




COMMUNICATION STRATEGIES

For Day-to-Day Operations
And Project Implementation


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NewYork-Presbyterian (NYP)
Organizational Statistics





- One Hospital with Five Centers
 - The Allen Hospital
 - Morgan Stanley Children’s Hospital
 - Columbia University Medical Center
 - Weill Cornell Medical Center
 - Westchester Division
- 2,409 Hospital Beds
- 19,376 FTEs
- 117,839 Discharges
- 1,469,226 Outpatient Visits




NewYork-Presbyterian
Healthcare System

- Acute Care Members
 - NewYork-Presbyterian Hospital
 - Bassett Medical Center
 - The Brooklyn Hospital Center
 - Holy Name Medical Center
 - Hospital for Special Surgery
 - Lawrence Hospital Center
 - New York Community Hospital
 - New York Downtown Hospital
 - New York Hospital Queens
 - New York Methodist Hospital
 - New York Westchester Square Medical Center
 - Northern Dutchess Hospital
 - Northern Westchester Hospital
 - Nyack Hospital
 - Palisades Medical Center
 - Putnam Hospital Center
 - Stamford Hospital
 - The Valley Hospital
 - Vassar Brothers Medical Center
 - White Plains Hospital
 - Winthrop-University Hospital
 - Wyckoff Heights Medical Center
- Specialty Hospital Member
 - Gracie Square Hospital
- Continuing Care Members
 - Amsterdam Nursing Home
 - The Hebrew Home at Riverdale
 - St. Mary’s Healthcare System for Children
 - The Silvercrest Center for Nursing and Rehabilitation
- Ambulatory Care Members
 - Community Healthcare Network
 - New York College of Podiatric Medicine
- Specialty Rehabilitation Member
 - Burke Rehabilitation Hospital
 - Helen Hayes Hospital
- Specialty Institute
 - The Rogosin Institute




**Q. THE MOST IMPORTANT COMPONENT
OF EFFECTIVE COMMUNICATION IS:**

- A. Effectively providing front line staff with the specific information they need to perform well in their position and make solid decisions
- B. Enabling employees to see the “big picture”
- C. Nurturing a desired culture within the organization
- D. All of the above




Need a strategy to communicate
regularly on ALL components



Learning Objectives

- Discuss the importance of foundational and contextual knowledge/understanding when communicating with staff
- Review different communication channels and when/how they are best used
- Describe the importance of face to face communication and listening, especially by front line managers



Communication Fostering
Understanding the "Big Picture"

- Mission, Vision, Strategy, and Goals
- Current Environment
 - Healthcare Reform, Regulatory Issues, etc.
- Awareness of "Customers"
 - Patients, Payors, Physicians, etc.
- Awareness of the organization's current performance
 - Financial, quality, patient satisfaction, etc.



Communication Fostering
Organizational Culture

Define and cultivate an organizational culture and the values desired from all members of the organization



Communication Targeting
Information Required to Perform Well and Make Sound Decisions

- Regulatory requirements
- Policies/guidelines/protocols
- IT Systems
- Employee Safety information
- Medication Safety
- Formulary decisions
- Drug shortages
- Etc.



NYPress
Everyone Plays a Role in Quality and Patient Safety
New York Presbyterian
The University Hospital of Columbia and Cornell
November 11, 2011

We Put Patients First

Subject: 2011-2012 NYU-PH Innovation Program

Influencing the future is a very serious business. New York Presbyterian has long recognized that getting recognized as the best way to protect ourselves, our families and our patients. It is also one of the ways we honor our commitment to **We Put Patients First** as a result of our vision that high-impact innovation in health care systems leads to lower infections and mortality rates among hospital patients.

Our goal is to increase 100 percent of our workforce against national benchmarks for these with a medical corporation in the region. Success in both metrics and impact innovation will be visible.



NYP - Strategic Initiatives



Pharmacy Strategic Initiatives and Goals

New York Presbyterian Hospital
DEPARTMENT OF PHARMACY
KEY STRATEGIC INITIATIVES AND GOALS 2011
Enhance Medication Safety, Promote Fiscal Stewardship, and Improve Staff Satisfaction
(Goals listed in italics are structured to improve medication safety)

FINANCIAL AND OPERATIONAL STRENGTH

- Organizational Readiness*
- Expand pharmacy order review to ambulatory PACU areas by June 30th
 - Assess process for disposal of medications on patient areas, revise policy and implement changes by March 30th
- Fiscal Strength*
- Implement \$3M targeted expense reductions in 2011 budget
 - Reduce pharmaceutical waste by 10%

ADVANCING CARE

- IT and Automation*
- Complete upgrade of point of care cabinets at all sites by August 1st and expansion by December 31st
 - Expand ECLIPSYS chemotherapy order entry to ambulatory areas, pediatrics, and non oncology indications by December 31st
 - Select a new pharmacy computer system by July 1st

QUALITY AND SAFETY

- Enhance safety strategies for high risk medications with a focus on:
 - Anticoagulation therapy
 - Insulin therapy
 - Chemotherapy



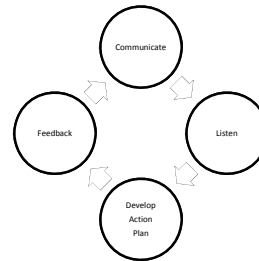
Communication Strategy

- Consistent
- Repeated
 - Using different communication mediums
- Tied to defined core messages or strategies
- Illustrated through stories and examples
- Modeled and discussed by senior leaders
- Measured
- Constructed to communicate *with* rather than *at* employees

Listening, responding, and feedback are essential components of the communication process



TWO WAY COMMUNICATION



Whenever possible, detailed information should be tied back to the big picture



Communication Channels

Electronic Media

- 'Intranet'
 - Posting of reference materials, key metrics, schedules, etc.
 - Policies, guidelines, drug shortage lists, etc.
 - Team specific sites
- E-Mail
 - Pushing out of information that is new
 - New drug shortages, formulary changes, IS changes, etc.
- Social Media
 - Facebook®, Twitter®
 - Stories, illustrations, conversations



Communication Channels

Printed Materials

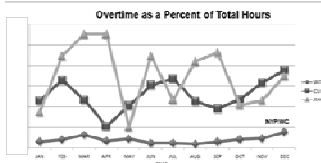
- Newsletters
 - Opportunity to tell stories that illustrate desired values and culture and build community
- Posters
 - Visual aids or reminders for staff
 - Display metrics on key initiatives
 - Staff produced, based on projects they are working on



Communication Channels

Printed or Electronic Materials

- Metrics
 - Balanced Scorecards, Dashboards
 - Communicate progress towards key initiatives
 - Turn around time
 - Expense reductions
 - Clinical interventions
 - Etc.



Communication Channels

Face-to-Face (F-T-F) Communication

- Retreats
 - Enable staff from multiple hospitals to meet and work with one another, in person
 - Builds relationships
 - Provide vehicle for listening and feedback
 - Great venue for reviewing mission and vision, setting goals and planning projects
- Large meetings
 - Provide opportunity to push out the same information to a large group
 - Everyone hears the same message



NYP – Patient Safety Fridays®

- Targeted topics are selected, a standard format is followed and content is screened by a central group
 - Topics are tied to strategies and goals
- Same materials presented in person at every hospital each week
- Managers given educational materials and tracer questions and complete tracers on patient care and support areas
- Problems summarized at the completion of tracers
 - Tracer data is entered into tracking systems
- Questions from all sites discussed at next week meeting
- Metrics from previous week's tracers are reported each week



Standardized Education Materials



20

Communication Channels

Face-to-Face (F-T-F) Communication

- Town Hall meetings
 - Senior leaders can discuss big picture issues
 - Employees can present their projects to senior leaders
 - Opportunity for staff to hear from and speak to senior leaders
- Staff Meetings
 - Bidirectional updates on projects and issues
 - Progress toward goals can be discussed
 - Metrics can be used to illustrate progress



Meeting Agenda



Communication Channels

Face-to-Face (F-T-F) Communication

- Leadership Rounding
 - Promote listening and feedback
 - Follow up is critical for leadership rounding to be effective
- Team meetings
 - Focus on specific project
- 1:1 meetings
 - Best opportunity to facilitate communication through listening and feedback



Communication Channels

Modified Face-to-Face (F-T-F) Communication

- Video-conferencing
 - Provides option for decisions to be made collectively by staff from different locations
 - Useful for program implementation at multiple hospitals
- Phone meetings
 - Allow larger numbers of physically diverse members to dialogue
 - Difficult to engage all parties and prevent lack of engagement caused by multitasking



Communication Channels

Modified Face-to-Face (F-T-F) Communication

At NYP, all Formulary & Therapeutics Committee meetings, subcommittee meetings, and management meetings are held by video conference

- o Decisions are made once by one group
 - Consensus is more easily reached when all hospitals have input from the very beginning



Communication Channels

Face-to-Face (F-T-F) Communication

FRONT LINE MANAGERS

- Most effective method of communication
 - o Interact frequently with front line staff
 - o Trusted by employees
 - o Talk the talk
 - o Can help relate specific work/ contributions to big picture
 - o Can translate global communications to fit a local context
 - o Provide an effective means to listen and gather feedback from staff



Communication Channels

Face-to-Face (F-T-F) Communication

FRONT LINE MANAGERS

- To support front line manager communication
 - o Ensure they see the “big picture” and understand and support the values and culture of the organization
 - o Provide communication training
 - o Especially listening skills
 - o Provide tools
 - o Huddle topic materials
 - o “Making It Better Plans” tools
 - o Metrics on their performance
 - o Etc.



Huddle Topic

Bladder Irrigation Solution

03.16.09

PURB BOTTLES FOR DRUG-CONTAINING BLADDER IRRIGATION SOLUTIONS

Effective immediately, the Department of Pharmacy will prepare and dispense drug-containing bladder irrigation solutions in 1000ml pour bottles manufactured by Hospira and will no longer use irrigation solutions in flexible plastic bags for this purpose.

When preparing bladder irrigation solutions in these pour bottles, the Pharmacy will seal the container with an adapter cap that easily connects to the bladder irrigation tubing (arrow; remove protective cap first). The Hospira pour bottle also have a plastic ring affixed to the bottom of the pour bottle so the container can be hung from an IV pole.

To enhance labeling, the Pharmacy will affix a large “For Irrigation Only” label that can be viewed from both front and back sides of the container.

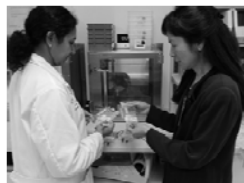


Communication Channels

Face-to-Face (F-T-F) Communication

CENTRALIZED STAFF

- Rotate to different hospitals
 - o Provide consistent communication of targeted topics and assessment of progress/ compliance at each hospital
 - o Encourage the gathering of suggestions and feedback from staff



Q. EFFECTIVE COMMUNICATION CAN:

- A. Improve employee productivity
- B. Improve financial performance
- C. Enhance employee satisfaction
- D. Enhance overall organizational performance
- E. All of the above

