



**First Hand Experience:
The AHRQ Hospital Value and
Efficiency Item Set**

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Our Organization

- Behavioral Health System including:
 - Highland Hospital
 - Highland Health Center
 - Highland Behavioral Health Services



Highland Hospital

- Our mission is to *provide quality behavioral health services to children, adolescents, and adults in a caring environment.*
- Our values include:
 - Quality Care
 - Patient-centered environment
 - Innovation
 - Fiscal Responsibility



Our Hospital

- 80 acute care psychiatric beds for children, adolescents and adults
- 24 Psychiatric Residential Treatment Facility beds for longer term residential care of children ages 4-14
- Planning a 40 bed residential treatment facility for adults with substance use disorder



Our Workforce

- 400 people across the system (about 280 FTEs).
- Team focused approach to care.
- RNs, LPNs, Behavioral Health Technicians, Therapists, Case Managers, Psychiatrists make up the care team.
- All are employed by the hospital.
- Extremely engaged Medical Staff and Director group.



Administration of Survey

- In early 2014, I was less than a year into my tenure as CEO and was in the assessment mode.
- AHRQ invited us to participate in the Hospital Value and Efficiency Survey.
- We accepted and were selected.
- We invited a sample of 200 employees to complete the survey.
- After many reminders, we had
84 responses
(42% response rate)



Demographics of respondents

- 70% Clinical
- 8% Administration, quality, risk management, patient safety, HR
- 6% Financial/Billing
- 4% Housekeeping
- 2% Facilities
- 1% Dietary
- 1% Security
- 8% Other



Demographics of respondents

- 35% Nursing Staff (RN/LPN)
- 15% Manager, Department Manager, Administrator
- 11% Office Staff
- 6% Behavioral Health Technician
- 6% Psychologist or Social Worker
- 4% Senior Leader, C-Suite
- 23% Other

Tenure with Hospital

- 15% Less than 1 year
- 35% 1-5 years
- 18% 6-10 years
- 13% 11-15 years
- 13% 16-20 years
- 5% 21 years or more

Hospital Value and Efficiency Item Set

● **RESULTS AND
RESPONSES**



Section A: Empowerment to Improve Efficiency

Item 1. We are encouraged to come up with ideas for more efficient ways to do our work.

55% Positive

15% Neutral

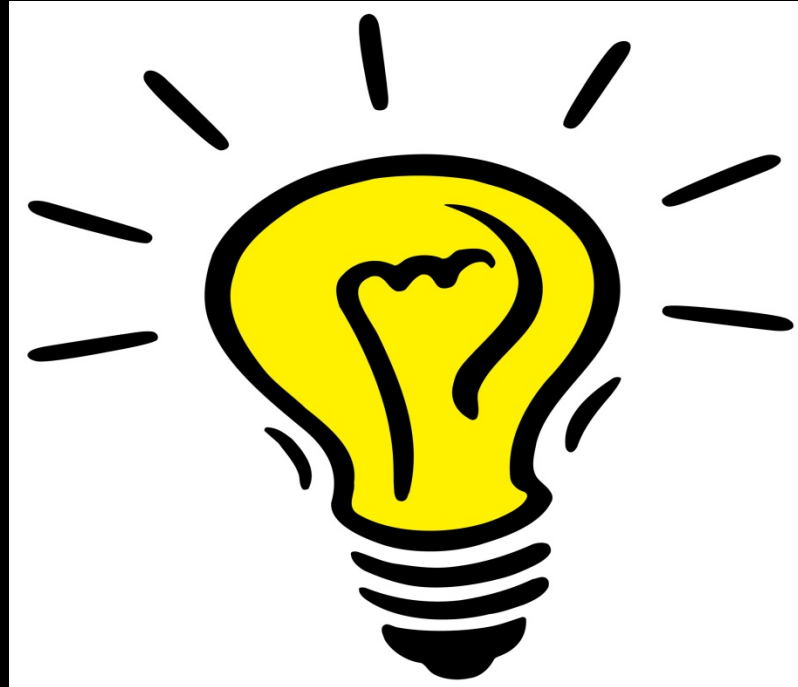
30% Negative

All pilot hospitals:

72% Positive



Response: Million Dollar Idea Contest



Section C: Patient Centeredness and Efficiency

Item 3. Patient and family member preferences have led to changes in our workflow.

57% Positive

23% Neutral

20% Negative

All pilot hospitals:

67% Positive



Response: Quiet Zones

- We measure patient experience every time a patient is discharged. For the previous several years, noise was a major dissatisfier, but we didn't have a single initiative to address.
- Staff driven project to decrease noise during sleep time. PDSA process revealed 10 immediate interventions.



Section E: Experience with activities to improve efficiency

In the past 12 months...

Item 4. I looked at visual displays or graphs to see how well my unit was performing.

26% Yes

74% No

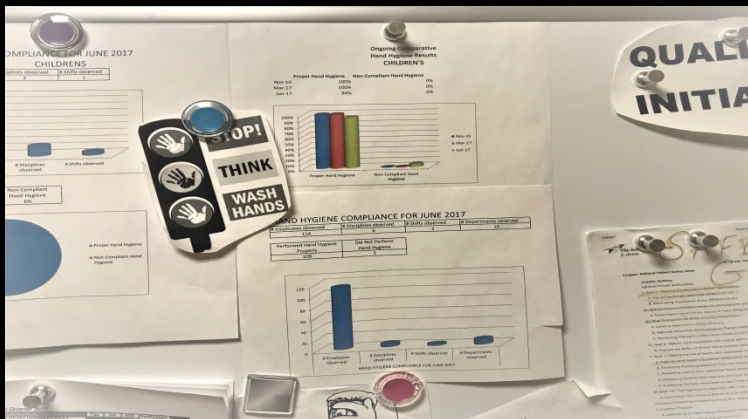
All pilot hospitals:

63% Yes



Response: Unit Based Quality Boards

- Quality indicators graphed by units
- Quality boards updated monthly with new results on each unit
- Results reviewed in monthly staff meetings
- Strategies for further improvement come from staff members



Section E: Experience with activities to improve efficiency

In the past 12 months...

Item 7. I served on a team or committee to make a work process more efficient.

31% Yes

69% No

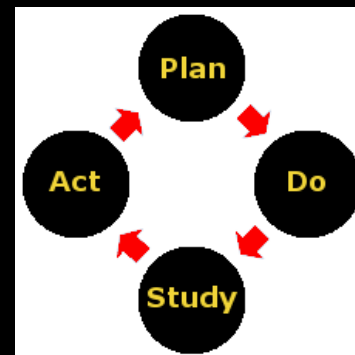
All pilot hospitals:

37% Yes



Response: High Reliability Organization Concepts

- Key characteristic of a highly reliable organization is deference to expertise – leaders listen to and seek advice from front line staff who know how processes really work and where risks arise
- PDSA process includes all staff involved in activity



Conclusion

- The survey helped our organization considerably.
- Most importantly, as a new CEO, it gave me a temperature reading on staff inclusion in processes, the use of data to improve care and efficiency, and the need for more patient centered actions.
- The results have driven many changes.
- We will re-administer the item set this year to analyze changes in staff perceptions of value and efficiency.

