





WHAT'S *Right* IN HEALTH CARE



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Pain Management at End Of Life: Using Key Words for Excellent Clinical Results

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Presentation Objectives

At the conclusion of the presentation participants will be able to:

- Demonstrate the value of leaders engaging the interdisciplinary team in managing pain
- Define 'key words at key times' to achieve pain management
- Create a template for implementing and hardwiring key words
- Understand the methods used to demonstrate very good clinical care and outcomes

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Defining the Problem

Family satisfaction scores for
"Control of Patient's Pain"
did not meet the organizational
expectations for "very good" care.

Family Satisfaction Measurement Tool

- Measurement scale
 - Very Poor
 - Poor
 - Fair
 - Good
 - Very Good
- Focus on response "good" and "very good"

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Measure

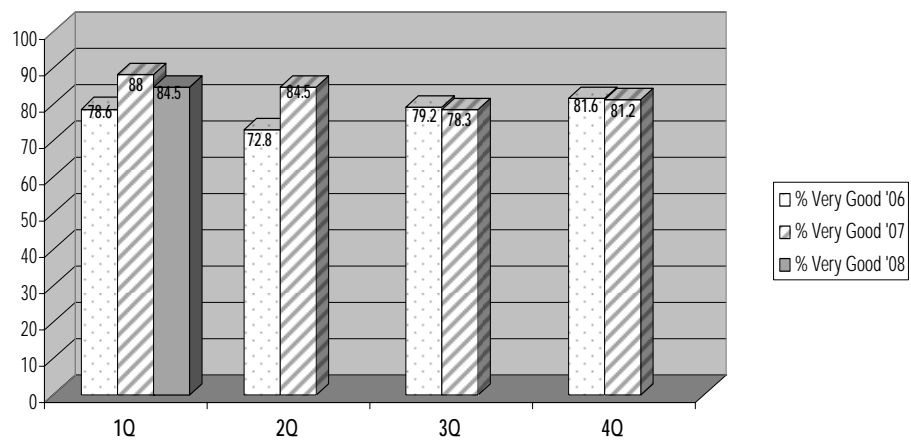
Performance Baseline Measurement:

- Review of data 2006 to determine trends

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Control of Patient's Pain
% Very Good Comparison
2006 thru 2008



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Analyze

Control of Patient's Pain

- A strategic plan was formulated to focus on improving clinical outcomes as measured through family satisfaction

Analyze

- The leadership team began exploring reasons for results

Possible answers:

- Inconsistent practices among the disciplines
 - Lack of standardization during visits/contact
- Inadequate pain assessment and follow up by the Interdisciplinary Team
- Staff unaware of relationship between their care, clinical outcomes and the family satisfaction results
- Family expectations

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Analyze

- An interdisciplinary work group was created to:
 - Probe discipline specific practices
 - Identify potential gaps (failure points)
 - Identify skill sets among disciplines
 - Identify resistance to looking at things differently
- The groups' goals were established:
 - Identify solutions
 - Recommend redesign processes
 - Own the process and results
 - Improve outcomes – focus “good” to “very good”

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Analyze Discipline Specific Practices

- Evaluated skill and clinical practice by discipline to determine:
 - How pain was addressed by discipline
 - What words were used by staff to express concern about pain
 - How were patients/families involved in the discussion of pain and expectations for comfort

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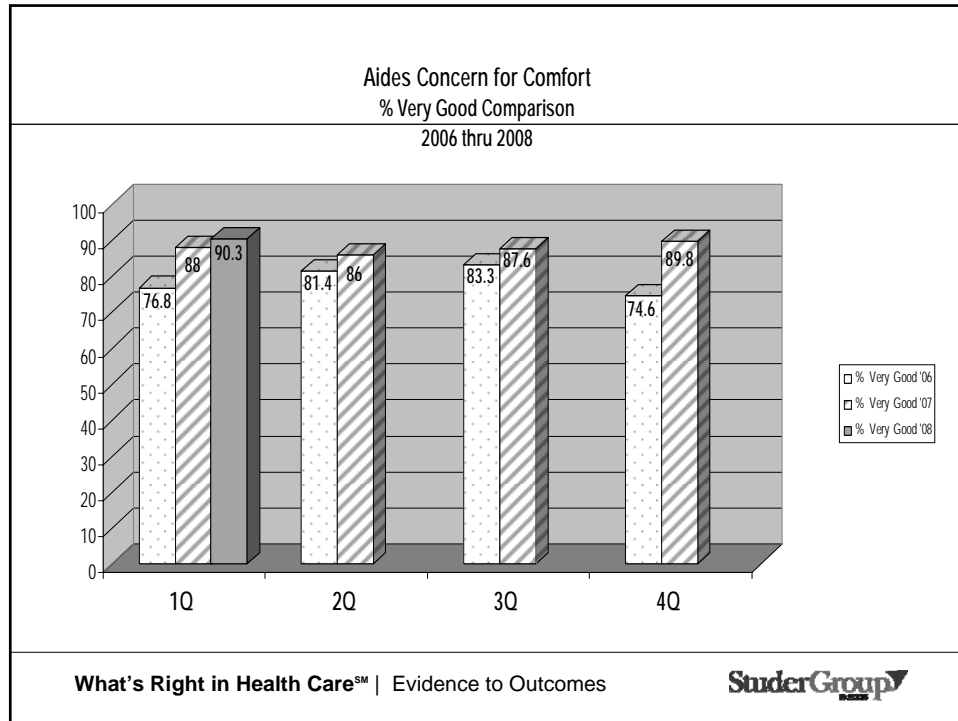
Analyze Discipline Specific Practices

- Evaluating
 - Evidence based data used to link relationship between clinical care and “perception of care”
 - Determine ownership – who “owns” the results
 - Leaders
 - Staff

Analyze Other Considerations

- Of all patient care providers, who spends the most time with the patient and family?
- What else could influence perception of care related to pain and comfort?
- Determined over the course of care, Certified Home Health Aides spend more time providing direct patient care than any other discipline.
- Included “Aides Concern for Comfort” in the data analysis.

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Results

- Inconsistent approach each patient contact, each discipline, every time
- Variability in clinical practice affecting quality of care, outcomes and perception of care
- Staff unaware of correlation between clinical care and quantification of clinical outcomes measured through family satisfaction

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StuderGroup

Redesign

"Key Words at Key Times"

- Key words means developing a script for use with each patient/family contact
- Scripting creates consistency and reduces variability
- Key words should be used in priority areas to improve outcomes

Redesign

- Key words/scripting developed for each discipline based on scope of practice
- Rounding tools developed to measure consistency
- Initially, staff were uncomfortable with the idea of using key words
- Consistent messaging from leadership helped drive change

Key Words at Key Times

- **Nursing:**

I am concerned about your comfort...let's give a number to rate your pain.

Always

Key Words at Key Times

- **Home Health Aides**

Are you having any pain or discomfort?

Your comfort is my concern.

Always

Key Words at Key Times

- **MSW's and Chaplains**

Hospice is about ensuring your comfort...are you having pain or discomfort now?

Always

Key Words at Key Times

- **Volunteers**

Your comfort is important to us.

Always

Bold Move

- Developed Integrative Therapy Services to compliment the notion of *improving comfort*
- Trained and certified entire CHHA staff (24 full time equivalents) in Integrative Therapies
 - Healing Touch
 - Gentle Reflexology
 - Aromatherapy
 - Reiki
- Integrated complimentary care services into personal care services

Redesign

Time to standardize processes

H-A-R-D-W-I-R-E

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Hardwire

- Measure and Monitor
 - Rounding
 - Supervisory phone calls 7-10 days after admission
 - Quarterly supervisory visits with field staff
 - In office rounding
 - Feedback
 - Frequent feedback to staff
 - Role modeling desired behaviors

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Hardwire

- Measure and Monitor
 - % of patients whose comfort is within their acceptable level within 48 hours of admission to hospice
 - Frequent review of family satisfaction "Control of Pain" and "Aides Concern for Comfort"
- Participation in State & National Benchmarking

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Hardwire Leader Accountability

Accountability - Alignment

- All **leader** quarterly and annual evaluations include measurable outcomes related to "Control of Patient's Pain"

Hardwire Staff Accountability

- Clinical staff annual performance evaluations include measurable outcomes related to their discipline, i.e.
 - Nursing – Control of Patient's Pain
 - CHHA – Aides Concern for Comfort
 - MSW – Rating of the social worker
 - Spiritual Care – Rating of the chaplain

What We Know

- Patient comfort is the cornerstone of hospice care and is the responsibility of all hospice team members.
- Patient comfort must be assessed and monitored at each patient contact
- Key words, hardwiring and accountability help change the culture
- Empowering IDT to “own” clinical outcomes synergized the culture

“Must” Haves For Success

- Desire to improve
- Leadership support
- Data which supports need for change
- Methodology to gain and sustain change
 - Prescriptives and Tools
 - Key Words at Key Times
 - Rounding
 - Hardwiring
 - Accountability

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Celebrate

- Share the results and celebrate the successes with staff on an ongoing basis!!!
- Thank You Notes
- Other Rewards and Recognition

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QUESTIONS

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Thank You!

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