First Hand Experience: The AHRQ Hospital Value and Efficiency Item Set

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Our Organization

- Behavioral Health System including:
  - Highland Hospital
  - Highland Health Center
  - Highland Behavioral Health Services
Highland Hospital

- Our mission is to provide quality behavioral health services to children, adolescents, and adults in a caring environment.

- Our values include:
  - Quality Care
  - Patient-centered environment
  - Innovation
  - Fiscal Responsibility
Our Hospital

- 80 acute care psychiatric beds for children, adolescents and adults
- 24 Psychiatric Residential Treatment Facility beds for longer term residential care of children ages 4-14
- Planning a 40 bed residential treatment facility for adults with substance use disorder
Our Workforce

- 400 people across the system (about 280 FTEs).
- Team focused approach to care.
- RNs, LPNs, Behavioral Health Technicians, Therapists, Case Managers, Psychiatrists make up the care team.
- All are employed by the hospital.
- Extremely engaged Medical Staff and Director group.
Administration of Survey

- In early 2014, I was less than a year into my tenure as CEO and was in the assessment mode.
- AHRQ invited us to participate in the Hospital Value and Efficiency Survey.
- We accepted and were selected.
- We invited a sample of 200 employees to complete the survey.
- After many reminders, we had 84 responses (42% response rate)
Demographics of respondents

- 70% Clinical
- 8% Administration, quality, risk management, patient safety, HR
- 6% Financial/Billing
- 4% Housekeeping
- 2% Facilities
- 1% Dietary
- 1% Security
- 8% Other
Demographics of respondents

- 35% Nursing Staff (RN/LPN)
- 15% Manager, Department Manager, Administrator
- 11% Office Staff
- 6% Behavioral Health Technician
- 6% Psychologist or Social Worker
- 4% Senior Leader, C-Suite
- 23% Other
Tenure with Hospital

- 15%  Less than 1 year
- 35%  1-5 years
- 18%  6-10 years
- 13%  11-15 years
- 13%  16-20 years
- 13%  21 years or more
Hospital Value and Efficiency Item Set

RESULTS AND RESPONSES
Section A: Empowerment to Improve Efficiency

Item 1. We are encouraged to come up with ideas for more efficient ways to do our work.

55% Positive
15% Neutral
30% Negative

All pilot hospitals:
72% Positive
Response: Million Dollar Idea Contest
Section C: Patient Centeredness and Efficiency

Item 3. Patient and family member preferences have led to changes in our workflow.

- 57% Positive
- 23% Neutral
- 20% Negative

All pilot hospitals:
- 67% Positive
Response: Quiet Zones

- We measure patient experience every time a patient is discharged. For the previous several years, noise was a major dissatisfier, but we didn’t have a single initiative to address.
- Staff driven project to decrease noise during sleep time. PDSA process revealed 10 immediate interventions.
Section E: Experience with activities to improve efficiency

In the past 12 months…

Item 4. I looked at visual displays or graphs to see how well my unit was performing.

26% Yes
74% No

All pilot hospitals:

63% Yes
Response: Unit Based Quality Boards

- Quality indicators graphed by units
- Quality boards updated monthly with new results on each unit
- Results reviewed in monthly staff meetings
- Strategies for further improvement come from staff members
Section E: Experience with activities to improve efficiency

In the past 12 months...

Item 7. I served on a team or committee to make a work process more efficient.

31% Yes
69% No

All pilot hospitals:
37% Yes
Response: High Reliability Organization Concepts

- Key characteristic of a highly reliable organization is deference to expertise – leaders listen to and seek advice from front line staff who know how processes really work and where risks arise.

- PDSA process includes all staff involved in activity.

![Diagram of PDSA cycle]

![No always done it this way sign]
Conclusion

• The survey helped our organization considerably.
• Most importantly, as a new CEO, it gave me a temperature reading on staff inclusion in processes, the use of data to improve care and efficiency, and the need for more patient centered actions.
• The results have driven many changes.
• We will re-administer the item set this year to analyze changes in staff perceptions of value and efficiency.