



SUBURBAN HOSPITAL
JOHNS HOPKINS MEDICINE

Patient and Family Advisory Council 2020 Annual Report



2020 Patient and Family Advisory Council

Patient and Family Advisors

Margery Arnold	Barrie Kydd
Jacqueline Beale	Toby Levin
Stephen Bokat*	Carol McLeod
Karen Brown	Kathleen McGuiness
Elsie Durland	Lori Nam
Howard Gilson	Belle O'Brien
June Graff	Merlyn Rodrigues
Joel Hirschhorn	Barry Rubinstein
Jean Hochron	Vicki Stearn
Karen Jaffe	Sarah Steinberg
Barbara Kahl	Sabiha Zubairi
Deborah Kovach	

Suburban Staff Advisors

Diane Colgan, MD, Assistant Vice President of Medical Affairs
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Margie Hackett, RN, BSN, BC-Gerontology, Transition Guide Nurse Manager
Kris Hakanson, Director, Office Patient and Family Experience
Kimberley Kelly, MBA, RN, CCRN-K, Director, Critical Care
Amir Nader, MD, Progressive Cardiac Care Unit Medical Director
Karin Nevius, BSN, RN, CCRN-K, Director Professional Practice and Quality
Chloe Bauermaster O'Baker, MBA, MSN, RN, Patient and Family Experience Coach
Jennifer Raynor, RPh, Director, Pharmacy
Atul Rohatgi, MD, Assistant Medical Director, Hospitalist Group
Jacky Schultz, MSN, RN, President (Retired)
LeighAnn Sidone, DNP, RN, CENP, Interim President, Vice President of Nursing / Chief Nurse Officer*

*PFAC Co-chairs

Introduction: What is Patient- and Family-Centered Care?

This report covers the activities of Suburban Hospital's Patient and Family Advisory Committee (PFAC) during the 2020 Fiscal Year, which ran from July 1, 2019 to June 30, 2020. The COVID-19 pandemic hit the Bethesda community in mid-March. As a result, certain activities, such as our PFAC Leadership Awards, were delayed until after the end of FY 2020. Some of these delayed activities are included in this report.

The PFAC is comprised of volunteer members, called Patient and Family Advisors (PFAs), hospital clinical and administrative staff and executives. The PFAs also participate in more than 40 Suburban councils, committees and workgroups. This widespread participation by PFAs provides the patient and family perspective. The work of PFAs can range from testing day beds to be installed in new patient rooms to reviewing the text of patient handbooks to ensure that they are understandable and contain all the needed information.

The PFAC also works closely with the Community Health and Wellness department, whose mission is to be a bridge between the community and the hospital. We are proud to have at least one member of the Community Health and Wellness team attend every PFAC meeting.

Any community member interested in the work of the PFAC is encouraged to contact us. We welcome all views and input at sbokat1@jhmi.edu.



Patient & Family Advisory Council

Our Patient and Family Advisors (PFAs) participate on more than 40 committees and workgroups at Suburban Hospital and Johns Hopkins Medicine. Their involvement and insight brings the patient and family voice to every discussion and demonstrates Suburban Hospital's commitment to patient- and family-centered care.

This list provides many examples of PFA involvement at Suburban Hospital.

Patient Safety

- Comprehensive Unit-based Safety Program (CUSP) teams
- Falls Team
- Medication Error Reduction Improvement Team (MERIT)
- Suburban Hospital Board's Medical Quality Committee

Suburban Team Partnerships

- Nursing Unit Councils
- Team / Department Collaboratives
- Professional Practice Nursing Council
- Interdisciplinary Clinical Practice Committee

Patient & Family Education

- Patient Education Committee
- Patient and Family Resource Center

Patient & Family Experience

- "Experience the Experience" Simulations Workshops

Disease Prevention & Treatment

- Diabetes Champions
- Glucose Control Steering Committee

Johns Hopkins Clinical Communities

- Patient-and Family-Centered Care Clinical Community
- Diabetes Clinical Community

Recognition and Awards

- Johns Hopkins Medicine Patient- and Family-Centered Care Award Program
- Suburban PFAC Patient- and Family-Centered Care Leadership Award

Quality Improvement

- Suburban Hospital Quality Committee
- Suburban Hospital Board Quality Committee

Tenets of Care

The PFAC's main objective, the pursuit of patient- and family-centered care, remains unchanged, as do the key tenets of that care as defined by the Institute for Patient- and Family-Centered Care:

- Patients and their families are treated with dignity and respect.
- Health care providers communicate and share complete and unbiased information with patients and their families in ways that are supportive and useful.
- Health care providers encourage and support patients and their families to participate in care and decision-making at the level the patients and their families choose.
- Patients, families, and health care providers work together to improve every aspect of the health care system.



A Letter from LeighAnn & Steve

We are pleased to present the Suburban Hospital 2020 Patient and Family Advisory Council (PFAC) Annual Report.

The PFAC's dedicated team of volunteers and professionals spent thousands of hours during the last year to make sure the patient and family voice was heard on every aspect of hospital operations. It is only through this partnership of Patient and Family Advisors (PFAs), representing your community and hospital staff, that we can ensure Suburban provides the best patient- and family-centered care, a touchstone of excellence throughout the Johns Hopkins system.

In the words of Charles Dickens in *A Tale of Two Cities* (1859), 2020 was "the best of times and the worst of times." The dedication of Suburban's North Building in January 2020 represented the best of times. The new facility, years in the making, enabled Suburban to provide among many other things, a tremendous expansion of space allowing for primarily private patient rooms, units dedicated to dealing with pandemics, all new operating rooms equipped with the latest technology and last, but certainly not least, a Patient and Family Resource Center staffed by PFAs and other volunteers.

The timing of the North Building opening was fortuitous, for both Suburban and the community, as the hospital faced the COVID-19 pandemic within weeks of moving patients into the new building. The additional space allowed the hospital to isolate its large number of COVID-19 patients from those who were not infected. A section of the relatively new garage, part of the Campus Enhancement project, became a drive-thru COVID-19 testing center.

Unfortunately, COVID-19's exceptionally infectious nature, which represented the worst of times, necessarily limited the ability of care partners and families to be with all patients in the hospital. A 24-hour family or care-partner presence, a key tenet of patient- and family-centered care, had to give way to the protection of patients, families and the community from the disease. Needless to say, the PFAC was unable to staff its new Resource Center.



Despite the difficulties imposed by the pandemic, the PFAC did not miss a beat. In-person meetings gave way to virtual meetings. In fact, attendance by both staff and PFAs at our virtual monthly meetings actually improved. Moreover, our PFAs stayed fully engaged in the numerous committees and councils in which they participated through video and teleconferencing. Given the inability of PFAs to be in the hospital as a result of COVID-19 infection control procedures, senior and line staff became the eyes and ears of the PFAs. Through participation in a consortium of Johns Hopkins system-wide PFACs, our members also played a leadership role in assisting Johns Hopkins Medicine set patient- and family-friendly policies.

This report addresses the role of the PFAC both before and during the pandemic. We look forward to reporting on more normal times in the future.

Stephen Bokat

LeighAnn Sidone, DPN, RN, CENP, Interim President, Vice President of Nursing/Chief Nurse Officer

Co-chairs, Suburban Hospital/Johns Hopkins Medicine
Patient and Family Advisory Council



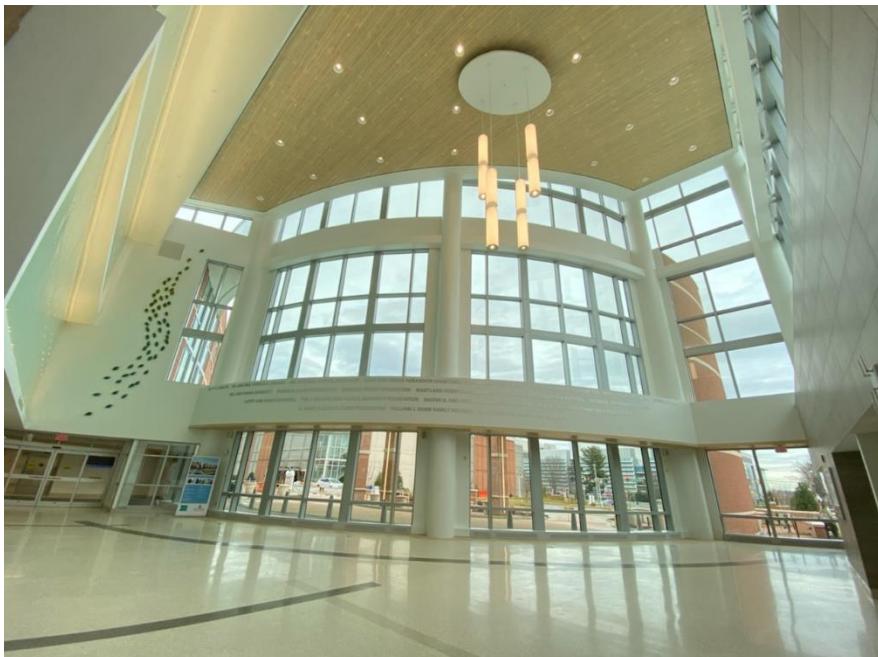
Dedicated to Jacky Schultz, MSN, RN, President

Jacky joined Suburban in 2005 as the Senior Vice President of Patient Care Services and Chief Nursing Officer. After serving in a number of different roles over the years, she was named President of the organization in August of 2016.

Jacky has been a member of the PFAC since its founding 10 years ago. Jacky's commitment to the principles of patient- and family-centered care resulted in Suburban's PFAC being an outstanding success. She set the standard for including our volunteer Patient and Family Advisors in all aspects of Suburban operations.

Jacky retired as Suburban's president in September 2020.

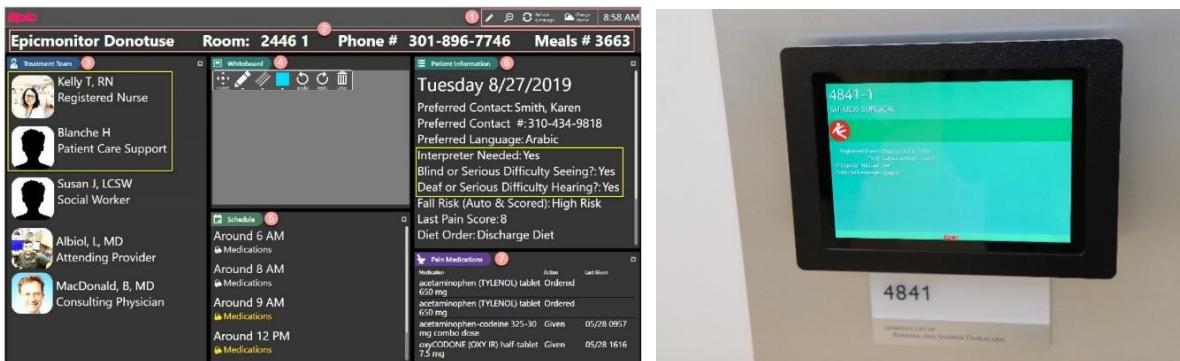
We thank her for her support and wish her a long and happy retirement.



Suburban's North Building added a new main entrance with a soaring, light-filled atrium and lobby.

Suburban's North Building Opens!

Many patient and family advisors (PFAs) were involved in the planning and execution of Suburban's new North Building during the last half of 2019. In past reports, we highlighted our review of mock-ups of new patient rooms, where we urged the addition of more storage space, electrical outlets for chargers, and other fine points that ultimately made the rooms more comfortable for patients, family and visitors. We also weighed-in on the content displayed on new electronic communication boards, 43-inch flat screen monitors containing all the essential information needed by patients and their families. Outside each patient room is a small LCD screen containing essential information such as diet restrictions and whether entry in the room requires personal protective equipment.



All this work came to fruition when the North Building was dedicated on January 24, 2020. Patient and Family Advisory Committee co-chair Steve Bokat joined many dignitaries in speaking at the dedication.



Margaret Fitzwilliam, Director, Capital Renovation Planning & Space Management and winner of the 2020 PFAC Leadership Award, briefs PFA's Sarah Steinberg and Jean Hochron on details of the soon to be completed North Building.



Patient and Family Advisors Jacqueline Beale and Barrie Kydd review the resources available in the Patient and Family Resource Center

2020: A Year Like No Other

Patient and Family Resource Center launched, only to close shortly afterwards due to COVID-19

The Best of Times

In planning the North Building, the PFAs and Suburban management realized that a Patient and Family Resource Center would be a wonderful resource for Suburban patients and their loved ones. This center could serve as a central location for patients and families to obtain information on wellness, various diseases, nutrition and other resources from Suburban Hospital and Johns Hopkins Medicine. Given the space limitations, this information would need to be provided primarily in electronic form.

With a commitment from management, the PFAC set about planning how to make the Resource Center a reality. Different teams of PFAs addressed the furniture and computer needs for the Resource Center, developed a curated list of resources to be available, and brainstormed staffing and training requirements for PFAs and other volunteers working in the center. We were fortunate to have Mr. Jarrod Irwin, a Consumer Health Coordinator for the National Network of Libraries of Medicine, attend the December 2019 PFAC meeting to train members in how to properly provide consumer health information. Mr. Irwin's wide-ranging instruction covered the breadth of health information that is available, accurate and suitable for the non-medical professional; strategies for having conversations about health and health literacy; and the ethics of providing health information.

PATIENT AND FAMILY
RESOURCE CENTER

made possible through the generosity of

Neil and Emily Kishter

"How wonderful it is that nobody need wait a single
moment before starting to improve the world."

—ANNE FRANK



Plaque marking the entrance to the Patient and Family Resource Center in the main lobby

The Worst of Times

In March 2020, shortly after the opening of the Patient and Family Resource Center, the growing COVID-19 pandemic resulted in the entire Johns Hopkins Medicine system limiting non-patient access to all its hospitals in order to limit the spread of the virus. This necessary decision had wide-ranging impacts, including the shutdown of Suburban's new Resource Center. In addition, and of particular concern, was the resulting limited access to patients by their family and care partners. This restriction applied to all inpatients, outpatients, and emergency department patients.

One key tenet of patient- and family-centered care is that the patient's care partner is an essential member of the care team. In normal times, this means that, with few exceptions, the care partner has 24/7 access to the patient. That "family presence" policy had to give way to the extremely infectious nature of COVID-19 and unprecedented efforts to control the pandemic. With input from the PFAC, Suburban's staff worked to establish alternate forms of communication to keep patients, their families and care partners, and staff in touch with each other. Modern communication tools such as cell phones, tablets and teleconferencing software provided the means of doing this. (See the Patient- and Family-Centered Care Clinical Community article on page 16 for more information on the PFAC's efforts to facilitate the presence of care partners in the hospital during the pandemic).



Ariel Bolden, RN and Dhriti Bansal, RN, conduct a bedside shift report with “patient” Steve Bokat, PFAC Co-chair, for a training video.

Experience the Experience

A simulation activity for Suburban staff to practice bedside shift reports and engaging in purposeful rounds

“Experience the Experience” (ETE) is an immersive role-play activity for Suburban’s nurses and patient care technicians (PCTs). This simulation activity provides staff with a better understanding and appreciation of how their communication style and nonverbal behaviors impact our patient’s perception of care—in a safe, supportive and coaching environment.

PFAs—most of whom have real experience as patients—play the role of the “patient” by putting on a hospital gown, getting in a hospital bed and engaging with the nurses and techs during the simulation. The nurses and patient care technicians are given a short scenario about the “patient” (i.e. name and condition) and then are asked to conduct a bedside shift report and a purposeful round in the same manner they would do with a real patient.

Following the simulation exercise, the nurses and PCTs meet with their supervisors and the PFAs to deconstruct the interactions and discuss what went well and what could be improved. Our PFAs have participated in these simulations at all hours of the day and on weekends, in order to cover the multiple shift changes.

The opportunity for staff to receive feedback and coaching as they “practice the practice” of a bedside shift report and purposeful rounds has led to improvements in how staff explain why they are doing what they do and the importance of making a connection with our patients and families.

The work of ETE continues even during the pandemic. A video of this simulation activity, which includes a PFA in the patient role, was created for training purposes to continue to shine light on the importance of a meaningful beside shift report that engages the patient and family. We are hopeful our PFAs will be able to resume conducting in-person training in the near future.

Bedside Shift Reports

The PFAC has been instrumental in supporting the implementation of a number of key initiatives that have greatly improved the patient experience at Suburban. One of the most important has been the bedside shift report. In this process, the oncoming nurse and the outgoing nurse traditionally meet at the nurses' station to review the patients under their care, what has occurred during the outgoing nurse's shift and the care plan going forward.

The PFAC has long supported that the change of shift report occur at the bedside with the patient and family involved in the discussion. This approach is consistent with one of the key tenets of patient- and family-centered care: That the patient and family are key parts of the care team and involved in every aspect of the patient's care. PFAs partnered with the nursing leadership and played a significant role in researching, implementing, and training during the initial roll-out of the beside shift report.



Margaret Fitzwilliam and Kris Hakanson proudly display their PFCC Leadership Awards.

2020 Patient- and Family-Centered Care Leadership Award

Each year, Suburban's PFAC presents the Patient- and Family-Centered Care (PFCC) Leadership Award to those within the hospital who best exemplify the tenets of patient- and family-centered care. This year, the PFAC chose two recipients: Margaret Fitzwilliam, Suburban's Director of Capital Renovation Planning & Space Management, and Kris Hakanson, Suburban's Director of the Office of Patient/Family Experience. Both Margaret and Kris demonstrated sustained and enthusiastic commitment to patient- and family-centered care.

Margaret oversaw every aspect of the planning and construction of Suburban's North Building, a huge undertaking. From the earliest days of the planning to days before the opening, Margaret actively sought the input of the PFAC and specifically its PFAs. PFAs had input into the signage, room design, furniture, and myriad other details. And, of course, Margaret helped ensure that the new building included the Patient and Family Resource Center. Margaret exemplified patient- and family-centered care by seeking and incorporating patient and family input.

Kris Hakanson and her staff work to improve the patient and family experience on a daily basis. Beyond that, Kris provided extraordinary help to the PFAC in supporting the conceptualization, organization, and launch of the Patient and Family Resource Center. In recognition of their work to advance PFCC, the PFAC awarded Margaret and Kris the 2020 PFCC Leadership Award.



Vicki Stearn, Co-chair, Johns Hopkins Patient & Family Centered Care, Clinical Community Suburban Hospital Patient and Family Advisory Council Member

Patient- and Family-Centered Care Clinical Community

The PFACs throughout the Johns Hopkins Health System join together monthly to share information on how to best represent the patient and family voice in their respective institutions. This consortium is known as the Patient- and Family-Centered Care Clinical Community (PFCC-CC). Suburban is privileged to have one of its PFAs, Vicki Stearn, serving as the co-chair of the Clinical Community along with Johns Hopkins Hospital and Health System staff member, Nicole Iarrobino. Suburban's PFAC is also represented on the PFCC-CC by three PFAs, as well as Suburban's Director of the Office of Patient Family Experience Kris Hakanson.

The PFCC-CC took on special significance this summer when its members urged Johns Hopkins Medicine leadership to consider loosening the restrictions placed on family presence due to the pandemic so non-COVID-19 patients could again have care partners in the hospitals. Prior to the pandemic, care partners were welcome to accompany patients and be at their bedside during their hospital stays with very few exceptions.

In July, the PFCC-CC, including representatives from Suburban's PFAC, wrote a carefully considered letter to Johns Hopkins Medicine leaders noting the severity of the pandemic had lessened considerably and the multiple adverse impacts on patients, families, and staff of the forced separation of patients from their care partners. In a very quick response to that letter, Kevin Sowers, President of the Johns Hopkins Health System and Executive Vice President of Johns Hopkins Medicine, convened a remote meeting with the PFCC-CC, Executive Leadership, and others to discuss the issue in more detail. Following that well-attended Zoom meeting, the Hopkins system implemented a very thoughtful and flexible plan to allow care partners back in

the hospitals to be with non-COVID-19 patients. This policy includes the flexibility to change the degree of family presence welcomed in each hospital depending on the real-time severity of the COVID-19 pandemic in that hospital's community. This process and result exemplified the wonderful working relationship between the PFACs and the Johns Hopkins Health System.