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

Studer Group Difference over Non-Partners in National Percentile Ranking

- Overall Rating: 19
- Willingness to Recommend: 12
- Pain Management: 16
- Nursing Communication: 20
- Communication of Medications: 17
- Clean and Quiet: 5.5
- Discharge Instructions: 17
- Responsiveness of Staff: 10
- Doctor Communication: 5

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

Change in Top Box Results in One Year

Change 1Q08-4Q08 to 1Q09-4Q09
Change 2Q08-1Q09 to 2Q09-1Q10
Change 3Q08-2Q09 to 3Q09-2Q10
Change 4Q08-3Q09 to 4Q09-3Q10
Change 1Q09-4Q08 to 1Q10-4Q10
Change 2Q09-1Q09 to 2Q10-1Q11
Change 3Q09-2Q09 to 3Q10-2Q11

National Avg.
Who Does it Well… Always Clean
Top Organizations in Attendance

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

*90th %tile is equivalent to top box score of 83
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

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

<table>
<thead>
<tr>
<th>Percentile Rank on &quot;Room Always Clean&quot; Composite</th>
<th>Average CAI Per 1000</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-24th Percentile</td>
<td>0.374</td>
</tr>
<tr>
<td>25-49th Percentile</td>
<td>0.297</td>
</tr>
<tr>
<td>50-74th Percentile</td>
<td>0.228</td>
</tr>
<tr>
<td>75-99th Percentile</td>
<td>0.114</td>
</tr>
</tbody>
</table>
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
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

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

Check out the 2009 Travelers’ Choice Awards -
Execution Framework
Evidence-Based Leadership℠ (EBL)

STUDER GROUP®:

Objective Evaluation System  Leader Development  Must Haves®  Performance Gap  Standardization  Accelerators

Aligned Goals  Aligned Behavior  Aligned Process

- Develop goals to create urgency, focus or awareness of the drive to improve Pain domain in HCAHPS
- Educate leaders and staff with skills and competencies necessary to achieve the results
- 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
- Software
- Process Improvement
  - PDCA
  - Lean
  - Six Sigma
  - Baldrige Framework

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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

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

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

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
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
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.
Evidence-Based Practice: All Staff Do Environmental Scan

- Could she reach the commode without pulling out her IV?
- What if her phone rang?
- Is this the best place for the commode?
- Would her side rail help keep her safe?
- Can she even reach the floor?
Nurse Leader Rounding

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?”
## Evidence-Based Practice: Proactive Rounding

### EVS Leader Rounding Form

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

Evidence-Based Practice: Skills Labs for AIDET
Process Improvement

- 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