

Take you and your organization to the next level

issue

HARDWIRED 19

RESULTS®

Fall 2015



What Right Looks Like:

Elevating Foundational Tools and Tactics to the Next Level

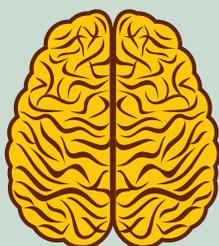
by Don Dean, Studer Group senior leader, coaching division

SELF-TEST:

How engaged are your employees, physicians, and patients?

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No More Excuses! How to Address Pushback
excerpted from 101 Answers to Questions Leaders Ask by Quint Studer

How can we capture the hearts and minds of our employees, physicians, and patients?



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MESSAGE FROM OUR CEO AND PRESIDENT

➤ Build your leadership muscle.



Today in healthcare an increasing number of executives are highly educated, often with advanced degrees in management. To be sure, this is helpful in understanding and analyzing the increasingly complex operating environment we find ourselves in today.

And yet, in Studer Group's experience, what makes the most difference in achieving best-in-class results across People, Service, Quality, Finance, and Growth metrics is excellent leadership skills that aren't always trained or practiced in business school or MHA programs.

For instance, true leaders understand that the ability to efficiently and consistently capture both wins and areas of opportunity—and then act on them quickly and decisively—is what turns the flywheel to hardwire high engagement by physicians, employees, and patients. That's a leadership (not a management) skill...and the reason why Don Dean, one of Studer Group's most seasoned coaches, shares tools and tips on page 2 in his article on "Elevating Foundational Tools and Tactics to the Next Level."

Real leaders set themselves up for success early on by insisting on evidence-based tactics that are proven to meet goals. Turn to page 5 to read about how Susan Murray, a leader at Queen's Medical Center in West Oahu hardwired bedside shift report well before even opening her new hospital to ensure a culture of high engagement.

And finally, are you getting pushback? Learn how to lead real change by turning resistance into results from the master himself, Quint Studer, with answers to common challenges in "excuse busting" on page 9. As always, our goal at Studer Group is to ensure your success and exceed your expectations. Please contact me directly at BG@studergroup.com if I can be of assistance.

Yours in service,

BG Porter

P.S. Ready to tune-up your leadership skills? Join us at Studer Conferences in 2016. You'll leave with proven strategies and tactics that can be implemented immediately.

WE INVITE YOUR FEEDBACK

Studer Group encourages you to share your comments, feedback, and suggestions. Please send comments to [BG Porter](mailto:BG@studergroup.com) at BG@studergroup.com.

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Speakers are available to present on this topic at your organization. Contact genevieve@studergroup.com



Learn from best practices tested in over 850 healthcare organizations. (For Studer Group partners only.)

What Right Looks Like: Elevating Foundational Tools and Tactics to the Next Level

by Don Dean, Studer Group senior leader, coaching division

If you've read Studer Group publications or worked with Studer Group, chances are good that you are already familiar with the Must Haves® tools that align behaviors to get results. But what if you could take it to the next level for even greater gains? Here's what's working for first movers:



Preview the AIDET E-Learning Module

Visit StuderGroup.com/AIDETelearning to access this easy on-line training tool. Available to Studer Group partners only.

AIDET Plus the PromiseSM

AIDET® is a communication framework that stands for Acknowledge—Introduce—Duration—Explanation—Thank You. The easy-to-remember acronym guides caregivers through introductions to patients and family members and ensures complete information is shared. Using it every time in patient encounters helps patients feel calm, safe, confident, and respected so they trust their caregivers.

When patients are less anxious, they're more likely to comply with physician instructions for better clinical outcomes. That's why AIDET, when hardwired, can be effective in increasing both physician and patient satisfaction.

If you and your organization have been using AIDET, now is the time to take it to the next level with patients by adding The Promise to connect your heart to theirs. The Promise recognizes that our patients are frequently frightened and worried when they seek our care and confirms their caregiver is committed to taking excellent care of them. From the family's perspective, they are comforted to know their loved one is in good hands.

It's a Self-Fulfilling Prophecy

The Promise also becomes a self-fulfilling prophecy for the employee as it begins to define who the caregiver is and wants to be in their career. It connects us back to our mission and why we went into healthcare in the first place: to make a difference in the lives of people...to serve.

Add your Promise in the Introduction or Explanation part of AIDET. For example, say, "I promise to take excellent care of you today;" "I promise to stay with you the entire time;" or "We promise to keep you safe." When employees make that promise, their word becomes a bond they want to honor.

Advocate Sherman Hospital in Elgin, IL is currently rolling out AIDET Plus the PromiseSM to 25 primary care physicians across the organization as they focus on improving HCAHPS physician ratings. "First, we formed a train-the-trainer team with 10 physicians who agreed to coach their peers," explains CEO Linda Deering, RN. "In preparation, we asked them to watch Studer Group's interactive on-line training tutorial, which really carved my vision for physician training. Each physician trainer will be assigned 2 to 5 peer physicians who also take the tutorial. Then a trainer will observe and validate."

"I really like the different role plays in the tutorial because it allowed me to see the impact of consistency across settings and visits." - Linda Deering, RN, CEO Sherman Hospital

"I really like the different role plays in the tutorial because it allowed me to see the impact of consistency across settings and visits," she adds. "Until then, I thought of AIDET as an individual practice. I didn't understand the powerful impact of everyone doing it consistently." While physicians weren't as excited as Deering at the outset of training, they now perceive it as an opportunity to learn advanced communication skills. (Who among us doesn't want to be perceived as competent, confident, and credible?)

AIDET Plus the PromiseSM



How to Save 78 Hours Per Year on Rounding

That's right...that's almost two weeks! And that's how much one CEO saved by throwing away her paper rounding logs and streamlining with Studer Group Rounding, a software-based application.

Rounding for Outcomes is a foundational tactic that Studer Group has been coaching and hardwiring in organizations for more than a decade. It's proven to be the most effective way to collect vital information, reward and recognize behavior, build relationships, and validate key behaviors for safety. It's at the very heart of developing high employee engagement, which, in turn, drives better results.

Kim Bordenkircher, CEO of Henry County Hospital in Napoleon, OH has been rounding on staff most of her career. For years, she's been capturing important information and validating her rounding through the use of a rounding log. The logs allow Kim to recall details from previous rounding sessions, relate back to any issues identified, and capture "wins."

The Studer Group Rounding software application saves time because it allows leaders to customize rounding templates, pull instant reports, escalate identified issues, and more. "In the past, when I'd round on the weekend, I'd have to allot 1.5 hours for documenting rounding, sending emails, and so on," explains Bordenkircher. "Now when I am done rounding, I am done!"

At CarolinaEast Medical Center in New Bern, NC, Assistant Vice President of Nursing Services Jim Davis RN, MSN uses Studer Group Rounding's application (which can be downloaded as an "app" on mobile devices) to pull quick snapshots and trend reports from rounding by the 14 nursing managers that report to him. "One manager told me he had used the app to note a maintenance issue while rounding and it was taken care of even before he had completed rounding," Davis notes. "No need to remember to go to your office and send an email to Maintenance. It goes directly."

Streamline the Process

"Also, legibility is a huge issue that the rounding application solves for me," he adds. "A manager told me he used to round on patients with a clipboard, then come back to his office and type them up in an easier to read format. The rounding app takes a lot of steps out of the process. In fact, when one nurse manager collected a compliment on the food during rounding, she was able to send instant recognition to Food Services."

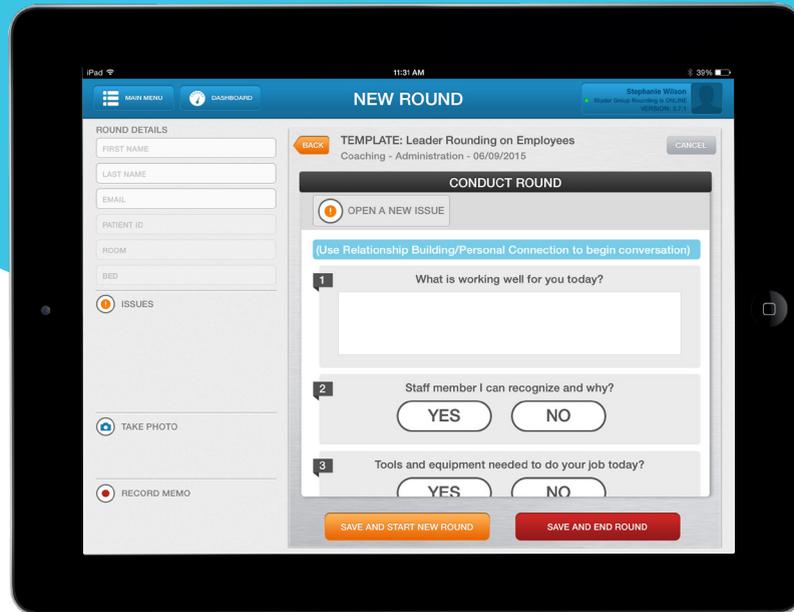
Studer Group is committed to lifelong learning and constantly evolving to meet your needs in our ever-changing industry through the sharing of best practices of our partner organizations and efficient technology solutions. Together, we turn the flywheel and make healthcare a better place for physicians to practice, employees to work, and patients to receive care.



Don Dean is a senior leader, coaching division for Studer Group.

Studer Group Rounding

Enhance Accountability. Create Standardization. Save Time.



Rounding is proven to be the most effective way to collect vital information, reward and recognize behavior, build relationships, and validate key behaviors for safety. It's also at the very heart of developing high employee engagement which in turn, drives better results.

Rounding allows leaders to proactively engage, listen, communicate, and support our most important customers – our staff and our patients. Leaders can streamline the rounding process to make it more effective and efficient with Studer Group Rounding. It aligns directly to an organization's rounding goals and objectives and is proven to engage staff, physicians and patients. It also saves you time and creates accountability.

It's time to take your rounding to the next level.



Proven Process

Studer Group performance experts lead the customization and configuration of structured rounding that achieves consistency, standardization, and engagement across the organization.



Instant Information

Closing the loop and following-up just got easier. A simple, easy-to-understand dashboard and reporting system allows leaders to identify trends and common themes.



Accountability

Improves visibility and validates the right behaviors are taking place with every encounter. Features like issue escalation allow real-time resolution to improve experiences for leaders, staff, and patients.



Simplification

Allows leaders to capture best practices across the organization and streamlines processes that benefit employees, patients, and physicians.

Patient-Centered Care: Engagement Matters

2 Tools to Improve Engagement for Patients, Employees and Physicians

by Craig Deao, MHA, Studer Group senior leader and speaker

Remember the days when it was all about patient satisfaction? We spent a lot of time trying to understand how we could help our patients and employees like us more.

Then HCAHPS arrived and we focused on creating a great patient experience. While satisfaction and patient experience don't matter any less than they always have, many organizations are also beginning to consider the importance of increasing engagement. As healthcare continues to shift away from fee-for-service towards managing wellness and a patient-centered home, patient engagement will be critical to achieving higher compliance and better clinical outcomes.

How Engaged Are Patients?

Not very engaged, on average. For instance, 40 percent of deaths are caused by modifiable behavioral issues. Furthermore, 50 percent of patients don't follow referral advice and 75 percent of them do not keep follow-up appointments. Those with chronic diseases take only 50 percent of prescribed doses on average¹. But the only way to fix the healthcare cost crisis is to turn this tide...particularly when it comes to expensive but preventable chronic disorders like obesity, smoking, and lack of exercise.

The problem, of course, is that the average patient spends just 20 minutes three times per year with his or her physician. What about the other 8,674 hours? Accountable care requires each patient to be accountable. When he is, the rewards—in both better outcomes and lower cost—can be both tangible and dramatic.

The Power of Bedside Shift Report

One key to improving patient engagement is ensuring that patients understand what is happening during their care, that caregivers understand their needs and concerns, and what will happen next. Studer Group tactics like Individualized Patient Care and AIDET® can all be helpful to meeting these goals. But a particularly vulnerable time for patients is during nurse shift changes during an ED or inpatient stay, as patients prepare to say goodbye to a nurse they've bonded with and feel anxious about who might replace them.

That's why Bedside Shift Report can be such a powerful tool. When it's done right, it's not about nurses talking together at the end of a patient's bed. The handover includes the patient, manages expectations, provides training on medication or a medical device, and validates the patient's understanding using the teach-back method.

In fact, when Susan Murray, senior vice president and COO of Queen's Medical Center (QMC) opened a brand new hospital in West Oahu, HI, hardwiring bedside shift report was a top priority. "I felt like it was a 'Must-Have'" immediately, particularly because nurses were new to working with each other," she explains. "Patients feel less vulnerable—they gain an important sense of control—because bedside shift

Characteristics of an Engaged Patient

Strives to be informed about health	Self-monitors and provides information
Is involved in healthcare decisions	Provides feedback on experience and outcomes
Participates in self-care	Commits to long-term lifestyle changes

¹ Source: Parekh, A. K. (2011). *Winning their trust*. *N Engl J Med*, 364(24), e51

report brings them into the care team. They're more cooperative because they are informed and they feel that things are being done 'with' them instead of 'to' them."

QMC worked with Studer Group coaches Barbara Hotko and Stephanie Baker for five months to hardwire bedside shift report, along with other patient-ready tactics prior to opening the hospital in May 2014. They first used a train-the-trainer approach and then competency assessments to observe and validate all staff.

The coaches began rolling it out by communicating the "why" of the tool, emphasizing why it was good for patients. Once nurses understood the value, they became more likely to execute it with every patient every time...to realize Murray's goal for a consistent patient experience from the ED to inpatient rooms hospital wide. Leaders also walked the hallways to observe shift changes and ensure nurses were in patient rooms during those times.

"We took pictures of 'what right looks like' on the communication boards in the rooms and charge nurses came up with their own checklists to validate that," Murray notes. "Success begins and ends with leadership, but it's essential to have coaches to hold the bar where

it needs to be." One year after opening in June 2015, QMC was ranked in the HCAHPS top quartile for "would recommend" and 87th percentile on the HCAHPS nurse communication bundle.

Use Stoplight Report

A key foundation to high engagement of both physicians and employees is trust. While rounding on these stakeholders is key, it's only effective if we follow-up consistently to let individuals know what actions we will be taking place based on their input.

A stoplight report is a simple but powerful tool that shows the status of items physicians or employees have requested and the action being taken. It also helps to keep "wins" at the forefront for high engagement and a focus on positive accomplishments. Items are color coded so everyone understands if an action item or idea has been implemented, is under review, or can't be completed and why.

In summary, think of high engagement—of patients, physicians, and employees—as a core competency for meeting your organization's goals. Since trust precedes engagement, be sure to hardwire the tools and processes that build it at every opportunity. The rewards are worth it.

Craig Deao is a senior leader and speaker for Studer Group.

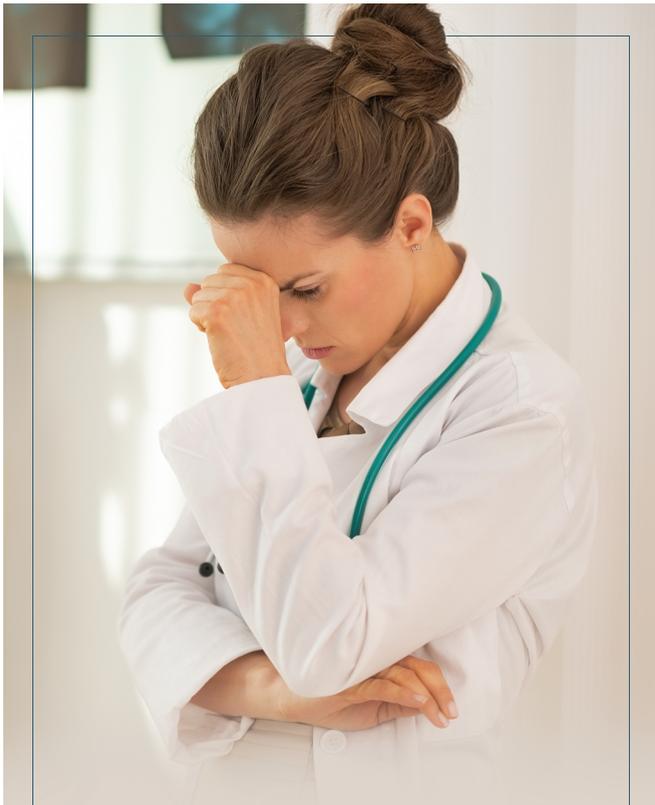


Stoplight Report

Department/Area: _____ Date: _____

GREEN/COMPLETE	YELLOW/WORK IN PROGRESS	RED/ CAN'T COMPLETE AT THIS TIME AND HERE IS WHY

Download a full-size blank template of the stoplight report at StuderGroup.com/Stoplight_Template



Diagnose, Prevent, and Treat Physician Burnout

The first step in treating physician burnout is shining a light on the issue. By working together, health system leaders and physicians can tackle and overcome burnout.

Gain research and complimentary tools at StuderGroup.com/Burnout.

SELF-TEST ANSWERS:

Continued from back cover

HOW DID YOU RATE?
If you answered "yes:"



7 or more times:

Congratulations! Your physicians, employees, and patients are highly engaged. We know, however, that continuous improvement is required to sustain engagement. Studer Conferences are a great way to educate staff and gain high-impact tools and tactics. View the 2016 schedule at StuderConferences.com.

5 to 6 times:

Your organization is on track for high engagement. Now, take it to the next level:

- Read Craig Deao's "Two Ways to Build Better Patient Engagement" Insight at StuderGroup.com/PatientEngagement.
- Watch a webinar by OU physician leaders who share "How Physician and Employee Engagement Lead to Better Patient Experience with CG CAHPS" at StuderGroup.com/OUWebinar.

4 or less times:

If you are reading this issue of *Hardwired Results* and have completed this self-test, you understand the importance of high engagement. Take the next step with Studer Group's Straight A Leadership Assessment to align your leadership team, identify areas of opportunity, and develop an action plan at StuderGroup.com/SAL or request a complimentary assessment at StuderGroup.com/StraightA.

Connecting Hearts and Minds

The Power of Sharing Your Own Story

by Don Dean, Studer Group senior leader, coaching division

Purpose, worthwhile work, and making a difference. It's why each of us got into healthcare in the first place. But it's easy to forget that as a leader today with so many strategic "imperatives" and day-to-day challenges we face. That's why one of the most powerful ways that you, as a leader, can motivate, inspire, and engage your team is to cultivate that sense of purpose.

Years ago, when Quint and I worked at Holy Cross Hospital in Chicago, we reviewed our patient experience data together for the first time. And the data told us we weren't very good. In fact, 94 percent of hospitals in the country provided a better patient experience than we did at the time. Our initial journey at Holy Cross was about improving a patient experience number...and we did have some limited success.

Unfortunately, about the same time, my dad was diagnosed with cancer. It was one of the most painful times of my life. I learned what it was like to be on the other side of the bed...what it was like for my dad to be scared, to go for tests that created anxiety, and what it was like when people came into his room and he didn't know who they were or what they were doing.

Then we received a letter from the daughter of one of our patients that had passed at Holy Cross. The letter stated how wonderful his nurse was. She was our employee, Wilma. The letter went on to say that the nurse clocked out and stayed with the man until he passed. We started to understand that this was more than moving a number. It was a journey to serve patients and touch them with our hearts.



Sharing Your Story

In this seven minute video, Rich Bluni, Studer Group senior leader, speaker, and author, discusses the importance of sharing our healthcare stories and walks through a "story sharing" exercise. Access the video at StuderGroup.com/Stories

Ask leaders and staff to share their stories.

The best way to engage hearts and minds is to begin with the "why" because it connects back to our values. So ask leaders and staff to share stories that reconnect them back to purpose.

If you just give employees a "to-do" list of tactics, they'll miss an important part of the journey. It must come from the heart because it grounds them on what we are truly trying to accomplish. After reflecting on my coaching for 15 years across the country, I have found that those who truly achieve breakthrough performance are those that effectively connect the heart (passion) and the mind (tactics).



Don Dean is a senior leader, coaching division for Studer Group.

The Last Word

No More Excuses! How to Address Pushback

Adapted from 101 Answers to Questions Leaders Ask by Quint Studer

How do we overcome resistance to senior leader rounding?

First, put criticism in perspective. I find leaders weigh criticism much more than the positives they hear. Dig for specifics. You may have 5 percent of staff who are speaking as if they represent the majority. Often, the complainers are the low performers.

Also, make sure managers are managing up the senior leaders by providing solid information about their departments. Senior leader rounding is successful because of the middle managers who know their staff best.

What if nurses don't have time to make post-visit phone calls to patients?

Begin by asking one or two high performers to make five calls and time each one. (Typically they take two minutes.) This means you are asking nurses to spend only 10 extra minutes checking on their patients. Also, keep in front of the staff the actions you are taking as a leader to provide them with this time (i.e., a new copier on the unit to avoid time on another floor).

Eventually, when you make post-visit phone calls, you will get a clinical win. Perhaps an elderly man's oxygen was not delivered or a parent explains that a child with a head injury has been sleeping for the last 10 hours. Nurses will get their arms around post-visit calls when they see that such calls make a difference.

How can I create a positive "ripple effect" as a new director of a unit when I'm the third or fourth unit director and staff is cynical?

Role model, role model, role model! Ask staff what they want the unit to be like. Have them describe what a good unit looks like to them. Then create a unit action plan to make this a reality. Get some quick wins and publicize them in a way that isn't self-promotional, but informational.

Also, reward and recognize the behavior you are looking for in your employees. Likewise, don't hesitate to make quick decisions about those with poor attitudes. (When a staff member brings up a problem, always ask for her solution before offering yours.) And finally, remember that perseverance is important. A cultural transformation that can be sustained won't happen overnight, but it will happen if you stay the course.

How do we overcome resistance to common key words all employees are expected to use?

Rolling out key words is harder than developing them. Prior to asking staff to use them, be sure unit leaders are rounding on staff. If you haven't connected to what the staff needs, then you won't be successful hardwiring this behavior. (It's important to build the emotional bank account first!)

Also, make sure senior leaders are behind the key words that are developed, and share success stories in using them at department meetings. It's essential that leaders role model using the key words themselves.

In addition, be sure to ask employees for help in developing the words that work for their particular areas. And finally, look for people who are doing well and reward them. Ask them to share with your team why the key words make them feel better about themselves and the work they are doing.



Quint Studer is founder of Studer Group.



Interested in more advice from Quint?

Get your personal copy of Quint's best-selling book *101 Answers to Questions Leaders Ask* at StuderGroup.com/101Answers.

SELF-TEST

HOW ENGAGED ARE YOUR EMPLOYEES, PHYSICIANS, AND PATIENTS?

Answer these questions. Then see how you rate on page 7.

1. I sent a thank you note to an employee or physician in the last month.	<input type="checkbox"/> YES	5. My organization has hardwired processes to cascade recognition internally.	<input type="checkbox"/> YES
	<input type="checkbox"/> NO		<input type="checkbox"/> NO
2. As a leader, I use the 3 to 1 ratio for compliments to criticism.	<input type="checkbox"/> YES	6. I recognized high-performing employees publicly at the most recent Employee Forum.	<input type="checkbox"/> YES
	<input type="checkbox"/> NO		<input type="checkbox"/> NO
3. Our physicians understand that AIDET® is a tool that demonstrates advanced communication skills with patients for better outcomes.	<input type="checkbox"/> YES	7. We deliver what is most important to physicians: quality, efficiency, input, and appreciation.	<input type="checkbox"/> YES
	<input type="checkbox"/> NO		<input type="checkbox"/> NO
4. Rounding on employees, physicians, and patients is hardwired and efficient.	<input type="checkbox"/> YES	8. Leaders in my organization understand that patient engagement is a critical ingredient as healthcare shifts towards managing wellness.	<input type="checkbox"/> YES
	<input type="checkbox"/> NO		<input type="checkbox"/> NO



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