



## Engagement Pillar

Goal/Strategy/Tactics

**GOAL:** Our goal is to improve JCMC performance on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) in order to garner the positive interest necessary to deem LibertyHealth a national and regional provider of choice.

Strategy 1: Improve HCAHPS Overall Performance

Smith  
12/31/2013

Tactic 1: Create an enhanced patient engagement culture

Selleroli  
12/31/2013

- o Develop LH "Torch Bearers" & cultivate collaboration throughout JCMC via TeamSteps
- o Integrate new Engagement Pillar structure with Quality Mgmt System
- o Ensure completion of rounding by assigned parties (VP, Nursing, Housekeeping, Dietary)
- o Establish discretionary spending cost center to fund ad hoc rewards
- o Schedule 15-minute "Service Excellence Forum" in all staff meetings
- o Create Patient & Family Council composed of former patients and LH staff
- o Expand the usage of EMMI patient education system

Tactic 2: Increase HCAHPS "Communication with Nurses"

Garzon-Rivera  
12/31/2013

- o Establish consistent Nurse/PCT hourly rounding process (i.e. log, protocol, audit process)
- o Educate nursing staff on LH "Golden Thread" philosophy
- o Enforce the use of Key Words and Key Phrases
- o Increase whiteboard completion on all appropriate units by nurses

Tactic 3: Increase HCAHPS "Communication with Doctors"

Ratner  
6/30/2013

- o Increase whiteboard completion on all appropriate units by physicians
- o Restructure resident patient rounds to ensure more interaction between patient and physician
- o Provide data update and education weekly at Resident and Attendings meetings
- o Develop a training tool kit for medical staff on patient engagement

Tactic 4: Increase HCAHPS "Responsiveness of Hospital Staff"

Sardinas  
12/31/2013

- o Replace call bell system
- o Implement "No Passing Zones" on nursing units

Tactic 5: Increase HCAHPS "Pain Management"

Shu  
12/31/2013

- o Increase whiteboard completion on all appropriate units by nurses (Notify patient of next dose of pain med)
- o Develop & Implement comprehensive symptom reduction program
- o Expand comprehensive palliative care program

- Tactic 6:** Increase HCAHPS "Communication about Medication" Devivo  
12/31/2013
- Purchase and distribute pill boxes to all appropriate inpatient discharges
  - Designate Nursing-Pharmacy liaison on all nursing units
  - Develop commonly prescribed medication cards
- Tactic 7:** Increase HCAHPS "Hospital Environment" Toney  
12/31/2013
- Expand the cellular phone project on 6 West to include all pt care units
  - Implement Quiet Hours from 1p-2p & 10p-7am
  - Evaluate and optimize scheduling levels of Environmental Services staff
- Tactic 8:** Increase HCAHPS "Discharge Information & Transitions of Care" Laforgia  
12/31/2013
- Establish consistent Nurse/PCT hourly rounding process (i.e. log, protocol, audit process)
  - Optimize Bed Side Shift Report
  - Increase Discharge Phone Calls
  - Reinforce Patient Education Material usage
- Metrics 1 :** HCAHPS Scores (P4P)
- Strategy 2:** Establish Engagement/Service Excellence Department Hall  
12/31/2013
- Tactic 1:** Support and execute the Service Excellence/Engagement Plan Selleroli  
12/31/2013
- Hire patient engagement associates (2.5 FTE's budgeted)
  - Train and orient new hires to specifically drive/support patient engagement goals
  - Develop an employee Engagement pocket guide
  - Develop engagement associates handbook
- Strategy 3:** Increase Engagement Pillar Ownership among Directors/Managers Smith  
12/31/2013
- Tactic 1:** Increase staff accountability/involvement in hospital engagement strategy Corrado  
12/31/2013
- Increase data driven monthly rounding process for clinical/non-clinical managers
  - Increase physician involvement in patient engagement process (see tactics under Comm. With Doctors)
  - Establish Pay for Performance program for front-line hospital staff
- Strategy 4:** Enrich the employee experience through a systematic engagement process that results in achieving Top 100 hospital status for best places to work from both Becker's Hospital Review and Modern Healthcare Corrado  
12/31/2013
- Tactic 1:** Create a culture of recognition, rewards, and pride in the organization
- Establish annual LibertyHealth online employee satisfaction survey via Survey Monkey w/ analysis protocols
  - Analyze & redesign current internal communication channels to all employees
  - Maintain & expand professional/leadership development programs
  - Allocate funding for team building off-site activities
  - Provide Hospital Leadership Development Series: Lectures, Mentoring, Special Projects
  - Conduct a staff career goal needs assessments
  - Provide a career ladder for entry level staff by offering free low cost onsite educational opportunities in the following areas: Medical Assistance, Medical billing and coding, EMT, paramedics

- **Expand hospital wide orientation program with a focus on customer satisfaction and engagement to achieve the top decile in the Engagement Pillar**
- **Utilize the President's Council to promote develop programs, reward & recognition to achieve 100 best places to work**
- **Implement a hospital wide violence prevention education program with a focus on high risk areas to reduce the number of incidents by 25% (ED, 5West, LD, NICU, ICU)**
- **Establish "Torch Bearer" program of key employees who are drivers of the spirit of JCMC**
- **Standardize Union Contracts and Benefits consistent with the goals of the 4 Pillars**

Strategy 5: Continue to develop nationally recognized Medical Staff through an exceptional relationship building strategy that ensures optimal efficiency for private medical staff members and promote the exceptional health care services of the hospital. Garay

**Tactic 1: Assess & improve physician satisfaction level** Garay  
12/31/2013

- Conduct physician satisfaction survey Implement the Advisory Board physician engagement program & strategies

**Tactic 2: Medical Staff Engagement & Relationship Building** Garay  
12/31/2013

- Continue hospital and physician community outreach through "Dinner with the Doctors"
- Weekly physician community driven education editorial
- Weekly Verizon public television medical center show
- Implement Practice UNITE system to all medical staff
- Implement and train physician office staff on SCI Scheduling
- Develop quarterly magazine
- Integrate InQuicker product throughout JCMC
- Reopening and growth plan for Hoboken Health Stop
- Recruit Physician Relationship Manager
- Physician Office Manager outreach with breakfast education series
- Promote physician referral with toll-free number
- Develop monthly physician newsletter
- Participation in Medical Practice Organization (MPO)
- Evaluate the purchase/lease of physician practices