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Patient Satisfaction

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Patient Satisfaction

by

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Abstract

This thesis project reviews how nursing care, specifically that of nursing assistance, impacts patient satisfaction. Care provided to patients during hospitalization is scored by post-discharge surveys. For this project, the HCAHP survey is specifically referred to and discussed. The survey data obtained from the HCAHP survey is available to the public for review. This data can affect the population's outlook on healthcare organizations. Research has found that care provided by nursing assistants has an impact on the satisfaction of patients. Research in the area of improving patient satisfaction is lacking in data and tools for improvement.

Keywords: healthcare, patient satisfaction, nursing assistant, HCAHPS

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CHAPTER I

Introduction

Quality management and patient satisfaction go together hand in hand. Considering the increasing demand for quality improvement in healthcare, the focus of this MSN project will be to improve patient satisfaction through customer service. The project goal is to improve service recovery, "patient satisfaction scores," and patient experiences. The project will be used to enhance the customer service skills of nursing assistants at a selected hospital in the southeastern US on the orthopedic and surgical unit. Through collaboration with the assistant director and clinical educator, an analysis will be conducted to obtain a baseline of the performance on the unit. Educational material and skills tools will be created to improve interpersonal skills beneficial to the unit's patient population and improve patient satisfaction scores related to the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS).

Problem Statement

The problem healthcare facilities face is the interpretations of the consumer through surveys and evaluations such as HCAHP surveys. The issue at hand being assessed is patient experience and satisfaction. This is impacted by customer services and care provided by staff. During hospitalization, a patient encounters many medical personnel within a healthcare organization, however, the staff involved in direct care during the patient's stay are nurses and nursing assistants. The nurses and nursing assistants have the biggest impact on the patient's overall experience. The nurses' and nursing assistants' attentiveness and involvement with the patient and the patient's needs are the most important. Through HCAHP surveys the interpretation of the score allows

healthcare facilities to review how care in certain areas can lack in patient experience identifying a need for improvement. Over time the HCAHP scores on the orthopedic and surgical unit at the selected facility have decreased. A review of the survey identified that patient satisfaction and customer service are a problem among nursing assistants. It is important to evaluate and analyze this problem and identify a solution to improve the care provided by the nursing assistants related to customer service and in turn improve the HCAHP scores.

<div align="center">**Significance**</div>

The survey platform used to evaluate the patient's perception of care in the hospital setting is called HCAHPS. This is a survey tool that patients or families complete reflecting the care and services received or not received during hospitalization. The results of this survey are publicly reported and directly affect a healthcare organization's reputation as these scores are compared to other hospitals. This platform was created to inform healthcare consumers about the standard care provided by facilities and creates incentives for hospitals and healthcare organizations to compete based on patient engagement and satisfaction. Improving patient satisfaction through customer services can directly affect the HCAHP score of this facility, thus improving reputation and standing in the community amongst other healthcare competitors. This will affect the healthcare organization's reimbursement, business, and the incentives to employees regarding bonuses awarded when set goals are met. Improving specifically customer services skills amongst staff will improve patient satisfaction reflected in the survey.

Purpose

The purpose of this MSN project was to enhance the skills and knowledge of nursing assistants related to customer services and patient satisfaction. The core values of the healthcare organization implemented for this project are respect, integrity, collaboration, and compassion. The core values of this organization will be used within the project to improve the customer service provided to patients.

Theoretical Framework

Jean Watson's philosophy and theory of transpersonal caring involve how nurses care for patients promoting health and wellness and preventing illness and restoring health. Watson believes the nurse should co-participate with the patients to help the patient gain control, and knowledge, and make healthy changes (Misyuk & Biira, 2021). Watson's model has seven assumptions with two that correlate with patient satisfaction. The first is "caring consists of carative factors that result in the satisfaction of certain human needs." The second is "a caring environment offers the development of potential while allowing the patient to choose the best action for themselves at a given point in time" (Misyuk & Biira, 2021). Watson's theory also identified that the human being is a valued person and should be cared for, respected, nurtured, understood, and assisted (Misyuk & Biira, 2021). Nursing encompasses mediated experiences with a patient that is professional, personal, scientific, esthetic, and ethical human care transactions. The Watson model reflects skills and interaction needs to promote health and wellness, in turn, enlightening patient care and customer satisfaction (Misyuk & Biira, 2021).

Conclusion

The support behind this project is reflected in the results of the HCAHP surveys. The director and assistant director of this unit have identified this as a problem that needs to be addressed. Patient satisfaction and customer service among staff, specifically nursing assistants, needs to be improved. Through the implementation of customer services training and tools to improve patient satisfaction, survey scores are projected to increase. This will reflect well not only on this unit but the healthcare organization. "Patient satisfaction is an important and commonly used indicator for measuring the quality of health care. Patient satisfaction affects clinical outcomes, patient retention, and medical malpractice claims. It affects the prompt, efficient, and patient-centered delivery of quality health care" (Prakash, 2010).

CHAPTER II

Literature Review

Healthcare facilities face the problem of consumer interpretations from surveys and evaluations, such as Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHP) surveys. The issue at hand being assessed is patient satisfaction. This is impacted by the customer service and care provided by staff. The purpose of this MSN project was to enhance the skills and knowledge of nursing assistants related to customer services to improve patient satisfaction.

Davidson et al. (2017) conducted a systematic review of studies employing experimental designs to improve patient satisfaction within hospitals as measured by HCAHPS. The review focused on improving HCAHPS scores. Davidson et al. (2017) reviewed the positive categories of the HCAHP surveys. If a cohort of patients received a score of 75% on an item, it was identified as a 'top box' score. Nursing communication was reviewed and the three items used to assess nursing communication in the HCAHP survey were then averaged to yield a 'top box' percentage.

The Downs and Black rating scale was used to assess the quality of the studies. After the systemic review was conducted, it was discovered that most of the studies published were of low quality. The studies conducive to satisfactory quality contained the targeted HCAHPS domains involving doctor communication, nurse communication, communication about medication, and pain management. The studies varied widely in approach, population, and methodology.

The results of the study highlight the dilemma faced by healthcare institutions that seek to improve HCAHPs scores. Davidson et al. (2017) found minimal evidence to

inform the hospitals, clinicians, payers, and other experts about improving patient satisfaction, an urgent need for properly designed interventions to improve and sustain patient satisfaction.

Berryman (2021) utilized an evidence-based practice model to improve patient satisfaction in relation to call light responsiveness. Patient satisfaction metrics determined by the Centers for Medicare and Medicaid Services (CMS) determine the reimbursement healthcare facilities receive. A nursing unit in a large magnet healthcare facility had nurses completing intentional rounds 90% of the time; however, call light responsiveness was in a decline.

A PICOT (population, intervention, comparison, outcome, and time) question was created by Berryman (2021) involving hospitalized patients and how hourly rounding is compared to bi-hourly rounding in relation to patient satisfaction. Berryman (2021) conducted the study on a 45-bed nursing unit in a large magnet hospital. The unit setting was a telemetry, medical-surgical unit that recently hired a large number of new nurses. Berryman (2021) researched and synthesized literature revealing that intentional nurse rounding every 2-3 hours impacted patient satisfaction. Further research determined that during this intentional rounding if the nurses assessed the four P's (pain, presence, potty, and positioning) patient outcomes were improved. Nurse leadership audited 16 nurses during their patient rounds through direct observation. The rounds focused on the four P's and were conducted every 2 hours. A simulation was used to teach the nursing staff. Evidence-based practice data was shared daily on the unit, and discussed in meetings and huddles. Nurse leadership rounds and coaching were used to role model the implementation.

Consistent rounding with the four P's interventions improved call light responsiveness on the unit and improved patient satisfaction. Ongoing communication between nurses and nurse leaders will promote the ongoing sustainability of this best practice implementation.

Campbell et al. (2020) conducted an integrative review of the literature to understand the influence of delegation and communication between registered nurses and nursing assistants on patient outcomes and satisfaction. Healthcare professionals are required to work together to achieve the best outcomes for the patients. Communication amongst nurses and nursing assistants is becoming more critical per The Joint Commission is essential in providing high-quality care to patients. Campbell et al. (2020) applied the 5-step Whittemore and Knafl integrative review methodology to their research, which includes problem identification, literature search, data evaluation, data analysis, and presentation. After the research was conducted, seven articles met the inclusion criteria. These articles focused on multiple patient outcomes including patient satisfaction. Campbell et al. (2020) synthesized the interventions aimed at improving nursing and nursing assistant teamwork in an acute care environment.

Campbell et al. (2020) discovered care provided by nurses and nursing assistants in a unified relationship is essential and helps prevent missed nursing care to patients. Barriers among nurses and nursing assistants should be addressed, collaboration should be promoted, and a safe environment for employees created by management. Improved teamwork among nurses and nursing assistants improves job satisfaction and patient outcomes; this enforces the need for dynamic and effective relationships to improve an acute unit for both staff and patients.

Mazurenko et al. (2017) conducted a study to systematically review patient satisfaction literature and identify predictors of patient satisfaction in relation to the HCAHPS survey. The CMS has a strong focus on patient satisfaction affecting reimbursement among hospitals. If hospitals do not meet the performance key metrics identified by CMS, one of those being patient satisfaction, a percentage of reimbursement is withheld.

The HCAHPS survey contains 10 main questions that affect patient satisfaction including quality of communication, responsiveness, aspects of the hospital environment, pain management, communication about medication, and discharge information. Literature examining predictors associated with HCAHPS has grown over the years. Mazurenko et al. (2017) used the preferred reporting items for systematic review and meta-analyses guidelines. Examples of terms used for the comprehensive research include patient satisfaction, patient experience, HCAHPS, and hospital. Mazurenko et al. (2017) identified 41 studies and split them into three groups based on predictors used in the literature related to patient satisfaction. The predictors included patient, hospital, and market. Each predictor identified by Mazurenko et al. (2017) was analyzed. At the patient level satisfaction varied based on the reason for hospitalization, if the patient was isolated, race, gender, and age. At the hospital level the type of hospital, the environment, and the care received were evaluated resulting in negative and positive factors. Finally, Mazurenko et al. (2017) reviewed market indicators and found that again there were factors that had both positive and negative effects on patient satisfaction. Mazurenko et al. (2017) discovered patient satisfaction is an important quality measure, their study identified several patients, hospitals, and market predictors associated with higher patient

satisfaction. However, despite the growing literature, there is still a need for more empirical studies.

Chen et al. (2020) conducted a study examining the relationship between readmission rates and patient satisfaction. The study aimed to determine if readmission rates were associated with patient satisfaction and Medicare reimbursement rates in US hospitals. In 2013 CMS began withholding a percentage of revenue received in the previous reimbursement model. The policy revision incorporates incentives for hospitals to improve patient outcomes and sustain patient satisfaction. The HCAHPS patient satisfaction survey developed by CMS reports patients' perceptions of care. HCAHPS results have been available for public review since 2008. In 2009 CMS began reporting 30-day readmission rates of patients hospitalized and discharged on the Hospital Compare website. This public information was used to encourage hospitals to improve their readmission rates.

Chen et al. (2020) performed a literature review for patient readmissions, payment, and HCAHPS. Hospital readmission is defined as a patient being readmitted to a hospital within the established time by Medicare, 30-day, after hospitalization, and discharge. In 2014, CMS shifted the readmission criteria to only include patients hospitalized for heart attack, pneumonia (PN), and elective hip and knee replacement. Chen et al. (2020) obtained data from the Hospital Compare database on a total of 2,711 acute care hospitals. The data reviewed for the study pertained to patient satisfaction surveys and hospital 30-days readmission ratios for heart failure and pneumonia patients. An exploratory factor analysis was applied to the study for scale development. Partial least squares (PLS) modeling analysis via Smart-PLS was utilized to test the hypothesis.

Chen et al. (2020) discovered the quality of healthcare is perceived by the patient's opinion and the quality of outcome performance. Chen et al. (2020) also identified existing quality measures in the healthcare industry do not fully reflect the performance of healthcare organizations and providers. This study was conducted with a single year of data; future longitudinal studies should investigate the readmission rate of patients compared to payment. Chen et al. (2020) did conclude there is evidence that higher payments from CMS are associated with higher patient evaluation of services. When readmission rates were higher, patients provided lower service quality ratings.

Papastavrou et al. (2014) conducted a two-part study looking at nursing care rationing and its effect on patient satisfaction and identifying the threshold score of rationing by comparing patient satisfaction across rationing levels. The Organization for Economic Cooperation and Development (OECD) identified reports that many governments try to contain growth by cutting wages, reducing hospital staff and beds, and increasing the copayments of patients. Although the World Health Organization (WHO) recognizes nurses as frontline workers, nurses are considered a cost rather than revenue to hospitals, making nurses a constant target for cost reduction. Cutbacks and shortages of nurses are making rationing of care an increasing problem in healthcare. The lack of nursing resources such as time, staffing, and skill mix are causing withholding or failure to carry out nursing measures. Research supports a link between the rationing of nursing care and negative patient outcomes. Patient satisfaction is an important indicator of the quality and effectiveness of nursing care.

Papastavrou et al. (2014) conducted a study involving five acute medical general hospitals. Convenience sampling was performed on 10 units from these five hospitals and

the patient population was recruited from the surgical and medical departments. A total of 352 patients participated in the study. Papastavrou et al. (2014) used power analysis to identify the number of nurses and discovered a need for 318 additional nurses. Patient satisfaction scales were completed by the patient, and the nurses completed two research instruments together. The patient satisfaction scale consists of two main factors, direct nursing care, and indirect nursing care, and had 29 questions measured on a 5-point Likert scale. A BERNCA and RPPE scale were used as well to measure patient satisfaction.

Papastavrou et al. (2014) discovered on average patients reported being very satisfied with the nursing care they received. The more experienced nurses received higher patient satisfaction, the more days a patient was hospitalized the higher the patient satisfaction. Other results discovered using the BERNCA scale revealed patients reported low satisfaction even with the lowest level of rationing among nurses. The rationing of nursing care is an organizational difficulty and perception of nurses' environmental constraints of practicing, and it is linked to patient satisfaction from nursing care. The findings of the study conducted by Papastavrou et al. (2014) implies nursing care rationing needs to be recognized as a problem, managers need to monitor the rationing of nursing care and act accordingly, and developing interventions and conceptualizing rationing can improve nurse-patient interaction, relationships, and improve patient satisfaction and other outcomes.

Li et al. (2021) conducted a study using a mixed-methods systematic review to understand the influence of nursing assistants' care on patient satisfaction among long-term care patients. Globally the number of aging adults is increasing and the need for

sustainable long-term care to support the aging population is a projected challenge. To prepare for the demand society must invest in facility-based services and promotion of quality care and life in residential nursing facilities. Resident and family satisfaction is a requirement for nursing facilities to remain licensed and in business in many states. Resident satisfaction reflects individual attitudes towards the health care system and offers a tool for improving service delivery. Nursing assistants (NAs) represent the largest part of the aging adult workforce and are the core of long-term care. Li et al. (2021) aimed to improve the current understanding of how NAs help improves resident satisfaction.

Li et al. (2021) used a mixed-methods systematic review to determine the effects of nursing assistant care on resident satisfaction in long-term care residents. Relevant articles were identified using keywords focused on population, setting, and outcomes of interest. Data extraction was utilized to pull literature that included details related to the study design and methodology. The data was then summarized into narrative form. For quantitative studies, statistical significance between NA and resident satisfaction was reported and grouped according to categories, NA job satisfaction, NA intervention, NA resident interaction, and NA role. A total of 330 records were used in the database with an additional 31 records for reference. After the removal of duplicates and the initial screening, 90 records were retained. After full-text evaluation, 65 records were excluded based on the study design. A final sample size of 25 studies was used spanning nine countries.

Li et al. (2021) proposed that NAs play a major role in residential services. The research Li et al. (2021) conducted highlights the complexity of the NAs role and

identifies a need to identify ways to recognize the contributions of NAs. A better job description of the NAs multifaceted role is needed. The workforce shortage is a significant obstacle in long-term care, along with wages and financial benefits. Li et al. (2021) explain a job needs to be meaningful and motivate them, it is critical for service providers to provide sufficient support, resources, and training to foster growth and development. After analysis and summarization of the evidence, Li et al. (2021) found four key factors that contribute to resident satisfaction: NAs' job satisfaction, interaction with residents, and the NA's roles and responsibilities. The findings highlight the comprehensive role NAs serve in improving the long-term care and satisfaction of aged residents.

Maceri et al. (2019) created a unit-based project to define patient acuity for nursing assistants and its correlation to patient and staff satisfaction. The Institute of Medicine (IOM) recommends organizations continuously improve to optimize their operations by streamlining care delivery and eliminating waste. Registered nurses (RNs) provide high-quality care and NAs are assets in assisting the RN with patient care needs. Based on the literature used by Maceri et al. (2019) assigning RNs and NAs based on the acuity of patients instead of geographic location decreases burnout, improves staff satisfaction, and increases patient satisfaction.

Maceri et al. (2019) created a unit-based project, on which 10 surgical services were housed. Leadership on the unit isolated an issue with the "responsiveness of staff" collected from the Consumer Assessment of Healthcare Providers and Systems (CAHPS) survey data. Leadership discovered the call lights on the unit were on for an extended amount of time (>10 minutes) before a physical response. Patient safety and satisfaction

were a concern. The unit ranked in the 20th percentile nationally, the average call light response time was 3 minutes and 42 seconds. The Unit Governance Council (UGC) identified ways to impact change, these include assigning the NAs to patients based on acuity, making assignments based on the NAs assigned work, and ensuring the charge nurse understands factors that may increase the NAs workload. The aim of the project was to improve patient satisfaction and patient safety with timely responses to patients' needs to increase the CAHPS scores.

Maceri et al. (2019) conducted a four-phase project. Phase I involved identifying the I-SCORE tool, the implementation of a lead NA role, and a call light monitoring system. Little information was found on NA acuity tools, the UGC pulled their NA staff and polled information about patient care tasks that increase workload. The identified tasks were divided into categories and a scoring mechanism was created. Higher scores identified high acuity tasks and the individualized assistive score for required needs (I-SCORE) tool was developed. The lead NA role was based loosely on the charge RN role, the lead NA would serve as a resource to the NA staff, ensuring the I-SCORE tool is completed 2 hours before shift change. The tool would then be used to divide patient assignments amongst the NAs by workload. Nurse leaders monitored the call light response weekly using the call light response system. Phase II involved the introduction of the I-SCORE tool with in-class education NAs and charge RNs. Phase III involved the implementation and is where after each shift the NAs submitted their I-SCORE tool to the leadership team. Nurse leaders and charge RNs worked with the lead NA to help with the distribution of assignments. Patient satisfaction and call light response was monitored weekly by nurse managers. Phase IV I-SCORE was reinforced initially for the first

couple of months using staff feedback to capture the bed scoring of patient acuity and ongoing education on the appropriate use of the I-SCORE was completed.

Maceri et al. (2019) used a multifaceted approach for this quality improvement initiative. Call light response data reflected a marked improvement in three different areas which were decreased average call response time, decreased the average number of extended call lights, and an increased section score on the CAHPS survey for responsiveness of hospital staff. Ongoing monitoring of patient satisfaction showed continued improvement based on call light responsiveness. The involvement of unit staff and the creation of the I-SCORE tool and the lead NA role were the keys to success. The project proved effective in improving the distribution of workload, NA satisfaction, and the patient perception of clinical staff's care and response time, resulting in improved patient satisfaction.

Prestia and Dyess (2012) researched and developed an education program for NAs to better understand the NAs role as care partners. In 2005 CMS launched the hospital quality improvement initiative, this included the HCAHPS system survey used to measure and report patient experience including responsiveness of the staff. This increased organizational accountability is viewed and measured by the public and is meant to help improve the outcomes of healthcare.

An educational program was developed to educate the NAs of a 333-bed for-profit community hospital on their role as care partners. At the onset of the program, staff responsiveness was below the targeted 75th percentile according to HCAHPS. To address the issue of patient satisfaction, education sessions were provided to the NAs designed by nursing and other services. The education model used was guided by caring theory.

Workbooks were given to the NAs to review and learn about the new title as a care partner. The education encouraged NAs to commit to making a caring connection with each patient, highlighting the importance of the NAs role in patient healing. A teaching tool used to emphasize the importance of excellent customer service was used, the FISH philosophy. NAs were encouraged to work as a team, create ways to interact with patients, and maintain a positive attitude. The AIDET tool was also used, it represents acknowledgment, an introduction of self, duration, explanation, and thanks. The concepts of caring philosophy and supporting nursing framework were introduced to the group. This content was meant for the NAs, teaching how to respond to patients and others in the practice environment. The concept of hourly rounding was recommended. Frequent purposeful rounding is an essential work ethic to improve patient satisfaction. Prestia and Dyess (2012) found literature suggesting the three expected behaviors during these rounds were potty, pain, and position. Measuring patient satisfaction is the result of the HCAHPS. The lack of responsiveness to call lights lead to increased patient falls.

The education day achieved the overall goal to educate NAs on their significance to maximize the care provided to patients. NAs understood the impact their actions had on patient satisfaction and why they were an important part of the team. Ensuring NAs understand their role as care partners and offering education annually is important to sustainability or patient satisfaction.

Karaca and Durna (2019) conducted a cross-sectional and descriptive survey study to evaluate patients' satisfaction and examine associated factors. The quality and adequacy of health care are measured by interpretation and satisfaction. Patient satisfaction is the most important indicator of quality care. An important component of

hospital quality management is the measurement of patient-centered care. If a patient is unsatisfied with care, the patient will change healthcare facilities and seek treatment and care elsewhere. The goal of healthcare organizations is to provide satisfying patient care.

The study by Karaca and Durna (2019) uses a descriptive, cross-sectional research design. The study takes place in a hospital setting including 635 hospitalized patients receiving internal medicine, surgery, obstetrics, and gynecology services. The study takes place from January 1- May 1 of 2015. Sampling criteria for inclusion were patients 18 years or older who were discharged, hospitalized for at least 2 nights, able to speak and understand Turkish, and had no mental confusion. The response rate of the study was 92.8%. Patients were excluded if the patient decided to discharge early or suddenly, or was transferred, incomplete surveys were also removed. The Patient Judgements of Hospital Quality Questionnaire contained 19 items of interest, including attention, kindness, respect, courtesy, skills, competence, and fulfillment of needs. An additional scare was included in the questionnaire addressing the overall quality of nursing care, thoughts about their personal overall health, and the likelihood the patient would recommend the facility to family. Questionnaires were completed prior to discharge from the hospital in a face-to-face interview. If the patient agreed they received an explanation for the purpose of the study and signed consent.

The results of the study revealed nurses should inform patients of their illness, the diagnosis, and treatment. Nurses need to inform the patient of each interaction, and procedure, and provide an explanation of why to ensure patient satisfaction. Care also should be provided respectively and with courtesy emphasizing communication. Overall,

the patients were satisfied with their nursing care and would recommend the facility to their families.

Strengths and Limitations of Literature

There have been multiple research studies conducted to assess the care provided by nursing assistants and its impact on patient satisfaction. There is a high demand for the improvement of HCAHPS scores in the healthcare field for reimbursement purposes. Other studies have shown that measures to improve nursing assistant care and patient satisfaction have also improved staff and unit satisfaction. There is minimal research to share with experts on ways to improve patient satisfaction related to HCAHPS. Key points gathered from the research include the importance of communication, timeliness, and respect toward patients when providing care. This research and project will provide skills and knowledge for nursing assistants to use and improve patient satisfaction on the topic from the literature reviewed.

CHAPTER III

Needs Assessment

Nursing assistants are an asset to nursing care and play an important role in patient satisfaction. Studies have shown care provided by a nursing assistant has an impact on patient satisfaction and should be improved not just nursing care. In the HCAHPS survey "responsiveness of staff" reflects a large portion of patient satisfaction. Improving the skills and knowledge of the nursing assistant skills and knowledge will improve the "responsiveness of staff" and increase patient satisfaction.

Target Population

The project will be used to enhance the customer service skills of nursing assistants at a selected hospital in the southeastern US on the orthopedic and surgical unit. According to a survey submission in 2021, there were 166 total hip replacement surgeries and 235 total knee replacement surgeries performed at this hospital and cared for (The Leapfrog Group, 2021). The orthopedic and surgical unit within this selected hospital cares for various surgical patients within its county and surrounding areas. According to the United States Bureau the population in the county on July 1, 2021, was 191,968 (U. S. Census Bureau, 2021). This hospital receives consumer feedback through patient satisfaction scores related to the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS). According to the assistant director and educator for this unit, the patient satisfaction scores received from the HCAHPS surveys were low in reference to the care received from the nursing assistants on the unit. This project is meant to improve the service skills of the nursing assistants on the unit increasing patient satisfaction scores.

Setting

The selected hospital is located in the southeastern US. This hospital opened in

1954 and originally had 100 beds; it has since grown into a 247-bed hospital to

accommodate its growing community. This hospital is nonprofit, all revenue is reinvested

into the hospital's medical technology and staff. The focus of the hospital is to promote

health and wellness in its community. The dedication is evident in its five-star customer

service award consistently received for its advanced healthcare, warmth, and compassion

for its community. This hospital employs 1,600 people, with approximately 260

physicians on staff in a variety of specialties. This hospital is locally owned and

managed, there are no shareholders, and all profit remains in the community to upgrade

and maintain technology, staff, and provide health and wellness to its community. This

healthcare facility also has a great impact on providing healthcare services to the

uninsured and the underinsured. The hospital is committed to treating all patients equally.

The unit within this hospital the project will impact is the orthopedic and surgical

unit. This unit cares for various surgical patients. The surgical patients cared for in this

unit vary in procedures, including gallbladder or appendix removal, cancer surgery, and

elective joint replacements. The hospital cares for various cultures commonly found in

the southeastern US today. The core values of the healthcare organization are respect,

integrity, collaboration, and compassion. These core values are expected of this hospital's

staff when caring for its community.

Sponsors and Stakeholders

The project partners within the hospital were the director, assistant director, and

nurse educator of the surgical and orthopedic unit. Each has a vested interest in an

educational pamphlet to provide knowledge and skills to improve overall customer service and patient satisfaction. The stakeholders involved are the nursing assistants who care for patients in the surgical and orthopedic unit, the affected patient population, and the nursing staff. The nursing assistant will learn from the educational pamphlet values, skills, and care to provide to the patient population. It is expected that the impression the nursing assistant will have on the patient population with improved customer service skills will then be reflected in the HCAHPS surveys. The nursing staff as a whole will need to understand and implement this new customer service model to ensure its effectiveness.

Desired Outcomes

The desired outcome of this MSN project was to improve the customer service skills of nursing assistants and positively impact patient satisfaction. According to Prakash (2010), desirable outcomes in the health industry are patient loyalty, patient retention, increased staff morale, and increased personal and professional satisfaction. Improving the overall care and customer service provided by the nursing assistants on this unit will positively impact patient satisfaction and reflect in the HCAHPS scores.

Prakash (2010) indicated patient satisfaction is an attitude, an indirect indicator of quality care and hospital performance. Patient-focused care should be provided to every patient every time. The core values of the healthcare organization are respect, integrity, collaboration, and compassion. For this project, the nursing assistants will demonstrate the skills and knowledge learned from the brochure presented on improving patient satisfaction. This will be measured by the director, assistant director, and educator on the hospital unit. A bedside survey will be conducted by the unit director and assistant

director with random patients on the unit related to the nursing assistants' care and performance following the education.

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SWOT Analysis

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A SWOT analysis related to quality improvement can help identify and provide an understanding of the strengths, weaknesses, opportunities, and threats associated with the project. The SWOT framework will help assess and understand the internal and external forces that create opportunities and risks. It is important to identify what is working well and will lead to success, to identify what areas are of no control, what opportunities will arise, and identify threats that may pose a risk. The SWOT analysis will identify important information to strategically plan the project.

The purpose of this project was to enhance the customer service skills of nursing assistants. Providing education, skills, and tools related to customer service will help nursing assistants (NAs) improve patient satisfaction. The NAs will feel more confident at the bedside, job satisfaction will increase, and staff retention will improve. The unit has supportive nurse leadership that will encourage and follow up with progress to ensure growth and consistency.

Strengths

- This project will serve as a helpful resource for the nursing assistants to guide them improving their patient care

- Encourage collaboration among nursing assistants and nurses

- Improve performance of nursing assistance

- Increase patient satisfaction, improving HCAHPS scores

- Increased confidence at the bedside

- Improve staff retention of nursing assistants

Weaknesses

- Increased NA workload

- Patient acuity and short staffing

- Poor teamwork among registered nurses (RNs) and NAs

- Inability to meet with staff to discuss skills, education, and tools

- Isolation precautions due to illness requiring masks and other personal protective equipment (PPE) that hinder clear communication

- Patients with preconceived knowledge of the healthcare facility and its nursing care

Opportunities

- Growth in their career

- Improve self-confidence and skills

- Patients are more satisfied with their care and provide positive feedback related to patient satisfaction

- Improved HCAHPS survey scores related to "responsiveness of staff" and other patient satisfaction criteria

- Public knowledge that is more positive leading to more patients choosing the healthcare facility for medical care and treatment

- Patients returning to care in the future

Threats

- Patients who have already had a poor experience and choose not to return

- Staff that are not receptive to change and refuse to learn new skills and education

- Other competitive healthcare facilities in the area with better patient satisfaction ratings

- Shared experiences of poor care in the community with a patient's family and friends

- Negative reviews and public records about the healthcare facility and its nursing care

Resources

For this project, a brochure with education, skills, and tools will be created and given to the nursing assistants for personal use to improve patient satisfaction. For this brochure, the project leader will utilize a computer, computer software, literature, and tools obtained through research. The brochure will be printed on paper two-sided in color. This brochure will be created for the use and purposes of the healthcare facility with the assistant director and unit educator handing out the information to NAs.

Team Members

The project leader will complete the research, creation of the brochure, and print and distribute materials to the assistant director and unit educator. The project leader will collaborate with the assistant director and nurse educator to ensure the information contained in the brochure is applicable, accurate, and meets expectations. The assistant director and nurse educator will present the information to the NAs and implement the skills and tools in the brochure.

Cost-Benefit Analysis

The project will require computer and internet access to research the information, tools, and skills related to customer service and patient satisfaction. The computer must

have computer software to create the brochure. The internet and computer are not considered a cost, as the project leader has access to these tools. An external company will be utilized to print the marketing material. A two-sided brochure on standard printer paper measuring 8.5 x 11 will cost $49.99 for 50 copies in color.

The orthopedic and surgical unit of a hospital in the Southeastern US wishes to improve patient satisfaction scores. The director, assistant director, and nurse educator have a vested interest in an educational pamphlet to provide nursing assistants with knowledge, skills, and tools to improve customer service. The desired outcome of this project is to improve the customer service skills of nursing assistants and positively impact patient satisfaction. Based on the SWOT analysis this project will be beneficial for its stakeholders. The needed resources are feasible and affordable. The project will be a useful resource for this hospital unit.

Summary

The director, assistant director, and nurse educator will evaluate the HCAHPS survey scores and feedback from patients related to poor patient satisfaction. Once the evaluation is complete, the director, assistant director, and nurse educator will identify areas in need of improvement related to the care provided by the nursing assistants. Once the areas of improvement are identified, the project leader will research and gather resources, materials, and information to improve the nursing assistant's customer service and care skills. This project, which is the development and implementation of customer services skills among nursing assistants to improve patient satisfaction, is focused on the orthopedic and surgical unit of a hospital in the Southeastern US. The project leader will create an informative brochure including skills and strategies to improve customer

service skills among the nursing assistants. The project leader will present the information to the stakeholders to ensure it fits the care expectations of the nursing assistants. This brochure will be provided and discussed by the stakeholders. The stakeholders following the dispersal and discussion of the brochure will evaluate changes amongst the staff related to customer service by performing bedside interviews with patients. HCAHPS scores related to patient satisfaction will be revisited based on a timeframe set by the stakeholders to assess the improvement of patient satisfaction scores. The SWOT analysis is crucial in determining the effectiveness and receptiveness of the nursing assistants. The cost-benefit analysis identifies that there is a minimal cost to the organization for this project. The benefits of implementing this project will impact the care provided in this nursing unit. If successful, the HCAHPS scores will improve, in turn improving reimbursement. If successful it can be implemented across the healthcare organization improving the facility as a whole.

CHAPTER IV

Project Design

HCAHPS surveys are used to evaluate the care and experience patients receive in healthcare facilities. Nursing assistants impact the care patients receive in a large way, and patients reflect on their experience by answering questions in the HCAHPS survey. Through HCAHP surveys the interpretation of the score allows healthcare facilities to review how care in certain areas can lack in patient experience. Review of the surveys identified patient satisfaction and customer service are a problem among the nursing assistants at this facility. The project leader will be creating a brochure containing skills and knowledge pertinent to improving customer service. Improving patient satisfaction through customer services can directly affect the HCAHPS score of this facility. It will also affect the healthcare organization's reimbursement, business, and the incentives to employees regarding bonuses awarded when set goals are met.

Goals and Objectives

The objective of this project was to improve the customer service skills and knowledge of nursing assistants caring for patients in a surgical and orthopedic unit within a southeastern US hospital. The goal to reach this objective was to develop an educational brochure to enhance the skills and customer service knowledge of the nursing assistants. Another goal of the brochure was to ensure the patients are receiving patient-centered care with all care needs being met. By providing an educational brochure with skills and knowledge pertinent to customer service to nursing assistants, patient satisfaction scores on the HCAHPS surveys are also expected to increase.

Plan and Material Development

Within the brochure are the skills and knowledge learned through research that are beneficial to improving patient satisfaction. Hourly rounding was identified by Berryman (2021) whose research found that hourly rounding improved patient safety by decreasing fall risk. Through Berryman's research, he also identified that purposeful rounding was more beneficial if the nursing staff assessed the four P's (pain, presence, potty, and positioning) every 2 hours. This consistent rounding improved call light responsiveness and also improved patient satisfaction rates. A no-pass zone is a tool that reflects Berryman's concepts and is also incorporated as a tool for all healthcare professionals to address call lights preventing falls, aiding in collaboration, and increasing patient satisfaction.

Core values, respect, compassion, integrity, and collaboration are incorporated in the brochure to reflect Campbell's research on the influence delegation and communication between nurses and nursing assistants have on patient outcomes and satisfaction. Campbell et al. (2020) discovered that unified care between nurses and nursing assistants was essential to prevent missed nursing care to patients. Campbell shares that collaboration should be promoted and a safe environment should be implemented for employees. These factors improve teamwork, job satisfaction, and patient satisfaction.

Prestia and Dyess (2012) emphasize the importance of educating nursing assistants about their purpose and role. Prestia and Dyess (2012) research identified the important value of nursing assistants and their impact on patient care and satisfaction. Prestia and Dyess (2012) found the AIDET tool, purposeful rounding, and addressing

these areas of the four P's, potty, pain, and position were beneficial to improving patient satisfaction. The AIDET tool was found to be an important tool for nursing assistants, teaching them how to interact and respond to patients. Prestia and Dyess (2012) valued knowledge and education, and it was shown in their research that ensuring nursing assistants are offered education annually is important to sustainability and patient satisfaction.

Timeline

If the facility chose to implement this project, a month would be used to educate the nursing assistant staff on the tools identified in the brochure. This would be achieved by training sessions that are an hour in length and presented in person. The brochure would be utilized as the teaching tool, each nursing assistant would receive the brochure, and the information would be discussed and taught through open discussion. After all staff has been educated and trained on how to use the tools identified, the staff would implement the tools for 3 months. Following the 3 months of implementation, a follow-up would be conducted by looking at the data, specifically the HCHAPS scores, looking to see if these tools were effective in improving the patient satisfaction scores. Following the evaluation of the HCHAPS scores, if the scores identified improvement then the process would continue with quarterly evaluation. If an improvement was not identified then a follow-up meeting with staff would be needed to see if they were implementing the tools. If questions or concerns arise with the follow-up meeting, we will address them and work on reeducating and reevaluating the tools and process.

Budget

An hour's wage will be needed for the staff involved in the educational process, this includes the nursing assistants and the educator. The budget would also need to include the cost of printing the brochure based on the number of nursing assistants in the unit. For reference, the cost of printing the trifold brochure for 50 nursing assistants, front and back in color is $49.00, according to the canvas program used to create the project.

Evaluation Plan

To evaluate the effectiveness of the tool a focus group would be asked to meet for feedback to determine the effectiveness of the education provided. The feedback from the staff would help to determine if the tools were helping the nursing assistants care for their patients, do they feel more equip, if all these tools help prevent falls, and improve patient satisfaction. Through this feedback evaluation, the need for another education session would be identified. This would be qualitative data used to determine the usefulness of the tool.

For quantitative data the HCHAP scores would be analyzed, comparing the new scores to previous data. This comparison would help identify the tools' effectiveness in improving patient satisfaction. Based on the comparison, we can identify if it has improved scores, if it has not shown an improvement then discussion with the nursing assistants would be needed. Then we can identify if there are any issues.

Summary

In the brochure skills and tools were identified based on the research conducted. These include purposeful rounding, the no-pass zone, the AIDET tool, and core values (respect, integrity, compassion, and collaboration). The brochure will be presented to the

nursing assistants in the orthopedic and surgical units identified for the project. An hour's

wage would be needed for the staff involved in the meeting. Once the education is

complete in a month, the tools will be implemented for 3 months. Evaluation will be

conducted with a focus group of nursing assistants and data comparison. I will then plan

to disseminate the project with the stakeholders and obtain feedback on this project and

plans for implementation and evaluation.

CHAPTER V

Dissemination

The purpose of this project was to help improve the patient care skills of nursing assistants. A brochure was created to present the identified skills and resources needed to improve patient care. The brochure was created to be used as a tool and reference. The nursing assistants will receive a copy of the brochure for personal use to help improve patient care.

Dissemination Activity

To present this project, an online meeting was coordinated with the stakeholder and assistant director of the surgical and orthopedic unit. The project brochure was provided as a view-only template to the stakeholder the day before the meeting was scheduled. During the online meeting, a brief discussion about the importance of patient satisfaction was presented and the need for this project was reintroduced. The brochure was then shared with the stakeholder to view while the information was presented.

The stakeholder admired the work taken to create the brochure and was pleased with the simplicity of the information. The stakeholder felt the information and instruction for the tools were easily understandable and relevant to patient satisfaction and nursing assistant skills. Once the information in the brochure was reviewed, the implementation of the project was discussed along with the budget and evaluation process.

The timeline presented was a month for education and preparation of staff and 3 months for implementation to gather data for comparison. The stakeholder felt that a month for education was too long for the number of staff and the quantity of information

to be taught. The stakeholder felt that only 2 weeks of education and preparation were needed. The stakeholder, however, did agree with the 3 months for implementation and felt that this length of time would be a great point to review the effectiveness of the tools.

A budget of an hour's wage for nursing assistants and the staff providing the education for the project was discussed and the stakeholder agreed with this budget. The amount for printing the brochure front and back in color from the source from which the brochure was created was discussed and the stakeholder felt that it was within the budget to print as well.

To evaluate the effectiveness of the tools, the data from the 3 months of implementation would be compared to the month before the tools are implemented. Once the data was reviewed, the plan for the stakeholder will be to meet with the staff to present the data. If improvement was noted then the plan would be to continue with the tools and reassess in another 3 months. If the scores did not improve, a focus group of nursing assistants would be selected at random and brought in to discuss if the tools are being implemented, any concerns the nursing assistants have, and a discussion about the tools. If reteaching or changes are needed this would be discussed with the unit educator and stakeholders.

Limitations

It was discovered in the literature review that there has not been a lot of research in the area of improving patient satisfaction, nor have there been any resources created. Davidson et al. (2017) found minimal evidence to inform stakeholders and discovered an urgent need for properly designed interventions to improve and sustain patient satisfaction. Another researcher, Mazurenko et al. (2017) discovered patient satisfaction

is an important quality measure, however, despite the growing literature, there is still a need for more empirical studies. In reference to the need for further studies and interventions, the area of improving patient satisfaction is still an important issue in healthcare. Continued studies and efforts to create interventions are needed.

Implications for Nursing

Patient satisfaction drives healthcare, which is measured in HCAHPS surveys and affects reimbursement in hospital settings. Healthcare is a competitive market, and with access to data like the HCAHPS scores, and other data related to the performance and care of healthcare facilities, patient satisfaction is important. The implication of this project is important to improving the education and skills of nursing assistants. The thought is that improved skills in patient care will then reflect higher patient satisfaction, increasing the HCAHPS scores. If it proves successful, this project could be used within the entire healthcare facility making a positive impact throughout the entire healthcare organization.

Recommendations

The timeline presented was a month for education and preparation of staff and 3 months for implementation to gather data for comparison. The stakeholder felt that a month for education was too long for the number of staff and the quantity of information to be taught. The stakeholder felt that only 2 weeks of education and preparation are needed. The stakeholder, however, did agree with the 3 months for implementation and felt that this length of time would be a great point to review the effectiveness of the tools.

Other feedback received from the stakeholder was the use of the brochure for new-hire nursing assistants. The stakeholder felt that this brochure would be beneficial

and important for the new nursing assistants to have in new hire education and training to set the expectations of patient care and patient satisfaction at the time of hire.

Conclusion

In conclusion, based on feedback from the stakeholder on the project, the brochure will remain the same, no edits or changes were suggested. The timeline for education would be changed from a month to 2 weeks. The budget, plan for implementation, and evaluation will remain the same. Finally, feedback from the stakeholder implied the use of the project for new hire education. The stakeholder liked the layout, tools, and simplicity of the project.

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