

FEATURED SPEAKERS



**David Riddle,
CPXP**

Administrative Director,
Patient Experience



**Maureen Padilla,
DNP, RN, NEA-BC**

Senior Vice President,
Nursing Affairs and
Support Services



1

Journey to success: How Harris Health achieved Magnet designation amid the pandemic

David Riddle, CPXP
Administrative Director, Patient Experience

Maureen Padilla, DNP, RN, NEA-BC
Senior Vice President, Nursing Affairs and Support Services



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2

PAGE 1
27th Annual NRC Health Symposium – Omni Nashville Hotel
Nashville, Tennessee
August 4–6, 2021

Harris County - Texas

Largest county of the eastern half of the state

Area: 1,778 square miles

Population: 4.71 million

Poverty level: 16.5% (national level: 11.8%)

Per capita income: \$32,765

Median Household Income: \$61,705

83 hospitals across the county

3

Harris Health System

The nation's fourth largest public healthcare system.

Two acute care hospitals – Level 1 & 3 Trauma Centers

Sixteen (16) community health centers

Three (3) Pediatric & Adolescent Centers

Five (5) same day clinics

Five (5) school-based clinics

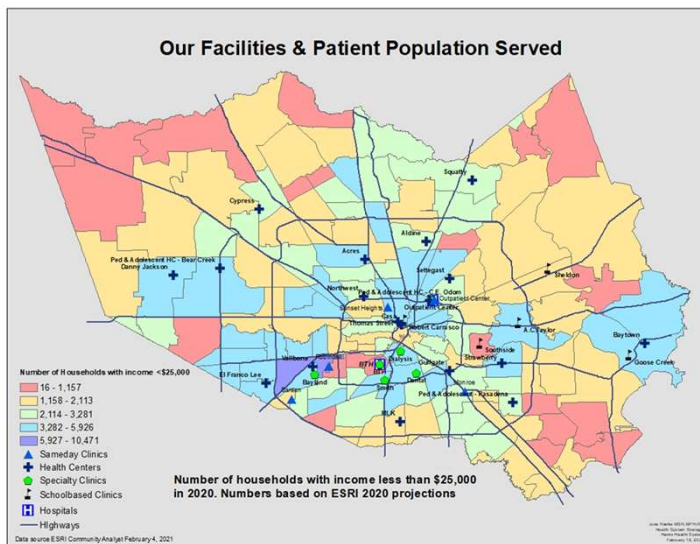
Specialty Care: Dental, Radiation Oncology, and Dialysis services

The nation's first free-standing HIV treatment center, Thomas St. Health Center

Health Care for the Homeless Program – Nine (9) clinic sites

4

Patient Population - Income Distribution



5

Patient Population Served

Number of Unduplicated Patients – 234,784

Number of New Patients – 64,938

Funding Sources

- 51.2% - Charity & Self Pay
- 22.3% - Medicaid & Medicaid Managed
- 11.9% - Medicare & Medicare Managed
- 14.7% - Commercial Insurance & Others

6

Ben Taub Hospital

- Acute Care Hospital and Level 1 Trauma Center
 - 402 licensed beds
 - 65,830 emergency center visits
 - 17,798 inpatient admissions
 - 2,417 deliveries
 - 8,435 surgeries
 - 177,490 outpatient visits

7

LBJ Hospital

- Acute Care Hospital and Level 3 Trauma Center
 - 215 licensed beds
 - 66,684 emergency center visits
 - 8,828 inpatient admissions
 - 2,238 deliveries
 - 4,972 surgeries
 - 141,924 outpatient visits

8

We are committed to excellence!



9

Magnet Journey

- Nursing department began assessing and getting ready in 2011.
- Gap assessments began in 2013.
- The journey began in earnest, with some organizational support in 2014.
- Consultant on boarded in 2018.

10

Gap Analysis

→ In 2013, the “Nursing Strategy Team”, comprised of a core group of senior nurses, was established to perform a gap analysis of current state and Magnet readiness.

Gaps were identified in
several Magnet
Standard Domains



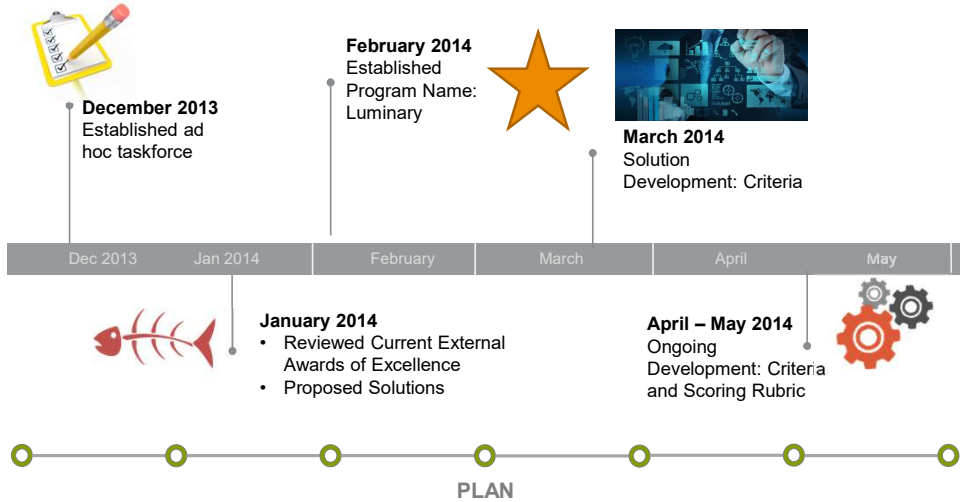
11

Engaging the Organization

- Magnet placed as a topic of discussion on physician medical boards
- Nursing units identified “Magnet Champions”
- Ancillary departments included in contests
- Development of the Luminary Award Program

12

Project Timeline



13

Recognition Criteria Categories



Clinical Quality: involving a challenging nurse-sensitive indicators



Learning & Growth: % of professional nursing certification and professional organization membership



Service: patient satisfaction and nurse satisfaction ratings



Leadership Effectiveness: how leaders interact & support staff and how they collaborate with other services



Staffing: initiatives to maximize recruitment and retention, as well as adherence to budgeted RN productive hours



14

Awareness Campaign

Luminary Recognition Program
Nursing Excellence Award

What is the Luminary Recognition Program?
The Luminary Recognition Program is an award of excellence which identifies those nursing areas who excel in providing high quality care to our patients. The recognition moves beyond applying accomplishments to measured standards but celebrates those areas who are leaders in the nursing field. There are 3 levels of excellence (diamond, sapphire and emerald) which is awarded based on the area's systematic approach to improvement processes and outcomes.

Who can participate in the Luminary Recognition Program?
Any location where patients receive nursing care is eligible to apply. This includes inpatient units, special procedure areas, outpatient clinics and health centers.
Service lines and individual nursing jobs are not eligible to apply.

What is required to apply?
There are **five** categories which makes up the award criteria, all categories are required for application consideration. These categories align with the Nursing Leadership Scorecard and within each of the categories, there are indicators which is alignment with Magnet standards. The award application consists primarily of a written narrative with supporting graphical evidence. Since it takes a team to achieve and sustain improvement, the criteria is design to include the entire unit, leadership, clinicians, unlicensed and support staff as well as collaboration with other services and medical team is necessary to apply.

Why should your area apply?

- Clinical Quality**
Describe how nursing care another clinical indicators and describe evidence based evidence action plan to achieve results favorable results.
- Learning & Growth**
Describe initiatives implemented to increase RNs' level about degree attainment. Describe initiatives implemented to increase professional certification. Describe an example of an employee that received a high level of recognition.
- Service**
Describe initiatives implemented to increase patient satisfaction. Describe initiatives implemented to increase nurse satisfaction.
- Leadership Effectiveness**
Describe how area leaders interact and support nurse clinical staff. Describe how area leaders collaborate with other services to improve performance.
- Staffing**
Describe initiatives to increase recruiting and retention. Describe initiatives to adhere to budgeted RN Productive Hours.

Recognition
Luminaries will be honored at the podium and given both a certificate and a gift certificate. All winners will receive a trophy and a plaque.

Shipping Stems for External Awards
Luminaries will be honored at the podium and given both a certificate and a gift certificate. All winners will receive a trophy and a plaque.

Prizes
Luminaries will receive a trophy for unit recognition and gift certificate to be used at the work's discretion to improve the work. Funds environment for area staff.

15

Awareness Campaign

Luminary Recognition Program
Nursing Excellence Award

Coming soon you will have the opportunity to apply for the newly developed nursing excellence award, Luminaries. This award will recognize nursing excellence across our system.

To assist you with providing exemplars describing the excellent interdisciplinary nursing practice and quality patient care you provide each day, below is a sample exemplar of each of the five award criteria:

- Clinical Quality
- Learning & Growth
- Service
- Leadership Effectiveness
- Staffing

- Luminary Program Overview
- Focus on the Criteria
- Application (coming Feb 2016)
- The Facts About Luminary

[Contact Us](#)

16

Education




17

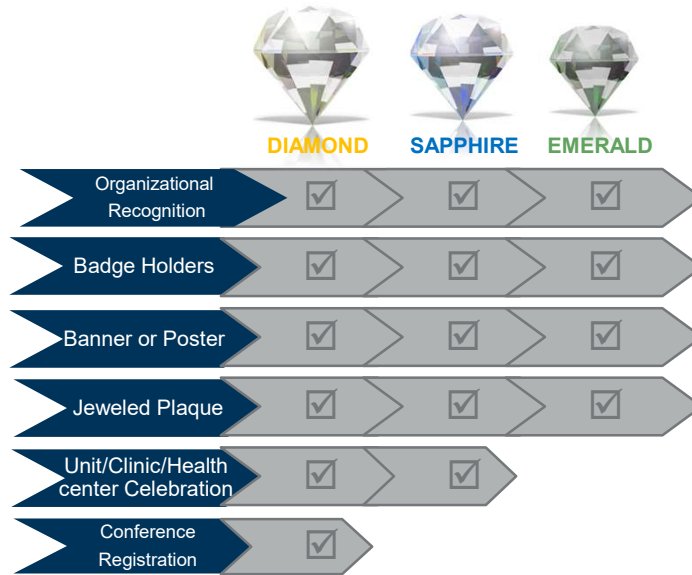
Luminary Award

- Organizational Impact
 - Improved Workforce Morale
 - Fosters nursing excellence – congruent with Nursing’s strategic development plan
 - Improves patient outcomes – central to Nursing’s mission and vision
 - Cultivates teamwork among interdisciplinary team members
 - Cultivates staff’s willingness to share best practices with other units and pavilions.



18

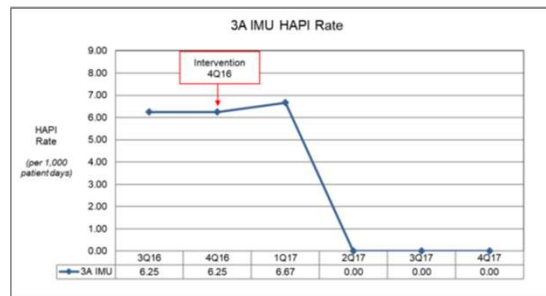
Award Levels



19

Nursing Quality Improvement

→ Improvements were needed in some of our Nursing Sensitive Indicators: CLABSI and HAPI



20

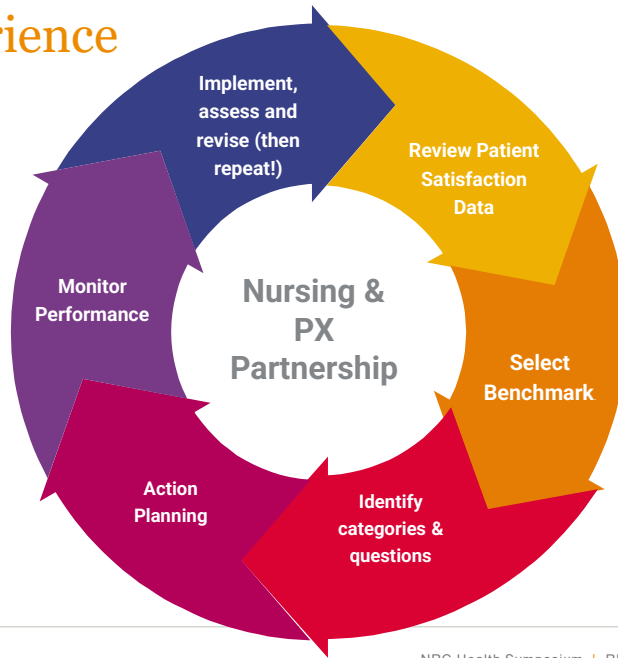
Greatest Challenge

- Patient Satisfaction scores for outpatient clinics that reported up through hospital leadership
- We would be going into our survey with a deficit already in place

Greatest Challenge

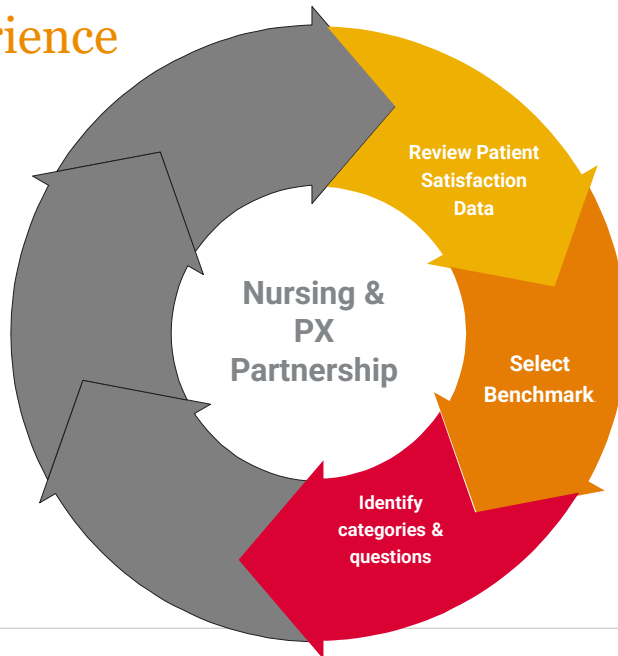
- Patient Satisfaction scores for outpatient clinics that reported up through hospital leadership
- We would be going into our survey with a deficit already in place

Patient Experience Process Flow



23

Patient Experience Process Flow



24

Inpatient Patient Satisfaction Performance

EP20EO: Unit- or clinic-level patient satisfaction data (related to nursing care) outperform the mean or median of the national database used.

LBJ Number of Units Outperforming in Each Quality Indicator Category			
Patient Engagement/ Patient-Centered Care	Care Coordination	Safety	Careful Listening
★ 8 of 9 Units Outperform	★ 7 of 8 Units Outperform	★ 6 of 9 Units Outperform	★ 8 of 9 Units Outperform
Ben Taub Number of Units Outperforming in Each Quality Indicator Category			
Patient Education	Care Coordination	Safety	Responsiveness
★ 13 of 17 Units Outperform	★ 14 of 16 Units Outperform	★ 16 of 19 Units Outperform	★ 9 of 17 Units Outperform

25

Outpatient Patient Satisfaction Performance (Pre)

EP21EO: Unit- level patient satisfaction data (related to nursing care) outperform the mean or median of the national database used.

LBJ Number of Units Outperforming in Each Quality Indicator Category			
Care Coordination	Courtesy & Respect	Pain	Careful Listening
0 of 5 Units Outperform	0 of 6 Units Outperform	0 of 6 Units Outperform	0 of 6 Units Outperform
Ben Taub/QM Number of Units Outperforming in Each Quality Indicator Category			
Care Coordination	Courtesy & Respect	Safety	Patient Education
0 of 4 Units Outperform	0 of 4 Units Outperform	0 of 4 Units Outperform	0 of 4 Units Outperform

26

Real Time Magnet Categories


Magnet Report | Facilities Favorite Q3 Subscribe Export Jul 01, 2018 - Jun 30, 2020

Outpatient Testing | OC Specialty Clinics | Facilities

Care Coordination ^

FACILITY	QTRS WITH DATA	% OF QTRS ABOVE COMPARISON	Q3 '18	Q4 '18	Q1 '19	Q2 '19	Q3 '19	Q4 '19	Q1 '20	Q2 '20
CC: Was there good communication between the different providers and nurses?										
NRC Average: Emergency, Vizient Academic	-	-	46.1 n=1,050	46.4 n=3,058	47.7 n=3,897	49.0 n=2,588	49.7 n=8,247	48.9 n=5,775	49.5 n=5,048	50.5 n=5,454
Ben Taub Emergency Center	8	25.0%	43.1 n=1,437	45.6 n=1,182	47.0 n=2,270	44.6 n=2,174	46.8 n=2,079	48.6 n=2,238	49.9 n=2,158	51.9 n=1,979
LBJ Emergency Center	8	75.0%	43.3 n=2,340	48.4 n=3,048	48.8 n=3,208	50.7 n=3,040	48.9 n=2,716	53.1 n=2,787	51.2 n=2,844	51.1 n=2,481

Careful Listening ^

Courtesy and Respect ^ 

Pain ^

Patient Education ^

Responsiveness ^

Safety ^



27

NRC Average Benchmark

Magnet Report | Facilities

Care Coordination

FACILITY	QTRS WITH DATA	QTRS % OF QTRS ABOVE COMPARISON	Q3 '18	Q4 '18	Q1 '19	Q2 '19	Q3 '19	Q4 '19	Q1 '20	Q2 '20
CC: Was there good communication between the different providers and nurses?										
NRC Average: Emergency	-	-	52.8 n=78,183	53.3 n=128,198	54.3 n=175,569	54.5 n=230,633	54.8 n=279,177	55.5 n=327,657	55.9 n=376,654	56.3 n=397,177
LBJ Emergency Center	8	0.0%	43.3 n=2340	48.4 n=3049	48.8 n=3208	50.7 n=3040	48.9 n=2715	53.1 n=2767	51.2 n=2644	51.1 n=2481



28

Benchmark Filter

Magnet Report | Facilities

Care Coordination

QTRS % OF QTRS WITH ABOVE

FACILITY	DATA	COMPARISON	Q3 '18	Q4 '18	Q1 '19	Q2 '19	Q3 '19	Q4 '19	Q1 '20	Q2 '20
CC: Was there good communication between the different providers and nurses?										
NRC Average; Emergency; Vizient Academic	-	-	46.1 n=21,630	46.4 n=29,629	47.7 n=33,957	49.0 n=40,599	49.7 n=49,247	48.9 n=53,770	49.5 n=58,649	50.5 n=58,484
LBJ Emergency Center	8	75.0%	43.3 n=2340	48.4 n=3049	48.8 n=3208	50.7 n=3040	48.9 n=2715	53.1 n=2767	51.2 n=2844	51.1 n=2481

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29

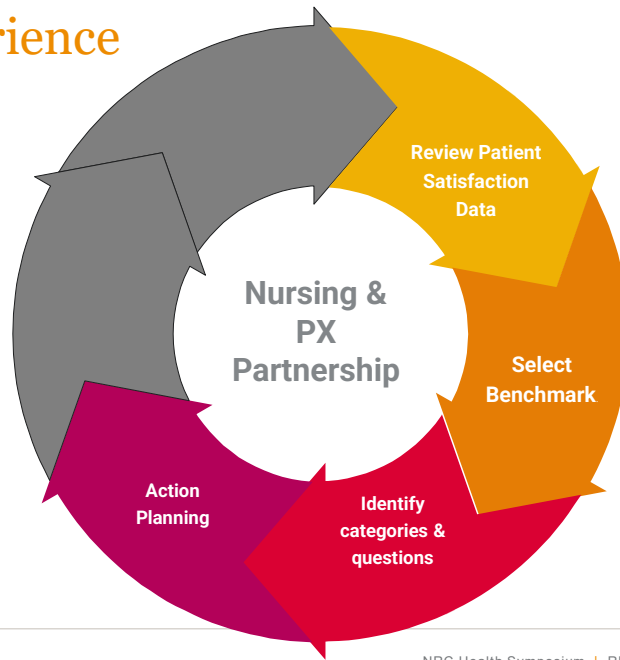
Magnet Categories: Highlight Your Strengths

- One size does not fit all
- Use Real time magnet tool to determine which categories to submit
- LBJ
 - Care Coordination
 - Safety
 - Pain
 - Careful Listening
- Ben Taub
 - Care Coordination
 - Patient Education
 - Safety
 - Pain

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30

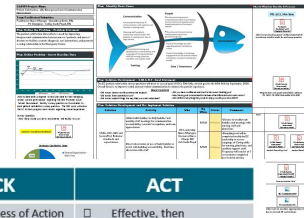
Patient Experience Process Flow



31

Action Planning

- Assembled ambulatory patient satisfaction taskforce
 - Shared targeted improvement areas
- Charged teams to create area specific actions plans for rapid improvement
 - Shared and explained targeted Magnet categories/questions
 - Examined qualitative data
 - Identified gaps in communication and root causes
 - Created action plans grounded in evidence base practices
 - Implemented plans
 - Monitored progress monthly
 - Assess, revise and repeat



PLAN	DO		CHECK	ACT
Root Cause(s) – Based on analysis made on the problem. Why	Action (Use action verbs)	Responsible Person	Implementation Date	Status & Effectiveness of Action
				<input type="checkbox"/> Effective, then standardize <input type="checkbox"/> Ineffective, review action or start all over

32

Emergency Center Strategies

EC Patient Satisfaction LOC	
Location	Date Reported
1. Waiting	Yes/No/NA
2. Having Care Delivered	Yes/No/NA
3. Receiving Information from	Yes/No/NA



- ✓ Rounding Tool
- ✓ Staff Kudos Cards
- ✓ Patient Communication Cards

Your Healthcare Team	
Provider	
Registration Staff	
Nursing Team	
Thank you for letting us care for you today!	

33

Emergency Center Strategies

- ✓ Habit Builders
- ✓ Patient Communication Boards



SERVICE FIRST Spotlight on... **HARRISHEALTH SYSTEM** March 2, 2021

Empathetic Listening

...ate, and other person are present, I have to say.

SERVICE FIRST Spotlight on... **HARRISHEALTH SYSTEM** May 5, 2021

Communicating Wait Times

Think of how frustrating it is to have no control over what and when things happen. Many of our patients feel this frustration. Whether they are at an appointment with their physician in one of our clinics, in the emergency center or admitted into the hospital, patients have to wait for something.

...in patients and family ... as well as the hearing, such as ... or what the ... previous ...

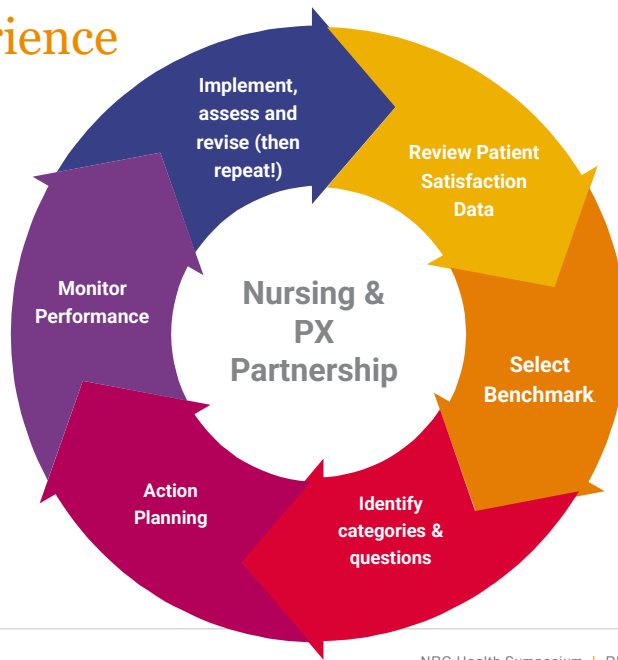
... thank them for their patience. ...

... IRST and Language of Caring ... communications can be found ...

...@harrishealth.org ...@h.org

34

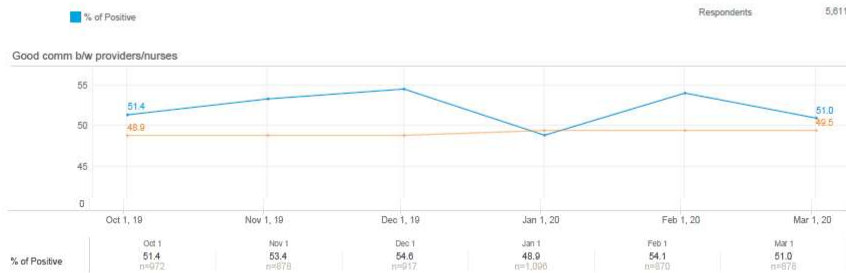
Patient Experience Process Flow



35

Emergency Center Performance Tracking

Trend



36

Emergency Center Department Summary

Resources David Riddle

QUESTION POOLS: LBU Emergency
FACILITIES: Multiple Values
SPECIALTIES: All
PROVIDERS: All
Reset

REPORT SETTINGS Reset

TARGET: Benchmark Goal

SORT BY: Score ↓

BENCHMARK: NRC Average ↓

SERVICE LINE: Emergency ↓

BENCHMARK AGE GROUP: All ↓

LOCATION FILTER: Vizient Academic

QUESTION: Multiple Values ↓

Department Summary

The Department Summary Report is designed with the department level use in mind. Use this one simple report to summarize question level scoring, alert performance, and

Department Summary

☆ Favorite
🔔 Subscribe
📄 Export
Oct 01, 2019 - Mar 31, 2020

OVERALL RATING

69.6

n-size: 5,276

■ 9 - 10 ■ 7 - 8 ■ 0 - 6

ALERT PERFORMANCE

OPEN ALERTS: 0

CLOSED ALERTS: 99

QUESTION SUMMARY

Question	YTD	Last 3 Months	Last Month	n-size	Score	Benchmark	Gap
Facility would recommend	69.9	68.1	64.7	5,276	69.6	65.9	3.7
Good comm b/w providers/nurses	53.0	52.3	49.6	5,611	52.1	49.5	2.6

QUALITATIVE SUMMARY

9 - 10

- General - Courtesy/Respect ●
- General - Recognition ●
- System/Organization - Wait Time ●
- General - Info/Education ●
- Care Team - Communication ●

7 - 8

- System/Organization - Wait Time ●
- General - Courtesy/Respect ●
- General - Info/Education ●
- General - Pain/Physical Comfort ●
- Provider - General ●

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37

Magnet Report Performance

Magnet Report | Facilities

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Jul 01, 2018 - Jun 30, 2020

Outpatient Testing OC Specialty Clinics Facilities

Care Coordination ^

FACILITY	QTRS WITH DATA	% OF QTRS ABOVE COMPARISON	Q3 '18	Q4 '18	Q1 '19	Q2 '19	Q3 '19	Q4 '19	Q1 '20	Q2 '20
CC: Was there good communication between the different providers and nurses?										
NRC Average, Emergency, Vizient Academic	-	-	46.1 <small>n=21,630</small>	46.4 <small>n=29,829</small>	47.7 <small>n=33,987</small>	49.0 <small>n=40,589</small>	49.7 <small>n=48,247</small>	48.9 <small>n=53,770</small>	49.5 <small>n=58,049</small>	50.5 <small>n=58,484</small>
Ben Taub Emergency Center	8	25.0%	43.1 <small>n=1,437</small>	45.6 <small>n=2,132</small>	47.0 <small>n=2,270</small>	44.6 <small>n=2,174</small>	46.8 <small>n=2,076</small>	48.6 <small>n=2,229</small>	49.9 <small>n=2,198</small>	51.9 <small>n=1,879</small>
LBU Emergency Center	8	75.0%	43.3 <small>n=3,340</small>	48.4 <small>n=3,040</small>	48.8 <small>n=3,203</small>	50.7 <small>n=3,040</small>	48.9 <small>n=2,715</small>	53.1 <small>n=2,787</small>	51.2 <small>n=2,844</small>	51.1 <small>n=2,481</small>

Careful Listening ^

Courtesy and Respect ^

Pain ^

Patient Education ^

Responsiveness ^

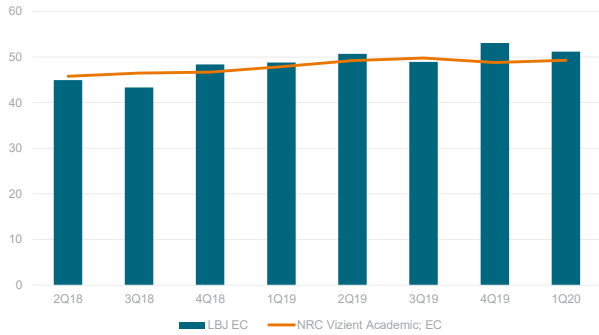
Safety ^

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38

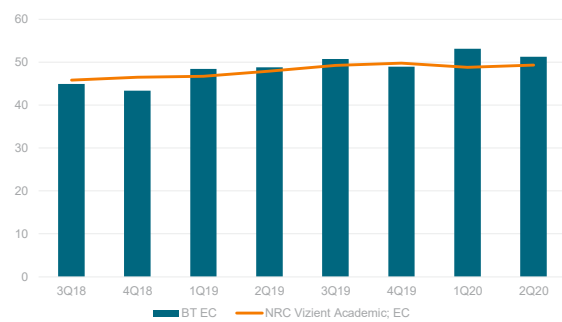
Emergency Center Care Coordination Performance

Care Coordination
Ambulatory- LBJ Emergency Center



	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20
LBJ EC	44.9	43.3	48.4	48.8	50.7	48.9	53.1	51.2
Vizient	45.8	46.5	46.7	47.9	49.2	49.8	48.8	49.3

Care Coordination
Ambulatory - BT Emergency Center



	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20
BT EC	44.9	43.3	48.4	48.8	50.7	48.9	53.1	51.2
Vizient	45.8	46.5	46.7	47.9	49.2	49.8	48.8	49.3



39

Outpatient Patient Satisfaction Performance (Post)

EP21EO: Unit- or clinic-level patient satisfaction data (related to nursing care) outperform the mean or median of the national database used.

LBJ Number of Units Outperforming in Each Quality Indicator Category							
PRE				POST			
Care Coordination	Courtesy & Respect	Pain	Careful Listening	Care Coordination	Pain	Safety	Careful Listening
0 of 5 Units Outperform	0 of 6 Units Outperform	0 of 6 Units Outperform	0 of 6 Units Outperform	4 of 6 Units Outperform	3 of 6 Units Outperform	2 of 6 Units Outperform	1 of 6 Units Outperform

BT Number of Units Outperforming in Each Quality Indicator Category							
PRE				POST			
Care Coordination	Courtesy & Respect	Safety	Patient Education	Care Coordination	Pain	Safety	Patient Education
0 of 4 Units Outperform	0 of 4 Units Outperform	0 of 4 Units Outperform	0 of 4 Units Outperform	3 of 4 Units Outperform	3 of 4 Units Outperform	2 of 4 Units Outperform	1 of 4 Units Outperform



40

COVID-19 Realities

- Documents submitted in Feb/June 2019

- Initial Surveys scheduled – April/June 2020
 - Rescheduled for virtual survey July/August 2020
 - BT elected to reschedule one additional time – Sept 2020

41

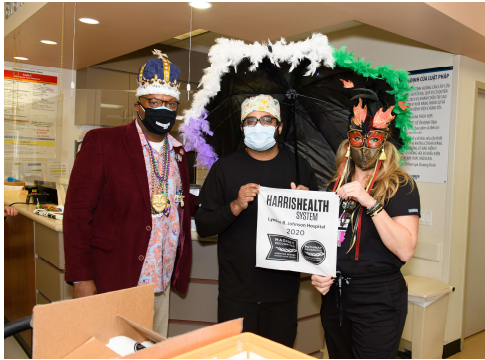
Survey Days

- Much interest in our COVID preparations and staff support
 - Staffing plan for leveling nurses up
 - Training/education/competencies
 - Patient support provided
 - Daily phone touch by patient experience staff
 - FaceTime video chats for family members

42

Designation and Celebration

→ LBJ – Awarded Designation – Sept. 2020

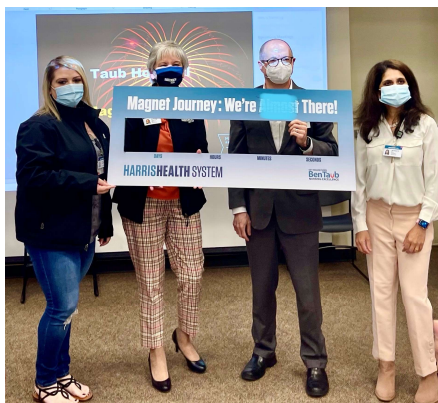


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43

Designation and Celebration

→ BenTaub – Awarded Designation – Nov. 2020



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44

Questions?

Thank you!
Questions?



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45