

StuderGroup®



HCAHPS

S U M M I T

HCAHPS Cleanliness

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Nashville, TN | May 14 - 15, 2013

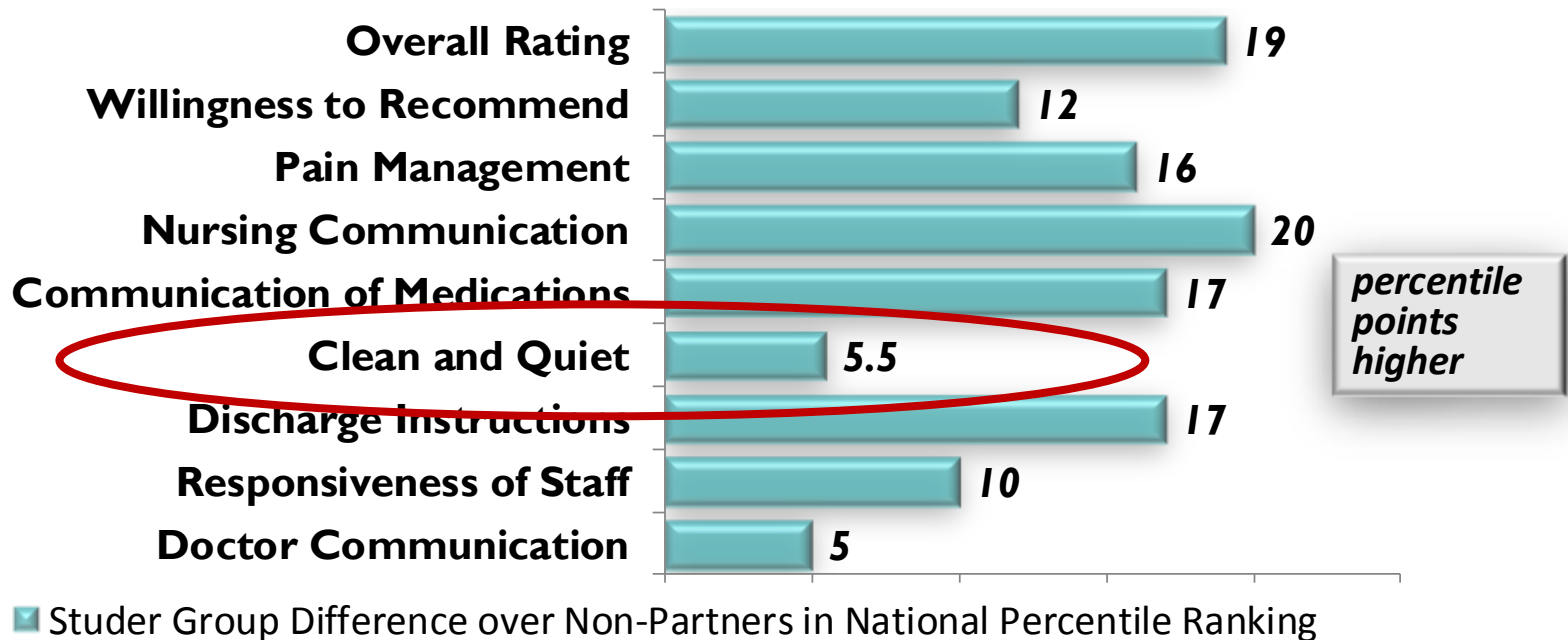
Objectives

- ▼ Improve the patient perception of cleanliness as measured by the HCAHPS question:
 - ▼ **“How often were your room and bathroom kept clean?”**
- ▼ Understand best practices to “help patients heal” by managing their perception of cleanliness
- ▼ Share thoughts and innovative ideas on cleanliness

Organizations Coached by Studer Group Outperform the Nation across HCAHPS Composites

New
Update!
3Q11-2Q12

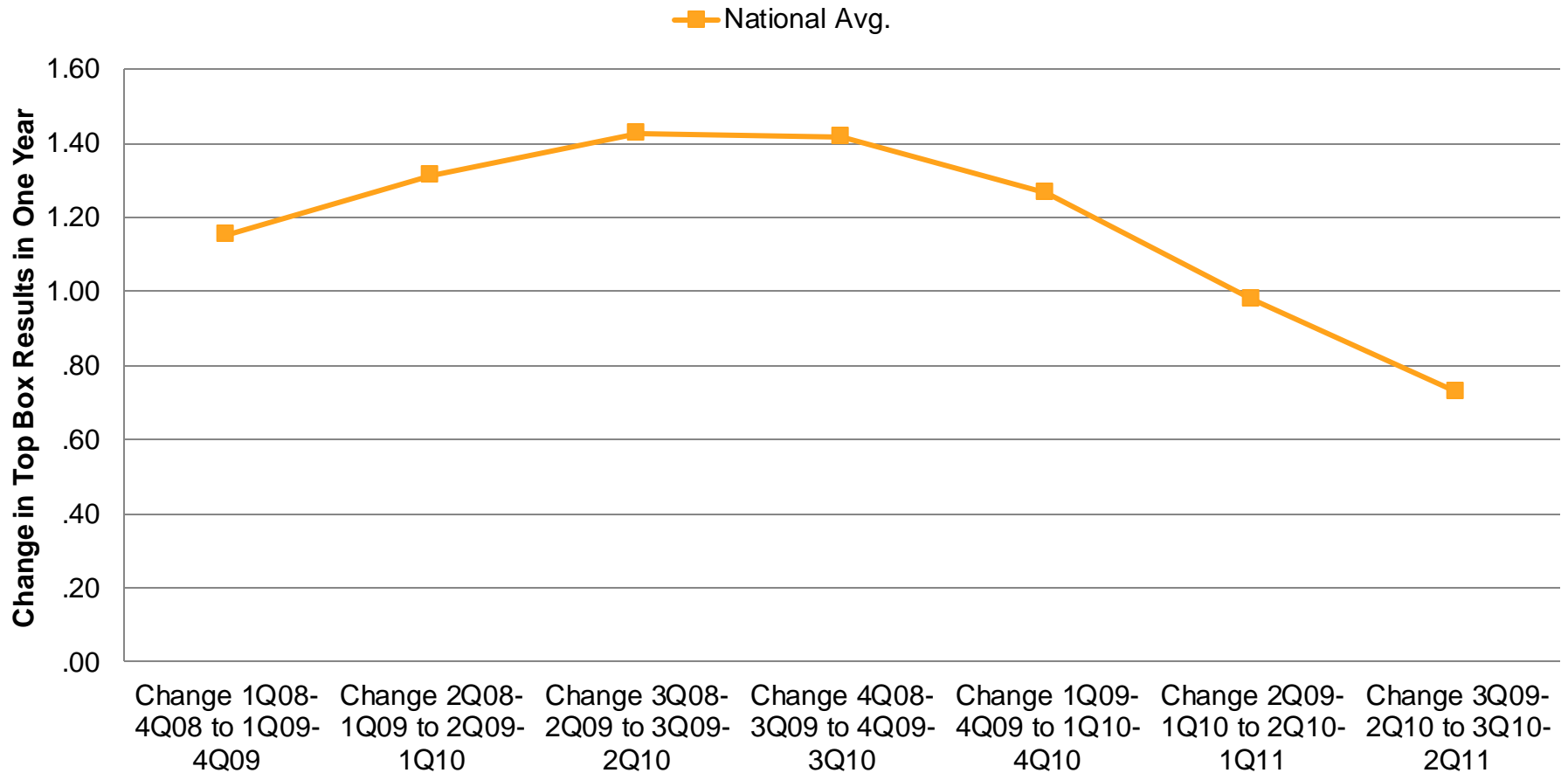
Studer Group Difference over Non-Partners in National Percentile Ranking



Source: The graph above shows a comparison of the average percentile rank for Studer Group Partners that have received EBL coaching since Oct 2008 and non-partners for each composite; updated 5.2.13 using 3Q11-2Q12 CMS data.



Room Always Clean – National Average Change in Top Box Trends



Who Does it Well... Always Clean Top Organizations in Attendance

Data Based on 2Q11-1Q12 CMS Update, by Discharge Date

Studer Group
Partners in Teal

Why Is This Important?

- ✔ Cleanliness reflects organizational attention to detail, staff attitudes and pride and culture of excellence and safety
- ✔ Staff behaviors around cleanliness are vital to prevent hospital acquired infections
- ✔ Patient expect and deserve an environment that is clean, soothing and promotes healing
- ✔ First, do no harm
- ✔ Hospitals have reputation for being dirty and unsafe



USA Today – August 16, 2012

When Healthcare Makes You Sick

A USA TODAY INVESTIGATION

Newsline
THURSDAY, AUGUST 16, 2012



**"It was like . . .
'I wish this
would be over
and I could
just die.' "**
Bailey Quishenberry

**One bacteria,
30,000 deaths**

An infection called C. diff is wreaking havoc in the USA's hospitals, nursing homes and other medical facilities — and officials could be doing far more to stop it

By Peter Eisler
USA TODAY

WHEN HEALTHCARE MAKES YOU SICK
COVER STORY

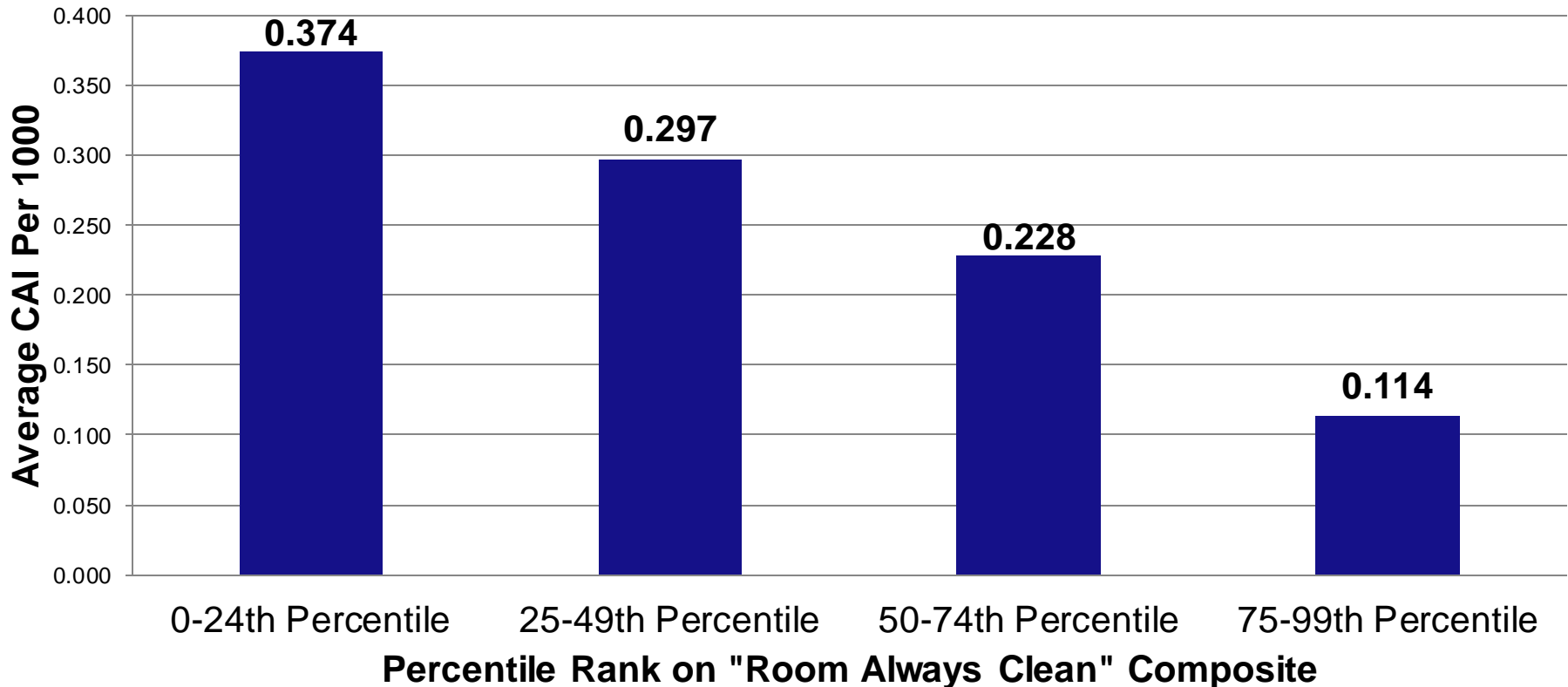
Survivor: Bailey, now 16, contracted C. diff after brain surgery.

Just days after doctors successfully removed a tumor from Bailey Quishenberry's brain, the 14-year-old was spiraling downhill, delirious and writhing in pain from an entirely new menace.
Her abdomen swollen 10 times its normal size and her fever skyrocketing, Bailey began wishing she could die, just to escape the agony.
Bailey had contracted a potentially fatal infection called Clostridium difficile, or C. diff, that ravages the intestines. The bacteria preys on people in hospitals, nursing homes and other medical facilities — the very places patients trust to protect their health.

Hospital Acquired Condition
346,800 C.Diff-Related
Hospitalizations in 2010

Cleanliness and Catheter-Associated Infection

**Average Vascular Catheter-Associated Infections
(per 1,000 medical and surgical discharges)
by How Hospitals Performed on the Cleanliness Composite**



Media and Marketing Attention



Dirtiest Hotels - United States

(based on TripAdvisor traveler reviews)

1. [Hotel Carter](#), New York City, New York
2. [Continental Bayside Hotel](#), Miami Beach, Florida
3. [New York Inn](#), New York City, New York
4. [Eden Roc Motel](#), Wildwood, New Jersey
5. [Days Inn Cleveland Airport](#), Brook Park, Ohio
6. [Days Inn Airport / Stadium Tampa](#), Tampa, Florida
7. [Travelodge Bangor](#), Bangor, Maine
8. [Velda Rose Resort Hotel](#), Hot Springs, Arkansas
9. [Ramada Plaza Hotel JFK International Airport](#), Jamaica, New York
10. [Days Inn & Suites Gatlinburg](#), Gatlinburg, Tennessee

See more filthy finds worldwide.

- [Asia \(Pacific\)](#)
- [France](#)
- [Germany](#)
- [India](#)
- [Italy](#)
- [Spain](#)
- [United Kingdom](#)
- [United States](#)

E-MAIL YOUR FRIENDS >

You've seen the worst. Now see the best.



Check out the [2009 Travelers' Choice Awards](#) -

Execution Framework

Evidence-Based LeadershipSM (EBL)

Foundation

Breakthrough

STUDER GROUP®:



Aligned Goals

- ▼ Develop goals to create urgency, focus or awareness of the drive to improve Pain domain in HCAHPS

Aligned Behavior

- ▼ Educate leaders and staff with skills and competencies necessary to achieve the results

Aligned Process

- ▼ Huddles
- ▼ Nurse Leader Rounds
- ▼ Hourly Rounding®
- ▼ Follow up Phone calls
- ▼ KWKT

- ▼ Reward and recognize or coach/counsel as appropriate to reinforce behaviors and achievement of results

- ▼ Processes that are consistent and standardized
- ▼ Process Improvement
 - ▼ PDCA
 - ▼ Lean
 - ▼ Six Sigma
 - ▼ Baldrige Framework

- ▼ Software

The Patient Voice



- ▼ “How often were your room and bathroom kept clean?”
 - ▼ Find out what “clean means to me”
 - ▼ “Tell me” what you are doing to keep me safe
 - ▼ Wash your hands and equipment
 - ▼ Repair or replace old, stained items
 - ▼ Pick up trash – don’t step over it

- ▼ Other influencers
 - ▼ Public area cleanliness including your work space
 - ▼ Professional dress and uniforms
 - ▼ Common equipment – stethoscope, vitals carts, etc.
 - ▼ Sight, Sound, Touch, Smell

Set Objective Goals/Metrics

Evidence-Based Practice: Aim for Benchmark Performance

Pillar	Weight	Environmental Services
Service	35%	Achieve an average 4.5 on support services evaluation. Achieve VBP Benchmark on “Cleanliness” (78.10)
People	30%	Reduce turnover to 10% Employee satisfaction score at 80 th percentile
Financial	20%	Maintain dollars at or below budget Maintain productivity at or below budget
Quality	15%	Reduce turn-around-time on discharge room cleaning to 25 minutes

Implement A Support Survey

Evidence-Based Practice: Utilize results in evaluations

1. Please select the response that best represents your overall impression of Environmental Services

	Very Poor	Poor	Fair	Good	Very Good	N/A
The Environmental Services staff is friendly and courteous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Environmental Services staff consistently demonstrates the ICARE standards of behavior	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental Services responds promptly to urgent requests within 15 minutes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall quality of cleanliness of patient rooms and public areas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistency of the Environmental Services staff leaving a card at the patient's bedside regarding the time the room was cleaned	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Satisfaction with the services received from the Environmental Services Department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please take a moment to recognize any staff that provides very good service

Build Skill and Audit Actions

Evidence-Based Practice: Build Professionalism

- ▼ Standardize how staff respond to concerns
 - Roommate issues
 - Aging facilities
 - Anxiety about infections/unsafe environment
- ▼ Address culture diversity and language barriers
- ▼ Hold accountable to behavior standards
- ▼ Random audit for targeted behaviors
- ▼ Reward and recognize

Daily Line Up and Huddles

Evidence-Based Practice: Huddle by the Communication Boards and Link Actions to Impact



Key Words/Key Times

Evidence-Based Practice: Engage the patient as a partner in cleanliness

- ▼ Demonstrate Courtesy and Respect
 - ▼ Knock, greet the patient and ask permission to enter
 - ▼ Is now a good time to clean your room?
 - ▼ We want to make sure you feel your room and bathroom are always clean
 - ▼ I have cleaned your room and sanitized your bathroom; have I missed anything?
 - ▼ If we forget to wash our hands, remind us

Key Words/Key Times

Must
Haves®

Evidence-Based Practice: Personal interaction when done cleaning room

Your room has been cleaned by

Catherine

Environmentalist



It is my pleasure to have you as our guest.
For any additional housekeeping or linen needs, please call me at extension 5759. If no answer, press 0 and ask the switchboard attendant to page beeper 581.

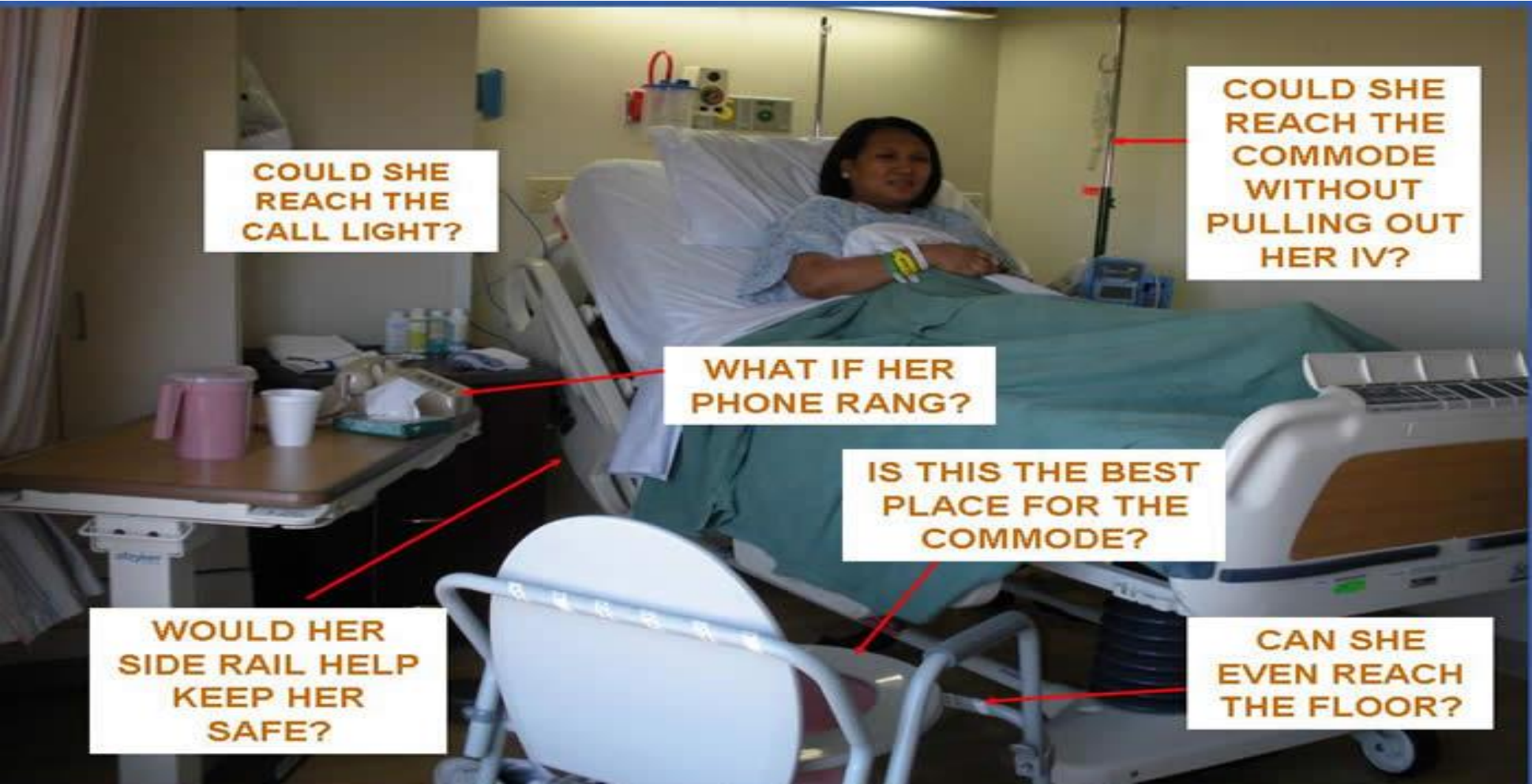
Back of Card

Environmental Services is dedicated to making your stay pleasant and ensuring that your room and bathroom are kept clean.

Key Words/Key Times

Must
Haves®

Evidence-Based Practice: All Staff Do Environmental Scan



Nurse Leader Rounding

Must
Haves®

Evidence-Based Practice: Use the rounding framework to ensure quality of care, align behavior and R/R

Sample questions:

- ▶ “Your look comfortable and your room looks clean. Do you mind if I check your bathroom now?”
- ▶ “I see that Jane is your housekeeper. She does an excellent job keeping our patient rooms clean. Has this been your experience ?”
- ▶ “We are focusing on reducing infections by washing our hands. Have you seen our staff wash their hands?”

Rounding on Internal Customer

Must
Haves®

Evidence-Based Practice: Proactive Rounding

EVS Leader Rounding Form

Date:

Leader:
Hospital:

Set the foundation - Our department wants your unit to be clean

Key words - We are working on replacing the grout on the 4th floor

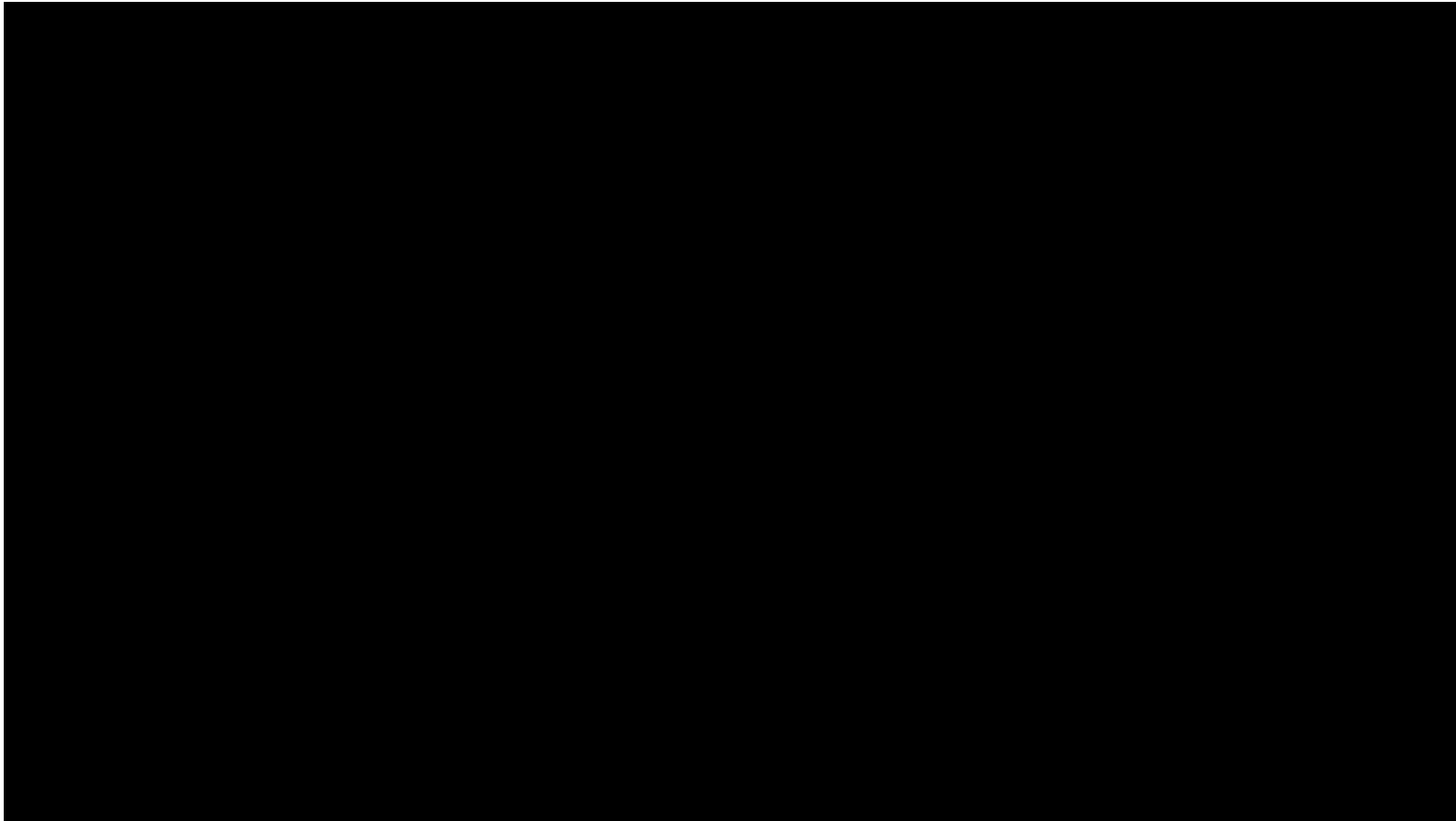
Closing statement - I will be back again next week - is there a good time for you?

Unit	Leader Name	What is working well with regards to EVS?	Where are the opportunities for improvement?	Is there anyone special I can reward and recognize?	Specific areas to address?	ACTIONS TAKEN
4th floor - Med Surg	Mike Smith	The bathroom kept clean question has shown an upward trend	When guests get off the elevator, there is trash, boxes, pallets and other clutter in the hallways. It is a poor first impression.	Veronica is wonderful - she is very helpful to the nurses and kind to the patients	Bathroom grout is very stained.	Develop a discharge cleaning protocol with checklist to be done between every patient
2nd floor - telemetry	Judy Beam	Bathroom kept clean has improved over last three months	The patients complain the trash is overflowing in the evenings	The housekeeping staff has terrific ownership of the scores and participates in all team meetings	Overflowing trash	Implement second shift "Trash Runs"
Pediatrics	Jane Doe	Room kept clean is highest in system	Floors look scuffed and marred	Jeanne always asks the parents if they are comfortable or if they need anything	Floor rounds	Schedule floor wax at most unobtrusive time

EBL - Validation

Performance
Gap

Evidence-Based Practice: Skills Labs for AIDET



Process Improvement

Standardization

- Identify opportunity for multiple patient contacts (empty trash, clean room/bathroom, towel refresh)
- Align staffing to volumes (times of discharge or admits) and unit-specific needs
- Schedule deep cleans when convenient for patient, not staff (no buffing floors at night)
- Clutter Busters



Inspect What You Expect

Freedman's Law . . .

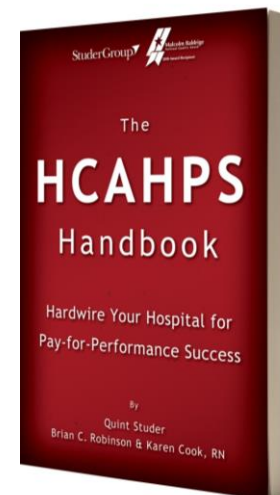
It's impossible to get something clean, without getting something dirty.



Resources

HCAHPS Handbook

- Filled with actionable tips proven to improve patient perception of care. A “PDR” for healthcare professionals
- Broken out by composite so readers can zero-in on specific parts of the survey
- Gain the keys to sustaining gains maximize reimbursement



The Nurse Leader Handbook

- Reward and recognize positive behaviors
- Hold crucial conversations with high, middle, and low performers
- Use Key Words to drive quality outcomes
- Teach and implement service recovery
- Answer tough questions
- Talk to the C-Suite in a way that gets results

