Anonymous Grievances

How to Improve the Process for All

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Objectives

1) Outline the structure of a robust anonymous grievance process

2) Review promising practices for implementation

3) Identify ways to reduce patient's fear of retaliation

Anonymous Grievances

- Lack of understanding the grievance process
- Fear of retaliation based on:
  - Inherent power imbalance between patient/provider
  - Perception

Prepare for the Process

- Be clear on the process and standardize it

- Lead the way

- Make grievance packets to have at each RN station, at the front desk and at desk of each administrator

Grievance Process

1) Restate the grievance

2) Investigate

3) Intervene

4) Communicate

5) Review in monthly Quality Assessment Performance Improvement (QAPI) meetings

Restate the grievance

- ## What is a grievance?
  - Centers for Medicare & Medicaid (CMS) definition

- ## As a provider, you need to restate the grievance from the facility's point of view

A written or oral communication from an ESRD patient, and/or an individual representing an ESRD patient, and/or another party, alleging that an ESRD service received from a Medicare-certified provider did not meet the grievant's expectations **with respect to safety, civility, patient rights, and/or clinical standards of care.** The grievant is not required to explicitly state that the care did not meet professionally recognized standards.

Investigate

- Talk to patients and staff

- Patient Advocates

Intervene

- Educate the staff either individually or as a group
- Make a policy/procedure change to the facility operations

Communicate

- Find ways to reach patients about the grievance process
    - Example: Speak Up Campaign
- Meet and chat

SpeakUP

We encourage you to speak up and let us know how we can make the center better. We value your feedback and here are some of the ways you can make your voice heard:

➤ Our **Fall Patient Experience Survey** ends on January 11, 2019. Please call DSS at 877-665-8325/877-214-6214 and provide your feedback. We appreciate your feedback and make improvements to the center based on the anonymous comments and results.

  Note: Not all patients will receive the survey. Centers for Medicare and Medicaid require this survey to be sent to patients twice a year.

➤ We have **translation phone services available.** Let any staff member know if you need a translator.

➤ **We want to hear if you have concerns or suggestions to improve the care.** You have the right to share your concerns and have them addressed without fear of discrimination, reprisal, or denial of services. We want to resolve all complaints and grievances within the center. We encourage you to discuss any concerns you have with any staff member or the Center Manager, Heather.

If we aren't able to address your concerns, we can help you reach out to our Senior Director of Operations, Josef Rodriguez, or Medical Director, Dr. Eric Cheung. You may also contact Satellite Healthcare's Patient Comment Line at (800) 367-8292 ext.7184. Additionally, if we aren't able to resolve the issue, you may contact Health Services Advisory Group ESRD Network 17 (415-897-2400 or 800-232-3773) or the Department of Health (707-576-6775 or 866-784-0703).

You are an important part of this team. We are here to make your life better.

Review in QAPI

- PDSA: Plan–Do–Study–Act
- Monthly review

Promising Practices

- Suggestion box

- Patient Comment Line

- Regular check-ins from multiple Interdisciplinary Team (IDT) members

- Network Process: Please refer to your ESRD Network
  - Grievance Toolkit
  - Building Patient Trust

Tips for Success

- Mutual Respect
- Clear boundaries, expectations, and follow through
- Ongoing staff and patient education
- Everyone is part of the grievance process
- Key words

Retaliation

- True retaliation versus perception

- The best defense is a good offense
  - Build trust

- Seek feedback; show feedback

Other Examples

What situations or anonymous grievances have you encountered that have presented challenges?

Questions?