

SATISFACTION

Success Story



Bethesda Hospital

SATISFACTION AND SAFETY OUR FOCUS FOR THE FUTURE

Because good ideas should be recognised

Press Ganey's Success Stories and testimonials acknowledge and reward the innovative efforts of our clients who integrate their satisfaction data and Press Ganey's solutions support to produce outstanding clinical outcomes, improvements in patient perceptions, staff morale, operational efficiencies and financial performance.

We hope these experiences will enlighten and motivate individuals in all types of health care organisations.

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PRESS GANEY

Bethesda Hospital

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As a small, independent private hospital in Perth, Bethesda believed it had always enjoyed a superior reputation, but when the organisation found itself in financial difficulty mid 2007, it became clear that all was not what it appeared. A new Board and Executive Team were appointed and given the immediate imprimatur of stabilising the hospital, both from a financial and patient safety perspective. Stakeholders were consulted and the road to significant reform and revitalisation commenced.

An initial detailed review identified whilst there were very high levels of passion and commitment from the staff. It was agreed that this was a great foundation, recognising that the survival of the hospital was about building onto the existing culture of service and excellence to patient satisfaction, safety, quality and superior patient outcomes. From a financial perspective this involved an enormous amount of attention using 'lean thinking' principles, cost control, reduction of waste and trimming staffing levels in line with benchmarks.

All this to be achieved with the ultimate goal of increasing patient satisfaction and service outcomes at

Bethesda Hospital – this involved some serious paradigm shifts amongst all of the hospital's stakeholders - Bethesda's journey towards service excellence was about to begin.

Bethesda was committed to achieving customer satisfaction to the highest of levels, using measurement data and benchmarking. Their survival involved more than just ensuring its financial viability – the satisfaction of its key customer groups was integral to the hospital's ability to continue to serve the community of Western Australia.

The Commitment

The Bethesda Board of Directors approved the allocation of resources, a project plan for the quality improvement initiatives was articulated, strategies based on evidence across the Industry were developed (with commensurate key performance indicators agreed to by the hospital team). Significant engagement from the front-line management team was secured. The team was underway.

The commitment began with a reaffirmation of the hospital's strategic plan by The Board, management and staff at all levels.

5 Priority Areas

Development and Diversity	Be an Employer of Choice	Build the Culture in the Community	Become a Service Provider of Choice in the Community	Optimise Social Contribution
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12 Broad Strategies

Establish a specialist surgical focus	Build and Nurture a competent and engaged workforce	Promote the Bethesda Hospital Brand	Optimise Health Fund relationships	Provide a spiritually-enriched Hospital environment
Form a partnership for a new model of care	Attract and retain employees	Raise Profile and Reputation	Extend Government partnerships – public services with a private provider	Differentiate by achieving Mission
Form surgeon / doctor group partnerships	Establish Alliances with Labour market feeders		Expand the business frontier	Demonstrate strong corporate citizenship
Evaluate Options for expansion of the business			Sustain a competitive advantage	

The Approach

The approach was underpinned by a whole-of-hospital view. It was considered that for solid and enduring change focused on high customer satisfaction levels, everyone at Bethesda was to be involved. All levels of staff were encouraged and valued for their input. Equally important was that the approach was founded on evidenced-based leadership, having goals aligned to Bethesda's direction, ensuring everyone had the skills to achieve the goals, putting in place standards of practice and behaviour and connecting with their staff and communicating the changes.

Not only was the expectation that the behaviours align to their goals but the practices implemented were about sustainability, ensuring that the model remained effective in the longer term, that is, *'results that last'*. These results were communicated through performance indicators, hard evidence that changes were occurring in line with the initiatives and that they could be sustained if the changes were imbedded into normal practice.

The clinical teams embarked on a series of work focusing on patient safety and communication and that addressed the patient pre admission process, in-patient activity and discharge. A detailed pre admission review highlighted the need for better levels of patient education and preparation pre surgery, ensuring patient safety and comfort were of the highest order.

Pre admission phone calls were introduced, with experienced registered nurses ensuring that the patient was well prepared for their surgery. The patient admission 'journey' was consolidated to achieve a more streamlined approach. Feedback had told Bethesda that the informed financial consent process needed to be changed to better inform the patients; knowledge and skills were updated within the patient accounts staff, with a focus on monitoring the outcome of the conversation with the patient to ensure they were satisfied with the information received.

The patient experience and clinical pathway whilst in hospital was critically reviewed and benchmarked. This resulted in the implementation of standardised care plans, protocols for recognising and managing the deteriorating patient and more rigour placed around the patient discharge process to ensure that patients left the hospital fully informed, confident and aware of their post discharge pain management, medication and wound management regimes.

Clinical governance was given a high degree of attention with quality initiatives focussing on 'reshaping' the relationship with the visiting medical officers, attempting to agree on the core and fundamental issues that would have Bethesda patients undergo a 'safe' and 'satisfying' journey. The Medical Advisory Committee, the Credentialing and Scope of Practice Committee and a recently established Qualified Privilege Committee took on a high profile role, proactively working to institute changes to clinical policy that resulted in improvements.

Bethesda's staff on the floor became involved in the initiatives in a way never seen before. They learnt more about how to identify and report risks, they were supported when managing complaints, they were taught how to respond more appropriately and confidently on issues of clinical practice with visiting medical officers and they embraced the concept of using data to institute and evaluate changes in practice.

Leaders throughout the organisation were presented with modeling behaviours from the more senior ranks, observing a high level of commitment to improving customer outcomes from all levels in the organisation each and every day. Staff observed managers on the floor regularly, offering support and assistance with improvement activities and consolidating the implementation of systems to assist with the reform, using 'rounding' principles.

A reward and recognition program was instituted to ensure the value of everyone's input was more widely recognised. Although the performance review and development process was the formal way of assessing performance and further developing staff, individuals and teams at Bethesda were recognised with an employee of the month award, theme lunches, tributes to long-serving staff and departmental celebrations for the achievements made.



The Results

The most significant improvement in the results have been with **patient satisfaction**, specifically shifting percentile ranking from the 35th percentile ranking to the 75th percentile ranking for private peer sized hospitals. The results are best displayed in these three very powerful graphical comparisons:

Not only do the graphs provide us with clear evidence that the changes are improving patient safety and satisfaction, there is data that demonstrates the ongoing viability of the hospital into the future through business performance. Efficiency measures are monitored weekly and monthly which allows for immediate response and risk mitigation and the hospital now has clinicians seeking to work at Bethesda.

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