



CME Addendum Research Reference List by Lesson **Enrich Your Job and Boost HCAHPS Scores** Avano eLearning by Patti Hathaway, MEd, CSP (2019)

Foundation: Patient Safety & Clinical Quality

{H#} identifies the HCAHPS questions addressed in each lesson

1. Healthcare Is Not an Individual Sport {H 1,5}

Lesson: Importance of teamwork despite specialists and silos. Overview of learning.

Merlino J. Teamwork. Association for Patient Experience Blog. <http://www.patient-experience.org/Resources/Blogs/Chief-Experience-Officer/Blogs/July-2013/Teamwork.aspx>. Published July 29, 2013. Accessed May 13, 2015. Story used with permission.

2. Filling In and Between the Gaps In My Brain {H 3,7,13,16,17}

Lesson: Checklists

Provonost P, Vohr E. *Safe Patients, Smart Hospitals: How One Doctor's Checklist Can Help Us Change Health Care from the Inside Out*. New York, NY: Hudson Street Press; 2010:31-35. Story used with permission.

Haynes AB, Weisner TG, Berry WR, et al. A surgical safety checklist to reduce morbidity and mortality in global population. *New England Journal of Medicine*. 2009;360:491-499.

Gawande A. *The Checklist Manifesto: How to Get Things Right*. New York, NY: Metropolitan Books; 2009.

Hofheinz E. Checklists cut death rates by 47%. Orthopedics This Week Web site. <http://ryortho.com/2013/08/cms-wants-more-tender-loving-care-simulation-or-hands-on-bioskills-checklists-cut-death-rates-47-marketing-101-for-surgeons/>. Published August 20, 2013. Accessed May 13, 2015.

Feldscher K. Surgical safety checklist, paired with training, lowers complications after high-risk operations. Harvard School of Public Health News Web site. <http://www.hsph.harvard.edu/news/features/ellner-surgical-safety-checklist-and-training-lowers-complications/>. Published February 7, 2013. Accessed May 13, 2015.

Gawande A. Cowboys and pit crews. *The New Yorker*. May 26, 2011. <http://www.newyorker.com/news/news-desk/cowboys-and-pit-crews>. Accessed May 13 2015.

3. To Err is Human {H 1,2,3,5,6,7,9}

Lesson: Determine why you pick the wrong report or medication. Learn from mistakes.

Sternberg S. Medical errors harm huge number of patients. *US News & World Report Health*. August 28, 2012. <http://health.usnews.com/health-news/articles/2012/08/28/medical-errors-harm-huge-number-of-patients>. Accessed May 13, 2015.

Baum S. 5 ways to reduce medical errors associated with lab specimens. *MedCity News*. July 31, 2012. <http://medcitynews.com/2012/07/5-ways-to-reduce-medical-errors-associated-with-lab-testing/>. Accessed May 13, 2015.

Novis D. Avoiding errors in the lab. *Medical Laboratory Observer News*. November 2011. <http://www.mlo-online.com/articles/201111/avoiding-errors-in-the-lab.php>. Accessed May 13, 2015.

Valenstein PN, Meier F. Outpatient order accuracy: a College of American Pathologists Q-Probes study of requisition order entry accuracy in 660 institutions. *Archives of Pathology & Laboratory Medicine*. 1999;123(12):1145-1150.

Renner SW, Howanitz PJ, Bachner P. Wristband identification error reporting in 712 hospitals: a College of American Pathologists Q-Probes study of quality issues in transfusion practice. *Archives of Pathology & Laboratory Medicine*. 1993;117(6):573-577.

Howanitz PJ, Renner SW, Walsh MK. Continuous wristband monitoring over 2 years decreases identification errors: a College of American Pathologists Q-Tracks study. *Archives of Pathology & Laboratory Medicine*. 2002;126(7):809-815.

Nakhleh RE, Zarbo RJ. Surgical pathology specimen identification and accessioning: a College of American Pathologists Q-Probes study of 1,004,115 cases from 417 institutions. *Archives of Pathology & Laboratory Medicine*. 1996;120(3):227-233.

4. I Feel Your Pain {H 12,13,14,15,16,17}

Lesson: #1 Fear is Pain. Pain management tips and tools.

Goebel JR, Sherbourne CD, Asch SM, et al. Addressing patients' concerns about pain management and addiction risks. *Pain Management in Nursing*. 2010;11(2):92-98. DOI: <http://dx.doi.org/10.1016/j.pmn.2009.03.009>. Published September 14, 2009. Accessed May 13, 2015.

Greville-Harris M, Dieppe P. Bad is more powerful than good: the Nocebo response in medical consultations. *American Journal of Medicine*. 2015;128(3):126-129. DOI: <http://dx.doi.org/10.1016/j.amjmed.2014.08.031>. Published September 15, 2014. Accessed May 13, 2015.

Ingraham P. When to worry about low back pain: and when not to. What's bark and what's bite? Pain Science Web site. <https://www.painscience.com/articles/when-to-worry-about-low-back-pain-and-when-not-to.php>. Published 2009. Updated November 28, 2014. Accessed May 13, 2015.

White T. People who fear pain are more likely to suffer it. *Stanford Report*. February 1, 2006. <http://news.stanford.edu/news/2006/february1/med-anxiety-020106.html>. Accessed May 13, 2015.

Travaline JM, Ruchinskas R, D'Alonzo GE. Patient-physician communication: why and how. *Journal of the American Osteopathic Association*. 2005;105(1):13-18. <http://jaoa.org/Article.aspx?articleid=2093086>. Accessed May 13, 2015

Stewart MA. Effective physician-patient communication and health outcomes: a review. *Canadian Medical Association Journal*. 1995;152(9):1423-1433.

Beswick SE, Westell S, Sweetman S, Mothersill C, Jeffs LP. Being more conscientious, collaborative, and confident in addressing patients' fears and anxieties: nurses' perspectives. *Nursing Research and Reviews*. 2013;3:119-124. <http://www.dovepress.com/being-more-conscientious-collaborative-and-confident-in-addressing-pat-peer-reviewed-article-NRR>. Published August 17, 2013. Accessed May 13, 2015.

Pain management – HCHAPS. Healing Healthcare Systems Web site. <http://www.healinghealth.com/patient-experience/pain-management/>. Accessed May 13, 2015.

5. Hand Wringing or Hand Washing? {H 1,5,8}

Lesson: Hand hygiene.

McCall B. Hospital-acquired infections quadruple ICU mortality. *Medscape Medical News*. April 13, 2012. <http://www.medscape.com/viewarticle/762031>. Accessed May 13, 2015.

Goldhill D. How American health care killed my father. *The Atlantic*. September 2009. <http://www.theatlantic.com/magazine/archive/2009/09/how-american-health-care-killed-my-father/307617/>. Accessed May 13, 2015.

Castillo DJ. A helping hand: continuing improvement in hand hygiene. KevinMD.com: Social Media's Leading Physician Voice Blog. <http://www.kevinmd.com/blog/2015/03/helping-hand-continuing-improvement-hand-hygiene.html>. Published March 4, 2015. Accessed May 13, 2015.

Sustaining and spreading improvement in hand hygiene compliance. *The Joint Commission Journal on Quality and Patient Safety*. 2015:41(1). http://www.jointcommission.org/assets/1/18/JQPS_1_15.pdf. Accessed May 13, 2015.

6. I've Just Fallen Down and I Can't Get Back Up {H 3,4,5,7,10,11,12,13,14}

Lesson: Reducing falls. Rounding.

Best practices for falls reduction: a practical guide. *American Nurse Today*. 2011:6(3)(suppl). <http://www.americannursetoday.com/special-supplement-to-american-nurse-today-best-practices-for-falls-reduction-a-practical-guide/>. Published March 2011. Accessed May 13, 2015.

Butcher L. The no-fall zone: nobody can prevent all patient falls, but hospitals are significantly reducing the ones they can. Hospital & Health Networks Web site.

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7. A Clean Hospital Is a Healthy Hospital {H 1,5,8}

Lesson: Health Services Research found that hospitals in the top quartile of cleanliness/quietness had fewer selected infections due to medical care.

Issac T, Zaslavsky AM, Cleary PD, Landon BE. Relationship between patients' perception of care and measures of hospital quality and safety. *Health Services Research*. 2010;45(4):1024–1040. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2910567/>. Accessed May 13, 2015.

10 things we can learn from the world's greatest surgeon. Drs. Kevin & Jackie Freiberg Web site. <http://www.freibergs.com/resources/articles/leadership/10-things-we-can-learn-from-the-worlds-greatest-surgeon/>. Accessed May 13, 2015.

8. I Really Don't Want To Come Back Here {H 1,2,3,5,6,7,14,15,16,17,20,23,24,25}

Lesson: Readmissions Issues

Dartmouth Atlas Project, PerryUndem Research & Communications; Robert Wood Johnson Foundation. The revolving door: a report on U.S. hospital readmissions. <http://www.rwjf.org/en/library/research/2013/02/the-revolving-door--a-report-on-u-s--hospital-readmissions.html>. Published February 2013. Accessed May 13, 2015.

Issac T, Zaslavsky AM, Cleary PD, Landon BE. The relationship between patients' perception of care and measures of hospital quality and safety. *Health Services Research*. 2010;45(4):1024–1040. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2910567/>. Accessed May 13, 2015.

PricewaterhouseCoopers' Health Research Institute. The price of excess: identifying waste in healthcare. <http://www.pwc.com/us/en/healthcare/publications/the-price-of-excess.jhtml>. Published 2008. Accessed May 13, 2015.

Harrison PL, Hara PA, Pope JE, Young MC, Rula EY. The impact of postdischarge telephonic follow-up on hospital readmissions. *Population Health Management*. 2011;14(1):27–32. <http://online.liebertpub.com/doi/abs/10.1089/pop.2009.0076>. Published February 14, 2011. Accessed May 13, 2015.

9. After Care Is Not an Afterthought {H 1,2,3,4,5,6,7,19,20,23,24,25}

Lesson: Improving discharges. Lowering patient risks. Readmissions.

Brimmer K. Patient satisfaction more influenced by hospital staff than facilities. *Healthcare Finance News*. September 11, 2012. <http://www.healthcarefinancenews.com/news/patient-satisfaction-more-influenced-hospital-staff-facilities>. Accessed May 13, 2015.

Adverse events after hospital discharge. Agency for Healthcare Research and Quality Web site. <http://psnet.ahrq.gov/primer.aspx?primerID=11>. Updated August 2014. Accessed May 13, 2015.

Forster AJ, Murff HJ, Peterson JF, Gandhi TK, Bates DW. The incidence and severity of adverse events affecting patients after discharge from the hospital. *Annals of Internal Medicine*. 2003;138(3):161-167. <http://annals.org/article.aspx?articleid=716006>. Accessed May 13, 2015.

Feigenbaum P, Neuwirth E, Trowbridge L, et al. Factors contributing to all-cause 30-day readmissions: a structured case series across 18 hospitals. *Medical Care*. 2012;50:599-605.

Were MC, Li X, Kesterson J, et al. Adequacy of hospital discharge summaries in documenting tests with pending results and outpatient follow-up providers. *Journal of General Internal Medicine*. 2009;24:1002-1006.

Written discharge instructions: Project BOOST® implementation toolkit. Society of Hospital Medicine Web site. http://www.hospitalmedicine.org/Web/Quality_Innovation/Implementation_Toolkits/Project_BOOST/Web/Quality___Innovation/Implementation_Toolkit/Boost/BOOST_Intervention/Tools/Written_Discharge.aspx. Updated 2014. Accessed May 13, 2015.

Patient satisfaction influenced more by hospital staff than by the hospital facilities [news release]. J.D. Power and Associates; September 4, 2012. <http://www.jdpower.com/press-releases/2012-national-patient-experience-study>. Accessed May 14, 2015.

Wall 1: Courtesy & Communication

10. Please Acknowledge Me {H 1,2,3,5,6,7}

Lesson: Eye contact. Welcome and explanation.

Layton J. Does smiling make you happy? HowStuffWorks.com. <http://science.howstuffworks.com/life/smiling-happy.htm>. Published June 3, 2008. Accessed May 13, 2015.

Merlino J. *Service Fanatics: How to Build Superior Patient Experience the Cleveland Clinic Way*. New York, NY: McGraw Hill; 2014.

11. Asking Questions Doesn't Mean You Don't Have the Answers

{H 1,2,3,4,5,6,7,10,11,12,13,14}

Lesson: Attentive listening

Krumholz H, Hassan F, Binder L, et al. The experts: how to improve doctor-patient communication. *Wall Street Journal*. <http://www.wsj.com/articles/SB10001424127887324050304578411251805908228>. Updated April 12, 2013. Accessed May 13, 2015.

Beckman HB, Frankel RM. The effect of physician behavior on the collection of data. *Annals of Internal Medicine*. 1984;101(5):692-696. <http://annals.org/article.aspx?articleid=699136>. Accessed May 13, 2015.

Marvel MK, Epstein RM, Flowers K, Beckman HB. Soliciting the patient's agenda: have we improved? *Journal of the American Medical Association*. 1999;281(3):283-287.
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Curtis J. Beyond the white coat: training great doctors. *Yale Medicine*. 2007;41(2):38.
<http://medicine.yale.edu/publications/yalemedicine/winter2007/people/students/51939/>.
Accessed May 13, 2015.

Hathaway P. *Untying the 'Nots' of Nonstop Change Before You're Fit to be Tied*. 2nd ed. Sunbury, OH: Destination Publications; 2014.

"The Experts: How to Improve Doctor-Patient Communication. Advice: Dr. Gurpreet Dhaliwal: Ask Patients These Three Simple Questions." *Wall Street Journal*. Updated April 12, 2013.

<http://www.wsj.com/articles/SB10001424127887324050304578411251805908228>

David H. Thom, Mark A. Hall and L. Gregory Pawlson. "Measuring Patients' Trust In Physicians When Assessing Quality Of Care." *Health Affairs*. July 2004 vol. 23 no. 4 124-132.
doi:10.1377/hlthaff.23.4.124

<http://content.healthaffairs.org/content/23/4/124.full>

12. The Power of Your Words {H 1,3,5,6,7}

Lesson: Power of hope and optimism in healthcare

Smith EE. The benefits of optimism. *The Atlantic*. March 1, 2013.
<http://www.theatlantic.com/health/archive/2013/03/the-benefits-of-optimism-are-real/273306/>.
Accessed May 13, 2015.

Sharot T. The optimism bias. *TIME*. May 28, 2011.
<http://content.time.com/time/health/article/0,8599,2074067,00.html>. Accessed May 13, 2015.

13. What Are These Meds For? {H 1,2,3,5,6,7,8,15,16,17}

Lesson: Medication injuries. Jargon and medical illiteracy.

Sternberg S. Medical errors harm huge number of patients: what will it take to make America's hospitals safer? *U.S. News & World Report Health*.
<http://health.usnews.com/health-news/articles/2012/08/28/medical-errors-harm-huge-number-of-patients>. Published August 28, 2012. Accessed May 13, 2015.

Anderson P, Townsend T. Medication errors: don't let them happen to you. *American Nurse Today*. 2010;5(3).
<http://www.americannursetoday.com/medication-errors-dont-let-them-happen-to-you/>.
Published March 2010. Accessed May 13, 2015.

Understanding your health shouldn't be a puzzle: why you should ask for plain language in healthcare. Centers for Disease Control and Prevention Web site.
<http://www.cdc.gov/media/storyideas/2012.html>. Updated January 13, 2014. Accessed May 13, 2015.

Hicks RW, Becker SC, Cousins DD, eds. *MEDMARX Data Report: A Report on the Relationship of Drug Names and Medication Errors in Response to the Institute of Medicine's Call for Action*. Rockville, MD: Center for the Advancement of Patient Safety, U.S. Pharmacopeia; 2008. <http://www.labatecpharma.com/wp-content/uploads/2012/02/2008MEDMARX-DataReport.pdf>. Accessed May 13, 2015.

Landro L. Taking medical jargon out of doctor visits. *The Wall Street Journal*. July 6, 2010. <http://www.wsj.com/articles/SB10001424052748703620604575349110536435630>. Accessed May 15, 2015.

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Forster AJ, Murff HJ, Peterson JF, Gandhi TK, Bates DW. The incidence and severity of adverse events affecting patients after discharge from the hospital. *Annals of Internal Medicine*. 2003;138:161-167.

Kucukarslan SN, Peters M, Mlynarek M, Nafziger DA. Pharmacists on rounding teams reduce preventable adverse drug events in hospital general medicine units. *Archives of Internal Medicine*. 2003;163(17):2014-2018. doi:10.1001/archinte.163.17.2014.

Wall 2: Exceptional Teamwork (Internally & With Families)

14. The Best Teams Have Great Handoffs {H 1,2,5,6,7,12,13}

Lesson: Handoff process.

Provonost P, Vohr E. *Safe Patients, Smart Hospitals: How One Doctor's Checklist Can Help Us Change Health Care from the Inside Out*. New York, NY: Hudson Street Press; 2011: 92-93. Story used with permission.

Riesenberg LA, Leisch J, Cunningham JM. Nursing handoffs: a systematic review of the literature. *American Journal of Nursing*. 2010;110(4):24-34. http://www.nursingcenter.com/Inc/CEArticle?an=00000446-201004000-00026&Journal_ID=54030&Issue_ID=996031#sthash.nXZHAbtX.dpuf. Accessed May 13, 2015.

Aylward MJ, Rogers T, Duane PG. Inaccuracy in patient handoffs: discrepancies between resident-generated reports and the medical record. *Minnesota Medicine*. December 2011. <http://www.minnesotamedicine.com/Past-Issues/Past-Issues-2011/December-2011/Inaccuracy-in-Patient-Handoffs>. Accessed May 13, 2015.

Gawande A. Cowboys and pit crews. *The New Yorker*. May 26, 2011. <http://www.newyorker.com/news/news-desk/cowboys-and-pit-crews>. Accessed May 13 2015.

Bolanos R. Bedside briefings: Miami Children's Hospital handoffs happen with patients included. Nurse.com Web site.

<http://news.nurse.com/apps/pbcs.dll/article?AID=2008301290015#.VVQgYs6xGac>.
Published January 28, 2008. Accessed May 13, 2015.

Monahan ML, Bacha H, Phelps C, Whatley H. Change of shift report: a time for communication with patients. *Nursing Management*. 1988;19(2):80.
http://journals.lww.com/nursingmanagement/Citation/1988/02000/Change_of_Shift_Report__A_Time_for_Communication.22.aspx. Accessed May 13, 2015.

Cheung-Larivee K. Handoff program cuts medical errors by 40%. Fierce Healthcare Web site.
<http://www.fiercehealthcare.com/story/handoff-program-cuts-medical-errors-40/2012-04-30>.
Published April 30, 2012. Accessed May 13, 2015.

15. Are You Listening to Me? {H 1,2,3,5,6,7}

Lesson: Patient-Centered Care.

Khan M. Infection costs student's legs. *The Lantern: The Student Voice of The Ohio State University*. January 23, 2010. <http://thelantern.com/2010/01/infection-costs-students-legs/>.
Accessed May 14, 2015. Story used with permission, name changed on request.

Society to Improve Diagnosis in Medicine Web site. <http://www.improvediagnosis.org/>.
Accessed May 14, 2015.

Anonymous. To the staff treating my medically-complex child. Mama in the Now Blog.
<http://mamainthenow.com/2015/03/medically-complex-child/>. Published March 3, 2015.
Accessed May 14, 2015.

DeMeglio M. An indelible spirit: a conversation with para-rower Blake Haxton. *The Ohio State University Alumni Association Magazine*. November-December 2014.
<https://www.osu.edu/alumni/news/ohio-state-alumni-magazine/issues/november-december-2014/an-indelible-spirit.html>. Accessed May 14, 2015.

16. Dare I Disobey? {H 1,2,3,5,6,7,15,16,17}

Lesson: Preventable harm. Medical errors.

James T. A new, evidence-based estimate of patient harms associated with hospital care. *Journal of Patient Safety*. 2013;9(3):122–128.
http://journals.lww.com/journalpatientsafety/Fulltext/2013/09000/A_New,_Evidence_based_Estimate_of_Patient_Harms.2.aspx. Accessed May 14, 2015.

17. Round and Round We Go {H 1,2,3,4,5,6,7}

Lesson: Rounding for Results.

Meade CM, Bursell AL, Ketelsen L. Effects of nursing rounds on patients' call light use, satisfaction, and safety. *American Journal of Nursing*. 2006;106(9):58-70.
http://www.nursingcenter.com/journalarticle?Article_ID=664583#sthash.Q1vHDTTr2.dpuf.
Accessed May 11, 2015.

Leighty J. Hourly rounding dims call lights: nationwide study sparks protocol to improve nurse efficiency, patient satisfaction. Nurse.com Web site. http://news.nurse.com/apps/pbcs.dll/article?AID=200661228023#.VRbO0_nF9m0. Published December 4, 2006. Accessed May 11, 2015.

Curley C, McEachern JE, Speroff T. Interdisciplinary rounds reduced hospital stay and costs and improved staff satisfaction. *Evidence Based Nursing*. 1999;2(2):56. <http://ebn.bmj.com/content/2/2/56.full>. Accessed May 11, 2015.

Strategies to improve patient care. NurseTogether.com Web site. <http://www.nursetogether.com/strategies-to-improve-patient-care>. Published July 12, 2011. Accessed May 11, 2015.

Boost patient satisfaction scores with hourly rounding. *Staff Development Weekly: Insight on Evidence-Based Practice in Education E-Newsletter*. January 31, 2008. <http://www.hcpro.com/NRS-204877-975/Boost-patient-satisfaction-scores-with-hourly-rounding.html>. Accessed May 11, 2015.

McGee-Cooper A, Trammell D. Hurry sickness: an epidemic in our workplace. Ann McGee-Cooper and Associates, Inc., Web site. <http://amca.com/amca/wp-content/uploads/Hurry-Sickness-an-Epidemic-2014.pdf>. Published 2011. Accessed May 11, 2015.

The no pass zone for patient safety. Hospital Quality Institute: Patient Safety News. <http://www.hqinstitute.org/post/no-pass-zone-patient-safety>. Accessed May 11, 2015.

18. The Art of Giving Bad News {H 5,6,7}

Lesson: Four steps to giving negative news.

Salwitz J. Sunrise Rounds: Through the Eyes of a Medical Oncologist Web site. <http://sunriserounds.com/mistake/>. Accessed May 14, 2015. Story used with permission.

Roof 1: Respect

19. Thermostat or Thermometer? {H 1,2,3,5,6,7}

Lesson: The attitude you project will be reflected back to you.

Patient Satisfaction Influenced More by Hospital Staff than by the Hospital Facilities. J.D. Power and Associates 2012 National Patient Experience Study. <http://www.jdpower.com/press-releases/2012-national-patient-experience-study>

20: I Am More Than an i-Patient {H 1,2,3,5,6,7}

Lesson: How to engage patients with EMR

Swamy L. Emerging from recent misfortune. The Arnold P. Gold Foundation Web site. <http://humanism-in-medicine.org/emerging-recent-misfortune/>. Published November 13, 2014. Accessed May 14, 2015.

Lee WW. Distracted digital doctors: the need to rehumanize medicine. The Arnold P. Gold Foundation Web site. <http://humanism-in-medicine.org/distracted-digital-doctors-the-need-to-rehumanize-medicine/>. Published July 24, 2014. Accessed May 14, 2015.

Alkureishi M, Lee W, Farnan J, Arora V. Breaking away from the iPatient to care for the real patient: implementing a patient-centered EMR use curriculum. *MedEdPORTAL Publications*. 2014. <https://www.mededportal.org/publication/9953>. Published November 20, 2014. Accessed May 14, 2015.

Toll E. A piece of my mind: the cost of technology. *Journal of the American Medical Association*. 2012;307(23):2487-2498. <http://jama.jamanetwork.com/article.aspx?articleid=1187932>. Published June 20, 2012. Accessed May 14, 2015.

Frankel R, Altschuler A, George S, et al. Effects of exam-room computing on clinician–patient communication. *Journal of General Internal Medicine*. 2005;20(8):677–682. doi:10.1111/j.1525-1497.2005.0163.x.

Ventres W, Kooienga S, Vuckovic N, Marlin R, Nygren P, Stewart V. Physicians, patients, and the electronic health record: an ethnographic analysis. *Annals of Family Medicine*. 2006;4(2):124-131. doi:10.1370/afm.425.

21: Shhh I Can't Get Any Rest In Here {H 1,2,3,5,6,7,9,12,13,14,15,16,17}

Lesson: Noise is consistently the lowest HCAHPS score. Tips to reduce noise issues.

Mazer SE. Nursing, noise, and norms: why Nightingale is still right. Healing Healthcare Systems Web site. <http://healinghealth.com/images/uploads/files/NursingNoiseNorms.pdf>. Accessed May 14, 2015.

Joseph A. The role of the physical and social environment in promoting health, safety, and effectiveness in the healthcare workplace. *The Center for Health Design*. 2006;3:1-17. https://www.healthdesign.org/sites/default/files/CHD_Issue_Paper3.pdf. Published November 2006. Accessed May 14, 2015.

Akansel N, Kaymakçi Ş. Effects of intensive care unit noise on patients: a study on coronary artery bypass graft surgery patients. *Journal of Clinical Nursing*. 2008;17(12):1581-1590. doi:10.1111/j.1365-2702.2007.02144.x.

Brooks AA. Going from good to great care—5 ways to boost HCAHPS scores. Becker's Infection Control and Clinical Quality Web site. <http://www.beckershospitalreview.com/quality/going-from-good-to-great-care-5-ways-to-boost-hcahps-scores.html>. Published April 7, 2014. Accessed May 14, 2015.

Gawande A. *Better: A Surgeon's Notes on Performance*. 1st ed. New York, NY: Metropolitan Books; 2007.

22. I Have a Problem! {H 1,3,5,7,15,16,23,24,25}

Lesson: How to be an Obstacle Remover and solve problems.

Patient satisfaction influenced more by hospital staff than by the hospital facilities [news release]. J.D. Power and Associates; September 4, 2012. <http://www.jdpower.com/press-releases/2012-national-patient-experience-study>. Accessed May 14, 2015.

Hathaway P. *Banking Secrets for Customer Loyalty: Handling Customer Problems*. Westerville, OH: Destination Publications; 2002.

23. Treating Patients the Way They Want To Be Treated {H 1,2,3,5,6,7}

Lesson: Acknowledge cultural differences. Find common ground.

Galanti GA. *Caring for Patients from Different Cultures*. 5th Ed. Philadelphia, PN: University of Pennsylvania Press; 2015. Patient story used with permission.

Divi C, Koss RG, Schmaltz SP, Loeb JM. Language proficiency and adverse events in U.S. hospitals: a pilot study. *International Journal of Quality Health Care*. 2007;19(2):60-67. doi:10.1093/intqhc/mzl069.

Dreachslin JL, Gilbert MJ, Malone B. *Diversity and Cultural Competence in Health Care: A Systems Approach*. San Francisco, CA: Jossey-Bass; 2012.

Cang-Wong C, Murphy SO, Adelman T. Nursing responses to transcultural encounters: what nurses draw on when faced with a patient from another culture. *The Permanente Journal*. 2009;13(3):31–37. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2911805/>. Accessed May 15, 2015.

Campinha-Bacote J. Many faces: addressing diversity in health care. *Online Journal of Issues in Nursing*. 2003;8(1). <http://www.nursingworld.org/MainMenuCategories/ANAMarketplace/ANAPeriodicals/OJIN/TableofContents/Volume82003/No1Jan2003/AddressingDiversityinHealthCare.aspxThank>. Published January 31, 2003. Accessed May 15, 2015.

Purnell LD. *Guide to Culturally Competent Health Care*. 3rd Ed. Philadelphia, PA: F.A. Davis Company; 2014.

24. Sitting Down On the Job {H 1,2,3,5,6,7}

Lesson: Research shows patients feel more satisfied when clinicians sit versus stand.

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Roof 2 (protection from secondary emotional trauma and avoidable suffering): Compassion & Authentic Touch

25. A Sacred Moment {H 1,2,5,6}

Lesson: Conflicting patient vs. staff priorities. “Sacred Moment” conversation tool.

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28. Authentic Touch Connects Body to Heart {H 1,2,5,6}

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29. Overcoming Compassion Fatigue {H 1,2,4,5,6,9}

Lesson: Unprocessed grief. Overcoming staff compassion fatigue.

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30. Closing—It’s Up to You and Me

Lesson: Take ownership in overcoming barriers. Extraordinary change can result.

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