

## Cleveland Clinic

Cleveland, Ohio

### Area of Focus

Our primary focus was to align our culture around our guiding principle of “Patients First.” Everyone at Cleveland Clinic is labeled a caregiver, whether an employee provides direct or indirect patient care. Initiatives to support this focus include:

- **Cleveland Clinic Experience:** This initiative was developed by a team of our own caregivers and implemented to enhance and transform culture. Modeled from concepts used to improve teamwork, morale and quality in a manufacturing setting, it promotes a “Patients First” culture. It includes an interactive learning session, Exploring Cleveland Clinic Experience, which all 43,000 caregivers attend to focus on our mission, vision, values, expected service behaviors and the definition of a caregiver. This was the first time all caregivers – employees, managers, nurses and physicians – attended a session in the same setting.
- **Communicate with HEART<sup>SM</sup>:** This training program empowers employees to address patients’ and colleagues’ concerns, responding in a way so people feel they were responded to with care. It is supported by easy-to-remember tools: our START with Heart<sup>SM</sup> customer training class and our Respond with HEART<sup>®</sup> service recovery class provide a foundation for service excellence.

### Actionable Steps

**Nursing Actions at the Bedside** – For patients, knowing someone will be there creates a sense of trust and comfort. Cleveland Clinic has implemented nursing best practices that help promote these

senses while raising quality, safety and patient experience, helping us put patients first and take better care of them. Examples include:

- **Purposeful Hourly Rounding:** Used by nursing care teams to ensure hourly rounding on all admitted patients from 6am to 10pm and every other hour from 10pm to 6am.
- **No Pass Zones:** To respond to patients’ needs quickly, a “No Pass Zone” has been initiated on nursing floors, which empowers caregivers not to pass call lights without acknowledging, answering or resolving patients’ needs.
- **Ask 3/Teach 3:** This initiative aids patient understanding of medications by helping them know what medication they are being prescribed, why they are taking the medication, possible side effects and what to do if a side effect should occur.

**Physician Communication Improvement** – This initiative supports our physicians with educational tools to improve the way they communicate with patients. Partnering with many internal areas, OPE has produced a number of resources to help physicians become more empathetic and effective communicators, including a physician communication guide, coursework and hands-on workshops. Also, physicians and their supervisors can access a dashboard to see their individual communication scores, along with scores of their peers, which encourages improvement.

**Patient Engagement** – Cleveland Clinic has increased our focus on encouraging patients and families to take an active role in their care. By

setting expectations on their upcoming experience, we can minimize anxiety, encourage communication and improve outcomes. A series of tools, including a patient expectation booklet, online videos and tutorials about procedures, counseling prior to their hospital admission and expectation-setting during every patient encounter, have tremendously aided patient engagement

### ROI

Efforts to improve and sustain HCAHPS scores have helped achieve a CMS value-based purchasing score above the national average. Cleveland Clinic was awarded all 20 possible consistency points for having all HCAHPS measures above the national mean during the performance period.

Our nursing initiatives have helped increase HCAHPS nursing scores, decrease call light volumes and help nurses manage their workflow.

The collective support and engagement of caregivers with coordination and resources provided by the Office of Patient Experience have enabled positive patient experiences while maximizing Medicare reimbursement rates.

### Demographics:

- Urban
- Not-for-profit
- Academic Medical Center
- 1,400+ beds, 2.5 million annual visits