



In association with



Taking patient-centred care to new heights

Avisena Group's journey of excellence evidenced by world-class levels of patient experience



“With Avisena - It’s Always Personal”

From its early years as a shop-lot medical centre 22 years ago, Avisena Group in Kuala Lumpur Malaysia expanded and now operates two full-fledged hospitals, Avisena Specialist Hospital & Avisena Women’s & Children’s Specialist Hospital, and a fully equipped dialysis centre.

Their journey of excellence is evidenced by patient experience performance equalling the best in the world.

Avisena Women’s & Children’s Specialist Hospital is Malaysia’s first private hospital of its kind that focuses exclusively on the premier care and treatment of women and children. The hospital, a 19-storey boutique concept building, opened to the public on 6 May 2019, and comprises of 130 beds, 4 operating theatres (OT), ICU, NICU and HDU. Services include all specialities in paediatric medicine such as Paediatric Intensive Care, Neonatology, Paediatric Cardiology, Paediatric Dentistry, Paediatric Surgery, Paediatric ENT, Paediatric Dermatology, Paediatric Orthopaedic and Paediatric Dental Surgery.

Another unique facility is the one-stop Child Development Centre (CDC) that provides a comprehensive interdisciplinary assessment and intervention for children with special needs, staffed with Child Development Specialist, Audiologist, Speech Therapist, Occupational Therapist, Clinical Psychologist, Dietitian, Play Therapist, Snoezelen/Sensory Room.

Women’s services include Maternity, General Obstetrics & Gynaecology, Gynaecological Cancer, Child & Adolescent Gynaecology, Maternal Foetal Medicine, Menopause Clinic, Urogynaecology, Women Wellness, Psychological Medicines, One Stop Fertility Centre and Plastic & Aesthetic Services.



The challenge to advance patient-centred care

With Avisena's values focused on Customer Centricity, People Engagement and Kaizen or Continuous Improvement, obtaining patient experience feedback has been integral to enabling the Hospital to meet its mission to reach out to customers on a personal level with premium and compassionate treatment.

Once full operations were underway in early 2020, Avisena engaged an international expert in patient experience assessment, Press Ganey in association with regional licensee Insync, to independently validate that care and services

were meeting this mission and compare favourably to the best hospitals in the world.

Initial assessments revealed that although the feedback was overwhelmingly positive the hospital was performing at the 30th percentile compared to over 1,500 international hospitals, which motivated a call to action to finetune and implement best practices.

The goal for the subsequent 12 months was to move the feedback from 'Good' to 'Very Good', which can only be achieved by a focussed effort on the 4 'C's of patient experience excellence.

Competent and Skilled Staff

Courtesy, with exceptional Customer Service

Compassionate behaviour and interactions with patients

Flawless **C**ommunication

While the hospital was also dealing with the impact of the COVID pandemic, the hospital's corporate culture & customer experience team, headed by Qurratu Hafani, with the commitment by all Executives and Managers, embraced the challenge to drive a patient experience improvement plan.

"Every day Avisena Women's and Children's Hospital receives many positive comments from patients who tell us that we are doing a great job. The aim of the improvement project was about addressing any areas of concern, while maintaining good communication with patients and families to ensure that the best care/experience is provided, and that care is delivered within a framework of patient centredness", stated Ms Qurratu.

While many best practices had already been implemented, Ms Qurratu and her team researched the latest in patient experience thinking and sought guidance and resources from the Insync team, culminating in a 'Data-to-Action' workshop in early December 2020 attended by the hospital's key Executives and managers.

To ensure the focus was on making a change, customer experience became a standing agenda item at Hospital Committee meetings and an action-planning steering committee was established to drive the changes and keep strategies on track.

Best practice strategies

Nursing

Much of the hospital's success can be attributable to the Nursing Division, championed by Matron of AWCSH, Raja Julailawati Raja Ali, leading a dedicated team.

An overview of the initiatives and key actions is highlighted below.

A key focus has been on **communication** – particularly at shift change through the fine tuning of the concept of bedside shift reporting.

This was supported by senior mentoring of junior nurses where scenario training was implemented to improve decision making skills, particularly for critical events.

Within the COVID environment a renewed focus on **safety** was paramount. Regular audits were implemented with outcomes discussed at Ward/ Unit huddles.

To instil increased **confidence** for patients and families, particularly in communicating the high skill level of the nursing staff – competency audits, bed site teaching and the managing up of nurses to patients and families was implemented.

A key tool introduced was nurse leader rounding on patients, a recognised **best practice**, to ensure that care and services are not only delivered but validated by patients.

Matron of AWCSH, Raja Julailawati Raja Ali says, “Success isn’t always about greatness. It’s about consistency (maintaining patient quality and safety). Consistent hard work leads to success. Greatness will come”.

“ Success isn’t always about greatness. It’s about consistency in maintaining patient quality and safety. ”

Avisena Academy

A foundation of the improvement project was the central collation of data and upskilling of staff, achieved through the development of the Avisena Academy.

Training modules were designed based on data collected from verbatim feedback, verbal feedback, audit outcomes, training needs analysis as well as the patient experience survey outcomes.

For example, low scores and feedback for communication were translated into communication/scripting modules. Clinical (nursing) and non-clinical teams were installed headed by the hospital’s corporate culture & customer experience team who lead the training of employees.

The training has been targeted to both the individuals and departments requiring development, but training is also open for all.

Teamwork

Patients and their families see many healthcare professionals during a hospital experience. So, teamwork is paramount. A practice of briefing of nurse managers before ward rounds regarding patient details and condition was instigated, backed by nurse manager rounding.

Again, scenario and role play activities were simulated to improve teamwork.

According to Avisena's Medical Director, Dr Fadzillah Ghazalli, "Teamwork and good communication between doctors and staff, both clinical and non-clinical are the keys to a great patient experience. Our success comes from dedicated staff and engaging doctors who share the same responsibilities in ensuring the best patient care consistent with our tagline, with us it's always personal".

Admission

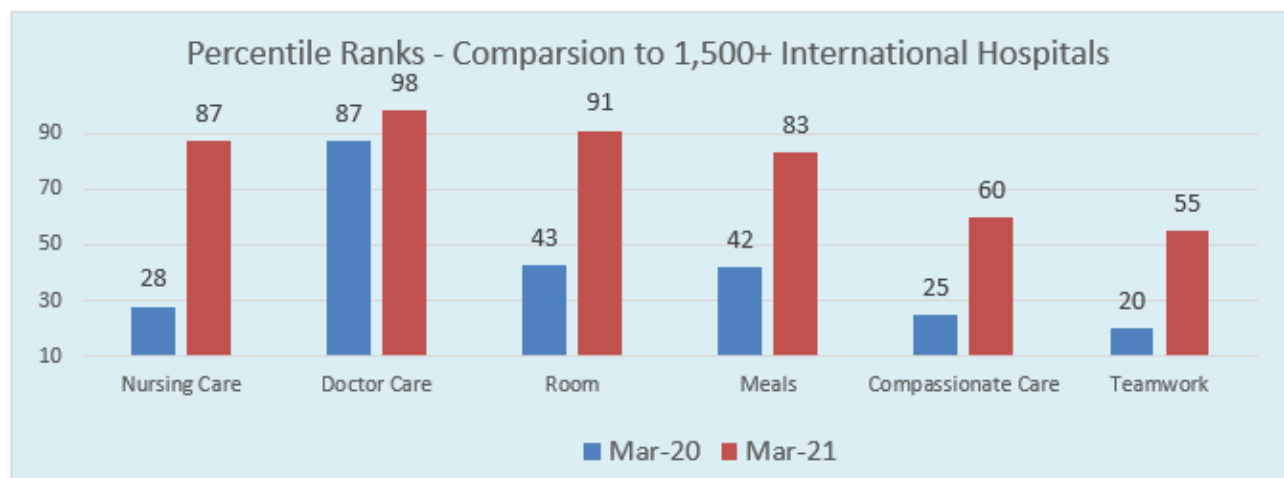
Patient feedback and internal audits brought a need for improved admissions management through bed status reporting. SMS communications and a focus on communicating any delays were implemented, along with a review of all processes to remove any duplications.

It is critical that patients/families are informed AND understand about processes and advice, so the best practice technique called 'Teach Back' was incorporated into communications through roleplay training.

Outcomes

The quality and patient experience improvement project at Avisena Women's & Children's Hospital has been a resounding success, as evidenced by patient feedback, particularly since the Data to Action workshop in December 2020.

In twelve months the Hospital's overall Inpatient comparative performance has progressed from the 30th percentile to the 89th percentile. In specific domains and items the improvement, based on the strategies implemented, has been even more evidenced.



Avisena expansion plans

To better cater to the growing local market, Avisena is looking at expanding to a total of 600 beds, 15 operating theatres and 180 outpatient specialist clinics in the next 5 years. Specialities such as Oncology, Cardiology, Trauma & Sports Medicine and Fertility will be developed.

With a continued commitment to premium care through an evidence-based patient-centred environment patients and their families can be confident that world class care and services will be available into the future.

Avisena - a hospital of choice

Whenever experiencing the miracle of childbirth or in need of gynecological, women's health, paediatric care or other specialised services, Avisena has aspired to be the personalised, boutique hospital of choice.

According to Siti Tettie Hidayati Mohyi, the Hospital's Chief Executive Officer, "A wonderful thing can happen when there is teamwork and unity. Everyone must play their part towards success, from specialists to clinical staff and non-clinical staff. Success is about consistency, and the most important thing is courteous treatment to our customers to not only make them happy and trusting, but also maximise a good clinical outcome."

"A sincere debt of gratitude is extended to the dedicated team of both clinical and non-clinical staff across the Avisena Women's and Children's Specialist Hospital. The significant improvements in patient experience perceptions could not have been achieved without the hard work and commitment to putting our patients first", says Dr Fadzillah Hj Ghazalli, Medical Director of AWCSH.

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We believe that all customers are unique and expect premium quality healthcare with a personalised experience.

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Insync delivers insights and action to transform the care experience.

In association with Press Ganey, Insync's patient experience solutions gather comprehensive patient feedback to understand preferences, prioritise opportunities to reduce suffering, and turn insights into action with best practices and expert support.



Contact us: +61 7 5560 7400

info@insync.com.au

insync.com.au