

5-Star Nursing Communication: What Excellence Looks, Sounds, Feels Like!

Lisa Detty, MSN, RN

Executive Vice President, Chief Nursing Officer

Ryan Finch, MHA, MBA

Executive Director, Organizational Experience

Susan Rowe, MSN, RN

Vice President, Patient Care Services



We have no real or perceived conflicts of interest that relate to this presentation.



Holzer Health System



Our System

| | |
|----------------------|---------------|
| 20+ Access Points | 7 Counties |
|----------------------|---------------|

Our Scale

| |
|---|
| More than 1.5 Million Annual Visits and Contacts |
|---|

Our Team

| | |
|----------------------|-------------------|
| 2,200+ Caregivers | 150+ Providers |
|----------------------|-------------------|



Nursing Communication Excellence

Identify feedback patterns → Clarity

Create reliable processes → Consistency

Align staff behaviors → Connection



CMS STAR RATING: Nursing Communication

2023

| | | | |
|----|----|----|----|
| Q1 | Q2 | Q3 | Q4 |
|----|----|----|----|

Stars: 3 3 3 3

2024

| | | | |
|----|----|----|----|
| Q1 | Q2 | Q3 | Q4 |
|----|----|----|----|

Stars: 3 3 4 4

2025

| | | | |
|----|----|----|----|
| Q1 | Q2 | Q3 | Q4 |
|----|----|----|----|

Stars: 4 4 5 5

2026

| | | | |
|----|----|----|----|
| Q1 | Q2 | Q3 | Q4 |
|----|----|----|----|

Stars: 5 5 5 5









COMMUNICATION

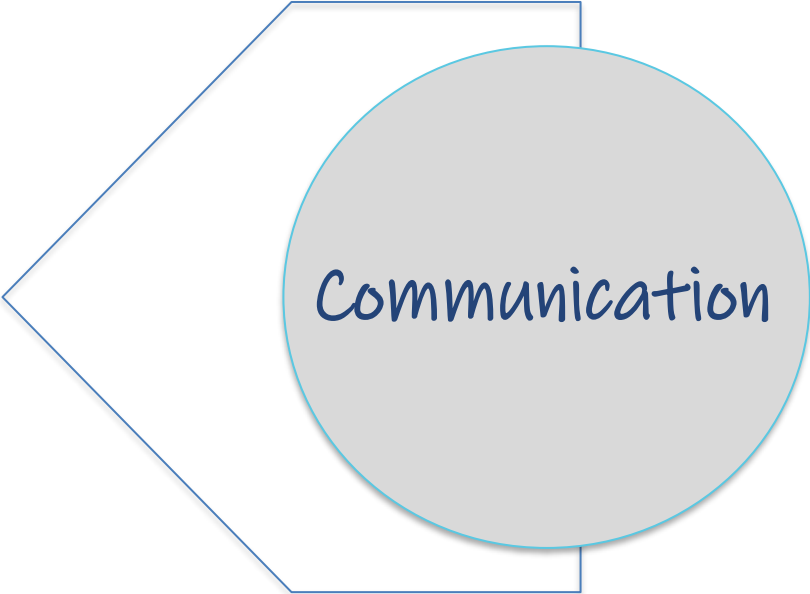
Magnifying Feedback into Direction

I Care About You

Behaviors



Systems



I Feel Cared About

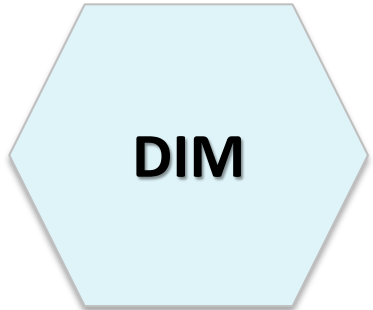
Seen

Heard

Valued



Identifying Feedback Pattern



Forgotten
Repeating self
Variation
Unknown
Unpredictable



Information
Collaboration
Acknowledge
Responsive
Empathy



Behavior + Systems Approach



Is Nurse Sally an effective communicator?

Did Nurse Sally communicate at the expected times?





Nursing Communication Excellence

Identify feedback patterns  Clarity

Create reliable processes  **Consistency**

Align staff behaviors  Connection



★ **Mission**

Behaviors

Systems



Friendly Visits, Excellent Care Every Patient, Every Time.

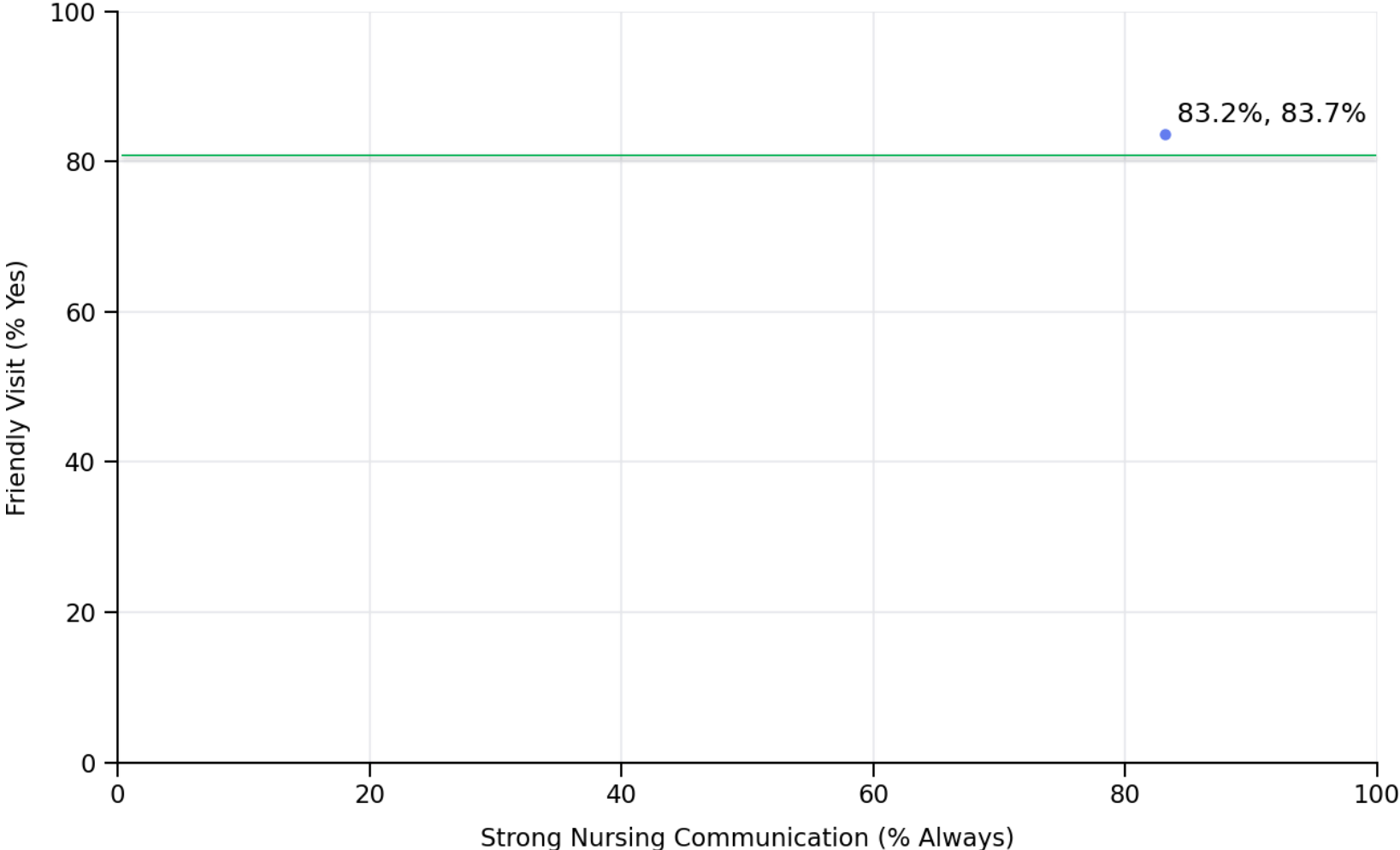


HOLZER NURSING MISSION

| | | |
|---|--|--|
| Holzer Nursing promises to deliver safe, quality care to every patient, every time. | Nursing will set the standard by which others in the healthcare spectrum are judged. | Our Nurses will be <i>Think Holzer First</i> Champions |
|---|--|--|



Process-Outcome Relationship



Maximizing High Value Processes



NURSING CARE MODEL

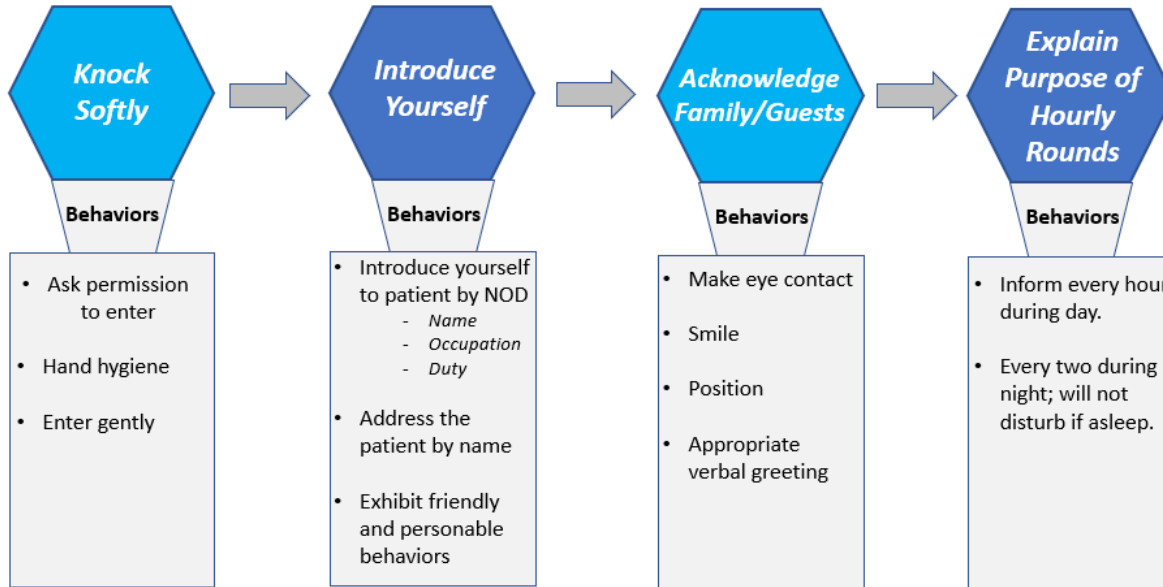


Standardized Deliveries of Care

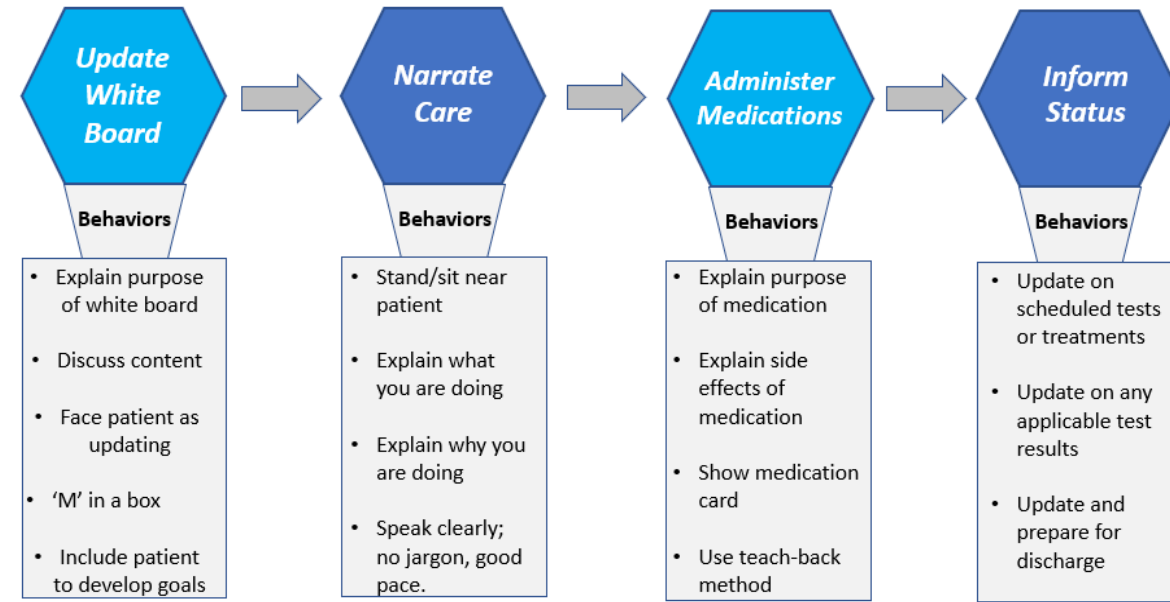
Step 1: Introduction

Step 2: Perform Scheduled Tasks

Standards



Standards



HCAHPS Impact:
• Nursing Communication



HCAHPS Impact:
• Nursing Communication
• Medication Communication
• Discharge Information



Every Patient, Every Time > Highly Reliable

Delivery Systems

Did staff check on you hourly?

YES, Definitely

Nursing Communication
93rd percentile

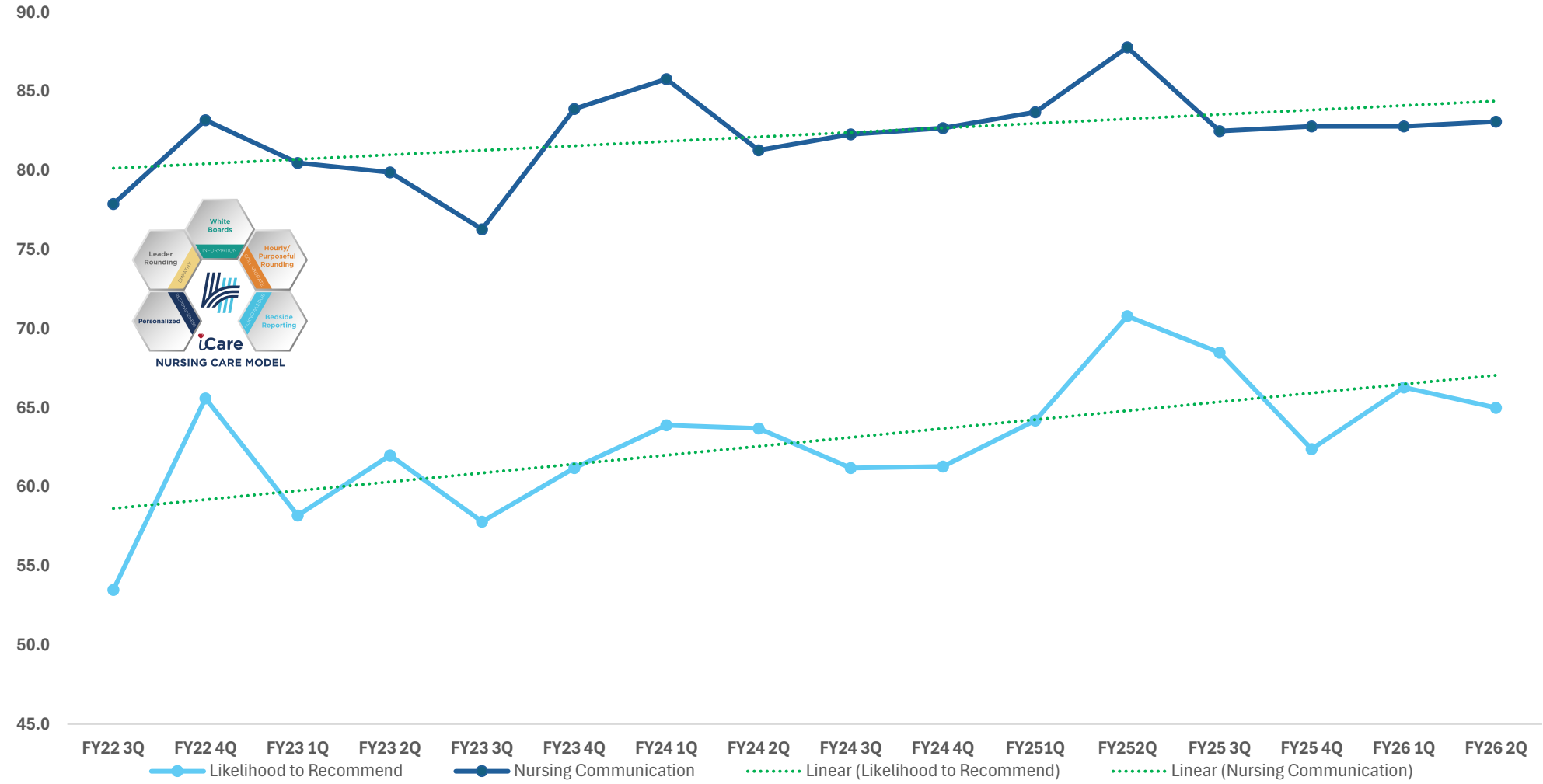
Did staff keep Whiteboard updated?

YES, Definitely

Nursing Communication
90th percentile



Nursing Communication > Patient Loyalty



Leader Rounding



Friendly

Infection Prevention

Bedside Handovers

Restful at night

Communication Boards

Care Transitions

Safety

Trust Recovery



Leader Rounding

- Reinforces organizational standards at point of care
- Validates quality, safety, and experience in real time
- Builds trust and accountability (patients and staff)



BECKER'S

HOSPITAL REVIEW



OUTSTANDING
PATIENT EXPERIENCE
EXCELLENCE
AWARD

2026



2026 US Hospital Rankings
for Patient Experience



Nursing Communication Excellence

- Identify feedback patterns → Clarity
- Create reliable processes → Consistency
- Align staff behaviors** → **Connection**





Behavior Alignment



What are you **currently doing** to encourage these behaviors?



What **additional changes** (behaviors or processes) can you implement?



How can you ensure these are done **effectively and consistently**?



STAFF CARED ABOUT YOU AS A PERSON

STAFF WORKED TOGETHER TO CARE FOR YOU



Nurse Manager Development

- Leadership fundamentals and skill building
- Operational confidence
- Highlight behaviors over tasks



Aligned Engagement

- Nursing Residency / Onboarding
- Nursing Mentorship
- Nursing Governance
- Team STEPPs



Aligned Accountability

- Nursing Cup of Coffee
- Nursing Peer Review
- Standard Experience Performance Reports



Aligned Accountability

System Performance



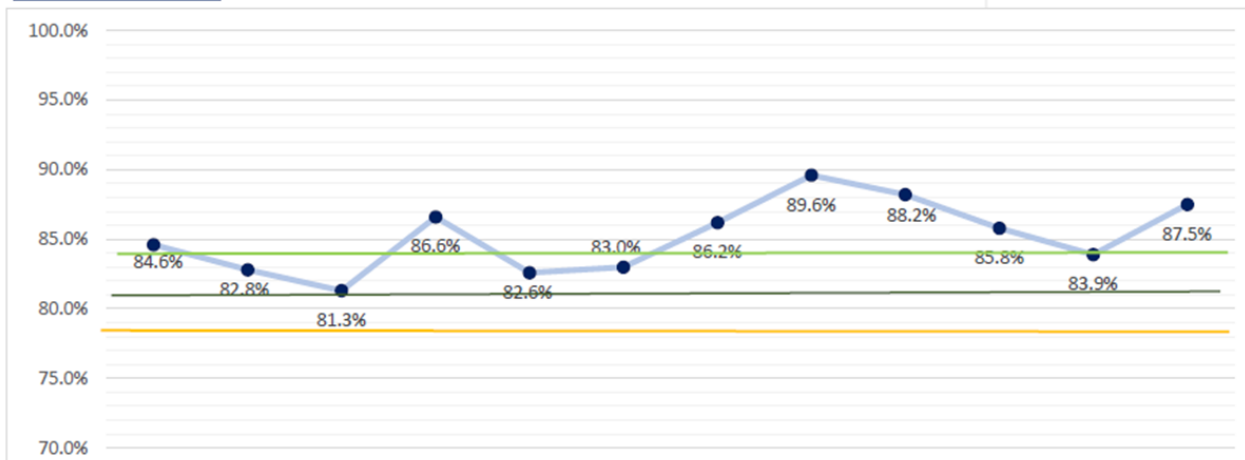
Score: 85.5%

Unit Comparisons

| Department | Always | Rank | Grade |
|------------|---------|------|-------|
| Pediatrics | 100.0*% | 99 | A |
| OBGYN | 94.6% | 99 | A |
| CCU | 89.5% | 96 | A |
| 4 West | 85.1% | 83 | A |
| 2 West | 84.5% | 80 | A |
| 2 North | 83.5% | 75 | B |
| 4 East | 81.1% | 59 | C |

n* < 30

Last 12 Months:



Aligned Recognition: Shooting Stars



Aligned Recognition



DAISY Award Scoring Sheet

Criteria: iCARE

I – Inform – explains plans, processes or procedures while providing realistic time expectations. Keeps patient and family updated while demonstrating extraordinary clinical skills in the delivery of compassionate patient care.

C – Collaborates – actively promotes the Holzer Mission Statement *Friendly Visits, Excellent Care, Every Patient, Every Time* by including patients and family members to participate in the plan of care. Collaborates with co-workers to create a patient-centered environment. Respects and incorporates the opinions of others and invites others to ask questions and seek their preferences.

A – Acknowledge – has a positive attitude and demonstrates professionalism in the work environment. Talks to patients and family members while treating them as individuals of the team. Identifies patient goals while actively listening to patient and family member concerns. Acknowledges and accommodates the needs of others first.

R – Respond – establishes a special connection with patients and families. Respects and incorporates the opinions of others. Encourages patients and family members to participate in care. Anticipates the needs and unexpressed wishes of all customers. Demonstrates urgency in responding to concerns, questions, and needs of patients and co-workers.

E – Empathize – models' empathy and demonstrates a caring attitude in all situations. Listens carefully and does not interrupt the patient. Provides emotional support to relieve fear, anxiety or worry. Is sensitive to the inconveniences and apologizes when appropriate and seeks to understand the patient's situation.

| Attributes | 1 Point Not Demonstrated | 2 Points Marginally Demonstrated | 3 Points Moderately Demonstrated | 4 Points Fully Demonstrated | DOES NOT MEET CRITERIA | TOTAL POINTS |
|------------|--------------------------------|--|--|-----------------------------------|---------------------------|--------------|
| I | | | | | | |
| C | | | | | | |
| A | | | | | | |
| R | | | | | | |
| E | | | | | | |

Comments:

TOTAL SCORE



What Excellence Looks, Sounds, Feels Like

*“Your nurses took **Excellent Care** of me. They were very **Friendly**, informative, and respectful. They were **always** there for me like family.”*

- Holzer Patient



Let's Stay in Touch

Lisa Detty

ldetty@holzer.org

Ryan Finch

rfinch@holzer.org

Susan Rowe

srowe@holzer.org

