Retrieving a Reputation: The Story of an E.D. Turn-Around
Baptist Hospital of Miami
Presented by: Becky Montesino, RN, BSN, MS, CENP

The mission of Baptist Hospital of Miami is rooted in the delivery of high quality patient care and the highest levels of patient satisfaction encultured in a framework of hospitality. Only three years ago, the Adult Emergency Department (ED) was crowded with unhappy staff providing patient care. Patient satisfaction scores, as measured by Press Ganey, were extremely low, in the single-digit percentiles, compared to peer emergency departments nationwide. The ED team, through the support of senior leadership and encouragement of peers, developed goals for improvements, including a seemingly lofty goal of achieving patient satisfaction scores, as measured through Press-Ganey, above the 90th percentile.

Low Patient Satisfaction
- Mean Score 77.0
- Percentile Rank: 8

Low Family/Friends
- Mean Score: 32
- Percentile Rank: 6

Unfriendly Visitor Policy

High Levels of LWBS
(Left Without Being Seen)

Low Staff Engagement and Satisfaction
- Overall ED Employee Satisfaction Per Gallup Scores: 5 point scale

Nurse Job Enjoyment: NDNQI
National Database of Nursing Quality Indicators

Hourly Rounding/ Lobby Rounding
- Spring 2007
- Minimizing waiting and patient satisfaction
- Implementing a solution to the problem

NDNQI RN Survey Job Enjoyment Ed Depmt 2006-2007

Made the Best of an Old Lobby
- Transformed the lobby from a closed to open environment

Managerial Courage
- Modelling behaviors
- Setting the bar to a higher level
- Giving recognition and positive feedback

Right People on the Bus
- Managing the middle and high performers
- Communicate how performance will affect salary

Implementations
- Communication Boards
- Discharge phone calls
- ED Collaborative Task Force
- Employee Forums
- Empowered Shared Governance

Outcomes

High Patient Satisfaction
- Celebrating the 99th Percentile
- Low Left Without Being Seen

High Family/Friends
- Increasing the bar and exceeding expectations

High Staff Engagement
- Improving overall satisfaction scores

Acknowledgements:
- ED Management Team,
- Hayat Hammad-Garcia,
- Marielena Abruna-Cabana,
- Daisy Benavides and Nicole Mullins.

Sources:
- Studer Group, Press-Ganey, Gallup, NDNQI and Baptist QM Team