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
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
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
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://alwayssevents.pickerinstitute.org/?p=1020

Exempla Saint Joseph Hospital
Comfort and Pain Relief Menu
http://alwayssevents.pickerinstitute.org/?p=1154
Always Use Teach-Back! Toolkit
Iowa Health System

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

Assessing Understanding

Complimentary training toolkit available at www.teachbacktraining.com/
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

http://always.events 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

http://alwaysevents_pickerinstitute.org/?p=1033
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?

http://alwaysevents-pickerinstitute.org/?p=1789
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

http://memory.ucsf.edu/caregiving/hospitalization
Creating Mentors

• Former patients or family members can be excellent resources for current patients
  – St. Jude Children’s Hospital Parent Mentor Program
  http://alwayseventspickerinstitute.org/?p=1706
Tuning In to Patient Comments

Guardian Angel Program
University of Pittsburgh Medical Center

• Based on a patient comment that the person shadowing her was a “guardian angel”, every transplant patient is assigned a guardian angel.

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

• Guardian angels provide non-clinical information and support.

http://alwaysevents.pickerinstitute.org/?p=779
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.
Patient/Family Perspectives

“When I am a patient or family member in a healthcare setting, I want providers and staff to always ____________________”
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.hcahpsonline.org/qaguidelines.aspx)
Resources to Support Your Work

- Toolbox
- Videos
- Publications
- Webinars

Extensive Always Events® resources are *available at no charge* online at:

http://alwaysevents.pickerinstitute.org/
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

Solutions book and referenced tools available at http://alwaysevents.pickerinstitute.org/?page_id=882
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

http://www.ihi.org/knowledge/Pages/Tools/AlwaysEventsBlueprintandSolutionsBook.aspx
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<thead>
<tr>
<th>Foundational Element</th>
<th>Phase I: AE Identification</th>
<th>Phase II: Developing and Implementing an AE</th>
<th>Phase III: Evaluation of an AE Initiative</th>
<th>Phase IV: Sustaining the Momentum</th>
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<tbody>
<tr>
<td><strong>Leadership</strong></td>
<td>• Set positive tone</td>
<td>• Align initiative with other organizational goals</td>
<td>• Reinforce a culture of continuous organizational learning</td>
<td>• Transition from a program to an integral part of the organization</td>
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<td>• Emphasize importance</td>
<td>• Identify leaders at all levels and incorporate opportunities for leadership development</td>
<td>• Learn from both successes and failures</td>
<td>• Communicate big picture impact</td>
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<td>• Provide focus, resources, sustained commitment</td>
<td>• Model appropriate behaviors</td>
<td>• Set realistic expectations</td>
<td>• Embed in organizational systems and processes</td>
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<td>• Define scope and scale</td>
<td>• Put the right structure in place</td>
<td>• Provide resources to conduct a credible evaluation</td>
<td>• Apply for recognition as an Always Event®</td>
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<td>• Consider building on others’ tools</td>
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<td>• Recognize and reward both effort and achievement</td>
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<td><strong>Patient/Family Partnership</strong></td>
<td>• Ask patients/ families to identify what is most important</td>
<td>• Include patients and family members on the project team to design, refine, and evaluate the program</td>
<td>• Include patients/family in evaluation process</td>
<td>• Continue to use patient/family stories to motivate the team</td>
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<td>• Validate that proposed Always Event addresses unmet need</td>
<td>• Develop new roles for patients/family in implementing the program (e.g. as faculty, mentors, etc.) and provide support for those roles</td>
<td>• Consider qualitative and quantitative feedback</td>
<td>• Bring patients/families affected by the Always Event to team meetings or all staff meetings</td>
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<td>• Consider using patients/family as direct observational evaluators</td>
<td>• Expand role of patient/family and recruit more participants</td>
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<td>• Involve patients/family in interpreting the data</td>
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<td><strong>Team Engagement</strong></td>
<td>• Involve staff at all levels</td>
<td>• Create a process/structure for the project</td>
<td>• Include multidisciplinary staff in the evaluation process</td>
<td>• Communicate on a regular basis through a variety of channels</td>
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<td>• Reconnect to purpose</td>
<td>• Build an interdisciplinary team</td>
<td>• Consider qualitative and quantitative feedback</td>
<td>• Build Always Event into technology</td>
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<td>• Incorporate real-world experience from all disciplines, not an idealized process</td>
<td>• Explore staff needs and implementation barriers</td>
<td>• Invite dialogue</td>
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<td>• Provide targeted education, role modeling, support and coaching</td>
<td>• Evaluate impact of educational interventions on changing attitudes and behavior</td>
<td>• Modify program based on feedback</td>
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<td>• Translate ideals into concrete, accountable behaviors</td>
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<td>• Use patient/family stories to motivate and inspire</td>
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<td>• Identify peer champions</td>
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<td><strong>Data Use/Performance Improvement</strong></td>
<td>• Use data to identify and prioritize opportunities for improvement</td>
<td>• Select meaningful metrics</td>
<td>• Report meaningful information</td>
<td>• Continue monitoring and reporting implementation and impact metrics</td>
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<td>• Begin to identify metrics to evaluate program</td>
<td>• Collect baseline data</td>
<td>• Acknowledge the limitations of the metrics</td>
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<td>• Develop evaluation tools</td>
<td>• Integrate qualitative and quantitative metrics</td>
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<td>• Collect qualitative and quantitative information</td>
<td>• Measure consistency of implementation, as well as impact</td>
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<td>• Respond to suggestions/concerns raised during implementation and adapt the program as necessary</td>
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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.ihi.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