PNS-PCC

ANNUAL REPORT

مؤسسة حمد الطبية
Hamad Medical Corporation
HEALTH • EDUCATION • RESEARCH
صحة • تعليم • بحوث

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Overview

Ms. Nadya Al Rauili
Executive Director, PNS and HHCS

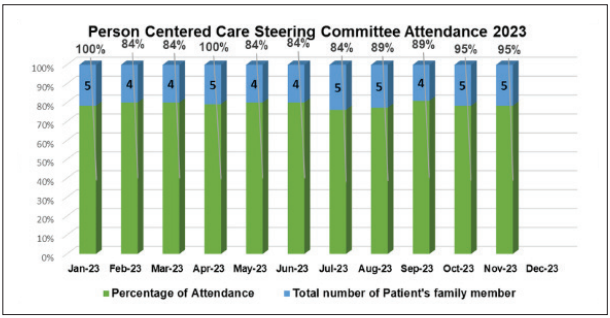
Private Nursing Services Journey to Gold Re-Certification on Planetree International and going beyond re-certification with Distinction in Person-Centered Care.

Private Nursing Services (PNS) is a member of Hamad Medical Corporation, operating as a division of continuing care group, composing of professional nurses rendering compassionate holistic nursing care in community settings. Our services aim to meet patients' needs, in partnership with Nursing Outsourcing agencies, patient/ families, in order to ensure safe and high quality of patient care. On 2018, PNS has started the journey with person-centered care for Planetree Certification. In the initial part of the first Certification patient's family to join the facility in initiating Person-centered care culture. Private Nursing Services (PNS) teams underwent a rigorous evaluation by Planetree International in 2020 on which we have achieved Gold Certification for Excellence in Person-Centered Care. Earlier this year, Private Nursing Services (PNS) had received the approval from Planetree International Review Panel regarding the intent to apply for Distinction Certification process. This status requires PNS to maintain their current Gold-level certification on the upcoming re-certification while also building on our success to advance the model of person-centered care beyond the standards. To achieve the level of Planetree Person-Centered Care Distinction, we developed Compassionate Human Interaction (CHI) Arabic specifically for patients/families as part of Driver -1 criteria by deepening the partnerships through implementing training/curricula developed and delivered by patient and family advisors (PFAs), "Participatory Approach in Compassionate Human Interaction: Focus on Family and Care Partners through codesigning curriculum of Compassionate Human Interaction to identify promising and scalable practices for bringing the patient/ resident/ family perspective into ongoing healthcare improvement efforts beyond the minimum requirements for the Certification. Another initiation was through Driver 3: Do Good by implementing interventions

geared towards reducing disparities in health or health care that targets the vulnerable, often underserved and/or hard to reach population of patients living with Dementia who are admitted to the PNS to work toward a healthcare system where effective patient and family engagement strategies extend to and work for all. We are aiming the highest standard of recognition, not only for ourselves, nor for the organization per se but for our patients who deserve high quality, safe and compassionate care because we all deserve the best.

Driver 1 Organizational Structure

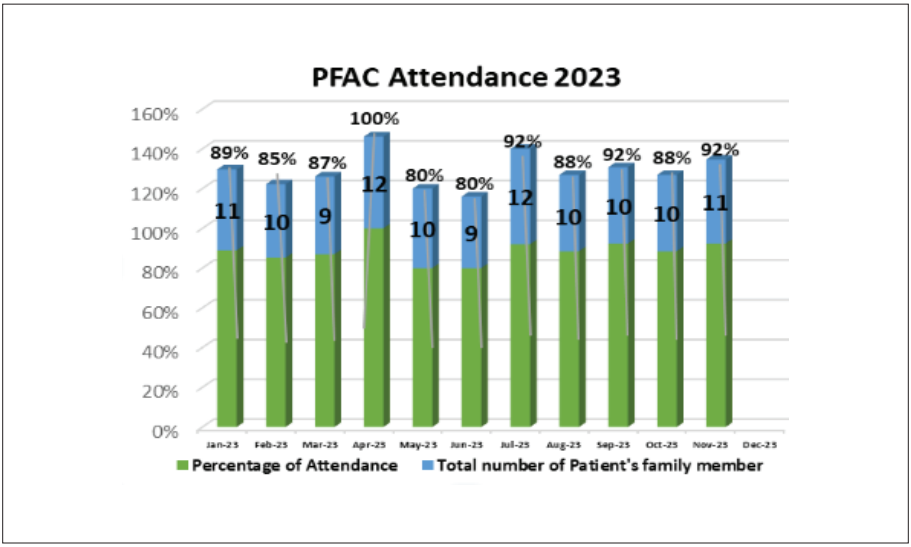
The Person-Centered Care Steering Committee and Patient and Family Advisory Councils (PFACs) are dedicated to the improvement of quality in patient and family-centered care at PNS. The Steering Committee and Advisory Councils are comprised of patients/residents/families, non-supervisory staff, management staff, clinical staff, and non-clinical staff of PNS and Nursing Outsourcing Agencies partners. Patients and their families are often the most knowledgeable members of the care team and can offer unique perspectives and valuable feedback regarding the care they receive. Patient advisors represent the views of a diverse patient population, with members providing insight from a wide variety of perspectives including gender, age, income, geographic location, personal inpatient and/or outpatient experience, etc. Clinical Staff advisors provide insight from their varying staff perspectives and medical disciplines. This shared relationship enables the Steering and Advisory Council, which meets on a monthly basis, to: Identify patient and family needs and concerns. Provide feedback on current and proposed policies, procedures, and systems. Generate new ideas to improve care delivery and processes. Act as catalysts and advocates to integrate patient-centered care across the institution.



Person-Centered Care Steering Committee Attendance

Members	Supervisory	Non -Clinical Staff	Clinical Staff	Patient Family Member
Percentage	26%	26%	21%	26%

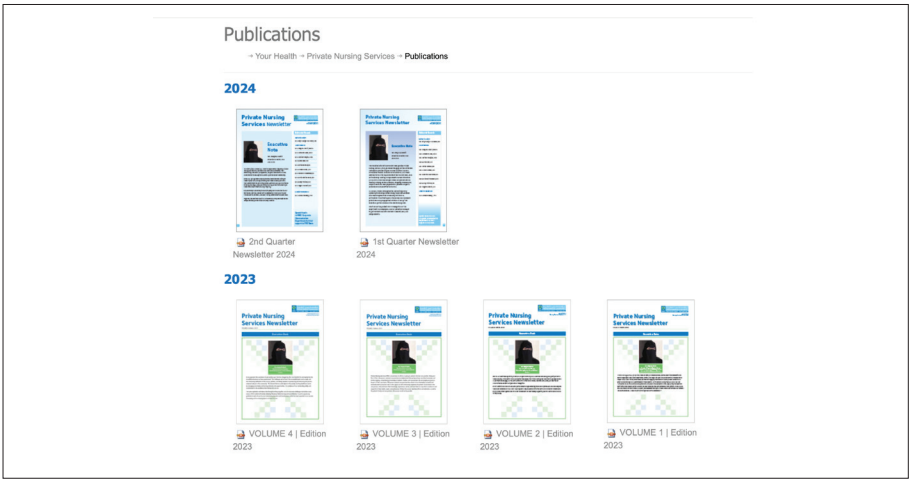
Patient Family Advisory Council Attendance percentage

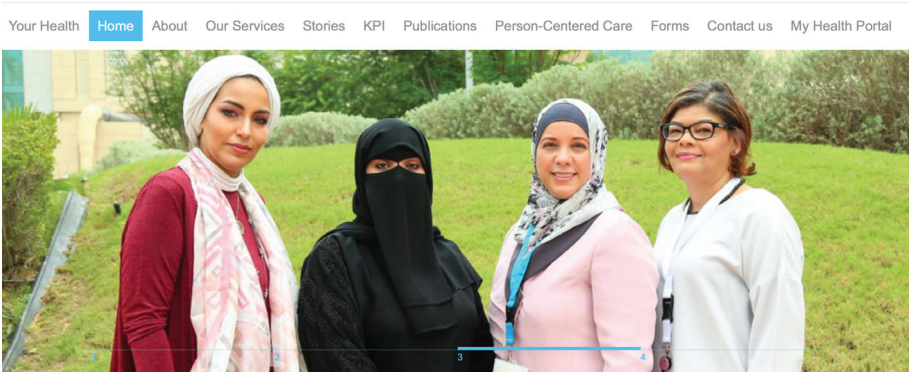


Members	Supervisory	Non -Clinical Staff	Clinical Staff	Patient Family Member
Percentage	9%	17%	26%	48%

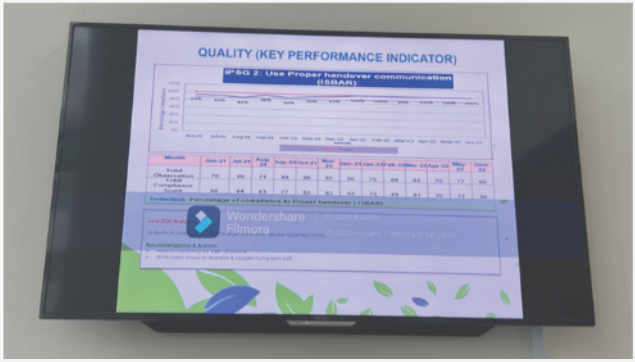
Near Miss reporting Workshop

Ideas and information related to the department are shared as follows:





PNS Website



KPIs in the reception television

KPI's in PNS Website

The following improvement partnership projects are ongoing and are initiatives from PFAC and Steering Committee:Patient Safety-Improve staff clinical practice related to Tracheostomy Care/Management In response to recommendations from PFAC members, PNS launched this project to increase staff confidence in managing and caring for tracheostomies in the home. The Tracheostomy Tube Care and Management Survey, which measures staff confidence, was co-designed by PFAC members. As of right now, 376 of 443 people have finished the tracheostomy training. The Education Team, partnering with one of our Nursing Outsourcing Agency Partners), organized an informative workshop on tracheostomy care for a group of community care partners as part of the PCC practices initiated by Private Nursing Services. The purpose of the training was to empower them with the information and best practices needed to care for both adult and pediatric patients who had tracheostomy tubes. The workshop was attended by fifteen people, including relatives of the patients. All questions were addressed, both "theoretical" and "hands-on," and the information encouraged participants to seek out better practices. We hope to continue this successful session in the future because of the positive feedback we received from the participants.

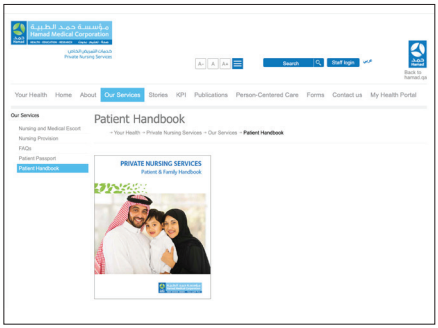
2. Staff Wellness Program PNS has included Mental Health Support in the Staff Wellness Program. The COVID-19 pandemic put a great deal of psychological strain on nurses, which had a negative impact on their quality of life and the rate at which they leave the profession. As a result, in 2023 the following activities were conducted:

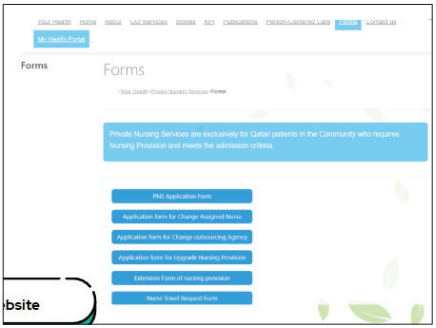
Sport's Day

Farm Day

Nurse Day

3. Redesigning PNS Website was idea from the PFAC. Patients can utilize the website to gain access to and interact with several PNS service areas, such as requests for upgrades of current services, complaints and inquiries, requests for nursing provision, requests for changing nurses or agencies, and requests for nurse travel. Key Performance Indicators (KPIs), newsletters, milestones, patient passports, patient handbooks, and My Health Portal are also now available on the website. An automated SMS response was also included after the patient or family member successfully completes their requests via the website. A QR code for the PNS website was given to every nurse as well as the patient's family for easy access. Our patient was involved in the development and expansion of the PNS website in its current form.





Staff Engagement

Staff Recognition Awards Staff Successful Stories:

We are continuously receiving an enormous number of success stories from our nurses and these are all reviewed by the PFAC members for nominations.

In addition to the success stories recipients, PNS and patient family advisors developed three additional awards in 2023 to recognize staff members as follows:

Abrarr Honor of Excellence award PNS has renamed its real-time recognition award "Abrarr Honor of Excellence Award" in honor of Abrarr, who was the department's ambassador and representation of the person-centered care culture, in recognition of Ms. Badria's dedication and support, as well as that of her late daughter and PNS patient. Abrar has been a part of PNS since the beginning of our PCC journey, together with her family and the assigned nurses. Throughout our initial Planetree International Person-Centered Care Certification together, we have established a solid connection. The Abrarr Honor of

Excellence Award is a real-time recognition program that gives employees immediate feedback and expressions of gratitude to inspire and show them how much they are valued. This will also improve the relationship between leaders, staff, patient and patients' family member by creating more direct, effective, and immediate communication.

Golden Catch (Near Miss Reporting) Staff Engagement Recognition

The proactive Golden Catch project was initiated by the Private Nursing Services (PNS) Quality Improvement team in an effort to address the underreporting of near-miss incidents at a time when patient falls and prescription errors have become increasingly common in the community. The project team has defined criteria for recognizing engaged staff nurses because they understand how important it is to disclose near misses in order to ensure patient safety. Every six months, in January and July, there will be a recognition program.

The recognition program aims to recognize and honor staff nurses who report pertinent OVA near-miss episodes linked to direct or indirect patient care. The team's objective is to motivate nurses to report near-miss incidents in a timely way. Staff nurses are motivated to implement a proactive event reporting approach by fostering a positive patient safety culture. The group has determined the requirements for certified near-miss reports, which are as follows: a significant and relevant incident, timely reporting—within 24 hours or as soon as possible—a thorough and accurate OVA report, and the start of prompt and efficient action.

Length of Service Award

The purpose of the service appreciation award is to honor the commitment and devotion of HMC/PNS employees who have worked within the organization for a significant amount of time. Giving staff recognition demonstrates the corporation's appreciation and value for them, which in turn improves performance and increases retention rates. Through Unit Based Council, one of the HMC employees started the process of this acknowledgment. Acknowledging Years of Service Awards include the following employment durations: 10, 15, 20, 25, 30, and 35 years. Every year, during the year-end meeting, these awards will be given out.

Daisy Award for Extraordinary Nurses

For implementing the International Daisy Award for Extraordinary Nurse Recognition program in the department, PNS is currently in the process of becoming an affiliate of the Daisy Foundation. This award recognizes and appreciates the expert and compassionate care that nurses give daily. Almost 6,000 healthcare organizations and nursing schools around the world are currently using this valuable program.

The DAISY FOUNDATION™

HONORING NURSES INTERNATIONALLY IN MEMORY OF J. PATRICK BARNES

Distinction Driver 1: Deepening partnerships

Care Partners" launch of PNS Compassionate Human Interaction Arabic Session

This is the first of its kind since the start of Compassionate Human Interaction (CHI) training, and PNS has piloted this experiential training in Arabic only for patients and their families (PFAC). This aligns with our collaborative strategy with PFAs, since PNS strives to achieve Distinction above and beyond Person-Centered Care accreditation. The training is co-designed and co-delivered with patients and family members in order to enhance the person-centered care culture and promote active participation from those who use our services. The training focuses on compassionate communication and teamwork to enhance the standard of care and outcomes for nurses, patients, and family members. The Arabic CHI was held at the Crowne Plaza Hotel on October 23, 2023. Families and care partners of eighteen patients were there, and they expressed gratitude and satisfaction for the opportunity to take part in the activities. They embraced every task with enthusiasm and recommended this course to other PFAs.

Driver 2 Connects value, strategies, and action

PCC Goals

Person-centered goals were co-developed by, patients, families, staff and aligned with the department's strategic plan. The PNS PFAC is highly engaged, and members have provided the following ideas for improvement.

- To improve communication, non-Arabic staff members were provided with the chance to learn a basic understanding of Arabic language.
- To redesign the current patient passport especially for those suffering from dementia.

Leadership Rounds

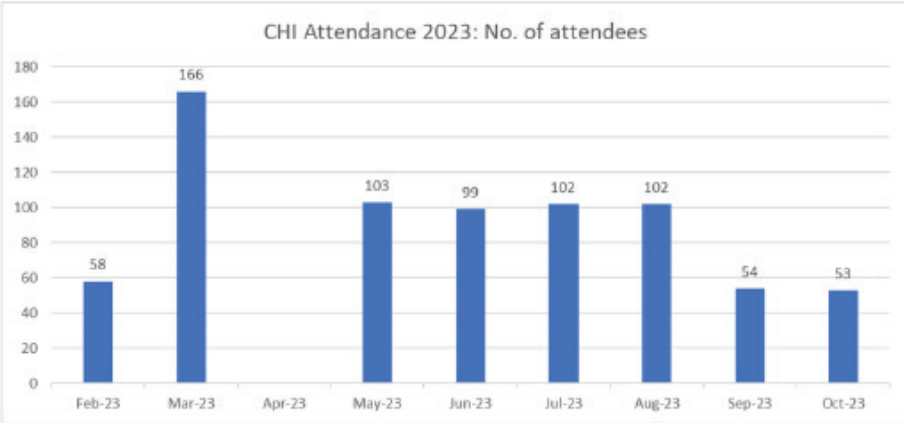
Leadership started to routinely interact with staff including our outsourcing nursing agency partners and all staff such as Clinical staff, Admin Team, Aids, and Drivers are included in the rounds and social activities

	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Executive Rounds 2022	5	6	5	5	6	6	9	12	10	16	40	49
	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec
Executive Rounds 2023	24	35	15	18	6	7	12	25	13	15	15	

- Executive Rounds was implemented for all outsourcing agencies from the month of July 2022
- The PNS Management Team started the Executive Rounds in January 2023.
- Based on opportunities and areas for improvement found during these leadership rounds, particular recommendations have been implemented.
- The following were the key ideas determined throughout the executive rounds that were approved by the Unit-Based Council:
  - Increase the number of home visits to utilize maximum resources.
  - The Publication Team was established to guarantee that all PNS events are publicized and announced at the Corporate level via the HMC and PNS websites, as well as Start of the Week..
- Daily stretching exercises through teams and face-to-face for the staff's health and mental well-being.
- Mentoring programs such as competency validation, tracheostomy workshops, ventilator training, and ostomy training. CAUTI, NGT insertion, long-term care, CVAD, PMVA, Mental Health Training.
- Equipment Checklist before ambulation to prevent falls in patients.
- Employees who have accumulated leave are now entitled to utilize 50 days of their annual.

Experiential Learning

- In 2023, mental health was the primary focus for new hires in CHI Phase 3. Furthermore, a CHI Arabic session for the patient's family was developed and was piloted with the PFAC and SC members in October 2023.
- Our target of 85% for staff to attend CHI -Phase 3 was achieved.



CHI Attendance 2023									
Month	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23
No. of attendees	58	166	Ramadan	103	99	102	102	54	53

The concepts from these experiences are reinforced beyond a one-time exposure to the experiential or participatory content, i.e., there are refreshers, follow-up offerings, etc.

CHI Phase-3

Social determinants of Health

During 2022, PNS has identified 3 Community partners for patients who fits the criteria.

- In August 2022, we recognized that patients with special needs and disabilities needed further schooling in partnership with HHCS. The program Education Above All was supposed to be started, but regrettably it was not carried out. Since everyone has the right to an education, we changed the program to include inclusive education as a result. The EAA program, which supports a particular vulnerable group whose medical conditions prevent them from attending school and university, serves as the model for this program. Our mission is to fight for the educational rights for all patients with disabilities.
- PNS began working with the Qatar Alzheimer's Society in November 2022. They were registered with Alzheimer's Disease International (ADI) and designated as one of our community partners. For assistance with questions about Alzheimer's and memory loss, patients and families were provided with the phone number of HMC's National RAHA Alzheimer's and Memory Services Helpline.
- Ministry of social affairs sector specializes in providing various social services to Qatari citizen of all ages. To provide services according to the needs of patient and their family to achieve a healthy comfortable and safe environment.

Inclusive Education - Everyone has the right to education (August 2022)

Alzheimer's Disease International
The global voice on dementia

وزارة العمل والشؤون الاجتماعية
Ministry of Labour & Social Affairs

Driver 3 Implement Practices that Promote Change

Involvement of Patient/families in Handover communication

1. Communication Board

- One of the most important steps in including the patient and/or family in the handover process is the placement of the communication board in the home settings.
- To facilitate better communication, the communication board is placed in the patient's room. PNS was given the chance to speak at the esteemed Person-centered Care Forum 2023 about the communication board usage strategies in the community . The HMC inpatient facility leads expressed great appreciation for the practices.

2. Bedside Shift Report: SBAR

- Handover communication (SBAR) education is a part of the staff orientation program. Tracer visits and documentation file Audits are ongoing which help us improve patient satisfaction and quality of care. The bedside shift reports keep highlighting active participation from the patient, family, and care partner. Regular tracer visits are used to monitor this process.
- Tracer visits and documentation file Audits are ongoing which help us improve patient satisfaction and quality of care.

3. Patient Handbook

Both in Arabic and English, the PNS handbook has recently undergone a few changes. As PNS values the environment and encourages the use of digital solutions, PNS has made progress toward a paperless workplace. For the patient handbook, we have made a QR code that may be scanned to obtain it quickly. With the assistance of their assigned nurses, the patients received the QR code at home, and they were instructed to post it on the patient communication board. This reduces the amount of paper used and facilitates patients' access to the handbook. In addition, we have included this QR code on the PNS website so that patients can easily and conveniently access it.

Below is the direct link to the patient handbook (English and Arabic) on our PNS website. https://www.hamad.qa/EN/your%20health/PrivateNursingServices/Pages/default.aspx https://www.hamad.qa/AR/your%20health/PrivateNursingServices/Pages/default.aspx https://www.hamad.qa/EN/your%20health/PrivateNursingServices/Our-Services/Pages/default.aspx https://www.hamad.qa/AR/your%20health/PrivateNursingServices/Our-Services/Pages/default.aspx

QR code of Patient Handbook (English and Arabic):

My Care Passport

As a result of the patient preference passport's (patient passport) success, the PFAC had an idea to make a passport specifically for those who suffer from dementia. Healthcare personnel may access vital information about patients' routines, preferences, and sometimes-forgotten likes and dislikes with the help of the My Care passport. A useful tool for enhancing communication between designated nurses and individuals with dementia is this passport. Incorporating the care preferences into the plan of care is a responsibility of the primary nurse. Since the information is private, it should be respected and kept private. The contents of the passport were created with the support of the patient's responsible family members. A copy of the passport was also published on the PNS website

Care Partner Program

It was developed to ensure the sustainability of continuity of care post discharge. Care partner program provides opportunity to involve family, friend and loved one in their care of their beloved one. The identified care partner upon start of service can be trained by assigned nurse in order to provide care independently post discharged. Currently we have 3 active care partner training programs: BLS and First Aid training, Dementia, and Tracheostomy care.

Health Literacy Tool

In order to better educate and inform patients, families, and care partners about healthcare, health literacy tools have been improved to be more specific. Following the SAIHL assessment, the designated nurse records the education, using the preferred method of teaching in the patient/family education records.


PATIENT AND FAMILY EDUCATION RECORD

With the orientation of new nurses, the health literacy assessment instruction for the nurses has been simplified. To improve understanding of assigned nurses, the documentation guidelines have been amended. Tracer visits and file audits are used to monitor the ongoing activities. Through the HMC website, patients, families, and caregivers can access educational materials. The educational materials are available for download. One resource that helps them stay informed is the patient family handbook.

- PNS is continuing to monitor the compliances of health literacy tool by tracer visit .
- A total of 352 File audits were done in the year 2023.
- Education materials are up-to-date and reader-friendly in a language that patients/families.


Patient Family education Web Page

How to access:

Enter to Hamad.qa website➔ select Hospital & Services➔ Select HGH➔ Patient and visitors Patient and Family Education ➔PFE Materials

Link:

https://www.hamad.qa/EN/Hospitals-and-services/Hamad-General-Hospital/Patient-and-Family-Education/Pages/PFE-Materials.aspx

Social determinants of Health Accessibility

RAHA memory clinic & Alzheimer's support services are now collaborating as one of the community partners to assist and support patients and families related to Dementia. The clinic is WHO-recognized for its services and support for persons with Dementia. We have added the information in the SDOH form for staff & patient families to contact the clinic in need & support.

•SDOH form was translated into Arabic for better understanding for patients/families.

BLS and First Aide Training

With the goal of utilizing evidence-based approaches to lead and direct Person-centered care education, PNS hopes to maximize improvements for both the Qatari community and the healthcare system. Through ongoing education and the growth of their care partners, we hope to provide the best treatment possible for each and every one of our patients. In association with HITC, the Hamad International Training Center provided the care partners' first aid and resuscitation skills. Good feedback was provided by the attendees indicated that the sessions were interesting, and they learned about the fundamentals of medical care, and the practical live sessions were well organized. PNS dedication in promoting this training are by sharing advertisement video translated to English and Arabic, sending SMS to all our patients/families and during home visits. We anticipates that more care partners will be trained in the future. 24 care partners were trained since the program started

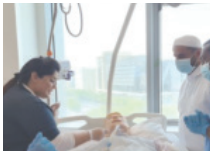
Dementia Care Partner Pamphlet

PNS created the pamphlet to support the care partners in dealing with patients diagnosed with dementia, to understand them better, and to provide more compassionate care. In addition, education and awareness support were given by PNS regarding care of patient with Dementia suggested by the PFAC. In November 2022, 15 participants attended the workshop. Handout were provided for Dementia care giver support service from RAHA memory clinic.

Pamphlet QR code

Tracheostomy Workshop

The Education Team, in partnership with Al Aella Home and Healthcare (a Nursing Outsourcing Agency Partner), organized an informative training on tracheostomy care for a group of community care partners on August 10, 2023, as part of the PCC practices recommended by Private Nursing Services PFAC. The purpose of the training was to educate them with the information and best practices needed to care for both adult and pediatric patients who had tracheostomy tubes. The workshop was attended by fifteen people, including family of the patients. All questions on the topic were addressed, both "theoretical" and "hands-on," and the information encouraged participants to find improved practices. We hope to continue this successful session in the future because of the positive feedback we received from the participants.



Integrated Care Partner

In order to integrate the care partner program for shared patients under HHCS, PNS has taken additional measures to guarantee that the care partners has adequate understanding to participate actively, by translating the existing care partner document into Arabic.

Partnerships with other healthcare organizations

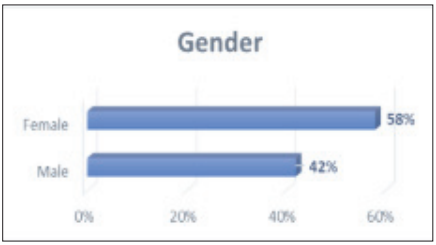
PNS has established partnerships with 3 healthcare organizations. The pathway has been initiated for care support and referral of patients with Dementia under PNS.

- Rumailah Hospital
- RAHA Memory Clinic Home
- Healthcare Services (HHCS)
- Mental health

Driver 4: Know What Matters

CHI Training

- staff members received this experiential training on Phase 3, which focused on staff mental health, over the course of 20 sessions from July 2022 to October 2023, exceeding the 85% target.
- Employees assigned to care for patients suffering from mental diseases or dementia are enrolled in PMVA training and provided with mental health orientation support.
- The first Arabic CHI session was successfully piloted by PFAC ,SC and the patient's family

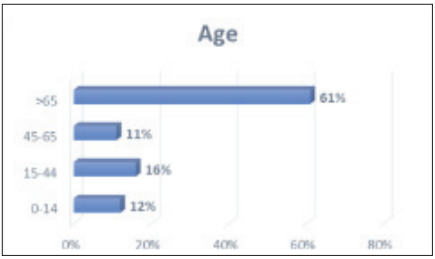


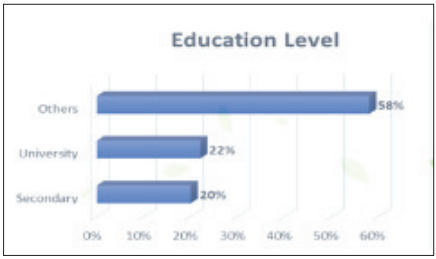
Patient Goals, End-of-life Care Wishes

- The PNS/HHCS Integrated Interdisciplinary Plan of Care was developed to incorporate the patient's goal in coordination with the multidisciplinary team
- The AMEEN protocol for Palliative Patients was developed and used by all staff nurses to support them in dealing with challenging conversations with the patients/families.

Patient Population and Experience Survey Data Stratification

- All PNS patients are Qatari.
- All our reading materials directed to patient/ family/ caregivers are translated into Arabic and Language banks are available in all outsourcing agencies to support nurses .
- Experience surveys are offered both in Arabic and English language.
- As all respondents are Qatari, stratification done based on age and gender & education level.





Patient Preferences

A wide range of patient preferences are taken into consideration at the initial assessment, and staff members receive training.

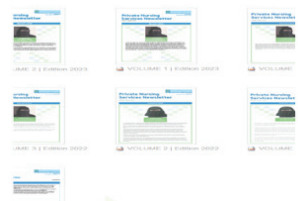
Staff Emotional Wellbeing and Health Promotion

- PNS Social Committee are actively, taking care of condolence announcement, grievance and team building activities.
- The PNS Social Committee/ HR employee wellbeing program continued throughout 2023 ensuring that staff gatherings, team building activities, stress management sessions, healthy cook sessions, exercise and diet program was offered to the staff.
- The UBC and Staff Support Surveys are main channels of the staff to raise their concern, complaints and IFI.
- The Staff Support Survey was done every six months, and action plans were developed using the analysis of the survey results.

Driver 5 Use of Evidence to Drive Improvement

Improvement Strategy – PNS measures or receives quantitative data

- Key Performance Indicators are monitored on monthly basis and discussed in the Quality Improvement and Patient Safety committee meeting.
- Private Nursing Services are evaluating their Quality Program against either internal or external benchmarks which are NDNQI and Patient Satisfaction Survey
- Key Performance Indicators - All key performance indicators (KPIs) were shared and presented during the Patient and Family Advisory Council (PFAC) to prioritize the next improvement opportunity by using the prioritization matrix and approved by the Steering Committee and Quality Improvement and Patient Safety committee.
- Staff members received training on the OVA reporting system and near-miss medication safety in home environments.
- On November 20, 2023, 180 people attended PNS's celebration of Quality Day, which was organized in collaboration with our nursing outsourcing agencies
- Private Nursing Services Shares performance indicators on the Quality board, Newsletter, Website and Emails.

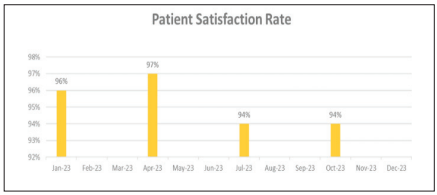


Newsletter

Website

Quantitative Data

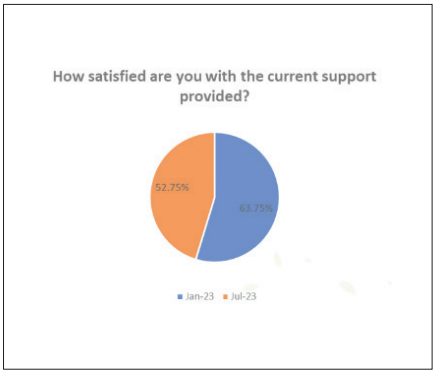
- Throughout 2023, quarterly and annual patient satisfaction surveys were conducted. Real data regarding experiences under PNS will enhance the standard of treatment for each and every patient.

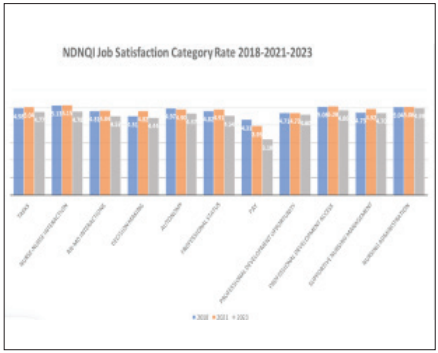


Staff Engagement, Satisfaction and Experience Surveys

- PNS promotes employee wellness, which lowers stress and fosters a work-life balance. This includes grieving and emotional support, as well as activities that encourage social wellness and health promotion. Surveys on staff support services were carried out throughout 2023; in January 2023, the results indicated that only 63.75% of the staff was satisfied; however, by July 2023, that number had decreased to 52.75%.
- PNS continues to take part in the yearly HMC Employee Satisfaction Survey, which captures employee opinions to identify organizational strengths, development, and enhancements that will increase morale among staff members and improve job satisfaction and productivity. The most recent one took place for six weeks starting on January 22, 2023. Based on 39 questions that were divided into nine domains, the survey responses were analyzed. According to the study findings, PNS average satisfaction rate for 2022 is 64%, placing it among the top three facilities in terms of overall agreement score. The PNS UBC Committee addressed the primary areas for improvement and created an action plan.
- Patient Safety Culture Survey for 2022- showed the areas of strength with positive response were Organizational Learning continuous improvement with 78%, Communication about Error 75%, Management support for patient safety 74%. while the areas with potential for improvement identified with positive response were the following:

1. Staffing and workplace 51%





2.Reporting Patient Safety events 58% and Response to Error 52% (e.g. when staff made mistakes and reported events, the management are focusing on learning from mistakes and supporting staff involved in errors) .

A connection between stress, anxiety, and employee wellness was found during survey review and analysis, resulted in low staff satisfaction and poor patient/family communication. All employees received emails regarding stress management, team building, online exercise, and mental wellbeing programs. Employee relaxation sessions were held. Daily desk-fit exercises and relaxation sessions were started by Private Nursing Services, and PNS Management distributed emails to staff members on online fitness and stress reduction sessions CHI-3 also addressed the mental health and welfare of the staff

Performance data related to Strategic goals

Projects selected by Patient and Family Advisory Council and Steering Committee was as follows:

- Best in Class performance measure related to Clinical or Safety
  1. Improve staff clinical practice related to Tracheostomy Care and management.
- Best in Class performance measure of Patient Experience of Care
  2. Partnering Care in Dementia
- Best in Class performance measures of Staff engagement
  3. Improve staff awareness on reporting near miss in the Community

Qualitative Data

Private Nursing services use methodologies to regularly gather qualitative information regarding:

- Patient Experience Interview: During home visits, these questionnaires are completed on a daily basis. Reports, analyses, and graphs revealed that a significant portion of patients and their families expressed satisfaction with PNS's services. Nonetheless, a few patients and their families have requested that the nursing care be upgraded and continued with Arabic-speaking nurses which are unfortunately not possible .
- Specific changes have been implemented based on this data – Action taken, and plan accordingly based on findings.

WAY FORWARD

Private Nursing Services had both good and challenging times in 2023. Projects aimed at improving services and care in the community were actively supported by our PEFAC and SC. We are incredibly proud of the commitment and kindness each member of the team has exhibited toward our patients and their families as well as toward one another. We're still dedicated to finding and using the finest practices that will improve patient outcomes in the future. As we strive toward recertification with our patients, families, PFAC, and Steering Committee, we can't wait to continue this adventure. Our mission is to provide every person we serve with the best nursing care possible, understanding, and compassion. In order to satisfy the requirements of our community, we are committed to constantly enhancing our care and services