

OFFICE OF PATIENT EXPERIENCE RESOURCE

Hero Huddles | Enhancing Tiered Huddles to Support and Recognize Caregivers and Patients during COVID-19

Patients

Caregivers

Community

Organization

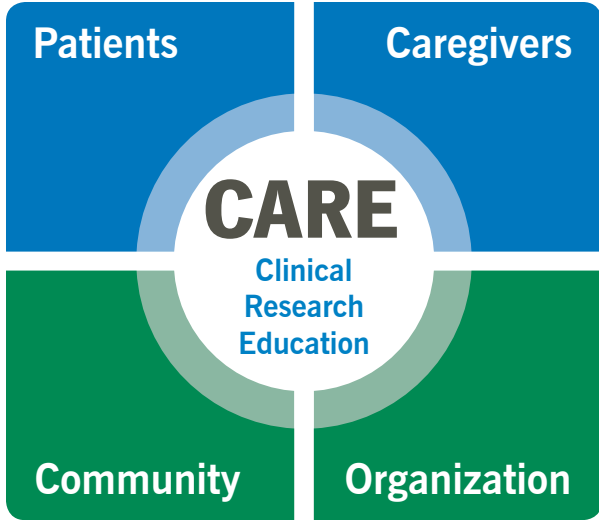


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Overview

We will use the existing Tiered Huddle format to highlight the exceptional and cooperative work occurring on that unit. We will also recognize one caregiver and one patient who will be personally acknowledged by our Executive Leadership Team via a phone call. All caregivers nominated at Tier Six will also receive follow-up recognition via Caregiver Celebrations from the Office of Patient Experience.

Who Is Involved?

- Members of current Tiered Huddle (every level)
- Executive team
- Institute chairs and department heads
- Office of Patient Experience (OPE)
- Corporate Communications (for intranet publicity)
- Nursing unit contact person (for coordination of contact info only)
- Continuous Improvement (for review of implementation)
- Data Intelligence (for monthly recognition)

Criteria for Escalating

Existing CI Criteria

- Risk to patients or organization
- Someone needs help
- Others might have same problem

OPE Hero Huddle Criteria

- Above and Beyond
- Inspiring story
- Something that gives hope to others

Basic Process

Each level incorporates the Hero Huddle 5-Step Process

1. One minute recognizing collective work done on that unit in COVID-19 environment.
2. Discuss one caregiver on unit that deserves recognition.
3. Discuss one patient whose story or circumstances might enrich others.
4. Escalation Criteria determined for Leadership Level interaction.
5. Leader or designee celebrates caregiver and acknowledges patient at local tier.
 - a. Any patient diagnosed with COVID-19 to receive a call.



Tier Five/Six Actions:

- Tier Five leader elevates patient and/or caregiver to Tier Six huddle.
- OPE to assign an operations council member to call the patients and/or caregiver.
- OPE designee coordinates patient's willingness to participate in a phone call and obtains caregiver's contact information from supervisor.

Detailed Process at each Tier Huddle

TIER ONE HUDDLE

1. One minute recognizing collective work done on that unit in COVID-19 environment.
 - a. Nurse Managers access OPE Data Intelligence Positive Patient Comment report once a week for additional Caregiver Celebration.
2. Discuss one caregiver on unit that deserves recognition.
3. Discuss one patient whose story or circumstances might enrich others.
4. Escalation Criteria considered for Leadership Level interaction.

TIER TWO HUDDLE (1 Director, 5-10 Managers, limited to less than 3 minutes for Hero Huddle)

1. Manager shares caregiver or patient story that fits Escalation Criteria
 - a. Caregiver First / Last Name, Caregiver Unit, Email
 - b. Patient Name and Room #
2. Director or designee celebrates caregiver and acknowledges patient
 - a. Celebration to include unit visit or phone call.
 - b. Patient with a diagnosis of COVID-19 and/or family are called.
3. Director chooses to elevate same caregiver and/or patient story to next tier huddle

TIER THREE HUDDLE (Nursing Directors with CNO and Operations Directors with COO; limited to less than 3 minutes for Hero Huddle)

1. Director shares caregiver or patient story as appropriate to this Tier Three
 - a. Caregiver First / Last Name, Caregiver Unit, Email
 - b. Patient Name and Room #
2. Chief Officer (CNO / COO) or designee celebrates caregiver and acknowledges patient
 - a. Celebration to include unit visit or phone call.
3. Chief Officer (CNO / COO) chooses to elevate same caregiver and/or patient story to next tier huddle

TIER FOUR HUDDLE Hospital Leader (Nursing – CNO/President Operations COO/ President, CMO; limited to less than 3 minutes for Hero Huddle)

1. Hospital leader shares caregiver or patient story as appropriate to this Tier Four
 - a. Caregiver First / Last Name, Caregiver Unit, Email
 - b. Patient Name and Room #
2. Executive (President or VPMO) or designee celebrates caregiver and acknowledges patient that was raised up
 - a. Celebration to include unit visit or phone call.
3. Executive (President or VPMO) or designee choose to elevate same caregiver and/or patient story to next tier huddle

TIER FIVE HUDDLE (Hospital Representative [President, COO, CNO, CMO] and Kelly Hancock and Ed Sabanegh lead; limited to less than 3 minutes for Hero Huddle)

1. Hospital leader shares Caregiver or patient story as appropriate to this Tier Five
 - a. Each hospital targets to share a 1 minute story per week.
2. Kelly Hancock and Ed Sabanegh/designee emails the caregiver and/or patient contact details to OPE Executive Leader or verbally in Tier Six if escalated.
 - a. Caregiver First / Last Name, Caregiver Unit, Email
 - b. Patient Name and Room #
3. Executive Leader or designee celebrates caregiver and acknowledges patient that was raised up
 - a. Celebration to include unit visit or phone call.
4. Kelly Hancock and Ed Sabanegh or designee choose to elevate same caregiver and/or patient story to next tier huddle

TIER SIX HUDDLE (Enterprise Executive Chief Officers)

1. Hospital leader shares caregiver or patient story as appropriate to this Tier Six
2. Caregiver name and/or patient name with their connected story, assigned by Adrienne Boissy/designee from OPE to Tier Six Huddle. Attendee to celebrate as their calendar permits, this week.
 - a. Celebration includes one of the following: phone call, email, visit on unit.
 - b. OPE designee coordinates patient's willingness to participate in a phone call and obtains caregiver's contact information from supervisor.
3. Marketing Representative is notified of Hero (coordinated by OPE)

Workflow Visual Aid

FOCUS	TIER	NURSING	OPERATIONS
HOSPITAL	1	Front line caregivers and managers	Front line caregivers and managers/supervisors
	<p>Manager receives from OPE Data Intelligence bi-monthly Positive Patient Comments from surveys and presents story at Tier 1 huddle. Names are posted on Huddle Board.</p>		
	2	Managers & Directors	Managers & Directors
	<p>Managers raise exceptional comments with surrounding circumstance to Tier II Huddle. Director acknowledges caregivers when on gemba rounding this week</p>		
	4	President, COO, ACNO/CNO	
ENTERPRISE	<p>Director raises most exception story/Caregiver Name(s) in this huddle. Leader seeks out named caregiver during gemba rounds this week.</p>		
	5	Hospital System Presidents, COO's, CNO's, & ECNO	
	<p>Caregiver Name raised per hospital at Tier V Huddle. Chief Officer acknowledges Caregiver in gemba rounds this week. Each hospital targets to share a 1 minute story per week.</p>		
	6	CEO & Operations Council	
	<p>Names from each hospital raised in this Huddle once per week, and leadership acknowledges the Caregiver(s) in a way that resonates well for them (written note, email, visit in gemba, phone call).</p>		



Preparation Material

Infusing Patient Feedback in Local Units

The OPE Data Intelligence Team will collect positive patient survey comments and share with each unit weekly to infuse into the local huddle. Each week, nursing unit leaders (or designee) can print the positive patient comment list from their designated Nursing Institute SharePoint folder to display on the unit huddle board/break room to celebrate. Once weekly, huddles may focus on the positive impact the team or individual caregivers are making on patients.

- Resource guide to follow from Nursing Institute and the Office of Patient Experience.
- Institute chairs and administrators and Institute Experience Officers will receive department positive patient survey comments.

Interaction

Leaders at each tiered huddle will be expected to conduct an in-person or phone conversation with the caregivers and patients they have been assigned.

They will conduct conversation with the focus being to offer support, encouragement and appreciation in this unprecedented environment. (e.g., thanks for rising above and beyond in the case of caregivers; thanks and compassion to the patients for the difficulties of being a patient during this time).

Specific Interaction with CAREGIVERS

- Ask the caregiver if they have a moment to talk with you.
- Introduce yourself.
- Explain purpose of call to acknowledge and appreciate the exceptional contribution they are making to care for patients and each other in their specific role.
- Explain why they are receiving the call and how they were nominated as a Hero at the morning huddle.
- Acknowledge hard work and dedication; thank them for the extraordinary contribution they are making within their specific role to care for our patients and each other in this incredibly challenging environment.
- Explore their fears and worries, in particular as it relates to COVID-19.
- Thank the caregiver for taking the time to speak with you.



Possible Questions:

1. Well-Being
 - What can we do for you today?
 - COVID-19+ SPECIFIC: Do you have patients diagnosed with COVID-19 here? If so, how does it feel to care for them?
 - What support did your team offer you today?
 - How is this impacting your life? Your family?
 - What worries do you have?
 - Have you used any resources for your well-being? What has been most helpful?
2. Safety
 - What more can we do to support you? What can we keep doing/consider stopping?
3. Inspiration
 - Who would you like to recognize as a hero and why?
 - What happened that gave you hope today? What is something that surprised you today?

Specific Interactions with PATIENTS

- Ask the patient if they have a moment to talk with you.
- Introduce yourself.
- Explain the purpose of the call to acknowledge their experience, especially within this challenging environment.
- Demonstrate empathy, provide rationale and address concerns they may share.
- Thank the patient for trusting us with their care and taking the time to speak with you.
- COVID-19 + SPECIFIC: Call the patient using the contact information provided by OPE for Tier Six Huddles or bedside phone for all other tiered huddles. Request permission to speak to the patient about their experience at Cleveland Clinic. Proceed if permission is granted.
 - Example: Hi, I'm Tim Dodd from Cleveland Clinic. Every day, members of our leadership team speak to patients about their experience. Would you be willing to speak with me today? I'd like to learn more about you and your time at Cleveland Clinic."

Possible Questions

1. Well-being

- Acknowledge that it must be difficult to be in the hospital during COVID-19 or at a time in which they are unable to have visitors.
- We made the tough decision to limit all visitors to keep everyone safe. How has that impacted you?
- We have healing resources available to you and your family 24/7 through spiritual care and ways for you to connect with your family on your own phone or with an iPad.
- What is going well?
- What is making a difference?
- COVID-19+ SPECIFIC:
- If unable to communicate, consider calling family member instead.

2. Improvement

- What can we do better? Tell me more about...
- What concerns for your safety do you have? How often are people washing their hands before entering your room?
- How is the team supporting you?

3. Inspiration

- Who would you like to recognize as a hero today and why?



Brief Conversation Guide

Examples of empathic responses and questions around sensitive subjects for patients and caregivers.

CAREGIVERS

Addressing Emotion

- This is such a tough situation.
- Your concerns are completely valid.
- Help me understand how you're feeling right now?
- You're not alone. I think a lot of people are scared.
- I wish we had better alternatives.
- You're taking every precaution you possibly can to [be safe/help others].
- I'd feel [emotion – e.g., frustrated, exhausted, worried] too.

Fear of Exposure

- It's hard to work without the worry of getting exposed to COVID-19.
- It can be helpful to talk about our worries with others. There are no simple answers, but our worries are easier to bare when we share them.

Addressing PPE Use

- I know you are worried about your safety and that of your family. I also know how committed you are to your patients.
- I wish we had an unending supply of PPE.
- What worries you most about the current PPE guidelines recommendations?

- How might we help you feel safer in your line of work?

Example: “It’s a scary time. I think most people are worried about COVID-19 exposure. I wish it wasn’t necessary to conserve PPE to ensure those working with patients who are COVID-19 + patients remain safe. Until we have a better sense of when this will end, I need to ask you to follow the current recommendations.”

PATIENTS

Visitation Policy & COVID-19 Specific

- “We are working to provide the best care for you and recognize how difficult this must be for you.”
- “It must be difficult to be in the hospital and not allowed to have visitors.”
- “How have the visitor restrictions impacted you?”
- “Suspending visitation helps protect patients and caregivers because people with COVID-19 often don’t experience symptoms for several days.”
- “We encourage loved ones to connect virtually and can provide assistance with how to use Facetime, Google Hangouts, Google Duo, or Skype.”
- “We have healing resources available to you and your family 24/7 through spiritual care by calling 1.844.204.7433.”
- “Although you can’t always see their faces, I want you to know you have the best team of people caring for you.”





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