



# LISTENING MATTERS



Your weekly update on listening and responding trends

May 10, 2016

## Top 10 Most Improved Hospital Scores

("If I had a problem, my needs were taken care of promptly and to my satisfaction")

Hospital	Oct15 to Prelim Mar16 Scores
1. Mercy General Hospital	7.1%
2. Northridge Hospital Medical Center	6.5%
3. Bakersfield Memorial Hospital	4.3%
4. St. Joseph's Medical Center - Stockton	3.7%
5. Mercy Medical Center Merced	3.7%
6. Mercy Medical Center Mt. Shasta	3.5%
7. St. Rose Dominican Hospitals – San Martin	3.4%
8. Woodland Healthcare	3.3%
9. Mercy Hospital of Folsom	2.8%
10. St. Rose Dominican Hospitals – Rose de Lima	2.7%

As a system, Dignity Health is at 1.1 percent improvement—for Oct15 to Prelim Mar16.

## Press Ganey Acquisition of Avatar International

As you may have read, Press Ganey recently announced its [acquisition](#) of Avatar International Holding Company and its subsidiary Avatar International, Dignity Health's vendor for patient experience surveys for the past 10 years. We were assured of their commitment to maintain the continuity of service during the transition period and can expect no disruptions in service until we can fully and adequately define our future business relationship. **Please see the attachment for more information.**

Nurses Week is May 6-12. In honor of our nurses, here are some tips and stories from them.

### HUDBLE TIP OF THE WEEK

"Relationship is all about communication, and when you aren't communicating properly, it's easy to feel frustrated, anxious, and alone. The most basic way of creating a relationship is to learn how to listen.

Listening is a specific way of hearing what the other person says and feels, and reflecting that information back to the speaker. When patients feel that we are listening, they are less anxious, complain less about their caregiver, and are more likely to comply with their treatment plan." —Tony T. Reyes, RN, Director of Adult Care Nursing Services and Nursing Education, Glendale Memorial Hospital and Health Center

## Are You Listening?

**Congratulations, winners:** Denise Hunter (BMH), Ginger Manss (SJMC), Ticity Wilding (AGCH), Karen Byrnes (MGMC), and Alexia Delima (SJPVH). Your prize is on the way.

Answers (5/3 issue):

- 1) Because he listened to her problems, gave her space, and made good eye contact.
- 2) She puts herself in the patient's shoes.
- 3) Mercy San Juan Medical Center.

### Who will be this week's winners? The challenge:

- 1) In Allison's story, where did the patient move to?
- 2) According to Tony, how do patients react when they feel we are listening?
- 3) What two hospitals share the same percentage improvement in this week's Top 10 Most Improved Hospital scores?

The first five people to submit all correct answers to the questions above will receive a prize. Send submissions to [angela.woon@dignityhealth.org](mailto:angela.woon@dignityhealth.org). The winners will be announced in the next issue.

**The Power of Stories:** Allison Hill, RN, at Mercy General Hospital shares an inspiring patient story. [\(View in Internet Explorer\).](#)



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# Leadership Rounding Resource Guide

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Connecting with our patients and staff to create an exceptional patient experience

# Introduction

Leadership rounding is a process where leaders work as a team—with staff and patients—to ensure we provide an exceptional experience for all those who come to us for care. A powerful tool, it provides leaders with the opportunity to see what is working well and where improvements can be made. Leadership rounding also supports our mission and values, and is an effective way for leaders to be proactive and engaged while also recognizing and coaching staff. Leadership rounding is humankindness in action.

## Goals

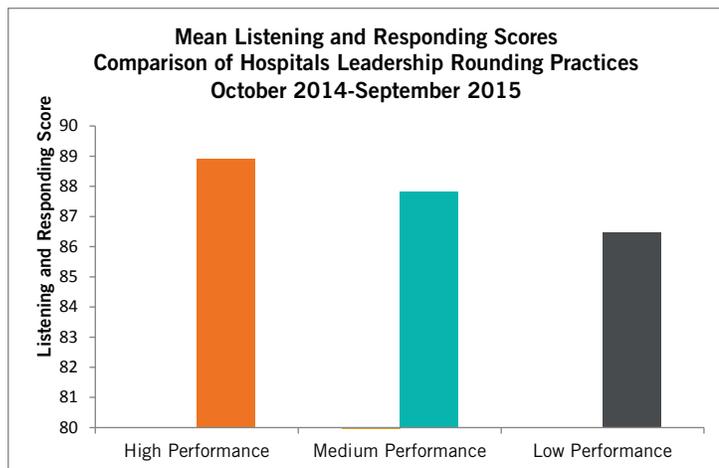
- Ensure patient needs are met
- Increase employee engagement
- Capture successes and identify barriers
- Increase leadership visibility and accessibility
- Demonstrate to patients and staff that leaders are engaged
- Foster communications with staff

## Why Leadership Rounds?

Results (on right) show that leadership rounds have a positive impact on our listening and responding scores. By consistently performing leadership rounds at our facilities, we can ensure our patients' needs are met.

Hospitals committed to making leadership rounds a priority and conduct them on a regular basis have reported the following results:

- Steady improvement in patient experience results
- Increased employee safety and satisfaction scores
- Removal of barriers to enable the delivery of excellent care and service recovery
- Immediate resolution of issues
- Increased support of staff in their daily work



- *High performance: all leaders round daily and with purpose; daily debriefs are held and service recovery assigned as needed*
- *Medium performance: not all leaders round, or not all leaders are competent; debrief not done daily*
- *Low performance: not all leaders round or competent; no debrief*

# We're almost there...



## Did you know?



Patients who receive calls score us 10 percent higher on Listening and Responding than those who do not.



Follow-up discharge calls are great opportunities for service recovery.

**We're almost there...Three weeks left to achieve our goal. Remember to connect with 100 percent of your patients with a discharge call.**

# How are we doing?

Thank you for choosing Dignity Health for your health care needs.

At Dignity Health, we listen to our patients and use your feedback to improve our services.

Please tell us about your experience in the Emergency Department: fill out a comment card, and drop it in a “Comment Card Box” or hand it to a member of your health care team.

**\*In the next few weeks, you may also receive a detailed survey in the mail from Avatar. Please complete it and let us know how we're doing.**



# Your feedback is important to us.

My needs were taken care of promptly and to my satisfaction.

yes  no

I was greeted warmly by each Dignity Health staff member.

yes  no

I was kept informed of the plan for tests and treatments.

yes  no

The physician and nurse worked together as a team during my care.

yes  no

I would like to recognize \_\_\_\_\_ who was exceptionally kind during my visit.

## Additional Comments:

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Our promise at Dignity Health is to deliver exceptional patient experience. If we did not live up to that promise, please ask to speak to a supervisor.

Please contact me to follow-up:

yes  no

Name: \_\_\_\_\_

Phone: \_\_\_\_\_ Dept: \_\_\_\_\_

Email: \_\_\_\_\_

Today's Date: \_\_\_\_\_

## The Art of Effective Listening

Listening is one of the most important skills you can have. It is an art that when done well delivers tremendous benefits.

### BODY LANGUAGE

When communicating with a person, square your shoulders with theirs.

Pause: short silences give you and the other person time to gather your thoughts.

Eye contact: Do not stare at the person you're talking to without a break. Make sincere eye contact using the 3-second rule - alternate looking at the person for three seconds then look away for three seconds.

### GOOD LISTENING SKILLS

- Listen by using the ears to hear the message, the eyes to read body language, the mind to visualize the person speaking, and intuition to determine what the person is actually saying.
- Don't interrupt, listen all the way through
- Ask questions to clarify the problem or issue
- Always be prepared to take notes when necessary

## Key Phrases to Use in Difficult Situations

Language can have a huge impact on how patients perceive the service they receive. Remember to be personal, specific, and show empathy. Here are some tips:

### DO SAY

- Here's what I can do for you
- I'll find out for you
- I'm not familiar with this but I'll get someone to help you
- Tell me how I can help you
- I'm sorry you feel...
- I'll be with you in just a minute
- I would be happy to help you complete the form

### DON'T SAY

- No, I can't help you
- I don't know
- That's not my job
- We're short-staffed
- Calm down
- I'm busy right now
- You did not fill out the form right



# Making it Right

Responding with HEART®  
Patient Experience Service Recovery



## What is Service Recovery?

Service recovery is the process of making it right when something goes wrong for our patients. A good recovery can turn frustrated or even furious patients into loyal ones. It gives us an opportunity to improve our patient's perception of our care. And in many occasions, unhappy patients who have a problem handled quickly and effectively end up being more loyal than if they never had a problem at all.

### Why is service recovery important?

Every organization carries a promise that must be met or exceeded every day. At Dignity Health, our promise is to treat our patients and each other with respect, kindness, and the dignity inherent in our name. Service recovery is important in upholding that promise when difficult situations arise.

Our reputation is ultimately defined by the patients and families who place their trust in us. How we respond and recover the situation with our patients will differentiate Dignity Health from other organizations.

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Patients don't expect you to be perfect.  
They do expect you to resolve the problem when things go wrong.

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## Making it Right: Responding with HEART®

Service recovery is everyone's responsibility. When something goes wrong or a problem arises, we are all empowered to take action and to respond with HEART®.

<b>H</b> HEAR	<ul style="list-style-type: none"> <li>• <b>Recognize</b> that there is a concern.</li> <li>• <b>Acknowledge</b> the concern promptly: "I'm glad you told me..."</li> </ul>
<b>E</b> EMPATHIZE	<ul style="list-style-type: none"> <li>• <b>Reiterate</b> the main points.</li> <li>• <b>Reflect</b> the feelings: "I am sure this is frustrating..."</li> </ul>
<b>A</b> APOLOGIZE	<ul style="list-style-type: none"> <li>• <b>Apologize</b> sincerely for dissatisfaction and inconvenience. Say "I apologize" not "We're sorry"</li> <li>• <b>Avoid</b> making excuses or placing blame.</li> </ul>
<b>R</b> RESPOND	<ul style="list-style-type: none"> <li>• All staff are <b>empowered</b>.</li> <li>• <b>Look</b> for methods to solve the concerns quickly and fairly.</li> <li>• <b>Ask</b> what would solve the situation for the patient/family.</li> </ul>
<b>T</b> THANK	<ul style="list-style-type: none"> <li>• Genuinely <b>thank</b> the person for bringing their concerns to your attention.</li> <li>• <b>Call or visit</b> the patient the next day to close the loop.</li> <li>• <b>Ensure</b> their concerns are adequately resolved.</li> </ul>

For detailed information, please refer to the Service Recovery toolkit at your facility.

## What HEART® Should Look, Sound, and Feel Like for Our Patients

Here's a summary of what HEART® should **Look**, **Sound**, and **Feel** like for our patients when it is done right.

### LOOK

#### Employee:

- Uses approachable body language: greets patient with warm, friendly smile
- Demonstrates active listening
- Takes ownership of the issue

### SOUND

#### Employee uses:

- Words and phrases that convey empathy:
  - "I apologize"
  - "It sounds like..."
- Repeat/teach back what the patient or family said

### FEEL

#### Patient feels:

- Valued
- Listened
- Confident issue will be resolved to their satisfaction

#### Patient should not feel like:

- An interruption to the employee's work
- They are to blame for the problem or issue

## Talking Points

### Senior Vice-President Service Area: Leadership Summit Overview

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- As leaders, you have an important role in helping Dignity Health reach our goals, including: providing direction, motivation, and inspiration to your staff, departments, and facility. We are here today because we need your help and leadership to make an impact.
- Part of what makes Dignity Health special is how we treat our patients. And, our patients have repeatedly told us that it is important that we listen to them.
- While our total HCAHPS points are up by nearly 30 percent since FY13, our listening and responding goal as a system in FY15 is disappointing. We did not meet our goal.
- Our results show that we have let our patients down; we did not deliver on the promise to treat everyone who comes to us for care with kindness, and to listen and respond to their needs.
- You are here today at this leadership summit to make a difference, and to create that exceptional experience we promised our patients.
- We are going to work as a team at this summit to identify the challenges we face and establish how to overcome those challenges.
- We're going to discuss evidence-based practices that we can consistently implement, and integrate into an action plan throughout our service area. We are going to work as a team to shape the culture needed to achieve long-term success with our patients.
- With your leadership and increased focus, I am confident we can achieve our goal in FY16 and live up to that promise we made to our patients.