



Office of Patient Experience

10-YEAR LOOKBACK



Office of Patient Experience Journey 10 Year Lookback

- Office of Patient Experience Scope of Practice
- Collecting Voice of the Patient-NRC Health
- PX Goal Setting Strategy
- Historical Patient Experience Performance FY11-FY21
- FY21 Outpatient Efforts
- FY22 Provider Focus

Office of Patient Experience: Scope of Practice

Office of Patient Experience

Patient Relations
(PR)

Grievance and
Complaint
Management

CMS Requirement

Nurse Navigation
Services

Facilitate
access &
communication for
complex patients
referred to PR.

Oversight patient
family engagement
opportunities

Volunteer Resources

Toy distribution,
mobile play carts

Over 400
Volunteers "At
Your Service
Volunteers

Patient Experience
Referral Program

Oversight of
referrals via
Board of Directors
and donors of
CHLA;

Navigation and
access assistance

Patient Experience
Analytics/Goal
Setting

Service Standards
Strategy

NRC Health – PX
feedback/survey
management

Goal Setting /
Action Planning

Patient / Family
Education

Facilitate access to
hospital and
community
resources

Patient and family
education content
review and classes

COLLECTING THE VOICE OF THE PATIENT

NRC Health Patient Experience Surveys

- Inpatient
- Emergency Department
- OP Surgery
- OP Testing
- OP Rehab
- OP Clinics
- Telehealth
- Behavioral Health

- 100 % Outreach
- Email/ IVR contacted 48 Hrs post visit
- Benchmarking Capabilities
- Verbatim Patient Feedback Comments

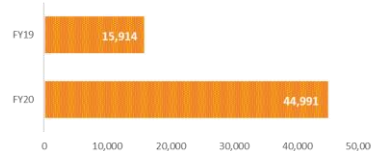
CHLA Patient Feedback Data Overview

NRC Health Loyalty Measure Participation

Overall Rate FYTD 2021



N-Size FY19 v. FY2020



Participation: FYTD21

35.8%

Response Rate FY2020

Patient Experience: Goal Setting Strategy

1 Enterprise-Wide Goals

Inpatient Overall Rate (1% pt ↑)
OP Clinic Overall Rate (1% pt ↑)

Key Driver Analysis
1 Survey Question
+
*Magnet Question(s)

Goal
3% pt increase
or sustain if 90%

2 Key Drive Analysis & Question Selection

CHLA Patient Experience FY20 by Key Drivers			
July 2020-Sept 2020			
	Positive %	n-size	
Overall Rate	88.6%	638	
Would Recommend	91.7%	650	
	Positive %	n-size	Correlation Coefficient
Was there good communication between the different doc	66.9%	710	0.43
Did you trust the providers with your child's care?	73.2%	742	0.42
Did you have confidence and trust in the nurses treating yo	88.9%	737	0.37
Did the providers do everything they could to ease your ch	73.5%	692	0.37
Did the providers listen carefully to you?	69.4%	751	0.36
Were you allowed to be involved in your child's stay as mu	75.2%	685	0.36
Did nurses treat you with courtesy and respect?	75.7%	732	0.32
Did nurses listen carefully to you?	74.3%	731	0.32
Were you comfortable talking with nurses about your chil	74.2%	724	0.32
Did nurses explain things in a way you could understand?	75.4%	729	0.27
Did the providers explain things in a way you could unders	66.0%	723	0.26
Did the care providers explain what to do if your child did	75.1%	662	0.25
Did your care providers treat you and your family without	77.5%	688	0.2
Was your child checked into a room in a timely manner?	48.8%	756	0.19

3 Action Planning & Accountability Calendar

CHILDREN'S HOSPITAL LOS ANGELES
Fiscal Year 2021 Patient Experience Action Plan

Department: _____
Owner: _____
Leadership Contact: _____
Physician Champion: _____
Other: _____
(Provide any info existing on page)

Goal
Question Selected: _____
Baseline: _____
Goal (1-3% pt): _____

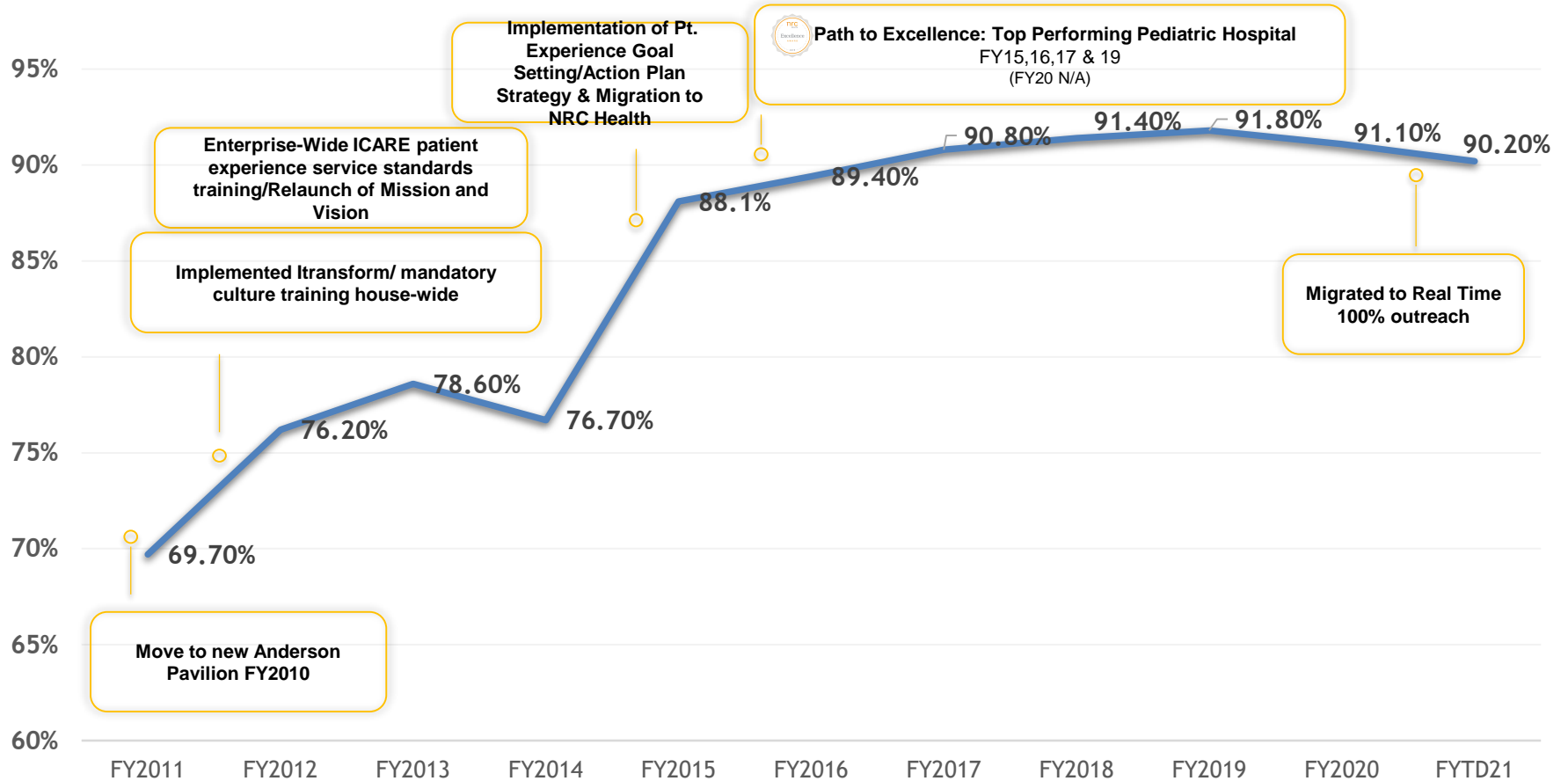
Improvement Initiative	Task	Due Date	Assigned To

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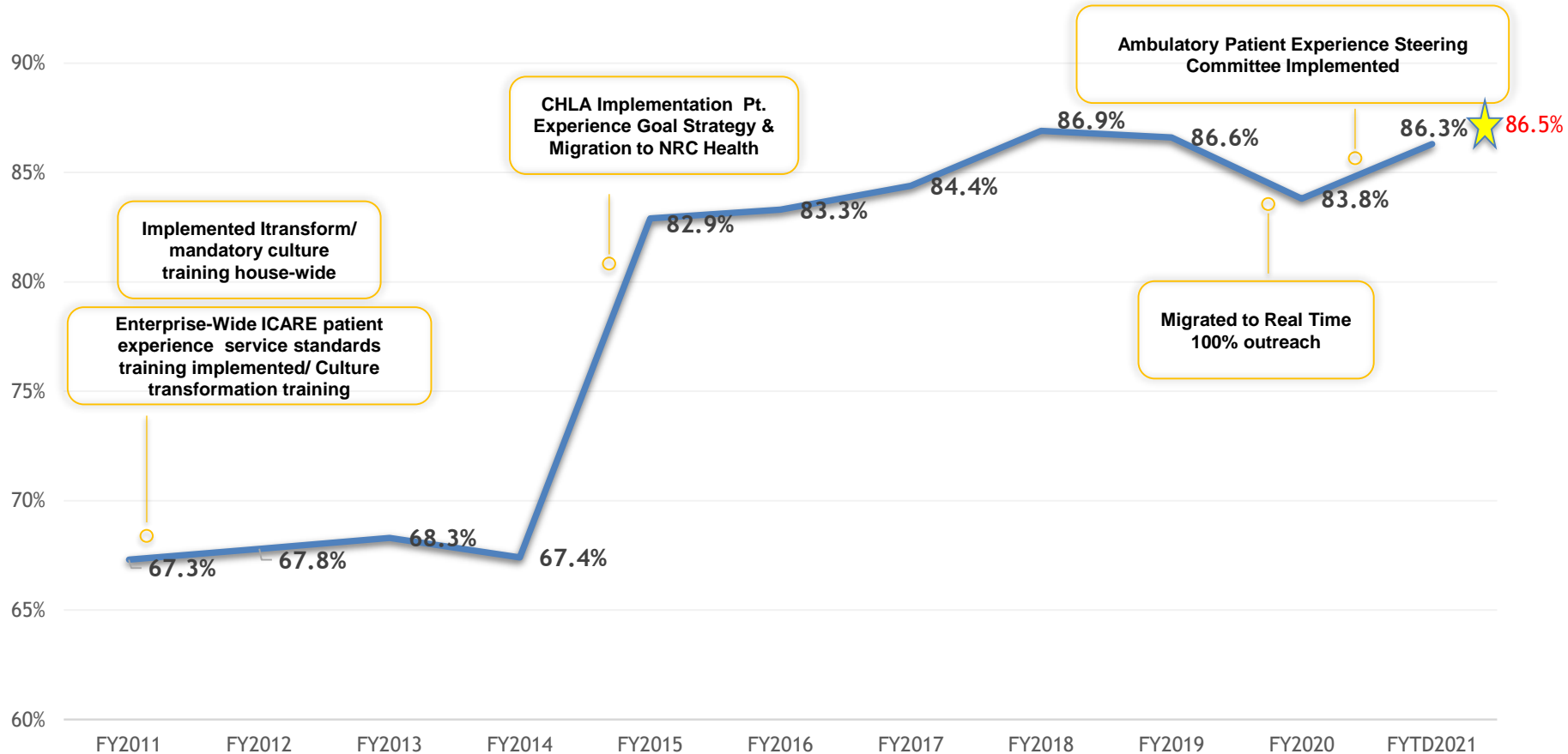
4 Leaders present status report to Service Excellence Council



CHLA Inpatient Overall Rate 10 Year Lookback



CHLA Ambulatory Overall Rate 10 Year Lookback



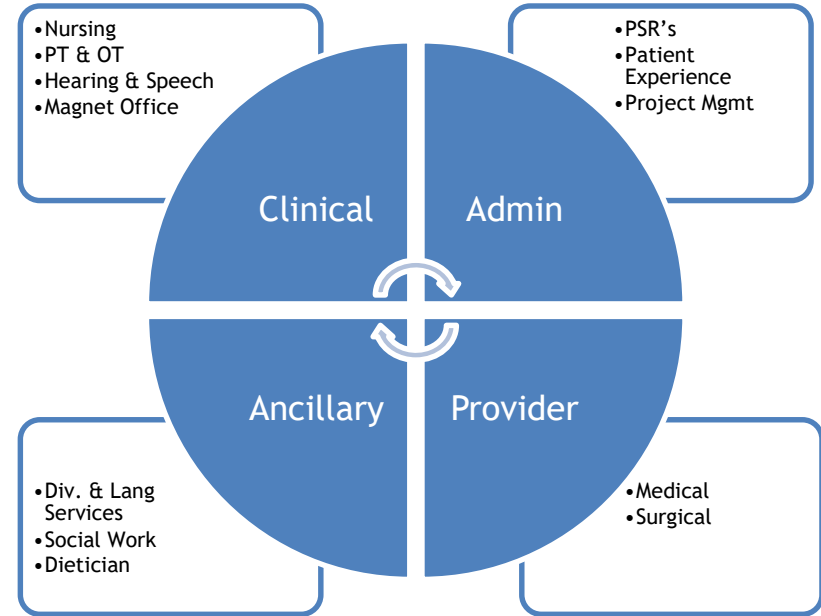
Location	Improvement Strategies Implemented	Improved Outcomes
CCBDI	Service Line Patient Experience skills training, “1 thing” communication tool and Teach back Model implementation	<u>High Performing</u> FYT21 Loyalty Measure 90.7%
Inpatient: 6East / 6West	Optimize patient-centered-care rounds. Nursing empathy communication tactics deployed, MD/RN joint meeting to strengthen interdisciplinary relationships, Join Leadership Oversight and Focus on progress and outcomes	<u>Goal Measure</u> <u>For Feb 21:</u> <ul style="list-style-type: none"> • 6E above goal by over 7 % pts • 6W above goal by over 15 % pts
Encino Clinic	Identified top 5 diagnosis to build handouts and online education. Front desk depart summary script	<u>Goal Measure:</u> Goal = ↑ 3% Achieved: ↑ 8.2%
All Ambulatory	Visitor Guide- Contact Sheet development	<u>Overall Rate</u> Goal = 84.8 FYTD = 86.3

FY21 Outpatient Focus

Established a Committee to focus specifically on OP PX

- Created two subgroups
 - Nursing specific
 - *Comfort talking with nurses about worries/concerns*
 - *Nurses listened carefully*
 - *Knew what to do if you had questions after your visit*

- ✔ Commitment to refresh iCARE service training



- Effective introductions and use of badge buddies
- Scripting tied to patient visit guide
 - What are some of your worries and concerns, did we address your worries and concerns
- 5 - 7 minute learning moments
 - Active Listening, Teach Back, Conveying Empathy, Phone Etiquette & Communication, Language Resources, and Staying Present

Subgroup #1



Comfort talking with nurses about worries/concerns	FY 2020		FY 2021		Delta
	Positive %	n-size	Positive %	n-size	
	OP Clinics Overall	71.4	26,214	73.8	
Allergy and Immunology Clinic	78.1	754	80.6	458	2.5
Boone-Fetter Clinic	81.5	157	92.9	14	11.4
CBDI	76.8	1,975	77.8	1,205	1
Heart Center	76.4	1,388	78.6	1,018	2.2
Craniofacial Program Clinic	72.7	187	76.8	138	4.1
Dermatology Clinic	72.6	671	76.3	396	3.7
Endo-Metabolic Clinic	68.4	2,709	70.7	1,152	2.3
Gastroenterology Clinic	65	1,301	68.9	781	3.9
General Nephrology	71.1	447	72.3	321	1.2
Infectious Diseases Clinic	76.1	255	73.2	138	-2.9
Liver/Small Bowel Transplant	70.8	106	78.3	60	7.5
Medical Genetics Clinic	70.7	324	77.2	145	6.5
Neurology Clinic	71.7	2,385	73.2	1,383	1.5
Neurosurgery Clinic	75.2	938	78.4	417	3.2
Newborn Follow-Up Clinic	77	61	70	20	-7
Ophthalmology Clinic	64.5	2,094	67.7	1,031	3.2
Orthopedic Clinic	75.1	3,057	77.6	1,658	2.5
Otolaryngology Clinic	63.9	1,255	70.3	780	6.4
Pediatric Surgery Clinic	69.4	1,014	66.5	501	-2.9
Plastic Surgery Clinic	74	1,111	76.6	470	2.6
Pulmonology Clinic	69.7	1,347	72.4	644	2.7
Rheumatology Clinic	69.4	369	72.8	250	3.4
South Bay Clinic	81.5	804	85.6	90	4.1
Spina Bifida Clinic	73.5	215	83.1	83	9.6
Urology Clinic	65.6	1,290	66	562	0.4

Nurses listened carefully	FY 2020		FY 2021		Delta
	Positive %	n-size	Positive %	n-size	
	OP Clinics Overall	72.9	25,868	76.3	
Allergy and Immunology Clinic	81	772	83.2	465	2.2
CBDI	77.2	1,996	79.3	1,220	2.1
Heart Center	78.3	1,408	80.6	1,037	2.3
Boone-Fetter Clinic	82.6	161	92.9	14	10.3
Craniofacial Program Clinic	72.9	188	77.5	142	4.6
Dermatology Clinic	74.8	683	80.1	402	5.3
Endo-Metabolic Clinic	71.6	2,751	74.7	1,176	3.1
Gastroenterology Clinic	67.5	1,320	70.2	803	2.7
General Nephrology	72.4	449	71.8	326	-0.6
Hemodialysis Clinic	72.7	22	90	10	17.3
Infectious Diseases Clinic	77.5	258	76.3	139	-1.2
Liver/Small Bowel Transplant	68.2	107	79	62	10.8
Medical Genetics Clinic	72.6	332	79.1	148	6.5
Neurology Clinic	74.5	2,425	77.7	1,411	3.2
Neurosurgery Clinic	75.3	952	79.4	422	4.1
Newborn Follow-Up Clinic	79	62	65	20	-14
Ophthalmology Clinic	65	2,141	71	1,051	6
Orthopedic Clinic	76.6	3,111	79.3	1,688	2.7
Otolaryngology Clinic	66.4	1,269	72.9	798	6.5
Pediatric Surgery Clinic	69.7	1,029	68.9	515	-0.8
Peritoneal Dialysis Clinic	100	9	50	2	-50
Plastic Surgery Clinic	73.9	1,132	79.4	480	5.5
Pulmonology Clinic	72.1	1,371	75.8	660	3.7
Rheumatology Clinic	75.1	377	74.6	256	-0.5
Spina Bifida Clinic	76.6	222	89.3	84	12.7
Urology Clinic	67.7	1,321	69.5	573	1.8

- Patient Visit Guides - *reinforcing usage now*
 - Division-specific tailored to the needs of your specific patient population
- Post Visit Text Messages
 - Thank you for attending visit, includes clinic phone number and link to the patient portal
- Translate Clinic Visit Summary
 - Dedicated staff from Diversity Services available to translate and make the summary available in the patient portal
 - *Unable to implement due to staffing challenges, lack a strong electronic or automated solution*

PATIENT VISIT GUIDE

PATIENT LABEL

TEAM MEMBERS TO BE SEEN DURING VISIT

PHYSICIAN NURSE NURSE PRACTITIONER SOCIAL WORKER
 DIETITIAN RESEARCH INTERPRETER OTHER: _____

We want to be sure all of your questions and concerns are answered during today's visit. Please write down your questions/concerns for your care team.



Access MyChildren'sLA Patient Portal to securely communicate with your Children's Hospital Los Angeles care team.

Sign in online

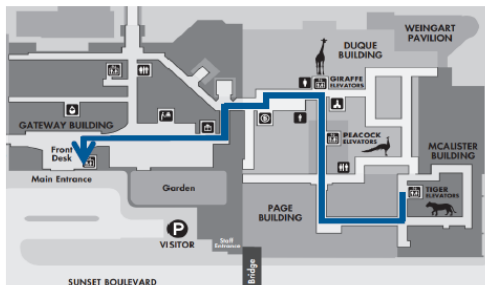
Visit MyChildrensLA.org and sign in if you've already enrolled in the patient portal

Sign in on the iPhone App



Download the ChildrensLA mobile patient app to sign up for or access the MyChildren'sLA Patient Portal.

Find your way back to the parking lot:



PATIENT VISIT GUIDE

We believe you should have access to your care team. Please see below for a guide on who, when, and how to contact your care team.

	Who to Contact	How to Contact	When to Contact	Reasons to Contact
Neurology Clinic	Clinic Main Line	(323) 361-2471 CHLA.org/general-neurology	M-F 8am-5pm	<ul style="list-style-type: none"> Medication refills
The Appointment Center	The Appointment Center	(323) 361-2471, option 1	M-F 8am-5pm	<ul style="list-style-type: none"> Neurology Clinic and EEG appointments Rescheduling or cancellations
<input type="checkbox"/> Nurse	Nurse Line	(323) 361-2207 (voicemail only) MyChildrensLA Patient Portal	M-F 8am-4:30pm (voicemail only)	<ul style="list-style-type: none"> Please leave a message with your child's name, date of birth, and the reason for the call
<input type="checkbox"/> Physician	Clinic Main Line	(323) 361 – 2471 CHLA.org/general-neurology	M-F 8am-5pm *After hours (323) 660-2450	<ul style="list-style-type: none"> For URGENT needs after hours, request the Neurologist on-call
<input type="checkbox"/> Nurse Practitioner	Clinic Main Line	(323) 361 – 2471 CHLA.org/general-neurology	M-F 8am-5pm *Non urgent messages can be left at any time	<ul style="list-style-type: none"> Medication instructions Coordinate care needs Answer Questions Problem solve issues
<input type="checkbox"/> Social Worker	Trivan Lovings Laurie Miller Dayna Klute	(323) 361 – 3566 (323) 361 – 6647 (323) 361 – 5615	M-F 8am-5pm *After hours social work available	<ul style="list-style-type: none"> Emotional support School issues Child development issues Resources available Questions about sibling/family issues
<input type="checkbox"/> Dietitian	Jill Madison Katie Kiler Lucia Brienco	(323) 361 – 4173 (323) 361 – 8531 (323) 361 – 7842	M-F 8am-5pm	<ul style="list-style-type: none"> General Neurology Ketogenic Diet
<input type="checkbox"/> Research	Martha Arellano Claudia Dozal Michelle Huynh Laura Ramirez	(323) 361 – 5812 (323) 361 – 5825 (323) 361 – 3593 (323) 361 – 8038	M-F 8am-5pm	<ul style="list-style-type: none"> Patients currently participating in research studies
<input type="checkbox"/> CHLA Laboratory	Outpatient Laboratory	(877) 543-9522 CHLA.org/chla-laboratory	M-F 6am-5:30pm Sat 7am-12:30pm	<ul style="list-style-type: none"> Lab appointments Questions about lab tests
<input type="checkbox"/> CHLA Radiology Imaging	Radiology / Imaging Services	(323) 361-2411 CHLA.org/radiology-imaging	M-F 8am-5pm	<ul style="list-style-type: none"> Radiology / Imaging appointments Questions about Radiology / Imaging services
CHLA Main Hospital Line	Main Hospital Line	(323) 660-2450	24 hours, 7 days a week	<ul style="list-style-type: none"> For URGENT needs after hours, request the Neurologist on-call
CHLA Billing	Patient Financial Services	(323) 361-2515	M-F 9am-4pm	<ul style="list-style-type: none"> Hospital bill questions about clinic visits, tests, procedures, etc.
	Medical Group	(323) 361-2336	M-F 8am-4pm	<ul style="list-style-type: none"> Physician bill questions about physicians including Pathologists, Radiologists, Attending, Fellows, etc.
<input type="checkbox"/> Other:				

PLEASE BRING THIS TO CHECKOUT AT THE END OF YOUR VISIT



Knew what to do if you had questions after your visit					
	FY 2020		FY 2021		Delta
	Positive %	n-size	Positive %	n-size	
OP Clinics Overall	60.8	32,754	62.5	23,287	1.7
Allergy and Immunology Clinic	65.6	834	69.4	576	3.8
Arcadia Clinic	67.9	1,414	70.4	1,134	2.5
Bakersfield Clinic			79.2	24	
Boone-Fetter Clinic	66	241	61	164	-5
CBDI	68.3	1,664	70.2	1,164	1.9
Heart Center	66.6	1,533	66.1	1,358	-0.5
Comfort & Palliative Care Clinic	79.4	34	94.4	18	15
Craniofacial Program Clinic	58.6	191	63.1	157	4.5
Dermatology Clinic	56.6	848	59.1	601	2.5
Encino Clinic	73.9	460	68.3	463	-5.6
Endo-Metabolic Clinic	60.7	3,534	61	2,401	0.3
Gastroenterology Clinic	53.4	1,619	54.1	1,186	0.7
General Nephrology	60.6	490	62.8	411	2.2
Infectious Diseases Clinic	64.2	288	63.3	207	-0.9
Liver/Small Bowel Transplant	57.9	121	75	80	17.1
Medical Genetics Clinic	54.7	362	57.5	252	2.8
Neurology Clinic	62.3	2,856	62.8	2,128	0.5
Neurosurgery Clinic	62.5	1,045	64.4	579	1.9
Newborn Follow-Up Clinic	64.4	73	70.3	64	5.9
Ophthalmology Clinic	50.6	2,390	52.6	1,531	2
Orthopedic Clinic	62.3	3,373	63.7	2,186	1.4
Otolaryngology Clinic	51.3	1,380	55.1	1,094	3.8
Pain Medicine Clinic	66.7	264	65.9	173	-0.8
Pediatric Surgery Clinic	56.9	1,124	55.8	731	-1.1
Plastic Surgery Clinic	60.3	1,217	62.8	647	2.5
Pulmonology Clinic	62.4	1,496	65.2	874	2.8
Rheumatology Clinic	64.6	426	63.1	358	-1.5
Santa Monica Clinic	71.6	405	67.5	421	-4.1
South Bay Clinic	65.9	902	69.5	817	3.6
Spina Bifida Clinic	63.4	246	69.6	135	6.2
Urology Clinic	53.5	1,565	54.2	1,028	0.7
Valencia Clinic	69.6	359	76	325	6.4

FY21 Results

Provider would recommend

- Implemented a quarterly tracking system to review scores with DOP management team
 - Defined provider inclusion criteria
 - At least 10 responses, main or ACC sites
- Created communication plan
 - Department-wide recognition for those $\geq 95\%$
 - Accountability placed on the chief to develop an action plan for faculty $\leq 75\%$

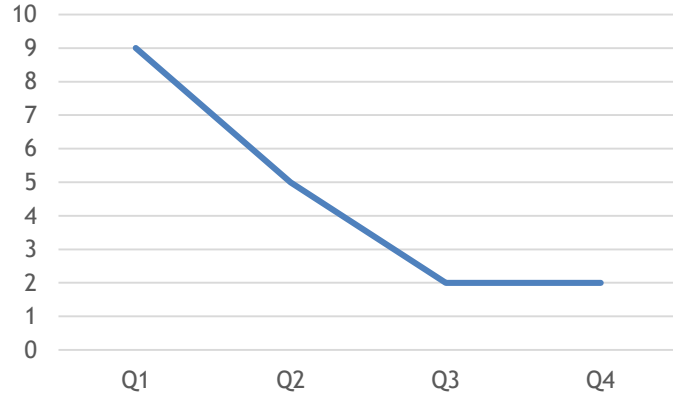
 One faculty member achieved 100% Q1 - Q4 

FY22 Focus

Provider Would Recommend

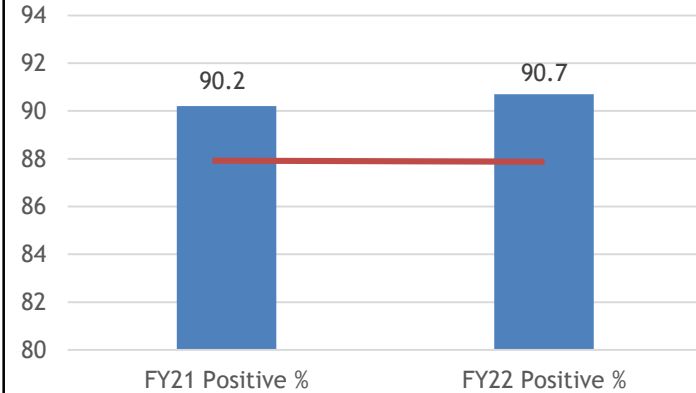
Decrease the number of faculty scoring $\leq 75\%$

Faculty Scoring $\leq 75\%$



Increase overall department score

Provider Would Recommend



Questions?