



**Mount  
Sinai**

# Patient Experience Newsletter



THE JOSEPH F. CULLMAN, JR. INSTITUTE FOR PATIENT EXPERIENCE

October 2015 Volume 1, Issue 3

## Meet The Cullman Institute Team



### Swapan Prajapati, MPA

Business Analyst, Joseph F. Cullman Institute for Patient Experience

#### Patient Satisfaction: Scores, Reports, and Distribution

I am the Business Analyst for The Joseph F. Cullman, Jr. Institute for

Patient Experience. After completing medical school in India, I decided to pursue a master's degree in Healthcare Management from New York University. During my career at the Mount Sinai Health System, I have developed a deep interest in data analytics and its power to drive performance.

In my role, I compile patient satisfaction data from the Press Ganey Improvement Portal and analyze and create reports

for health system leadership. Press Ganey stores our patient satisfaction results in thousands of pages in its Improvement Portal, sometimes making it very cumbersome for managers and leaders to locate the data they need and prepare reports to share with their teams. I synthesize and distribute 16 reports weekly, 17 executive summaries monthly, and hundreds of physician comparison reports quarterly. The standardized formats with charts and tables make reports easy to understand and explain, and ensures that all departments and areas are reviewing data consistently.

My reports give an executive overview of our organization's current performance across care settings, giving team members the ability to drill-down and pinpoint our most promising improvement opportunities. It makes me feel proud that my work provides targeted insights into the voices of our patients across the entire continuum of care.



### Stephen Weber

Director of Patient Experience, New York Eye and Ear Infirmary of Mount Sinai

#### New York Eye and Ear Infirmary of Mount Sinai Participates in OAS CAHPS Experiment

New York Eye and Ear Infirmary of Mount Sinai (NYEE) is one of 20 facilities from across the country selected to participate in the next round of CMS patient satisfaction surveys. The Consumer Assessment of Healthcare Providers and Systems Outpatient and Ambulatory Surgery (OAS CAHPS) survey is a patient experience of care survey for Medicare-certified hospital outpatient departments (HOPDs) and ambulatory surgery centers (ASCs).

The Centers for Medicare & Medicaid Services (CMS) and its survey contractor, RTI International, are implementing the

next phase of the program, which includes a mode experiment (September 2015) and a voluntary national reporting program (January 2016). The goal of the survey development process is to identify and include dimensions of care that patients and other consumers want or need to inform their selection of an HOPD or ASC for surgery.

As one of the selected voluntary participants, NYEE will assist RTI and CMS to assess the effects, if any, of using different methods to collect patient satisfaction data. The mode experiment will test the effectiveness of mailed surveys, surveys completed via telephone, and mixed mode surveys (mail with telephone follow-up).

Participating in the mode experiment will provide NYEE an opportunity to understand our patients' experiences before the program officially starts, and will enable NYEE to identify areas for improvement in advance of national reporting.

NYEE is proud to be working with RTI and CMS in the development of this next step in Health Care Reform.

## Cullman Institute Team Members



**From left,  
Catherine Calhoun and  
Luann Donnelly**

Patient Experience  
Improvement Coaches,  
Cullman Institute

The Mount Sinai Health System's Joseph F. Cullman, Jr. Institute for Patient Experience is pleased to welcome Catherine Calhoun,

LCSW and Luann Donnelly to their new roles as Patient Experience Improvement Coaches. Ms. Calhoun and Ms. Donnelly will conduct experiential-based skills training with frontline staff using role play and simulated patient interactions to facilitate the adoption of communication best practices by caregivers.

Ms. Calhoun joins us from The Mount Sinai Hospital's Adolescent Health Center Outpatient Clinic. Her warm demeanor and clinical social work experience enables her to quickly engage caregivers, expertly redirect conversations as necessary, create an inclusive environment and provide feedback in a compassionate manner. Ms. Calhoun earned her BA in Psychology from Barnard College and her Master's degree in Social Work from Columbia University School of Social Work.

Ms. Donnelly joins our team from NYU Langone Medical Center, where she was a Patient Relations Specialist/Representative in the Department of Patient Experience. In this role, she led an interdisciplinary team in the Emergency Department to improve communication among caregivers that significantly improved patient satisfaction scores as measured by Press Ganey. Ms. Donnelly earned her BA in Psychology from St. Joseph's College and is pursuing her Six Sigma Green Belt designation through the City University of New York.



**From left,  
Silvia Wendt and,  
Ivelisse Correa**

Language Services and  
Patient Relations,  
The Mount Sinai Hospital

**Silvia Wendt**

Silvia Wendt started her career eight years ago as a volunteer Spanish Medical interpreter at the Avera McKennan Hospital in South Dakota. Soon after, she earned a full-time position as an interpreter at Lutheran Social Services and trained over 40 hospital interpreters. Ms. Wendt earned her medical interpreter and interpreter trainer certifications from Bridging the Gap, a renowned pioneer in the field of medical interpreter training, located in Seattle, WA. She recently relocated from South Dakota to New York City, and became a volunteer at Mount Sinai St. Luke's and Mount Sinai Roosevelt. Her passion is to bridge the communication gap between Limited English Proficiency (LEP) patients and medical providers. She is a member of the

ATA (American Translation Association), IMIA (International Medical Interpreter Association) and CHIA (California Healthcare Interpreter Association).

**Ivelisse Correa**

Ivelisse Correa is a long time employee of the Mount Sinai Health System, and previously worked as a Health Educator in the Adolescent Health Center where she provided health education, counseling, and support services for at-risk youth. She began her career within the Social Work Department as an Administrative Assistant and later became a Community Liaison Worker. Ms. Correa has also spent time as a volunteer with the SAVI program, providing crisis intervention to survivors of sexual assault and intimate partner violence.

Ms. Correa currently resides in the East Harlem Community with her daughter and husband. She shares a passion for patient advocacy and staff support and is eager to utilize her extensive knowledge and experience to further contribute to the patients team and the Mount Sinai Health System.

### Key Communication Phrases

- Instead of responding with “No Problem,” try saying, “My pleasure!” or “You’re welcome!”
- Instead of asking “Can I help you?”, instead, ask, “How may I assist you?”, or “How may I help you?”
- It is human nature to become defensive when a patient or family member expresses a problem. When it happens, the best way to respond is by saying “I’m sorry that happened to you. I can imagine how frustrating that must have been. I am here now... what can I do for you?”
- We often just walk into a patient’s room after knocking. Instead, ask if it is okay to enter the room. It may sound something like, “This is your nurse, Grace, I am here to do my hourly check. Is this a good time to come in?”

## Language Services at MSHS

As part of our continued commitment to our Limited English Proficiency (LEP) patients, we are piloting a program with our over-the-phone vendor, Pacific Interpreters (PI) to provide face-to-face interpreting for the top languages at four of our hospitals (MSBI, MSR, MSSL, and MSH). This, along with our staff interpreters, will improve communication with our LEP population and lead to a more positive patient experience. In addition, we continue to expand our Video Remote Interpreting service (VRI) for our patients who

communicate using American Sign Language (ASL). Our goal is to have seamless communication when one of our deaf patients presents to the hospital. They will have immediate access to an ASL interpreter if they present to any of our emergency departments and also throughout their hospital admission.

The language services program continues to provide in-service training to staff in all clinical areas to ensure that they know how to obtain an interpreter for patients and their family members. We are available throughout the year to provide training to staff on how and

when to utilize an interpreter as well as how to document the transaction in the medical record. The Language Services Program also offers medical interpreting training, three times a year, to qualified employees and volunteers. Please contact your language services representative with any questions.

### Language Services Contact info:

**MSH** | Adriana Cifuentes | 212-659-8990  
**MSR/MSSL** | Roxana Lash | 212-523-2187  
**MSBI** | Cesar Fernandez | 212-844-8555  
**NYEE** | Sylvia DaBalsa | 212-979-4093  
**MSQ** | Denise Colon | 718-267-4273  
**MSB** | Roman Khait | 718-951-3005

## Everyday Acts of Excellence



**Robin Almonte**  
Security Officer, NYEE

### Everyday Acts of Excellence

On any given day, you will find the members of New York Eye and Ear Infirmary of Mount Sinai's (NYEE)

Security Team going above and beyond the call of duty to help keep patients, visitors, and staff members safe while in the hospital.

On July 7, 2015, NYEE's Security Officer Robin Almonte did just that as he raced to help a patient who had passed out in a hallway at the hospital while he was on duty. Without a moment's hesitation, Officer Almonte began rendering aid and ensured that appropriate medical personnel were notified and responded, all the while never leaving the patient's

side. Despite the gravity of the patient's condition and the commotion that ensued as physicians, nurses, and other team members responded, Officer Almonte kept his typical calm and professional demeanor. The patient was subsequently stabilized and transported to an area hospital for additional appropriate medical care.

"This one example is part of the greater culture of patient safety and experience that thrives at NYEE," says Stephen Weber, NYEE's Director of Patient Experience. To recognize these "everyday acts of excellence," the leadership team at NYEE is developing a new Service Excellence Recognition Program that honors NYEE employees. Officer Almonte recently received the inaugural award at the NYEE monthly Department Head Meeting.

"The qualities displayed by Officer Almonte are the exact characteristics we wish to celebrate and recognize in all of our staff, and specifically in my Security Staff," said Norman Levine, Director of Security at NYEE.

**Manager Spotlight:** James McDaniel and Rosa Peralta are passionate nurse managers who have readily embraced the key concepts for coaching their staff on Hourly Patient Rounding in a positive and encouraging manner.

### James McDaniel

James McDaniel is the nurse manager for 9E at MSSL, a cardiac telemetry inpatient unit, and celebrated his first anniversary in September. Originally from Martinsburg, WV, James came to New York City to pursue his dreams. He is currently working on obtaining a Doctorate of Nursing Practice (DNP) from Walden University. During his spare time, James enjoys dining out and trying new restaurants. James has an 8-year-old lab/boxer dog named Liberty.

#### 9E (James McDaniel)

**Communication with RN HCAHPS Composite Data:**

Pre intervention data: Q4 2014 = 69.8% Top Box

Post intervention data: Q2 2015 (YTD May)= 89.8% Top Box

\*An increase in Top Box of 20%



**James McDaniel**  
Nurse Manager  
at MSSL



**Rosa Peralta**  
Nurse Manager  
at MSR

### Rosa Peralta

Rosa Peralta is the nurse manager for 11B, a postpartum unit at MSR, and has been in this role for the past 17 months. She enjoys sunny days by the beach with family and hosting BBQs. She has lived in the Dominican Republic, Providence, RI, Manhattan, and Brooklyn.

#### 11B (Rosa Peralta)

**Communication with RN HCAHPS Composite Data:**

Pre intervention data: Q4 2014 = 65.3% Top Box

Post intervention data: Q2 2015 (YTD May)= 70.9% Top Box

\*An increase in Top Box of 5.6%



## The Volunteer Ambassador Program



**Ambassadors** | Nancy Kantor, Nancy Robins mentoring student Ambassador Nancy Leon

The Volunteer Ambassador Program at The Mount Sinai Hospital had a robust student program this summer, with 23 high school and college students participating. The Ambassadors are at the main hospital entrances, welcoming patients and families, helping them find out where they need to go, and then escorting them there. They also

visit inpatients for comfort rounds—providing coffee, tea, snacks and conversations. Two of our college students served volunteer internships—Jason Darell (Amherst College) and Stephanie Ren (SUNY Binghamton), each completing more than 250 hours of service. The students allowed us to provide extra escorting services, including the lobby of 5 E. 98th Street; numerous comfort rounds in

the Emergency Department, Surgical Family Waiting Room, Heart Hospital Ambulatory Center, and inpatient units; and to distribute ice cream in the Surgical Family Waiting Room, Ambulatory Services, and 5 E. 98th Street faculty practice. In June and July the Ambassador service hours were 750 hours above the previous



**Student Ambassadors** | Andrew Damas, Jamie Ramos, Jackie Lucero, Myles Innis, and Ellie Politi

year. We could not have accomplished this without the many adult Ambassadors who served as mentors and teachers for the students. The Ambassadors fulfill the Cullman Institute mission of improving the patient experience from the moment a patient enters the Hospital through discharge.

### MSSL Hourly Rounding Champions

- Victor Pilapil, 6 East
- Corla Qawiyy, 9 East
- Dwight Quilling, 9 East
- Deborah Quow, Sty 6
- Elenida Rivera, 6 East
- Myrna Rivers, Sty 6
- Joann Rodriguez, 7 West
- Lizzette Rodriguez, 8 East
- Zara Roy, 6 East
- Emma Subido-Dizon, 7 East
- Ieshma Thomas, 8 West
- Florentina Villacorte, Sty 6

## Educational Seminar

### Purposeful Hourly Rounding Champions

Staff commitment to improving our patients' experience was evident at Mount Sinai Saint Luke's Inaugural Purposeful Hourly Rounding Champions program held Friday, July 31<sup>st</sup>. Natalia Cineas, DNP, RN, NEA-BC, Senior Director, Patient Care Services, who spear-headed the program, described the role of the Purposeful Hourly Rounding Champions ("The Champs") as "a team of dedicated health care professionals who are passionate about improving the

patient care experience." Presentations included a demonstration of simulation training by MSHS Patient Experience Improvement Coaches Grace Marin MSN, MBA, RN, Catherine Calhoun, LCSW, and Luann Donnelly; "HCAHPS Data Review" by MSSL Nurse Managers Maureen Sullivan, MS, RN and James T. McDaniel, MSN, RN-BC, CHPN; "What's Working? Opportunities and Challenges, Incorporating Rounding into Workflow" by Medel S. Paguirigan, EdD, RN; and small workgroups led by Grace Phelan, MSN, MPA, RN, MSSL Senior Nursing Education Manager. The Champs



discussed and agreed upon next steps to share HCAHPS scores with their peers and identify methods to motivate staff. The Champs will meet

every quarter to review HCAHPS patient experience data and to develop additional strategies to make meaningful connections with our patients.

***"Championing a proactive approach to meet the needs of our patients"***

## Comments from Patient Satisfaction Surveys

**MSSL** *“The nurses were totally awesome & friendly in the cardiac unit. THE BEST nurses Peg O'Malley, Leslie, Becky, Neida were super, super awesome.”*

**10E (cardiac)**

**MSBI** *“Karen Gottlieb and PCA Elizabeth were very helpful when I had an emotional breakdown one night.”*

**10 Silver (surgical)**

**MSQ** *“The nurses were great, especially Dechen, Raul, and Elder.”*

**4E (surgical)**

**MSH** *“My experience with Vanessa Valdes was exceptional. With her skills and encouragement I was able to reach a level of mobility I did not think possible.”*

**Outpatient Rehab**

**MSR** *“This is the first time I have been an ER patient. I have accompanied others when they were patients at other hospitals and found this experience far superior to those in all respects.”*

**ED**

**MSSL** *“It was like being on vacation—except it wasn't—it was surgery! Obviously this is a well-run organization. I've never seen a New York institution where everyone was so nice & professional.”*

**General Surgery**

**NYEE** *“My physician, Dr. Maher, gave me a very accurate description of the surgery. She was incredibly competent, and even though I was apprehensive about it, I trusted her because every single person I encountered on the day of the operation—and there were at least a dozen—checked to make sure I and my procedure were correctly identified. I had absolute confidence that everything would be done correctly.”*

**Ambulatory Surgery**



# Mount Sinai Health System *at a Glance*

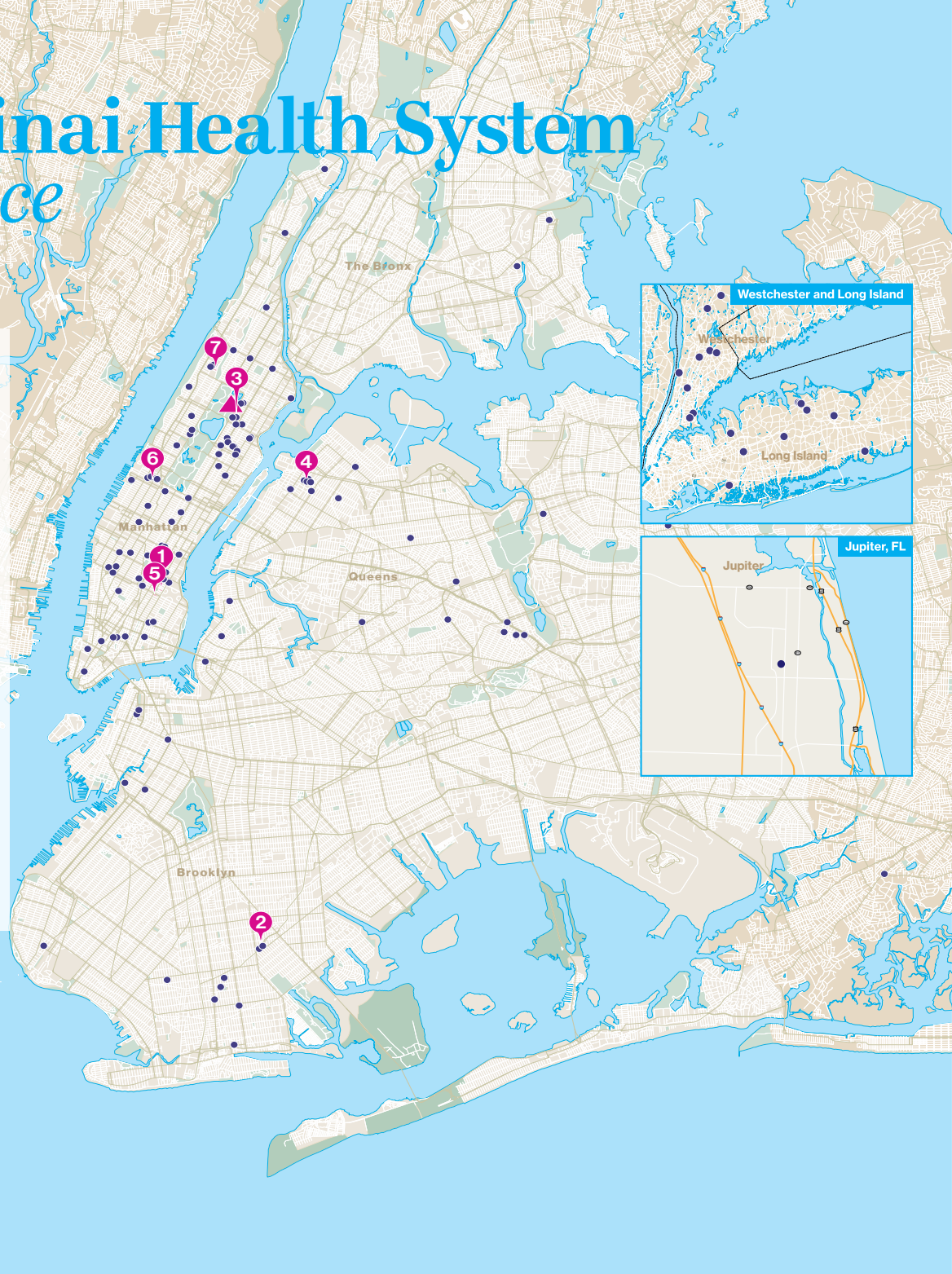
## ONE MEDICAL SCHOOL

- ▲ Icahn School of Medicine at Mount Sinai  
One Gustave L. Levy Place  
New York, NY 10029

## SEVEN HOSPITAL CAMPUSES

- 1 Mount Sinai Beth Israel  
First Avenue at 16th Street  
New York, NY 10003
- 2 Mount Sinai Brooklyn  
3201 Kings Highway  
Brooklyn, NY 11234
- 3 The Mount Sinai Hospital  
One Gustave L. Levy Place  
New York, NY 10029
- 4 Mount Sinai Queens  
25-10 30th Avenue  
Long Island City, NY 11102
- 5 New York Eye and Ear Infirmary of Mount Sinai  
310 East 14th Street  
New York, NY 10003
- 6 Mount Sinai Roosevelt  
1000 Tenth Avenue  
New York, NY 10019
- 7 Mount Sinai St. Luke's  
1111 Amsterdam Avenue  
New York, NY 10025

● Ambulatory Practice Sites



**Mount Sinai Health System**  
**The Joseph F. Cullman, Jr. Institute for Patient Experience**

One Gustave L. Levy Place, Box 1238  
New York, NY 10029  
[TheCullmanInstitute@mountsinai.org](mailto:TheCullmanInstitute@mountsinai.org)



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