Technology and the Human Connection: A Personal Perspective

Closing Keynote, February 11, 2019

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Conflict of Interest

Susan B. Hassmiller, PhD, RN, FAAN

Has no real or apparent conflicts of interest to report.
Agenda

• Describe my husband’s hospital stay in the intensive care unit
• Describe how a positive patient experience is integral to building a Culture of Health
• Make the business case for cultivating positive patient experiences
• Share best practices for improving the patient experience
• Discuss the need to improve the caregiver experience
Learning Objectives

• Describe how promoting well-being and positive patient experiences are part of building a Culture of Health in the U.S.

• Outline the business case for enhancing the patient experience and share best practices for improving the patient experience

• Describe ways to reduce caregiver suffering at the individual, team, organizational and systems level
Bob and Me
Bob and Me
My ICU Observations

Compassionate care is not always the norm

• Technology
• Paperwork
• Staffing ratios
• Personal issues
• Work culture
Patients and Their Families Need to:

- Understand and agree with the care being provided
- Have ample opportunities to offer input
- Be able to express hopes and fears
- Be understood and acknowledged
The Nurses Who Cared for Bob and Me

Kathy and Abby with me at RWJF
RWJF Vision: A Culture of Health

We, as a nation, will strive together to build a Culture of Health enabling all in our diverse society to lead healthy lives, now and for generations to come.

Includes consumer experience with care.
Patient Experience and Quality

• ACA mandated hospitals would be reimbursed on scores that measure clinical care and patient experience

• Hospitals are rewarded or penalized based on their patient experience scores
When patients believe they have a good care experience, health care organizations have:

- Lower re-admission rates
- Shorter lengths of stay
- Fewer hospital-acquired conditions
- Higher Patient Safety Indicator scores
- Higher Patient Engagement scores

Costs decrease and outcomes improve

Mark Smith et al., eds. *Best Care at Lower Cost: The Path to Continuously Learning Health Care in America*. Washington, DC: Institute of Medicine, 2013
The Evidence

• A 55 study meta-analysis found that patient experience is positively associated with clinical effectiveness and patient safety*

• Two studies found that hospitals with better patient experience scores have higher quality measures for acute myocardial infarction and aspects of surgical care**


The Evidence

- Higher patient experience scores
- Better patient follow-up
- Better teamwork, leadership, and quality
- Fewer physicians sued
- Higher patient experience scores
- More new and repeat visits
- The Evidence

Patient experience based on what consumers shared is not a nice thing to do, but rather it is a tangible and practical commitment that will have both an immediate and lasting impact on organizations.

--The Beryl Institute “Consumer Perspectives on the Patient Experience 2018”
Positive and Negative Experiences

Describing Positive Patient Experiences

Describing Negative Patient Experiences

Think of a specific time when you or someone you know had a good (or positive) / bad (or negative) patient experience. What words or phrases would you use to describe this experience?

The Beryl Institute “Consumer Perspectives on the Patient Experience 2018”
Compassionate Connected Care Model

**Clinical Excellence**
Connecting clinical excellence with outcomes

**Operational Efficiency**
Connecting efficiency with quality

**Caring Behaviors**
Connecting behaviors with action

**Culture**
Connecting mission, vision and values with engagement

The Pathway to Compassionate Care

- The provision of exceptionally skilled clinical care
- In an environment that is efficient and effective
- By engaged and resilient caregivers
- In a culture driven by a shared purpose to achieve the optimal outcome for all involved

Dempsey, 2018
Best Practices

- Clinically minded volunteers meet with patients and families
- Shared decision making tools
- Patient activation measures
- Open visiting hours/rounding
- White boards
- Patient education videos
- Clinical nurse leader rounding
- Bedside charting that enables patient access
- Code Lavender

Hassmiller and Bilazarian, 2018
Including Families on Rounds

Inviting families to participate in rounds:

• Supports their involvement in decision-making
• Gives them an opportunity to ask questions and share information
• Engages them as partners in the care of their family member
• Improves safety and quality
Rounds Without Patient and Family
Rounds With Patient and Family
What Matters to You Today?

www.whatmatterstoyou.scot/
Best Practice: Organizational Change

Changing workplace culture
- Establish shared set of expectations between providers and patients and their families

Strong nursing leadership
- Need singular, consistent, and visible leadership for organizational change

Engaged staff
- Ingrain values and mission of organization in each employee’s sense of purpose

Hassmiller and Bilazarian, 2018
Barriers to Positive Patient Experiences

• Time and need for efficiency*
  – *Reframe to consider it a means towards more effective clinical care

• Technology**
  – Use open charting and educational videos

• Hesitation and fear***
  – Invite patients and families to play a role in their care


Caregivers Also Suffer

Many are overworked, exhausted and unhappy

- Long hours
- Large caseloads
- Regulations and documentation
- Reimbursement pressure
- Physician and nurse shortages
- Patient complexity and acuity
- New technology
- Unsupportive work environment

Dempsey, 2018
Patient and Caregiver Suffering Are Connected

• When nurses recommend their place of work, patients are also more likely to recommend the organization as a place when care is needed*

• When workplaces reward compassionate acts and support staff during tough times, more patients rate the care they experience highly**

*Dempsey, 2018

Reducing Caregiving Suffering

- Health leaders should acknowledge the complexity and gravity of the work provided by caregivers
- Management should offer material, human and emotional resources
- Teamwork is vital to success
- Empathy and trust should be fostered and modeled
- A positive work-life balance reduces compassion fatigue
- Communication is crucial

Dempsey, 2018
Healthy Work Environments

Commentary

NO TIME TO BE NICE IN THE INTENSIVE CARE UNIT

By Dorrie K. Fontaine, RN, PhD, Julie Haizlip, MD, MAPP, and Ramon Lavandero, RN, MA, MSN

Why invest in creating a healthy work environment? Imagine a bold, courageous, and lively workplace where health care providers look both externally—toward achieving better outcomes, lower cost, and than I imagined. I got an MD and a PhD in neuroscience. I’m finishing my residency right now. I guess I thought that everyone would be compassionate and help each other, and would be nice to each other. And don’t get me wrong—

Best Practice: Interprofessional Collaboration
Best Practice: Interprofessional Collaboration

1. Put patient first
2. Demonstrate leadership commitment
3. Create level playing field
4. Cultivate effective team communication
5. Explore use of organizational structure
6. Train different disciplines together
Breaking the Rules for Better Care

Top Ideas for Improving Patient Care:

1. Eliminate visiting hours. Enable family members to visit as often as they want
2. Change CMS rule to allow patients to be transferred to skilled nursing facility without waiting for three days in an inpatient facility
3. Allow each member of the care team to operate at top of license to improve patient flow
4. Make same-day appointments available
5. Reduce waiting times

What Nurse Leaders Can Do

Key Takeaways:
• Prioritize compassion from the C-suite on down
• Adopt best practices to promote consumer engagement
• Support staff to reduce caregiver suffering
• Promote interprofessional care and strong teams
• Change rules that detract from the care experience
I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.

-- Maya Angelou
Thank You!
Questions

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