The Reduction of Suffering Through Compassionate Connected Care™

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Press Ganey Associates, Inc.
Objectives

• Define Empathy

• Understand the Framework for Action

• Realize That It Includes All Of Us

• Compassionate Connected Care for the Caregiver
Empathy, Sympathy, Compassion
Sympathy is the heightened awareness of another person's plight as something to be alleviated (Lauren, 2005). The emphasis here is awareness i.e. coming into the knowledge that there is another person's whose situation is deserving of your attention and that there is some element of pain/suffering that that person is experiencing. From there, care and concern are shown towards that person. It typically sounds like this, 'I'm sorry for your loss' or 'I hope you are coping well.'

Empathy is the attempt of one who is self aware to understand and even vicariously experience another person's situation and emotional state (Baron-Cohen, 2006).
Compassion is taken a step further, where a person feels empathy and then a desire to help alleviate the suffering of the other person. The emphasis here is on *action* i.e. wanting to help. Having compassion for another requires one to put the other person first, imagine what the person is going through, then consider ways in which to help the person feel better and cope.

How Do You Make A Difference?
OUR GOAL:
Prevent suffering by optimizing care delivery

AVOIDABLE SUFFERING arising from defects in care and service

Inherent Suffering associated with TREATMENT

Inherent Suffering associated with DIAGNOSIS

OUR GOAL:
Alleviate by responding to Inherent patient needs

Measuring What Matters to Improve the Patient Experience

Compassionate Connected Care™

Clinical Excellence: Connecting clinical excellence with outcomes

Operational Excellence: Connecting efficiency with quality.

Caring Behaviors: Connecting engagement with action.

Culture: Connecting mission, vision, & value with engagement.
How Patients Experience Care

Caring Behaviors

Empathy

Courtesy

Inform

Privacy

Choice

Service Recovery

Personalize

Discharge Prep

Clinical Skill

Pain Control

Clinical Excellence

Operational Efficiency

Environment

Wait

Amenities

Culture

Teamwork
<table>
<thead>
<tr>
<th>Clinical Excellence</th>
<th>CHF vs. Medical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pain</td>
<td>CHF Patients Have Different Needs</td>
</tr>
<tr>
<td>Asked re help</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Disch pref</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Disch info symp</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Manage health</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Und purpose meds</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>RN courtesy</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Dr courtesy</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>RN explain</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Dr explain</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>New meds</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Med side effect</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>RN listen</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Dr listen</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Pain do everything</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Call button</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>Toileting</td>
<td>CHF vs. Medical</td>
</tr>
<tr>
<td>0-10</td>
<td>CHF vs. Medical</td>
</tr>
</tbody>
</table>
Compassionate Connected Care™ Themes

- **Acknowledge Suffering**
  We should acknowledge that our patients are suffering, and show them that we understand.

- **Body Language Matters**
  Non-verbal communication skills are as important as the words we use.

- **Anxiety is Suffering**
  Anxiety and uncertainty are negative outcomes that must be addressed.

- **Coordinate Care**
  We should show patients that their care is coordinated and continuous, and that “we” are always there for them.

- **Caring Transcends Diagnosis**
  Real caring goes beyond delivery of medical interventions to the patient.

- **Autonomy Reduces Suffering**
  Autonomy helps preserve dignity for patients.
Courtesy/Respect of the nurses

• This item measures how nurses approach meeting patients' needs.
• Scoring highly in this area does not require that nurses perform any additional tasks or duties but simply conduct their existing activities in ways that build relationships with the patient and family.
• No other staff group in the hospital will communicate with your patients and families as regularly or frequently as nurses.
• This measure assesses the sum of these interactions.
Responsiveness

Promptness in responding to the call button (Call Button help as soon as you wanted it)

- This question addresses the patient's perception of staff responsiveness.
- The question primarily assesses how quickly staff get to the patient's room after the call but also can access how long it takes staff to fulfill the patient's request.
- Patients' expectations are tempered by an acute awareness that nurses are busy.
- The most common reasons patients call is because they are in pain or their equipment is making noise or malfunctioning.
- Expectations for the time it takes to fulfill each request will also be adjusted based upon the relative severity or importance of the request.
Amount of attention paid to your special or personal needs (Communication and Responsiveness)

• This question assesses the effort patients believe that hospital staff made to understand and meet their minimum requirements for care.
• These needs may be unique and highly variable necessitating an assessment, documentation and integration into the care plan.
• The capacity to adapt and personalize health services is becoming a core competence that will determine the success of health care organizations in the future.
• Meeting personal requirements is an almost universal definition of customer service and satisfaction.
How well you were kept informed (Communication)

- This question measures the patients' evaluation of the adequacy of the provision of information throughout the hospitalization.
- The patient expects to understand what will happen, when it will happen, why it will happen, who will make it happen, where it will happen, how it will happen and what the end result will be.
- Numerous studies have shown that the simple act of providing information is strongly, positively associated with patient satisfaction.
Skill

Skill of the Caregivers

This item measures patients' perceptions of how effective caregivers are in executing their duties and responsibilities.

- Patients do not judge clinical competence relative to professional standards; rather, various cues influence a patient's perceptions of a nurse's expertise:
  - Professional appearance (e.g., attire, grooming, cleanliness, free of perfume or smoke odors, etc.)
  - Adherence to safety guidelines (e.g., wearing gloves when touching patients' surgical sites or wounds)
  - Adherence to physicians' orders (e.g., following the medication schedule)
  - Communication skills and understandability of his/her speech
  - The effectiveness of collaboration, communication and coordination across disciplines and throughout the care continuum.
  - Number of attempts to successfully accomplish a procedure (e.g., How many tries were necessary to set up the patient's catheter? How many attempts were made inserting the IV?).
  - Maintenance of patients' privacy and confidentiality.
  - How nurses, physicians and other hospital staff treat each other.
  - Responsiveness to patients' needs.
Accommodations and comfort for visitors

• This question measures the patient's perception of how well the hospital made it easy and comfortable for people to visit.
• During difficult times, families and loved ones draw strength from each others' presence.
• Patients not only appreciate their presence, but can be quite concerned for the comfort and well-being of their visitors—as if they were in the patient's home.
• The scope of this question ranges from the responsiveness of staff to meeting to the amenities offered in the patient's room and hospital at large.
Speed of discharge process after you were told you could go home

- This question measures the patient's perceptions of how long it took to get out of the hospital after the physician told the patient that they were going home.
- Once the physician makes the announcement, a clock starts in the patient's mind.
- The efficiency of the process will be reflected in the patient's perceptions.
Higher Patient Experience Reliability Scores Link to Higher Quality (quintiles of performance)

**Readmission Rate** by Patient Experience Score Ranking
- 0%: 7.7%
- 2%: 8.0%
- 4%: 8.6%
- 6%: 9.6%
- 8%: 11.7%

**Average Length of Stay** by Patient Experience Score Ranking
- 2.0: 3.5
- 2.5: 3.6
- 3.0: 3.7
- 3.5: 4.0
- 4.0: 4.4

**PSI-90** by Patient Experience Score Ranking
- 54%: 57.0%
- 56%: 59.7%
- 58%: 60.9%
- 60%: 61.4%
- 62%: 61.9%

**CLABSI** by Patient Experience Score Ranking
- 54%: 48.4%
- 56%: 49.0%
- 58%: 54.7%
- 60%: 61.6%
- 62%: 65.1%
Pain Control: Staff Have More Influence Than Meds

Did you get meds for pain?

Yes, Definitely

No

Did doctors/nurses do everything to help with pain?

<table>
<thead>
<tr>
<th>Yes, definitely</th>
<th>Yes, somewhat</th>
<th>No</th>
<th>Yes, definitely</th>
<th>Yes, somewhat</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate ED 0-10</td>
<td>Recommend ED</td>
<td>Rate ED 0-10</td>
<td>Recommend ED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>78.7</td>
<td>35.4</td>
<td>7.7</td>
<td>6.6</td>
<td>27.7</td>
<td>5.1</td>
</tr>
<tr>
<td>80.6</td>
<td>35.4</td>
<td>9.1</td>
<td>6.6</td>
<td>27.7</td>
<td>5.1</td>
</tr>
</tbody>
</table>

## What is Correlated with Likelihood to Recommend?

<table>
<thead>
<tr>
<th>Personalized Care</th>
<th>Correlation to Likelihood to Recommend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information</td>
<td>0.79</td>
</tr>
<tr>
<td>Pain Control</td>
<td>0.72</td>
</tr>
<tr>
<td>Empathy</td>
<td>0.72</td>
</tr>
</tbody>
</table>

### Discharge Prep

<table>
<thead>
<tr>
<th>Item</th>
<th>Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff cared about you as a person</td>
<td>0.79</td>
</tr>
<tr>
<td>Kept informed about delays</td>
<td>0.72</td>
</tr>
<tr>
<td>Pain controlled</td>
<td>0.72</td>
</tr>
<tr>
<td>Doctor's concern for your comfort</td>
<td>0.71</td>
</tr>
<tr>
<td>Doctor kept you informed</td>
<td>0.71</td>
</tr>
<tr>
<td>Staff kept family/friends informed</td>
<td>0.71</td>
</tr>
<tr>
<td>Nurses' kept you informed</td>
<td>0.71</td>
</tr>
<tr>
<td>Information re self care at home</td>
<td>0.71</td>
</tr>
<tr>
<td>Nurses' attention to your needs</td>
<td>0.70</td>
</tr>
<tr>
<td>Doctor listened to you</td>
<td>0.69</td>
</tr>
<tr>
<td>Courtesy toward family or friends</td>
<td>0.69</td>
</tr>
<tr>
<td>Nurses listened to you</td>
<td>0.68</td>
</tr>
<tr>
<td>Courtesy of the doctor</td>
<td>0.68</td>
</tr>
<tr>
<td>Wait in treatment area to see doctor</td>
<td>0.66</td>
</tr>
<tr>
<td>Courtesy of the nurses</td>
<td>0.65</td>
</tr>
<tr>
<td>Nurses' concern for your privacy</td>
<td>0.63</td>
</tr>
<tr>
<td>Allow family/friend to be with you</td>
<td>0.62</td>
</tr>
<tr>
<td>Waiting time pre treatment area</td>
<td>0.58</td>
</tr>
<tr>
<td>Helpfulness person first asked re condition</td>
<td>0.58</td>
</tr>
<tr>
<td>Comfort of the waiting area</td>
<td>0.57</td>
</tr>
<tr>
<td>Concern for comfort blood draw</td>
<td>0.53</td>
</tr>
<tr>
<td>Courtesy person took blood</td>
<td>0.53</td>
</tr>
<tr>
<td>Wait for radiology</td>
<td>0.53</td>
</tr>
<tr>
<td>Privacy re personal/insur info</td>
<td>0.52</td>
</tr>
<tr>
<td>Ease giving personal/insur info</td>
<td>0.52</td>
</tr>
<tr>
<td>Courtesy person re personal/insur info</td>
<td>0.51</td>
</tr>
<tr>
<td>Waiting staff noticed your arrival</td>
<td>0.51</td>
</tr>
<tr>
<td>Concern for comfort during tests</td>
<td>0.50</td>
</tr>
<tr>
<td>Courtesy of radiology staff</td>
<td>0.48</td>
</tr>
</tbody>
</table>
What Do Patients Really Value?

All Patients 15.7% Recommendation Failure Rate

Low: Confidence in Provider 74.6% Fail to Recommend

19% of patients

High: Confidence in Provider 1.9% Fail to Recommend

81% of patients

Low: Worked Together 90% Fail to Recommend

14% of patients

High: Worked Together 28% Fail to Recommend

5% of patients

Low: Worked Together 11% Fail to Recommend

8% of patients

High: Worked Together 1% Fail to Recommend

72% of patients

Low: Concern for Worries 22.3% Fail

11.4% of patients

High: Concern for Worries 6.3% Fail

2.5% of patients

Low: Concern for Worries 5.6% Fail

0.8% of patients

High: Concern for Worries 0.6% Fail

3.4% of patients

Low: Courtesy 92.8% Fail

2.4% of patients

High: Courtesy 78.2% Fail

5.9% of patients

Low: Courtesy 92.8% Fail

3% of patients

High: Courtesy 78.2% Fail

68.4% of patients

Low Risk

High Risk

All Patients 15.7% Recommendation Failure Rate

High Risk

Low Risk

Press Ganey

Key Drivers

Inpatient (HCAHPS) Recommend – LTR Within Service Line

Low = Non-Top Box Response
High = Top Box Response

All Patients
74.8%
Top Box LTR (Definitely Yes)

12.7% of patients

Maternity
79.5% Top Box LTR

14.9% of patients

Low: Team
48.2% LTR

High: Team
90.4% LTR

Low: RN
28.4% LTR

High: RN
59.9% LTR

Low: Rm Clean
82.3% LTR

High: Rm Clean
95.1% LTR

Low: RN
5.9% LTR

High: RN
19.6% LTR

High: RN Listen
49.6% LTR

High: Rm
23.2% of pat

Low: Rm Clean
57.3% LTR

High: Rm Clean
96.2% LTR

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Analyses reflect more than 1.5 million responses to inpatient surveys returned during the calendar year of 2013 that included HCAHPS and Press Ganey measures.

The Caregiver Experience
How Caregivers Experience Care

Cared About
  - Belong
  - Respect
  - Trust
  - Job Security

Connected
  - Enjoy Work
  - Recognition

Clinical Excellence
  - Providing Quality Care
  - Providing Safe Care

Operational Excellence
  - Job Fit, Clarity, Pay/Benefits
  - Work Training, Development
  - Physical/Staff Resources
  - Good Management Input, Feedback, Autonomy
  - Leadership
  - Communication

Culture
  - Mission/Values
  - Teamwork
  - Patient-Centeredness
  - Improvement Focus
  - Safety as a Priority
## Caregiver Perspectives on Operational Excellence

<table>
<thead>
<tr>
<th>Category</th>
<th>Statement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fit</td>
<td>My job makes good use of my skills and abilities.</td>
<td>0.15</td>
</tr>
<tr>
<td>Clarity</td>
<td>My job responsibilities are clear.</td>
<td>0.24</td>
</tr>
<tr>
<td>Pay/Benefits</td>
<td>My pay is fair compared to other healthcare employers in this area.</td>
<td>-0.59</td>
</tr>
<tr>
<td></td>
<td>I am satisfied with my benefits.</td>
<td>-0.30</td>
</tr>
<tr>
<td>Training</td>
<td>I get the training I need to do a good job.</td>
<td>0.01</td>
</tr>
<tr>
<td>Development</td>
<td>This organization provides career development opportunities.</td>
<td>-0.16</td>
</tr>
<tr>
<td>Resources</td>
<td>I get the tools and resources I need to provide the best care/service.</td>
<td>-0.05</td>
</tr>
<tr>
<td></td>
<td>My work unit is adequately staffed.</td>
<td>-0.65</td>
</tr>
<tr>
<td></td>
<td>I have sufficient time to provide the best care/service for our clients/patients.</td>
<td>-0.31</td>
</tr>
<tr>
<td>Input</td>
<td>My ideas and suggestions are seriously considered.</td>
<td>-0.19</td>
</tr>
<tr>
<td></td>
<td>I am involved in decisions that affect my work.</td>
<td>-0.23</td>
</tr>
<tr>
<td>Feedback</td>
<td>The person I report to gives me useful feedback.</td>
<td>0.04</td>
</tr>
<tr>
<td>Autonomy</td>
<td>When appropriate, I can act on my own without asking for approval.</td>
<td>0.04</td>
</tr>
<tr>
<td>Leadership</td>
<td>I have confidence in senior management’s leadership.</td>
<td>-0.17</td>
</tr>
<tr>
<td></td>
<td>I respect the abilities of the person to whom I report.</td>
<td>0.25</td>
</tr>
<tr>
<td>Communication</td>
<td>Different levels of this organization communicate effectively with each other.</td>
<td>-0.55</td>
</tr>
<tr>
<td></td>
<td>The person I report to is a good communicator.</td>
<td>0.01</td>
</tr>
</tbody>
</table>
## Caregiver Perspectives on Culture

<table>
<thead>
<tr>
<th>Category</th>
<th>Strongly Disagree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Values</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This organization contributes to the community.</td>
<td>0.32</td>
<td></td>
</tr>
<tr>
<td>This organization conducts business in an ethical manner.</td>
<td>0.16</td>
<td></td>
</tr>
<tr>
<td>This organization values employees from different backgrounds.</td>
<td>0.24</td>
<td></td>
</tr>
<tr>
<td><strong>Alignment to Values</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior management’s actions support this organization’s mission and values.</td>
<td>-0.01</td>
<td></td>
</tr>
<tr>
<td>Employees’ actions support this organization’s mission and values.</td>
<td>0.11</td>
<td></td>
</tr>
<tr>
<td>The actions of the person I report to support this organization’s mission and values.</td>
<td>0.27</td>
<td></td>
</tr>
<tr>
<td><strong>Patient-Centered</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This organization cares about its patients, clients/customers.</td>
<td>0.32</td>
<td></td>
</tr>
<tr>
<td>Senior management pays close attention to patient satisfaction.</td>
<td>0.20</td>
<td></td>
</tr>
<tr>
<td>This organization cares about quality improvement.</td>
<td>0.21</td>
<td></td>
</tr>
<tr>
<td>The person I report to cares about quality improvement.</td>
<td>0.23</td>
<td></td>
</tr>
<tr>
<td><strong>Improvement Focus</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information from this survey will be used to make improvements.</td>
<td>-0.31</td>
<td></td>
</tr>
<tr>
<td><strong>Safety as a Priority</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient safety is a priority in this organization.</td>
<td>0.42</td>
<td></td>
</tr>
<tr>
<td>This organization promotes a culture of patient safety.</td>
<td>0.31</td>
<td></td>
</tr>
<tr>
<td>This organization cares about employee safety.</td>
<td>0.24</td>
<td></td>
</tr>
<tr>
<td>Different work units work well together in this organization.</td>
<td>-0.24</td>
<td></td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physicians and staff work well together.</td>
<td>-0.02</td>
<td></td>
</tr>
<tr>
<td>The person I report to encourages teamwork.</td>
<td>0.23</td>
<td></td>
</tr>
<tr>
<td>My work unit works well together.</td>
<td>0.21</td>
<td></td>
</tr>
</tbody>
</table>
What Stress & Harm Do Providers Cope With?

**Role**
- Stress of clinical role - complexity, high stakes activities
- Sympathy overload - secondary traumatic stress of witnessing suffering
- Emotional labor of caregiving role

**Job**
- Emotional labor of employee demands
- Stress of interruptions, multitasking and task switching
- Stress of pace of change in organization and larger industry
- Lack of education/support to prevent/address compassion fatigue
- Moral distress arising from inability to provide level of quality desired
- Lack of appreciation
- Lack of resources
- Communication break downs, lack of needed information
- Lack of trust in leadership

**Harm**
- Lack of respect
- Emotional abuse (bullying, humiliating, demeaning behaviors)
- Back or musculoskeletal injuries
- Unprotected exposure to blood-borne pathogens
- Physical violence
- Lack of safe refuge to report physical and psychological harm

**Inherent**

**Avoidable**
**Emotional labor** or ‘emotion work’ is an element of job that requires an employee to **display** required emotions toward customers or others. Creates an emotional cost embedded in the role.

Requirement to **not display** (turn off) an emotion you are feeling

- Stress, surprise, disgust, fear, uncertainty, sadness, grief

Requirement to **display** an emotion you are not feeling

- Deference, optimism, assurance, compassion

Much of clinician training requires the turning off of felt emotions and then we compound that emotional work by asking to simultaneously turn on the positive emotional displays.
The Process of Emotional Labor

**Emotional labor** or ‘emotion work’ is an element of job that requires an employee to **display** required emotions toward customers or others.

**Surface Acting** - the process of displaying behaviors that would be congruent with the required emotion.
- Associated with burnout

**Deep Acting** - the process of creating an internal emotional state that is congruent with the required action.
Employee Engagement Matters

Employee Engagement Improves Patient Experience

National Percentile Rank Based on Employee Engagement Scores

Based on Engagement data from 52 projects, year 2013. HCAHPS data from Jan-Dec 2013 Hospital Compare Dataset.

Created by Healthcare Metrics Team
RN Engagement by Tenure

$F(1, 7) = 160.21, \ p = .000$
RN Engagement by Direct Patient Care

\[ t(37,205) = -9.38, \quad p = .000 \]

- **DIRECT**: \( n = 35,692 \)  
  - Engagement: 4.02

- **NO DIRECT**: \( n = 1,515 \)  
  - Engagement: 4.22

Cost of Nursing Disengagement

15 out of every 100 nurses are disengaged from their workplace

- $22,200 Cost in lost productivity per year from each disengaged nurse
- $1,665,000 For a 400 Bed Hospital
- $49,995,000 for a hospital system with 15,000 RNs
Engaged Nurses More Likely to Stay, Important for Continuity of Care

Teams

$17,090,915,520

Estimated amount spent each year on RN turnover by US hospitals

$44,380

Estimated average cost to replace one nurse

Highly engaged nurses are 87% less likely to leave the organization.
Registered nurses have significantly higher ratings on teamwork-related questions than other employees.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Registered Nurses</th>
<th>Other Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication between shifts is effective in my work unit.</td>
<td>4.06</td>
<td>3.94</td>
</tr>
<tr>
<td>Employees in my work unit help others to accomplish their work.</td>
<td>4.27</td>
<td>4.15</td>
</tr>
<tr>
<td>My work unit works well together.</td>
<td>4.31</td>
<td>4.19</td>
</tr>
<tr>
<td>We effectively use cross functional (interprofessional) teams in this organization.</td>
<td>3.95</td>
<td>3.83</td>
</tr>
<tr>
<td>I enjoy working with my coworkers.</td>
<td>4.47</td>
<td>4.39</td>
</tr>
</tbody>
</table>
Registered nurses tend to have a less favorable perception of senior management than other employees.

**Mean Score**

- I have confidence in senior management's leadership: 3.69 (Registered Nurses) vs. 3.86 (Other Employees)
- Information from this survey will be used to make improvements: 3.55 (Registered Nurses) vs. 3.77 (Other Employees)
- Senior management's actions support this organization's mission and values: 3.89 (Registered Nurses) vs. 4.01 (Other Employees)
- Different levels of this organization communicate effectively with each other: 3.35 (Registered Nurses) vs. 3.48 (Other Employees)
Relationship with Nurse Leaders Drives Engagement Improvement

Mean Engagement Score for Nurses Rating 'Agree' or 'Strongly Agree'

- Nurse Leaders Accessible: 4.38
- Ideas Seriously Considered: 4.42
- Nursing Leadership Responsive to Feedback: 4.46
- Nurse Leaders Accessible and Responsive to Feedback and Ideas Seriously Considered: 4.48
- Nurse Leaders Accessible and Responsive to Feedback: 4.56

Overall Mean Nurse Engagement Score (4.13)
<table>
<thead>
<tr>
<th></th>
<th>Total Staffing</th>
<th>&gt; 8 Hrs No Meal Break</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RN Perception</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>.370**</td>
<td>-.193**</td>
</tr>
<tr>
<td>Quality in General</td>
<td>.354**</td>
<td>-.229**</td>
</tr>
<tr>
<td><strong>Patient Experience</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rate Hospital 0-10</td>
<td>.261**</td>
<td>-.218**</td>
</tr>
<tr>
<td>Nurses Listen</td>
<td>.190**</td>
<td>N.S.</td>
</tr>
<tr>
<td>Prompt Response</td>
<td>.199**</td>
<td>-.158**</td>
</tr>
<tr>
<td><strong>Patient Outcomes</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unassisted Falls</td>
<td>-.202**</td>
<td>.170**</td>
</tr>
<tr>
<td>CLABSI</td>
<td>-.168**</td>
<td>N.S.</td>
</tr>
<tr>
<td>HAPU II</td>
<td>-.189**</td>
<td>N.S.</td>
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</table>
## Nursing Structure, Process & Perceptions

<table>
<thead>
<tr>
<th></th>
<th>Total Staffing HPPD</th>
<th>&gt; 8 Hrs No Meal Break</th>
<th>Intent to Remain</th>
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<tbody>
<tr>
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<td>.784**</td>
</tr>
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<td></td>
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<td>.330**</td>
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<tr>
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## Nursing Structure, Process & Perceptions

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<td></td>
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<td>.784**</td>
<td>.763**</td>
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<tr>
<td>Quality in General</td>
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<td>.682**</td>
<td>.779**</td>
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<tr>
<td><strong>Patient Experience</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rate Hospital 0-10</td>
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<td>-.218**</td>
<td>.330**</td>
<td>.678**</td>
</tr>
<tr>
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<td>.342**</td>
<td>.634**</td>
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<td>-.158**</td>
<td>.392**</td>
<td>.609**</td>
</tr>
<tr>
<td><strong>Patient Outcomes</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unassisted Falls</td>
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<td>-.248**</td>
<td>-.558**</td>
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<tr>
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<td>-.142**</td>
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<td>N.S.</td>
<td>-.202**</td>
<td>-.500**</td>
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# Spearman Correlation Coefficients for Nursing Staffing and HCAHPS

<table>
<thead>
<tr>
<th>CMS QUESTION / STAFFING MEASURE</th>
<th>TOTAL NURSING HOURS PER PATIENT DAY</th>
<th>TOTAL RN HOURS PER PATIENT DAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication with nurses</td>
<td>0.27005</td>
<td>0.31265</td>
</tr>
<tr>
<td>Communication with doctors</td>
<td>0.24184</td>
<td>0.24871</td>
</tr>
<tr>
<td>Responsiveness of hosp. staff</td>
<td>0.28594</td>
<td>0.31854</td>
</tr>
<tr>
<td>Cleanliness and quietness</td>
<td>0.23359</td>
<td>0.24057</td>
</tr>
<tr>
<td>Pain management</td>
<td>0.190</td>
<td>0.2344</td>
</tr>
<tr>
<td>Discharge information</td>
<td>0.34744</td>
<td>0.409</td>
</tr>
<tr>
<td>Communication about meds</td>
<td>0.31328</td>
<td>0.35432</td>
</tr>
<tr>
<td>Overall rating</td>
<td>0.29526</td>
<td>0.37618</td>
</tr>
<tr>
<td>Likelihood to recommend</td>
<td>0.27299</td>
<td>0.36181</td>
</tr>
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</table>

significant at the .01 level

<table>
<thead>
<tr>
<th>rho &lt; .2</th>
<th>.2 &lt;= rho &lt; .3</th>
<th>.3 &lt;= rho &lt; .4</th>
<th>rho &gt;= .4</th>
</tr>
</thead>
</table>

The Effect of Staffing Levels on Meeting Patient Needs

HCAHPS Top Box Score

Nurses Listened
Explained
Call Button
Toilettng
Pain well Contr
Staff help w/ Pain
New Meds Explained
Side effects meds explained
Asked re: post d/c help
Symptoms to look for
Discharge preferences
Understand how to manage health
Understand purpose of meds

Nursing Hours PPD
- Top decile (90th - 99th %tile)
- Bottom decile (0 - 9th %tile)
The Effect of Staffing Levels on Meeting Patient Needs
Composite Measures using NDNQI Data

- **Staffing Composite** measures Nurse Staffing and Expertise
  - RN Hours per Patient Day, RN Skill Mix, and Education and Certification of Nurses
    - Emphasis on RNs rather than non-RNs, Education (higher % BSN prepared nurses) and Certifications (higher % of certified nurses)
  - Hospitals categorized as **above** the median or **below** the median

- **Nursing Work Environment Composite** measures quality of work environment
  - Uses 4 of the subscales of the RN Practice Environment Survey:
    - Foundations for Nursing Quality of Care
    - Nurse Manager Leadership and Ability
    - Nurse Participation in Hospital Affairs
    - Nurse – Physician Interactions
    - *(Staffing and Resource Adequacy omitted – staffing factors isolated in Staffing Composite)*
  - Hospitals grouped according to quartile from least favorable to most favorable work environment
Does Work Environment Trump Staffing?

Fall Rate by Quartile of Work Environment

![Bar chart showing fall rate by quartile of work environment.](chart)

- Least Favorable (Quartile 1): Fall Rate 2.65
- 2
- 3
- Most Favorable (Quartile 4): Fall Rate 2.65
Does Work Environment Trump Staffing?

Fall Rate by Quartile of Work Environment

Fall Rate

<table>
<thead>
<tr>
<th>Work Environment</th>
<th>Least Favorable</th>
<th>2</th>
<th>3</th>
<th>Most Favorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Mdn Staffing</td>
<td>2.65</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Above Mdn Staffing</td>
<td>2.8</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2.65
Does Work Environment Trump Staffing?

Pressure Ulcer Rate by Quartile of Work Environment

- Below Mdn Staffing
- Above Mdn Staffing

Pressure Ulcer Rate

Work Environment

1.64

Least Favorable 1
Least Favorable 2
Least Favorable 3
Most Favorable 4

Does Work Environment Trump Staffing?

Pressure Ulcer Rate by Quartile of Work Environment

- Below Mdn Staffing
- Above Mdn Staffing

Pressure Ulcer Rate

Least Favorable 1

2

3

Most Favorable 4

Work Environment

1.64
Does Work Environment Trump Staffing?

Work Environment and Staffing have Similar Impact on RN Perception of Quality

RN Perception of Quality by Quartile of Work Environment

- Least Favorable: 3.3
- Most Favorable: 3.7

Mean RN Perception of Quality: 3.5
Patient Loyalty and Nurse Loyalty Are in Sync

Patient Likelihood to Recommend vs RN Likelihood to Recommend

$R^2 = 0.2548$
Nurse Job Enjoyment Is Related to Patient Loyalty

Patient Likelihood to Recommend vs RN Job Enjoyment

30th percentile (the cliff)

Low Job Enjoyment Levels

Higher Job Enjoyment Levels

Above 25th Percentile for Patient LTR
Strategies for Success
Compassionate Connected Care for the CareGiver
™
We Know Leader Rounding Works

Were you visited by a Nurse Manager/Leader?
HCAHPS Top Box Scores

<table>
<thead>
<tr>
<th>Service</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate the Hospital 0-10</td>
<td>75%</td>
<td>55%</td>
</tr>
<tr>
<td>Recommend the Hospital</td>
<td>77%</td>
<td>58%</td>
</tr>
<tr>
<td>Communication with Nurses</td>
<td>82%</td>
<td>67%</td>
</tr>
<tr>
<td>Responsiveness of Staff</td>
<td>68%</td>
<td>53%</td>
</tr>
<tr>
<td>Communication with Doctors</td>
<td>83%</td>
<td>70%</td>
</tr>
<tr>
<td>Quietness of environment</td>
<td>70%</td>
<td>52%</td>
</tr>
<tr>
<td>Cleanliness of environment</td>
<td>76%</td>
<td>62%</td>
</tr>
<tr>
<td>Pain</td>
<td>75%</td>
<td>61%</td>
</tr>
<tr>
<td>Communication about Meds</td>
<td>68%</td>
<td>49%</td>
</tr>
<tr>
<td>Discharge</td>
<td>88%</td>
<td>75%</td>
</tr>
</tbody>
</table>

Total # Facilities = 405
Total # Responses = 455,988

Press Ganey surveys: July 2013-June 2014
Transparency Matters

Responses are measured on a scale of 1 to 5 with 5 being the best score.

<table>
<thead>
<tr>
<th>Likelihood of recommending doctor</th>
<th>4.9 ★★★★★</th>
</tr>
</thead>
<tbody>
<tr>
<td>My confidence in doctor</td>
<td>4.9 ★★★★★</td>
</tr>
<tr>
<td>Time doctor spent with me</td>
<td>4.8 ★★★★★</td>
</tr>
<tr>
<td>Doctor spoke using clear language</td>
<td>4.8 ★★★★★</td>
</tr>
<tr>
<td>Doctor's effort to include me in decisions</td>
<td>4.8 ★★★★★</td>
</tr>
<tr>
<td>Doctor's concern for questions &amp; worries</td>
<td>4.8 ★★★★★</td>
</tr>
<tr>
<td>Doctor's explanation of condition/problem</td>
<td>4.8 ★★★★★</td>
</tr>
<tr>
<td>Wait time at clinic</td>
<td>4.4 ★★★★</td>
</tr>
<tr>
<td>Doctor's friendliness and courtesy</td>
<td>4.9 ★★★★★</td>
</tr>
</tbody>
</table>

Patient Comments

Patient comments are gathered from our Press Ganey Patient Satisfaction Survey and displayed in their entirety. Patients are de-identified for confidentiality and patient privacy.

**UofU Patient** February 24, 2014
Dr. Glasgow and his nurse were very thorough in their explanations of the surgical procedure and follow up care. They both made sure that I understood everything very clearly. I placed a phone call to the nurse a few days ago and she responded within 15 minutes to answer a few more questions. All in all, I have very, very comfortable with my decision to proceed with the surgery.

**UofU Patient** February 07, 2014
one of the best Dr. and staff I have worked with as a patient

**UofU Patient** January 30, 2014
I felt fortunate that Dr. Glasgow was recommended and would recommend him to anyone who needed a surgeon

**UofU Patient** January 05, 2014
Rob Glasgow is a fine surgeon and has a great bedside manner.

**UofU Patient** December 27, 2013
Dr Glasgow is great!
Exceptional Patient Experience

1 out of 2 of our physicians are in the top 10% nationally

% of total providers

<table>
<thead>
<tr>
<th>Year</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>4%</td>
<td>9%</td>
<td>22%</td>
<td>27%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Medical Practice Survey - providers must have n=30 returned in calendar year
National Rank - compared against the Press Ganey National Database: 128,705 physicians
1 out of 4 of our physicians are in the top 1% nationally.
An approach to reduce CareGiver suffering...

- We should **acknowledge** the complexity and gravity of the work provided by caregivers

- It is the responsibility of management to provide **support** in the form of material, human, and emotional resources

- **Teamwork** is a vital component for success

- **Empathy** and **trust** must be fostered and modeled

- Caregivers’ perception of a positive **work/life balance** reduces compassion fatigue

- **Communication** at all levels is foundational
The Work is Hard

**Theme**
- We should acknowledge the complexity and gravity of the work provided by caregivers.

**Action**
- Caregivers need to receive recognition for the work they do by leaders and colleagues.
- Rewards may be tangible or intangible.
- Leaders voice their understanding of and appreciation for the work of caregivers.

**The Nurse’s Voice**
- Managers recognize good work (not just pointing out what the unit is doing wrong).
- Managers work side by side with me.
- Receiving positive feedback from co-workers and patients.
CareGivers Need Support

**Theme**
- It is the responsibility of management to provide support in the form of material, human, and emotional resources.

**Action**
- Leaders create a positive work environment.
- Appropriate staffing is assured and well communicated.
- Material resources necessary for care are available and in good working order.

**The Nurse’s Voice**
- Managers invest in the staff and let them know they care and support them.
- Managers understand the hurt/stress/grief that I am going through.
- Managers see that a staff member is going through something and would communicate/explain, and put themselves in my shoes.
We Must Work as a Team

Theme

• Teamwork is a vital component for success.

Action

• Multidisciplinary teams work together with patients at the center – organized around patient needs.
• Team members support one another.

The Nurse’s Voice

• Team building – holding each other accountable and working together is active and fostered.
• Staff is aligned with the mission of the organization.
• Everyone works together as a team to meet one common goal - patient care.
Build Empathy and Trust

Theme

- Empathy and trust must be fostered and modeled

Action

- Caregivers demonstrate empathy to each other and patients.
- Trust is built on accountability, integrity, and fidelity at levels of the organization.

The Nurse’s Voice

- Treating one another with respect, anticipating others’ needs.
- Staff are capable of putting themselves in their patient’s position (empathy) and being non-judgmental.
- Staff are people-oriented rather than task oriented.
Compassion Fatigue and Burnout are Real

Theme

• Caregivers' perception of a positive work/life balance reduces compassion fatigue.

Action

• Caregivers feel their work is meaningful.
• Leaders identify caregivers who exhibit burnout and intervene appropriately.

The Nurse’s Voice

• Support is available to prevent and to treat burnout.
• Choices are provided: offer a selection of incentives to choose from.
• Flexibility in shift assignments is provided.
360 Degree Communication

Theme
- Communication at all levels is foundational.

Action
- Communication and transparency are fundamental for the demonstration of empathy and trust.
- Listening is a key component of communication.

The Nurse’s Voice
- Listening to my patients and other staff members to understand their needs.
- Managers and coworkers listen and hear your worries and physical needs.
- We need to be alert because things can change so quickly, “life changing” instantly; communication and response is key.
Remember the Patient

Remember: your patient is **scared**
Remember: your patient has **lost** almost all control
Remember: they **hurt** and they are the ONLY judge that matters
Remember: YOU are likely their only means of **information**
Remember: they need **compassion**
Frontline Manager Support

http://helpandtraining.pressganey.com/nurse-resource-center
You Make Miracles Happen Every Day
Thank You!

Christy Dempsey, MSN MBA CNOR CENP

SVP, Chief Nursing Officer
Cdempsey@pressganey.com
855-816-5111