

258: CREATING A RESPECTFUL ENVIRONMENT

Wolfersteig J., Dunham S.

Objective:

To demonstrate strategies for development of an organization wide quality culture that supports improving patient care in a respectful healthcare environment..

Methods:

A new CEO was recently appointed at Hudson River Psychiatric Center. One of her first goals was to establish a Performance Improvement Initiative related to providing for a respectful treatment and work environment. Training was conducted by a consultant who was a former consumer of psychiatric services. After multiple training sessions, the consultant was invited back to perform a management consultation that involved a review of most hospital programs. At the end of the review, the consultant met with the Executive Cabinet to share findings, make recommendations for improvements, and assist the Executive Cabinet in establishing a "Respect" Policy. Following this, three staff were trained as trainers in a "Creating a Respectful Environment" Curriculum which is being conducted for all staff. Part of this curriculum incorporated findings from the management consultation and the new "Respect" Policy. The satisfaction surveys were revised in order to better focus on issues related to a respectful environment. New measures of Satisfaction for patients, family and staff were developed and incorporated into the facility Balanced Scorecard. Also the sampling method for these surveys was changed to capture data on an ongoing basis. Executive Cabinet rounds were increased in frequency and a format was developed to include information on a respectful environment. Information from these reports was aggregated and trended and used to direct additional activities in support of this initiative. Finally, a new suggestion program was developed and implemented. The program known as "ICARE" solicits ideas for creating a respectful environment and is open to all stakeholders. Selection criteria were developed and a variety of incentives to reward all ideas implemented have been employed.

Results:

This initiative is only a little more than a year old, however early data reported through the Balanced Scorecard indicates that we have achieved some success.

- The number of staff receiving "Respect" training has increased by 66%.
- The Management consultation resulted in incorporation of new items in the satisfaction surveys and the Executive Cabinet Rounds Report.
- Satisfaction Survey data from families show an increase of 3% in the mean satisfaction score from the previous year. Over the past five years this measure has shown steady improvement, but it is of note that 50% of the gain has occurred within the past year.
- Within the past 5 years, one item of this survey "Staff are cooperative and helpful" has shown a 5% increase. This 5% increase occurred entirely within the past year.
- Patient Satisfaction data has yielded an improvement in the mean satisfaction score of .9%

Conclusions:

The strategies identified and measured indicate that there is a positive change in the healthcare environment. Data continue to be collected and analyzed. These strategies can be used in part or in whole for other healthcare organizations that wish to address these concerns.