Patient and Family Engagement (PFE) Quickinar Series, Session 3
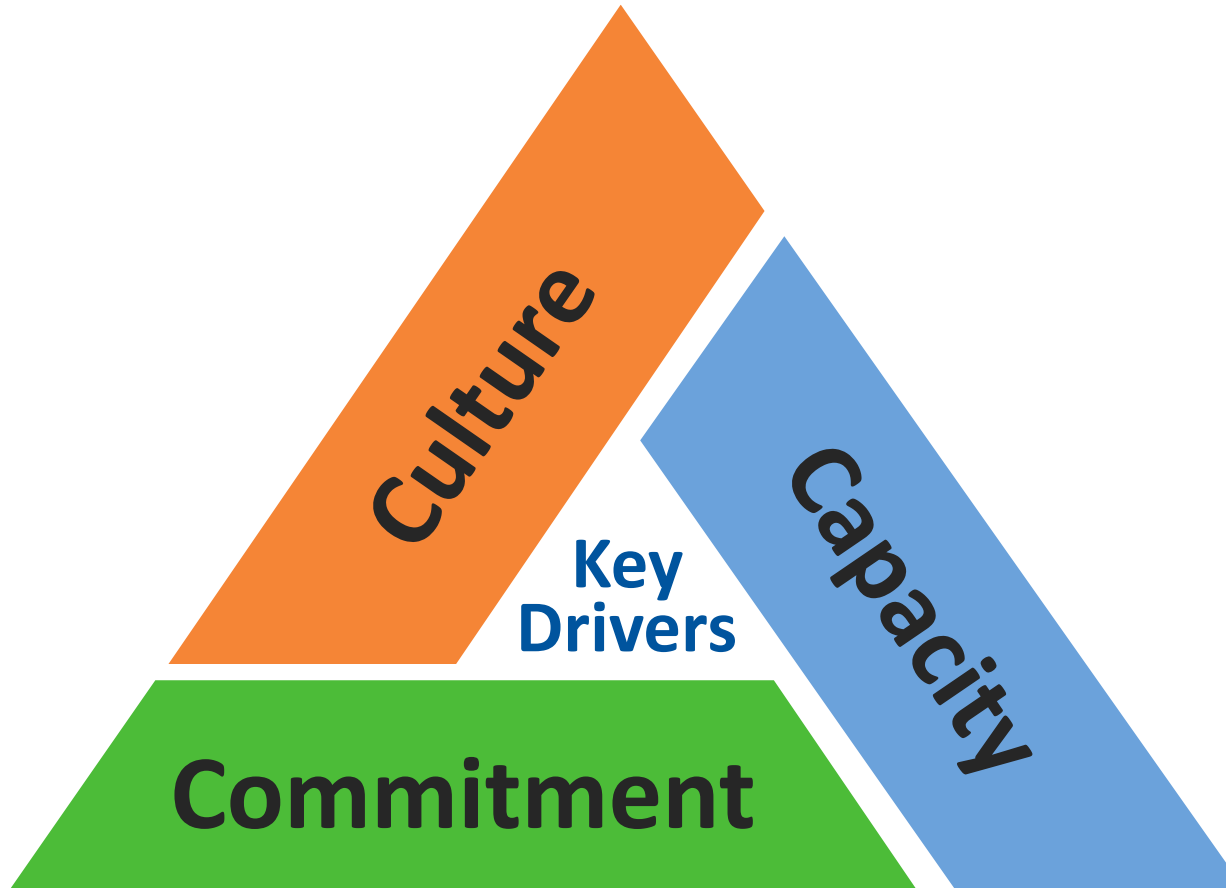
Organizational Readiness and Engagement

OBJECTIVES

- Identify strategies, tools, and resources to engage leadership and promote buy-in.

- Discuss how PFE benefits your hospital and improves satisfaction scores.

- Review strategies to prepare and train staff and clinicians for PFE.

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What Is Organizational Readiness?

A measure of confidence that your organization is ready to change.

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Project Management Institute. *Change readiness: Focusing change management where it counts*. 2014.
https://www.pmi.org/learning/library/change-readiness-11126

Cultural Readiness

Does your organization embrace change?

- Progressive thinkers
- Innovators
- Risk takers
- Supportive infrastructure
- Early adopters
- High engagement
  - Leadership
  - Frontline staff
  - Providers

"Culture is often pointed to as the most prominent cause of failure in programs and projects."

Project Management Institute. *Change readiness: Focusing change management where it counts*. 2014.
https://www.pmi.org/learning/library/change-readiness-11126

Capacity Readiness

Workforce

Skill Set

Time

Resource Commitment

Monetary

Physical

Technological

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Commitment Readiness

Are all levels of leadership committed to PFE?

- Leadership support
  - From C-suite to frontline managers
- Believe in the benefit of PFE
- Focused on patient-centric care

- Strategic priority
- Willing to see through
  - From implementation to sustainability

3 Keys to Success for any Initiative

Leadership support

Provider buy-in

Frontline engagement

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PFE Champions

- Identify your champions
  - Project sponsor/executive leader
  - Patient and family advisor
  - PFE staff liaison

- Look for informal leaders
  - Frontline influencers

Organizational Readiness Resources

IHI Improvement Capability Assessment Tool
www.ihi.org/resources/Pages/Tools/IHI ImprovementCapabilitySelfAssessmentTool.aspx

AHRQ Working With Patients and Families Implementation Handbook
www.ahrq.gov/patient-safety/patients-families/engagingfamilies/strategy1/index.html

HSAG HQIC PFAC Roadmap To Success
www.hsag.com/globalassets/hqic/hqic_pfac_roadmap.pdf

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IHI = Institute for Healthcare Improvement
AHRQ = Agency for Healthcare Research and Quality
HQIC = Hospital Quality Improvement Contractor
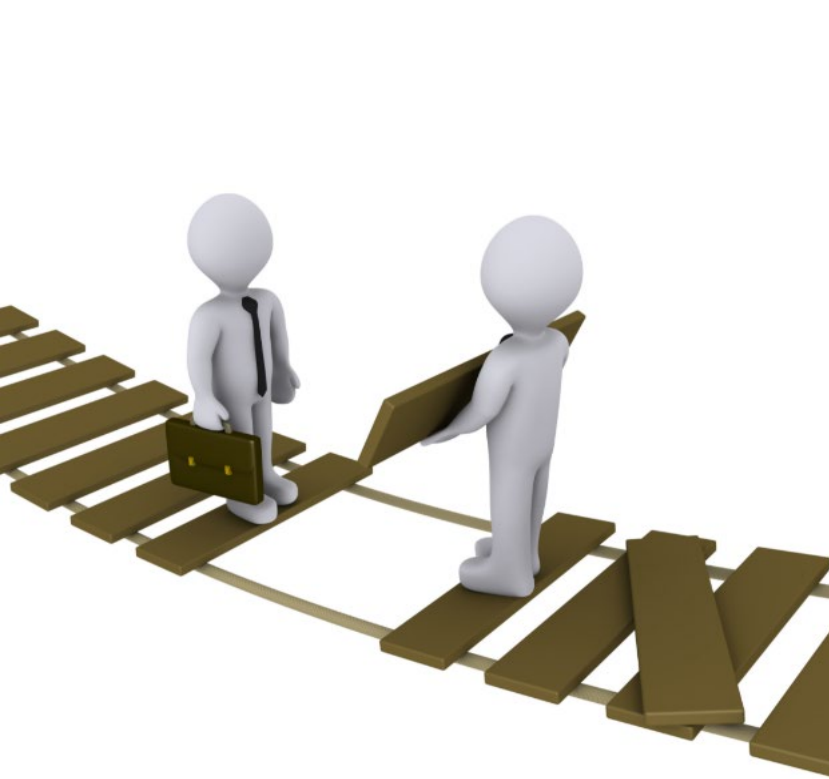PFAC = Patient and Family Advisory Council

AHRQ One-Page Readiness Assessment

As a clinician or staff member, I am ready to work with patient and family advisors when:

- ☐ I believe in the importance of patient and family participation in planning and decisionmaking at the program and policy level

- ☐ I believe that the perspectives and opinions of patient and family advisors, staff, and clinicians are equally valid in planning and decisionmaking at the program and policy level

- ☐ I believe that patients and family members bring a perspective to a project that no one else can provide

- ☐ I believe that patients, family members, staff, and clinicians can look beyond their own experiences and issues to come up with practical ideas and solutions

- ☐ I am willing to talk about my experiences with patient and family advisors and to share suggestions, ideas, and potential solutions that will help improve hospital care

- ☐ I feel comfortable listening and respectfully responding to both positive and negative care experiences that patient and family advisors may share

- ☐ I enjoy working with people who are different from me

- ☐ I can listen to and think about what others say, even when I disagree

- ☐ I can bring a positive attitude to discussions about improving hospital care

- ☐ I consistently let colleagues know that I value the insights of patient and family advisors

- ☐ I am comfortable requesting that patient and family advisors be invited to participate in improvement initiatives in which I am involved

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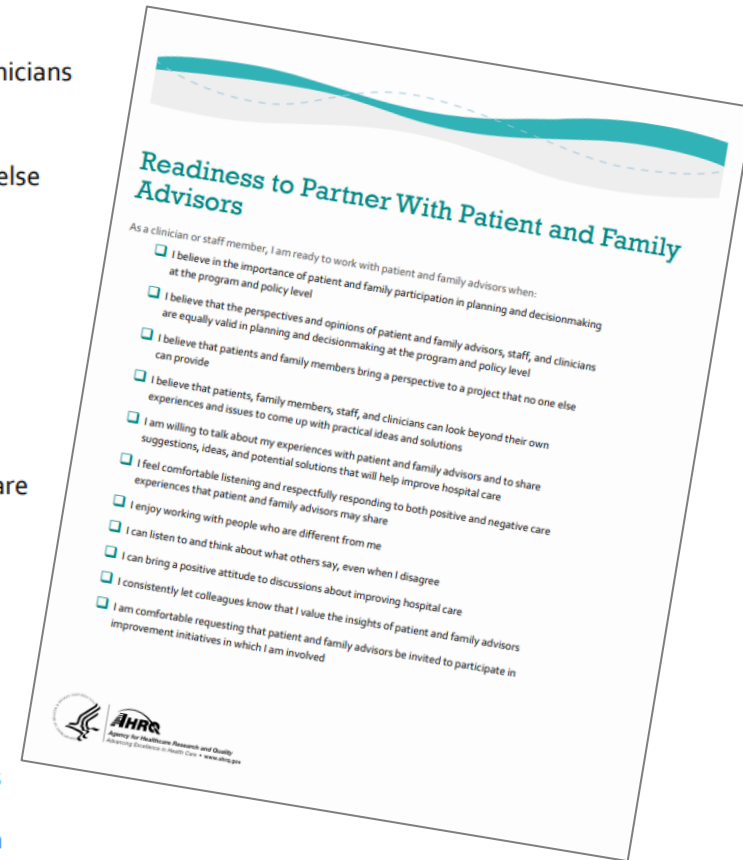
The Pre-Work: Addressing The Gaps

- Create a change-readiness action plan.

- Rank by priority.

- Include leadership and frontline staff on the change-readiness team.

- Ensure the changes are constructive and not cosmetic.

- Incorporate human-centered design.

Action Plan template available at:
www.hsag.com/hqic-quality-series

The Elephant In the Room—Fear

- Concerns:
  - Select only the "right" patients/families
  - A desire to help; not just complain

- Mitigate the concerns:
  - Application and screening process
  - Orientation
  - Confidentiality agreement
  - Start small

Fear of "Airing Our Dirty Laundry"

"I suppose I'll be the one to mention the elephant in the room."

For More Information

Quality and Safety Series

Find resources to assist your quality improvement journey, from planning and preparation to sustaining your organization's gains. Topic areas contain short video presentations (a.k.a., "quickinars") and associated tools and resources to support your organization.

1. Team Forming ▼	2. Buy-In ▼
3. Organizational Readiness ▼	4. Quality Improvement Mod
5. Rapid-Cycle Improvement ▼	6. SMART Goals
7. Fishbone Diagramming ▼	8. SWOT Analysis
9. Voice of the Customer ▼	10. Process Mapping
11. Reliable Processes ▼	12. 5 Whys
13. Prioritization Matrix ▼	14. Data Plan ▼
15. Action Hierarchy ▼	16. Action Planning ▼
17. FMEA ▼	18. Communication Plan ▼
19. Kamishibai ▼	20. A3 Thinking ▼
21. Data Visualization ▼	22. Variation, Monitoring, Course Correction ▼
23. Process Observation ▼	24. Control Plan and Sustainability ▼

3. Organizational Readiness

Quality Series: Organizational Readiness

Download the Organizational Readiness Slides (PDF)

View the Organizational Readiness Quickinar Recording

Organizational Readiness Tool to Download

Action Plan Template (PDF)

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Key Concepts

- Assessing organizational readiness is a critical first step to PFE implementation.
- Before you begin a project, assess your organizational readiness.
  - Cultural
  - Commitment
  - Capacity
- Readiness includes:
  - All levels of leadership
  - Providers
  - Frontline staff
  - Informal leaders
- Address the gaps before you start.

Join Us for the Entire PFE Quickinar Series: 1st and 3rd Thursdays

Recordings, slides, and resource links are posted for on-demand access after every session.

4. PFE to Prepare for Hospital Admission

Engaging the Patient and Care Partner to Prepare for Hospital Admission

Thursday, March 16, 2023 | 1 p.m. ET | 12 noon CT | 11 a.m. MT | 10 a.m. PT

Objectives:

- Discuss planning checklists for planned admissions.
- Identify opportunities to collaborate and engage members of the healthcare team.
- Describe how to involve the patient/care partner in the plan of care.
- Review a PFE pamphlet to prepare a patient and care partner for their hospital stay.

1. Intro to PFE
2. Achie...
3. Preparing for PFE Programs
4. PFE to Prepare for Hospital Admission
5. PFE to Prepare for Hospital Discharge
6. Role of PFE in Readmission Prevention
7. Bedside Hand Off to Improve Patient Outcomes
8. Adverse Event Transparency
9. Role of the PFE Advisor
10. Selecting/Training/Engaging Advisors
11. PFE in Critical Access & Small Rural Hospitals
12. PFE in Acute Care Hospitals

www.hsag.com/pfe-quickinars

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Check Out the Health Equity Quickinar Series: 2nd and 4th Thursdays

Recordings, slides, and resource links are posted for on-demand access after every session.

5. Social Determinants and Social Drivers of Health

5. Social Determinants and Social Drivers of Health

Thursday, March 9, 2023 | 1 p.m. ET | 12 noon CT | 11 a.m. MT | 10 a.m. PT

Objectives:

- Identify the difference between social drivers and social determinants of health.
- Review screen strategies for data collection.
- Discuss interventions designed to address disparities related to social drivers.

1. Health Equity, Hospitals, and CMS Reporting
2. Engaging Leadership in Health Equity
3. Health Equity as a Strategic Priority
4. Collection and Validating REaL Data
5. Social Determinants and Social Drivers of Health
6. Screening for Social Drivers
7. Culturally Competent Data Training
8. Analysis and Stratification of Health Equity Data
9. Health Equity Interventions
10. Best Practices in Health Equity Interventions
11. Community Paramedicine
12. Identifying Community Health Disparities
13. Community Engagement—Health Equity

www.hsag.com/health-equity-quickinars

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Thank you!

Questions: hospitalquality@hsag.com