

SUSTAINING POSITIVE PATIENT EXPERIENCES IN THE MIDST OF ORGANIZATIONAL AND CULTURAL CHANGE

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With the historical merger of a large community teaching hospital and a university teaching hospital located in the same city in September 2012, both entities have undergone significant change in the progression towards complete clinical and cultural alignment. Over the span of one year, both campuses of this merged organization have standardized personnel policies, practice standards and the electronic medical record (EMR). Despite the scope and magnitude of changes impacting the staff and their practice, the consistent focus has been on maintaining an exceptional patient experience for all who seek care at this institution.

The objectives of this project were:

1. Provide outstanding clinical care during a transitional time.
2. Maintain patient satisfaction during the acquisition phase and through subsequent change by incorporating a multidisciplinary approach.
3. Identify sources of staff anxiety regarding policy changes and provide support and resources to mitigate the impact.

In order to maintain our high patient satisfaction scores, tremendous effort was made to educate the staff to effect a seamless transition to a new EMR. Shadowing opportunities were provided on the sister campus of our merged hospital. PACU nurses from the other campuses volunteered to come to our facility to assist with go live support.

In an effort to decrease staff anxiety, Patient Service Managers and human resources staff readily disseminated information and policy changes in a timely manner.

Perianesthesia nurses were empowered to work in a collaborative environment which was reflected in our consistently positive patient and family feedback.