

Accountable Service Recovery: Understanding Your Nursing Data and Increasing Family/Patient Loyalty

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Pediatric Collaborative 2018

About Le Bonheur Children's Hospital



- Part of Methodist Le Bonheur Healthcare – second largest employer in Memphis, Tennessee
- Regional clinics in West Tennessee, North Mississippi and East Arkansas
- Department of Pediatrics Teaching Facility for the University of Tennessee Health Science Center
- 255 beds
- 2,700 employees, 821 nurses
- 69,213 Patient Day Equivalents
- 75% occupancy
- 105,000 ED visits
- 3,882 Transports
- 23,000 Urgent Care and Outpatient visits



Programs of distinction

- Heart Institute
- Neuroscience Institute
 - Epilepsy Program
 - Brain Tumor Program
- Orthopedics



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Methodist Healthcare Family Children's Hospital

Centers of Excellence

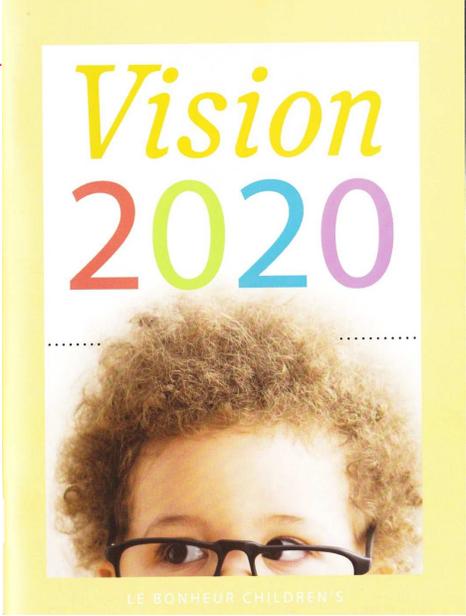
Tuberous Sclerosis Center of Excellence



Epilepsy Center of Excellence



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- Commit to patient- and family-centered care.
- Build programs of distinction.
- Contribute to the prevention, treatment and elimination of pediatric disease.
- Secure our financial future.
- Provide resources and infrastructures to support our mission and vision.
- Address the needs of children, particularly those at risk, through preventative community strategies and investments.

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Developing service model and increasing loyalty

Commitment to patient- and family-centered care (PFFC).

- First focus for Vision 2020.
- Established Family Partner's Council.
 - Current membership
- Recognized need to elevate Associate engagement:
 - Internal culture change needed
 - Capture hearts as well as hands
 - Introduced culture shaping effort
 - MLH as the service model
 - Expanded to patient experience
 - Safety culture improvement effort

Changing culture: Family Partners Council (FPC)

- Included families in surgical induction.
- Launched parent mentor and support programs.
- Launched Memphis CHILD.
- Added staffed sibling room.



* Also focused on: 24/7 presence of families, including families in daily rounds, whiteboards, and change of shift handoffs at the bedside.



Changing culture: FPC engaging with staff

Family-Centered Care Tip Sheet #13

The following suggestions for patient- and family-centered care are provided by our Family Partners Council. These tips are designed to help us realize the patient- and family-centered care principles in action.

Dignity and Respect for the Family

- I or my child feels respected when...
 - I as a parent am listened to and am allowed to give information and ask questions.
 - I am listened to, which helps me feel that I am encouraged to advocate for my child.
 - Caregivers are willing to communicate with parents. This is key and helps the parent make their voices heard, and this helps them feel respected.

Complete and unbiased information sharing in ways that are affirming and useful

- I feel information has been shared with me in a way I can use when...
 - The information is shared in such a way that my questions or concerns are considered. I feel it improves communication when the parents are seen as partners in care and when the information is shared proactively. Communication issues arise when families feel that they are not being taken seriously.

Family participation in care planning and delivery to provide enhanced control and independence

- I feel I have been able to contribute in my child's care when...
 - Successful collaboration takes place between parents, nurses, physicians, and other team members. This can be enhanced by sharing sensitive information face to face instead of by phone if possible.

Family collaboration with clinicians in policies, procedures and staff education

- I feel included as part of the team when...
 - My thoughts and ideas are considered and the team has the attitude: "If something is not working, we will try something else." The parent is often frightened by the diagnosis, but confidence and trust is built when they sense that "we will keep trying until we fix this".

- Staff Education Committee:
 - Met with leaders to determine unit needs.
 - Identified patient/family stories.
 - Family members attended unit meetings.



*Takeaway Document Included in the Event App



Changing culture: Patient experience strategies

- “We are the patient experience”.
- Focus on top 3 key drivers (system and at the local level).
- Engage all providers by sharing data and expectations.
- Professional practice at the bedside:
 - Purposeful rounding
 - Bedside handoff
 - Whiteboard communication
 - Discharge telephone calls
- Leader rounding
- Service recovery
- **MLH** as our service model –“The Power of One” culture.



Changing culture: Unfreezing

The Power of One

- Be Here Now
- Assume positive intent
- Accountability
- Manage change
- Provide feedback
- Show appreciation
- Shadowing by the leader
- Behavioral styles
- Thinking drives behavior and behavior drives results



Changing culture: MLH service model

Methodist Le Bonheur Healthcare



- Concepts from the Power of One Unfreeze became the MLH service model
- MLH 2.0 reinforced concepts from initial training
- Leaders were provided talking points and held monthly meetings with all associates



Changing culture: MLH service model

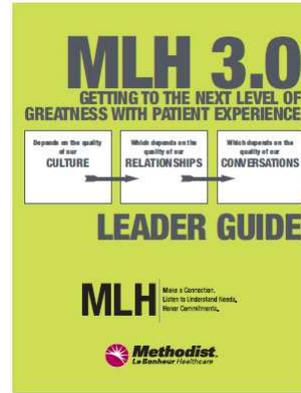
	Looks Like	Sounds Like
Make A Connection	Smile and make eye contact.	Say hello.
	Introduce myself.	My name is _____. I am here to...
	Focus my attention.	I have time.
	Show compassion.	This must be difficult. <i>How can I help?</i>
	Be perceptive.	Are you comfortable? <i>Any questions?</i>
	Find something in common	<i>We both agree on or like...</i>
Listen to Understand Needs	Anticipate needs.	What can I do for you? <i>Here's how long it will take.</i>
	Reach out to help.	I am here to help.
	<i>Seek involvement.</i>	<i>How can we work together?</i>
	Don't judge. Keep an open mind.	Help me understand.
	Listen beyond the words.	<i>You seem to have some concerns or needs. Tell me more</i>
Honor Commitments	Take ownership.	Let me find out.
	Respond with sense of urgency.	I will get back to you in ____ minutes
	Find a solution. <i>Seek input.</i>	Will this work for you? <i>What ideas do you have?</i>
	Be accountable and follow through.	<i>I took care of it.</i> What more can I do?
	Appreciate	Thank you for...



Changing culture: MLH service model

MLH 3.0 focused even more on patient experience.

- Monthly video vignettes featuring Pete the patient.
- From arrival to discharge in ED days later.
- Featured interactions with:
 - Admission Associates
 - Environmental Service Associates
 - Security Officers
 - Physicians
 - Nurses
 - Transporters
 - Etc.



Changing culture: MLH service recovery model

MLH | Make a Connection.
Listen to Understand Needs.
Honor Commitments.

Service recovery is baked in:

- Used at the bedside to prevent and to recover.
- Intended to be proactive.
- Intended to be reactive.
- Mostly performed by staff at the bedside.
- Patient Advocate available as needed.



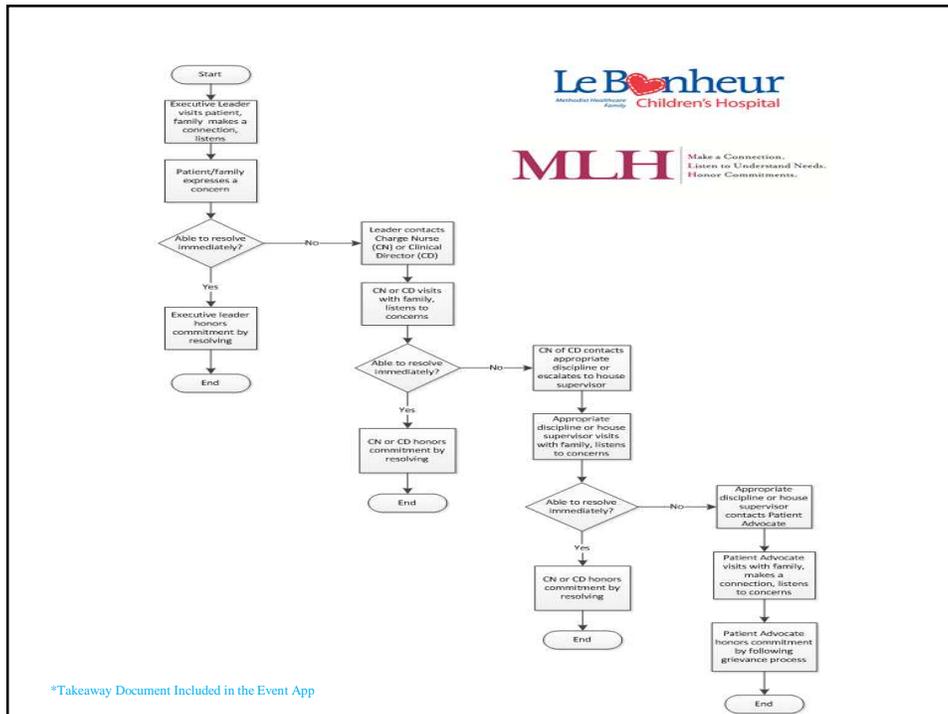
Changing culture: MLH service recovery model

MLH | Make a Connection.
Listen to Understand Needs.
Honor Commitments.

- Leader Rounding:
 - C-Suite to front-line leaders
 - Commitment
 - Engagement
 - Patients and associates
 - Nurse rounding
 - Professional practice at the bedside
- Rounding To Influence
- Commitment to families
- Accountability



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Healthcare. Homecare. Family.



Changing culture: Safety

The Power of One

Safety Starts With Me

- Children's Hospitals Solutions for Patient Safety.
- Error prevention training: mid 2016 - April 2018.
- Leadership methods: Early 2016.
- Tones and tools:
 - Tones incorporate language from MLH service model.
 - Tones create the environment.
 - Tools provide a mechanism for success.



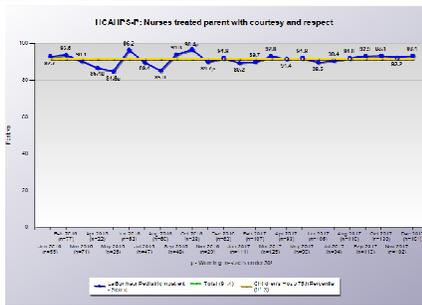
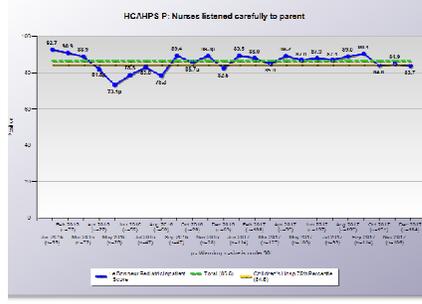
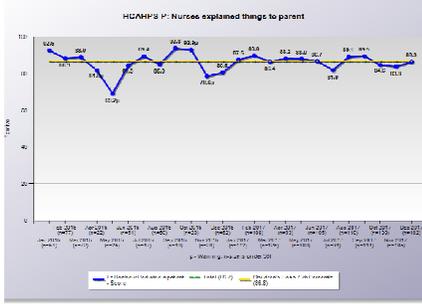
Changing culture: Outcomes

Layers:

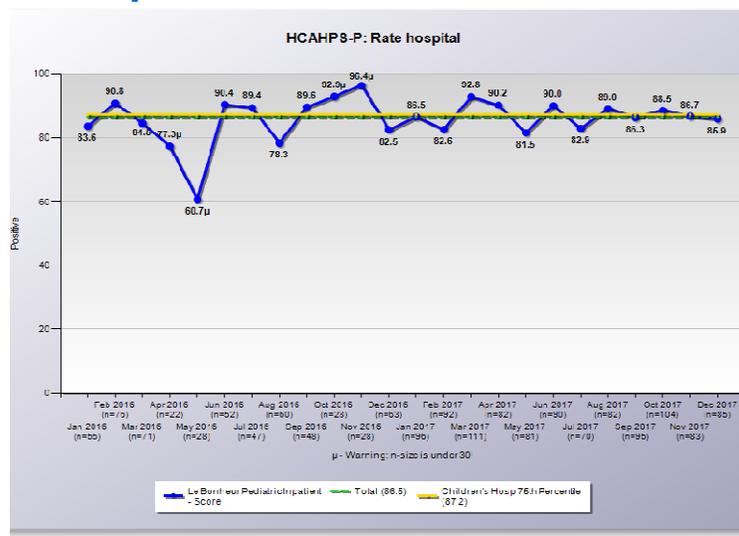
- Power of One culture: Unfreeze, service model, safety.
- Engage patients and family—to provide safest and highest quality care, which leads to patient experience.
- Relationship with and support from NRC Health:
 - Joined NRC Health family in 2011.
 - Periodic onsite visits—rounded on floors.
 - Bi-weekly conference calls.
 - Push reports to leaders.
- Outcomes



Outcomes



Outcomes: Rate Hospital



Changing culture: Sustainability



- Leader rounding
- Rounding To Influence
- Safety coaches: peer-to-peer feedback, encouragement



Strategies, outcomes and future

- Culture of self first–MLH
- 2009: Culture shaping
- How does this work with patients-Pete
- MLH booklets sustainability–for leaders
- Looks like, sounds like
- Leader rounding form
 - Commitment
 - Engagement
 - Patients and associates
 - Nurse rounding
 - Professional practice at the bedside



Thank You



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