

Creating a Healing Environment

Physician and Administrator Experience

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Stimulus for Change

- Move to patient-centered care
- Regulations
- Improving Veteran satisfaction
- Improving employee satisfaction



Challenges

- Culture change resistance
- System change
- Expense
- Who has the time?



Long-term Care

- Goal was to change from an institutional to a home environment
- From nursing homes to community living centers (CLCs)
- CLCs are not hospitals but are on a medical center campus



Artifacts of Change

- Published by CMS in 2006
- Based on published literature
- Tool created to help inventory and score baseline and progress of change
- Serves as a guide for leadership, patients, family and staff
- VA adopted and adapted



Overcoming Resistance to Change

- Initial kickoff: Met with care line and service chiefs to provide overview and direction
- They nominated frontline staff to serve on culture change committee with decision-making authority
- Veteran and family members to committee and workgroups
- Periodic updates



Artifacts of Change Tool

- Care Practice Artifacts
- Environment Artifacts
- Family and Community Artifacts
- Leadership Artifacts
- Workplace Practice Artifacts
- Outcomes



Artifacts of Culture Change

Home Name: _____ Date: _____
 City: _____ State: _____ Current number of residents: _____
 Ownership: _____ For-profit _____ Non-profit _____ Government _____

Care Practice Artifacts	Score	Percentage
1. Frequency of resident who are offered any of the following styles of dining:	100 - 85 % (10 points)	100 - 85 % (10 points)
• contemporary where staff take resident orders	80 - 65 % (8 points)	80 - 65 % (8 points)
• buffet style where residents help themselves or full staff where they wait	60 - 45 % (6 points)	60 - 45 % (6 points)
• family style where food is served in bowls on dining tables where residents help themselves or staff assist	40 - 25 % (4 points)	40 - 25 % (4 points)
• open dining where food is available for at least 1 hour three times a week and residents can come when they choose, and	20 - 15 % (2 points)	20 - 15 % (2 points)
• 24 hour dining where residents can order food from the kitchen 24 hours a day.	0 - 10 % (0 points)	0 - 10 % (0 points)
2. Number of residents of all times to all residents at no additional cost, i.e., no stocked pantry, refrigerator or snack bar:	All residents (3 points)	All residents (3 points)
	Some (2 points)	Some (2 points)
	None (1 point)	None (1 point)
3. Baked goods are baked on resident living areas:	All days of the week (2 points)	All days of the week (2 points)
	2-4 days/week (1 point)	2-4 days/week (1 point)
	2-3 days/week (0 points)	2-3 days/week (0 points)
4. House celebrates residents' individual birthdays (staff, friends, or in addition to celebrating resident birthdays in a group each month):	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
5. House offers opportunities to residents by staff or volunteers:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
6. House offers message to residents by staff or volunteers:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)



7. House has design and/or colors:	All (one day or one set) (5 points)	All (one day or one set) (5 points)
	Some (3 points)	Some (3 points)
	None (1 point)	None (1 point)
8. House provides residents to bring own dog and/or cat to live with them in the home:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
9. Washing areas/bathrooms chosen by residents:	All (3 points)	All (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)
10. Dining cabinet or table techniques are used with residents:	All (3 points)	All (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)
11. Residents can get a bath/shower or office as they would like:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
12. House arranges for someone to live with a dying resident at all times unless they prefer to be alone: family, friends, volunteers or staff:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
13. Menus/tables/amenities are held for individual residents upon death:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
14. 12" square seat plans, in the value of the resident and in the first person, are used:	All one place (3 points)	All one place (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)

Care Practice Artifacts Subtotal: Out of a total 70 points, you scored _____

Environment Artifacts	Score	Percentage
15. Percent of residents who live in households that are self-contained with full kitchen, living room and dining room:	100 - 85 % (10 points)	100 - 85 % (10 points)
	80 - 65 % (8 points)	80 - 65 % (8 points)
	60 - 45 % (6 points)	60 - 45 % (6 points)
	40 - 25 % (4 points)	40 - 25 % (4 points)
	20 - 15 % (2 points)	20 - 15 % (2 points)
	0 - 10 % (0 points)	0 - 10 % (0 points)

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16. Percent of residents in private rooms:	100 - 85 % (10 points)	100 - 85 % (10 points)
	80 - 65 % (8 points)	80 - 65 % (8 points)
	60 - 45 % (6 points)	60 - 45 % (6 points)
	40 - 25 % (4 points)	40 - 25 % (4 points)
	20 - 15 % (2 points)	20 - 15 % (2 points)
	0 - 10 % (0 points)	0 - 10 % (0 points)
17. Percent of residents in private bedrooms shared rooms:	100 - 85 % (10 points)	100 - 85 % (10 points)
	80 - 65 % (8 points)	80 - 65 % (8 points)
	60 - 45 % (6 points)	60 - 45 % (6 points)
	40 - 25 % (4 points)	40 - 25 % (4 points)
	20 - 15 % (2 points)	20 - 15 % (2 points)
	0 - 10 % (0 points)	0 - 10 % (0 points)
18. No traditional service stations or traditional service stations have been removed:	All traditional service stations (12 points)	All traditional service stations (12 points)
	Some traditional service stations have been removed (15 points)	Some traditional service stations have been removed (15 points)
	Traditional service stations remain in place (0 points)	Traditional service stations remain in place (0 points)
19. Percent of residents who have a direct window view out past another resident's bed:	100 - 85% (10 points)	100 - 85% (10 points)
	80 - 65% (8 points)	80 - 65% (8 points)
	60 - 45% (6 points)	60 - 45% (6 points)
	40 - 25% (4 points)	40 - 25% (4 points)
	20 - 15% (2 points)	20 - 15% (2 points)
	0 - 10% (0 points)	0 - 10% (0 points)
20. Resident bathroom entrances wheelchair accessible and/or approach in order to enable to enter or making shower:	All resident bathroom entrances (7 points)	All resident bathroom entrances (7 points)
	Some (3 points)	Some (3 points)
	None (0 points)	None (0 points)
21. Walk to resident bathroom are wheelchair accessible with clearance below sink for wheelchair:	All resident bathroom sinks (3 points)	All resident bathroom sinks (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)
22. Walk used by residents have step-free to one level or public entrance:	All walk (7 points)	All walk (7 points)
	Some (3 points)	Some (3 points)
	None (0 points)	None (0 points)
23. Adaptive furniture, enhanced or easy use, for doors used by residents, rooms, hallways and public areas:	All resident meal doors (3 points)	All resident meal doors (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)

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24. Chairs have movable seats that can be set in different heights:	All (100) (3 points)	All (100) (3 points)
	Some (3 points)	Some (3 points)
	None (0 points)	None (0 points)
25. House has no rules prohibiting, and residents are welcome, to have their rooms any way they wish including using mats, tape, screens, etc.:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
26. House makes available extra lighting meters to resident upon request by resident such as floor lamps, reading lamps:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
27. Theater conditioning controls can be adjusted by resident control:	All resident rooms (3 points)	All resident rooms (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)
28. House provides or invites residents to have their own refrigerators:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
29. Chairs and/or public areas have seat heights that vary to comfortably accommodate people of different heights:	Chair seat heights vary by 3" or more (3 points)	Chair seat heights vary by 3" or more (3 points)
	Chair seat heights vary by 1" to 2" (1 point)	Chair seat heights vary by 1" to 2" (1 point)
	Chair seat heights do not vary in height (0 points)	Chair seat heights do not vary in height (0 points)
30. Chairs which lock into place when pressure is applied available inside the home and/or outside:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
31. House has menu gift shop/art available where residents and visitors can purchase gifts, souvenirs, snacks, etc.:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
32. Residents have regular access to computer/Internet and equipment are available for diagnostic computer use such as large keyboard or touch screen:	100 percent access and equipment (3 points)	100 percent access and equipment (3 points)
	Some internet adaptations available (1 point)	Some internet adaptations available (1 point)
	Nothing (0 points)	Nothing (0 points)
33. No resident rooms available to residents:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
34. Bathing rooms have functional and properly installed hot lines, radiant heat panels or equivalent:	All bathing rooms (3 points)	All bathing rooms (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)
35. House screens timely for resident bathing:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)

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36. Personal medical/pain pumps available for individual use by residents. (Residents can go in and out independently, including those who are wheelchair, or residents are not tied to pumps due to excessive obstacles in their way.)	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
37. House has outdoor, raised garden available for resident use:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
38. House has an outdoor walking/biking path which is not a city sidewalk or path:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
39. Page/intercomphone call system is used where resident calls system or staff's page/intercomphone and staff can use it continuously with follow staff:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
40. Overhead paging system has been turned off or is only used in case of emergency:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
41. Personal activities conducted in a resident household/neighborhood not limited to a general all-house assembly, and residents/families have access to a table and dryer for use on:	Available to all residents (3 points)	Available to all residents (3 points)
	Some (1 point)	Some (1 point)
	None (0 points)	None (0 points)

Environment Artifacts: Out of a total 120 points, you scored _____

Family and Community Artifacts	Score	Percentage
42. Regularly scheduled non-residential program in which residents routinely interact with residents of at least one other facility:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
43. House makes open available to community groups to meet to have: with residents welcome to attend:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
44. Personal activities available for visitors at on- or outside-out for overnight stays:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
45. House has cultural/entertainment/activities available to residents, families, and visitors at which residents and family can purchase food and drinks daily:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
46. House has social dining room available for family, friends, and visitors which includes regular dining areas:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)
47. Activities or activities areas with at least a volunteer and more is available to families, residents, and staff when working and living are welcomed:	Yes (3 points)	Yes (3 points)
	No (0 points)	No (0 points)

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Family and Community Artifacts Subtotal
Out of a total 30 possible points, you scored _____ points.

Leadership Artifacts		
83. RNs attend national care conferences.	All care conferences (3 points) Some (2 points) None (0 points)	Yes (3 points) No (0 points)
84. Residents or family members serve on home quality assessment and consumer (QA) (QOL, CQ, QA) committees.	Yes (3 points) No (0 points)	Yes (3 points) No (0 points)
85. Residents have an assigned staff member who serves as a "family" case coordinator. Case coordinator tracks on feedback with the resident regularly and follow up on any concerns. This is in addition to any assigned social services staff.	All new residents (3 points) Some (2 points) None (0 points)	Yes (3 points) No (0 points)
86. Learning Clinics or equivalent are used regularly in staff and resident meetings in order to give each person the opportunity to share their experiences.	Yes (3 points) No (0 points)	Yes (3 points) No (0 points)
87. Community meetings are held on a regular basis bringing staff, residents and families together as a community.	Yes (3 points) No (0 points)	Yes (3 points) No (0 points)

Leadership Artifacts Subtotal Out of a total 25 points, you scored _____

Workplace Practice Artifacts		
88. RNs consistently work with the residents of the same neighborhood/benchmark ward (with no rotation).	All RNs (3 points) Some (2 points) None (0 points)	Yes (3 points) No (0 points)
84. LPNs consistently work with the residents of the same neighborhood/benchmark ward (with no rotation).	All LPNs (3 points) Some (2 points) None (0 points)	Yes (3 points) No (0 points)
85. CNAs consistently work with the residents of the same neighborhood/benchmark ward (with no rotation).	All CNAs (3 points) Some (2 points) None (0 points)	Yes (3 points) No (0 points)
89. All remaining 40 care skills. CNAs develop skill cards, checklists and fill in for absent CNAs. CNAs independently handle the task of teaching, modeling skills, doing, and covering for each other instead of a staffing coordinator.	All CNAs (3 points) Some (2 points) None (0 points)	Yes (3 points) No (0 points)

87. Home care requires for non-manipulated staff to attend resident care conferences with a CNA, direct care nurses. Check use of at least one non-manipulated staff member qualified for skills conferences working and being in post.	Yes (3 points) No (0 points)
88. Staff not required to wear uniforms or "scrubs."	Yes (3 points) No (0 points)
89. Percent of other staff cross-trained and certified as CNAs in addition to CNAs in the nursing department.	100% (3 points) 80-99% (2 points) 60-79% (1 point) 40-59% (0 points) 20-39% (0 points) 0-19% (0 points) None (0 points)
90. Activities, informal or formal, are led by staff in other departments such as exercise, handwriting or music.	Yes (3 points) No (0 points)
91. Resident given to staff to complete commitment to person affected care, e.g. Culture Change award, Champion of Change award. This does not include Employee of the Month.	Yes (3 points) No (0 points)
92. Current quality problem for CNA, eg. CNA, CNA, H, team makes one. There is a current problem for CNA to lead a resident topic on the team.	Yes (3 points) No (0 points)
93. Job development program, e.g. CNA to LPN to RN.	Yes (3 points) No (0 points)
94. Day care units available to staff.	Yes (3 points) No (0 points)
95. Home based staff paid volunteer coordinator in addition to activity director.	Full-time (30 hours/week, or multiple part-time) (3 points) Part-time (10-30 hours/week) (2 points) No paid volunteer (0 points)
96. Employee evaluation include observable measures of employee support of identified resident issues, current and projected outcomes in all aspects of daily living.	Completion of all items (3 points) Completion of 80% (2 points) Completion of 60% (1 point) Completion of 40% (0 points) Completion of 20% (0 points) None (0 points)

Workplace Practice Artifacts Subtotal Out of a total 30 points, you scored _____

Outcomes		
42. Average length of stay (LOS).	Year LOS average (length of stay) (3 points) Below 5 years (2 points) 5-6 years (1 point) Below 3 years (0 points)	Yes (3 points) No (0 points)
46. Average length of LPN (in any position).	Year LPN average (length of stay) (3 points) Below 5 years (2 points) 5-6 years (1 point) Below 3 years (0 points)	Yes (3 points) No (0 points)
48. Average length of RN (in any position).	Year RN average (length of stay) (3 points) Below 5 years (2 points) 5-6 years (1 point) Below 3 years (0 points)	Yes (3 points) No (0 points)
50. Length of the Director or Nursing (in any position).	Length of stay (3 points) Director of Home (2 points) Director of Care (1 point) Below 3 years (0 points)	Yes (3 points) No (0 points)
51. Length of the Administrator (in any position).	Length of stay (3 points) Director of Home (2 points) Director of Care (1 point) Below 3 years (0 points)	Yes (3 points) No (0 points)
52. Turnover rate for CNAs.	Number of CNAs who left, voluntary or involuntary in previous 12 months divided by number of total CNAs employed - turnover rate (3 points) Year home figure (2 points) Year care figure (1 point) 40-50% (2 points) 40-50% (1 point) 40-50% (0 points) Below 30% (0 points)	Yes (3 points) No (0 points)
53. Turnover rate for LPNs.	Number of LPNs who left, voluntary or involuntary, in previous 12 months divided by number of total LPNs employed - turnover rate (3 points) Year home figure (2 points) Year care figure (1 point) 40-50% (2 points) 40-50% (1 point) 40-50% (0 points) Below 30% (0 points)	Yes (3 points) No (0 points)

54. Turnover rate for RNs.	Number of RNs who left, voluntary or involuntary, in previous 12 months divided by number of total RNs employed - turnover rate (3 points) Year home figure (2 points) Year care figure (1 point) 40-50% (2 points) 40-50% (1 point) 40-50% (0 points) Below 30% (0 points)
55. Turnover rate for MDs.	Number of MDs in the last 12 months (3 points) 1 (2 points) 2 (1 point)
56. Turnover rate for Administrators.	Number of Admins in the last 12 months (3 points) 1 (2 points) 2 (1 point)
57. Percent of CNA skills covered by agency staff over the last month.	Total number of CNA skills in a 24 hour period of skills in number of hours in a shift (3 points) Numbered by number of days in last month (2 points) 0-10% number, number of skills covered by agency CNA (1 point) Year percentage agency skills covered by days in 2011 (1 point) 1-5% (3 points) 1-5% (2 points) 1-5% (1 point)
58. Percent of nurse skills covered by agency staff over the last month.	Total number of nurse skills in a 24 hour period of skills in number of hours in a shift (3 points) Numbered by number of days in last month (2 points) 0-10% number, number of skills covered by agency nurse (1 point) Year percentage agency skills covered by days in 2011 (1 point) 1-5% (3 points) 1-5% (2 points) 1-5% (1 point)

59. Current occupancy rate.	Year home figure (3 points) Above 80% (2 points) Below 80% (1 point) Below 70% (0 points) Below 60% (0 points)
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Outcomes Subtotal Out of a total 65 points, you scored _____

Artifacts Section	Potential Points	Year Subtotal Score
Care Practices	70	300
Environment	30	120
Family and Community	30	120
Leadership	25	100
Quality Practice	30	120
Outcomes	30	120
Artifacts of Culture Change	500	Grand Total

Developed by the Centers for Medicare and Medicaid Services and Education, L.P. For more information, contact: Kathy Schwaninger • kathy.schw@cms.gov or www.cms.gov or www.cmmi.org

Sustaining Change

- Regular status checks using artifacts tool
- Standing committee using frontline staff as core
- Talk the talk

Where would you rather live?



Acute Care Setting

- Adapted artifacts concepts and tools
- Goal to move towards Primary Nursing model
- Visited other hospitals both VA and non-VA



Primary Nursing

- Primary nursing refers to comprehensive, individualized care provided by the same nurse throughout the period of care.
- Method of nursing practice which emphasizes continuity of care by having one nurse provide complete care for a small group of inpatients within a nursing unit of a hospital.
- This type of nursing care allows the nurse to give direct patient care.



Primary Nursing

- The primary nurse accepts total 24-hour responsibility for a patient's nursing care.
- Nursing care is directed toward meeting all of the individualized patient needs.
- The primary nurse communicates with other members of the health care team regarding the patient's health care.



Unit Councils

- Frontline staff
- Empowering staff
- Interprofessional
- Mission for each unit created by the unit
- Regular report-out/sharing meetings of all unit councils



Patient Centered Care Assessment Tool - Inpatient Care Setting		
Assessment Item	Departmental Principles	
	Current	Target
1. Provide the highest concentration of safe, high quality, accessible care	100%	100%
2. Enhance the quality of patient care and the patient experience	90%	90%
3. Deliver and respond to patient needs, preferences, and choices	90%	90%
4. Engage patients through education and education of staff	90%	90%
5. Respond to the physical, cultural and linguistic needs of patients	90%	90%
6. Provide the highest quality and continuity of care	90%	90%
7. Provide for optimal medical and patient safety	90%	90%
8. Enhance and maintain an efficient and effective patient care process	90%	90%
9. Enhance and maintain an efficient and effective patient care process	90%	90%
10. Enhance and maintain an efficient and effective patient care process	90%	90%
11. Enhance and maintain an efficient and effective patient care process	90%	90%
12. Enhance and maintain an efficient and effective patient care process	90%	90%
13. Enhance and maintain an efficient and effective patient care process	90%	90%
14. Enhance and maintain an efficient and effective patient care process	90%	90%
15. Enhance and maintain an efficient and effective patient care process	90%	90%
16. Enhance and maintain an efficient and effective patient care process	90%	90%
17. Enhance and maintain an efficient and effective patient care process	90%	90%
18. Enhance and maintain an efficient and effective patient care process	90%	90%
19. Enhance and maintain an efficient and effective patient care process	90%	90%
20. Enhance and maintain an efficient and effective patient care process	90%	90%
21. Enhance and maintain an efficient and effective patient care process	90%	90%
22. Enhance and maintain an efficient and effective patient care process	90%	90%
23. Enhance and maintain an efficient and effective patient care process	90%	90%
24. Enhance and maintain an efficient and effective patient care process	90%	90%
25. Enhance and maintain an efficient and effective patient care process	90%	90%
26. Enhance and maintain an efficient and effective patient care process	90%	90%
27. Enhance and maintain an efficient and effective patient care process	90%	90%
28. Enhance and maintain an efficient and effective patient care process	90%	90%
29. Enhance and maintain an efficient and effective patient care process	90%	90%
30. Enhance and maintain an efficient and effective patient care process	90%	90%
31. Enhance and maintain an efficient and effective patient care process	90%	90%
32. Enhance and maintain an efficient and effective patient care process	90%	90%
33. Enhance and maintain an efficient and effective patient care process	90%	90%
34. Enhance and maintain an efficient and effective patient care process	90%	90%
35. Enhance and maintain an efficient and effective patient care process	90%	90%
36. Enhance and maintain an efficient and effective patient care process	90%	90%
37. Enhance and maintain an efficient and effective patient care process	90%	90%
38. Enhance and maintain an efficient and effective patient care process	90%	90%
39. Enhance and maintain an efficient and effective patient care process	90%	90%
40. Enhance and maintain an efficient and effective patient care process	90%	90%
41. Enhance and maintain an efficient and effective patient care process	90%	90%
42. Enhance and maintain an efficient and effective patient care process	90%	90%
43. Enhance and maintain an efficient and effective patient care process	90%	90%
44. Enhance and maintain an efficient and effective patient care process	90%	90%
45. Enhance and maintain an efficient and effective patient care process	90%	90%
46. Enhance and maintain an efficient and effective patient care process	90%	90%
47. Enhance and maintain an efficient and effective patient care process	90%	90%
48. Enhance and maintain an efficient and effective patient care process	90%	90%
49. Enhance and maintain an efficient and effective patient care process	90%	90%
50. Enhance and maintain an efficient and effective patient care process	90%	90%

Inpatient Care Setting

8. Empowering through Information and Education	
1. Access to information and education is valued and provided as indicated by:	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
2. Provision of patient patient education on oral or other needs accessible via:	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
3. Fact sheets written in patient empowering language (Inside Do-This, Don't do that) available throughout the hospital	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
4. Incentive/reinforce for education are implemented, e.g. a continuing educational call with feedback on oral care, continuing, post and exit materials focusing on hearing, retention, home, recovery, complementary therapies, and resources	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
5. Educational materials such as informational packets affect disease and clinical information needs of community populations educated throughout the hearing-protection public of the clinical patient	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
6. Provide patients with education on evaluating insurance processes of healthcare information	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
7. Use of other educational material available upon discharge/transition and promotes health and oral care	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
8. Focus groups (both staff and patients) are held to identify ways to improve identified needs	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
9. Patients/families assist in responding and finding solutions to gathered information	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%

9. Plan of Care and Oral Care Plan		
1.4	Percentage of plans of care customized to meet patient goals/preferences. Use of "I" care plans in the patient's chart	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
2.0	Percentage of care plans which patient identified family member/caregiver/people who all participate in their care	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
3.0	Patients/family given included in patient plan of care	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
4.7	Extent of daily plans of care customized to meet patient needs and preferences for treatment. For example, post-operative care plan of patient patients to discuss their goals for the post-operative time period to be included in aspects of their care. Goals and the post-operative care plan itself, such as therapy, getting up, walking, eating, sleeping and toilet or per care, upon instructions to be given and used as a daily function, understanding of tasks, have more information such as concerns of treatment, prognosis, knowledge of medication	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
5.4	Percent of patients who ask the staff about their oral care, hearing, quality of life and family background outside the care of the unit	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
6.5	Each patient is provided current information on condition, treatment and the next step in plan of care	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
6.9	Each intervention is conducted after such discharge or on follow-up appointment. At a minimum, this involves inclusion in a review of the patient's last day in plan of care and to be certain? symptoms subsided	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
8.	The Daily Plan is utilized to increase patient/family involvement and education regarding the patient's care	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%

10. Family and Hearing Support		
1.0	Percentage of patients whose family is involved in their care and decision making. At a minimum, for patients, family members are contacted at discharge to discuss the care. For example, families are encouraged to be present in the care and recovery conferences	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
2.0	Percentage of random observations where staff interact with and educate the family regarding care. Note family involvement with discharge preparation (ie patient education about oral care, hearing support, hearing aid, hearing device)	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
3.0	Existence of a care partner type program within the facility. Parents awarded based upon % of staff knowledge about a program. At least staff from the different areas must be present	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
1.0	Family always welcomed to be with patient in accordance with patient preferences	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
2.0	Families recognized as members of the care team, not visitors, have 24/7 access	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
3.0	Interventions utilized that measure patient and family perceptions of the experience of care	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%

11. Environment		
1.0	Systems in place to encourage communication among staff, patients, families (e.g. email, bulletin boards, patient's care pages, hearing contact)	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
2.0	Opportunities to learn and practice care giving provided to patients and families prior to discharge	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
3.0	Available space away from high-traffic areas for patient family hearing and practice of care giving skills	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
4.0	Environment enables people, welcoming the experience for patients and families	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
5.0	Creation of a hearing, supportive environment	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
6.0	Storage is voluntary and helpful	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
7.0	Comfortable sleep space for families	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
8.0	Supportive spaces	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%

12. Maintenance		
1.0	Equipment areas in patient care with scheduled maintenance will patient preparation	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
2.0	Non-medical equipment delivery system (elevator, buffer, family, open service)	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
3.0	Patient Satisfaction with needs is assessed this survey or comment cards	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
4.0	Patient cultural best practices addressed and modification made to meet	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
5.0	Educational materials discuss focus on practical applications and provide ongoing support of hearing hearing needs	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
6.0	Activity participates in educational education sessions for the Community	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
13. Evaluation		
1.0	Support of individual/cultural values	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%
2.0	Learning activities for diverse spiritual and/or cultural groups	100% 95% 90% 85% 80% 75% 70% 65% 60% 55% 50% 45% 40% 35% 30% 25% 20% 15% 10% 5% 0%

Thank you!

