

# Patient- and Family-Centered Care at Suburban is on the Horizon



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SUBURBAN HOSPITAL PATIENT AND FAMILY ADVISORY COUNCIL 2019 ANNUAL REPORT



SUBURBAN HOSPITAL  
JOHNS HOPKINS MEDICINE



# Suburban Patient and Family Advisory Council Members

## PATIENT AND FAMILY ADVISORS

Margery Arnold	Jean Hochron	Lori Nam
Jacqueline Beale	Barbara Kahl	Belle O'Brien
Stephen Bokat*	Deborah Kovach	Merlyn Rodrigues
Elsie Durland	Barrie Kydd	Barry Rubinstein
Howard Gilson	Toby Levin (former Chair)	Vicki Stearn
June Graff	Carol McLeod	Sarah Steinberg
Joel Hirschhorn	Kathleen McGuiness	Sabiha Zubairi

## STAFF ADVISORS

**Diane Colgan**, MD, Medical Director, Suburban Outpatient Surgery Center; Chair, Medical Staff Leadership Council

**Eunice D'Augustine**, MSN, RN, Nursing Director, Medical Units

**Margie Hackett**, Transition Guide Nurse Manager

**Kris Hakanson**, Director, Office Patient and Family Experience

**Kimberley Kelly**, MBA, RN, CCRN-K, Director, Critical Care

**Joseph H. Linstrom**, VP Operations

**Amir Nader**, MD, Progressive Cardiac Care Unit Medical Director

**Jennifer Raynor**, RPh, Director, Pharmacy

**Atul Rohatgi**, MD, Assistant Medical Director, Hospitalist Group

**Jacky Schultz**, MSN, RN, President

**LeighAnn Sidone**, \* MSN, RN, CENP, VP/Chief Nursing Officer

*\* PFAC Co-chairs*

# The Future of Patient- and Family-Centered Care is on the Horizon

Suburban Hospital's Patient and Family Advisory Council (PFAC) is pleased to present its 2019 Annual Report. This report summarizes PFAC activities from July 2018 through June 2019.

The PFAC is made up of approximately 20 volunteers (referred to as Patient and Family Advisors or PFAs) and 10 hospital staff. It is co-chaired by Steve Bokar, a volunteer, and LeighAnn Sidone, the hospital's Vice President and Chief Nursing Officer. We believe that the PFAC can most effectively advance patient- and family-centered care (PFCC) through a partnership between patients, families and staff. The American Nurses Credentialing Center (ANCC) recognized the success of this partnership when it cited the PFAC as an "exemplar" in recognizing Suburban as a Magnet® designated hospital. (For more on Suburban's Magnet recognition, see page 5.) Another key component of our success is the steadfast support of Suburban's senior management for the PFAC and the concept of patient- and family-centered care. That support begins with Jacky Schultz, Suburban's President, who is a member of the PFAC.

The PFAC could not function without the commitment of its PFAs. These volunteers contributed countless hours of their own time during the last year to ensure that Suburban's delivery of health care is patient- and family-centered. The PFAC meets regularly, but the real work happens between these meetings. PFAs provide the patient and family perspective in a wide variety of hospital meetings, including nursing councils and quality and safety committee meetings. In addition, a large percentage of the written communications produced for patients and their families are first reviewed by the PFAs to ensure that they are understandable.

Suburban PFAs have substantial involvement with Johns Hopkins Medicine (JHM), of which Suburban is part. Vicki Stearn, PFA and PFAC member, serves as Co-Chair of the Hopkins Patient- and Family-Centered Care Clinical Community. Several other Suburban PFAs and staff are active participants in this Clinical Community. The Clinical Community serves as a coordinating body for PFACs across the Johns Hopkins system, and works to ensure that PFCC is at the top of the system agenda.

In addressing issues of patient- and family-centered care, we use the definition set out by the Institute for Patient- and Family-Centered Care, [www.ipfcc.org](http://www.ipfcc.org), a Bethesda neighbor:

- ▶ Patients and their families are treated with dignity and respect.
- ▶ Health care providers communicate and share complete and unbiased information with patients and their families in ways that are supportive and useful.

- ▶ Health care providers encourage and support patients and their families to participate in care and decision-making at the level the patients and their families choose.
- ▶ Patients, families, and health care providers work together to improve every aspect of the health care system.

## North Building to Improve the Patient and Family Experience

In January 2020, Suburban will dramatically enhance the patient and family experience when it opens its 300,000 square foot clinical addition, referred to as the North Building. Planning for this facility and the recently opened parking garage began more than 10 years ago.



**Suburban Hospital clinical addition as of August 5, 2019.  
Construction is entering the final stages and the addition is set to open in early 2020.**

The PFAC has been intimately involved in the planning for and design of the addition, including layout, signage and furniture. Margaret Fitzwilliam, Suburban's Director of Capital Renovation and Space Management, has sought and incorporated the PFAC's input at every turn.

Along with staff and clinicians, the PFAC had the opportunity to review mock-ups of the patient rooms and make suggestions on everything from placement of electric outlets to storage space. PFAC members also had the opportunity to try out guest chairs and couches that can convert

to sleep surfaces for family members or care partners who want to spend the night in a patient's room, pursuant to Suburban's 24/7 family presence policy.



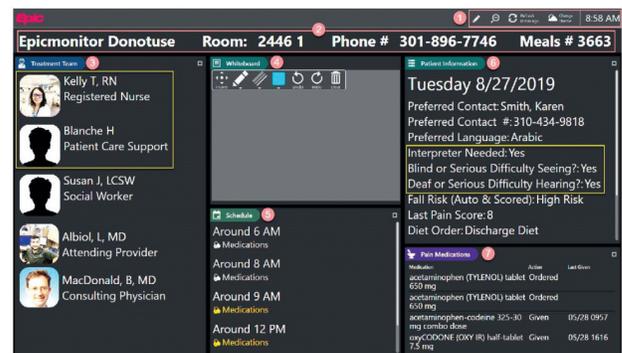
**PFAC Member Toby Levin tests a reclining chair to see if it is suitable for new patient rooms. Member June Graff records Toby's opinions as Steve Bokart and Carol McLeod observe.**

As we went to press, PFAs were interviewing patients and families about the functionality of electronic communication boards (pictured on right) proposed for the new facility. These new devices are designed to improve communication between patients, families and staff. The new electronic boards were installed in two current patient rooms to gather actual patient and family feedback on their utility.

With the increase in the number of patient rooms, Suburban will be able to offer private rooms to the vast majority of its patients in the near future.

Private rooms improve privacy, quietness and infection control, allowing for a faster recovery and shorter hospital stay. They also facilitate a more comfortable presence of family members or care partners in the patient rooms, including overnight stays.

Due to the efforts of the PFAC and the support of hospital leadership, the new facility will also include a Patient and Family Resource Center. The Center will have computer stations and a large screen TV where patients and families can access patient education videos and materials, as well as other resources relevant to their medical conditions. Printed materials will also be available. The Center will provide a space where families can confer with each other or with a physician or other medical specialists.



## II. FISCAL YEAR 2019 HIGHLIGHTS

*Suburban's PFAC continued many of its previous efforts to advance the practice of PFCC at the hospital. Ongoing efforts are summarized in the PFA collaboration chart that is included later in this report. What follows is a summary of the highlights of the past year.*

### Suburban Receives Magnet Recognition

The ANCC honored Suburban with Magnet recognition in May 2019. The Magnet recognition program is the nation's highest standard for professional nursing practice and fewer than 8% of U.S. hospitals receive this designation. To achieve Magnet designation, organizations must pass an intensive evaluation process that demands widespread participation from leadership and staff. This rigorous process includes an electronic application, written patient care documentation and an onsite visit with review by the ANCC Commission on Magnet Recognition. The ANCC site appraisers met with the PFAC during the onsite visit.



**Steve Bokat and PFAC Members Vicki Stearn, Elsie Durland, and Sarah Steinberg celebrate Suburban's Magnet recognition.**

In conferring Magnet recognition upon Suburban, the ANCC cited the close working relationship between the nursing staff, PFAC and PFAs as an “exemplar.” In Suburban’s recognition, the ANCC stated:

The breadth and depth of partnerships between nurses and patients/families is exemplary. The PFAC consists of 20 Patient/Family Advisors (PFAs) and 10 hospital leaders who are involved in all aspects of the hospital operations. Their motto is “nothing about us, without us.” It is standard operating procedure for the PFAs to participate in hospital committees, councils, initiatives and meetings. A table of 48 projects and events which included PFA participation was provided to the appraisal team during [the] site visit.

The PFAC celebrated the hospital and its nursing corps achievement of this prestigious recognition.

## Improving Staff Communication with Patients and Families

Good communication between hospital staff, patients and their families or care partners is key to a medically successful and positive patient/family experience. At its heart, a great deal of the PFAC’s efforts are aimed at improving communication. As a result, the PFAC reviews everything from signage in the hospital to informational brochures given to patients. Below, we highlight some of our key ongoing communication initiatives.

### Patient Family Education

The efforts of Suburban’s Patient Education Committee, which is part of the hospital’s Professional Development Council, are key to effective communication between hospital staff, patients and families. The Committee reviews practically all information, without regard to format, given to patients. This includes the hospital handbook, instructions on how to prepare for a hospital stay, and directions for continued care upon discharge.

The PFAC is represented at Education Committee meetings by June Graff. June draws upon her skills as a former high school teacher to ensure that Suburban’s efforts to educate patients and families are as effective as possible. In recent years, the hospital has utilized a wide variety of modalities, including computer-accessed videos, to teach patients and families about a patient’s condition and how to continue treatment after leaving the hospital. When Suburban’s new facility opens, a wider variety of teaching tools—including wide-screen televisions and iPads—will be available in every room.

June also serves on a Hopkins medical system committee working to enhance medication education throughout the system and adapt educational resources into diverse languages. This committee is in the process of developing a calendar to help patients taking multiple medications keep track of these medications and what time of day each is taken.

Providing medication instructions that are complete and understandable is a huge challenge, particularly for patients who speak languages other than English or have cognitive difficulties. It is especially difficult for drugs that have complex dosing instructions, such as tapers or medications with different doses in the morning and evening. The committee is currently considering several software solutions that can accomplish these goals.

June's parallel work on both a Suburban and Hopkins committee is typical of many of our PFAs, who not only work to improve patient- and family-centered care at Suburban, but also at the system level.

## PFA Interviews of Patients and Families about Hospitalists

Since 2016, a team of PFAs coordinated by Carol McLeod (one of Suburban's 2018 Volunteers of the Year) has collaborated with hospitalist leader Atul Rohatgi, MD, Assistant Medical Director and PFAC member, to interview patients and families about their experience with hospitalists. The mission of the program is to improve communication by providing hospitalists with useful feedback from patients and families about their communication experiences.

The questionnaire consists of open-ended and specific behavior questions. The PFAs interview patients and families in-person during the patient's stay, asking the questions orally and taking notes of their responses. The responses are anonymous and no patient-identifying information is collected. In 2017, senior hospitalist Shanthi Nadar, MD, assumed responsibility for meeting with the hospitalists and sharing the feedback obtained from the PFA interviews. Dr. Nadar uses the responses to help coach individual hospitalists and provide feedback.

The team of PFAs continues to conduct about 25 interviews a month, and hospitalists report that they find the feedback very helpful in identifying how to improve communication skills. According to Dr. Rohatgi:

*The PFA patient interviews provide invaluable insight into how our Hospitalists are interacting with their patients in real time. This feedback allows us to identify areas of strength and weaknesses of our team members that cannot be solicited by any other fashion. We then use this information to reinforce either positive behavior or target areas of improvement.*

## Clinical Decision Unit PFAC

Suburban Hospital's Clinical Decision Unit (CDU) is an extension of its Emergency Department. Patients are sent to this unit in lieu of being admitted to the hospital when the medical staff determines that a patient needs to be observed for an additional period, rather than being sent home. In 2016, the CDU Nursing Director, Arthur Pease, MS, RN invited several PFAs to join with him to form a CDU PFAC. This PFAC meets monthly with CDU staff leaders and Ambassadors, a volunteer program unique to the CDU. Volunteer Ambassadors provide a wide range of services to patients and families, including rounding on patients to provide beverages, blankets, help with TV setup, ordering or reheating meals and responding to non-medical questions. With the support of its PFAC, the CDU has been able to expand its Ambassador program this year and improve the patient and family experience of care on the unit.

## Strengthening the Voice of the PFAC

Suburban's PFAC endeavors to serve as the voice for all patients and their family members and caregivers. However, we recognize that the PFAC membership does not fully represent the many diverse racial and ethnic groups within our patient community. In its 2018 report, the Suburban Hospital PFAC identified the following among its priorities for the upcoming year: "Seek input from communities that are under-represented on the PFAC through community outreach and expansion of the PFAC."

To this end, the PFAC organized a targeted conversation for underrepresented groups on January 26, 2019. This conversation—referred to as a "café"—gave patients, family members, and care partners the opportunity to participate in a small group discussion and share thoughts on ways to improve the delivery of patient care and the patient and family experience.

Individuals ages 30-65 who had received inpatient care at Suburban over the prior 12 months and are representative of the broad racial and ethnic diversity among our patient population received invitations to the café. Nine guests, including those born in the US, Africa, Asia and India, attended the café. They participated in a robust two-hour conversation in response to the following questions:

1. Why did you choose to come out today?
2. What are 1-2 words you think of when you think of Suburban Hospital?
3. What does patient- and family-centered care mean to you?
4. How can caregivers at Suburban Hospital better understand and meet your health care needs?

Nicole Iarrobino, MS, Senior Project Administrator, Patient Relations and Patient and Family Advisory Councils from the Johns Hopkins Health System in Baltimore, provided organizational assistance and facilitated the discussion.

All café participants provided thoughtful and heartfelt feedback about their patient experiences, the experiences of their family members, or both. All had very positive things to say about their stay at Suburban Hospital, even as they suggested areas for improvement.

Attendees were also asked to consider participation on the PFAC. Two café participants expressed interest, and one joined the PFAC in March 2019. Suburban is in the early stages of planning another café in spring 2020, seeking input from voices not represented in its January event.

### III. OTHER ACTIVITIES

## Armstrong Institute Patient- and Family-Centered Care (PFCC) and Critical Care Clinical Communities Partner to Implement Patient- and Family-Centered Care Best Practices

As described in last year's annual report, Leo Rotello, MD, Director of Critical Care Medicine at Suburban and Co-Chair of the Armstrong Institute's Critical Care Community—along with Suburban PFAs Toby Levin and Barbara Kahl—developed a program to recognize clinical care units for the implementation of PFCC best practices across JHM. Award eligibility requires written documentation supporting core PFCC best practices, as well as documentation demonstrating how these practices are communicated to patients and families. Platinum, gold, silver or bronze award levels reflect the degree to which a unit demonstrates the key elements of the core PFCC best practices.

This joint program with the Armstrong Institute's PFCC Clinical Community and Critical Care Community resulted in four units across JHM receiving awards at the 2018 Armstrong Institute Clinical Excellence Program. Suburban's Intensive Care Unit received the Gold Award for demonstrating the implementation of three core PFCC best practices: 24/7 Family Presence, Bedside Shift Report, and Multi-disciplinary rounds at the bedside.

During the award program's second year, Dr. Rotello, Barbara and Toby continued to serve on the program's Executive Committee (EC). New members of the EC from Suburban include ICU nurse Margery Donovan and Critical Care physician Amirali Nader, MD. This year the EC received 10 applications from all hospitals in the JHM system, including two from Suburban.

Award presentations are again scheduled to be part of the annual *Armstrong Institute Clinical Excellence Award Program* later in 2019.

## PFAC 2019 PFCC Leadership Award

Each year Suburban's PFAC presents the PFCC Leadership Award to those within the hospital who best exemplify the tenets of patient- and family-centered care. Suburban's Environmental Services Team of approximately 70 employees received the 2019 award for its outstanding work in keeping the entire hospital hygienic. A hygienic hospital is a safe hospital, lessening the chance that infections will spread among patients, visitors and staff. During FY 2018, EVS staff repeatedly and consistently exceeded goals for patient experience.



**PFAC Co-Chair Steve Bokar presents the 2019 PFCC Leadership Award to Tamika Rudder, Director of Environmental and Linen Services and staff member, Delmy Navarro.**



**Kathleen McGuinness giving her presentation on a patient’s perspective at the Hopkins Celebration of Clinical Excellence.**

## Suburban PFAC Member Provides the Patient’s Perspective at Johns Hopkins Celebration of Clinical Excellence

Kathleen McGuinness, a long-time Suburban PFA, addressed JHM physicians at the fourth annual Johns Hopkins Celebration of Clinical Excellence. Kathleen’s presentation, titled “A Patient’s Perspective” was followed by the Patient- and Family-Centered Care Awards (See page 9) presentations by Dr. Rotello.

*Suburban’s PFAs work with staff on a wide range of initiatives, in addition to those described above, to help build the patient- and family-centered Culture at Suburban. These collaborations are summarized in the following chart.*

### PFAC COLLABORATION

#### Organization Name

**Adult Medicine 4400 Unit Council**

**Armstrong Institute Patient and Family Centered Care Clinical Community**

**Campus Enhancement Project User Groups**

**Diabetes Champions**

**Clinical Decision Unit Advisory Council**

#### Purpose

PFAs work with staff on unit initiatives.

Representatives of all JHM PFACs participate to promote patient- and family-centered care and harmonize PFACs across the system. Vicki Stearn, a Suburban PFA, is the Clinical Community Co-Chair.

PFAs serve on multiple user groups providing direction on the design of the new building including patient rooms, lobby area, dining services, conference center and wayfinding.

PFAs participate in the diabetes education program for nurses, clinicians, staff and patients.

PFAs meet with unit leaders to provide advice on unit initiatives.

## Organization Name

### Comprehensive Unit-based Safety Program (CUSP) Committees

## Purpose

The goal of CUSP is to build a strong patient safety culture. CUSPs identify “defects,” analyze root causes and devise solutions. A “defect” is anything that might lead to preventable patient harm. Each CUSP includes a PFA. For example, PFAs worked with the ED CUSP on communication and handoffs, Perioperative CUSP on handoffs and with a general medical unit CUSP.

### Discharge Planning

PFAs participate on interdisciplinary group working to improve the discharge process.

### Emergency Department Collaborative

PFAs work with ED staff to review ED operations in pursuit of speedy, safe and effective patient treatment.

### Ethics Committee

Small group of physicians and others, including PFAs, discusses ethical issues raised by patient care.

### EPIC Work Groups

System wide work to improve My Chart, an online portal that allows patients to view much of their medical record online, request appointments and communicate with providers.

### Falls Team

PFAs are part of Nursing’s Quality, Safety, and Service Council focusing on reducing the incidence of falls.

### General Surgery/Trauma Unit Council

PFAs work with staff on unit initiatives.

### Glucose Control Steering Committee

Interdisciplinary group, including PFAs, work to improve diabetes care and education among patients.

### Hospitalist Communication Initiative

PFAs conduct patient/family interviews to gather feedback on hospitalist communication.

### Infection Control Committee

PFAs work with staff to review incidence of infections.

### Intensive Care Collaborative

Interdisciplinary group, including PFAs, that reviews metrics for performance and discusses issues and initiatives to advance delivery of care to ICU patients.

### Medical Quality Committee of the Board

PFA Co-Chair participates in this Board committee responsible for reviewing the quality of medical care.

### MERIT (Medication Error Reduction Improvement Team)

PFAs participate on this team as part of the Nursing Quality, Safety and Service Council focused on reducing medication errors.

### Mobility Initiative

PFAs are involved as part of the Nursing Quality, Safety and Service Council focusing on promoting patients’ early mobility.

### My Chart Bedside

PFAs work with both system-wide group and Suburban on implementation of My Chart Bedside.

### Oncology Unit Council

PFA works with director and staff on unit initiatives.

### Pain Management

PFA works with staff to deal with pain management and opioid overuse.

### Patient Education JHM

PFAs work with Thomas Bauer, Senior Director of Patient and Family Education at JHM, on health literacy.

## Organization Name

**Patient Handbook**

## Purpose

PFAs work with a cross-departmental team to revise Suburban's Patient Handbook.

**Pharmacy and Therapeutics Committee**

Interdisciplinary team, including PFAs, that reviews pharmacy and drug processes and practices.

**Patient Safety Committee**

PFAs work with staff on learning from root cause analyses (RCA), Hopkins Event Recording Online (HERO) events, Near Miss and Precursor events.

**Security Improvement**

PFA works with staff on improving building security.

**Readmissions**

Interdisciplinary committee, including PFAs, that reviews and coordinates initiatives to reduce readmissions.

**Service of Remembrance**

PFAs, working with spiritual care, nursing and others, plan annual spring memorial service to honor patients who died the prior year.

**Wayfinding**

PFA involvement with planning signage and wayfinding for new hospital.

**Workplace Violence**

PFA involvement with Suburban Team working to create a safe environment for staff, patients and visitors.

## LOOKING FORWARD, 2019-2020

In addition to continuing many of the activities described above, the PFAC will focus on supporting Suburban's patient- and family-centered culture, as well as the process of transitioning patient care into the new building. The PFAC will also work to ensure that its new Patient and Family Resource Center is of value to patients, families and the public, while continuing to include and listen to the diverse patient voices that make up the Suburban community.

As noted under the "Strengthening the Voice of the PFAC" section on page 8, the PFAC will continue to seek the input of populations not currently represented on the group, and, where possible, add members of these populations to the organization.



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