



2008 Share Conference  
Working Together for  
Quality and Service

**St. Luke's-Roosevelt Hospital**  
**Customer Service/HCAHPS Initiative**  
**June – December 2007**



## Project Participants

- **All patient care and ancillary staff on the selected units:**
  - St. Luke's – 6W & 8E
  - Roosevelt – 8B & 14B
- **SLR Quality Coaches** – 47 staff from a variety of titles trained by GNYHA in June of 2006
- **NRC Picker** – SLR HCAHPS Vendor; SLR purchased access to NRC's web-based educational programs
- **Dynamic Training Inc.** – Vendor retained to train quality coaches & produce educational activity toolkits to accompany NRC web programs selected



## Team Members

- David Wilson Kraft – Management Point Person
- Maria Castaneda – Union Point Person
- Timothy Day – Senior VP, SLRHC
- Bart Metzger – Corp. VP, HR, Continuum
- Nadirah Amir – 1199
- Manny Leon – 1199
- Eva Johansson – AVP, Quality Improvement
- Susan Dietz – AVP, Nursing
- Jackie Lewis – NRC Picker
- Todd Mohrmann – Dynamic Training Inc.
- Shanean Green – Senior Lead Transporter
- Larry White – Transporter
- Helen McKenzie – Housekeeper
- Mike Brantly - Housekeeper



## Project Goal

*Increase knowledge and understanding of pay-for-performance (P4P) and the HCAHPS initiative on selected units/departments.*

### Why was this goal selected?

1. Increased staff understanding of P4P and HCAHPS was expected to improve practices and result in higher patient satisfaction scores
2. Quality Coaches were envisioned as leaders for educating others around these topics and helping mentor colleagues to improve practices
3. The project model supported the sustainability of the Quality Coaches (trained by GNYHA in June of 2006) as well as existing hospital initiatives around patient satisfaction (Make A Difference Program).



## Tasks Accomplished

1. 28 Quality Coaches received training to prepare them to:
  - Further mentor others about P4P and HCAHPs
  - Lead educational activities as follow-up to NRC web-based programs
2. An additional 21 individuals from a variety of job titles received training on P4P and HCAHPS.
3. Four toolkits of educational activities were created as companion pieces to the NRC Picker web-based presentations.
4. Eleven educational sessions were conducted by NRC Picker with unit staff in July, October & November, reaching a total of 68 staff. All of these sessions focused on employee satisfaction, the topic of the first NRC Picker web-based presentation.



# Quantitative Results: HCAHPS

## HCAHPS Results

- 4<sup>th</sup> quarter 2007 HCAHPS scores demonstrate an increase in patient satisfaction in 3 of the 4 participating units

Unit	Q3 HCAHPS Score	Q4 HCAHPS Score
6W (St. Luke's)	79.3	76.9
8E (St. Luke's)	85.9	89.3
8B (Roosevelt)	80.7	82.5
14B (Roosevelt)	86.4	88.1



## Quantitative Results: Employee Satisfaction Survey

- A 4-question employee satisfaction survey was administered in July and December for the selected units.
- The survey was a means for comparing the impact of the NRC Picker web-based program on employee satisfaction and follow-up educational sessions facilitated by NRC Picker.



## Employee Satisfaction Survey

**Please rate your unit (1-10) on the following items, 1- worst, 10-best**

1. Interdepartmental/team support and communication
2. How well staff work together and help each other out
3. Your involvement in decisions that affect your work
4. A positive and fun environment to work in





# Employee Satisfaction Survey Results

<b>St. Luke's Unit 6W (1-worst // 10-best)</b>		
<b>Question</b>	<b>JUL Average n= 24</b>	<b>DEC Average n= 19</b>
<b>Q1: Interdepartmental Support</b>	8.5	7.8
<b>Q2: Staff Teamwork</b>	8.9	8.7
<b>Q3: Involvement in Decisions</b>	8.7	8.0
<b>Q4: Positive/fun Environment</b>	9.2	8.8



# Employee Satisfaction Survey Results

<b>St. Luke's Unit 8E (1-worst // 10-best)</b>		
<b>Question</b>	<b>JUL Average n= 18</b>	<b>DEC Average n= 19</b>
<b>Q1: Interdepartmental Support</b>	6.2	5.6
<b>Q2: Staff Teamwork</b>	6.0	6.2
<b>Q3: Involvement in Decisions</b>	6.7	6.1
<b>Q4: Positive/fun Environment</b>	6.6	6.0



# Employee Satisfaction Survey Results

<b>Roosevelt Unit 8B (1-worst // 10-best)</b>		
<b>Question</b>	<b>JUL Average n= 5</b>	<b>DEC Average n= 8</b>
<b>Q1: Interdepartmental Support</b>	7.2	6.4
<b>Q2: Staff Teamwork</b>	8.0	7.1
<b>Q3: Involvement in Decisions</b>	8.4	6.4
<b>Q4: Positive/fun Environment</b>	9.0	7.4 (n=5)



# Employee Satisfaction Survey Results

<b>Roosevelt Unit 14B (1-worst // 10-best)</b>		
<b>Question</b>	<b>JUL Average n= 14</b>	<b>DEC Average n= 7</b>
<b>Q1: Interdepartmental Support</b>	8.1	8.1
<b>Q2: Staff Teamwork</b>	8.0	8.1
<b>Q3: Involvement in Decisions</b>	8.5	8.4
<b>Q4: Positive/fun Environment</b>	7.5	8.1



# Employee Satisfaction Survey Results

- For most questions, the opposite effect was achieved (i.e. December satisfaction ratings were lower than July ratings).
- Possible explanations for the decline
  - Small sample size & different sample sizes between July and December
  - The educational discussions that took place in October and November provided an opportunity for staff to share concerns and frustrations
    - This might have subsequently influenced their December satisfaction ratings
  - Other ?



# Challenges and Next Steps

## Challenges

- Time
- Quality Coaches were not staff on the units that participated in the project, making it logistically challenging to fully utilize them.
- Only a small number of individuals were able to view the NRC Picker web-based educational presentations

## Next Steps:

- Pursue continuing to utilize NRC Picker educational programs (SLR purchased one year of online access to these programs)
- Continue to engage Quality Coaches in efforts to increase HCAHPS scores



## Quality Coach P4P/HCAHPS Training Activities

- **Shaneen Green, Senior Lead Transporter & Larry White, Transporter**
  - Conducted inservice training with Transport staff & Materials Management Supervisors
  - Training resulted in increased communication and information sharing with patients and staff
  - Participated in Infection Control training project as well
  - Will begin coaching other units on P4P & HCAHPS



## Other P4P/HCAHPS Training Activities

- **Helen McKenzie & Mike Brantly**  
Housekeepers, Environmental Services
  - Have been involved in prior P4P/HCAHPS projects
  - Role model & and train other department members accordingly
    - Introducing self to patient
    - Asking patients if they are satisfied with the cleanliness of the room
    - Using whiteboards as a patient communication tool
    - Ensuring that patients' needs get addressed, including easy access to the phone, bedpan, water, etc.
    - Notifying nursing staff of other patient needs