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BREAKOUT SESSION

# Partner With Me – Heathier Happens Together

Toya Gorley, *NRC Health Improvement Advisor*

Dr. Shilpa J. Patel, *Hawai'i Pacific Health SVP & Chief Quality Officer*

Bryce Watanabe, *Hawai'i Pacific Health Patient Experience Director*

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CREATING A HEALTHIER HAWAII

# Learning Objectives

1. Address burnout and engagement of caregivers and staff in your own organization by applying an intentional collaborative teamwork model.
2. Evaluate the impact of “silos” on the culture of your organization and the opportunities to create empowering connections.
3. Improve patient care outcomes and the experience of care on both sides of the stethoscope with a focus on relationships.

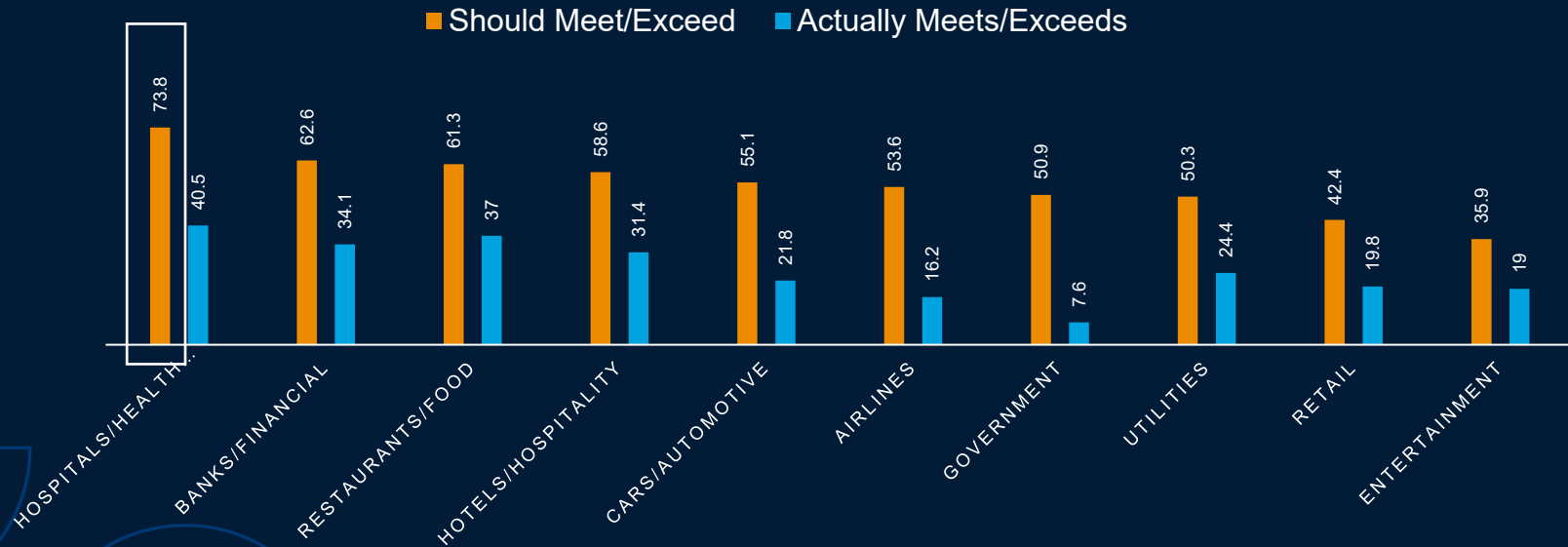
# Healthcare today



# Consumer insights: patient expectations

- Treat me as more than a number
- Recognize me as ME through your words and actions
- See the 'big picture' of my life – especially during the encounter
- Respect the entire journey including the payment and healing process

# The high bar of expectations for healthcare



# Care provider expectations

## LEADERSHIP

*"I would like a manager that is actually present and available. There have been no meetings with staff for 5 months."*

## COMMUNICATION

*"More upfront and transparent communication with upper management; we cannot plan, implement and provide feedback for things we do not know about. Emails are not always sufficient."*

## STAFFING/WORKLOAD

*"Minimal staffing and increased workloads make it difficult to have a work/life balance and provide safe patient centered care."*

## APPRECIATION

*"The lack of value being placed on our staff members who have broad backgrounds and diverse experiences does not seem to align with our hospital's values nor with DEI initiatives."*

# Comprehensive strategy to address well-being



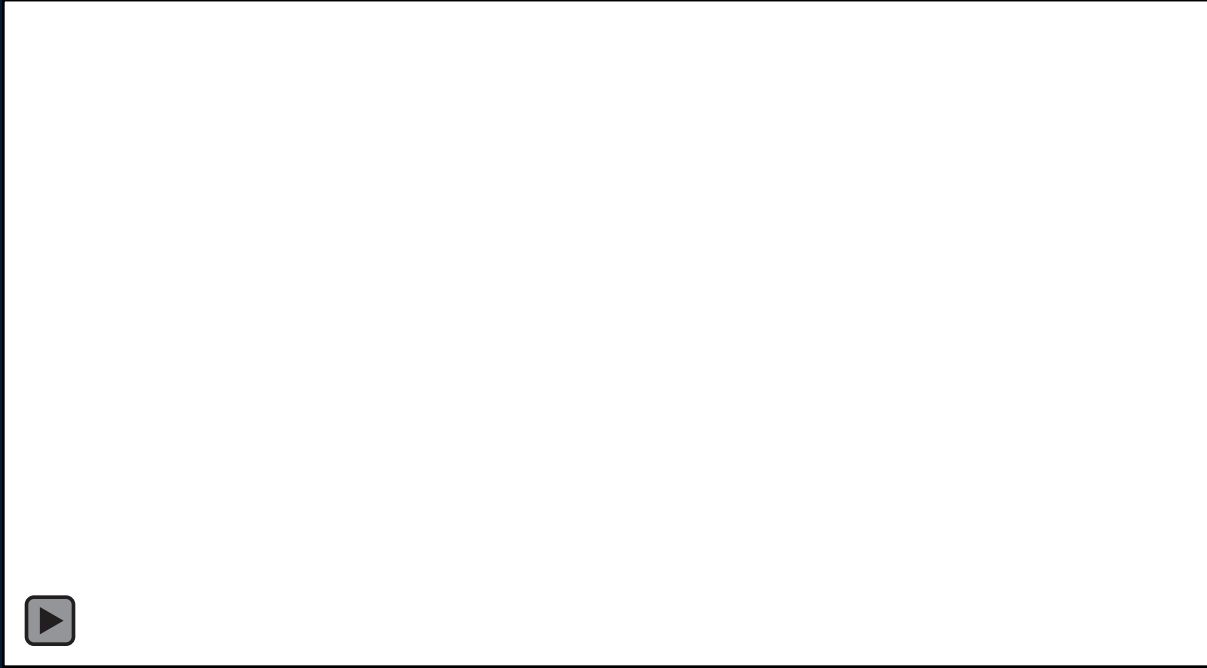
- Shared responsibility between employee and organization
- Organization supports the whole employee
- Ask employees and tailor offerings to individuals and teams whenever possible



# Pizza parties and much more

Programmatic Tactics		Strategic Tactics		
Employees feel cared about and cared for		Employees feel informed, valued and able to do meaningful work		
On-the-job well-being and relief	Encourage a culture of vulnerability	Two-way, transparent, 24/7 communication	Culture – Who we are and our way of doing things	Compensation, advancement and workload

# Meanwhile in Hawai'i



# About Hawai'i Pacific Health (HPH)



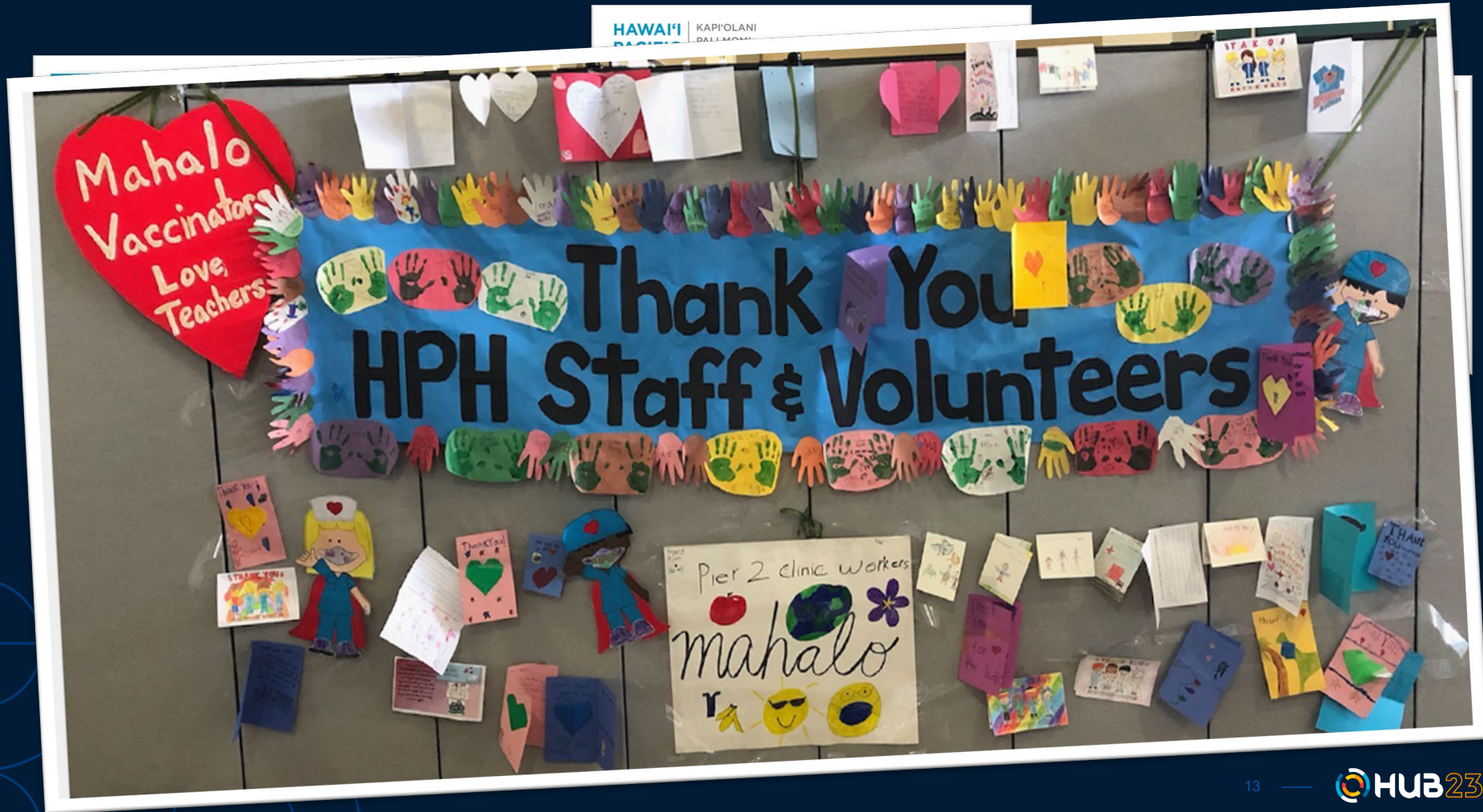
- Our mission: *To create a healthier Hawai'i*
- 4 medical centers
- 70+ ambulatory clinics & medical service sites
- 1,692 physicians on medical staff
- More than 7,000 employees
- 602 acute care beds
- Annually:
  - 29,681 admissions
  - 20,746 surgery cases
  - 126,838 ED visits
- 441 clinical trials

# HAWAII PACIFIC HEALTH

KAPI'OLANI  
PALI MOMI  
STRAUB  
WILCOX

CREATING A HEALTHIER HAWAII







## Overall Trend on Organizations Caring About U.S. Employees' Overall Wellbeing



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GALLUP

# What's happening on the patient side?

## Trend

☆ Favorite

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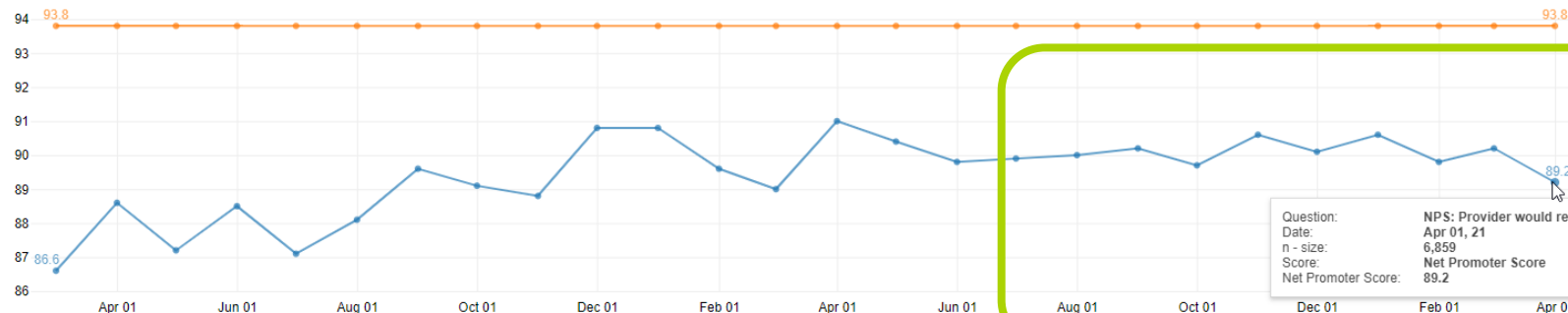
Mar 01, 2019 - Apr 30, 2021

Respondents

137,244

Goal Net Promoter Score

NPS: Provider would recommend



Net Promoter Score

Mar 01	Apr 01	May 01	Jun 01	Jul 01	Aug 01	Sep 01	Oct 01	Nov 01	Dec 01	Jan 01	Feb 01	Mar 01	Apr 01	May 01	Jun 01	Jul 01	Aug 01	Sep 01	Oct 01	Nov 01	Dec 01	Jan 01	Feb 01	Mar 01	Apr 01
86.6	88.6	87.2	88.5	87.1	88.1	89.6	89.1	88.8	90.8	90.8	89.6	89.0	91.0	90.4	89.8	89.9	90.0	90.2	89.7	90.6	90.1	90.6	89.8	90.2	89.2
n = 4,939	n = 4,841	n = 4,048	n = 3,655	n = 4,146	n = 5,325	n = 5,258	n = 5,857	n = 4,631	n = 4,474	n = 6,024	n = 4,600	n = 3,140	n = 2,490	n = 4,669	n = 7,142	n = 5,102	n = 4,352	n = 5,580	n = 6,333	n = 5,928	n = 6,206	n = 7,261	n = 7,073	n = 7,311	n = 6,859

2019

2020

2021

# Governance Structure





# Our Journey





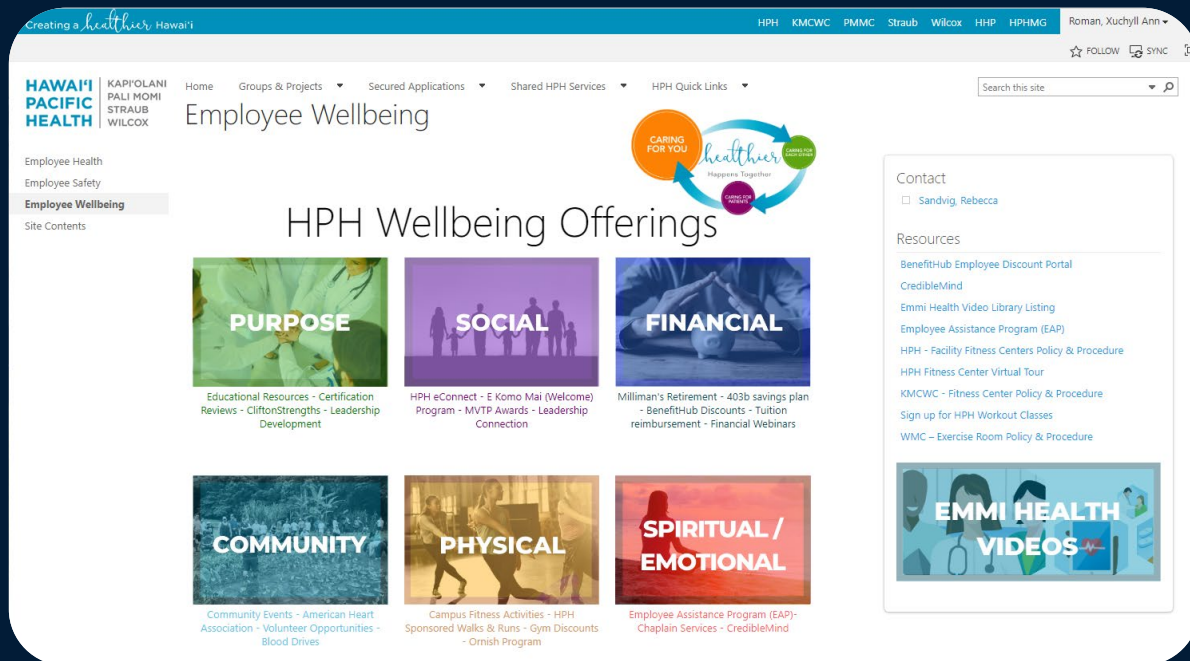


## CARING FOR YOU

- Workforce stabilization
- Enhanced well-being efforts
- Enhanced internal communication channels
- Connecting employees with their benefits

CARING  
FOR YOU

# HPH Wellbeing Intranet Page



The screenshot displays the HPH Wellbeing Intranet Page. At the top, a blue navigation bar contains the text "Creating a healthier Hawai'i" and a list of links: HPH, KMCWC, PMMC, Straub, Wilcox, HHP, and HPH-IMG. To the right of these links is a user profile for "Roman, Xuchyll Ann" with a dropdown arrow. Below the navigation bar is a search bar with the placeholder text "Search this site" and a magnifying glass icon. The main content area is titled "Employee Wellbeing" and features a central graphic with the text "heather Happens Together" and a circular diagram with the words "Caring for you", "Healthier", and "Happens Together". Below this graphic is the section "HPH Wellbeing Offerings", which is divided into six categories: PURPOSE, SOCIAL, FINANCIAL, COMMUNITY, PHYSICAL, and SPIRITUAL / EMOTIONAL. Each category has a corresponding image and a list of resources. To the right of the main content area is a sidebar with a "Contact" section listing "Sandvig, Rebecca" and a "Resources" section listing various links such as "BenefitHub Employee Discount Portal", "CredibleMind", "Emmi Health Video Library Listing", "Employee Assistance Program (EAP)", "HPH - Facility Fitness Centers Policy & Procedure", "HPH Fitness Center Virtual Tour", "KMCWC - Fitness Center Policy & Procedure", "Sign up for HPH Workout Classes", and "WMC - Exercise Room Policy & Procedure". At the bottom of the page, there is a row of three smaller images labeled "COMMUNITY", "PHYSICAL", and "EMOTIONAL".

Creating a healthier Hawai'i

HPH KMCWC PMMC Straub Wilcox HHP HPH-IMG Roman, Xuchyll Ann

Home Groups & Projects Secured Applications Shared HPH Services HPH Quick Links

HAWAII PACIFIC HEALTH KAPI'OLANI PALI MOMI STRAUB WILCOX

Employee Health  
Employee Safety  
**Employee Wellbeing**  
Site Contents

Employee Wellbeing

heather Happens Together

HPH Wellbeing Offerings

**PURPOSE**  
Educational Resources - Certification Reviews - CliftonStrengths - Leadership Development

**SOCIAL**  
HPH eConnect - E Komo Mai (Welcome) Program - MVTP Awards - Leadership Connection

**FINANCIAL**  
Milliman's Retirement - 403b savings plan - BenefitHub Discounts - Tuition reimbursement - Financial Webinars

**COMMUNITY**  
Community Events - American Heart Association - Volunteer Opportunities - Blood Drives

**PHYSICAL**  
Campus Fitness Activities - HPH Sponsored Walks & Runs - Gym Discounts - Ornish Program

**SPIRITUAL / EMOTIONAL**  
Employee Assistance Program (EAP) - Chaplain Services - CredibleMind

Contact  
Sandvig, Rebecca

Resources  
BenefitHub Employee Discount Portal  
CredibleMind  
Emmi Health Video Library Listing  
Employee Assistance Program (EAP)  
HPH - Facility Fitness Centers Policy & Procedure  
HPH Fitness Center Virtual Tour  
KMCWC - Fitness Center Policy & Procedure  
Sign up for HPH Workout Classes  
WMC - Exercise Room Policy & Procedure

EMMI HEALTH VIDEOS

# Workforce Stabilization

## Action Plan to Address Workforce Pressures

### Recruit Increase Fill Rate

Assign Project Manager to HR to assist with planning and analytics, dashboard creation with forecasting. 2x weekly command center calls.

Embed 2 nurses in recruitment for clinical role support (JD reviews, candidate reviews, working directly with nurse managers).

Direct hire into entry level high volume positions (MA, PSR, NA).

Evaluate RPO outsourcing assistance to decrease job openings.  
Evaluate all current openings to understand company growth.  
Create flexible onboarding.

### Retain Reduce Turnover rate

Collect data for intent to leave as well as exit interview process improvement. Include data for declined offers.

Work with wellbeing and operations teams to create retention teams at each facility.

Create dual appointments for faculty between academia and practice to assist with preceptor loads and allow additional income and flexible work options for RNs.

Formalize ongoing mentorship program to support newly trained academy interns.

Add a level of virtual staffing support to decompress.

### Remove Eliminate Contract Labor

Continue traveler usage as academy interns continue to complete training.

Create a campaign to convert travelers to permanent staff, declined offers, alumni, previous candidates. Designate a marketing partner for HR.

Continue to work with CareRev and Prolink to reduce traveler and agency utilization and cost.

Revisit academy timelines to allow expedited completion for interns that are demonstrating early success.

Work with operations to create 12 month academy projections.

### Retrain New Programs and Pathways

Hire additional Educators into Community instructor roles to support academies and pathway programs.

Hire 1 temporary admin to support HLC for HR to reduce administrative duties.

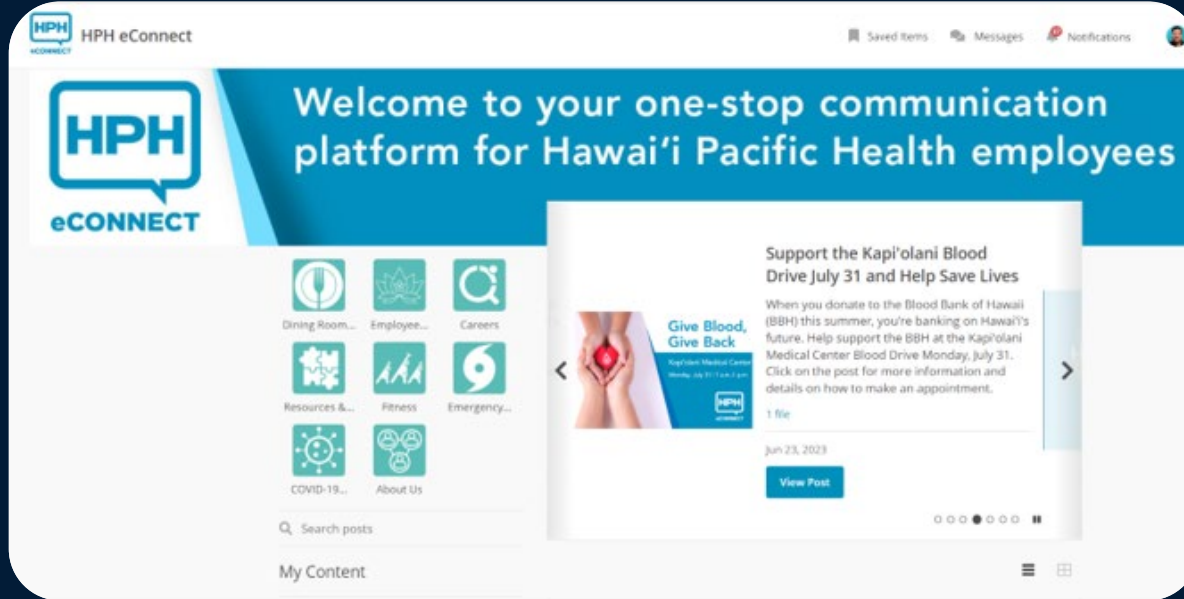
Create and expand training pathways for urgent areas of need (Surg Tech, SIPT, US, CNA plus).

Partner with LTC for innovative training pathway and increasing bed capacity.

Partner with academic institutions (HPU, Chaminade) for training programs in non-traditional areas.

CARING  
FOR YOU

# HPH eConnect (Internal Communications)



CARING  
FOR YOU

# Rebranding Benefits



Get  
ON BOARD  
with the 403(b)  
Savings Plan

*healthier*  
Happens Together

**Own Your Financial Future**

The Hawai'i Pacific Health 403(b) Savings Plan is at the heart of our "Caring for you" mission - helping you build wealth for the future.

**HAWAII  
PACIFIC  
HEALTH** | KAPPOLANI  
PALI MOMI  
STRAUB  
WILCOX



## CARING FOR EACH OTHER

- Leveraging internal communication channels
- G.R.O.W. meetings
- Leader rounding on patients
- Accountability



CARING FOR  
EACH OTHER

# Leveraging Internal Communication Channels



## Well-Being Wednesday

Tips to create a healthier lifestyle

Comment to win!



## Thankful Thursday

Teamwork makes the dream work

Tag a colleague to win!










# GROW Meetings

## Giving Constructive Feedback

Every interaction is an opportunity to build trust and better relationships.

Maintain the self-esteem of all involved:

- Calmly express your **positive intent**
- Describe what **behaviors** you have observed without blame, be specific
- State the **impact** of the action or behavior
- Ask the other person to respond
- Focus the discussion on **next steps** and solutions

	 <ul style="list-style-type: none"> <li>How are you doing today?</li> <li>Where dept./org. is going, how you contribute?</li> <li>What outcomes do you want?</li> <li>Where do you see your career headed?</li> </ul>
	<ul style="list-style-type: none"> <li>Priorities/expectations review</li> <li>What do you think you're doing well?</li> <li>What have you tried so far?</li> <li>Where are things now?</li> <li>What's getting in the way, what are the barriers?</li> </ul>
	<ul style="list-style-type: none"> <li>What are possible next steps? What could you try?</li> <li>What are some suggestions for improvement?</li> <li>If you were the coach for you, what questions/advice would you have for you?</li> </ul>
	<ul style="list-style-type: none"> <li>What are you willing to do as a next step? How can I help?</li> <li>What ideas do you have for me that will help me be a more effective manager?</li> <li>Stupid stuff?</li> <li>Stay Interview: <i>Is there anything that might cause you to think about leaving HPH?</i></li> </ul>
	 <ul style="list-style-type: none"> <li>Wellbeing</li> </ul>

# Leader Rounding on Patients

## Electronic Leader Rounding Tool 2.0



## Straub Leader Rounding Tool 2.0

### A recap of your day

**GOAL:** 30 patients in a month/seeing a patient at least once during their length of stay.

**PURPOSE:** To help leaders hear more real-time feedback from patients and establish meaningful connections

The audit will be performed by each department leader or representative. Opportunities for improvement will be noted. You may submit one form PER unit rounded on. Each form can refer to a summary of the rooms visited on the unit.

If you have any questions, please contact your Patient Experience Champion or the PX team at PatientExperience@hawaiiapacifichealth.org.

\* 1. Date

Select the date of the audit:

Date  
MM/DD/YYYY

2. Initials of person rounding:

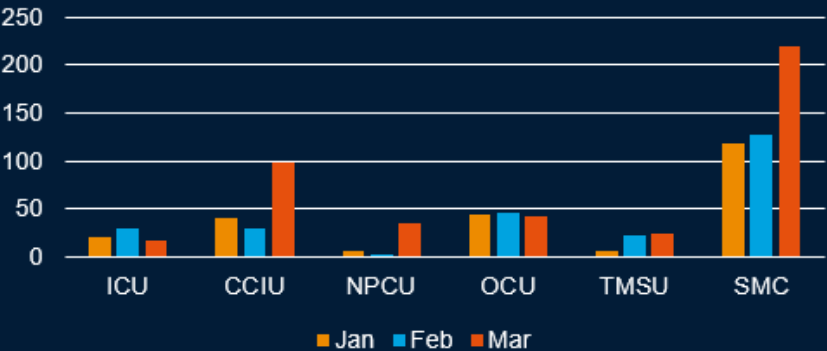
3. Unit (if you rounded on more than one unit please complete a new form per unit rounded on. By selecting a unit, you are ensuring all responses are relevant to the unit.):

- ☐ CCIU/Burn Unit
 ☐ 4th Floor
 ☐ 5th Floor
 ☐ 6th Floor
 ☐ ED  
☐ ICU
 ☐ SAC  
☐ Other (please specify)

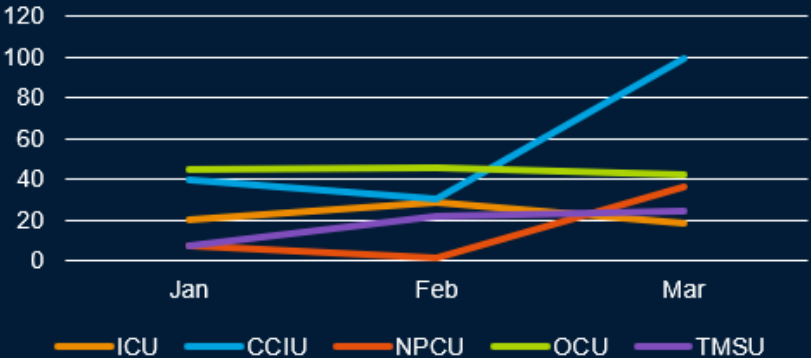


# Accountability: Leader Rounding

Leadership Rounds per Month by Unit

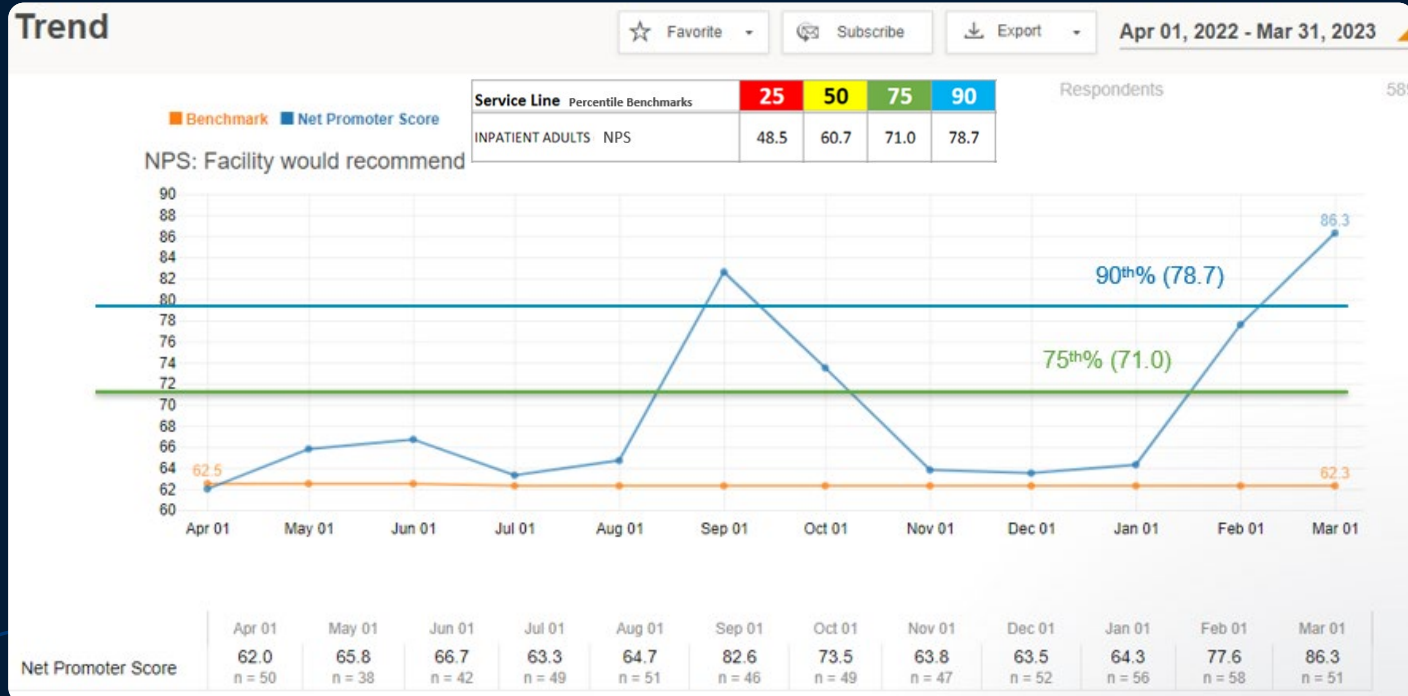


Leadership Rounds per Month by Unit



	ICU	CCIU	NPCU	OCU	TMSU	SMC	TOTAL ADM	% LR
Jan	20	40	7	45	7	119	607	20%
Feb	29	30	1	46	22	128	540	24%
Mar	18	99	36	42	24	219	571	38%

# Results: Net Promoter Scores





## CARING FOR PATIENTS

- Healthier Happens Together Service Award
- Positive comment push reports
- The Patient Promise

# The Trend

## Trend

☆ Favorite

📄 Subscribe

📄 Export

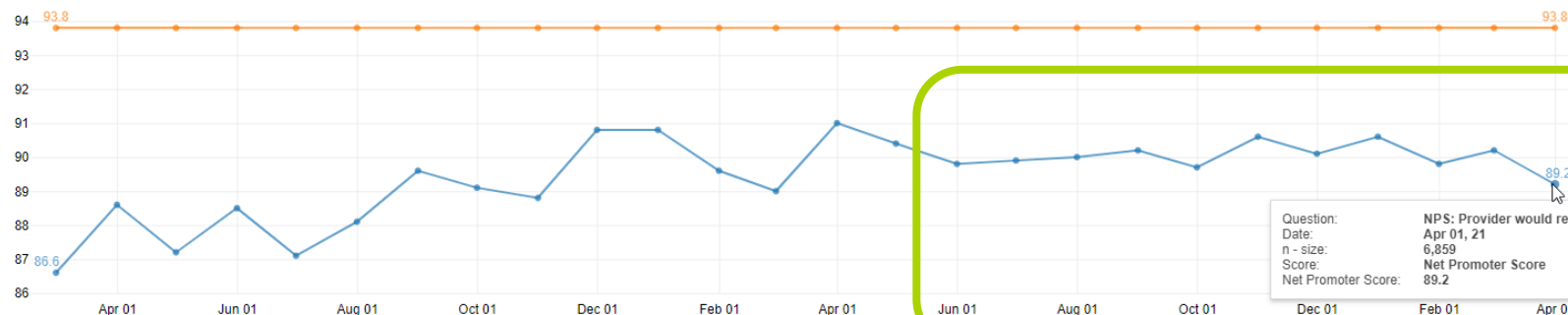
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Net Promoter Score

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86.6	88.6	87.2	88.5	87.1	88.1	89.6	89.1	88.8	90.8	90.8	89.6	89.0	91.0	90.4	89.8	89.9	90.0	90.2	89.7	90.6	90.1	90.6	89.8	90.2	89.2
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2019

2020

2021

# Reemerging





# Positive Comment Push Reports

Aloha Team,

I trust this email finds everyone well. Happy Tuesday!

I am excited to share with everyone positive comments shared with us from patients with an inpatient or emergency department encounter at PMMC this past week.

Please take a moment to review the comments and share with your staff. I'd also like to highlight a few of this week's comments below:

1. "Everyone inside of the Pali Momi Medical Center ER was fantastic. The ER tech who took me in did such a great job at staying calm, cool and collected as he gathered my information and triaged me. The registration lady was efficient at explaining the documentation that needed to be signed and she just had a great personality. The nurse was not only skillful but she was also very human - empathetic and scientific, a good mix for medicine. I can tell that Dr. Mason is good at puzzles. He was quick to collect as many pieces to my medical puzzle together and work them together to figure out what was going on. I also overheard him relay information to his team about my case and he seemed just as kind to them as he was to me.
2. "I was very impressed with the level of care and concern that Dr. Lau showed for my well being and pain management. The nurses and technicians all showed that they were highly skilled and knew exactly what they were doing and showed a lot of compassion."

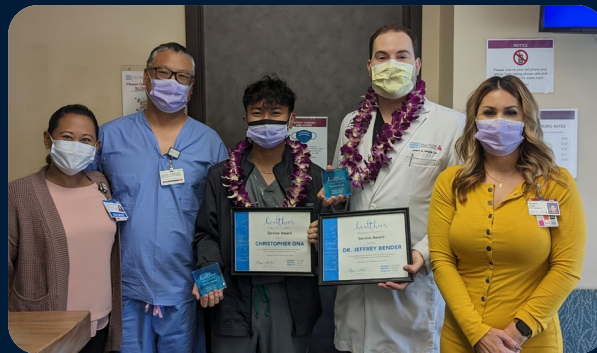
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3. "I was very impressed with the level of care and concern that Dr. Lau showed for my well being and pain management. The nurses

information to his team about my case and he seemed just as kind to them as he was to me.

and technicians all showed that they were highly skilled and knew exactly what they were doing and showed a lot of compassion."

# Healthier Happens Together (HHT) Service Award



# Our Patient Promise



## INTEGRITY

Our actions demonstrate our values.



## COMMUNICATION

We communicate in a way that people can understand.



## ACCOUNTABILITY

We empower each other to take action and personal responsibility



## EXCELLENCE

We create experiences that we can be proud of.



## LISTENING

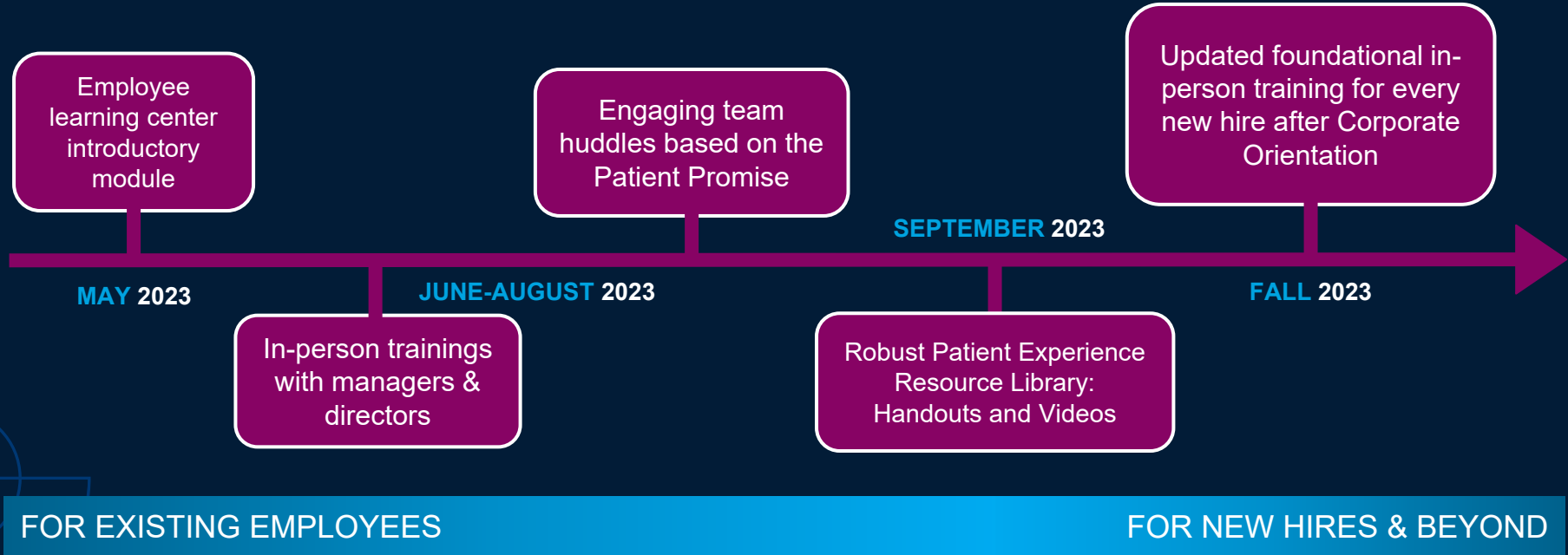
We ask our people and patients what matters to them.



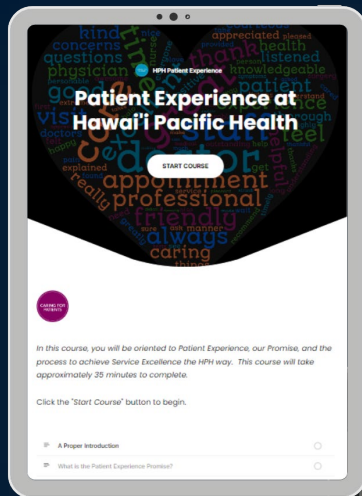
## CONNECTION

We start our interactions with a personal connection.

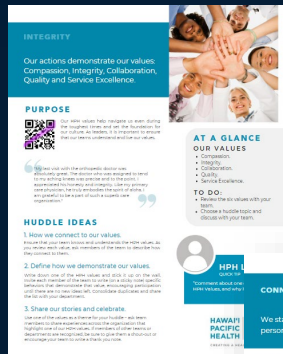
# Sharing our Service Standards



# Sharing our Service Standards



Interactive  
HLC module



Live  
training  
sessions



Huddle  
handouts





# Our Results

## Experience Overview

☆ Favorite

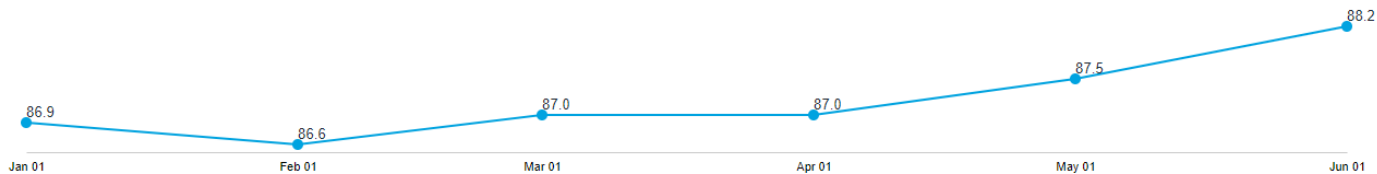
🔔 Subscribe

📄 Export

Jan 01, 2023 - Jun 30, 2023

NET PROMOTER SCORE

87.2 n-size: 50,667



# “Mission first, people always.”

Ray Vara, President and CEO  
Hawai'i Pacific Health

- Rally around the burning platforms.
- Connect and collaborate to co-design.
- Align everything around relationships.

# Share Your Story

- What has worked at your organization?
  - Caring for you?
  - Caring for each other?
  - Caring for your patients?
- What tools were effective?
- Questions for us or the group?





# Thank you!

- Feel free to reach us at [PatientExperience@HawaiiPacificHealth.org](mailto:PatientExperience@HawaiiPacificHealth.org)
  - Dr. Shilpa Patel, Senior VP & Chief Quality Officer of Hawaii Pacific Health
  - Bryce Watanabe, Director of Patient Experience
  - Xuchyll Ann Roman, Patient Experience Manager
  - Alison Zecha, Senior Advisor for Executive and Leadership Coaching

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