The Cedars-Sinai Patient Experience

California Hospital Volunteer Leadership Conference
Opening Session
February 20, 2018
Agenda

1. Introductions
2. About Cedars-Sinai
3. Our Volunteer Services Program
4. Our Patient Experience Strategy
5. The Road Ahead
Introductions

Barbara Leanse
Executive Director, Volunteer Services

Casey McGuire
Associate Director, Volunteer Services

Alan Dubovsky
Chief Patient Experience Officer
Our Mission

• leadership and excellence in delivering healthcare services
• expanding the horizons of medical knowledge through biomedical research
• educating and training physicians and other healthcare professionals
• striving to improve the health status of our community
Cedars-Sinai

- **886** Licensed Beds
- **47,329** Admissions
- **697,539** Outpatient Visits
- **88,422** ED Visits
- **225,163** MDN Patients
- **243,040** Patient Days
- **11,625** FT Employees
- **$659,947,000** Community Benefit
- **2,051** Staff
- **1,526** Research Projects
A Day in the Life…

- 800 inpatients
- 88 hospital admissions
- 265 emergency room patients
- 4 level I trauma patients
- 18 OB deliveries
- 10 high risk OB patients
- 82 operative procedures
- 5 multi-organ adult transplants
- 1,790 outpatient visits & procedures
- 900 imaging tests & procedures
Our Volunteer Services Department
Cedars-Sinai Volunteer Services

2,650 Volunteers

165,850 Volunteer Hours
Volunteer Services Programs

- Advanced Health Sciences Pavilion Information Desks
- Ambulatory Care Clinic
- Amenity Kits Welcome Program and Amenity Cart
- Blood Donor Facility
- Board of Governors Magazine Delivery Program
- Breast Center
- Cancer Center Escort Program
- Emergency Department
- Flower Delivery Program
- Food & Nutrition
- Healing Garden Tours
- Heart Families
- Helping Hand Gift Shop
- Information Desk in Plaza Lobby
- Information Desks in Surgery Lobbies
- Lipstick Angels
- Main Entry Lobbies
- Mealtime Mates
- Music for Healing: Lobby Piano, Patient Rooms
- Orthopaedics Center
- Patient & Family Centered Care Councils
- PACU
- Palliative Care Love Blanket
- Patient & Family Care
- Pediatrics
- POOCH
- Pre-Healthcare
- RMI Teen Program
- Saperstein ICU Concierge Desk
- Social Media Recognition Program
- Spiritual Care
- Structured Programs: Bioethics, COACH for Kids, Genetics, Teenline
- Supportive Care
- Teen Programs: Academic-year and Summer Sessions
- Teens in Science
- Tower Hematology & Oncology
- Transgender Support Programs: Visitation, Cosmetics
- Transplant Ambassadors: Heart, Kidney, Liver
- Volunteer Workroom
- Women’s Health: Labor & Delivery, Maternity
Program Highlight: Transgender Program

Emotional Support Volunteer
• Learning who the patient is (“How would you like to be addressed?”)
• “How do I take care of my body, where and how do I buy clothes, how do I build my new physical persona?”
• Mechanics of using the bathroom/bathroom etiquette
• Walking/carrying oneself/presentation
• Acquiring skills and learning cues in social situations

Make-up Artist
• Meeting the patient “where they are” (e.g., “How would you like to be addressed?”)
• “What do you want to achieve/how do you want to look?”
• Giving advice, making suggestions respectfully
• Demonstrating options and teaching how
Our Patient Experience Journey
Our Path To This Point

• Strong brand and solid reputation regionally, nationally, and internationally
• Exceptional commitment to patient safety, quality, and world-class clinical outcomes
• Focus on best-in-class operations and efficiency
• Top-tier employee engagement
• Very positive overall patient satisfaction scores
Cedars-Sinai Medical Center: Overall Rating (Top Box %)
Fiscal Year 2015 - 2018 (TD)
Creating a Case for Change

Strengths:
• Continued high scores in *Overall Hospital Rating*
• Highly engaged leadership team
• Committed nursing and physician teams
• Strong feedback gathering mechanisms

Opportunities:
• Expanding health system focus
• Heightened ambulatory focus
• Multiple feedback points that didn’t connect
• Plateaued overall scores
• Lower scores in underlying domains
Creating a Case for Change

Very positive overall patient satisfaction scores…

With opportunities for improvement in underlying domains such as…

- Communication with Nurses
- Cleanliness/ Quietness at Night
- Discharge Information
- Communication with Doctors
- Staff Responsiveness
- Care Transitions
Creating a Case for Change

Our biggest opportunity was to create a consolidated, system-wide approach to patient experience improvement… to re-envision the Cedars-Sinai patient experience
Creating a Case for Change

• How do you maintain excellent clinical and operational focus and improve the patient experience?

• How do you grow into a system and have patients still feel the connectedness?

• How do you provide the ideal patient experience for a broad array of patients with changing expectations?

• How do you compete with growing demand for patient feedback and input?

• How do you maintain high overall ratings in patient experience but push for stronger performance in other domains?
Step 1: Create our Goals

1. Top decile ranking nationally in CAHPS benchmarks
2. Local, regional, and national prominence as a leading organization focused on patient experience
3. Sustained staff engagement levels in top-decile national rankings
4. Appropriate, consumer-driven access to care
5. A structured, consistent, patient experience improvement approach across the entire Cedars-Sinai Health System
Step 2: Create our Guiding Principles

1. Create a common definition of the patient experience
2. Include the patient voice at all times
3. Create and follow structured, formal action plans
4. Ensure multi-disciplinary engagement from team members
5. Adhere to a data-driven approach to improvement
Step 3: Re-envision Everything

1. What patient experience means to us and to our patients
2. Where, how, and why we ask for patient input
3. How we use that input to meaningfully guide our efforts
4. How we stay true to what we know will work
5. How we engage every team member in ways that are meaningful to them
Our Patient Experience Action Plan

1. Internal awareness
2. Strengthened feedback
3. Patient and family experience improvement
4. Staff tools and resources
5. Innovation
The Road Ahead

- Staying true to our action plan: following the right structure
- Completely overhauling our patient feedback mechanisms—asking for feedback at the right moments
- Providing innovative, cutting-edge tools and resources for our team members
- Creating the white paper on patient experience—how we define the return on investment
Thank You

DubovskyA@cshs.org
LeanseB@cshs.org
McGuireC@cshs.org