

 *Coalition for Care*
IHA's Hospital Engagement Network



Using Always Events[®] to Engage Patients, Families and Staff

September 4, 2013



Webinar Agenda

- Welcome & Introductions – *Kathy Wallace*
- Using Always Events® to Engage Patients, Families and Staff – *Carrie Brady*
 - Overview of the Always Events Program
 - Examples of Always Events in Practice
 - Using Always Events in Your Organization
- Patient & Family Advisor Response
 - *Bob and Barb Malizzo*
- Questions

Evaluation

- Webinar funded by CMS through the *Partnership for Patients*
- CMS reviews results and wants 80% of participants to evaluate educational sessions
 - April evaluations – 21%
 - June evaluations – 48%
 - July evaluations – 54%
 - August evaluation – 51%
- Please complete the simple three question evaluation by September 13, 2013:

https://www.surveymonkey.com/s/PFE_2013_09_04

A Unique Strategy to Engage Patients and Families



Always Events for the Optimal Patient Experience are:

“those aspects of the patient and family experience that should **always** occur when patients interact with health care professionals and the delivery system.”

Always Events[®] Help Organizations To:

- Strengthen Foundations of Patient-Centered Care
 - Leadership
 - Patient and Family Partnership
 - Workforce Engagement
 - Data Use/Performance Improvement
- Implement Concrete Operational Strategies to Improve Key Aspects of the Patient Experience

The Always Events program was developed in 2009 by the Picker Institute, an independent nonprofit organization dedicated to promoting the advancement of patient-centered care, and transitioned to IHI in 2013.

Unique Characteristics of the Always Events[®] Initiative

- Positive Focus
- Open Architecture
- Balances Flexibility with Specificity
- Builds an Innovative Community that is Sharing Practical Resources and Tools



Always Events unite patients, families, providers, and other interested stakeholders around common goals.

Open Architecture Taps Into Front Line Wisdom



Seeds of great discoveries are constantly floating around us, but they only take root in minds well prepared to receive them.

Joseph Henry

Always Events[®] Selection Criteria

- **Important:** Patients have identified the experience as fundamental to their care
- **Evidence-based:** The experience is known to be related to the optimal care of and respect for patients and families
- **Measurable:** The experience is specific enough that it is possible to accurately and reliably determine whether or not it occurs
- **Affordable:** The experience can be achieved without substantial capital expense

Always Events[®] In Practice

Improving Nurse Communication

- A: Address and refer to patients by the name they choose, not their disease.
- L: Let patient and families know who you are and your role in the patient's care.
- W: Welcome and respect those defined by the patient as "family."
- A: Advocate for patient and family involvement in decision making to the extent they choose.
- Y: Your name badge: ensure patients can read it.
- S: Show patients and families the same respect you would expect from them.

Improving Physician Communication

POTHOLES

Columbia University Medical Center – New York Presbyterian

- Trains physicians in common “potholes” that can derail patient-centered care and Always Events strategies to address them
- Potholes identified through detailed analysis of patient perspectives

<http://alwaysevents.pickerinstitute.org/?p=1655>

P	PAY ATTENTION - Meaningful listening - Discharge “time-outs”
O	ORIENT PATIENTS AND FAMILIES - Who’s who, who’s in charge - Rhythm of the ward/service
T	TEST UNDERSTANDING - Explain without jargon - Solicit questions
H	HUMANISM – BE KIND - Adult-to-adult amenities - Empathize
O	ON-TIME CARE - Realistic timelines - Update, empathize
L	LET PATIENTS EXPLAIN - Open-ended inquiries - Is there anything else?
E	EXPECTATIONS - WHAT SHOULD PATIENTS EXPECT? - What happens next - Coordinate, explicate

Inviting Dialogue

Today's Visit: ___ / ___ / ___

1. "I am managing my Health.....":

"Excellent"

"Good"

"Not Good"

"Not Sure"



2. "What do I want to **ASK** my Provider today ?"

Northeast Valley Health Corporation

Making the Most of My Visit Tool

<http://alwaysevents.pickerinstitute.org/?p=1020>



Saint Joseph
Exempla HOSPITAL
A member of Sisters of Charity of Leavenworth Health System

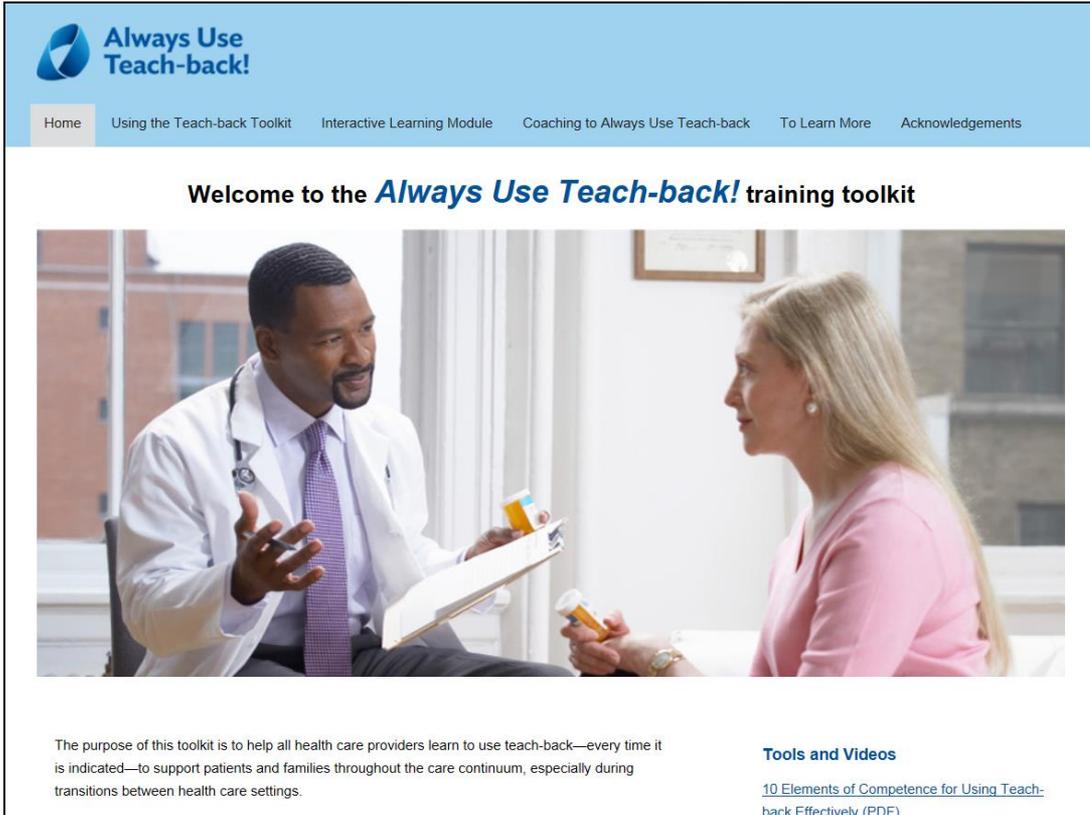


*Your Menu of Pain Control
and Comfort Options*

Controlling your pain and making your experience with us the very best it can be.

Assessing Understanding

Always Use Teach-Back! Toolkit *Iowa Health System*



Always Use Teach-back!

Home Using the Teach-back Toolkit Interactive Learning Module Coaching to Always Use Teach-back To Learn More Acknowledgements

Welcome to the **Always Use Teach-back!** training toolkit



The purpose of this toolkit is to help all health care providers learn to use teach-back—every time it is indicated—to support patients and families throughout the care continuum, especially during transitions between health care settings.

[Tools and Videos](#)
[10 Elements of Competence for Using Teach-back Effectively \(PDF\)](#)

- Facilitates communication through use of the teach-back method
- Extensive training toolkit developed, including:
 - Videos
 - Evaluation Tools
 - Coaching Tips

Partnering on Discharge

SMART Discharge

Anne Arundel Medical Center

- Standardized tools promote consistent communication of key elements throughout the hospital stay
 - Symptoms
 - Medications
 - Appointments
 - Results
 - Talk with me



The form is titled "Be Smart, Leave S.M.A.R.T." and includes a field for "This Communication Journal Belongs to:". It is divided into five sections, each with a corresponding icon and a title:

- Symptoms I should look for:** (Warning icon) with two sets of horizontal lines for notes.
- Medication notes:** (Medicine bottle icon) with four horizontal lines for notes.
- Appointments:** (Calendar icon) with four horizontal lines for notes.
- Results:** (Microscope icon) with four horizontal lines for notes.
- Talk with me more about:** (Speech bubbles icon) with four horizontal lines for notes.

At the bottom, there is a footer with the text: "Call askAAMC at 443-481-4000 for urgent health questions after you leave the hospital." and a small ID number "11NURS-1129-04/12".

<http://alwaysevents.pickerinstitute.org/?p=1129>

Building Relationships

My Story

University of Minnesota Amplatz Children's Hospital

- Helps providers connect with each child as a person, not just a patient
- Non-clinical information integrated into electronic medical record to create a patient story
 - e.g., hobbies, nicknames
- Expanded to adult medical center

This is to be used as a template only! Give to health care team to enter in EPIC.



My Story: (School Age)



My name is: _____ You can call me: _____ Age: _____

My caregiver(s) name(s) are: _____

I am from: _____

My friends are: _____

My favorite toys or things to do are: _____

I am good at: _____

 When I grow up, I want to be: _____

Draw a picture of what you want to be when you grow up:

uofmchildrenshospital.org 

Immediately Including the Patient on the Team

- Upon admission, determine what is most important to the patient
 - Twin Rivers Regional Medical Center Sacred Moment involves asking patients such questions as:
 - What are your immediate fears and concerns? What do you want to talk to me about right now?
 - Who is your support?
 - What are your immediate hopes? What can our team do right now to help you?

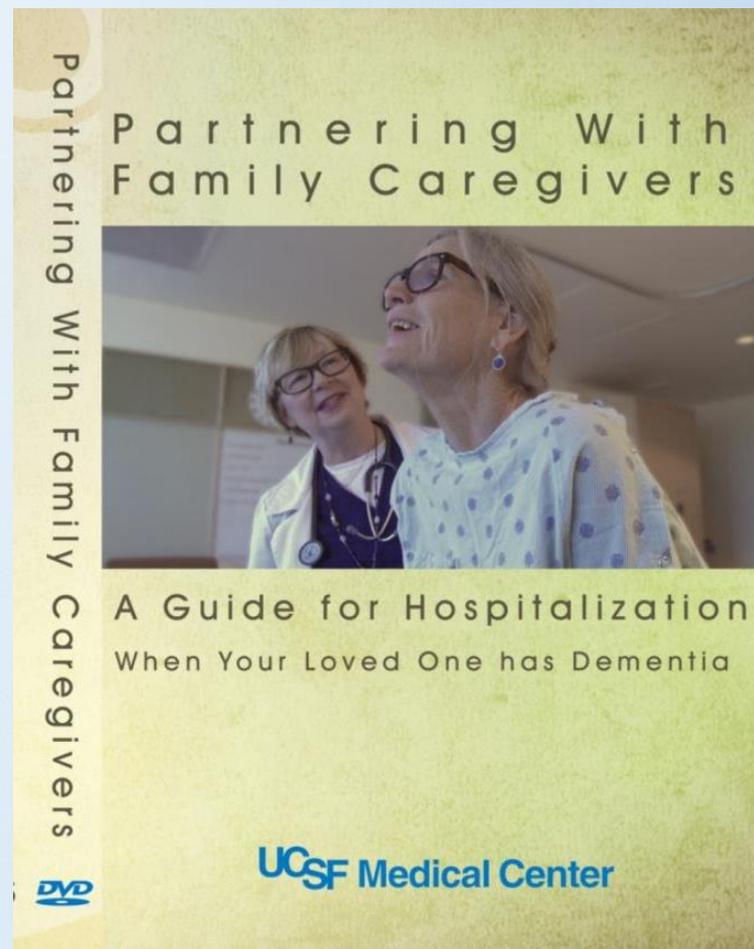
Building Family Partnerships

Partner with Me Program

UCSF Medical Center

Improves hospital care for patients with dementia

- Patient/family preparation
 - Educational video
 - Education packet
- Targeted Care
 - Focused screening assessment
 - Dementia specific care plan
- Staff training
 - Alzheimer's Association Training
 - Volunteer Team



Creating Mentors

- Former patients or family members can be excellent resources for current patients

- St. Jude Children’s Hospital Parent Mentor Program

<http://alwaysevents.pickerinstitute.org/?p=1706>



Tuning In to Patient Comments

Guardian Angel Program

University of Pittsburgh Medical Center



As an added benefit, many guardian angels are health professions students who gain valuable insight into the patient/family experience.

- Based on a patient comment that the person shadowing her was a “guardian angel”, every transplant patient is assigned a guardian angel.
- Guardian angels provide non-clinical information and support.

Using Always Events[®]

Four Phases of an Always Events[®] Initiative

1. Identification of an Always Event
2. Developing and Implementing an Always Event
3. Evaluation of an Always Events Initiative
4. Sustaining the Momentum

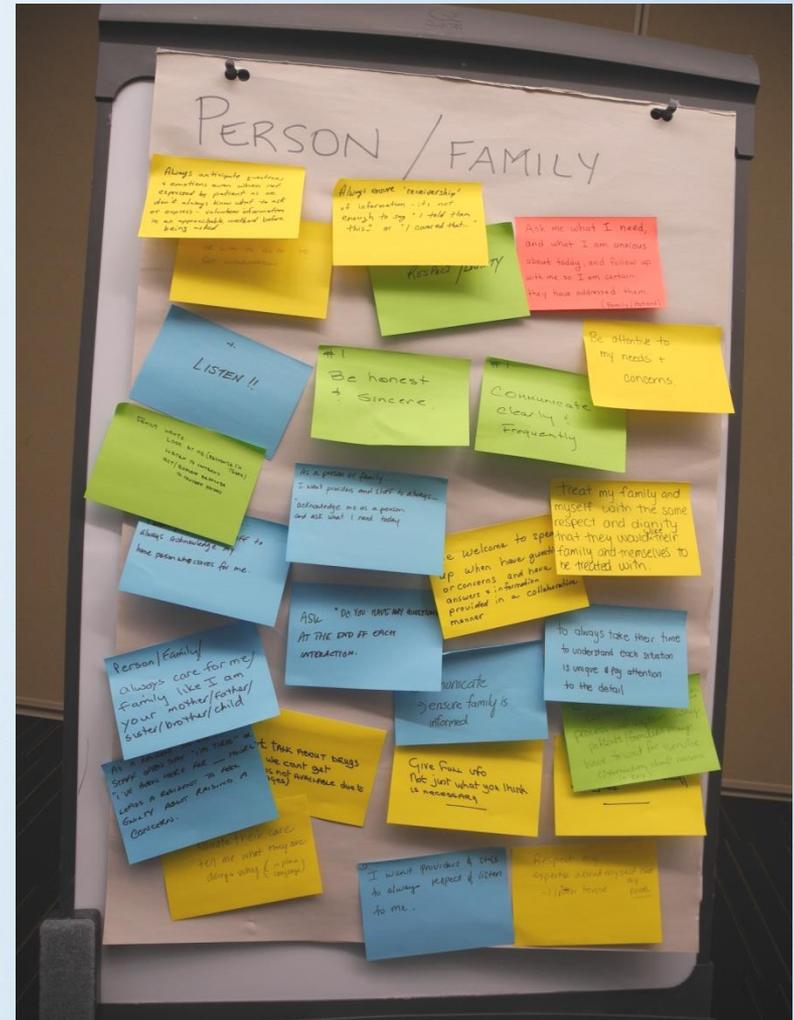
Each phase includes actions for the foundational elements of leadership, patient/family partnership, workforce engagement, and data use/performance improvement.

Exploring Always Events[®] in Your Organization

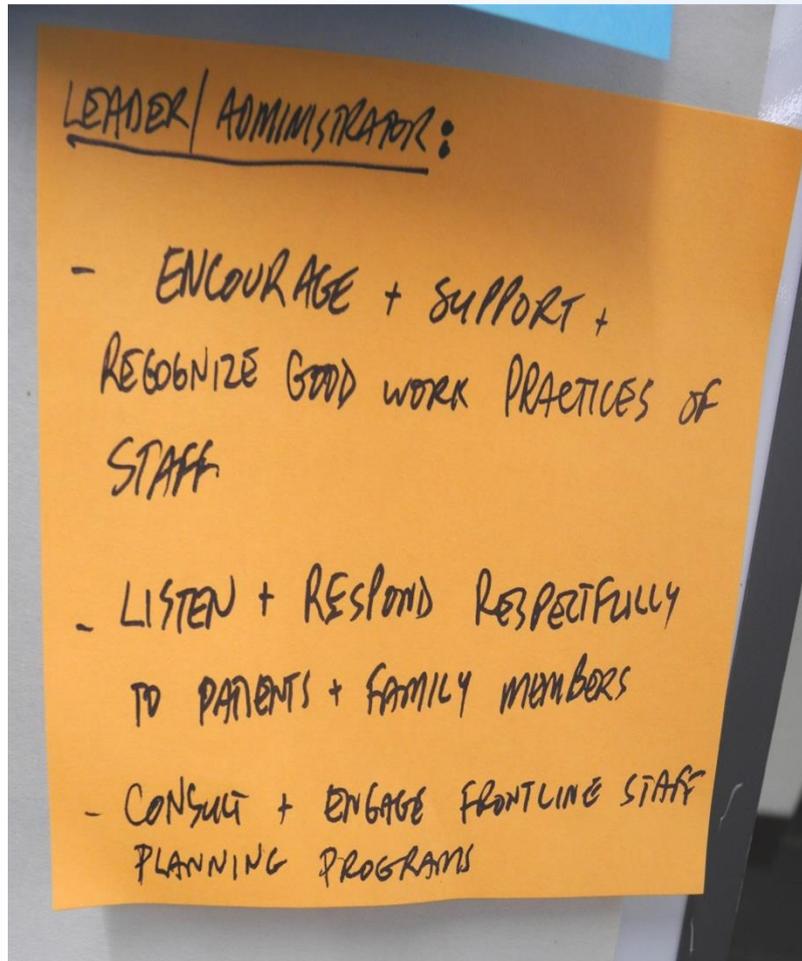
Patient/Family Perspectives

“When I am a patient or family member in a healthcare setting, I want providers and staff to always

”



Identifying Needs of Staff



Building Organizational Capacity

For each need identified by patient/family, ask providers/staff: What must be in place for you to be able to consistently meet this need?

A Word of Caution

- CMS has imposed several prohibitions designed to prevent efforts to “game” the HCAHPS survey
 - Hospitals must not:
 - Attempt to influence patients to answer HCAHPS questions in a certain way
 - Tell patients the goal is to receive “always” responses
 - Ask patients why they chose a specific response
- Do not script conversations with patients using “always” language or launch a public “always” campaign

For more information, see CMS HCAHPS Quality Assurance Guidelines v. 7.0 (March 2012), p. 21–23 (available online at www.hcahponline.org/qaguidelines.aspx)

Resources to Support Your Work

- Toolbox
- Videos
- Publications
- Webinars



The screenshot shows the Picker Institute website. At the top left is the Picker Institute logo. To its right is a banner with the text "IMPROVING HEALTHCARE THROUGH THE PATIENT'S EYES" and a close-up image of an elderly woman's eyes. Below the banner is a navigation bar with links: "Always Events® Home", "Picker Institute Main Page", "Always Events® Toolbox", "2011 Always Events Projects", "Videos", "Contact Us", and "Links".

On the left side, under "Always Events® Home", there are several buttons: "ALWAYS EVENTS® INFORMATION", "ALWAYS EVENTS® RECOGNITION PROGRAM APPLICATION", "ALWAYS EVENTS® RESEARCH PROJECTS", "ALWAYS EVENTS® WHITE PAPERS", "ALWAYS EVENTS® TOOLBOX", and "ALWAYS EVENTS® LEARNING NETWORK WEBINARS".

In the center, there is a large "ALWAYS EVENTS®" logo. Below it is a collage of logos for various partner organizations, including University of Minnesota Amplatz Children's Hospital, Lahey Clinic, Massachusetts General Hospital, Saint Joseph Hospital, Yale-New Haven Hospital, and Healthcentric Advisors.

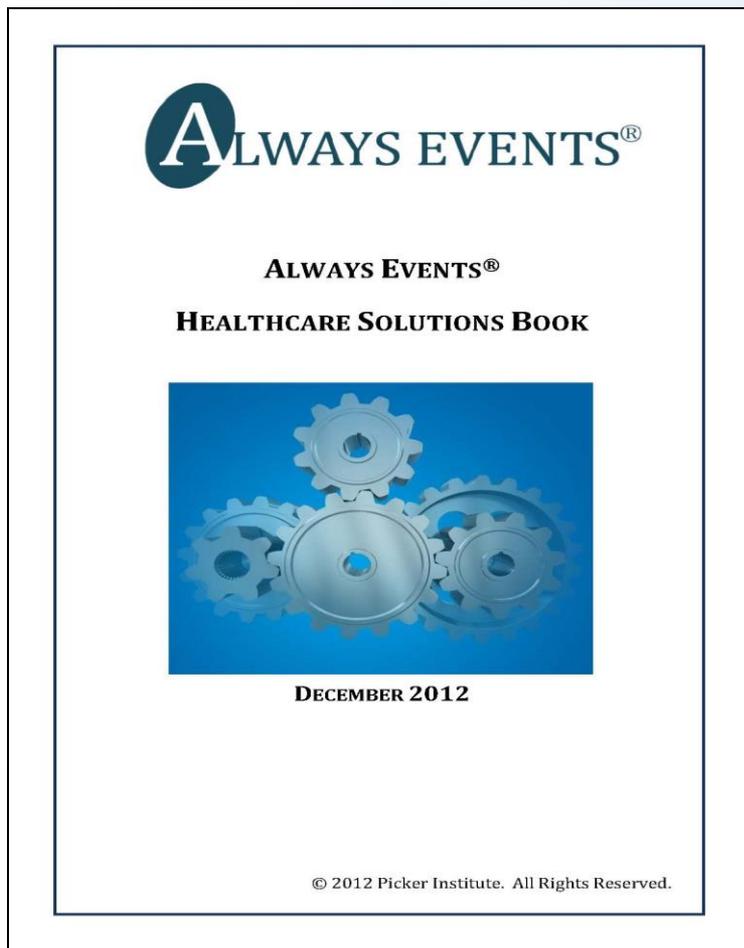
On the right side, under "Videos", there are two video thumbnails. The first is titled "CONFIDENCE" and shows a woman speaking. Below the videos is a search bar with a "Search" button.

At the bottom right, there is a "WHAT'S NEW" section with the text "Join Picker Institute at the 24th IHI Forum".



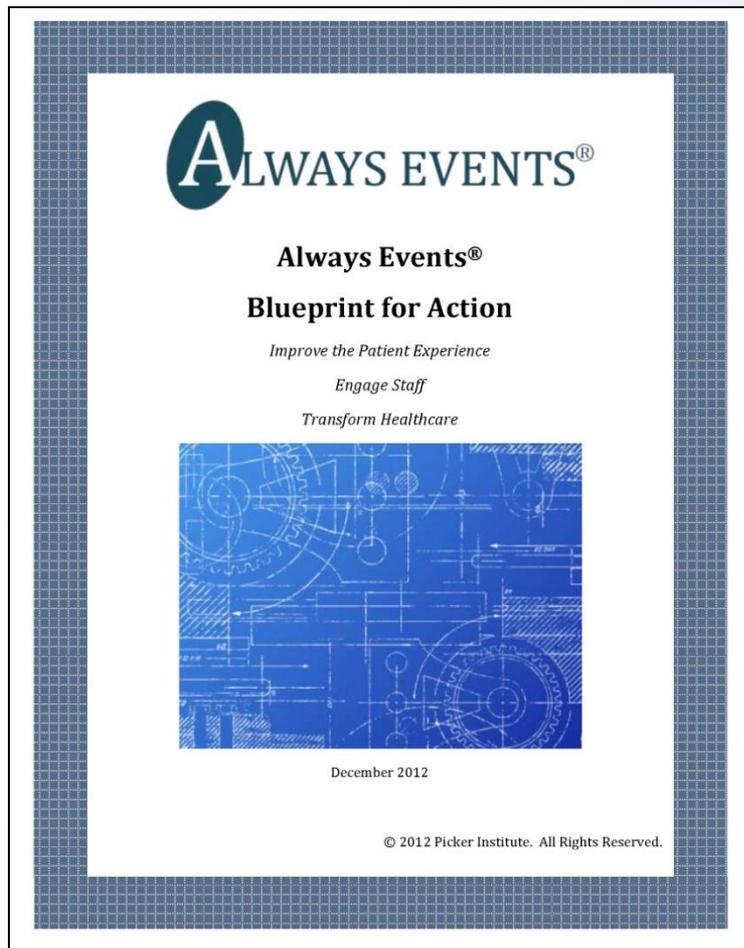
Always Events[®]

Healthcare Solutions Book



- Profiles solutions by topic
 - Care Transitions
 - Communication
 - Patient/Family Partnership
 - Patient Safety
- Itemizes tools available for use and adaptation
- Lists a contact person for each program

Always Events[®] Blueprint for Action



- Provides practical operational guidance on using Always Events[®] to improve healthcare
- Includes concrete actions for each phase of an AE initiative
 - Identifying an AE
 - Developing and Implementing
 - Evaluation
 - Sustaining the Momentum

Foundational Element	Phase I: AE Identification	Phase 2: Developing and Implementing an AE	Phase III: Evaluation of an AE Initiative	Phase IV: Sustaining the Momentum
Leadership	<ul style="list-style-type: none"> •Set positive tone •Emphasize importance •Provide focus, resources, sustained commitment •Define scope and scale •Consider building on others’ tools 	<ul style="list-style-type: none"> •Align initiative with other organizational goals •Identify leaders at all levels and incorporate opportunities for leadership development •Model appropriate behaviors •Put the right structure in place 	<ul style="list-style-type: none"> •Reinforce a culture of continuous organizational learning •Learn from both successes and failures •Set realistic expectations •Provide resources to conduct a credible evaluation •Recognize and reward both effort and achievement 	<ul style="list-style-type: none"> •Transition from a program to an integral part of the organization •Communicate big picture impact •Embed in organizational systems and processes •Apply for recognition as an Always Event®
Patient/Family Partnership	<ul style="list-style-type: none"> • Ask patients/ families to identify what is most important • Validate that proposed Always Event addresses unmet need 	<ul style="list-style-type: none"> • Include patients and family members on the project team to design, refine, and evaluate the program • Develop new roles for patients/family in implementing the program (e.g. as faculty, mentors, etc.) and provide support for those roles 	<ul style="list-style-type: none"> • Include patients/family in evaluation process • Consider qualitative and quantitative feedback • Consider using patients/family as direct observational evaluators • Involve patients/family in interpreting the data 	<ul style="list-style-type: none"> • Continue to use patient/family stories to motivate the team • Bring patients/families affected by the Always Event to team meetings or all staff meetings • Expand role of patient/family and recruit more participants
Team Engagement	<ul style="list-style-type: none"> • Involve staff at all levels • Reconnect to purpose 	<ul style="list-style-type: none"> • Create a process/structure for the project • Build an interdisciplinary team • Incorporate real-world experience from all disciplines, not an idealized process • Provide targeted education, role modeling, support and coaching • Translate ideals into concrete, accountable behaviors • Use patient/family stories to motivate and inspire • Identify peer champions 	<ul style="list-style-type: none"> • Include multidisciplinary staff in the evaluation process • Consider qualitative and quantitative feedback • Explore staff needs and implementation barriers • Evaluate impact of educational interventions on changing attitudes and behavior 	<ul style="list-style-type: none"> • Communicate on a regular basis through a variety of channels • Build Always Event into technology • Invite dialogue • Modify program based on feedback
Data Use/Performance Improvement	<ul style="list-style-type: none"> • Use data to identify and prioritize opportunities for improvement • Begin to identify metrics to evaluate program 	<ul style="list-style-type: none"> • Select meaningful metrics • Collect baseline data • Develop evaluation tools • Collect qualitative and quantitative information • Respond to suggestions/concerns raised during implementation and adapt the program as necessary 	<ul style="list-style-type: none"> • Report meaningful information • Acknowledge the limitations of the metrics • Integrate qualitative and quantitative metrics • Measure consistency of implementation, as well as impact 	<ul style="list-style-type: none"> • Continue monitoring and reporting implementation and impact metrics

Get Recognized!

- The IHI Always Events recognition program is for any organization that has successfully implemented a program meeting the Always Events criteria and foundational elements.
 - Foundational elements include partnerships with patients/families and staff engagement.
- Next application deadline is October 15
- Streamlined application materials available at:
<http://www.ihl.org/offerings/Initiatives/PatientFamilyCenteredCare/Pages/AlwaysEvents.aspx>

Patient and Family Perspective

Bob and Barbara Malizzo

Call to Action

- In the next 30 days:
 - Determine if you have a practice in place that qualifies as an Always Event and consider applying for recognition by IHI
 - In conjunction with your staff, patients, and families, define at least one Always Event for your organization related to patient and family engagement

Evaluation

- Please remember to complete the simple three question evaluation by Sept. 13, 2013!
- Survey will be distributed along with link to the recording before the end of the day on Friday

https://www.surveymonkey.com/s/PFE_2013_09_04

*There are underscores in this address which are not visible in the above link.
(PFE_2013_09_04)*

- Next Webinar: Nov. 13, 11 a.m. – 12 p.m. ET

Patient & Family Engagement: Meeting People Where They Are

- Oct. 22 from 8:15 a.m. to 4:15 p.m.
The Palms (formerly Primo West), Plainfield
- Focus of the educational program:
 - Using a compelling set of behavioral and attitudinal choices to build trust with patients and families
 - Learning tangible skills needed to have successful open and direct conversations
 - Explaining strategies to build personal connections with diverse populations
 - Describing verbal communications techniques to use to become a better communicator
 - Educating about the “red flags for identifying low health literacy patients
- Registration link will be sent in the follow-up email

Thank you