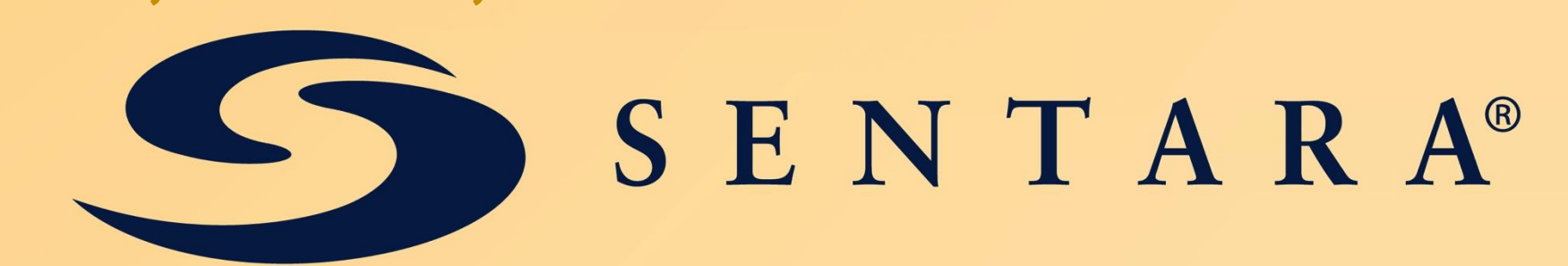# sentara nurse

Examining the Impact of Situational Leadership Training on Customer Service Scores

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Problem and Background

- The Centers for Medicare and Medicaid Services (CMS) introduced Hospital Consumer Assessment of Healthcare Providers & Systems (HCAHPS), a nationally standardized survey, to capture patients' experiences during their hospitalization.

- HCAHPS includes a core set of questions that can be combined with a broader, customized set of hospital-specific items, to quantify the patient experience.

- CMS uses top-box (75th percentile) scores to measure the patient experience and, in part, to reimburse hospitals for care provided.

- Over the past several years, the study hospital has not consistently maintained gains in HCAHPS top-box scores. In 2013, the study hospital Leadership Team implemented the IMPACTR program to improve the patient experience.

- The IMPACTR program incorporates situational leadership and is designed to reduce variation in care and improve the patient experience by providing excellent customer service to every patient admitted to the hospital and their family.

- Top-box scores are used to measure efficacy following program implementation. The study hospital categorized HCAHPS survey items into nursing and service patient experience bundles to focus staff attention on customer service

Specific Aims/Research Question

This study aims to explore differences in top-box scores for the nursing and service bundles following implementation of the IMPACTR program. The research questions included:

1. Is there a difference in top-box scores for *Overall Hospital Rating* following the implementation of the IMPACTR program?

2. Is there a difference in the top-box scores for the service bundle (*Room Cleanliness)* following implementation of the IMPACTR program?

3. Is there a difference in the top-box scores for the nursing bundle (*Pain Well Controlled, Got Help Going to the Bathroom as Soon as Wanted, Got Help as Soon as Wanted, Nurses Listened Carefully, Nurses Explained Things Understandably, and Nurses Treated You with Courtesy/Respect*) following implementation of the IMPACTR program?

Evaluation Strategy

- This was a descriptive study with secondary data analysis for a 210-bed, level III community hospital with >50% Medicare/Medicaid population. Data analyses included all returned survey results computed by the NRC Picker group.

- July 2012-January 2013 was the pre-education period with March 2013-September 2013 the post-education period.

- To examine significant differences in care ratings from pre-education to post-education periods, *chi-square tests of independence* were conducted: (1) across all hospital units' care ratings for each health service outcome; and (2) within each unit for each health care rating.
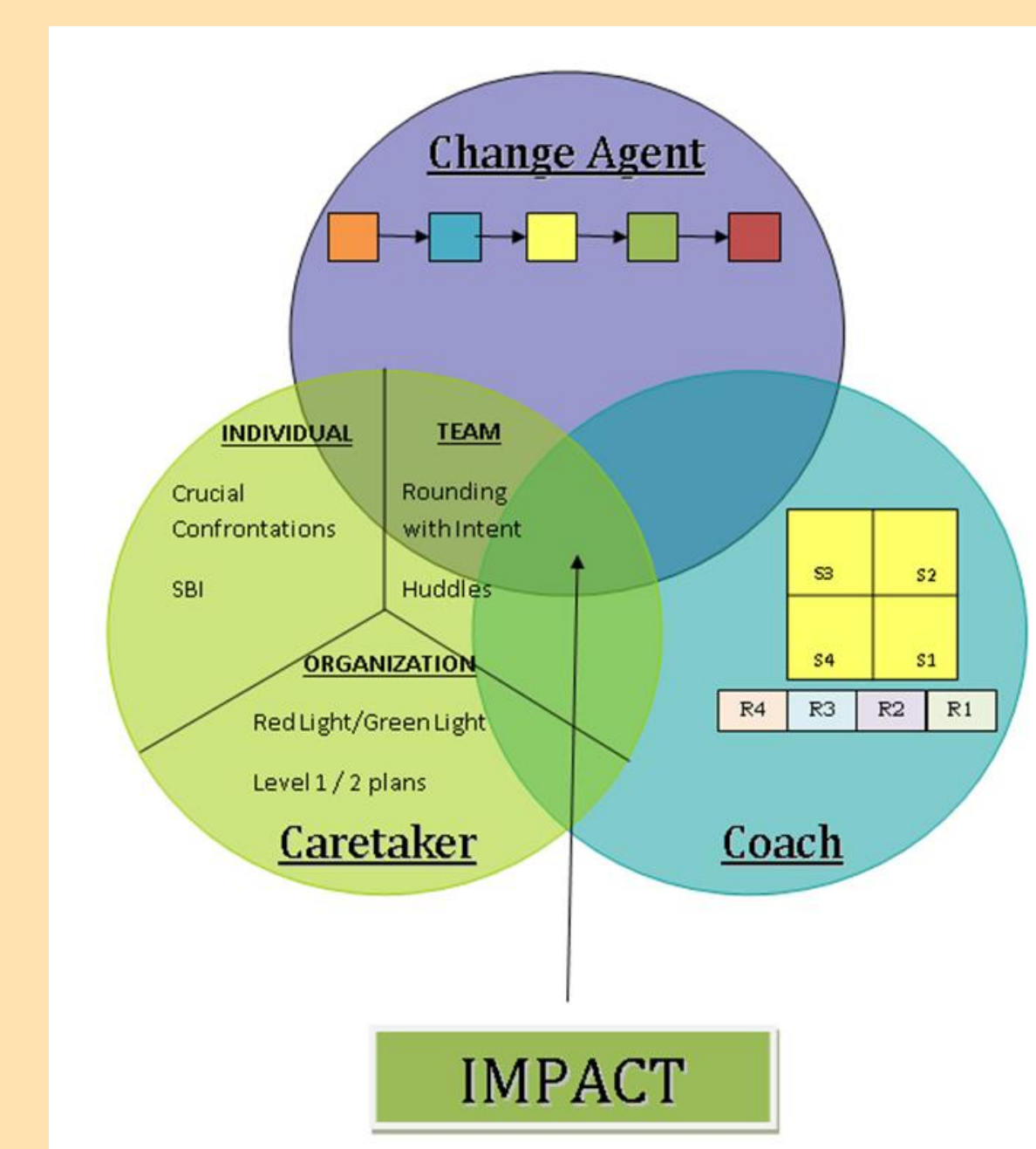
Findings

Table 1 . HCAHPS Scores by Study Phase

HCAHPS Survey Select Items	IMPACTR Program Study Phase					
	Pre-Education n=1123			Post-Education n=1161		
Hospital Rating	*Proportion*	Lower 95% CI	Upper 95% CI	*Proportion*	Lower 95% CI	Upper 95% CI
Overall Hospital Rating	0.756	0.755	0.757	0.782	0.781	0.782
Service Bundle	*Proportion*	Lower 95% CI	Upper 95% CI	*Proportion*	Lower 95% CI	Upper 95% CI
Room Cleanliness	0.709	0.708	0.709	0.745	0.745	0.746
Nursing Bundle	*Proportion*	Lower 95% CI	Upper 95% CI	*Proportion*	Lower 95% CI	Upper 95% CI
Pain Well Controlled	0.669	0.668	0.671	0.689	0.685	0.688
Help Going to Bathroom	0.775	0.774	0.776	0.754	0.753	0.755
Got Help as Soon as Wanted	0.638	0.637	0.639	0.684	0.683	0.685
Nurses Listened Carefully	0.801	0.801	0.802	0.835	0.835	0.836
Nurses Explained Things Understandably	0.780	0.779	0.781	0.801	0.800	0.801
Treated You with Courtesy/Respect	0.899	0.898	0.899	0.899	0.898	0.899

Table 2. Differences in Top-Box Scores: Nurses Listened Carefully

Study Phase	Nurses Listened Carefully			χ^2	p
	Not Top Box	Top Box	Total		
Pre-Education	214 (19.9%)	863 (80.1%)	1077 (100%)	4.280	.039
Post-Education	186 (16.5%)	943 (83.5%)	1129 (100%)		
Total	400 (18.1%)	1806 (81.9%)	2206 (100%)		

Table 3. Differences in Top-Box Scores: Got Help as Soon as Wanted

Study Phase	Got Help as Soon as Wanted			χ^2	p
	Not Top Box	Top Box	Total		
Pre-Education	333 (36.2%)	586 (63.8%)	919 (100%)	4.541	.033
Post-Education	313 (31.6%)	677 (68.4%)	990 (100%)		
Total	646 (33.8%)	1263 (66.2%)	1909 (100%)		

Results

Care Ratings Across Units

- Chi-square analyses examining the differences in *Overall Hospital Rating* or the service bundle were not statistically significant.

- Patients were more likely to report nurses listened carefully (χ^2(1) = 4.280, p = .039, ϕ = .044) following program implementation (See Table 2).

- Patients were more likely to report nurses provided help upon request *(χ^2 (1) = 4.541, p = .033, ϕ = .049)* following program implementation (See Table 3).

Care Ratings Within Units

- None of the units demonstrated statistically significant changes in *Overall Hospital Rating* or the service bundle.

- Unit C demonstrated statistically significant improvement in nurse explanation ratings (χ^2 (1) = 8.592, p = .003, ϕ = .140). Scores improved 11.60 points post-education from 72.4% to 84%.

- Although not significant, Unit E pain control ratings increased 28.2 points and help ratings increased 16.2 points post-education.

Conclusions and Implications

This study addressed the Leadership Team's goal to improve the patient experience by providing excellent customer service to every patient admitted to the hospital and their family.

- Preliminary results support previous literature in that the IMPACTR program improved nurses' awareness of listening to patient needs and providing help as requested. Differences in other scores were not significant.

- Leaders must evaluate their customer service processes, assess gaps, and create solutions to improve the patient experience.

- The IMPACTR program may offer opportunities to improve the patient experience and achieve maximum CMS reimbursement for services delivered.

- This unit sample size was small. A larger sample may more accurately reflect the influence of the IMPACTR program on patient experience.

Contact Information

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