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

<table>
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<th>Session</th>
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<th>Topic</th>
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<td>1</td>
<td>Oct-14</td>
<td>Overview: Patient-Centered Care Starts with Empathic Communication</td>
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<td>Dec-14</td>
<td>Tools to Measure Communication Skills</td>
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<td>3</td>
<td>Mar-15</td>
<td><strong>Implementing and sustaining a communications skills program</strong></td>
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<td>Strengthening provider communication training</td>
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<td>Incorporating communication skills into job descriptions, annual review, and separation processes</td>
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<td>Sep-15</td>
<td>Strengthening recruitment and hiring practices</td>
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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
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 Patients & Families
- Driving Change through Practice-Based Teams
- Leveraging Community Resources
- Strengthening Communication Skills
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 **are** responsible for supporting me through the change process.
Engaging Patients in Their Care: “Making the Most of your Visit” Tool

<table>
<thead>
<tr>
<th>“Making the Most Out of Your Visit”</th>
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<tbody>
<tr>
<td><strong>Today’s Visit:</strong> <em><strong>/</strong></em>/____</td>
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1. “I am managing my Health.....”:
   - Excellent
   - Good
   - Not Good
   - Not Sure

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

   
   
   
   
   
   
   
   
   
   
   

Northeast Valley Health Corporation
a california health center
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

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Time</th>
<th>Site</th>
<th>Instructors</th>
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<tbody>
<tr>
<td>Thu</td>
<td>Jan 17</td>
<td>8:30 am - 12:30 pm</td>
<td>5th St</td>
<td>Rigo / Debbie</td>
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<tr>
<td>Thu</td>
<td>Jan 24</td>
<td>8:30am- 12:30</td>
<td>5th St</td>
<td>Maria / Beverly / Ayesha</td>
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<tr>
<td>Thu</td>
<td>Jan 24</td>
<td>1 - 5 pm</td>
<td>5th St</td>
<td>Rigo / Debbie</td>
</tr>
<tr>
<td>Thu</td>
<td>Jan 31</td>
<td>1 - 5 pm</td>
<td>5th St</td>
<td>Rigo / Debbie</td>
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<tr>
<td>Wed</td>
<td>Feb 6</td>
<td>8:30 am - 12:30 pm</td>
<td>Corp. &quot;A&quot;</td>
<td>Rigo / Ayesha</td>
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<td>Tue</td>
<td>Feb 12</td>
<td>1 - 5 pm</td>
<td>5th St</td>
<td>Beverly / Maria</td>
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<td>Thu</td>
<td>Feb 14</td>
<td>8:30 am - 12:30 pm</td>
<td>SVHC</td>
<td>Rigo / Maria</td>
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<tr>
<td>Fri</td>
<td>Feb 22</td>
<td>1 - 5 pm</td>
<td>SCHC</td>
<td>Rigo</td>
</tr>
<tr>
<td>Tue</td>
<td>Feb 26</td>
<td>8:30 am - 12:30 pm</td>
<td>SVHC</td>
<td>Ayesha / Maria</td>
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<tr>
<td>Wed</td>
<td>Mar 6</td>
<td>8:30 am - 12:30 pm</td>
<td>5th St</td>
<td>Beverly / Rigo</td>
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<tr>
<td>Fri</td>
<td>Mar 8</td>
<td>8:30 am - 12:30 pm</td>
<td>WIC Admin</td>
<td>Ayesha / Debbie</td>
</tr>
<tr>
<td>Tue</td>
<td>Mar 12</td>
<td>1 - 5 pm</td>
<td>5th St</td>
<td>Maria / Beverly</td>
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</table>
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.
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!
- 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
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?
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 Shied 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?

C.C.
A.A.
R.R.
E.E.

NEVHC CARES
Who did you catch caring?

Employee Name

Thank you for caring because...

Optional

Northeast Valley Health Corporation
a california health center
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

<table>
<thead>
<tr>
<th>Training Date</th>
<th>Trainers</th>
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<tbody>
<tr>
<td>January 21, 2015</td>
<td>Debra Rosen, Farah Alam-Lopez</td>
</tr>
<tr>
<td>January 22, 2015</td>
<td>Debra Rosen, Maria Lane</td>
</tr>
<tr>
<td>January 29, 2015</td>
<td>Marilen Howard, Farah Alam-Lopez</td>
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<tr>
<td>February 4, 2015</td>
<td>Debra Rosen, Farah Alam-Lopez</td>
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<tr>
<td>February 13, 2015</td>
<td>Marilen Howard, Maria Lane</td>
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<tr>
<td>February 25, 2015</td>
<td>Debra Rosen, Maria Lane</td>
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<tr>
<td>February 26, 2015</td>
<td>Marilen Howard, Farah Alam-Lopez</td>
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<td>March 19, 2015</td>
<td>Marilen Howard, Maria Lane</td>
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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, registro, y recepcionistas, ¿qué funcionó bien y qué necesita mejorar?

Escriba el número de clasificación: [ ]
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....
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
Establish building blocks for investing in:

 Idol Staff development
 Idol Staff engagement
- Improve customer service
- Increase staff skills and capacity
- Facilitate a team-based environment
- Build the groundwork for PCMH

Staff development & engagement building blocks
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
Road to AHS Center of Excellence

It's the road to success!

- Well defined goals
- Clear objectives
- Commitment
- Self praise
- Right approach
- Don't quit
- Solid foundation
- Taking action

Put your foot on the gas!
Identify staff champions to become trainers

- Physician,
- Medical Assistant,
- Clinic Supervisor

Staff empowerment
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

Managers, Supervisors, Executive Team

Leveraging Resources

All staff
AHS CARE Training Initiative

All Staff
- CARE
  - Customer Service
  - Patient Communication

Management
- Performance Evaluation
- Conflict Management
- Team Building
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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Mychi Nguyen
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ACE Academy Resources

www.advancingcommunication.com

A space for resource sharing and idea exchange

Advancing Communication Excellence

ACE Academy

The ACE Academy is a 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.

ACE Academy Curriculum