

*Opportunities to Improve and Accelerate  
the Adoption of Patient and Family  
Centered Care (PFCC)*

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**pfcc**

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## **Opportunities to Improve and Accelerate the Adoption of Patient and Family Centered Care (PFCC)**

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What gets in the way of you being able to provide exceptional care experiences for your patients and families? There are a variety of roadblocks that exist in any organization. As you work toward this goal, you will see the kind of change that is required in your own work environment as well as the barriers that prevent you from achieving this ideal. These hurdles can be internal, external, real, or perceived but there are generally four key types of roadblocks:

- The Mindset
- The Paper House
- The Wood House
- The Brick House

So how can you overcome these obstacles so that you can deliver these great care experiences? Let's consider an analogy...something we are all familiar with...the story of The Three Little Pigs. Storytelling is a very useful tool that we use in the PFCC methodology, so how does this relate to the PFCC barriers?

First, we must restage the story somewhat so let's begin by identifying our cast of characters. The Three Little Pigs themselves represent our patients and family members. The Wolf is you...but now as the "good" caregiver and you and the Three Little Pigs are now all in this journey together. The Houses that each Little Pig will encounter are the various barriers or hurdles that you may experience on your Journey on the Pathway to PFCC and delivering exceptional care experiences every day.

We will first address the Mindset barrier or you may not even find the pathway itself. You see, the Mindset is your attitude and perception of your situation. Are you hopeful or discouraged about what lies ahead of you on this Journey to Patient and Family Centered Care?

The Mindset – These are imagined obstacles that represent untested beliefs and perceptions. Like Henry Ford said, "Whether you believe you can or believe you can't, you're right". The key to changing a Mindset is to **test your assumptions**. As an example, the PFCC hurdles classified as Mindsets are *time commitment* and *getting information disseminated to all levels of staff*. The first step in overcoming any roadblock is to determine whether it is truly a Mindset or maybe the hurdle is a Paper House, or even a Wood House. If the hurdle is only a Mindset issue, then it's important to demonstrate that it is more of an assumed problem than an actual one. For the issue of time commitment, ask yourself the

question, “How much time is actually required to accomplish the tasks involved with PFCC?” Initially, you only need to commit to 2 hours per week of your time toward the adoption of PFCC. Over time, you will be redirecting existing resources more and more to Patient and Family Centered Care so that, PFCC *becomes* the job. At this point, you begin to have that new *Mindset* about both PFCC and your job!

So overcoming this first hurdle is really just about finding the road and beginning this journey with the right foot forward (attitude). Once you start moving along this path, you, as the Wolf, are there to look out for and protect the Three Little Pigs (patients/family) as well as ensure that they arrive not only safely at their destination but while having the best care experience possible.

As you are guiding the Little Pigs along the road, you encounter the next barrier in the form of a Paper House. The First Little Pig looks very discouraged. What should you do now? I bet you know this part...huff and puff and blow the house down!

*The Paper House* – These are obstacles that look impenetrable but once tested, are not. They are reminiscent of the paper banner that the home football team runs through at the beginning of a game. One example of a PFCC Paper House barrier is *the purchasing process is much too complicated*. Look at the process objectively to determine if it is valid or just an untested assumption. If valid, re-examine the process and determine how it might be streamlined. If not, demonstrate that once you truly understand the process, it is not as complex as it might first seem. The roadblock is more assumed than actual.

The First Little Pig now feels so much more at ease and confident in your ability to take good care of them. Just then, however, the Wolf (you) spots the next barrier along the path. It's the Wood House! You begin to lose hope that this barrier can be removed or overcome. Yet, you know that even this house is no match for your ability to huff and puff. So you get to work on it and realize that it is going to take several more huffs and a few more puffs than the Paper House did. In fact, you know that the best way to deal with the Wood House is by first howling for help from the rest of your Wolf-Pack Working Group. Once they arrive, you share the story of your journey up to this point and how you are guiding these Three Little Pigs safely to their destination but that you need the assistance of the rest of your Pack. They then understand and appreciate your initiative and goal and all start huffing and puffing together. The house of wood then easily falls.

*The Wood House* – These are obstacles that are manageable with a concentration of effort, time, money, additional personnel, or other resources. They are real barriers that can be removed with collaboration. Some examples include ineffective processes, ineffective management practices, organizational silos, or overly bureaucratic policies. In this type of situation, what often happens

is that the person experiencing the hurdle is not the person accountable for the needed change. When someone else is responsible for changes that we feel are necessary, one thing we can do is ***influence*** their decision.

A few examples of the barriers for PFCC in this category are: *executive sponsorship, lack of executive presence, and lack of physician and middle management involvement*. What you often find in these situations is that these particular groups who lack representation just may not know enough about what PFCC really is. They may not be aware of the benefits that the process can bring. Unfortunately, because of many past initiatives that may have been less than successful, they may consider PFCC to be just another flavor of the month. Couple that with how busy these groups tend to be and you have a recipe for disinterest. If you can just get their attention and get them to open their minds long enough, you could share the knowledge that you have about just how powerful PFCC is. Show them how it is about viewing the care experience through the eyes of the patients and families, yet can significantly increase any physician's or administrator's return on invested time by making them much more efficient. In order to overcome these hurdles you should brainstorm on how to get their attention and share your knowledge.

Now you have really impressed two thirds of the trio in your care as you all continue to march along the road toward your final destination. This time, the Wolf (who is not easily shaken) begins to get very nervous. You can see a Brick House straight ahead and see no easy way around it. You believe this hurdle to be impenetrable! Once again, you do not show fear, panic, or discouragement even in the face of such a formidable barrier. By now, you have come to trust in the PFCC pathway you have chosen. You also realize that huffing and puffing isn't going to do any good with this blockade you're facing and that it isn't the solution to every problem anyway. However, you know that something can be done. Carefully and methodically you begin testing the various doors and windows of the Brick House and eventually you find that with patience and determination, there is a way *through* this house.

*The Brick House* – These are obstacles that are real and many times truly unalterable. These particular barriers are not likely to change (i.e. the slumping national economy, the organizational structure). What can you do when an obstacle cannot be cleared away? One strategy in these situations is to ***adapt***. You can make the best of a Bad Situation, as they say. Today's economy is an excellent example. You cannot alter the severe recession we are facing right now but you can adjust your own actions in order to minimize its effect and the financial strain you may experience. Examples such as conserving energy, carpooling, etc. come to mind. This same concept is true in the workplace. With more and more staff and budget cuts, the remaining workforce must find ways to adapt and make the best of a tough situation. The efficiencies achieved through PFCC is one way to work toward that.

Once you've overcome this barrier, you can all see your final destination (destiny)...the very best care experience possible for the Three Little Pigs. You have all come to the end of this journey, yet you realize that the next journey is just around the corner. The Three Little Pigs understand that too and they express their confidence in you, The Wolf, as their care-giver of choice! In fact, they have become such loyal fans of you, your PFCC Pathway, and your PFCC Organization (Huff n Puff Healthcare) that they sing your praises to all of the other Little Pigs out in the land!

...and everyone lived happily ever after!

## Examples of Hurdles

<b>Mindset</b>
<b>Time commitment</b>
<p><u>Ways to Overcome:</u></p> <ul style="list-style-type: none"> <li>• Demonstrate how others have been able to manage the required time</li> <li>• Educate staff on time mgmt. practices</li> <li>• Use email communication instead of meeting face to face</li> <li>• Use a virtual meeting space like sharepoint or some kind of forum</li> <li>• Set a timer at meetings so you aren't taking up anymore of their time than you said you would. (at meetings)</li> <li>• Subgroup meetings only 30 minutes</li> <li>• Provide groups with completed project lists from other groups so they aren't recreating the wheel and wasting time on similar projects</li> <li>• Have templates set up for projects, etc.</li> <li>• Contact list with appropriate people who would know the answer ( avoid searching for it yourself – e.g. AV, supply chain help etc)</li> <li>• Emphasize that PFCC will become your job, not add to it ( culture change)</li> <li>• Dependent on leader of meetings to keep group on task and moving forward – choose meeting leader wisely</li> </ul>
<b>Getting information disseminated to all levels of staff</b>
<p><u>Ways to Overcome:</u></p> <ul style="list-style-type: none"> <li>• Use a “road show” or...other various staff meetings to share info with other staff about what PFCC is</li> <li>• Flyers on floors/Giveaways</li> <li>• Newsletters that working group members can pass out to staff</li> <li>• Bring a new staff person to each meeting just so they can see what is going on even if they aren't actively participating</li> <li>• Working group members wear something denoting they are part of PFCC so staff may inquire about PFCC</li> <li>• Lunch/learn or ULearn</li> <li>• Look for PFCC employees when hiring</li> <li>• Rotating “PFCC bowl” between departments ( from Picker Report- filled with candy etc and includes flyers/PFCC info, pass along every month)</li> </ul>

<b>Paper House</b>
<b>The purchasing process is much too complicated</b>
<p><u>Ways to Overcome:</u></p> <ul style="list-style-type: none"> <li>• Provide a template with contact information on it so they aren't searching for the appropriate people to complete the purchase process</li> <li>• Eliminate any unnecessary steps</li> <li>• Create two different avenues (one requiring before/after metrics and one not (e.g. for cookies)</li> </ul>

<b>Wood House</b>
<b>Middle management involvement (manager, supervisor)</b>
<u>Ways to Overcome:</u> <ul style="list-style-type: none"> <li>• Use a road show to inform and educate them about PFCC</li> <li>• Corporate wide initiative also</li> <li>• Provide food</li> <li>• Award them w/ something for attendance. (parking spot, PTO, free lunch)</li> <li>• Administrative support from their superiors that PFCC is the future</li> <li>• Share business case/nursing turnover...numbers showing that PFCC improves the workplace for employees too</li> </ul>
<b>Lack of Physician involvement in the PFCC process</b>
<u>Ways to Overcome:</u> <ul style="list-style-type: none"> <li>• Have the administrative champion dialogue with physicians about PFCC</li> <li>• Provide food</li> <li>• Award them w/ something</li> <li>• Send them special reminder emails</li> <li>• Show them specific examples of how PFCC has made other physicians lives easier</li> </ul>
<b>Lack of executive presence on the working group</b>
<u>Ways to Overcome:</u> <ul style="list-style-type: none"> <li>• Discuss meeting options with designee</li> <li>• Send Back-up to meeting</li> <li>• Have executive rotate project teams to be involved in actual work ( but not responsible for all projects simultaneously)</li> <li>• Aim for every other week attendance</li> </ul>
<b>Executive sponsorship</b>
<u>Ways to Overcome:</u> <ul style="list-style-type: none"> <li>• Using the business case, strive for PFCC to become a corporate wide initiative</li> <li>• Share existing admin champ/physician testimonials</li> </ul>

<b>Brick House</b>
<b>Slumping national economy (system wide cutbacks)</b>
<u>Ways to Overcome:</u> <ul style="list-style-type: none"> <li>• Use PFCC methodology to become as efficient as possible within a given care experience</li> <li>• Brainstorm new and innovative ways of working with minimal resources</li> <li>• Bring various disciplines together to optimize the coordination of care</li> </ul>



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