

# An Organization-wide Service Improvement Approach

Jennifer Jasmine Arfaa, PhD<sup>1</sup>, Cynthia Line, PhD<sup>2</sup>, Nora Kramer, MSN, RN<sup>2</sup>, Karen Montoro, RN<sup>2</sup>, Richard Blob<sup>3</sup>, Maria Francesco<sup>3</sup>, Jami Stazi, RN<sup>3</sup>, Elisabeth Kunkel, MD<sup>4</sup>, Susan Krekun, MD<sup>4</sup>, Lizanne Mason, RN<sup>2</sup>, Kathy Evans, RN<sup>2</sup>, Lorraine Weikel, RN<sup>2</sup>, Ann D. Clark, MS<sup>5</sup>, OTR/L, Ray Wisniewski<sup>6</sup>, Teresa Heavens<sup>7</sup>

<sup>1</sup>Office of Patient and Family Experience, <sup>2</sup>Nursing Department, <sup>3</sup>Department of Radiology, <sup>4</sup>Department of Medicine, <sup>5</sup>Department of Rehabilitation Medicine, <sup>6</sup>Emergency Medicine, <sup>7</sup>Methodist Hospital, Thomas Jefferson University Hospital, Philadelphia, PA



## APPROACH TO PROBLEM SOLVING

High priority index questions from HCAHPS and Press Ganey surveys, including overall ratings, communication with RNs and MDs, hospital environment and response to concerns and complaints, were targeted for improvement. These high priority indices served as the basis for redesigning Patient Services using a multi-faceted approach to improve patients' experiences.

At Thomas Jefferson University Hospital (TJUH), high performance on the Patient Experiences of Care Survey has been driven by a successful multi-tiered approach to patient services:

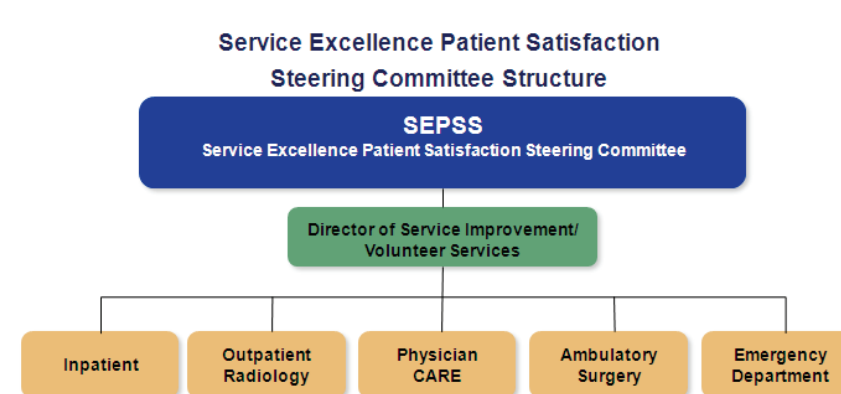
- Hospital leadership guided and implemented new approaches to ensure excellence in patient services is an ever-present and obtainable goal
- Physician leaders were recruited as champions for service excellence
- Champions in every department developed inter-departmental relationships to deliver a committed front line response to the voice of the customer

## INTERVENTIONS

TJUH undertook an organization-wide approach to the patient experience, including

### 1. Service Excellence Committee

- Frontline staff champions
- Senior leadership support & participation
- Empowered to undertake key projects
- Regular report outs focused on results

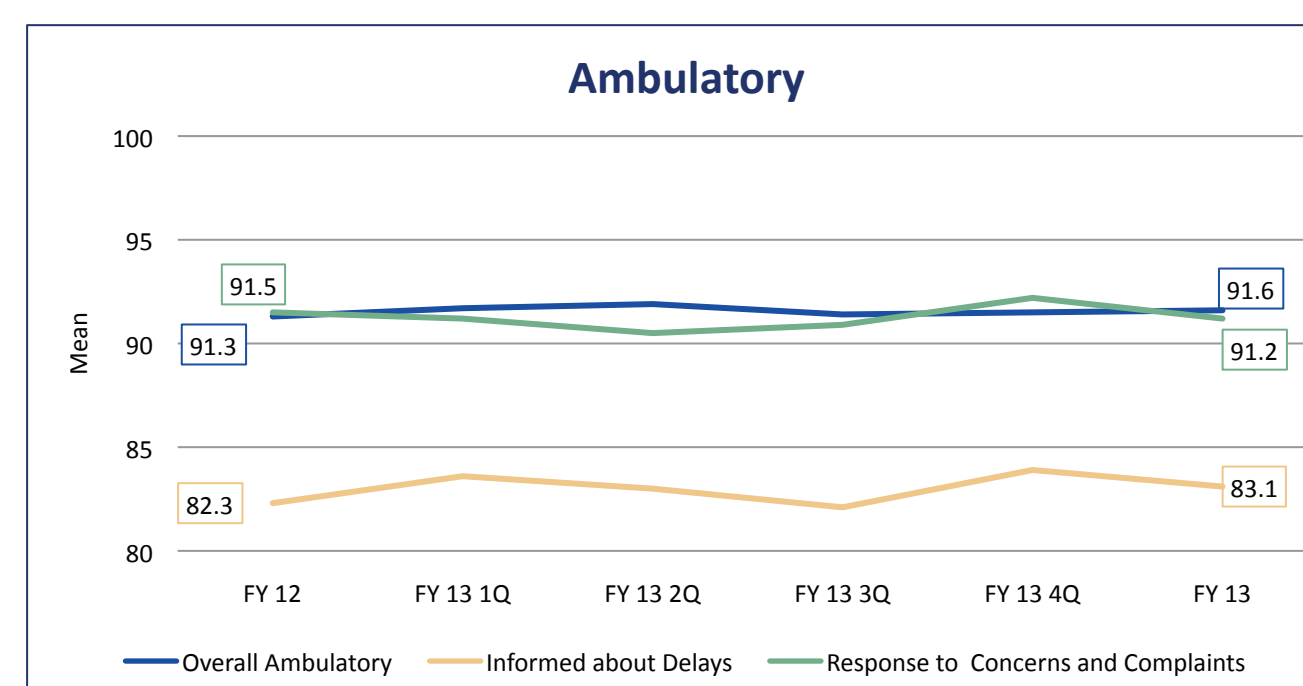
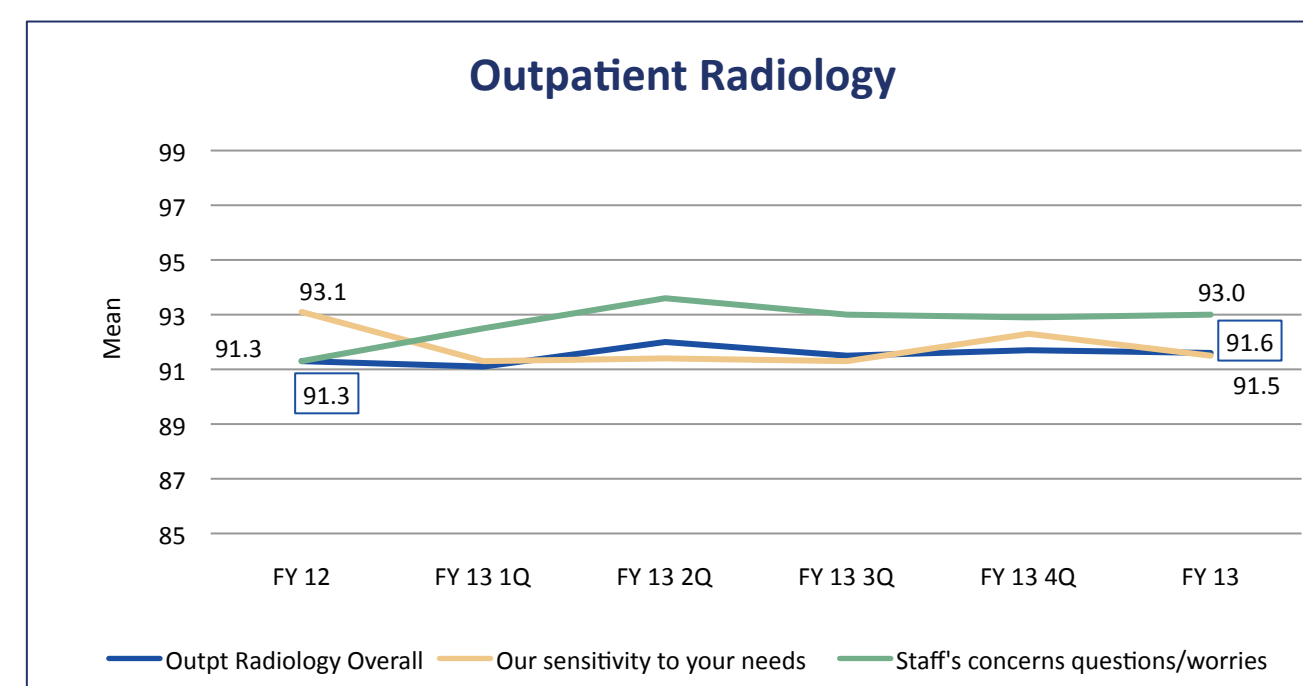
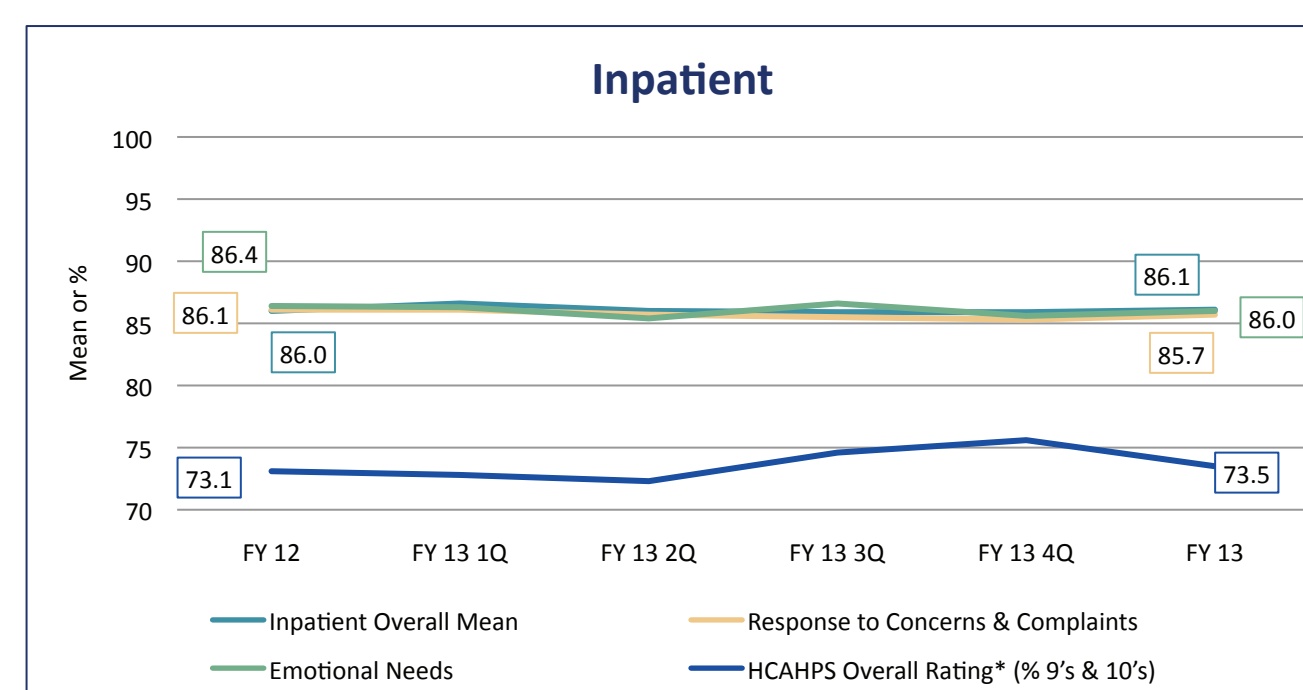


### 2. Implementation of hospital environment best practices

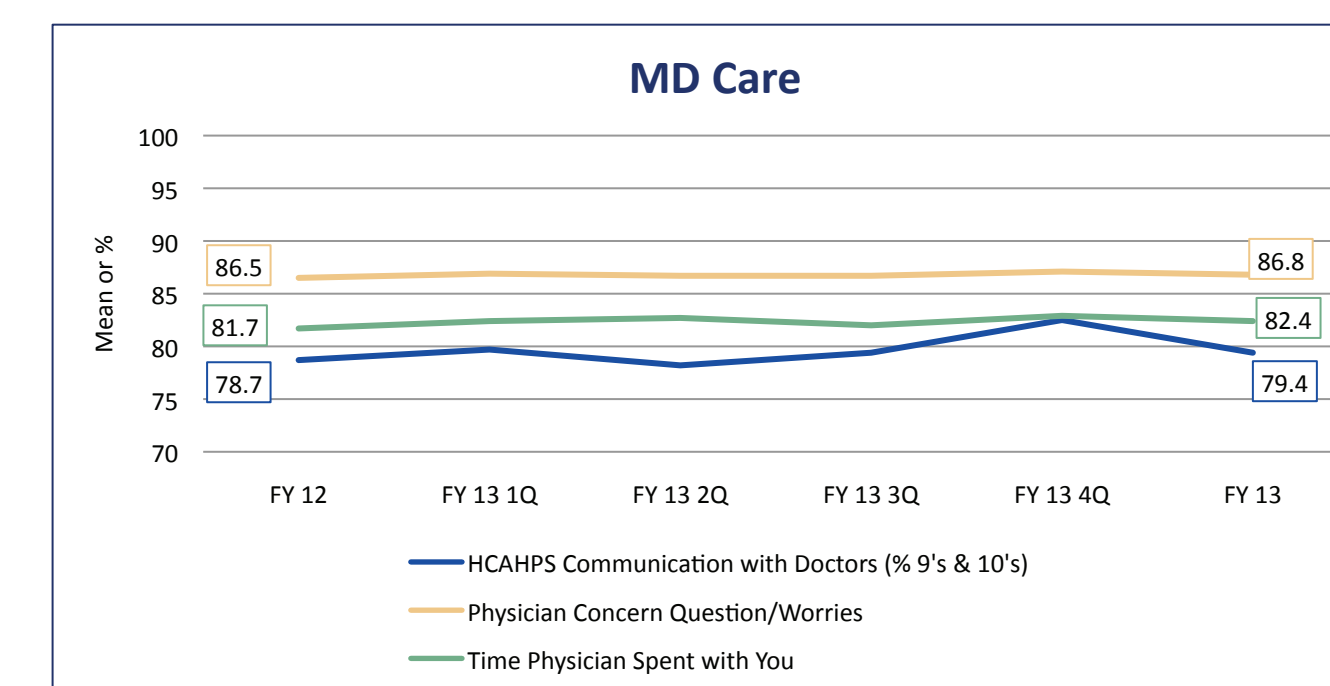
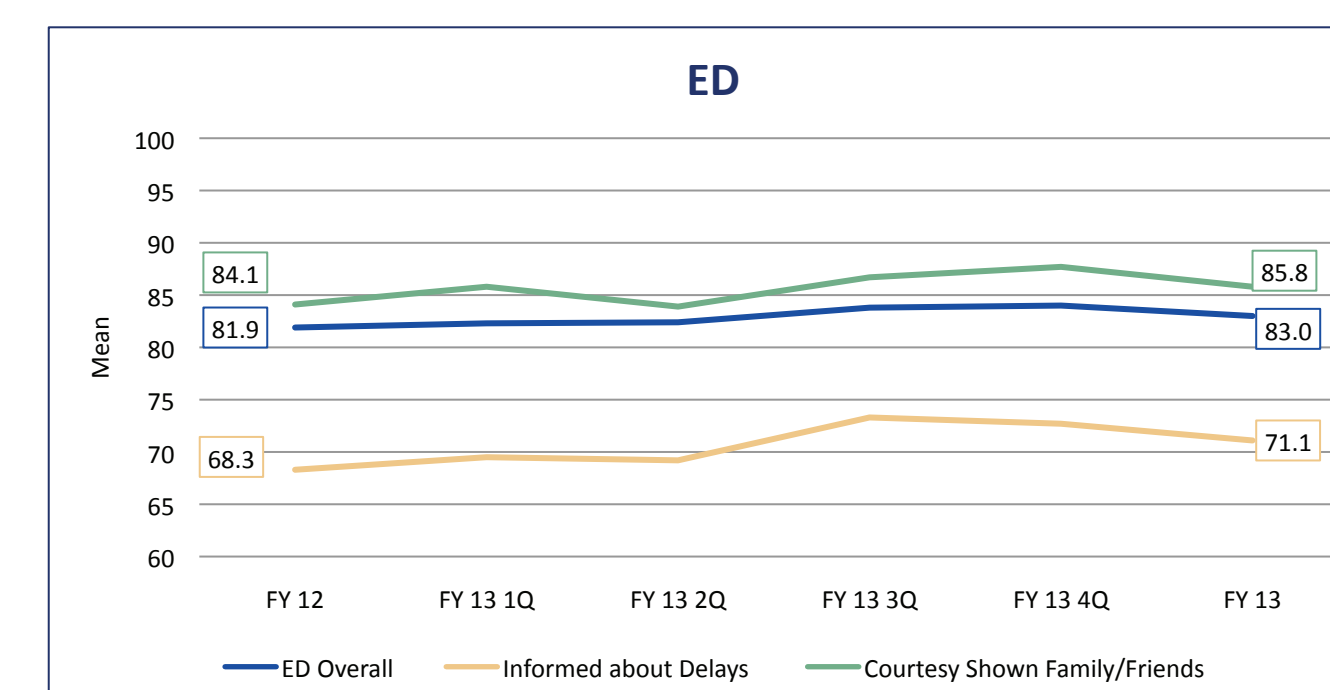
- Interdisciplinary team
- Environmental services management & front line staff engagement
- Projects implemented: noise reduction, training, ambassador rounding

## RESULTS

Each team tracked and reported on service metrics related to their areas. Reporting occurred during Service Report Out meetings, attended by teams, managers, and Senior Leadership. Metrics were tracked weekly by champions, monthly by the working groups, and quarterly by the hospital body as a whole. Patient comments were trended and reported (not shown). Trended data for one year show improvements in nearly all metrics.



## RESULTS



## CONCLUSION

Structures and processes established at the outset of the Patient Services redesign were deliberate to assure sustainability. Focused work on patient services can engage and excite staff, yielding strong outcomes. Empowerment and support from hospital leadership ensure outcomes are attainable and projects are successful.

## ACKNOWLEDGEMENTS:

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