



Lakeview Private Hospital

‘Transforming Feedback into Quality

Measurable Data’



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Patients First – Ensuring the Best Patient Feedback

Lakeview Private Hospital (Lakeview) came to Cemplicity with a desire to monitor patient feedback more closely and reliably benchmark it against local and national results to ensure best-in-class outcomes.

Cemplicity sat down with Sally Holmes, Lakeview's Quality Manager and Infection Control Co-ordinator and Elle Zattera, Lakeview's Executive Services Manager to hear how those targets have been met and exceeded, and the additional benefits, like staff morale and competition, they have discovered along the way using the Cemplicity Feedback Process.

Lakeview Private Hospital

Lakeview is a completely doctor owned private hospital located in Norwest, Sydney. Heading into their 9th year of operations, with their 78 bed facility providing a full range of elective surgeries with inpatient and day stay rehabilitation programs.

As a fairly young hospital, Lakeview's team was already relatively confident that they were doing a good job. However, they didn't have quality centralised data to prove it, so they couldn't measure themselves against others and didn't know what improvement opportunities they could be missing out on.



Patient Feedback

While collecting patient feedback, their patient feedback mechanism was relatively onerous.

Taking the form of a paper questionnaire that was physically given to patients by staff, the Lakeview team recognised this wasn't the best solution.

Why no paper?	Paper can easily be put down and not picked up again by the patient meaning enormous potential to miss out on feedback from individual patients.
	The paper based feedback that was submitted was time consuming for staff to process and interpret.
	Unsurprisingly, engagement for both the patient and the staff was low and issues that could have been identified through feedback were slow to bubble up.

“We had a very rudimentary way of doing patient feedback, we had a tri-fold brochure that went out, then the results were collated by the ward clerks and presented at our quality meetings.” – Elle

The Move to Digital

The simple step of digitisation has changed that. Cemplicity digital patient feedback platform has immediately brought effectiveness for staff, giving them a quick and easy way of identifying pertinent feedback and acting on it. More importantly though, its improved the quality of the data captured, boosting response rates by giving patients the opportunity to respond when, where and how it suits them.

“Staff were happy they didn't have to hand out forms... its been less work for them.” – Sally



The NPS Game Changer

While improved patient responses and more efficient capture of feedback has been valuable for Lakeview, the real impact has been introducing the Net Promoter Score (NPS) component into the patient feedback. This simple, consolidated metric has given Lakeview a robust quantifiable measure to benchmark, track and report on, opening up a range of new applications for data - driven service improvement, where before Patient Feedback Surveys were seen as a task that consumed employee time without leading to actionable change. With the implementation of NPS it has transformed into a hugely valuable tool for extracting benchmarks, identifying trends and reacting quickly to address any issues.

“I think Cemplicity has been widely, at least by the executive team definitely, one of our best investments recently.” - Elle

Competitive Benchmark

For any sort of organisation to measure its success, they must be able to compare themselves to others doing the same work. Implementing NPS has allowed Lakeview to collate their feedback in a format that is easily comparable to other national and local hospitals.

“Net promoter score is recognised amongst the industry as being very important.” - Sally

Lakeview can now ensure that their goals and standards of care are being met in a reliable and robust way that is easy to report back to staff, the community and the Board. This ability to see clear metrics against a variety of variables opens a wide range of opportunities to understand where improvements can be made for patients during one of the most stressful times in their lives.

“Prior to having a net promoter score, we had the clinical indicator data which benchmarks clinical outcomes nationally within our peer group, but we didn't have anything to look at our local competitor's patient satisfaction outcomes. Most of our competitors have got their NPS on their website, which is great, so now we jump in and check to make sure we're above them.”

- Elle

Internal Benchmarking

It's not only about external comparison. Cemplicity's reporting platform has allowed Lakeview to create benchmarks within the hospital, comparing against other time frames and even comparing departmental performance. While not the primary motivation for Lakeview, this has had a hugely positive influence on staff morale. Performance across departments is discussed in meetings directly, used for Board reporting, shared in doctor's rooms and sent out in a hospital report. This has led staff developing a friendly, competitive culture towards other departments which heightens their engagement and attitude to their work. They also have visibility over their performance compared with other local hospitals providing further impetus to improve.

"We tell the staff the good with the bad. But most of it is outstanding, and it's something we're really proud of, there's a little bit of competitiveness between some departments. Healthy competition! It goes on the staff notice boards in each department and every week it's discussed at department meetings." – Sally



Bob Prasad – Director of Nursing

Happy and engaged staff who are proud of their work can only mean good things for the patients under our care.

"The doctors love it. Every few months we print off patient comments on sheets and stick them in the staff room so the doctors can read the feedback as well." - Elle

Higher Quality Data

“We get more comments in the free text fields than we ever used to on the paper forms. So people are definitely more comfortable filling these in.” - Elle

The freedom to fill in feedback in the patient's own time, with free text prompts and a digital format has led to an uptake in response rates, which in of itself provides better quality data, but it has also led to more comprehensive comments.

“We do get some surprises about things, when I say they're funny little things that they might've said that in one of the patients lounges, the 'hot water zipper' (actually the ZIP Hot Water Outlet) wasn't working and nobody else told us about that, but it came back through a survey.” – Sally

Patients also feel more comfortable making small complaints that they might not want to bother staff with in person, and personal complaints they might feel awkward about when handing in a paper feedback form.

“It's usually about things like a nurses personality or a perceived lack of care, interest, empathy, that sort of thing. And through that we have identified a trend with one or two nurses that have needed some performance management and more training on customer service” - Sally

The higher quality, more extractable data has been beneficial for strategic planning and forming business cases for patient pain points like extra parking. The extra layers of defensible data proving patient outcomes beyond nationally required clinical indicators also aids funding applications.

“We use this when we are negotiating with the health funds for our rebates, because a measure of patient satisfaction is one of their criteria.” – Sally

Real Time Feedback

One of the superpowers of Cemplicity's digital feedback is real - time reporting and Lakeview has seen this deliver great value. Staff can be quick and reactive when issues arise which has twofold rewards. Patients can see the results and feel heard, and feedback to staff to continually relevant rather than from months ago which encourages participation in the process.

"We see the responses very quickly and it's allowing us to react and deal with any deficits straight away." – Sally

"We're pretty proactive, especially on the wards where our managers walk around and make sure they're dealing with any negative feedback straight away." – Elle

Conclusion

Cemplicity has helped Lakeview Private Hospital revolutionise patient feedback from what was once a time draining process into a truly transformative tool. From top level strategic applications, to making sure everyone can get a hot cup of tea, now the feedback is higher volume, high quality and quickly actionable. This is making a real-world impact not only on patient care but on the everyday commitment of staff at Lakeview Private Hospital. This is a win-win situation all round.

"It's really about a quality and safety service from a patients perspective, this tool has changed our world due to the quality and detailed feedback we now receive."

– Sally



Jasene McAlister – General Manager