



養和醫院
Hong Kong Sanatorium & Hospital

Total Patient Experience The Next Frontier in Healthcare

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Medical Superintendent
Hong Kong Sanatorium & Hospital

3 May 2016

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Patient Care



善長和

Hong Kong Sanatorium & Hospital (HKSH)



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HKSH School of Nursing (1927)



School's First Three Graduates (1930)



Nursing Students Attending Lecture (1959-60)

A Tradition of Service



Advances in Medical Science and Technology



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Practice of Medicine

- **Evidence-based Medicine**
- **Diagnosis-based**
- **Treatment Protocol**
- **Clinical Outcome**



Healthcare Management

- **Staff Management**
- **System Management**
- **Operational Management**



Patient's Demands and Expectations

- **Quality**
- **Quantity**
- **Cost**



Reality of Mortality and Morbidity



The Patient Journey



Professional Ideals



 **The Hippocratic Oath**

 SWEAR BY APOLLO, THE PHYSICIAN, AND AEscULAPUS AND HEALTH AND ALL - HEAL, AND ALL THE GODS AND GODDESSSES THAT, ACCORDING TO MY ABILITY AND JUDGEMENT, I WILL KEEP THIS OATH AND STIPULATION

TO RECKON HIM WHO TAUGHT ME THIS ART EQUALLY DEAR TO ME AS MY PARENTS, TO SHARE MY SUBSTANCE WITH HIM AND RELIEVE HIS NECESSITIES IF REQUIRED, TO REGARD HIS OFFSPRING AS ON THE SAME FOOTING WITH MY OWN BROTHERS, AND TO TEACH THEM THIS ART IF THEY SHOULD WISH TO LEARN IT, WITHOUT FEE OR STIPULATION, AND THAT BY PRECEPT, LECTURE AND EVERY OTHER MODE OF INSTRUCTION, I WILL DEFERT A KNOWLEDGE OF THE ART TO MY OWN SONS AND TO THOSE OF MY TEACHERS, AND TO DISCIPLES BOUND BY A STIPULATION AND OATH, ACCORDING TO THE LAW OF MEDICINE, BUT TO NONE OTHERS.

I WILL FOLLOW THAT METHOD OF TREATMENT WHICH, ACCORDING TO MY ABILITY AND JUDGEMENT, I CONSIDER FOR THE BENEFIT OF MY PATIENTS, AND AVOIDS FROM WHATEVER IS DELETERIOUS AND MISCHIEVOUS. I WILL GIVE NO DEADLY MEDICINE TO ANYONE IF ASKED, NOR SUGGEST ANY SUCH COURSE. FURTHERMORE, I WILL NOT GIVE TO A WOMAN AN INSTRUMENT TO PRODUCE ABORTION.

WITH PURITY AND WITH HOLINESS I WILL PASS MY LIFE AND PRACTICE MY ART. I WILL NOT CUT A PERSON WHO IS SUFFERING WITH A STONE, BUT WILL LEAVE THIS TO BE DONE BY PRACTITIONERS OF THIS WORK. INTO WHATEVER HOUSE I ENTER, I WILL GO INTO THEM FOR THE BENEFIT OF THE SICK AND WILL AVOID FROM EVERY VOLUNTARY ACT OF MISCHIEF AND CORRUPTION, AND FURTHER FROM THE SEDUCTION OF FEMALES OR MALES, BORN OR FREE.

WHATEVER, IN CONNECTION WITH MY PROFESSIONAL PRACTICE, OR NOT IN CONNECTION WITH IT, I MAY SEE OR HEAR IN THE LIVES OF MEN WHICH OUGHT NOT TO BE SPOKEN ABROAD I WILL NOT DIVULGE, AS RECKONING THAT ALL SUCH SHOULD BE KEPT SECRET.

WHILE I CONTINUE TO KEEP THIS OATH UNVIOLATED MAY IT BE GRANTED TO ME TO ENJOY LIFE AND THE PRACTICE OF THE ART, RESPECTED BY ALL MEN AT ALL TIMES BUT SHOULD I TRANSGRESS AND VIOLATE THIS OATH, MAY THE REVERSE BE MY LOT.



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Professional Reality

- **Psychological Barriers**
- **Service Environment**
- **Career Ladder**
- **Service Culture**



HKSH's Journey

Catering to Total Patient Experience – A Shared Mission



Support for the Frontline

**“A Battle can be Won or
Lost at the Frontline”**



Professional Reality

Psychological Barriers



Professional Proficiency and Support

- Orientation
- Hospitality Training
- Clinical Psychology Course and Support
- Nurse Residency Programme with UCLA
- Frontline Support
 - Patient Ambassadors
 - Team Leaders
- In-house Legal Support



Professional Reality

Service Environment

- Manpower
- Workload
- Surviving the Day
- Surviving the System
- Division of Responsibility



Photo Courtesy:
<http://hk.on.cc>

Managing the Service Environment

- Hospital Accreditation - Patient Safety and International Healthcare Standards
- Managers
- Coordinators
- Team Leadership
- System Improvement – Lean Six Sigma
- Communication Skills
- Patient Ambassadors
- Collective Responsibility
- Management Support



Patient Ambassadors



Togetherness Happy Environment

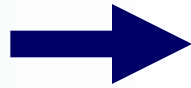
- Lean Six Sigma
- 3Ts: Teaching, Teamwork, Trust
- Be Nice Programme



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Career Ladder of Nurses in HKSH

Skills
Knowledge
Experience
Leadership
Responsibility



Level I: Basic Nursing Skills
Level II: Establishing Personal Relationship
Level III: Filling in the Service Gaps
Level IV: Managing Service Environment
Level V: Representation in Hospital
Management & Policy-Making

Total Patient Experience



Patient's Trust

- **Professional Relationship**
 - Partnership with Doctors
- **Personal Relationship**
 - Nurse-Patient Relationship:
 - Named Nurse
 - Patient Ambassador
- **3Ts**
 - Teaching, Teamwork, Trust



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Understanding the Patients

Psychological Wellbeing Nursing Care Course

- Understanding the Psychology of Patients
- A Methodology to Approach and Communicate with Patients and Their Families
- Counselling Principles
- Conflicts and Stress
- Workshops: Role Plays and Scenarios
- Sharing Sessions and Group Support



Understanding HKSH's Corporate Culture and Values

Know the HKSH Management



Leadership Development Programme

- Understanding HKSH Management and System at a Higher Level: Exposure to Management, Legal, Auditing, IT Aspects, etc.



HKSH Management Hospital Management Committee



Dr. Tsao Yen Chow
HMC Chairman
(Paediatrics)



Dr. Chow Shew Ping
Deputy Chairman
(Orthopaedics)

Clinical

Non-Clinical

Dr. Walton Li
Medical Superintendent

Mr. Wyman Li
Manager (Administration)

Dr. Joseph Chan
Obstetrics & Gynaecology

(Education & Training,
Community Services,
Publicity & Media, Doctors'
Human Resources)

Mr. William Tang
(CFO) (Finance)

Dr. Raymond Yung
Microbiology

(Clinical Audit, Infection Control, Lab)

Ms. Adrienne Li
(Solicitor) (Legal & Administration)

Ms. Connie Chu
(Housekeeping) (Admission)

(External Liaison, Professional Development)

Dr. William I. Wei
Otorhinolaryngology

Mr. B. Y. Lee
(Supplies) (Supplies)

- **Integrated**
- **Multi-Disciplinary**
- **Single-tier**
- **Single Directive**
- **Collective Decision & Responsibility**

Dr. Liang H. S., Raymond
Haematology & Haematological Oncology

Mr. K. S. Huie
(Finance) (Finance)

Dr. Lai Kar Neng
Nephrology (Auditing, ICU, Clinical Services)

Mr. Vincent Poon

Dr. Ryan Li
Dentistry (Human Resources, Catering)

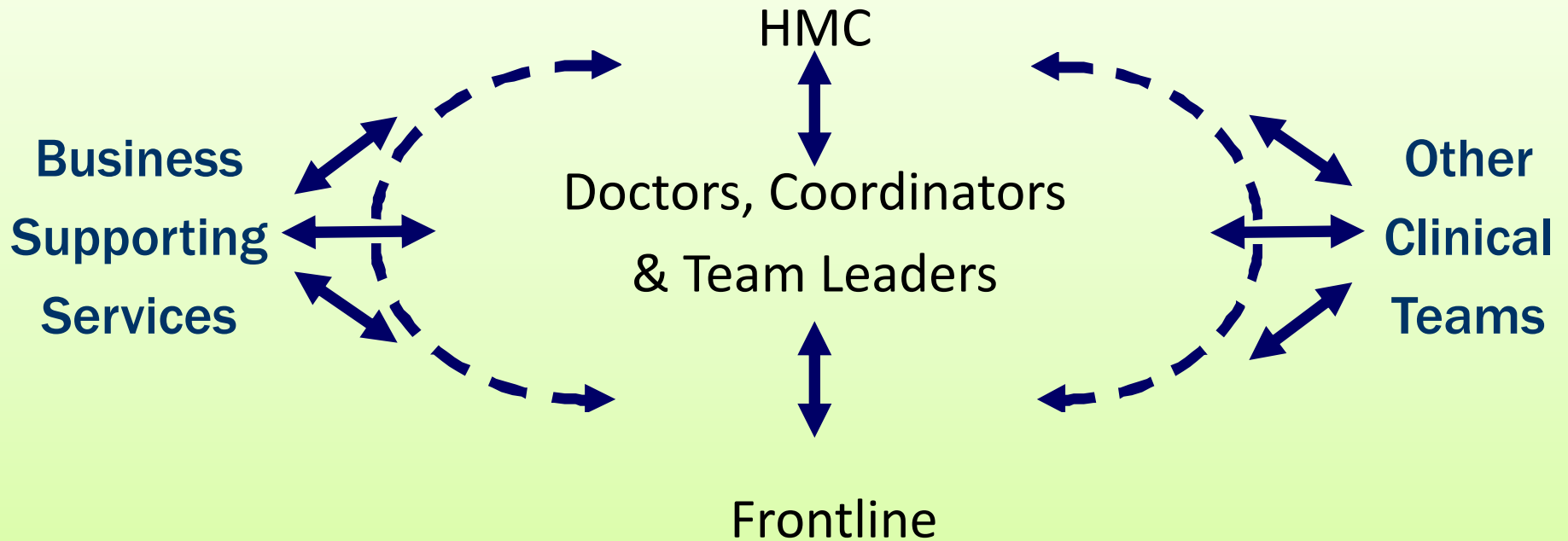
Ms. Manbo Man
Surveyor, MBA, Registered Nurse (Nursing Administration, Accreditation)

(Nursing Administration, Accreditation, Head of CCIC & ICU)

Ms. Cynthia Huie
Registered Nurse

Rapid Response System at the **FRONTLINE**

One-Step,4-Dimensional Link-Up



Response Time

Patient Surveys

- Quality and Safety Coordinator
 - Inpatient Satisfaction Survey
 - Outpatient Satisfaction Survey
- Patients' Feedback
- Concerted Efforts at the Frontline

養和醫院 - 住院服務意見調查
Hong Kong Sanatorium & Hospital - Inpatient Satisfaction Questionnaire

日期: _____

多謝閣下選用養和醫院，為提供更佳服務質素，我們希望獲得閣下之寶貴意見。請在空格內以「√」號填過閣下之意見。多謝您的參與！個人資料絕對保密。

Thank you for using our service. In order to serve you better, the Hospital values your opinion. Please complete the questionnaire by putting a "√" in the appropriate boxes below. Your personal data will be treated with strict confidentiality. Thank you for your participation.

姓名 Name (可選擇不填寫 optional): _____ 電郵 Email: _____
 聯絡電話 Contact No: _____ 地址 Address: _____

你是否願意收到本院的醫療資訊? Do you want to receive HSKH information? 是 Yes 否 No

非常滿意 Excellent 滿意 Good 一般 Average 尚滿意 Fair 不滿意 Dissatisfied

A. 入院 Admission

1. 入院登記處職員 Admission Staff

1.1 提供足夠的入院資訊 Provide adequate information

1.2 及時接待及尊重您的私隱 Attend to you promptly and respect your privacy

1.3 解釋設施環境、規例及房費 Explain the Hospital's facilities, regulations and room rate

2. 等候召床到院時間 Waiting time before escort to ward

意見 Comments: _____

B. 病室 Ward

1. 環境 Environment

1.1 潔淨、光線、整潔 Cleanliness, lighting, cleanliness

1.2 設施 (包括 病人鈴、私人物件櫃、電話、電視、互聯網) Facilities (e.g. call bell, personal safe, telephone, TV, internet)

1.3 洗手間 / 浴室 Washroom / bathroom

2. 護士及職員 Nurses and staff

2.1 及時接待您 Attend to you promptly

2.2 介紹環境及設施 Introduce environment and facilities

2.3 尊重您的私隱 Respect your privacy

2.4 有專責護士解釋各項程序之安排 Explain the arrangement of various procedures by designated nurse

 電話 Tel: 2572 0211
 傳真 Fax: 2835 8008
www.hksh.org.hk

US Model

- Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)
- Federal Centre for Medicare and Medicaid Services (CMS)
- 24-Question Surveys (Patient Satisfaction)
- Reimbursement Incentives
- Patient Experience Officer

HCAHPS Survey

SURVEY INSTRUCTIONS

- ◆ You should only fill out this survey if you were the patient during the hospital stay named in the cover letter. Do not fill out this survey if you were not the patient.
- ◆ Answer all the questions by checking the box to the left of your answer.
- ◆ You are sometimes told to skip over some questions in this survey. When this happens you will see an arrow with a note that tells you what question to answer next, like this:
 Yes
 No → **if No, Go to Question 1**

You may notice a number on the survey. This number is used to let us know if you returned your survey so we don't have to send you reminders. Please note: Questions 3-25 in this survey are part of a national initiative to measure the quality of care in hospitals. OMB #0313-0041

Please answer the questions in this survey about your stay at the hospital named on the cover letter. Do not include any other hospital stays in your answers.

YOUR CARE FROM NURSES

1. During this hospital stay, how often did nurses treat you with courtesy and respect?
 1 Never
 2 Sometimes
 3 Usually
 4 Always
2. During this hospital stay, how often did nurses listen carefully to you?
 1 Never
 2 Sometimes
 3 Usually
 4 Always
3. During this hospital stay, how often did nurses explain things in a way you could understand?
 1 Never
 2 Sometimes
 3 Usually
 4 Always
4. During this hospital stay, after you pressed the call button, how often did you get help as soon as you wanted it?
 1 Never
 2 Sometimes
 3 Usually
 4 Always
 5 I never pressed the call button

March 2016

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Total Staff Experience

- Annual Staff Surveys
- Annual Hospital Retreat
- 3T Workshops
- Lunch with Medical Superintendents
- Charity and Community Services



3T Meeting



Support for Trailwalker



Walk for a Vision Walkathon



Lunch with Medical Superintendents



Operation Santa Claus
Fund-Raising



HKSH Health Buddies



Hospital Retreat



Recruitment and Staff Development Committee

- **Transparency**
- **Support and Guidance**
- **On-the-Job Development Programme**

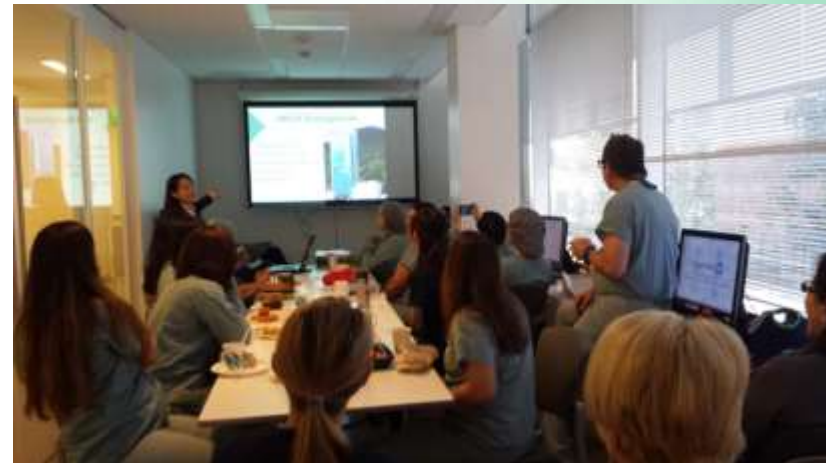


On-the-Job Professional Development Programme

International Outlook:

A Global Vision

- **Collaboration with UCLA**
- **Clinical Attachments (UCSF)**
- **International Conferences**
- **Sharing Sessions**



Lady Lau Ip Sok Wun Memorial Scholarship



劉葉淑婉女士紀念獎學金
Lady Lau Ip Sok Wun
Memorial Scholarship

養和

HKSH's Journey

- **Concerted Effort**
- **Catering to Total Patient Experience**
- **Personal Relationship**
- **Personal Touch**
- **Attention to Details**
- **Little Things Mean a Lot**



Patient Journey & Staff Journey

You will never have to walk alone



養和醫療
HKSH Medical Group

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