



Launching Your Communication Training Program – And Beyond!

ACE Academy-Session #3

March 31, 2015

Today's Agenda



- Session Overview- Susannah Brouwer, CCI
- Stories from the Field:
 - Northeast Valley Health Corporation
 - Debra Rosen, RN, MPH
 - Asian Health Services
 - Mychi Nguyen, MD & Julia Liou
- ACE Academy Resources

ACE Academy

Funded by Blue Shield of California Foundation



Virtual learning series on techniques to build a culture of strong communication skills in healthcare organizations

ACE Academy Curriculum (subject to change)		
Session	Dates	Topic
1	Oct-14	Overview: Patient-Centered Care Starts with Empathic Communication
2	Dec-14	Tools to Measure Communication Skills
3	Mar-15	Implementing and sustaining a communications skills program
4	May-15	Strengthening provider communication training
5	Jul-15	Incorporating communication skills into job descriptions, annual review, and separation processes
6	Sep-15	Strengthening recruitment and hiring practices

Session Overview



Implementing a Communication Training Program

- Treating Patients with C.A.R.E.
- Coaching for Impressive Care

Institute for Healthcare Communication

www.healthcarecomm.org

Session Overview

Today's ideas and lessons
can be applied to all kinds
of communication training
programs...



Stories from the Field



Northeast Valley Health Corporation

Debra Rosen, RN, MPH

Director, Quality and Health Education



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Journey Towards Patient- and Family-Centered Care Our C.A.R.E. Story

Debra Rosen, RN, MPH
Director, Quality and Health Education
Northeast Valley Health Corporation
March 31, 2015

Northeast Valley Health Corporation

FQHC

Los Angeles County

14 sites

65,910 users/patients

291,152 visits in 2014

**23% state they are best
served in a language other
than English**

98% below 200% of FPL

81% below 100% of FPL

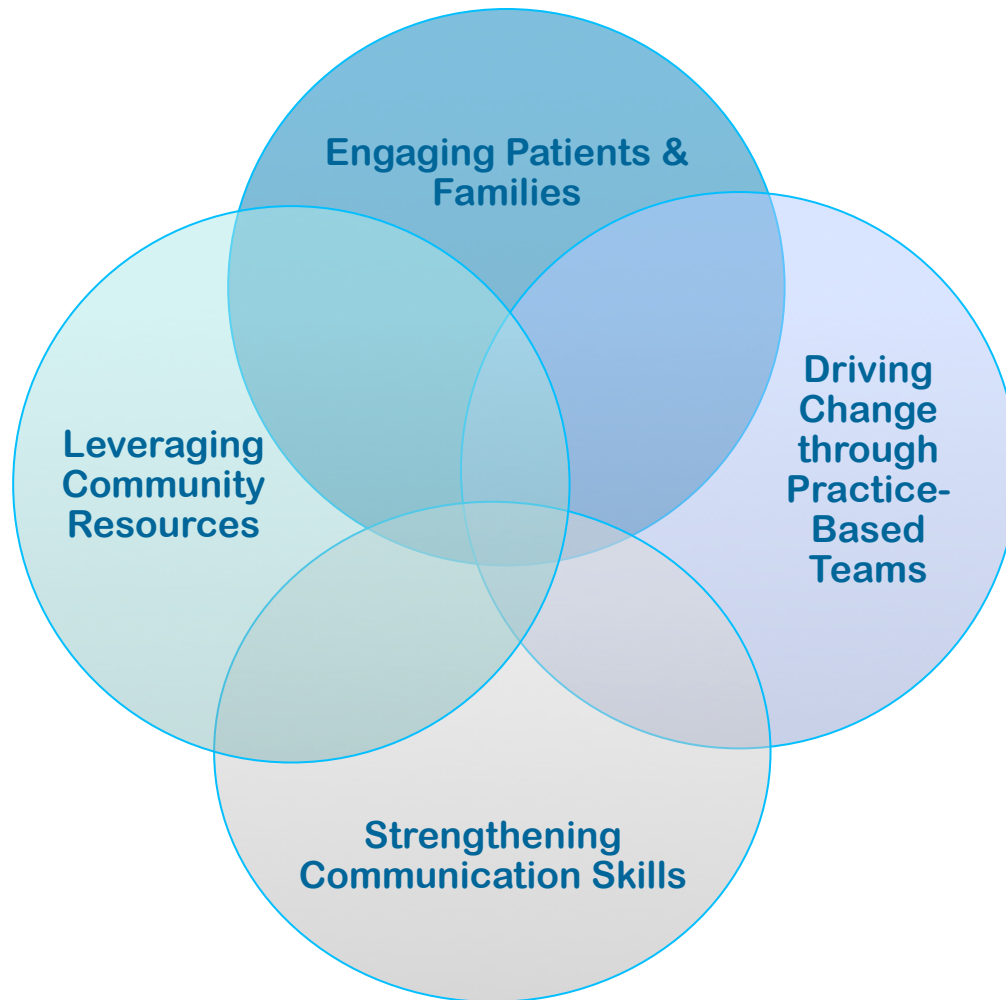
43.9% adults uninsured

6.8% of children



Our Story Begins

Four Core Components



Engaging Providers and Staff: Practice Improvement Team



Engaging Patients & Families as Advisors



Supporting Patients Outside the Visit



Communication Training

Choices and Changes: IHC



The provider is not responsible for me changing; I am.

The provider/team are responsible for supporting me through the change process.

Engaging Patients in Their Care: “Making the Most of your Visit” Tool

“Making the Most Out of Your Visit”

Today's Visit: ____ / ____ / ____

1. “I am managing my Health.....”:

“Excellent”



“Good”



“Not Good”



“Not Sure”



2. “What do I want to **ASK** my Provider today ?”

How do we reach all staff?

- NEVHC was committed to improving communication and customer service skills
 - Better patient experience and satisfied patients = loyal patients!
 - As the Affordable Care Act approached, we wondered; would our patients stay with NEVHC?
- Communication programs were reviewed, but budget limitations did not allow us to implement
- NEVHC applied and received funding in 2012 and trainings begin January 2013.

Engaging Patients through Improved Communication Skills

Institute for Health Care Communication:

CARE Model

- Connect
- Appreciate
- Respond
- Empower



CARE Funding: Training Proposal

- Option 1: 15 employees including front and back office staff, providers, and other program staff (WIC). NEVHC will cover the cost to back fill the providers (in-kind)
- Option 2: Offer training when providers are not regularly scheduled such as Saturdays, Sundays, Evenings. (EHR) Pay providers for their time. This will likely separate the providers from the rest of the team.
- Option 3: Break up the training to 2, 2 hour sessions. Reduce number of patients on the template.
- Option 4: Close health centers to train staff.

CCI Funding 2013: Implementation of CARE Training

Day	Date	Time	Site	Instructors
Thu	Jan 17	8:30 am - 12:30 pm	5th St	Rigo / Debbie
Thu	Jan 24	8:30am- 12:30	5th St	Maria / Beverly / Ayesha
Thu	Jan 24	1 - 5 pm	5th St	Rigo / Debbie
Thu	Jan 31	1 - 5 pm	5th St	Rigo / Debbie
Wed	Feb 6	8:30 am - 12:30 pm	Corp. "A"	Rigo / Ayesha
Tue	Feb 12	1 - 5 pm	5th St	Beverly / Maria
Thu	Feb 14	8:30 am - 12:30 pm	SVHC	Rigo / Maria
Fri	Feb 22	1 - 5 pm	SCHC	Rigo
Tue	Feb 26	8:30 am - 12:30 pm	SVHC	Ayesha / Maria
Wed	Mar 6	8:30 am - 12:30 pm	5th St	Beverly / Rigo
Fri	Mar 8	8:30 am - 12:30 pm	WIC Admin	Ayesha / Debbie
Tue	Mar 12	1 - 5 pm	5th St	Maria / Beverly

TREATING PATIENTS WITH



CONNECT

Make a personal connection to the patient and their family.



APPRECIATE

Patients feel they have been heard, understood, and their situation has been acknowledged.



RESPOND

Respond to patients and families in ways that would be helpful.



EMPOWER

Inspire patients to have confidence in their ability to contribute to their health and health care.

Treating Patients with C.A.R.E.

An Approach to Impressive Service

January 2013: Note from Kim Wyard-CEO



- The training was made possible by a grant from the Center for Care Innovations, in partnership with Blue Shield of California Foundation.
- This year there are 50 C.A.R.E. training sessions scheduled so all staff can be trained by November!
- I had the opportunity to participate in the first C.A.R.E. workshop of 2013. up for the first class at 5th Street at 8:30 A.M. on January 17th!

Treating Patients with C.A.R.E.

An Approach to Impressive Service

January 2013 – con't

- We were a multidisciplinary group. Health center and corporate office staff, providers, nurses, MA's, consumer relations specialists—we all showed
- Our training class was a talkative bunch. Everyone shared their experiences. When we analyzed the video clips, we all saw different things that could have been done better.
- In one video the staff member was too casual, in another they didn't really listen. One person used health care lingo—we didn't think the patient knew the terms
- Our group shared some real experiences from NEVHC's own services—areas where we could improve!

Technique of the Month: "Introducing Yourself"



- All NEVHC staff is expected to complete the CARE Training by November 2013.
- We would like to begin reinforcing some of the skills/techniques we are learning.
- The first skill/technique we will focus on is one to improve how we connect to patients.
- This is the simple but important step of introducing ourselves to our patients.

CARE Technique of the Month: Appreciate

- **“Listen Carefully”** by restating and summarizing what you have heard.
- Restating what you’ve heard, gives the opportunity for the patient, co-worker, or family member to tell you if you’ve got it right.
- This is important because that’s how the person knows we have listened carefully to what they said.
- **Restate what you have heard**
- “It sounds like you need...”
- Check back with the patient
- “Have I got it right?...”
- Listen for confirmation
- “You’ve got it...”

Technique of the Month: ***“Empathy”***

Here are a few ways to express empathy:



- *Making eye contact*
- *Facial expressions or nodding your head*
- *Open posture*
- *Touch on the shoulder*
- *Facilitative sounds, like “uh-huh”*

Email Reminders

- Good Morning Managers,
- Attached you will find an updated CATS report of staff who are still missing CARE Training. The names that are crossed out are staff who attended after the update or are scheduled to attend tomorrow's training.
- We only have two more trainings scheduled for 2013.
- 11/20/13 at 5th Street, 8:30-12:30pm: 6 spots still available
- 12/5/13 at Corp, 8:30-12:30pm: 18 spots still available.
- Please contact Norma Perez at ext. 50157 to schedule staff.

Summary: CARE Trainings through 2013

- Total Number of Sessions completed: 50
- Total Staff who have completed CARE Training: 712
- Staff: 643
- Providers: 55
- Dentist: 14



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C.a.r.e.

Booster Session



Discussion – CARE Boosters

- How did it go using C.A.R.E. on the job?
- What technique did you try?
- What went well?
- What would you do differently?



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C.a.r.e.

REPAIR

connect appreciate respond empower



Care Integration and Transformation

Sample Meeting Agenda:

- Status of CARE Training
 - New employees
 - CARE Repair
 - Booster Session
- CCI/Blue Shield Grant Opportunity
 - CFIC
 - ACE Academy
- Observations
 - Eye contact, smiling, greeting, introductions
- CARE Cards/Posters
 - Santa Clarita Pilot
- 2013 CAHPS Survey Results:
Communication Skills
- Skill of the Month
- Job Descriptions
- Evaluations
- Hiring Practices



NEVHC CARES

Who did you catch caring?



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NEVHC CARES

Who did you catch caring?

Employee Name

Thank you for caring because...

Optional



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Treating Patients with CARE

2014 Schedule of Training

- Treating Patients with CARE: Conf. Room A 1 - 5
 - Jan 5, April 8, July 8, October 7
- CARE Repair: Conf. Room A 2:30 – 4:30
 - Jan 30, Feb 13, Feb 27, March 13, March 27
- CARE Booster Sessions:
 - Booster sessions will be conducted at all health center (30 minutes). Includes Introduction, CARE Basics and a Vignette
 - Booster session will be conducted during the 1st and 3rd Quarter, Scheduled dates will be finalized with Clinic Administrator



Coaching for Impressive Care 2015

Training Date	Trainers
January 21, 2015	Debra Rosen, Farah Alam-Lopez
January 22, 2015	Debra Rosen, Maria Lane
January 29, 2015	Marilen Howard, Farah Alam-Lopez
February 4, 2015	Debra Rosen, Farah Alam-Lopez
February 13, 2015	Marilen Howard, Maria Lane
February 25, 2015	Debra Rosen, Maria Lane
February 26, 2015	Marilen Howard, Farah Alam-Lopez
March 19, 2015	Marilen Howard, Maria Lane

Piloting: Even Better Yet

- Worksheet - Building CARE Excellence
 - What are your CARE skills strengths?
 - What are opportunities for building CARE Skills?
 - Setting Goals
 - Getting Feedback

So how are we doing?

- Annual PCMH CAHPS Surveys (three years) which include assessment of communication skills (
- Pulse One-Minute Survey at one location – provides qualitative data (patient's verbatim comments) and provides quantitative data
 - In thinking about your visit today, what went well and what could be improved
 - Rate today's visit on a scale from 1 - 10

En sus propias palabras, por favor conteste la siguiente pregunta:
Pregunta 1 - Pensando en su experiencia general durante la visita de hoy a este centro de salud, incluyendo a su proveedor, equipo de cuidado, registradora, y recepcionistas, ¿qué funcionó bien y qué necesita mejorar?

Los trabajadores en la
recepción ayudan hoy

... número de 0 a 10 para responder la siguiente
pregunta:

10, en el cual el 0 es la peor experiencia
que número usaría para calificar su
experiencia: 120351

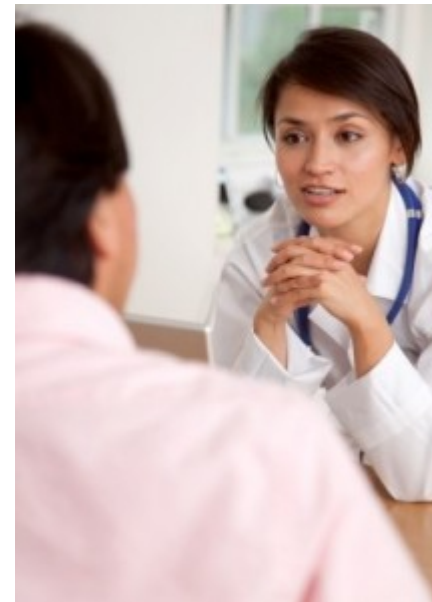
Escriba el número de
clasificación aquí



Assessing Communication Skills

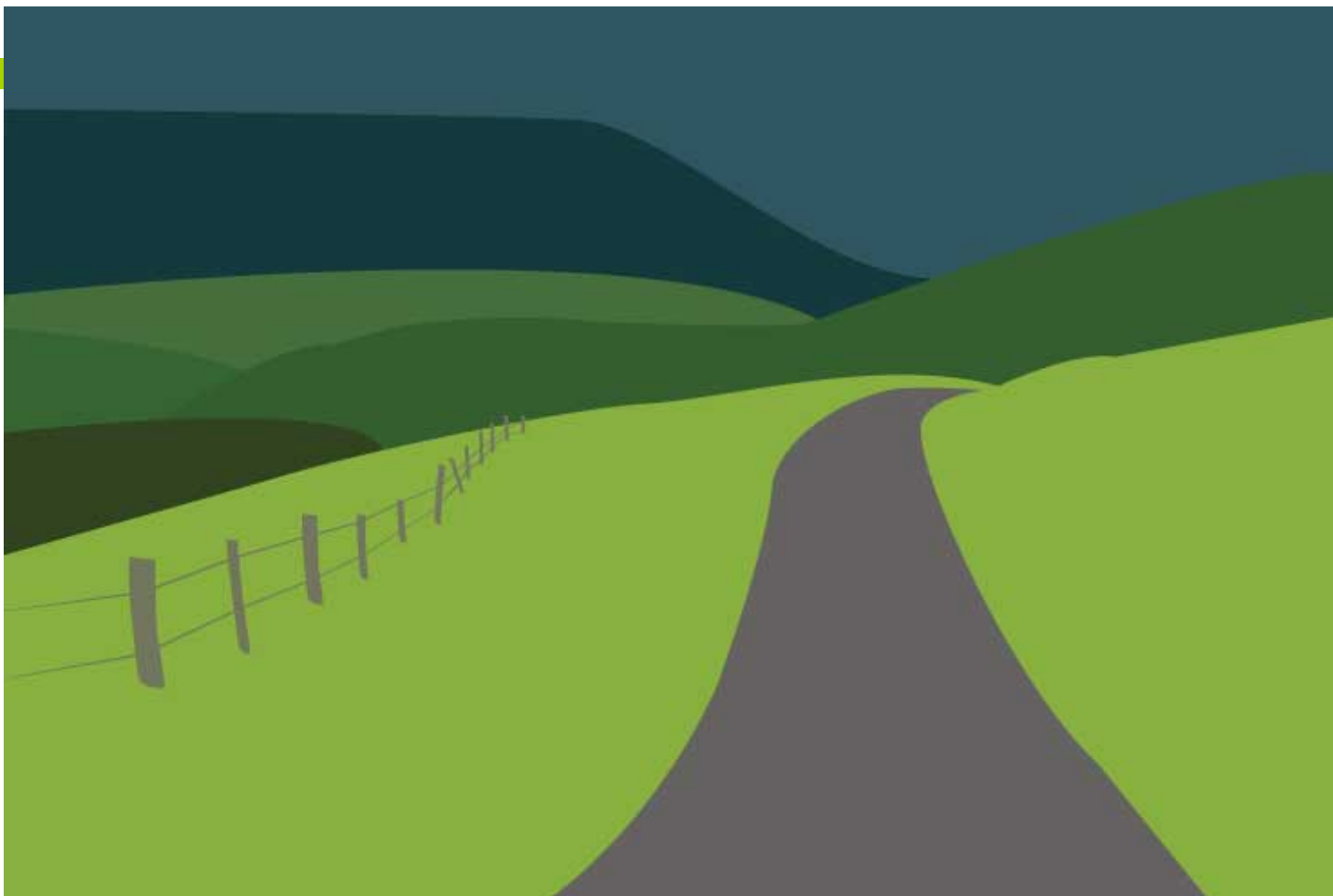
On-going process: Have we improved?

- Sit and See Observations
- Shadowing the patient
- Follow-up phone calls
- Patient Advisors shadowing the visit
- Provide feedback!





Our Journey Continues....



Stories from the Field



Asian Health Services

Mychi Nguyen, MD- Internal Medicine Physician and Site
Director at Frank Kiang Medical Center

Julia Liou- Program Planning and Development Director

Asian Health Services



Transforming Health Centers to a CARE Culture: AHS Training Initiative

Julia Liou & Mychi Nguyen
Center for Care Innovations
ACE #3 Webinar
March 31, 2015

Overview

- 1-About Asian Health Services
- 2-Why did we start?
- 3-How did we implement?
- 4-Lessons learned
- 5- Patient engagement efforts



About Asian Health Services



- ✧ Serve the underserved API population
- ✧ 24,000 patients
- ✧ Medical services for all life cycles in eleven languages
- ✧ 98% are 200% federal poverty level

AHS Training Initiative

One-Year pilot

Establish building blocks for investing in:

- ✧ Staff development
- ✧ Staff engagement

AHS Training Initiative



AHS CARE Training Initiative

- ✓ Connect
- ✓ Appreciate
- ✓ Respond
- ✓ Empower



Institute for Healthcare Communications

Why start this?

- ✧ Staff and leadership development & training as priorities
 - ✧ Strategic Plan
 - ✧ Provider retreat
 - ✧ Staff input
- ✧ Time of significant expansion
- ✧ Rapidly changing health care environment
- ✧ Patients will have a choice
- ✧ New staff and leaders

New Clinic Health Care Reform



Road to AHS Center of Excellence



AHS CARE Training Initiative

✧ Identify staff champions to become trainers

✧ Physician,
Medical Assistant,
Clinic Supervisor



Staff empowerment

AHS CARE Training Initiative

- ❖ Created a Committee comprised of:
 - ❖ Managers
 - ❖ Staff
 - ❖ Executive Leaders
 - ❖ Medical Site Directors
- ❖ Open to all staff to join
- ❖ Recruited key stakeholders



AHS CARE Training Initiative

Managers,
Supervisors,
Executive Team

All staff



AHS CARE Training Initiative

External Collaboration



Leveraging Resources



Managers,
Supervisors,
Executive Team

All staff



AHS CARE Training Initiative

All Staff



Management



- CARE
 - Customer Service
 - Patient Communication

- Performance Evaluation
- Conflict Management
- Team Building

AHS CARE Training Initiative

Asian Health
Services CARES!

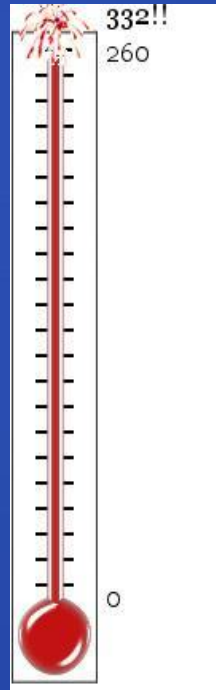


Connect Appreciate Respond Empower



Pilot Benchmarks

- 100% of all staff trained
- Commitment to improving staff and patient communication goals
- Increased confidence to implementing tools for improving staff and patient communication skills



Accountability

*Coordination &
Collaboration*



Customizing CARE into
performance evaluations



Foundation building & next steps...



- Pilot helped to pinpoint barriers & support needed
- Ongoing CARE Trainings
- Recognition of staff who exemplify CARE principles
- Patient education about CARE



Q and A?

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ACE Academy Resources



www.advancingcommunication.com

A space for
resource
sharing and
idea
exchange

Advancing Communication Excellence

*A joint initiative of the Center for Care
Innovations and Blue Shield of
California Foundation*

[ACE Initiative Overview](#) [ACE Academy](#) [Grantee Resources](#)

ACE Academy

The ACE Academy is virtual learning series on the essential components of building and sustaining a culture of communication excellence in a healthcare organization. The ACE Academy is intended to provide ongoing learning opportunities for ACE grantees, as well as other healthcare organizations that have implemented communication training programs in their organizations.

This ACE Academy website is a space for resource sharing and idea exchange. All of the ACE Academy webinar materials will be posted here, as well as additional resources to support your organization's work on furthering patient-centered communication.

Resources

- [HR Tools \(5\)](#)

[ACE Academy Curriculum](#)