The Patient Experience and Crucial Conversations

Transplant Quality Institute

Jennifer Milton
Executive Director
Clinical Assistant Professor

Disclosures

No Disclosures relevant to this presentation

Objectives

After this presentation you will be able to

- Review the CMS guidelines defining a patient grievance
- Describe key steps in disclosing medical errors
- Identify resources for staff support during and after a sentinel event
- Discuss key concepts in managing media coverage or interest
CMS Guidelines

- 482.13(a)(2) The hospital must establish a process for prompt resolution of patient grievances and must inform each patient whom to contact to file a grievance.

- The expectation is the facility will have a process to comply with a relatively minor request in a more timely manner that a written response.

Ok, What is a Patient Grievance

- A “patient grievance” is a formal or informal written or verbal complaint that is made to the hospital by a patient, or the patient’s representative, regarding the patient’s care (when the complaint is not resolved at the time of the complaint by staff present), abuse or neglect, issues related to the hospital's compliance with the CMS Hospital Conditions of Participation (CoPs), or a Medicare beneficiary billing complaint related to rights and limitations provided by 42 CFR 489.

When a Complaint becomes a Grievance

- If a patient care complaint cannot be resolved at the time of the complaint by staff present, is postponed for later resolution, is referred to other staff for later resolution, requires investigation, and/or requires further actions for resolution, then the complaint is a grievance for the purposes of these requirements.

- A complaint is considered resolved when the patient is satisfied with the actions taken on their behalf.
Addressing Complaints
- When in writing
- It is always considered a grievance.
- This includes email and a faxed letter
- Did your policies support your actions?
- Off-site Complaint preparation

Case Study 1) Email is a Grievance

Tying the Patients to QAPI
Patient Satisfaction & Grievances
- Quality is what you do when no one is looking
- Taking care of the patient like it was your mom

You are caring for someone’s little girl, or their overprotective dad, or a soul mate

Crucial Conversations
When Errors Occur
- Know your hospital policy
- Include in transplant orientation
- Educate your physicians
- Excellent grand rounds
- PLEASE educate your residents

Disclosure
- Let the patient and family know
- Notify the rest of the care team
- Document the error and report it to the hospital safety committee
Disclosure: Crucial Conversations

1) Determine who should be present?
   - For Team
   - For Policy
   - For Patient/Caregivers?

2) Ensure Everyone on Same Page

3) Disclose: Do Your Homework
   - Establish Empathy
   - Explain the Error
   - Make time for all questions
   - Return to make time for new questions

The Importance of Doing Your Homework

When you run a Medical Home

Case Study 2 Getting Everyone on the Same Page

The Second Victim

‘Lifers’

- Homework is just as important here
- Often a systems issues that are overly reliant upon a human’s memory
- Disciplinary Action
- EAP and Counseling
- Make time for all questions & to Support
- Return to make time

Case Study 3: Staff Support

Case Study 3: Doing Your Homework & Making Time
Connecting Back to QAPI

“Reviewable Events”

- Incorporating Recommendations from
  - RCA
  - M&M, Near Misses
  - Other programs
  - Hospital Events
  - National Events
    - Live Donor Hep C transmission
    - Destruction of donated kidney

Case Study 4: Standing up the 6th Time

- Disease Transmission
- Denial of Transplant
- Death of a Live Donor
- Death on the Waiting list
- Patient Safety Events

Crisis Communication Plan

- Case Study 5: A news van drives up

Media Crisis Plan

- A formal plan reviewed every three years

- Follow hospital protocols
- Engage Public Relations early
- Communicate accurate, credible messages about the transplantation program
- Identify spokespeople willing and prepared to talk to media or other constituent audiences about the program
- Identify compelling stories to highlight the human side of the procedure & benefits of transplantation
- Have Prepared
  - Key Facts About Procedure
  - History of Program
  - Likely Questions (for scenarios that have occurred nationally)
Crucial Actions

- Transplant follows its normal protocol.
- Calls are placed to Public Relations
- Appointed Transplant team members meet with Public Relations
- Strategy is reviewed and decides on:
  - Background on event is covered
  - Key messages are developed
  - First-day spokesperson (CMO) for general overview to media
  - Second day spokesperson(s) from Transplant surgeon(s) established

How You Disclosed and Supported Patient & Caregivers

How you informed your entire team & stayed on the same page
How you supported a staff and physicians who were directly involved
How you will learn from this and put systems in place to not let it happen again

Transplant Quality Institute
SPONSORED BY AFDT