

SATISFACTION

Success Story

ACHIEVEMENTS WE ALL CAN LEARN FROM



Mater Private Hospital Redland

Becoming Exceptional - Are We There Yet?

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.

Contact Press Ganey:

info@pressganey.com.au

Ph: (07) 5560 7400

Fax: (07) 5560 7490

PRESS GANEY

Becoming Exceptional - Are We There Yet?

In 2007, Mater Private Hospital Redland faced a unique challenge. After reaching the 99th percentile in patient satisfaction in the 2007 Press Ganey survey (June – August period), we now faced the challenge of retaining this high standard. How were we going to hardwire our initiatives and ensure our patients continued to be satisfied with our level of care and service?

There were plenty of nay sayer's talking about the "ceiling effect" and how maintaining high patient satisfaction was more difficult than reaching high satisfaction initially. As a small, non-tertiary facility MPRH would have to try even harder than our high-profile competitors to engage staff and visiting doctors in every aspect of patient care. With a strong leadership team, open communication, clear direction and accountability, we believed that through staff engagement we could reach our goals.

One of the identified strengths was the passion throughout the hospital to achieve high levels of patient satisfaction, patient safety and quality care. From the patient bedside level, through senior staff members, middle management to executive, employees at Mater Private Hospital Redland aim to do their jobs well and contribute positively to the patient experience.

To maintain and build on this passion, the leadership team recognised that formal lines of communication and feedback mechanisms were required. We needed to generate a clear understanding of how each employee of the hospital contributes to exceptional care.

There are many and varied focuses within a hospital – patient satisfaction, clinical expectations, legislative requirements, financial impetus, HR issues, mandatory reporting of clinical indicators, HQCC data, WH & Safety, Best Practice initiatives, to name just a few. Were managers able to articulate how the many KPI's and expectations interrelate and how all have a relationship to quality care?

Did employees recognise how their individual performances affect the organisation as a whole?

Our corporate strategic plan provided us with clear direction. Measurable outcomes were developed and clear accountabilities delegated. Utilising "Studer Group" principles and through our:

- ◆ Mater "pillars" of Mission Delivery,
- ◆ Mater Private Partners,
- ◆ Ethical Sustainability and
- ◆ Mater People

were implemented. Our mission and values were embedded as a real part of the workplace culture by always ensuring we concentrated ONLY on what was important ...what made a difference to our patients.

As an offsite campus of a larger corporation, Mater Health Services, the Mater Private Hospital Redland has all the benefits of a large organisation's infrastructure and support, but as a small stand alone regional facility, we also have the ability to energise staff to challenge patient satisfaction levels and make a difference every day. The quarterly Press Ganey satisfaction reports were utilised to set continuous, measurable outcomes.

Our corporate strategic plan provided us with a clear direction with numerous corporate targets. Not only did we aim to meet the corporate goals, we wished to excel in our measurable outcomes specific to Redland Hospital, e.g. our target for 'overall hospital' rating was set for 92% in alignment with our strategic goals.

Over the last two years we have implemented several changes to ensure our patients are provided with consistent “very good care”. One of our first changes was to form a clinical component meeting structure to create stronger accountability and strengthen our communication lines. These changes created more efficiency with time, as those not involved in clinical care weren’t required to participate, and for those involved it provided a forum for clear direction and transparency leading to a heightened understanding of accountability for the clinical managers.

It was acknowledged with pride that our culture played an integral part of our very high patient satisfaction, and through our 2008 staff satisfaction survey results we had confirmation of high staff morale and high staff engagement. Our challenge was to not rest on past achievements but to take this high level of staff pride and engagement and turn it into the key difference between Mater Private Hospital Redland and other comparative hospitals.

At this stage of our growth we realised that we needed to identify processes and techniques that would contribute to maintaining our high performance and these needed to be consistent, transparent and provide accountability. We were “tweaking” our actions to reflect our organisational and professional goals.

The Mater Mission, Vision and Values are well known and articulated across the hospital and in fact throughout the organisation, but it was unreasonable to expect that conversations about translating these into behaviour occurred outside the annual performance development discussions. Therefore a practical tool was vital to support, empower and assist Mater staff to have conversations about appropriate behaviour outside the specific performance review process.

Our People and Learning team at Mater provided us with a Credo. They took our five Mater values:

- ◆ Mercy
- ◆ Dignity
- ◆ Commitment
- ◆ Quality, and
- ◆ Care

and translated them into a more everyday, understandable format.

The Credo was derived from the “Living the Values” initiative which commenced in 2006 at Mater Health Services where work groups across the organisation were challenged and engaged to confirm what they believed to be the statements that best described our values to the everyday person in our workforce.

Consideration was also provided through staff meetings, other forums and feedback from managers, heads of department and the Mater Executive team. The credo exists alongside and underpins the Mission, Vision, and Values as part of the overall Mater philosophy.

The implementation of the credo, a series of simple behavioural statements relating to appropriate everyday conduct, was developed to support and better inform staff regarding expectations of the performance development process, how to uphold the existing Mission, Vision and Values, in the workplace, and confirm behaviour interpretations. This practical tool was in place by late 2007 to encourage conversations about our values.

This compact, personal handy guide consists of 16 statements of belief and guiding principles that provide us with key messages, in an easy to read swing tag. This gives staff a tangible understanding of the definition of our ethos.

The tool creates permission for people to behave in a way that enriches our culture. It empowers all staff to engage in conversations about behaviour.

Some of the statements include:

- ◆ stand by the Mater Values
- ◆ greet each other genuinely
- ◆ introduce ourselves and others and use peoples names etc

The Credo and the tools to support the credo were utilised in team meetings and the orientation program to encourage conversation about our behavioural standards, how behaviour is demonstrated within the hospital, how behaviour effects patient care, our clinical outcomes and our relationship with our colleagues, thus providing an opportunity for all units and departments to improve on behavioural standards.

Feed back from staff to executive at the Mater Private Hospital indicated that staff wanted to focus on a few areas of the credo, which mostly affected their work at the coalface. They wanted to ensure they concentrated on the areas of the Credo which they believed needed highlighting to all staff at the private hospital.

After reviewing the 2007 Staff Survey, and mobilising many focus groups across the Mater Private, key aspects of the Mater Credo were then incorporated into the Mater Private Person Charter which was developed to help clarify behavioural expectations, and provide staff with the definitive "sign on commitment" to the behaviours associated with our Credo.

The Mater Private Person Charter has been linked with the performance development program, as a key performance indicator. The performance system is now online. Along with the manager tool kit, the on line performance development tool provides a record of development needs and information on performance expectations, linked to our values and our credo.

Our managers were supported in the change to "sign staff on to the charter" by undergoing workshops coaching them in "conversations" required to support the staff to whom they are responsible. All areas take on ownership for developing and enriching their own workplace culture.

The Charter consists of four simple action statements including:

- Show pride in myself, my work and the Mater Private Hospital
- Take the initiative to suggest improvements and be actively involved in change

Part of the success of the Mater Private Person Charter has been the commitment of the Mater Private Hospital leadership team to sign on to the charter first. They realised that the leaders set the tone of the expected culture. The Charter itself consists of all Mater Private Hospitals' Executive signatures, plus the four guiding statements of behaviour. Individuals sign the Charter on commencement at the hospital and each year thereafter at their Performance Review.

We found the staff to be fully supportive of the cultural shift and engagement, and had 100% of employees sign on to the initiative. This high staff engagement is acknowledged by our patients through our continually high patient satisfaction results.

The results support the competent, courteous and compassionate care in which we excel. We received a 'very good' response of just over 72 percent for 'overall assessment', 85 percent for 'courtesy of nursing staff' and 100 percent for 'courtesy of recovery room staff'. (March – June 2009 inpatient survey) The Charter will change over the coming years in response to patient, staff, and medical officer feedback to ensure it evolves and remains contemporary.

Mater Private Hospital Redland was already known for its cheerful yet professional 'feel' where every staff member would make eye contact, smile and say hello regardless of how busy, senior or disinterested the other person appeared and regardless of whether they were already acquainted. The addition of the Mater Private Person Charter further enhanced the positive culture where every patient is treated like the only patient no matter how busy or menial the task may be.

Our Visiting Medical Officer satisfaction with the hospital has shown a high level of engagement and support, which has also provided us with evidence that the culture, communication and engagement are key factors to high patient satisfaction and safe quality care.

Other Initiatives

Leader Rounding was implemented in 2008, to further improve communication, providing a focussed connection between patients, staff, and leaders in a way that previously didn't formally exist. Rounding focuses on performance and output through 5 key questions that targets getting it right and doing things better. It ensures patients and families are kept informed of what is happening throughout their hospital stay, assists consistency of communication between staff members, and staff to patient / family, medical officers, escalating this information, and any issues as required.

The conversation with intent includes 5 key questions:

- ◆ What's working well for you?
- ◆ What can we do better for you?
- ◆ Do you have everything that you require to do your job well?
- ◆ Who would you like to recognise for their work and why?
- ◆ Is there anything that I can assist you with right now?

These questions form the framework for the "rounding" conversation and are used to focus on areas in which we wish to improve. Utilising the quarterly patient satisfaction reports and patients comments gives us an opportunity to use leader rounding with a focus. The clinical senior team members collectively round with a focus on the Press Ganey Patient Satisfaction current top ten issues to achieve positive outcomes.

Changing our focus to align with the current top ten issues ensures our processes fit our goals. For example; safety issues related to falls, ID armband placement and checking etc.

Leader rounding on staff enhances manager/staff relationships by being able to find out what is working well and address concerns about processes and systems in a proactive manner. Our managers round on patients to harvest reward and recognition, what is working well and identify opportunities for service/care improvement in their prospective units. Key questions regarding doctor care, nursing care, tests and therapies ensure comprehensive feedback regarding the clinical component of care is extracted, documented, and actioned.

We recognise that our high patient, staff and medical officer satisfaction is not only about the exceptional clinical care our patients receive but also about every single staff member from executive to the tea lady knowing that they play a very important part in the patient's journey. — Director of Clinical Services

The Leader rounding initiative supports this by allowing a holistic team approach where all staff are given the opportunity to recognise behaviour including their peers that they aspire and see as behaviour worthy of acknowledgment. This reinforces the behaviour we encourage staff to emulate and to repeat.

Information received from both forms of leader rounding is then documented in a 'rounding log'. This information is then escalated to the Director of Clinical Services (DCS), in a 'scout report', which provides accountability and keeps the DCS informed of trends, themes and issues.

The information generated into the scout report is used in several different ways:

Firstly the scout reports are fed into the senior team agenda to be discussed and actioned. If the senior team is unable to find a solution to the issue, it is then elevated to executive for resolution.

Our leader rounding is actioned and a quality improvement notice is initiated where appropriate.

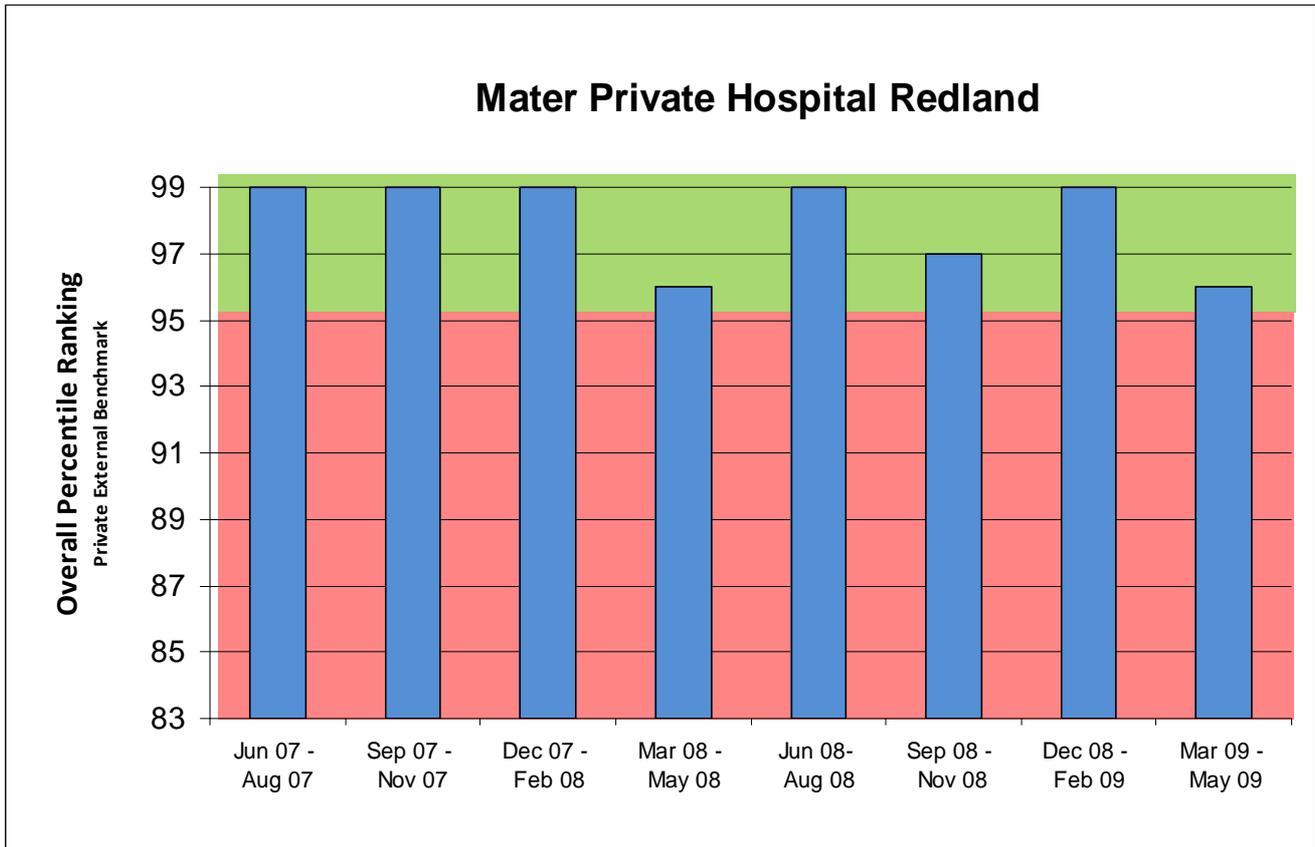
The quality improvement is fed into our care improvement program, which provides evidence for accreditation and Nurse Unit Manager Key Performance targets.

In this way managers have found that processes, requirements and initiatives that had been previously perceived as stand alone, are in fact inter-related. The more formalised reporting and feedback mechanisms have enabled a unified view of how all parts of our service affects the patient at the centre.

The escalation of the rounding report is also to recognise and reward positive behaviour. The Director of Clinical Service has the opportunity to not only know who has been recognised for positive behaviour but she is then able to follow this up by acknowledging the actions of the recognised person/s with individual verbal praise and/or a handwritten note of appreciation.

Issues and themes brought up across the hospital are fed back to staff through the Frequently Asked Questions (FAQ) newsletter. These provide clear and transparent responses to concerns brought up by staff and close the loop – questions are answered, information is passed on, improvements initiated and fair explanations given.

Utilising the continuous patient satisfaction data and rounding feedback ensures we are constantly striving to improve the patient centred model of care, ensuring each patient and their family are treated with the utmost dignity and respect.



Mater Private Hospital Redland - Overall Percentile Ranking from June 2007 – May 2009

Patient, staff and Medical Practitioners feedback are our main drivers for implementing quality initiatives and safety improvements that meet the strategic direction.

Our results show that all staff and doctors at Mater Private Hospital Redland demonstrate consistency in providing a new level of patient experience through exceptional service. It is this level of accountability across the board which has set Mater Private Hospital Redland apart from its competitors, winning the 2009 Australian Business Service Award and being named a top performing hospital in Queensland, according to the Health insurer Medibank Private survey.

Mater Private Hospital Redland patient satisfaction results from 2007 until 2009 have remained consistently higher than our corporate and hospital goals. With results ranging from the 96th to 99th percentile from June 2007 to May 2009, and a ranking of 99th percentile for five of the survey periods we have proven that our changes have truly been hardwired across the hospital. We have time now to focus beyond the 'necessary' to the 'extra's' in making our hospital even better and the patient experience "5 star".

Everyday we strive to make a difference in our patients' lives – this is the culture that will continue to see Mater Private Hospital Redland deliver exceptional care to the people of our community.

Submitted by:

Sue Geyer, Registered Nurse, Service Improvement Officer MPHR
Cheryl McWilliams, Education Coordinator

2010 Update



Mater Private Hospital Redland

Mater Private Hospital Redland (MPHR) is celebrating an outstanding Patient Satisfaction Overall Percentile ranking of 99% for the March to May 2010 quarter. ^[1]

Patient satisfaction awareness and recognition is provided by way of having pizza lunches, department and individual congratulation cards, and executive and managers are out and about around the hospital celebrating this achievement with the staff. It is talked about at Leadership meetings, written about in the CEO's newsletter and featured in the Mater News publication.

This isn't the first time MPHR has achieved the 99th percentile ranking, in fact it is the 6th time they have topped the industry benchmark since June 2007. ^[2] Mater Private Hospital Redland's achievements are acknowledged and celebrated by everyone at the hospital, because they all know they played an important part in these results.

Health care is an environment where changes in practice and services are constant and also inevitable. Staying ahead means not only keeping up with the changes that occur with legislation and best practice but ensuring that continuous improvements are being implemented. To MPHR this means constantly reviewing their processes, systems and services matched by patient-centred behaviour, to suit their goals - goals that are ever changing, expanding and evolving.

Over the past several years the hospital has undertaken numerous major and minor improvements from completely refurbishing the Women's Health Unit, founding and developing the adjoining medical precinct, to providing clear communication with department specific Patient Satisfaction and Safety newsletters.

These many improvements and accomplishments are not the reason for MPHR's high staff and patient satisfaction. Their success comes from a combination of engaged, valued, empowered and accountable people, from the Director of Clinical Services to the bedside staff, who come to work every day wanting to make a difference to the lives they touch, and the organisation who supports, recognises and values them.

Mater Private Hospital Redland's senior team consists of the unit managers, along with other key senior staff from support, education, quality and food services. Senior team is the nucleus, the conduit that with continuous drive and passion, lead by example to ensure consistent messages and behaviours are permeated through all levels of the organisation.

The hospital's senior team meets fortnightly and starts each meeting with a reflection. The theme is of accountability, leadership, supporting each other, ensuring consistency, and having everyone on the same team focusing on the same outcomes. At the start of the year MPHR's reflection came in the form of a challenge and set the tone for 2010.

The challenge was to take up a 'WHY NOT' attitude.

Staff at MPHR have been asked in their specific roles to take the next step and always ask the question – why not?

'Why not' gave them permission to take things a step further. 'Why not' meant changing the boundaries. 'Why not' empowered them and became the new catch phrase. Implementing any kind of change usually comes with obstruction, barriers and negativity, 'Why not' empowered everyone at MPHR to question these obstructions and make the necessary changes to overcome resistance. 'Why not' opened their eyes and minds to becoming change agents.

'Why not' was applied to patient satisfaction results, budget and financials, staff recruitment and retention, KPI's, rounding and patient safety.

Where previously they had thought that a zero falls rate was near impossible to achieve MPHR now saw it as a challenge and something that as a team they could attain. They went from thinking that it was inevitable that they would have patients fall to believing it was unacceptable for a patient to fall. It meant looking at best practice guidelines, as well as looking laterally for the answers and in May the impossible became the reality when the hospital achieved zero falls for the month.

Another 'why not' challenge involved implementing a 24-hour menu. They had resistance from many levels but in the best interest of MPHR's patients they were determined to make it happen. From trialling the food to marketing the final brochure Mater Private Hospital Redland needed to have a 'why not' attitude to maintain the momentum and overcome the hurdles.

This attitude continued to other initiatives and requirements, and was applied successfully to the 'Team Time Out' with a 100% compliance and also the Hand Hygiene Australia initiative with a 5 star result achieved.

Mater Private Hospital Redland understands the value of acknowledgement and fosters a culture and environment that rewards and recognises high performers. Their reward and recognition program is used extensively throughout the hospital.

A 'Mater Touch' is given for the staff member who is recognised as exceptional in the Patient Satisfaction report. This very prestigious award is a voucher that allows the staff member to choose a gift, from an extensive range of activities such as balloon or horse rides, a bridge climb and day spa treatments.

The Mercy and Mater Stars' awards are annual events that offer staff the opportunity to nominate and recognise individuals, teams and departments who have exemplified the Mater Mission and Values. In 2009, MPHR took out both the team and individual Mercy Awards, quite an achievement considering the calibre of nominations across MHS.

At the local level the 'reward and recognition packs' are specifically for managers to allocate rewards for their exceptional staff on a day to day basis, these include movie tickets, coffee and muffin vouchers, pizza and noodle box lunches, morning teas and hand written thank you notes. Also at the local level a day of 'Rest and Recreation' is offered to staff at a serene and picturesque venue. This day is about understanding yourself, personal reflection and recharging the batteries. The feedback from this day is overwhelmingly very positive with staff thankful for the opportunity to reflect and realign, they really appreciate being acknowledged.

The correlation between rewarding and recognising staff and a culture of 'why not' highly engaged staff has enabled MPHR to deliver exceptional care and achieve high patient satisfaction.

After the celebrations of achieving MPHR 99% ranking have finished and all the backs have been patted and hands shaken, and rewards and recognition given, it is then time to take a closer look at the results as MPHR know that they can't rest on their laurels. Tomorrow is a new day with new improvements to make and challenges to face, coupled with MPHR's 'why not' attitude the hospital will continue to deliver exceptional results.

1. Mar 2010 – May 2010, All Private Hospital external benchmark
2. Jun 2007-Aug 2007, Sept 2007 – Nov 2007, Dec 2007 – Feb 2008, Jun 2008 – Aug 2008, Dec 2008- Feb 2009, Mar 2010 – May 2010, All Private Hospital external benchmark

Contact Information

Sue Geyer
Registered Nurse, Service Improvement Officer MPHR
Phone: 0731637347
Fax: 0731637345
susan.geyer@mater.org.au



Mater Private Hospital Redland Staff displaying the Australian Business Service Excellence Award in recognition as an industry leader for exceptional service and professionalism.

