

Newton-Wellesley Hospital

Patient and Family Advisory Council

Annual Report FY 2014

October 2013 – September 2014

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Executive Summary

Newton-Wellesley Hospital's Patient and Family Advisory Council contributes to improving services, quality, patient safety, and patient and family experience and engagement at Newton-Wellesley Hospital and in its departments and clinical programs, and to the hospital's community relations. Newton-Wellesley Hospital's Patient and Family Advisory Council (PFAC) is a group of 15 – 20 patient and family members of the hospital who serve as liaison with the hospital's patients, families and surrounding communities, and provide advice and support to the hospital in its efforts to better serve these populations. The PFAC ensures that patient, family, and community perspectives are considered when programs are developed, implemented, and revised. The PFAC is the institutional infrastructure to include patient and family perspective in planning and decision-making.

The PFAC met its goals for FY 2014 that included providing feedback and advice to Newton-Wellesley Hospital departments and programs; educating hospital staff about the PFAC and its value as a resource to learn patient and family perspective in order to improve experience, services, quality, safety, engagement, and reduce waste; increasing the number of hospital departments and programs that turn to the PFAC for advice; increasing the number of committees PFAC members serve on; providing continuing education opportunities for PFAC Members, and recruiting and on-boarding new members.

In FY 2014, PFAC Members gave advice from the patient and family perspective to department leaders from:

- Integrated Care Management Program (iCMP)
- Newton Wellesley Outpatient Surgery Center (NWOSC)
- Spiritual Care Department
- Division of Child and Adolescent Psychiatry
- Partners HealthCare Patient Portal

PFAC members participated on the following committees:

- The Patient Safety Steering Committee
- The Cross Continuum Team
- The Planning Committee for Newton-Wellesley Hospital's Annual Geriatric Conference
- The PFAC Membership Committee

FY 2014 was the first year PFAC Members served on the Patient Safety Steering Committee.

In FY 2014, PFAC Member continuing education focused on:

- Adolescence and self-harm

- The connection between physical, mental and emotional health Educating PFAC Members about current issues in healthcare, and responding to their health-related interests is valued by all PFAC Members. Opportunities for continuing education provide information that helps PFAC Members fulfill their advisory responsibilities.

The PFAC gained two new Members, and two long-time PFAC Members cycled off.

The *Newton-Wellesley Hospital Patient and Family Advisory Council Resource and Members Guide* was published and distributed to all PFAC Members. *The Guide* is a compendium of information about Newton-Wellesley Hospital's PFAC including meeting minutes, PFACs in general, Newton-Wellesley Hospital, and Partners HealthCare, and was designed to facilitate PFAC Member onboarding, facilitate communication, and serve as a resource about many topics related to the work of the PFAC.

PFAC Members participated in three conferences. At the international Beryl Institute Patient Experience conference in Chicago, Newton-Wellesley Hospital PFAC Members presented on using PFAC feedback to improve patient experience in the Gastrointestinal Unit and Emergency Department as evidenced by improved patient satisfaction scores. Locally, Newton-Wellesley Hospital PFAC Members participated in two PFAC conferences: a Partners HealthCare PFAC Symposium, and a state-wide PFAC Conference convened by Health Care For All. PFAC Members who attended the conferences reported on the conferences to the whole PFAC and shared key take-aways.

EngagingPatients.org recognized Newton-Wellesley Hospital for the hospital's patient engagement work relating to its Patient and Family Advisory Council.

History

The Newton-Wellesley Hospital Advisory Council was created in 2005 to help the Hospital identify opportunities to better serve its patients, families, and surrounding communities and facilitate the realization of those opportunities. In 2009, the Newton-Wellesley Hospital Advisory Council became the Newton-Wellesley Hospital Patient and Family Advisory Council, increasing its focus on patients and the patient and family experience. Past accomplishments (prior to FY 2014) include:

- Providing feedback and advice that improved services, operations, quality, and patient and family experience in the:
 - Geriatric Unit
 - Maternity Department
 - Emergency Department
 - Gastroenterology Unit
 - Innovation Units
- Inspiring the “Joanie” – a better hospital gown in the Women's Imaging Center. The Joanie is an improved hospital gown that provides better coverage, is easier to put on, take off, and has style, and was developed as a response to PFAC insights about the limitations of existing hospital gowns. See the *Boston Globe* article http://www.boston.com/yourtown/newton/articles/2009/02/22/stitching_together_dignity/
- Participating on hospital committees (Cross Continuum Team, Newton-Wellesley Hospital Annual Geriatrics Conference) providing patient & family perspective
- Aiding in the development of a multi-pronged, community mental health program. The Advisory Council reinforced the need for mental health services for the community at all stages of life, but in particular for children and youth leading to the development of Newton-Wellesley Hospital's *Crisis in the Classroom* program that brought together experts in child psychiatry and child development with parents and first-responders: teachers, principals, guidance counselors, school nurses, and law enforcement. In November 2009, Newton-Wellesley Hospital provided a one-day in-service training for 175 first-responders.
- Contributed to the design of new construction for the Emergency Department and Vernon Cancer Center
- Providing key information to expand vaccine clinics to surrounding towns
- Providing key feedback for the hospital's website, logo, communications to patients and families, way-finding, and for new service ideas
- Identifying trends in new media adoption by patient and family members for communication planning

Mission Statement

The mission of Newton-Wellesley Hospital's Patient and Family Advisory Council (NWH PFAC) is to serve as a liaison with the patients, families, and communities served by Newton-Wellesley Hospital and to support the Hospital as it endeavors to better serve these populations.

Members of the Council draw from their own health care experiences (at Newton-Wellesley Hospital and elsewhere), the experiences of their families and the experiences of their fellow community members to provide input and feedback to Newton-Wellesley Hospital in its quest to increase its positive impact on healthcare delivery in the hospital and in the community. NWH PFAC members support Newton-Wellesley Hospital in advisory and ambassadorial capacities:

- Advising includes participating on Hospital committees and workgroups, input on new product or service development, refining messages for publications, defining new markets, participating in focus groups, and evaluating communication materials.
- Ambassadorial service includes assisting in representing the Hospital at events, or with other organizations.

NWH PFAC members serve as liaisons, communicators, and advisors between Newton-Wellesley Hospital and the patients, families, and communities it serves to ensure that various patient, family, and community perspectives are considered when programs are developed, implemented, and revised.

PFAC Organization

Newton-Wellesley Hospital PFAC Charter

Newton-Wellesley Hospital's Patient and Family Advisory Council has a Charter that was ratified by the members of the PFAC on October 13, 2010. The Charter contains the by-laws, policies and procedures that guide the PFAC. The Charter is included in this Annual Report on page 15.

PFAC Member Recruitment

Newton-Wellesley Hospital selects members for the PFAC based on the principles of creating a council that is representative of the communities it serves while bringing a broad range of diverse view points and experience to the PFAC. Members are chosen who are patients of Newton-Wellesley Hospital or a family member of a patient, who are reflective, deliberative and collaborative, and are active in their community (in schools, community groups, business, etc.). Members must be at least 21 years of age.

Members serve a 3-year term that can be suspended, if necessary, for special circumstances.

Referral sources for new PFAC Members include:

- Physicians
- Nurses
- Existing Patient and Family Advisory Council Members
- Administration
- Newton-Wellesley Hospital Volunteer Office
- Newton-Wellesley Hospital website
- Local houses of worship
- Local public health agencies

PFAC Member Selection Process and On-boarding

- Membership Process
PFAC Membership Committee reviews application; if yes -> Interview; if yes -> Acceptance. (If no, refer to Newton-Wellesley Hospital Volunteer Office.) If accepted -> Orientation process begins
- Orientation
 - New Member Kit
 - Welcome Letter
 - Charter
 - Information about Newton-Wellesley Hospital and its programs - existing collateral
 - Brief history of Newton-Wellesley Hospital PFAC
 - Recent meeting minutes
 - *Newton-Wellesley Hospital PFAC Resource & Members Guide*
 - Confidentiality Agreement
 - Hospital Tour
 - New Member Mentoring: Pairing of seasoned and new members

Council Structure

Current number of members: 15 volunteers, and 3 hospital representatives who organize, lead, and record the meetings with input from volunteer PFAC members. The Patient and

Family Advisory Council reports into the Department of Quality and Patient Safety, and the Department of Public Affairs and Marketing.

PFAC Governance

The PFAC is Co-chaired by the Directors of the Department of Public Affairs and Marketing and the Department of Quality and Patient Safety.

Terms of Participation

The Newton-Wellesley Hospital PFAC meets four times per year on Wednesday evenings from 6:30-8:30 pm in a conference room on the Newton-Wellesley Hospital campus. In addition to attendance and participation at the quarterly meetings, members serve on committees and workgroups as needed.

Reporting Mechanisms

Meeting agendas are distributed to all members prior to the meeting. Minutes are taken at each meeting and distributed to members. Minutes, subcommittee reports and annual reports are submitted to Hospital leadership and the Hospital's Board of Trustees upon request.

Recognition Programs

Volunteer PFAC Members are regularly recognized for their effort and contributions in time and thought, and annually receive a small gift from the Hospital.

FY 2014 Accomplishments and Activities

Meeting Dates

The Newton-Wellesley Hospital Patient and Family Advisory Council meets as a full Council four times per year on the hospital's campus, and in FY 2014 convened on:

- October 9, 2013
- January 15, 2014
- March 19, 2014
- May 21, 2014

Key Projects and Accomplishments

Key Projects and Accomplishments in FY 2014 for the Patient and Family Advisory Council were:

1) PFAC Advice to Hospital Departments and Affiliates

Gave feedback to four departments from the patient and family member perspective:

- a. The Integrated Care Management Program (iCMP) – Advised iCMP Program Manager and staff how to improve recruitment communications to patients to increase patient participation and adherence to program
- b. Newton-Wellesley Outpatient Surgery Center (NWOSC) – Advised Nurse Manager how to improve written discharge instructions, and pre, post, and day of surgery instructions to patients and family members so as to increase patient and family members' understanding and adherence to improve outcomes
- c. The Spiritual Care Department – Advised department head about programming for patients and family members, and communications to increase patients' and family members' awareness of these services
- d. The Division of Child and Adolescent Psychiatry – Shared with Division Chair about distressing trend of self-harm among adolescents in the surrounding communities

2) Committee Participation

PFAC Members participated on committees:

- a. Patient Safety Steering Committee (2013-2014 was the first year PFAC Members served on this committee)
- b. Cross Continuum Team
- c. Annual Newton-Wellesley Hospital Geriatrics Conference Planning Committee
- d. PFAC Membership Committee

3) Published and Distributed Newton-Wellesley Hospital PFAC Resource Guide

Published the *Newton-Wellesley Hospital Patient and Family Advisory Council Resource and Members Guide* and distributed it to all Newton-Wellesley Hospital PFAC Members for use as a resource during their tenure on the PFAC and to facilitate on-boarding.

4) Continuing Education

Newton-Wellesley Hospital PFAC Members learned about:

- a. The value of coordinated care to improve the health and well-being of chronically ill patients. PFAC Members learned about a proven, successful

- coordinated care program that improves the health and well-being of chronically ill patients while lowering overall costs of care. This program is being implemented in patient-centered medical homes affiliated with Newton-Wellesley Hospital
- b. Newton-Wellesley Outpatient Surgery Center's first year of operation and its work to improve communications to patients and family members in order to improve patient experience and outcomes
 - c. The important role of spiritual care in helping patients heal and the broad range of spiritual care Newton-Wellesley Hospital offers patients to help them heal
 - d. Self-harm and adolescence: In response to a PFAC Member request, the Chair of the Division on Child and Adolescent Psychiatry spoke with PFAC Members about Self-harm – what it is, its prevalence, and how to speak with young people about self-harm.
- 5) *Increasing Integration of PFAC with Newton-Wellesley Hospital Departments and Staff*
 Healthcare Quality Week (October 21-25, 2013) focused on the PFAC, to raise awareness among hospital faculty and staff about the Patient and Family Advisory Council and that it is a proven tool to increase quality, safety and patient engagement and patient satisfaction at Newton-Wellesley Hospital. More than 200 people learned about the PFAC through an interactive table display and hand-outs, and more were reached via an article in the internal hospital newsletter. Activities included:
- a. Leadership Institute information booth on October 17
 - b. Information and Activity Booth at Newton-Wellesley Hospital during lunch, October 21-25, staffed by PFAC Members and Department of Quality and Patient Safety staff
 - c. Article in *Take Note*, the hospital's internal newsletter, *Using Newton-Wellesley Hospital's Patient and Family Advisory Council to Improve Quality, Safety, and Patient Satisfaction*, September 2013
- 6) *Contributed to the New Partners HealthCare Patient Portal*
 The PFAC reviewed and provided feedback on the design of the new Partners HealthCare patient portal.
- 7) *PFAC Members Presented at The Beryl Institute Patient Experience Conference 2014*
 PFAC Members presented a breakout session, *Using PFAC Feedback to Improve Patient Experience in the Emergency Department and Gastrointestinal Unit*, at The Beryl Institute Patient Experience Conference 2014 in Chicago, an international conference focused on improving the patient experience. The breakout session focused on successes at Newton-Wellesley Hospital of using Patient and Family Advisory Council advice to improve patient experience as evidenced by increased patient satisfaction scores.
- 8) *PFAC Members Participated in Two PFAC Conferences*
 PFAC Members participated in two PFAC conferences: the Partners Healthcare PFAC Symposium, and the Health Care for All PFAC Conference
- 9) *EngagingPatients.org Recognized Newton-Wellesley Hospital*
 EngagingPatients.org recognized Newton-Wellesley Hospital for the hospital's patient engagement work relating to its Patient and Family Advisory Council

Giving Advice and Feedback from the Patient and Family Perspective

The Patient and Family Advisory Council is a resource for Newton-Wellesley Hospital in many ways. One way is to provide insight from the patient and family perspective to hospital administrators, physicians, and nurses. Newton-Wellesley Hospital Patient and Family Advisory Council Members provide advice to the Hospital, its departments and programs, and referred organizations that are developing or improving services to make them patient-centered, improve quality and patient safety, increase patient engagement, improve communications, and improve the patient and family experience. Over the years, PFAC advice has contributed to improving services, operations, and patient and family experience and engagement in many departments and programs of Newton-Wellesley Hospital; for a complete list please see the PFAC History section.

Committees

Patient Safety Steering Committee

Two PFAC Members began serving on this hospital committee in FY14. The Patient Safety Steering Committee addresses issues of safety for the hospital's patients, families, and employees. The Committee meets monthly. PFAC Members on the Patient Safety Steering Committee presented to PFAC Members about the committee and their work on it.

Cross Continuum Team

Two PFAC Members represent the patient and family perspective on the hospital's Cross Continuum Team (CCT), an effort across Newton-Wellesley Hospital, to improve care coordination from the hospital to home or other care settings in order to reduce preventable hospital readmissions. At CCT meetings, PFAC members spoke about the patient and family experience to hospital staff and staff from skilled nursing facilities, home care, and long-term care organizations. PFAC members on the CCT attend monthly Team meetings and report to the whole PFAC about their work on the CCT.

Annual Newton-Wellesley Hospital Geriatrics Conference Planning Committee

In FY14, one PFAC Member collaborated with the Hospital's Geriatric Nursing Team to represent the patient and family perspective when planning Newton-Wellesley Hospital's annual Geriatric Conference. While one Member was able to attend all the meetings, she actively solicited PFAC Members for their ideas and conveyed these to the larger Planning Committee. These contributions are evidenced in the conference agenda. The conference is open to hospital employees, area health care workers, and community members. The conference, *Current Trends in Geriatrics*, will take place on October 24, 2014.

PFAC Membership Committee

The PFAC Membership Committee spoke with hospital administrators, physicians, nurses, volunteers, and current PFAC Members to identify patients and family members for PFAC membership. Once potential members were identified, the PFAC Membership Committee reviewed their application and interviewed them.

Information about the PFAC, membership responsibilities, and how to apply are available on the Hospital's website, searchable under Patient and Family Advisory Council. Applicants complete a written application and are interviewed by the PFAC membership committee. Two new members joined the PFAC in FY 2014.

Continuing Education

Educating Newton-Wellesley Hospital Patient and Family Advisory Council Members about current issues in healthcare, running a hospital, and issues of concern to PFAC Members is an important facet of Newton-Wellesley's Patient and Family Advisory Council. Teaching PFAC Members about the business and regulations involved with running a hospital helps PFAC Members make more impactful contributions. In FY 2014, PFAC continuing education focused on issues around mental and emotional health and how these strongly influence physical health, and quality of life.

Work Plan for FY 2015

- PFAC Advice to Hospital Departments and Programs
 - Increase number of departments and programs requesting & receiving PFAC advice
- Continuing Education
 - Continue to educate PFAC Members to help them serve as PFAC Members
 - Educate PFAC Members about HCAPHS and Press-Ganey data
 - Share HCAPHS and Press-Ganey data with PFAC Members
 - Continue to respond to PFAC Member requests to learn more about specific topics
- Increasing integration of PFAC with hospital departments and staff
 - Increasing awareness of PFAC among hospital staff and employees
 - Event(s) to educate physicians, nurses and staff about the PFAC
- PFAC member support
 - Distribute *Newton-Wellesley Hospital PFAC Resource and Orientation Guide* to new PFAC members
 - Continue to utilize PFAC Welcome Kit
 - Expand PFAC mentoring program
 - Continue hospital tour program
- PFAC Membership
 - Add new members
- Committees
 - Patient Safety Steering Committee – Two PFAC members represent patient and family perspective on this committee
 - Cross Continuum Team (CCT) – Two PFAC members represent patient and family perspective on CCT
 - Geriatric Conference Planning Committee – Two PFAC members represent patient and family perspective in planning, development, and communication of Newton-Wellesley Hospital’s annual geriatric conference scheduled for fall 2014
 - PFAC Membership Committee – Two PFAC members collaborate with hospital staff to recruit and on-board new members
 - Expand PFAC representation to additional hospital committees
- Measurement
 - Track and measure PFAC feedback to departments and programs

Newton-Wellesley Hospital Patient and Family Advisory Council Charter,
Ratified October 13, 2010

Introduction

The Newton-Wellesley Hospital Advisory Council (the Council) was created in 2005 to help the Hospital identify opportunities to serve its patients and communities better and facilitate the realization of those opportunities. In 2009, the Council became Newton-Wellesley Hospital's official Patient and Family Advisory Council increasing its focus on patients and the patient and family experience. The following is an updated mission statement and charter incorporating this expanded role.

Mission Statement

The mission of Newton-Wellesley Hospital's Patient and Family Advisory Council (NWH PFAC) is to serve as liaison with the patients, families, and communities served by Newton-Wellesley Hospital and to support the Hospital as it endeavors to better serve these populations.

Members of the Council draw from their own health care experiences (at Newton-Wellesley Hospital and elsewhere), the experiences of their families and the experiences of their fellow community members to provide input and feedback to Newton-Wellesley Hospital in its quest to increase its positive impact on healthcare in the Hospital and in the community. NWH PFAC members support Newton-Wellesley Hospital in advisory and ambassadorial capacities:

- Advising includes participating on Hospital committees and workgroups, providing input on new product or service development, refining messages for publications, defining new markets, participating in focus groups, and evaluating communication materials.
- Ambassadorial service includes assisting in representing the Hospital at events, or with other organizations.

NWH PFAC members serve as liaisons, communicators, and advisors between Newton-Wellesley Hospital and the patients, families, and communities it serves to ensure that various patient, family, and community perspectives are considered when programs are developed, implemented, and revised.

Council Structure

The current Council has 17 members of the community. The NWH PFAC will maintain 15-20 members representing patients, families and the surrounding communities. Three Hospital representatives organize, lead and record the meetings, and interface with governmental bodies as necessary.

Member Selection

Newton-Wellesley Hospital selects members for the PFAC based on the principles of creating a council that is representative of the communities it serves while bringing a broad range of diverse view points and experience to the PFAC. Members are chosen who are leaders in the community (in schools, community groups, business, etc.) and who are active and influential in their community. Members must be at least 21 years of age, a patient of Newton-Wellesley Hospital, or a family member of a patient.

Patients of Newton-Wellesley Hospital and their family members who are interested in becoming a member of the Hospital's Patient and Family Advisory Council must submit an application. Applicants will be interviewed by a small group of Council members, at least one being a Hospital representative. All new members will participate in an orientation.

Potential members can be recommended by any member of the PFAC. Additional referral sources include: physicians, nurses, administrators, and the Hospital's Volunteer Office.

Meetings

The NWH PFAC meets four times per year (in October, January, March and May) on Wednesday evenings from 6:30-8:30 pm on the Hospital grounds. Dinner is served. The meeting agenda is set by the Hospital's Director of Public Affairs and Marketing and with input from Council members. The agenda seeks to provide NWH PFAC members exposure to as many Hospital functions and special projects as possible.

Term

Members serve a three-year term with the option of renewing for another term at the discretion of the Council. In addition to attending the four meetings/year, Council members should expect to serve on committees, workgroups, or special projects as needed. In some cases, committees or workgroups may meet more frequently, weekly or monthly, depending on the goal of the committee or workgroup.

Members may request to be removed from the PFAC, may be asked to step down, or may request a hiatus from active PFAC participation (with the intent to resume participation) in special circumstances that would be evaluated on a case by case basis.

Reporting Mechanisms

Minutes will be taken and circulated to members in a reasonable time frame. Annually, a report on the PFAC's activities and accomplishments will be provided to the Newton-Wellesley Hospital Board of Trustees and to the Massachusetts Department of Public Health upon request.

Confidentiality

Though rare, on occasion the NWH PFAC may discuss proprietary issues. Such occasions will be identified by the Chair and PFAC members will not discuss the issue outside of the group. NWH PFAC members will be required to sign a confidentiality agreement annually limited to the proprietary information.

For more information about Newton-Wellesley Hospital's Patient and Family Advisory Council, please contact:

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