The Art of Leadership Rounding: Influencing and Inquiring about Experiences

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What we are covering today:

- Defining the challenge: The art and science of leadership rounding

- The path to success: What the top 25% are doing

- The foundational skills found in top performers

- Wellstar Health System Spotlight - Creative ways of hardwiring and individualizing the practice

- Q&A and Conclusion

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What the literature says about leader rounding:

1 - "Patients who perceived they were rounded on had **3.53 greater odds** of reporting top box scores (9 or 10s) for Overall Rating of Care compared to patients who perceived they were not rounded on."

Patient Experience Journal, 2018

2- Patients who reported being visited by a nurse leader during their stay reported **higher evaluations of care** in all areas HCAHPS measures. -

Institute for Improvement, 2014,

3 - Studies show that nurse rounding is an effective means to increase patient satisfaction and quality of care and decrease patient-safety events. **There is evidence to support that daily leader rounding** improves patients' hospital experience as well. –

Journal of emergency Nursing 2019

4 - 5 Five studies reported that the satisfaction scores of patients who received rounding were **significantly higher** than that perceived by patients not receiving rounding.

Journal of Advanced Nursing 2022

Citation:
1 Tothy A, Sastry SK, Springman MK, Limper HM, Fahrenbach J, Murphy SM. Transforming care through bedside leader rounding: Use of handheld technology leads to improvement in perceived patient satisfaction. Patient Experience Journal. 2018; 5(3):41-46. doi: 10.35680/2372-0247.1254.
2 Institute for Innovation. "Inspiring Innovation: Patient Report of Nurse Leader Rounding." *Institute for Innovation* , 2014, http://www.theinstituteforinnovation.org/sites/default/files/public/resources/inspiring-innovation-stories_patient-report-of-leader-rounding_final.pdf.
3. McFarlan S, O'Brien D, Simmons E. Nurse-Leader Collaborative Improvement Project: Improving Patient Experience in the Emergency Department. J Emerg Nurs. 2019 Mar;45(2):137-143. doi: 10.1016/j.jen.2018.11.007. Epub 2018 Dec 24. PMID: 30591243.
4. Bayram A, Özsaban A, Longhini J, Palese A. Nurse manager intentional rounding and outcomes: Findings of a systematic review. J Adv Nurs. 2022 May 24. doi: 10.1111/jan.15307. Epub ahead of print. PMID: 35608050.

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The Challenge

Improve HCAHPS

Start Leadership Rounding

The Path to Success: What the top 25% are doing

The framework of their rounds including how often they round and what they ask

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Common traits of those in the 75th percentile: Goal Setting

Rounds to Goal

100%

Daily Census

They all set their goal in the software to 100% daily census

All required rounding on the weekends

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The Leadership Rounding Balance

Common traits of those in the 75th percentile: Compliance

Organizations That Were In or Above 75th Percentile

71%

Average Percentage of Daily Census that Received a Leader Round

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Top Quartile versus Average

Above the
75th Percentile

71%

Percentage of Daily Census that
Received a Leader Round

50th percentile

47.9%

Percentage of Daily Census that
Received a Leader Round

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Common traits of those in the 75th percentile: Stressing Nurse Leadership Role

Nurse Leader Introduction ⌄

1

Hi, my name is ___ and I am the **nurse leader on this unit.** I am rounding today to ensure you are receiving excellent care.

You may have noticed I brought my device with me. I am using this tablet to **help capture your feedback and document our conversation.**

Do you have 5 minutes to discuss your experience today?

None Selected ›

Comments ›   **Associate Comment with: None Selected** ›

Enter new comments here.

- Patients who say they were visited by someone in leadership during their inpatient stay **have a 46-percentile difference in overall rating** from their peers who didn't receive a round.

1. Morton JC, Brekhus J, Reynolds M, Dykes A. Improving the patient experience through nurse leader rounds. Patient Experience Journal. 2014; 1(2):53-61. doi: 10.35680/2372-0247.1036.

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Common traits of those in the 75th percentile: Environmental Assessment

○ Call light not in reach

○ Bedside table, belongings, or supplies not in reach

○ Bed alarm not activated if needed

○ Linen or clutter on the floor

○ Trash overflowing

○ Needs water or ice

○ Patient communication board needs updating

○ Bathroom needs attention

○ Room temperature

○ All environmental assessment items are satisfactory

- All performed an environmental assessment during the leader round

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Common traits of those in the 75th percentile: Rounding questions structured off of Key Drivers

Focus-02: Nurses - Listening Carefully

It's important for your care that our nursing team really listen to you to understand your needs.

How are we doing listening to your needs?

4

| Positive Experience | Negative Experience |

- All structured their rounds off HCAHPS or NRC Real-time Key Drivers report

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The Foundational Skills Found in Top Performers

The unique skillsets master rounders leverage to influence and inquire during rounds

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Does your leader rounds look like this?

- In the last 24 hours, have you used your call light?

- If you used your call light, how quickly was it answered?

- Did anyone offer to change your bed linen's?

- Is your room cleaned to your satisfaction?

- Did anyone offer to set you up for a bath?

- Was your meal hot?

- Do you feel the team listened to you?

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- In the last 24 hours, have you used your call light?

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- Did anyone offer to change your bed linen's?

- Is your room cleaned to your satisfaction?

- Did anyone offer to set you up for a bath?

- Was your meal hot?

- Do you feel the team listened to you?

- Feels like a survey not a conversation

- Reduces confidences in hospital and staff

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Foundation Skills: Inquiring about Experience

How to Inquire:

Use the teach back method	Use open ended questions

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Foundation Skills: Inquiring about Experience

How to Inquire:

Use the teach back method

"Because your safety is our priority, can you share what we asked you to do to prevent you from falling?"

- Patient states information you are hoping to validate

- Keep the concepts simple

- They should be something patient can easily observe or were taught

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Foundation Skills: Inquiring about Experience

How to Inquire:

- Conversational in nature

- Still can have pre-configured answers in your rounding tool for the user to select when documenting

Use open ended questions

"It's important for your care that our physician team actively listens to you to ensure we understand your needs. How are we doing listening to you?"

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Foundation Skills: Master rounders pay attention to the words used to describe experiences

How to Inquire:

- Responses with 'OK' or 'fine' often are overlooked as positive responses.

- Coach/educate rounders that these are not the ideal answers.

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Foundation Skills: Master rounders pay attention to the words used to describe experiences

Rounding Key Words

Satisfaction Level	Keywords
Great, Promoter, 9-10	Fantastic, Incredible, Wonderful, Amazing
Good, Passive, 7-8	Good, OK, fine, all right, acceptable, well, fair
Detractor, 0-6	Bad, terrible, disappointing,

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Foundation Skills: Influencing Experience

How to Influence

Build rapport through consistency

- Aim to have consistent leaders round on the patient not someone new each day.

- Rapport = trust

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Foundation Skills: Influencing Experience

How to Influence

Intentionally Manage Up!

- Managing up is positioning something or someone in a positive light

- Spreads positive and confidence

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Foundation Skills: Influencing Experience

How to Influence

Mindset: Make them feel special and heard

- Use leader rounds to make the patient feel important and heard

- Give them a voice during rounds

- What interventions can your hospital do to make them feel special?

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Foundation Skills: Influencing Experience

How to Influence

Make it right when it goes wrong

- Bad experience = opportunity mindset

- Turn the low experience into a peak experience by making it right

- Exceed their expectations with how you make it right

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Master Rounders Take
a human Centered Approach
to Influence and Inquire
About Experiences Through leader
Rounds

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Wellstar Health System Spotlight – Creative ways of hardwiring and individualizing leadership rounds

How a leading health system incorporates leader rounding and the data they get from the process into their daily activities

#1: **Voice of the Customer (VOC)**

- Recognized need to improve Nurse Leader Rounding Compliance

- Goal = 100% of patients every day

- Daily Huddle

- Monday-Friday

- 30-minutes

- Nurse Leaders, Directors, AVP, PX Team

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Voice of the Customer Huddle - **Compliance**

Compliance

- **Nurse Leader Round Compliance**
- Reactive to Proactive
- Real-Time Escalation
- Identification of Concern Themes

FY22 vs FY23 Leader Rounding Compliance

	FY22	FY23
WG	44%	70%
PH	62%	67%
CH	49%	59%
NF	51%	56%
SP	44%	51%
DH	23%	51%
SG	33%	47%
KH	37%	44%
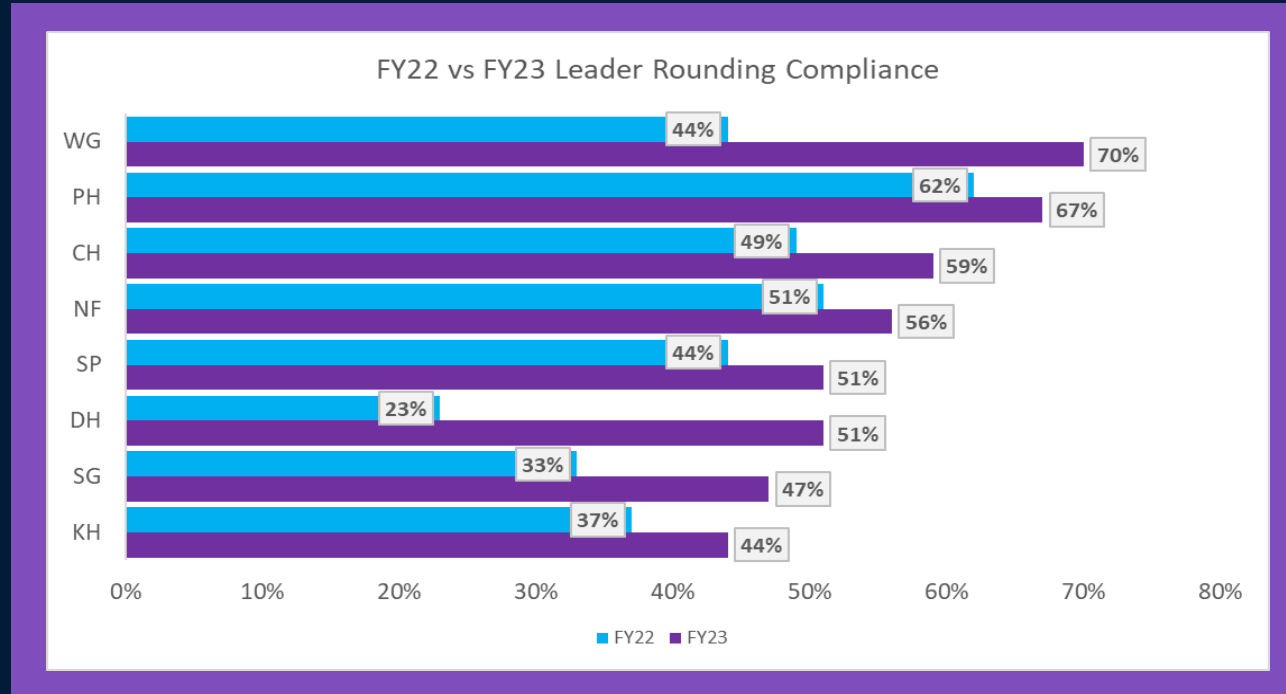
Voice of the Customer – **Barriers**

Barriers

- **Reactive to Proactive**

- **Real-Time Escalation**

- **Identification of Concern Themes**

Concerns Summary		
Unit	**Concern Category**	**Count**
B3E CV ICU	Ancillary Concerns - Engineering	1
B6W CARDIAC	Medications	3
G5S SURGERY	Comfort Concern	2
G5N SURGERY	Pain Management	3
G6N RENAL	Communication Between Providers	1
G7N MED/SURG	Pain Management	3
CDU	Compassionate Care	2
P4 M/B	Education	3

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Voice of the Customer – **Would Recommend**

- **Would Recommend** = Key Metric
  - Promoters = 9/10
  - Passives = 8/7
  - Detractors = 0-6

- Template built in Nobl

- Question prompts leader to predict score

- Based on all interactions, leader records their hypothesis

- Prediction Accuracy Report
  - Matches leader's prediction with actual outcome

Voice of the Customer – **Prediction Accuracy**

'Would Recommend' **Prediction Accuracy**

Department	FY22	FY23
ONCOLOGY	36%	60%
ORTHO	35%	67%
CDU	39%	75%
TELE (MED)	40%	78%
MOM/BABY	46%	80%
4N SURG	41%	80%
TELE (CARD)	55%	82%
TELE (RENAL)	61%	83%

■ FY22 ■ FY23
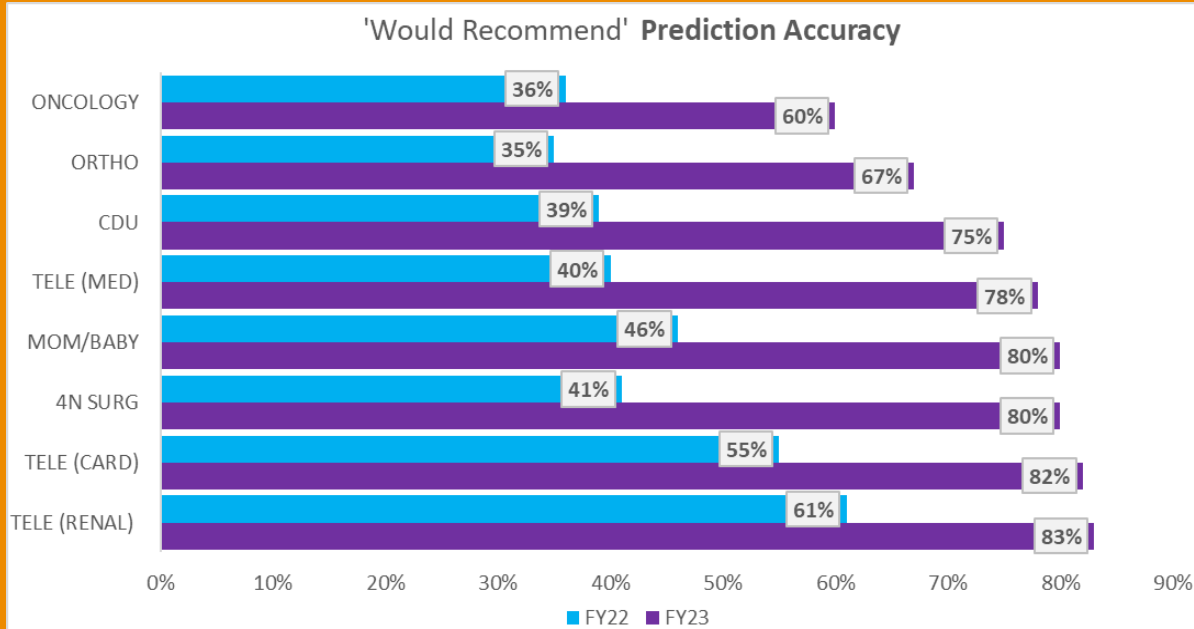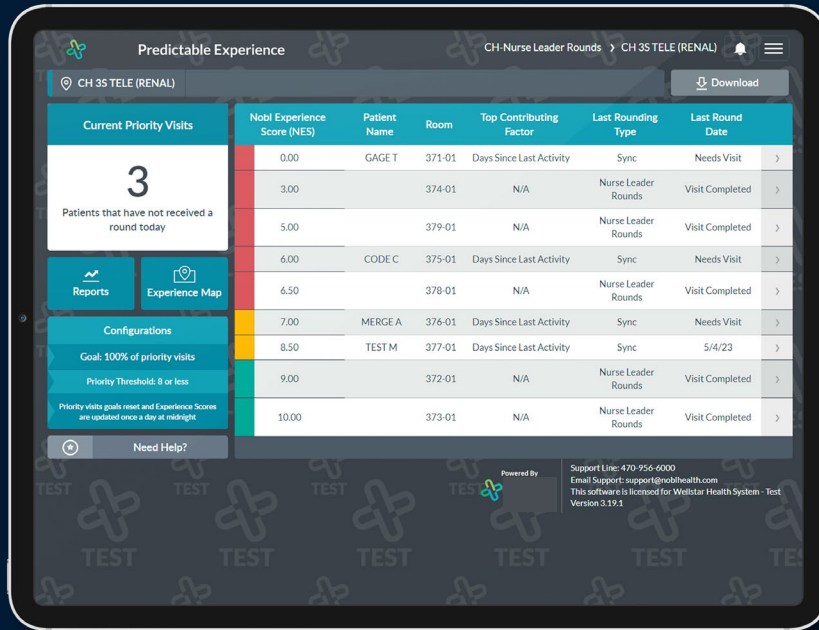
Accuracy

- Measures nurse leader round quality and

- Guides performance development

- Enables coaching resources.

Prediction Accuracy improved 30% from when we initially began these efforts.

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#2: Predictable Experience – What is it?

- Increase ability to accurately identify service recovery opportunities

- Provide real-time effective service recovery that strengthens relationships with patients and families

- Increases overall consumer confidence in Wellstar.

Predictable Experience – **Heat Map**

FROM THIS…. → **TO THIS!**

Voice of the Customer – **Putting it all together**

Consistent Leader Rounding

Compliance with Daily Target

+

Better Prediction Accuracy

During Leader Rounding

=

Higher Would Recommend

On Patient Survey

Q&A : Thank you for joining!

- Learn more about the Nobl Rounding Platform at NoblHealth.com

- Learn more about Wellstar Health System at wellstar.org