

The Benefits

- ✓ Service recovery improves the patient experience.
- ✓ Increased perception of care.
- ✓ Department-based accountability for results.

#5 Customer Service



Greeting, Welcome, Appreciation

- ✓ Eye contact, smile, use the patient's last name and introduce yourself.
- ✓ Provide direction and assistance, don't just point.
- ✓ Wear readable ID badges at shoulder level.
- ✓ Acknowledge others by using "please" and "thank you."

Professional Telephone Presence

- ✓ Minimal use of voicemail. Answer in 3 rings. Introduce yourself.
- ✓ Get approval to put on hold.
- ✓ Ensure transfer extension is correct.
- ✓ End call with "thank you" and offer of future assistance.

Confidentiality and Privacy

- ✓ Knock on patient door, pause, wait for response, indicate who you are.

- ✓ Emphasize importance of privacy... preferences for curtains and doors.
- ✓ Act in accordance with HIPAA. Respect co-workers' privacy.
- ✓ Avoid discussing personal information.

Respect

- ✓ Recognize, respect, and respond to the diversity of customers and staff.
- ✓ Protect the dignity of customers.
- ✓ Demonstrate genuine interest by using "yes" and phrases such as "I'm happy to help you," and "I have the time."

Environment

- ✓ Personal ownership of the environment. Pick up trash, workplace is neat and tidy, minimal wall signage, etc.
- ✓ Reduce noise in patient care, work, and public areas.
- ✓ Report any safety issues.

#6 Don't Stop at "Yes"

The Restaurant Example

How often are you asked when eating out "how is everything"?

- 4-5 times?

How often do you answer "everything is fine"?

- 99% of the time?

How often is your actual experience less than fine?

- 75% of the time?

What might happen if you replied "everything is fine" and the next question was, "Excellent, what has been the best part of the meal?"

When conducting patient care rounds or patient interactions, our nature is to be looking for a "yes." "Yes" means it's "all good and I can move on."

There are other major patient satisfaction disconnects, like the patient feedback received while in the hospital versus feedback obtained from post-discharge surveys.

Some reasons for this disconnect are:

- ✓ The low return rate of surveys.
- ✓ Only people who are upset or delighted complete surveys.
- ✓ While in care continuum, there is an inherent fear of reprisal for many patients if a complaint is made.

Don't stop at "yes":

- ✓ Remember "yes" can often just be avoidance.
- ✓ Don't challenge the validity of the answer.
- ✓ Have a script if the answer is "yes".

An example of not stopping at "yes" in a patient interview:

- ✓ "Is the nursing care meeting your needs today?" – "Yes".
- ✓ Follow-up script: "Excellent. What is the best part of the care from your perspective?"
- ✓ Be watchful of hesitation or generalizations - don't badger but gently coax response as appropriate.

#7 The Environment



Many patients cannot judge the quality of their medical care. All patients can and will judge the environment.

Cleanliness

- ✓ Must be "top class" all the time.
- ✓ Rooms checked and cleaned daily.
- ✓ Consistent high gloss floors.
- ✓ Hotel finish.

Maintenance

- ✓ Cosmetic maintenance must be excellent.
- ✓ Ceiling tiles with no stains.
- ✓ Chips/marks found on walls/doors fixed.

First Impressions

- ✓ No hallway clutter.
- ✓ Wall signage: professional, printed, minimal.

- ✓ Furniture in good repair and appearance.
- ✓ Rooms not overcrowded.
- ✓ No staff on break in public spaces.

Noise

- ✓ No overhead paging; overall noise low.
- ✓ Staff using low voices.
- ✓ No audible nursing station-to-hallway discussions.
- ✓ Consider a visual decibel reader.

Food

- ✓ Room service.
- ✓ Variety of snacks and meal choices.
- ✓ Just dropping off meal tray unacceptable.

#8 Communication Boards



Launching this type of board is a major organizational initiative, requiring a lot of resource time. Well executed, it has an enormous impact on inpatient satisfaction.

The most overlooked issue with communication boards is that if they are not kept completed and up-to-date ALL of the time they will drag down your satisfaction results. The negative impact of incomplete boards cannot be overstated, not just for the patient, but also the family, significant others, and visitors in the room.

If you are not completing your patient communication boards ALL of the time, take them down. They are hurting you.

Download a free, best practice patient communication board template here or at www.readinessrounds.com/communication-board-template

#9 Hourly Rounding 5 Ps

5Ps

Pain
Position
Potty
Periphery
Pump

This is a vitally important inpatient nursing practice. The challenge is executing the cultural shift to making this second nature. This is not about documentation, or advanced care practice, or anything other than back-to-basics and consistent nursing practice. And the best part? It improves outcomes!

How It Works

- ✓ Conduct rounds every hour.
- ✓ Perform the 5 Ps.
- ✓ Use a script for guidance:

Why It Works

- ✓ Reduces patient concern and anxiety.
- ✓ Ensures increased patient comfort.
- ✓ Increases patient perception of care (HCAHPS).

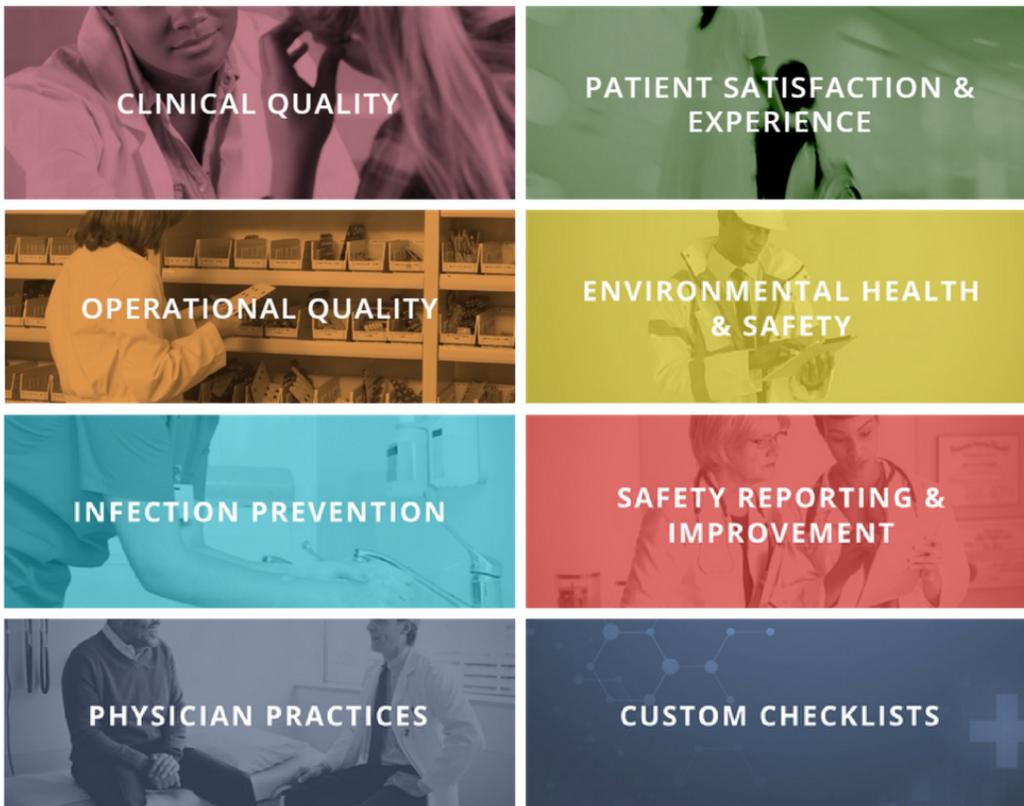
The Benefits

- ✓ Greater patient satisfaction.
- ✓ Ensures regular patient contact.

"I'm here to do rounds. How is your pain? Do you need to use the restroom? Do you need help to reposition (or get up, or get back to bed)?" Once the patient's needs are met, the nurse should make sure the call light, telephone, TV remote, bed light, bedside table, and tissues are within the patient's reach. The nurse should also see if the IV bags or lines need to be changed and ensure any pumps are set correctly. Before the nurse leaves the room, ask "Is there anything else I can do for you? I have the time."

High Reliability Solution

A diverse array of performance improvement solutions for all areas of the hospital working together to help on the path to high reliability.



We're happy to work with you to determine where you and your facility are at and if our performance improvement solutions could help.

Free Assessment

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