

FEATURED SPEAKER



## Michael Puchtler

Vice President, Patient Experience



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# Activating Feedback Management

**Mike Puchtler**

VP Patient Experience, ChristianaCare



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**27<sup>th</sup> Annual NRC Health Symposium – Omni Nashville Hotel**  
**Nashville, Tennessee**  
**August 4–6, 2021**

## Learning Objectives


- Articulate the need for a comprehensive, multi-faceted approach to activating feedback management
- Connect feedback management with other organizational processes including huddles, continuous improvement efforts, grievance management, and employee recognition
- Identify techniques to activate feedback management in your own organization

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## Agenda

- Background on ChristianaCare
- Our PX Improvement Philosophies (briefly)
- Key Topics for PX Leaders to Address
- Our Feedback Management Program

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## Serving Delaware, Maryland, Pennsylvania and New Jersey

Delaware's largest private employer and a Top 10 Philadelphia area employer.

- Newark Campus
- Wilmington Campus
- Cecil County Campus
- Middletown Campus

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ChristianaCare | GoHealth  
Urgent Care Centers

**120+**  
Practices & Locations

More than **12,000** Caregivers













More than **280** Residents & Fellows

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## Statistical Data

 Admissions <b>53,121</b>	 Home Health Visits <b>288,817</b>	 Surgical Procedures <b>37,390</b>
 Radiology Procedures <b>426,240</b>	 19 School-Based Health Center's Student Visits <b>31,491</b>	 Primary Care Physician Office Visits <b>255,513</b>
 Medical Aid Unit Visits / Urgent Care Center Visits <b>80,717</b>	 Outpatient Visits <b>620,939</b>	 Lab Tests <b>3,711,019</b>
 Alzheimer's Day Program Visits <b>5,751</b>	 Births <b>6,035</b>	 Emergency Department Visits <b>195,602</b>

*Christiana Hospital 104,137  
Wilmington Hospital 63,444  
Middletown Ed 28,021*

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We serve together guided by our values

# Love & Excellence

We anticipate the needs of others and help with compassion and generosity.

We embrace diversity and show respect to everyone.

We listen actively, seek to understand and assume good intentions.

We tell the truth with courage and empathy.

We accept responsibility for our attitudes and actions.


We commit to being exceptional today and even better tomorrow.


We use resources wisely and effectively.

We seek new knowledge, ask for feedback, and are open to change.

We are curious and continuously look for ways to innovate.

We are true to our word and follow through on our commitments.



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# FOR THE LOVE OF HEALTH™



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## Our PX Philosophies

- Core Belief
- Caregivers as Customers
- Focus on the Fundamentals
- Sustainability, Integration & the “How”



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## Feedback Management: Key Questions for PX Leaders to Address

- Timing & Workload Considerations?
- Connection to Standard Work?
- To Triage or Not To Triage?
- Reporting & Escalation?
- Grievances / Patient Relations?



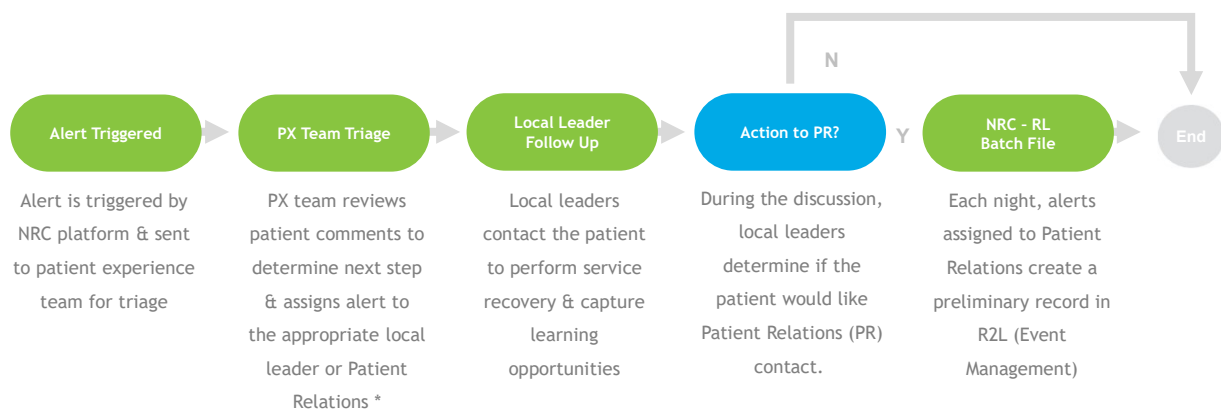
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# Feedback Management at ChristianaCare



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## Feedback Management



\* **Local Leader** = Unit, practice, or department leader best suited to address patient comments



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## Lessons Learned

- Patient Relations Question
- Direct to Leader - Too Soon!
- Power of Integration
- Escalate If Needed

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## Making Tomorrow Happen

Creating an  
organization of 13,000  
Problem Solvers



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# Strategy Deployment & Ways of Working



Anticipate consumer needs and drive loyalty through value, safety and a personalized experience



Earn a lasting relationship with every interaction



...by prioritizing *Expert service with real-time recovery*



...and activating through *Ways of Working that can be pulled through to MTH Huddle Boards for daily caregiver action*



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# System Support & Resolution Huddle

- Service alerts open longer than 7 days.
- Service alerts closed without service recovery over last 30 days.\*

**Making Tomorrow Happen Huddleboard** Date: 12/30/20 Shift/Time: 9:00 AM

Values & Behaviors – Behavior of the Month: December: "We serve together, guided by our values, love and excellence." Today's Huddle Leader: (point of contact for questions) Kim Talley

<p><b>1 Recognition, Values &amp; Behavior Shout-Out:</b></p> <ul style="list-style-type: none"> <li>Jason Fursyak for helping a caregiver from the CAP program become familiar with N95 reprocessing.</li> </ul> <p><b>2 Good Catches/Safety Events w/ learning:</b></p> <p>Approved visitor badge today is: <b>DARK BLUE</b></p> <ul style="list-style-type: none"> <li>Catalytic Converter Thefts on Campus: Cindy Wadlington (Cancer Center) reported catalytic converters being stolen from cars in ChristianaCare parking lots – be aware of suspicious activity. <b>Post on huddleboards and communicate to caregivers.</b></li> </ul> <p><b>3 Organizational Strategic Goal Alignment</b></p> <ul style="list-style-type: none"> <li>Blue: Resilient, Motive (New-to-date)</li> <li>Orange: Support Health (New-to-date)</li> <li>Green: Exceptional Experience (Patients/Customer)</li> <li>Red: Caregiver Experience</li> <li>Yellow: Organizational Viability (Shared)</li> </ul>	<p><b>4 Plan for / Barriers Situational Awareness</b></p> <p>Medical Group: Medical Group: ...</p> <p><b>CECIL COUNTY:</b> 87% • ED Boarders: 0</p> <p><b>NEWARK:</b> 94% • ED Boarders: 12 • MED: none reported</p> <p><b>WILMINGTON:</b> 94% • ED Boarders: 13</p> <p><b>HomeHealth:</b> Link over capacity for Nursing and Physical Therapy</p> <p><b>Ideas for Improvement:</b></p>	<p><b>5 Items for Immediate Escalation</b></p> <p><b>AOC Call(s): (0)</b></p> <ul style="list-style-type: none"> <li>None</li> </ul> <p><b>Item(s) escalated (3):</b></p> <ul style="list-style-type: none"> <li>Shauna Vogl Porter (Pharmacy) reported issues with MICU Pharmacy refrigerator – no indication when it will be fixed. <b>Jill Karpinski to follow up.</b></li> <li>Theresa Mead (TE) reported self scheduling issues; specifically, the day of Feb. 28 is missing from the schedule. <b>Holly Meisner to follow up.</b></li> <li>Megan Smakulski (WICU) – caregivers are unable to self-schedule ... <b>Holly Meisner will contact Kronos team to follow up.</b></li> </ul> <p><b>6 Resolution from Escalation</b></p> <ul style="list-style-type: none"> <li>(12/29) Behavioral Health unit badge access for RRT team: Update: Communications were sent out and badge access given - <b>Steve Beltran &amp; Mike Knorr – Resolved</b></li> <li>(12/29) Delay issues in obtaining Bair Hugger equipment: Update: Investigation completed; none were available at the time – <b>Jenn Garvin – Resolved</b></li> </ul> <p><b>7 General Announcements</b></p> <p><b>REMINDERS TO SHARE AT HUDDLES:</b></p> <ul style="list-style-type: none"> <li>(12/30) Catalytic Converter Thefts: Reports of catalytic converters being stolen from cars in ChristianaCare parking lots – be aware of suspicious activity.</li> <li>(12/29) New Vendor for Isolation Gowns: Due to increased universal gown usage along with set allocation, caregivers will be seeing blue polyethylene gowns made by different manufacturers (applies to anyone who orders the blue gowns).</li> </ul>	<p><b>8 Follow-Ups</b></p> <p>Date / Follow-Up Item / Owner / Due Date</p> <ul style="list-style-type: none"> <li>(12/30) MICU Pharmacy refrigerator issue; <b>Jill Karpinski - 12/31</b></li> <li>(12/30) Self scheduling issues on TE for Feb. 28 <b>Holly Meisner - 12/31</b></li> <li>(12/30) Caregivers unable to self-schedule - <b>Holly Meisner &amp; Kronos Team - 12/31</b></li> </ul> <p>System Support &amp; Resolution Huddle (SSRH) End Time: 9:13 am</p> <p>Participants: 89</p> <p><b>Week of December 28, 2020</b></p> <ul style="list-style-type: none"> <li>AOC: Kim Talley</li> <li>AOC Partner: Beverly Smith Craig</li> </ul> <p>* For any concerns, contact the Administrator on Call (AOC) by calling the operator (dial "0")</p>
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# Weekly Reminder Emails

 NRC Feedback Management, Job Aid v2.pptx 6 MB
  NRC Feedback Management 6.21.21 v1.xlsx 46 KB

Hello,

You are receiving this e-mail because you have a past due alert in the NRC platform or an alert assigned to you was closed recently without service recovery documented. **The inclusion of the alert owners and data behind the 'alerts closed without service recovery' metric is fairly new and is included in the final tab of our spreadsheet.**

The attached spreadsheet and job aid will help you to identify any past due alerts and take action against them. We ask that you update the event log with all relevant actions and comments as soon as possible. Our goal is to have all alerts closed with service recovery performed within one week of being assigned.

The default date range in the NRC Feedback Management page is the last seven days. To view all open alerts in the platform, you will need to set the:

- Date Range in the upper right hand corner to "Fiscal Year to Date"
- Filters at the top to "All" or its equivalent, i.e. ChristianaCare for the Facilities filter
- Alert Owner on the left to your name
- Alert Status on the left to "Active Alerts" and "Active Alerts – Re-Opened"

Thank you!  
The Patient Experience Team



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# Reporting

Response Date	Encounter Date	Facility	Comment	Alert Owner	Close By Date
6/2/2021	5/21/2021	C7E	<a href="https://experience.nationalresearch.com/feedback/alerts/123456789">https://experience.nationalresearch.com/feedback/alerts/123456789</a>	Employee 1	6/14/2021
6/2/2021	5/21/2021	PACU (Wilmington)	<a href="https://experience.nationalresearch.com/feedback/alerts/123456789">https://experience.nationalresearch.com/feedback/alerts/123456789</a>	Employee 2	6/14/2021
6/3/2021	5/21/2021	Primary Care at Wilmington Health Centre	<a href="https://experience.nationalresearch.com/feedback/alerts/123456789">https://experience.nationalresearch.com/feedback/alerts/123456789</a>	Employee 3	6/14/2021
5/30/2021	5/21/2021	Women's Health - Middletown East	<a href="https://experience.nationalresearch.com/feedback/alerts/123456789">https://experience.nationalresearch.com/feedback/alerts/123456789</a>	Employee 4	6/14/2021
6/4/2021	5/24/2021	CSA	<a href="https://experience.nationalresearch.com/feedback/alerts/123456789">https://experience.nationalresearch.com/feedback/alerts/123456789</a>	Employee 5	6/14/2021
6/1/2021	5/24/2021	Postpartum	<a href="https://experience.nationalresearch.com/feedback/alerts/123456789">https://experience.nationalresearch.com/feedback/alerts/123456789</a>	Employee 6	6/14/2021

Alert Owner	Alerts Closed without Service Recovery (over last 30 days)
Employee 1	1
Employee 2	1
Employee 3	2
Employee 4	4
Employee 5	2
Employee 6	1
Employee 7	3
Employee 8	1



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## What's Next?

- More Storytelling & Recognition
- Direct to Local Leaders
- Service Alert Themes
- System Opportunities User

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We really love this platform and have found it to be a very powerful tool to leverage with our teams. Jen, myself, and our managers take a great deal of pride in our feedback and scores. NRC scores and feedback are discussed in every huddle in the dept. Jen and I both review the dept. feedback summary weekly as does each individual manager and we reach out to individual caregivers and their managers to offer the positive feedback when exemplary comments come in. Our managers have also leveraged Bravo when really exemplary comments come in and it has been a great way to recognize and reward in a timely manner when we see something truly above and beyond. The alert system has been great to address patient concerns while they are still our patients rather than finding out well after the fact that there is a problem. NRC has really become a huge part of our operational workflow and it's great that the results you are seeing are reflective of that. Thank you!

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# Questions?



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