Town Halls Address Quality and Patient Perception

BUMC President John McWhorter focused his January town hall message on the hospital’s quality of care scores and the importance of providing a positive, memorable experience for every patient and family. The more than 1,860 attendees learned that although BUMC ranks in the top 1% nationally in quality measures, patients’ perception of the hospital reflects how they were treated during their stay. Mr. McWhorter said patients expect to receive quality care from caregivers who are concerned about their fears, who inspire trust and confidence, and who provide them the information and education they need to handle their health issue. Providing patients emotional support and information involves every employee, he said. Casual contacts in the hall, cafeteria, parking lot or elevator influence patient satisfaction.

Mr. McWhorter also talked about a new national survey that will publicize participating hospitals’ patient satisfaction results beginning in 2007. The survey, called the Hospital – Consumer Assessment of Health Plans Survey (HCAHPS), will enable people to compare patient responses to 27 questions related to a hospital’s patient care and service. The Centers for Medicare and Medicaid Services (CMS) and the Agency for Healthcare Research and Quality (AHRQ) developed the survey. Mr. McWhorter shared that Baylor wants the publicized results to reflect our vision statement: “To be trusted as the best place to give and receive safe, quality, compassionate health care.”

High/Middle/Low Performer Conversations

Most employees want to work for a leader in the health care industry who focuses on doing the right thing for patients and employees, says Teresa Schardt, Spirit of Excellence director. When initiatives for improvement occur, these employees raise their performance to meet the new expectations and are proud to participate. However, there are other employees who have no intention of doing this and cause their coworkers to work harder to maintain good achievements, Teresa explains. Eventually, that gets old and employees leave or lower their performance. “We’re back to business as usual, which leaves high and middle performers disappointed and less engaged,” she says.

To avoid this cycle and to continue improving patient and employee satisfaction at BUMC through the Spirit of Excellence culture, the hospital recently completed high/middle/low performer conversations at every level of the organization. Teresa explains that only when low performers rise to expectations of middle performers will BUMC reap the benefits of an entire workforce committed to the people we serve: patients, coworkers and physicians. She adds that no organization can carry low performers and succeed in a culture change.

“Our good, solid employees and high performers deserve an organization that applauds their dedication and holds everyone equally accountable,” says Teresa. “Thank you for your determination to make Baylor a better place for us to work and to give excellent patient care. Our patients deserve people who perform with purpose, do worthwhile work, and make a difference!”
SoE’s Reward and Recognition Team honors departments and individuals who demonstrate service excellence at BUMC. Congratulations to the latest winners!

Spirit Stick Winners

Martha Foster Lung Care employees show off their Spirit Stick Award received in Nov. 2005.

These departments earned the quarterly Spirit Stick Award for showing visible enthusiasm for service excellence through service-minded conversations and actions.

Thanks for modeling service excellence!

**Fall 2005**

**Inpatient:** 12 Roberts  
**Outpatient:** Martha Foster Lung Care Center  
**Ancillary:** Emergency Department Lab  
**Support:** Guest Relations

Satisfaction Trophies Awarded

Monthly trophies go to departments achieving the highest patient satisfaction scores and to those with the most improved scores (greater than one percent). The kite board on the first floor of Truett Hospital reflects all participating departments’ patient satisfaction scores. Scores indicate 12-week “excellent” averages from surveys conducted before patient discharge. Thanks for showing BUMC is the best place to receive care!

**Best Satisfaction Trophy (highest scores):**  
**Inpatient:** October – 2 South ICU; November – 4 West Roberts; December – 3 Hoblitzelle; January – New Family Center/L&D  
**Outpatient:** October – Diabetes; November through January – Gastrointestinal Lab  
**Ancillary:** October through January – Physical Medicine & Rehabilitation (PM&R)  
**Support:** October through January – Pastoral Care

**Best Satisfaction Overall Winners (Dec. 2004 – Nov. 2005):** These four departments received the monthly Best Satisfaction Trophy most frequently during 2005.  
**Inpatient:** 4 West Roberts  
**Outpatient:** GI Lab  
**Ancillary:** Lab  
**Support:** Access Services

**Soaring to New Heights Trophy (most improved scores):**  
**Inpatient:** October – 12 Roberts (5-point increase); November – 4 Truett (12.5-point increase); December – 3 Hoblitzelle (24-point increase); January – Bone Marrow Transplant Unit (5-point increase)  
**Outpatient:** October – Respiratory Care (3-point increase); November – Baylor Diagnostic Imaging Center (5-point increase); December – Lung Care Center (6-point increase); January – Lung Care Center (1.6-point increase)  
**Ancillary:** October – Environmental Services (3-point increase); November through January – no winner  
**Support:** October – Pastoral Care (2.5-point increase); November – Nutrition Service’s Host/Hostess Program (1-point increase); December – Access Services (17-point increase); January – no winner

Wow! Pastoral Care (top) and PM&R employees won Best Satisfaction trophies four consecutive months, Oct. 2005 - Jan. 2005.

3 Hoblitzelle staff members earned December’s Soaring to New Heights Trophy for a 24-point increase in patient satisfaction scores.
Lessons Learned
More than 145 patient care technicians and assistants have graduated from the first three sessions of Sacred Vocation training classes. Two more, six-week sessions will take place this Spring. The goal of the employee enrichment training is to increase understanding of the vital role techs and assistants play in the healing process of patients. A few graduates share below what they learned.

“The classes were inspirational and opened my eyes to see patients’ emotional and spiritual needs in a new light. It has helped me get back to being a team player.”
Gloria Bagsby, BMTU

“The Sacred Vocation program is one of God’s ways of reminding me of the importance of the work I do with patients, families and coworkers. Showing compassion is part of living out my faith.”
Carla Levels, 6 Roberts

“The training has helped me become a more understanding person. I think I relate better to patients and my coworkers. Along with the doctors and nurses, I see myself as a healer, as someone who patients can talk to and cry with.”
Melissa Van Hecker, 3 Hoblitzelle

Phase 2 Training
Eight representative Sacred Vocation graduates who demonstrated commitment and enthusiasm for the training began a second, five-week phase on Jan. 18. “In this phase, the graduates are turning from personal awareness of their job as a sacred vocation to looking at enablers and barriers in their work environment,” says Chick Deegan, facilitator for Sacred Vocation’s Phase Two and associate director, UTA School of Nursing, Center for Leadership in Nursing and Health Care. The graduates will develop an action plan involving communication, teamwork, workload management, equipment and other issues identified as supporting techs and assistants in performing their jobs as sacred vocations. At the end of Phase Two, the graduates will present their action plan to BUMC’s senior management team and spiritual companionship team. For questions about Sacred Vocation training, contact Chaplain Jennifer Rowley at 2-4835 or SoE Director Teresa Schardt at 2-1670.

Don’t Miss the Last Session
The last six-week Sacred Vocation training session is April 3 - May 8. Patient care techs and assistants can self enroll on the Baylor Learning Network (BLN) and receive paid time to attend. The class is 1.5 hours each week for five weeks. A short graduation ceremony occurs the sixth week.
On June 2, all Sacred Vocation graduates and their families are invited to attend a special celebration with great prizes! Stay tuned for details.

Service to Stars Thanks Weekend Night Employees
Baylor leaders brought “Service to the Stars” to weekend night employees Sunday, Jan. 8. The event was a “thank you” for their service excellence.
BUMC President John McWhorter, Chief Nursing Officer Remy Tolentino, Vice President Mike Donnell, Vice President Marty Fordham, Administrative Supervisor Karen Pinkston and ARAMARK Nutrition Services Director Shannon Heard donned professional serving attire to dish up a free meal to more than 460 weekend night employees. Next quarter, “Service to the Stars” will honor weeknight employees.
Rounding Works!
Clinical Manager Donna Betts, R.N., 6 Roberts, says, “I never knew rounding would open up so many different avenues for improving patient satisfaction.” She reports:
• Patients know her by name and sight;
• Patients share with her more employee names to recognize;
• She knows patients better, which helps with referrals; and
• She interacts more with nurses/techs to share patient feedback and requests.

Heroism in the ED!
On a Saturday morning in December, a true team effort of physicians, nurses, technicians and guest relations gave a four-month-old infant boy emergency care that “was nothing short of amazing” reports Karen Pinkston, R.N., administrative supervisor. A CT scan showed the baby had a subdural hemorrhage. Quickly deteriorating, the baby became unstable for safe transport to Children’s Medical Center (CMC), which receives all Dallas pediatric trauma patients. Emergency Medical Physician Luis Portera, M.D., called Neurosurgeon Sam Finn, M.D., who immediately took the child to the operating room (OR) in attempt to save his life. Within minutes, Chief of Anesthesiology Michael Ramsay, M.D., arrived and Chief of Pediatrics Craig Schoemaker, M.D., offered to assist with transport. Carina Cardenas, R.N., ED, and Thomas Capistrant, Guest Relations, translated everything as it happened to keep the baby’s Spanish-speaking mother informed. Jessica Ives, R.N., ED, was the infant’s primary nurse. Following surgery, Dr. Finn and Dr. Ramsay stayed with the patient in the OR until he could be safely transported to CMC. Karen concludes, “I’m so proud to work in a place that puts the patient first.”

Emergency Department Team
WIN: Continued focus on improving the patient and family experience in the ED. The team implemented a new triage system, AIDET and discharge phone calls. The team also added concierge and coffee services as well as a new salt water aquarium in the ED reception area. The concierge answers questions about visitor passes, patient location and campus maps. The aquarium helps provide entertainment and reduce stress for visitors while they wait. LEADER: Lisa Bait, ED.

Inpatient Satisfaction Team
WIN: Began evaluating ways to improve patient and employee satisfaction in relationship to NRC/Picker group survey results and Sacred Vocation training goals. The team is also developing an audit tool for managers to use when rounding to evaluate progress of and compliance with SoE initiatives. LEADERS: Olha Prijic, 7 Truett; Gracie Stowe, 12 Roberts.

Outpatient Satisfaction Team
WIN: Gained new leadership to spearhead 2006 improvements using AIDET, service recovery and “work arounds.” Team is recruiting new members. Outpatient services employees interested in joining should call Elaine Neufeld at 2-6695. LEADERS: Elaine Neufeld, Outpatient Clinic; Matt Schwyer, Center for Hyperbaric Medicine.

Service Education Team
WIN: Continued ongoing service excellence training for new public safety officers and new nursing staff. January training focused on rounding for 6 Roberts, diet clerk education for nutrition services, service excellence for bone marrow transplant unit (BMTU) staff and patient information/emotional support for town hall attendees. LEADER: Teresa Schardt, Spirit of Excellence.

Discharge Phone Calls Help Patients
BUMC administration is currently evaluating the best process for conducting inpatient discharge phone calls. In 2005, four pilot departments – 16 Roberts, 13 Roberts, 7 Roberts and NICU – and the emergency department had positive results from calling patients at home within 48 hours after discharge. The calls address patient questions about discharge instructions and, when needed, help staff appropriately refer patients for follow-up care.

These benefits rang true for a discharge phone call made by Katheryn Gordon, R.N., clinical manager of 7 Roberts. “One Friday,” Katheryn recounts, “I called a patient who had previously told her care coordinator and social worker she had family and didn’t need assistance at home. As I read my scripted questions, the patient began to say loudly, ‘I need help.’ I asked how she needed help and learned the patient was too weak to do everyday tasks. I immediately met with the patient’s care coordinator and social worker who, in turn, called the physician for an order and called home health. I called the patient back and told her help was on the way. The discharge phone call really benefited the patient and made me feel worthwhile, too.”

For questions about discharge phone calls or the pilot program, contact Carol Clark, R.N., clinical manager of 16 Roberts, at 2-3840.

On the Calendar
March
• Sacred Vocation classes for patient care techs/assistants
• Quarterly spirit sticks awarded
April
• Sacred Vocation classes for patient care techs/assistants
• Employee recognition receptions with President John McWhorter
• Leadership Development Institute (LDI)
• Department celebrations for top quarterly satisfaction scores
May
• “Service to the Stars” appreciation for weekend employees
• Town Hall meetings

Please post this “Excellence in Action” newsletter for BUMC employees in your area

Direct questions about the Spirit of Excellence to Teresa Schardt at 2-1670

Team “Wins” Making a Difference
Employee teams continue to make a difference in patient and employee satisfaction at BUMC. This issue highlights recent team “wins” or successes. Ideas or suggestions? Contact the leader for the appropriate team.

New Patient Services Guide
A new patient services guide is coming to BUMC inpatient rooms in March. The SoE Communication Team spearheaded the development of the new guide to better answer patient and family questions about the many services BUMC provides. This high-quality, padded vinyl guide is written in English and in Spanish. The guide’s user-friendly tabbed pages cover subjects, including:
• Frequently Used Telephone Numbers
• Your Hospital Team
• Electronic Devices
• Pain Management
• Food and Nutrition
• Safety & Security
• Going Home
• Hospital Bills & Insurance
• Special Services and more

Along with the patient services guide, campus maps will be made available in patient rooms. Families can take a map to use while navigating the campus. Direct questions about the patient services guide to Communication Team leaders Carolyn Adelman at 2-2890 or Jana Pope at 2-2116.

Excellence In Action is a quarterly publication produced by the Spirit of Excellence office and BUMC marketing/public relations. Printed copies are delivered with the Baylor News – Dallas Campus by interoffice mail to Baylor supervisors and managers. An online version is posted on myBaylor.com. To submit news items for consideration, contact Teresa Schardt at 2-1670 or Carolyn Adelman at 2-2116.