Hospitality Hosts Opportunity (H2O)

Long Island Jewish Medical Center | 2013 AiPE Practice of the Year Award Winner

Problem
Analysis of patient experience scores from 2010-2011 revealed patients were not pleased with the patient experience at Long Island Jewish Medical Center (LIJMC), an acute inpatient facility with 500+ beds, and improvements made were not being sustained. LIJMC was in the 11th percentile for the Press Ganey likelihood to recommend category in 2010 and declined to the 6th percentile in 2011.

Solution
Taking inspiration from the hotel and hospitality industries, LIJMC spearheaded a cultural shift to transform from a service-oriented to a hospitality-oriented hospital. LIJMC collaborated with Hospitality Quotient (HQ) a New York City based company rooted in the restaurant industry. Curriculum design and multi-modal teaching methodologies were created and implemented. An interdisciplinary team of ten master trainers was chosen. The Hospitality Hosts Opportunity (H2O) program began November 17, 2011, and all existing staff was educated within a 13 month time period.

An invitation letter was sent to all employees. The class was facilitated over two hours, with a maximum interdisciplinary class size of 15-20 per session. After completion of the class, a Commitment to Care Certificate was completed. After successful demonstration of hospitable behavior, a behavioral competency was completed on every staff member and is done annually. The hospitality class and competency has been integrated into site orientation of all new hires.

A Hospitality Observation Team (HOT) was created. The focus of this HOT team, done quarterly, is to observe staff behavior in the clinical environment. Positive behavior, in alignment with the core message components learned in the hospitality classes, was recognized with a “You Made a Rave” certificate. Staff was held accountable for negatively observed behavior. A sustainment plan was created and implemented to keep the “language alive.” A weekly newsletter was emailed to all staff members. ‘Breakfast with the Stars’ programs was created to recognize the interdisciplinary staff for extraordinary service and Hospitality Leadership Rounding was implemented.

Outcomes
Press Ganey “likelihood to recommend” scores increased from the 6th percentile in 2011 to the 51st percentile for 2012.

HCAHPS “willingness to recommend” scores improved from the 27th percentile in 2011 to the 86th percentile in 2012.

References
Press Ganey client site (Percentile Rank compared to Clients with 450-599 beds)
Hospitality Quotient www.hospitalityq.com

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“The development of the H2O program has helped to foster a culture change at LIJMC. Staff learned that hospitality began with taking care of each other, self-awareness and respect for others. This initiative has impacted care delivery processes and has yielded positive outcomes for the patients, families, and staff of LIJMC.”

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