

Newton-Wellesley Health System Inc.

Patient and Family Advisory Council

Annual Report FY 2017
(October 2016 – September 2017)

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Executive Summary

Newton-Wellesley Health System's Patient and Family Advisory Council (PFAC) contributes to improving quality, patient safety, patient engagement, patient and family experience, and community relations at Newton-Wellesley Hospital, and in its departments and programs. In FY 2017, the role of the PFAC expanded to also serve the advisory needs of the system's physician practices and ambulatory care centers, and is now called the Newton-Wellesley Health System Patient and Family Advisory Council (NWHS PFAC).

NWHS PFAC is a group of 20 patient and family members of the health system who serve as liaisons with the system's patients, families and surrounding communities, and provide advice and support to better serve patient and family populations. NWHS PFAC is the health system's infrastructure to include patient and family perspective and experience when programs, policies and initiatives are conceived, implemented, or revised. At PFAC meetings clinicians, administrators, patients, and family members convene as partners, discuss issues, gain insights and identify actionable steps to improve quality, safety, patient engagement, patient and family experience, and community relations.

In FY 2017, the PFAC gave feedback to leadership from 12 health system departments and service lines. PFAC continued rollout of the *5 Stage Process Flow* to facilitate department and service line implementation of PFAC advice, track progress and measure results. Results are positive and were presented at the National Association for Healthcare Quality Next 2017 annual conference, and the Institute for Patient and Family Centered Care 2016 International Conference.

In FY 2017, the PFAC achieved the following goals:

- Provided feedback and advice to Newton-Wellesley Health System departments, service lines, and affiliated programs
- Increased the number of departments, service lines, and programs PFAC advised
- Supported and tracked PFAC advice implementation and results using the *5 Stage Process Flow*
- Served on hospital committees to provide patient and family perspective
- Increased the number of hospital committees PFAC Members served
- Educated hospital staff about the PFAC and its role in the health system
- Recruited and on-boarded new PFAC Members
- Provided continuing education for PFAC Members
- Revised the *Newton-Wellesley Health System PFAC Resource and Members Guide*

In FY 2017, the PFAC, at its meetings, gave advice from the patient and family perspective to:

- Emergency Department
- Intensive Care Unit (ICU)
- Primary Care
- Newton-Wellesley Hospital President
- Public Affairs and Marketing
- Palliative Care
- Advanced Care Planning
- Radiology
- Vernon Cancer Center
- Patient Education Committee
- Pharmacy Department
- Newton-Wellesley Physician Hospital Organization

PFAC Members participated on the following committees to provide patient and family perspective:

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

Additional PFAC contributions to Newton-Wellesley Health System included:

- PFAC hosted a week-long, interactive PFAC Booth during Health Care Quality Week (October 17-21, 2016) and educated 300 staff about PFAC and how it contributed to better quality, safety, patient experience and engagement
- Health Care Decision Month – Participated on the Health Care Decision Month work group that focused on educating staff, patients and family members about the importance of advanced care directives, completing health care proxies, and having conversations with loved ones about end of life or serious illness care
- With the Director of Pain and Palliative Care Services, developed a survey to evaluate online advanced care planning and coaching tools to guide people through conversations about advanced care directives and completing health care proxies
- PFAC Members used the survey (see above bullet) to evaluate four online advanced care planning tools. Results were incorporated in the health system's advanced care planning education and outreach work

PFAC provided advice to the following organization outside of Newton-Wellesley Health System:

- Health Management Academy for the Consumerism Collaborative

PFAC Members value continuing education opportunities that inform them about current health care issues, health related interests, or help them fulfill their advisory responsibilities. In FY 2017, PFAC Member continuing education focused on:

- CArE Implementation – CArE (Communication, Apology, and Resolution) is about how to communicate effectively among clinicians, administrators, patients and family members when something in health care delivery goes wrong. CArE promotes transparency, improves patient safety, builds trust in the organization, and leads to decreased professional liability.
- Culturally & Linguistically Appropriate Service Standards (CLAS) - Newton-Wellesley is partnering with the community to develop policies, practices and services to ensure cultural and linguistic appropriateness for its patients.

In FY 2017, the PFAC on-boarded three new members.

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 2017) included:

- PFAC Leadership presented the poster: *Getting Excellent Advice Isn't Enough, Getting that Advice Implemented is Key: Optimizing the Implementation of Patient and Family Advisory Council (PFAC) Advice – Newton-Wellesley Hospital's Story* at the Institute for Patient and Family Centered Care International Conference 2016 in New York City
- *www.EngagingPatients.org*, in July 2014, recognized Newton-Wellesley Hospital for the work its Patient and Family Advisory Council (PFAC) accomplished in patient engagement
- PFAC Members presented a breakout session, *Using PFAC Feedback to Improve Patient Experience in the Emergency Department and Gastrointestinal Unit*, at The Beryl Institute 2014 Conference, an international conference focused on improving the patient experience
- PFAC provided feedback and advice to improve services, quality, and patient and family experience and engagement in the:
 - Emergency Department
 - Intensive Care Unit (ICU)
 - Ambulatory Services
 - Perioperative Care
 - Primary Care
 - Patient Education Committee
 - Gastroenterology Unit
 - [Geriatric Unit](#)
 - [Maternity Department](#)
 - Innovation Units
 - Integrated Care Management Program
 - Cardiology Department and the Elfers Cardiovascular Center
 - Patient Centered Medical Homes
 - Vernon Cancer Center
 - Radiology Department
 - Spiritual Care Department
 - Facility Department
 - Public Affairs & Marketing
 - Volunteer Services
 - Search Committee for a new hospital president
 - Newton-Wellesley Outpatient Surgery Department
 - Newton-Wellesley Ambulatory Care Center
 - Newton-Wellesley Hospital's Executive Leadership
 - Newton Wellesley Physician Hospital Organization

- Inspired the “Joanie” - an improved hospital gown that provides better coverage, is easier to put on, take off, and has style, and was developed in response to PFAC insights about the limitations of existing hospital gowns. The Joanie is used in the hospital’s [Women's Imaging Center](#). See the *Boston Globe* article http://www.boston.com/yourtown/newton/articles/2009/02/22/stitching_together_dignity/
- Participated on hospital committees to provide patient & family perspective
- Contributed to the new Partners HealthCare Patient Portal
- Published *Newton-Wellesley Hospital PFAC Resource and Members Guide*
- Helped to develop 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, and 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 development with parents and first-responders: teachers, principals, guidance counselors, school nurses, and law enforcement.
- Contributed to the design of new construction for the Emergency Department and Vernon Cancer Center
- Provided key information to expand vaccine clinics to surrounding towns
- Provided key feedback for the hospital's logo
- Gave feedback to improve communications to patients including brochures, discharge instructions, communication strategies, way-finding, physician practice information, and registration and billing communications
- Provided feedback for new service ideas
- Provided feedback for the hospital's website
- Interviewed candidates for a key staff position in the hospital
- Conducted primary research to gain a better understanding of new patients’ appointment scheduling experience
- Advised on terminology for staff identification tags that would easily and clearly communicate staff roles to patients and family members
- Registered as hospital volunteers so hours can be tracked and PFAC Members can participate in activities on patient floors

PFAC provided advice to the following organizations outside of Newton-Wellesley Health System:

- Massachusetts General Hospital’s Stoeckle Center for Primary Care Innovation
- Partners HealthCare’s 1st Patient Experience Summit
- Partners eCare for Patient Gateway
- Partners HealthCare for Partners Urgent Care
- Massachusetts Hospital Association for www.patientcarelink.org
- CarePort Health’s leadership team on beta test of post-discharge planning app for patients and family members

Mission Statement

The mission of Newton-Wellesley Health System's Patient and Family Advisory Council (NWHS PFAC) is to serve as a liaison with the patients, families, and communities served by Newton-Wellesley Health System and to support the health system as it endeavors to better serve these populations. The health system includes Newton-Wellesley Hospital, Newton-Wellesley Physician Hospital Organization (NWPHO), Newton-Wellesley Medical Group, and the ambulatory and surgical care centers.

Members of the PFAC draw from their own health care experiences, the experiences of their families and the experiences of their fellow community members to provide input and feedback to Newton-Wellesley Health System in its quest to increase its positive impact on healthcare delivery in its facilities and in the community. NWHS PFAC members support Newton-Wellesley Health System in advisory and ambassadorial capacities:

- Advising includes participating on health system 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 health system at events, or with other organizations.

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

PFAC Organization

Newton-Wellesley Hospital PFAC Charter

The Newton-Wellesley Hospital's Patient and Family Advisory Council Charter 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.

PFAC Member Recruitment

Newton-Wellesley Health System selects members for the PFAC based on the principles of creating a council that is representative of the patient populations and communities it serves while bringing a broad range of diverse view points and experience to the PFAC. Members are chosen who are patients or a family member of patients of Newton-Wellesley Health System, 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
- Administrators
- Existing Patient and Family Advisory Council Members
- Newton-Wellesley Hospital Volunteer Office
- Newton-Wellesley Hospital website

PFAC Member Selection Process and On-boarding

- Membership Process
PFAC Membership Committee reviews written 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 Health System and its programs – use existing collateral
 - Brief history of Newton-Wellesley Health System PFAC
 - Recent PFAC meeting minutes
 - *Newton-Wellesley Health System PFAC Resource and Members Guide*
 - Volunteer Services Orientation Program
 - Confidentiality Agreement
 - Hospital Tour
 - New Member Mentoring: Pairing of seasoned and new PFAC members

PFAC Structure & Governance

Current number of members: 20. The PFAC is co-chaired by the Lead of the Patient and Family Advisory Council, the Associate Chief Quality Officer, and the Director of the Department of Public Affairs and Marketing.

Terms of Participation

The Newton-Wellesley Health System PFAC meets four times per year on Wednesday evenings from 6:30-8:30 pm on the hospital's campus or at a nearby Newton-Wellesley facility. 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 PFAC Members and to presenters at the PFAC meeting. Minutes, subcommittee reports and annual reports are submitted to health system leadership and the Board of Trustees upon request.

Recognition Programs

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

FY 2017 Accomplishments and Activities

Meeting Dates

The Newton-Wellesley Health System Patient and Family Advisory Council meets as a full Council four times per year, and in FY 2017 convened on:

- October 20, 2016
- January 25, 2017
- March 29, 2017
- May 24, 2017

Accomplishments:

I. Giving Advice and Feedback from the Patient and Family Perspective

The Patient and Family Advisory Council is a resource for Newton-Wellesley Health System in many ways. One way is to provide insight from the patient and family perspective to health system administrators, physicians, and nurses to make programs, policies, protocols, etc. more patient-and-family centered, increase patient engagement, and improve quality, safety, patient and family experience, and communications. For a list of past PFAC accomplishments, please see the PFAC History section.

In FY 2017, PFAC gave feedback to 12 departments or service lines from the patient and family member perspective:

- a. Emergency Department – PFAC Members gave advice about how to improve care in the Emergency Department
- b. Primary Care and Medical Staff – PFAC Members advised on what is a reasonable lead time for first appointments with primary care physicians or specialists
- c. Marketing & Public Affairs – PFAC Members gave feedback on the new design of the hospital website
- d. Advanced Care Planning – PFAC Members advised on how to engage patients and family members in advanced care planning and in particular have conversations about advanced care planning directives, and complete health care proxies
- e. Palliative Care – PFAC gave feedback on the role of physicians in engaging patients to complete health care proxies
- f. Patient Education Committee –PFAC Members gave feedback on the roll-out of a new process at Newton-Wellesley Hospital to educate patients about new medicines called *Ask 3/Teach 3*
- g. Pharmacy & Nutrition - PFAC Members gave feedback on a patient consent script to be used to recruit inpatients for a clinical study
- h. Vernon Cancer Center – PFAC Members gave feedback on the Cancer Center’s proposed cancer communication pathway
- i. Hospital President – PFAC Members talked with the new hospital president about the hospital, its strategic direction, and PFAC’s role

- j. Newton-Wellesley Physician Hospital Organization – PFAC Members advised on best practices to survey patients in family medicine practices
- k. Intensive Care Unit (ICU) – PFAC Members reviewed and gave feedback on a brochure designed for ICU patients and their families
- l. Radiology/CT Scan – PFAC Members shared their experiences to co-design patient experience improvements for CT patients and family members

II. Supported PFAC Advice Implementation, Tracked Progress and Measured Results

PFAC worked with departments and service lines using the *5 Stage Process Flow* and associated metrics to engage staff and facilitate implementation of PFAC's patient and family centered advice, and to track progress and results. Roll out began in FY16, continued in FY17, and has been used with Radiology, the Emergency Department, and the Intensive Care Unit, among other departments. Results show improvements in both patient and staff experience and satisfaction as evidenced by Press-Ganey data and staff surveys.

III. Committee Participation

PFAC Members serve on hospital committees to represent and express patient and family member perspective. Including this stakeholder perspective when programs or policies effecting patients are developed or modified makes the resultant program or policy more effective.

In FY 2017, PFAC Members participated on the following committees:

- a. Patient Safety Steering Committee - This committee addresses issues of quality and safety for the hospital's patients, families, and employees, and meets monthly
- b. Cross Continuum Team – This committee is focused on improving care coordination from the hospital to home or other care settings in order to reduce preventable hospital readmissions. Serving on this team are hospital staff, PFAC Members, and staff from skilled nursing facilities, home care, and long-term care organizations. The team meets bi-monthly
- c. Patient Education Committee – In FY 2017, this committee's work focused on effectively educating inpatients about new medications. The committee meets monthly
- d. Annual Newton-Wellesley Hospital Geriatrics Conference Planning Committee – This committee plans the hospital's annual Geriatric Conference that is open to hospital employees, area health care workers, and community members. PFAC Member contributions are evident in the conference agenda
- e. Experience and Engagement Committee – This committee was formed in 2017 and is focused on improving patient experience and engagement

- f. PFAC Membership Committee - The PFAC Membership Committee recruits, reviews applications, and interviews PFAC Member candidates. The committee speaks with hospital administrators, physicians, nurses and current PFAC Members to identify patients and family members for PFAC membership

Information about the PFAC, membership responsibilities, and how to apply are available on the hospital's website, searchable under Patient and Family Advisory Council.

IV. Advanced Care Planning Support and Research

- a. Health Care Decision Month – The PFAC Lead participated on the Health Care Decision Month work group which focused on educating staff, patients and family members about the importance of advanced care directives, completing health care proxies, and having conversations with loved ones about end of life or serious illness care
- b. With the Director of the Pain and Palliative Care Service, developed a survey to evaluate online advanced care planning and coaching tools to guide people through conversations about advanced care directives to completing health care proxies
- c. PFAC Members used the survey to evaluate four online advanced care planning tools. Results were incorporated in the health system's advanced care planning education and outreach work

V. Continuing Education

Educating Newton-Wellesley Health System 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. Continuing education enables PFAC Members to make more impactful contributions.

In FY 17, Newton-Wellesley Health System PFAC Members learned about:

- a. CARE (Communication, Apology, and Resolution) Implementation – CARE is about how to communicate effectively when something goes wrong in healthcare delivery environments. The clinician involved is the person who usually communicates to the patient or family member regardless of whether an error caused the event or not. CARE promotes transparency and improves patient safety
- b. Culturally and Linguistically Appropriate Service Standards – Newton-Wellesley Hospital is partnering with the community to design, implement, and evaluate policies, practices, and services to ensure cultural and linguistic appropriateness for its patients

VI. Raising Awareness of PFAC with Health System Departments and Staff
October 17-21, 2016 was Health Care Quality Week and for the 4th consecutive year PFAC hosted an interactive booth at lunch outside the cafeteria to educate health system staff about PFAC and how PFAC contributes to improving quality, patient safety, patient experience and engagement. More than 300 staff learned about PFAC. A big banner topped the booth, enthusiastic PFAC Members, a large Wheel of Fortune/PFAC, and an Ask-the-Patient mini-booth drew people in.

VII. Participating in Conferences and Colloquia
PFAC Leadership presented a breakout session at the *National Association for Healthcare Quality (NAHQ) Next 2017* in Cincinnati in September 2017 on the *5 Stage Process Flow* to optimize implementation of PFAC advice by health system staff to yield improvements in quality, and patient and family experience and engagement.

Work Plan for FY 2018

- PFAC Advice to Health System Departments, Service Lines, and Affiliated Programs
 - Increase number of departments and affiliated programs requesting and receiving PFAC advice
- Continue to use the *5 Stage Process Flow* to support and track PFAC advice implementation and results
 - Support implementation of PFAC advice by departments, service lines, and affiliated programs
 - Track how PFAC advice is being used by departments, services lines, and affiliated programs, and measure impact
- Increase integration of PFAC with health system departments and staff
 - Collaborate with health system staff to incorporate patient and family experience and perspective in all that NWHHS does
 - Increase awareness of PFAC among staff and employees
 - Event(s) and media to inform physicians, nurses and staff about the PFAC
- PFAC Membership
 - Recruit new members
 - PFAC Member appreciation
- PFAC member support
 - Continue to use PFAC Welcome Kit and *Newton-Wellesley Health System PFAC Resource and Members Guide*
 - Expand PFAC mentoring program
 - Continue hospital tour program
 - PFAC Members access the hospital's volunteer orientation
- Continuing Education
 - Continue to educate PFAC Members to help them serve as PFAC Members
 - Continue to respond to PFAC Member requests to learn more about specified topics
- PFAC Member Health System Committee Participation
 - Patient Safety Steering Committee
 - Patient Education Committee
 - Cross Continuum Team (CCT)
 - Geriatric Conference Planning Committee
 - Experience and Engagement Committee
 - PFAC Membership Committee
 - Expand PFAC representation to additional committees

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

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