

receiving and can be used to guide improvements throughout the hospital. The patient experience is made up of a wide range of interactions that occur with all types of staff—including physicians, nurses, other professionals, and ancillary staff—as well as the care, treatment, and services they receive during their health care encounters. An important component of patient-centered care is understanding the patient experience.

Gathering and analyzing information about the patient experience can be used to help determine if the care patients are receiving is responsive to the individual patient preferences, needs, and values. The hospital has established a process for collecting and analyzing the patient experience as part of measuring the quality of patient care and potentially improving patient outcomes.

The patient experience is an objective measure, which includes several aspects of health care delivery. Patients consider this information when making decisions about where to obtain health care. Patient satisfaction is a subjective measure of the patient's perception of a service compared to their expectations. Both are important in understanding a patient's perspective of their care.

Examples of objective patient experience measures include the following:

- Whether patients have access to their health care data
- Time spent on hold when attempting to schedule an appointment
- Whether patients agree that their health care team answered all of their questions about their care

Examples of subjective patient satisfaction measures include the following:

- Whether patients were pleased with the room layout
- Whether patients found that staff members responded to their needs in a timely manner
- Whether patients felt safe in the hospital

Patient satisfaction measures that impact patient care can be used to obtain initial patient experience data and meet the expectations of this standard. However, hospital leaders should update the data collection measures to eventually identify patient experience information for meaningful improvement.

Measurable Elements of PCC.02.02

1. Hospital leaders implement a process for collecting and assessing the patient experience.
2. Ⓢ Data from the patient experience are collected, aggregated, analyzed, and transformed into information to identify and implement strategies for improving the patient experience. (*See also* QPS.03.00, ME 2)
3. Hospital leaders determine priority areas for improving the patient experience that will positively impact patient care.
4. Ⓢ Data are collected and analyzed following improvements to the patient experience to evaluate their impact on quality of patient care.

Standard PCC.02.03

The hospital informs patients and families about their right to report complaints and to be notified of errors related to their care and the hospital's process for acting on them.

Intent of PCC.02.03

Patients have a right to report complaints about their care and to have those complaints reviewed and, when possible, resolved. Patients also have the right to be notified of errors in their care. Effective processes to address these issues can improve the quality of care provided. Decisions about patient care sometimes lead to questions, conflicts, or other dilemmas for the hospital and the patient, family, or other decision-makers. These dilemmas may arise from decisions related to access, treatment, or discharge. They can be particularly difficult to resolve when decisions are complex or involve ethical considerations. For example, withholding resuscitative services, forgoing or withdrawing life-sustaining treatment, or determining where to discharge a patient with complex care needs.

The hospital has processes for investigating and resolving complaints within a defined time frame. The hospital develops policies that specify who needs to be involved in the processes and how the patient and family participate.

The hospital has a process for disclosing errors to the patient and their family, and a policy describes this process. The hospital is responsible for disclosing and resolving errors while caring for the patient. Timely disclosure of errors encourages rapid investigation to minimize the likelihood of similar errors, decreases the likelihood of litigation, and helps preserve trust between the patient and their care team. Examples of errors include the following:

- Wrong medication administered to a patient
- Wrong diagnostic test completed on a patient
- Wrong-site surgery performed on a patient
- Providing care or treatment without informed consent when one is required

The process for disclosing errors to patients is in accordance with local laws and regulations. The process to report complaints may include the following:

- A dedicated phone number to report complaints
- A webform or paper form that can be submitted to the hospital
- A designated person to review patient complaints
- A defined time frame to resolve the complaint
- Guidance on how to include patients and their family in the complaint resolution process

The hospital develops a policy that addresses the disclosure of clinical errors to patients, and the process of disclosing errors is developed in accordance with local laws and regulations. This process includes the following:

- Prompt disclosure of the error
- Apologizing for the error
- Describing how the error occurred
- Describing how the patient's care and length of stay may be impacted by the error
- Discussing how the hospital is preventing the error from happening again

Measurable Elements of PCC.02.03

1. Patients and families are informed about the process for reporting complaints. (*See also* APR.09.00, MEs 1 and 2)
2. The hospital investigates and, when possible, resolves complaints within a time frame as defined in hospital policy. If the complaint cannot be resolved immediately, the hospital acknowledges receipt of the complaint and notifies the patient of follow-up to the complaint.
3. © The hospital develops a written policy that addresses disclosure of clinical errors to patients that includes, at minimum, the following:
 - How the hospital defines clinical error
 - The circumstances under which disclosure of a clinical error is recommended
 - Who is responsible for notifying a patient of a clinical error
 - Other individuals or entities that must be notified when applicable
4. The hospital implements and follows its policy on disclosure of clinical errors.
5. The hospital follows its internal process to analyze clinical errors and to prevent the error from occurring again.