



2025 Annual Report

With patients and families,
for patients and families.



“MUSC demonstrates strong commitment to quality and safety and has important foundations in place—**world-class PFAC engagement** and a Just Culture foundation.”

-2025 Kaufman Hall
Executive Summary

Kaufman Hall is a leading consulting firm that provides financial, strategic, and performance analytics to help healthcare organizations make informed decisions.





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Patient- and Family-Centered Care

Patient- and Family-Centered Care (PFCC) occurs when patients, their families, doctors, nurses, and other healthcare professionals form a partnership that benefits everyone.

It means working **with** patients and families, rather than just doing **to** or **for** them.

Our goal is for MUSC care team members (CTMs), patients, and families to work together to ensure the best outcomes and enhance the quality and safety of care for patients.

PFCC Core Concepts

Respect & Dignity



We listen to and honor the diverse values, beliefs, cultures, and choices of patients and their families.

Information Sharing



We communicate & share complete unbiased information in ways that are affirming, timely, accurate and useful for making decisions.

Participation



We encourage and support patients and families to participate in care and decision-making at the level they choose.

Collaboration



We collaborate with patients & families in policy & program development, implementation, evaluation, education, research, and delivery of care.



DANIELLE SCHEURER, MD, MSCR
SYSTEM CHIEF QUALITY OFFICER



CAROLINE DELONGCHAMPS
PROGRAM DIRECTOR



JAICIE CRANFORD, MHA, PMP
PROGRAM COORDINATOR

PFCC 2025

BY THE NUMBERS

108

PFA's

3,265 \approx 1.58

Volunteer PFA Hours

FTE

117

Partnership
Requests

9

Active PFACs

2

PFACs in
Development

12

Programs

4

LDI Speakers

14

of new PFA's

10

PFAC Workshops

23

PFAC Orientations

32

PFA Interviews

16

Design Projects

155

Design
Meetings

4

Research Projects

PFCC Programs

Patient and Family Advisors Outside of the PFAC

- Identify, train and place advisors on committees or select for speaking events
- Follow up with PFAs and care team members to ensure meaningful participation
- One of our Patient and Family Advisors volunteered 910 hours on 60 different committees/activities

Patient and Family Advisory Councils (PFACs)

- Recruit
- Interview
- Orient
- 9 councils
 - 9 monthly PFAC meetings
 - 9 monthly planning meetings
- Building relationships
- Train/support chairs, staff liaisons and executive champions

Family Faculty

- More Than Words
 - 5 colleges
- Patient Story Writing Workshop
 - Collaboration with the Office of Humanites
- Edit and finalize stories
- Schedule with key stakeholders in each college

Education

MUHA

- New Leader Development
 - PFCC Newsletter
 - Unit/Department Meetings
- University:
- IP-741
 - 3rd Year Residents
 - Flex Humanities
 - Compassion in Action

Advise MUSC

- Virtual Advisor Program
- 20,000 participants
- Monthly survey distribution
 - Followed by closing the loop
- Build out surveys
- Analyze/ distribute data

Our Stories Library

- Record stories from patients, families, & CTMs
- Upload into Learning section on OurDay
- Market the library internally

Honor Walk

- Manage the SOP
- Serve as liaison between OPO and clinical teams
- <https://muscc.bbox.com/v/honorwalksop>

Family Presence/Visitation:

- Policy A-031: <https://muscc.policytech.com/dotNet/documents/?docid=18554&app=pt&source=search>
- Policy written & owned by PFCC department
- Care Team Member education
- Ensure system level buy-in

National PFCC Work PFCC Program Director

- AHA Quest for Quality Prize Committee Member
- AHRQ Presentation, Maryland
- Child Serve, Des Moines, Iowa
- Created national networking group

Annual Reviews/KPIs

- Site Visits
- Evaluate/Score
 - Adherence to family presence and visitation
 - PFCC Press Ganey scores
 - Bedside Shift Report
 - # requests to partner with PFAs in the last 6 months
- Leave each facility with a list of recommendations after each review

PFCC Partnership Award

- Award quarterly
- Gather nominations from nurse leaders, patients/families, CTMs, etc.
- Nominations presented to and voted on by PFCC Steering Committee
- Schedule award presentation
- Share broadly; Clinical Connections, Town Hall, etc.

PFCC Steering Committee:

- Monthly meeting
- Membership includes leaders from each PFAC as well as key stakeholders across the organization
- Discuss PFAC best practices and accomplishments
- Foster a culture of PFCC at the system level
- Identify needs for support

Vested Interest:

Family Badging:

- Collaboration between PFCC & Guest Services
 - Support from Operations & Security
- Developed 2 tip sheets:
 - 1 for patients and families
 - 1 for CTMs
- Guest Services owns the process, but PFCC owns the development

Peri-op Communication:

- Patient and Family Advisor driven
- Identified 3 OFIs:
 - Communication about delays
 - need for updates every 2 hours during a case
 - Attending speak to patient/family post-case
- Presentation to 13 WSGs
- Policy created and now in policy tech

Bedside Shift Report:

- PFCC team helps with audits
- PFA created educational video
- PFA education sessions with nurses
- Embedded in all PFCC presentations
- Essential element of being a patient- and family-centered organization

Voices in Prevention

Reducing Hospital Acquired Infections

PFAs shared their lived experiences to remind care teams that hospital acquired infections are more than statistics. Through 12 unique videos and written stories, patients and family members highlighted real-world risks, opportunities for improvement, and the human faces behind the numbers.



Burkley Ford shared her story-- she acquired an HAI at 3 years old in Shawn Jenkins that prevented her from being able to visit the play room or touch the service dogs.

PFCC partnered with the New Knowledge & Innovation Council, which guided the creation of a survey tool to measure the videos' impact on CTM attitudes and intended practice changes.

They conducted before + after surveys to assess changes in awareness and practice.

Participation: 39 CTMs

Departments: ICU, periop, surgical, cardiac, trauma, informatics

Overall:

67% intend to change practice after watching these videos

11 additional unit-based councils requested to share these videos with their teams.

Contact the PFCC Department if you want access to these videos:
pfcc@muscc.edu

PFCC Policy



Purpose:

To establish a unified framework that strengthens MUSC Health's culture of PFCC and advances quality and safety by actively partnering with patients and families in the planning, delivery, and evaluation of care.

Scope:

Applies to all care team members and contracted partners (any individual or entity that has entered into a formal agreement with MUSC Health) who provide direct or indirect care to patients and their families.

Policy Statement:

This policy is more than a set of guidelines—it reflects our belief that care becomes truly exceptional when it is co-designed with patients and families. By establishing shared expectations, strengthening advisory structures, and equipping care teams to consistently apply PFCC principles, the policy fosters an environment where dignity, transparency, and collaboration thrive.

The PFCC Department's leadership in this work reinforces a critical truth:

When patients and families are fully integrated as essential members of the team, quality improves, safety deepens, and care is transformed.

Accountability for the PFACs

Division level accountability for each PFAC is with the Chief Quality Officer.

Who chooses the Executive Champion?

Who chooses the Staff Liaison?

What happens if someone decides they don't want a PFAC?

What happens when someone wants a new PFAC? (Leatherman + Sickle Cell)

How do we standardize?



PFCC Policy:

- Family Presence and Visitation
- PFAC structure
 - ✓ Accountability
 - ✓ Job descriptions for executive champions and staff liaisons
- PFAs on design projects
- PFAs on Quality teams
- PFCC education/new care team member orientation
- PFAs in leader interviews

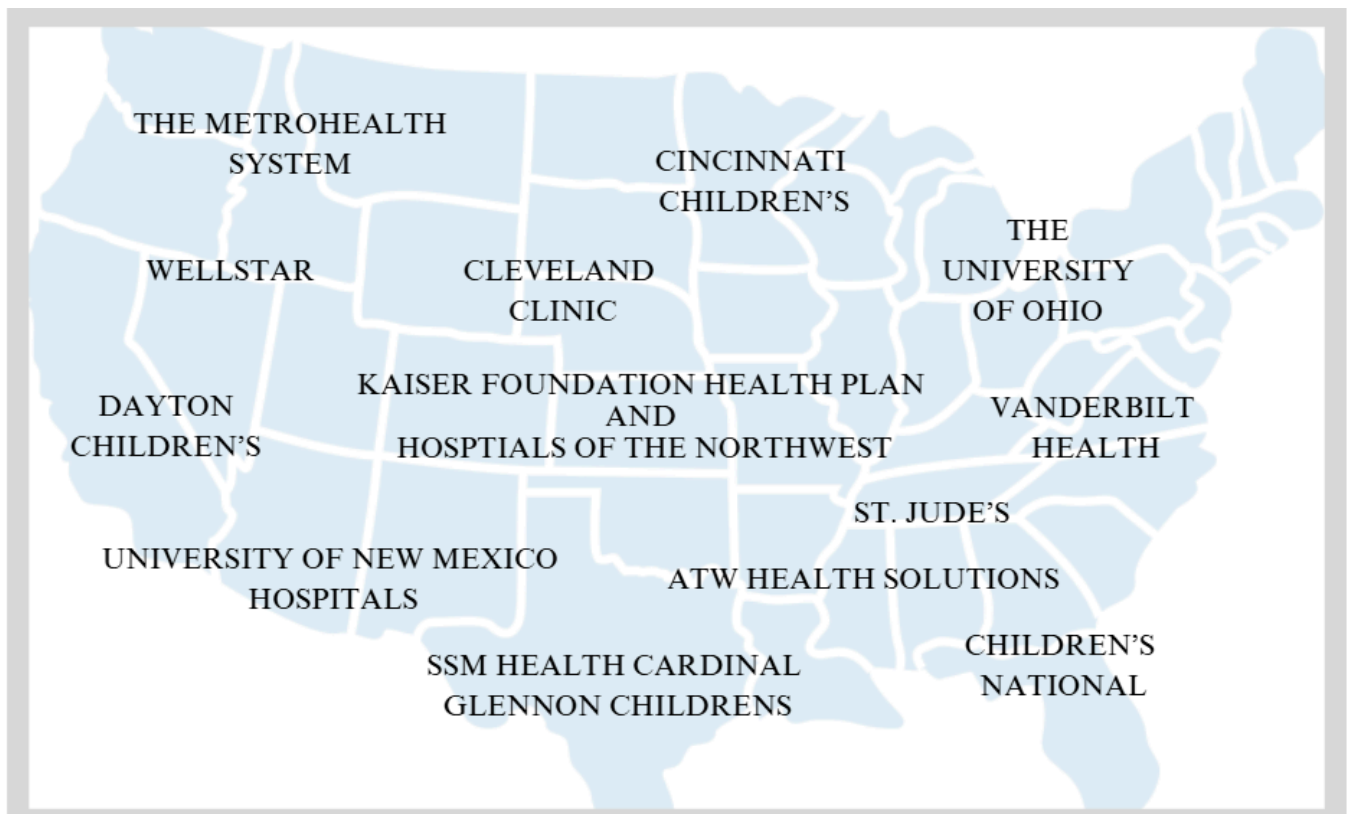
PFCC Connections

The PFCC Department founded *PFCC Connections*, a first of its kind national networking group uniting 12 organizations.

Through bi-monthly facilitated sessions, the group serves as a strategic learning community where health systems exchange evidence-based practices, align on emerging standards, and address system-level challenges.

Insights from this network directly shaped MUSC Health's new PFCC policy, ensuring it is grounded in the collective wisdom and real-world experience of peer health systems across the country.

By convening and leading this national network, the PFCC Department is elevating MUSC Health's reputation, strengthening our system's role in shaping PFCC standards, and advancing quality and safety work that benefits patients and families nationwide.



PFCC Program Director

National Work

American Hospital Association /Quest for Quality Prize Committee



Caroline DeLongchamps was appointed by the AHA Board of Trustees to serve as a member of the Quest for Quality Prize Committee. As a member of the committee she reviews award applications for hospitals and health systems; participates in site visits and the selection process and provides feedback on the application and application process.

AHA Leadership Summit Presenter/Nashville, TN

Patient Safety isn't just about checklists and compliance-it's about people. In this session, Ben Wise (AHA) and Caroline DeLongchamps (MUSC Health) explore how storytelling can contextualize data, empower patients, and strengthen safety culture. Drawing on experiences from the AHA's Patient Safety Initiative and MUSC's Patient-and Family-Centered Care work, this conversation highlights how stories can spark action, build trust, and support sustained improvements in quality and safety.



Vizient Patient Safety Organization Spring Meeting /Chicago, IL

Presenter for the meeting which included PSO members and patient safety leaders who gathered to learn best practices related to patient safety, quality, and healthcare outcomes.

New York Langone, Emergency Department Leadership Retreat

Keynote speaker for annual planning and strategy retreat for ED leadership.

NC Association for Professionals in Infection Prevention/New Bern, NC

Keynote speaker for NC APIC conference to establish the importance of partnering with patients and families in infection prevention efforts.

PFCC Program Director

A Sample of Local Presentations

3rd Year College of Medicine Students

Carolina Pines Annual Service Awards

Advanced Practice Provider Week

SC Pediatric Palliative and Hospice Care Collaborative

Safety Coach Webinar; Humanizing the Data

Nurse Residency

New Leader Development

MIND Advisory Board Member

The MUSC Institute for Neuroscience Discovery (MIND) supports patients with complex neurological needs by improving access to specialists and coordinating multi-step care. MIND also advances brain-recovery research through mentorship and collaboration with our neurorehabilitation community.

Consults

Trauma Patient Consult/Peer Review

Invited to provide a PFCC perspective on caring for patients with non-survivable gunshot wounds and supporting teams through challenging cases.

OB/GYN Ethics Conference

Asked to address resident moral distress and offer strategies for navigating situations when patients decline medical advice.

Acute Care Staff Meeting

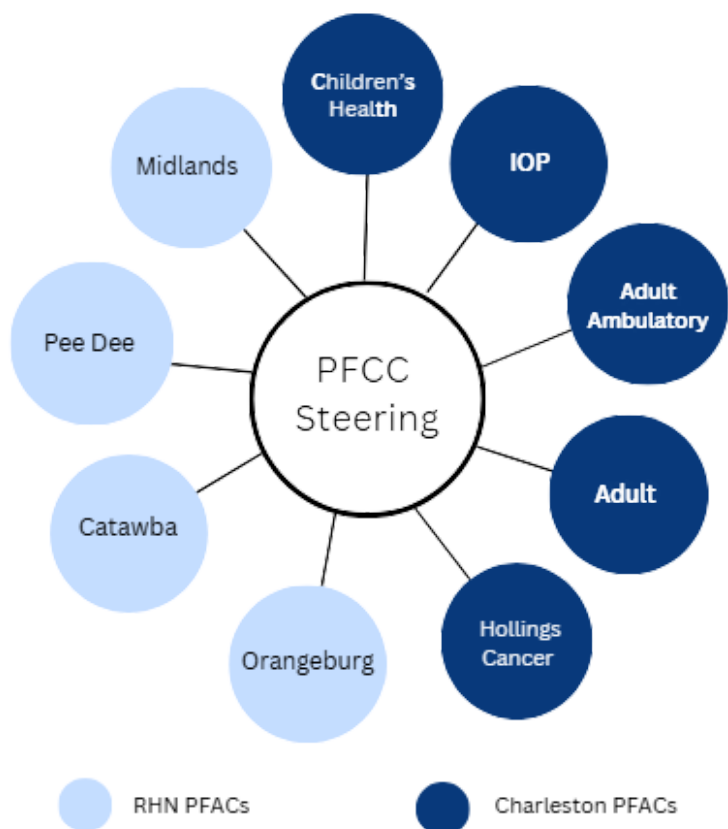
Invited to discuss how partnering with families can ease nursing workload and enhance communication at the bedside.

Family Presence in the Neuro ICU

Consulted to explore shifting from restricted visiting hours to a PFCC approach that partners with families while supporting essential quiet time for brain healing.

Patient & Family Advisory Councils

MUSC Health PFACs



A PFAC is a partnership that exists between patients and families called Patient and Family Advisors (PFAs) and MUSC care team members. PFACs meet monthly and collaborate to foster a culture of patient- and family-centered care.

COMING IN 2026!

Charleston- Sickle Cell PFAC
Florence- Leatherman Behavioral PFAC

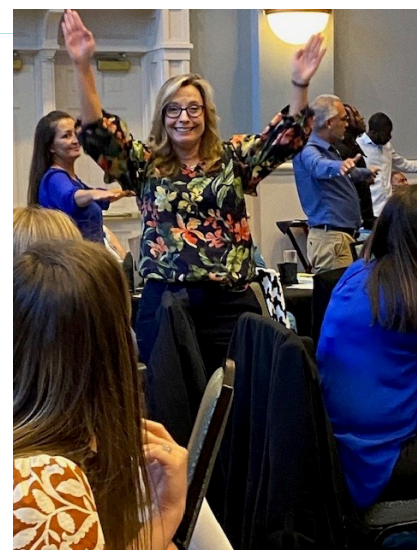
PFCC STEERING

This group includes PFAC leaders and care team members across the organization who meet monthly to share best practices and create innovative ways to promote patient- and family-centered care throughout the health system.

LOCAL LEADERSHIP

Today 9 PFACs serve as the voice of patients and families, each led by a committed staff liaison and executive champion.

Our councils are supported by the PFCC department and driven by local CQOs, making real change where it matters most.



Judy Robinson, CQO Catawba Division

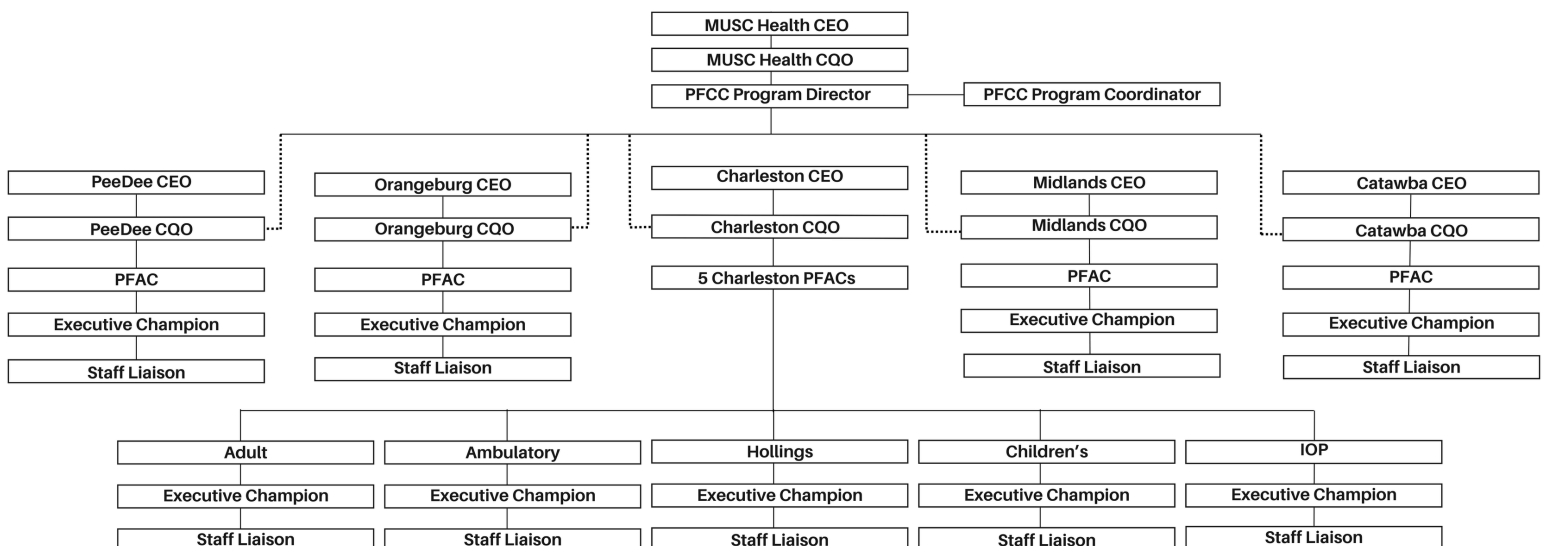
PFAC Leadership

Each PFAC is led by three essential roles: the **Executive Champion**, a senior leader who ensures the council's work is elevated and integrated into organizational decision-making; the **Staff Liaison**, a care team member who facilitates council operations and supports meaningful collaboration; and the **Chair**, a volunteer PFA who leads from the patient and family perspective.

The chart below reflects current PFAC leadership as of December 2025.

ADULT Exec. Champion: Leah Ramos Staff Liaison: Laney Lillard PFA Chair: Larry Matthews	ADULT AMBULATORY Exec. Champion: Alice Edwards Staff Liaison: Ruta Buckhorn PFA Chair: Joan Ustin	CHILDREN'S Exec. Champion: Jonathan Young Staff Liaison: Carrie McMakin PFA Chair: Gabby Poole
HOLLINGS Exec. Champion: Kristen Mensonides Staff Liaison: Anne Puckett PFA Chair(s): Glenn Bachmann, Tom Progar	IOP Exec. Champion: Robert Dupont Staff Liaison: Bryan Counts PFA Chair: TBA	ORANGEBURG Exec. Champion: Tonya Pratt Staff Liaison: Monique Clarke PFA Chair: TBA
CATAWBA Exec. Champion: Judy Robinson Staff Liaison: Katie Ussery PFA Chair: TBA	PEE DEE Exec. Champion: Donna Wilmoth Staff Liaison: Toni McGiboney PFA Chair: TBA	MIDLANDS Exec. Champion: Stacy Collier Staff Liaison: Mirko Tadinac PFA Chair: Libby Anne Inabinet, Lisa Ulmer

MUSC Health Patient and Family Advisory Councils

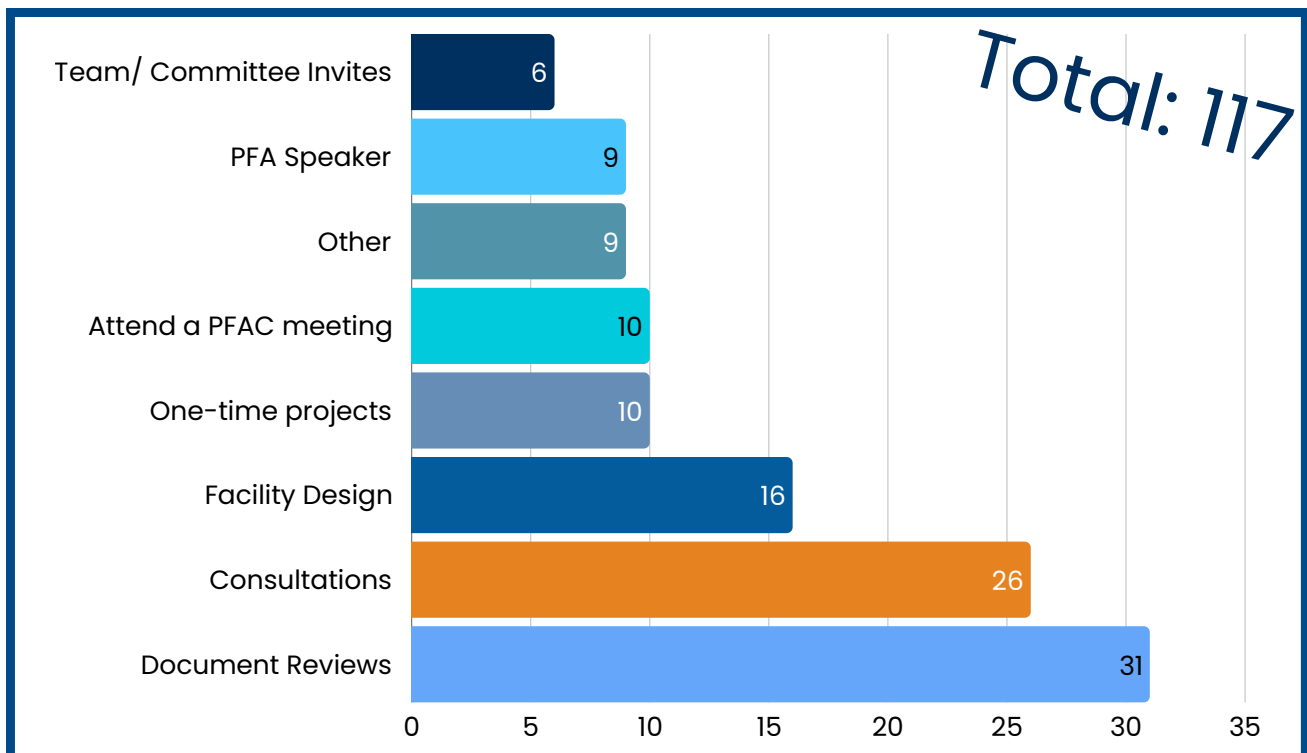


Partnership Requests

Each year, the PFCC Department tracks partnership requests from care team members to partner with our PFACs. These requests, submitted through our Smartsheet system, allow us to monitor trends, respond promptly, and match opportunities with the appropriate council.

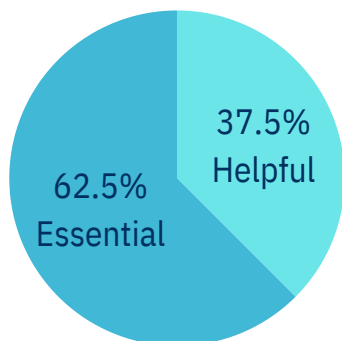
Every request represents a meaningful opportunity to improve quality and safety by embedding patient and family perspectives directly into decision-making. This work is made possible through the commitment of our volunteer PFAs and the care team members who proactively seek their partnership.

If you or your team is working on a patient-facing or patient-impacting initiative, we invite you to submit a partnership request to the PFCC Department.

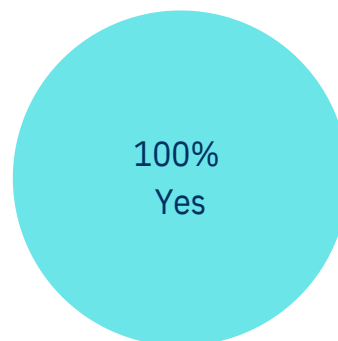


Care Team Member Surveys

What kind of impact did PFAs have on this project?



Would you partner with a PFA again?



A Moment of Connection

Connecting Care Team Members to Their Purpose

Ansara Piebenga, a PFA, visited the lab and path team to share her family's story. She spoke about her daughter, a double-transplant recipient who has been coming to our lab since she was a young child. Ansara credits her daughter's success as a first-year college student in part to the timely, compassionate care she has received over the years.

As Ansara spoke, there was an audible gasp from several staff members who suddenly recognized the name. They had cared for her daughter for years without ever meeting her in person. That moment of recognition was powerful and reminded the team that behind every sample is a patient and a family, and that their work truly matters!



Shaping The Future Workforce

As part of our ongoing commitment to advancing PFCC, we continue to expand education across our six colleges. Through multiple courses focused on PFCC principles, we equip future clinicians, leaders, and team members with the knowledge and skills needed to partner effectively with patients and families. This curriculum reinforces our belief that PFCC is not just a model of care, it is the foundation of a high reliability organization.

More Than Words

An opportunity for students from our 6 colleges to listen to personal stories and engage in meaningful dialogue with PFAs. These 90-minute sessions provide an introduction to the medical humanities, narrative medicine, the Family Faculty program and their expanding role in health care education and practice..

IP-741

Nationally recognized by Vizient and the IPFCC as being innovative, these interprofessional courses focus on collaboration among students from different colleges, integrating patients and families as team members. Students also engage in discussions with PFAs.

Communications Frameworks in Healthcare

The PFCC Director co-led a 2-hour interactive session for the Applied Compassion and Health Student Leadership Program, focusing on communication strategies to enhance PFCC in clinical conversations.

3rd Year College of Medicine

This annual session, led by the PFCC Director, shares a patient story highlighting the importance of partnerships among patients, families, and providers. Students learn how teamwork and communication can enhance their practice and improve outcomes.

Resident Orientation

Co-led with the Patient Safety Officer, these 9 sessions introduced the idea of partnering with patients and families as a safety strategy.

Nursu 471-Voices & Values

Exploring Cultural Competence in Nursing: This session, led by the PFCC Director, shares a patient story highlighting the importance of partnerships among patients, families, and providers. Students learn how honoring cultural values and beliefs can improve communication and lead to better outcomes.

Shaping Future Facilities

MUSC Health actively involves PFAs in facility design to ensure new spaces meet the needs and experiences of patients and families. This year, PFAs participated as full members of design teams, collaborating with architects, planners, and care team members on major patient-facing projects.

Highlights

155 Design Meetings

515 PFA Hours

334 Calhoun – 14 PFAs

PFAs are contributing to patient flow decisions, waiting-room design, accessibility features, and experience-enhancing elements for this major new facility.

Florence Hollings Cancer Center – 9 PFAs

Advisors are partnering with designers to improve environmental comfort, privacy, navigation, and support services for cancer patients and families.

Comprehensive Cancer Hospital – Recruitment underway

PFA recruitment is occurring in November, with design beginning mid-December. Advisors will help shape everything from treatment rooms to family spaces.

These efforts build on years of PFAs contributing to MUSC Health’s design and renovation initiatives. The continued practice of integrating patient and family voices early and consistently ensures that new facilities are not only state-of-the-art, but deeply patient-centered from the foundation up.



This remarkable work is made possible by the leadership of Kelly Loyd, a volunteer PFA. Year after year, she skillfully coordinates, recruits, and trains fellow advisors for design projects. Kelly has generously dedicated 5,500+ hours of her time to MUSC Health over the last 14 years as a way of “giving back” for the care that she and her family received.

Quality and Safety Teams with PFA Participation



Family Badging

This year we proudly introduced our new Family Badges on the adult side of our Charleston hospitals, an initiative inspired by the long-standing success of our Children's Hospital program. The idea was conceived by one of our PFAs who collaborated with Guest Services and Security to make it a reality. These badges strengthen our commitment to creating a welcoming, safe, and connected environment for families, ensuring they feel recognized, supported and empowered as essential partners in care.

Purpose

- ✓ Recognize family as essential members of the care team
- ✓ Allow streamlined building access without repeated check-ins
- ✓ Reduce wait times at welcome desks

Parameters

- ✓ Not available for confidential patients/or families
- ✓ Expires 8 weeks after date of issue or may be renewed

ID Verification Required

- ✓ Valid photo ID must present at the time of issuance

Designated Family Members

- ✓ Max 2 family members who are at the bedside most frequently



Quality and Safety Awards

This year, we proudly recognized five outstanding individuals whose work exemplifies the highest standards of PFCC. Our Annual Quality and Safety Awards honor those who consistently turn PFCC principles into meaningful action, improving experiences and outcomes across our system.

This year we celebrated with a 70's theme!

Dr. Mike Mallah, Trauma Surgeon - "Peace, Love and Care" Award

Dr. Julie Ross, Neonatologist - The "Stay'n Alive" Award

Nicole Mack Diaz, Palliative Care Coordinator - The "Solid Gold Service" Award

Ruta Buckhorn, Senior Manager, Ambulatory Strategic Ops - "Good Vibes Only" Award

Harry Pecorelli, Stantec - "You're Far Out" Award

