

2016 Pediatric Collaborative

Children's Hospital Los Angeles | Los Angeles, CA | June 30, 2016

National Research Corporation (NRC) is committed to walking alongside its pediatric partners on the journey to fulfill the purpose and calling that brought us all to healthcare. Our team is dedicated to developing solutions and services that enable our pediatric partners to build capacity, restore joy to practice, and provide what matters most to patients and families.

In order to fulfill this promise, NRC hosted a Pediatric Collaborative at Children's Hospital Los Angeles at the end of June. Below are some highlights from this successful event.



Program Highlights

Building the Plane as You Fly It: Architecting the Patient Experience at Phoenix Children's Hospital

Dr. Steven Spalding, M.D., *Chief Clinical Integration & Medical Officer*

The leadership team at Phoenix Children's Hospital understands that in order to improve overall as a hospital they needed to put the patient experience first. After a long discussion about the reasons they should put their patients and families first, they came down to their value proposition: **"It's just the right thing to do for our patients."** Coachability is the true determinate of our ability to do better by our patients.

To make this change:

- It started with an outside-in culture. This began with the C-Suite and trickled down through the organization from there.
- Phoenix Children's decided to embrace transparency as an organization, making sure people had the tools to solve their own problems.
- To receive more timely patient and family feedback Phoenix Children's moved their clinics to NRC's Connect Experience.
- Compensation Structure:
 - Physicians are tied to the improvement of the patient experience in their clinics.
 - Hospital wide, ALL employees and third-party employees could receive \$125 per quarter in bonuses if the hospital reaches their overall rating goal.

Overall, Dr. Spalding said, **"Change and Go Fast."** You need to have C-Suite support and full representation for your patient experience committees. Celebrate as soon as you start to see improvement so that you can keep up the momentum. Being transparent with the data and holding each other accountable is how you can start to shift the culture and scores.

Emotional Intelligence and Its Connection to Safety

Niurka Rivero, M.D., *Chief Patient Safety Officer at Children's Hospital Los Angeles (CHLA)*

Dr. Rivero talked about the role of emotional intelligence (EI) on the patient and staff experience and patient outcomes. EI, or emotional quotient (EQ), is the capacity of individuals to recognize their own and other people's emotions, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behavior.

For example, emotional intelligence is manifested by:

- Compassion
- Patience
- Honesty
- Sincerity

These are habits that can be taught and practiced. Our success in life comes from our capacity to:

1. "Think" (IQ)
2. "Do" (Skills)
3. "Be" (EQ)

"Emotional intelligence is a choice. I choose to be loving and you choose how you will react."

- When interviewing candidates for the hospital, Dr. Rivero asks, "What is your favorite movie character and why?" The reason for asking this question is when the candidate responds you will be able to hear how they define their own character.
- When rounding on patients, an EI question that can be asked is, "How did your physician make you feel today?" This allows for the patient and family to communicate that they understand the treatment plan and feel heard as a family.

We can all practice being more emotionally intelligent. This will make us better leaders, doctors, nurses, and human beings. Emotional intelligence allows you to see others and know where they are. Are they happy, joyful, down, or lost? You can then help them celebrate or help them find their way.

Program Highlights

Striving for Exceptional Care – The CHLA Patient Experience

Lisa Schiller, Director of Patient Relations and Service Excellence

Gwen Webster, Patient Experience Senior Analyst with Children's Hospital Los Angeles (CHLA)

Children's Hospital Los Angeles showcased the foundation of the CHLA service standards starting with culture and service being in the middle. CHLA implemented an ICARE development and training program. ICARE is an acronym that allows CHLA to define their service standards through all of their cultural transformation efforts. Each letter stands for a quality they consider essential to creating service excellence at CHLA.

ICARE–We treat kids and families with:

- I = Integrity
- C = Collaboration
- A = Accountability
- R = Respect
- E = Enthusiasm

ICARE development and training program started with a mandatory two-hour service training for everyone in the hospital.

Goal setting:

- CHLA's Organizational Goal was focused on improving the overall rating for the hospital.
- Each service line selected the most highly correlated key driver to the overall rate question.
- Entering improvement plans in Catalyst was mandatory for all service lines.
- Once a month directors would come and present their improvement plans to the Service Excellence Committee. This committee is made up of three division leaders (physicians), the CNO, COO, and a couple quality team members. This creates a platform to monitor, prioritize, standardize, report, and/or implement hospital-wide service excellence and patient experience related performance improvement activities.

CHLA defined their service standards to be focused around their patients and families followed throughout the hospital by training on these service standards for all employees. They were able to set their goals as an organization and create an accountability plan to ensure the entire organization is following through on their goals and initiatives.

Pediatric Outpatient Rehabilitation: It's All in the Family

*Susan Fields, Rehabilitation Director,
Anna Rossetti, Rehabilitation Manager
Kelliann Calabria, Speech-Language Pathologist with Driscoll Children's*

Driscoll Children's studied the patient and family experience from the beginning to the end while at the rehabilitation center. They have implemented multiple best practices focusing on "First Impressions" and "A Strong Close."

First Impressions:

- First treatment checklists
- Chart sticker (for soft charts) has some notes about the patient
- My story: Worked with the EMR vendor to have this included in the patient's chart

Strong Close:

- Treasure box: Small prizes for goal attainment
- Child's input using survey cards: Children complete to provide more detailed feedback
- Happy or Not kiosk: Immediate feedback from the child's perspective of how they felt their therapy session went
- Session report cards: provided to the parent or guardian so there is consistency at home if both parents or guardians are not present for the session

Driscoll Children's took steps to ensure the core business was healthy and then focused on a high quality patient experience by addressing their Key Drivers while keeping the family at the center of all their work. The main focus was on making a good first impression and a very strong close to each visit.

Going Forward

NRC is committed to the pursuit of shared learning and collaboration.

We are planning an early 2017 Pediatric Collaborative which will be announced soon.