

Supplement 2. Focus group themes and subthemes with exemplar quotations

Themes and Subthemes	Quotations
Nurses and Nurse managers	
Patient lack of control	“I think in a hospital everything's so foreign and so out of the patient's control, so the more control we can give to patients, I feel like the more comfortable they're going to be. I think that they can control their food or their shower or their basic hygiene. I feel like there are things that we can definitely work on to make them a little bit more comfortable, like their basic needs. That would be a great step into just improving patient satisfaction even.”
Setting expectations	“A lot of times the patients get the interns or residents, to see them in the morning, and they tell the patient they can discharge today. All day the patient is asking "When am I leaving? I was told at 6:00 in the morning I'm leaving." You're like, “Sorry.” It just sets us up for incredible dissatisfaction. You could have done everything perfect and then they're waiting ten hours and you've lost that good experience.”

<p>Communication between care providers</p>	<p>“Sometimes nurses are disconnected with doctors, and I know doctors are very rushed and they have a million things going but I feel like nurses sometimes are trying to pick up the pieces, and I feel like in order to improve the communication between medical staff and patients we need to improve the communication between the medical staff itself.”</p>
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Administrators (Executive and Mid-manager Leadership)

<p>Human touch/empathy</p>	<p>“I’ve been hospitalized and I think what, what really struck me was, was the small things. Someone having the time and empathy, someone really wanting to touch you or just reassure you. That personal empathy was probably the most powerful thing that was memorable for me and my hospital stay. Those small moments of personal empathy, I think, were tremendously important for me, from the doctors, from the nurses, and all the staff.”</p>
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<p>Engaged staff at all levels</p>	<p>“I spent a couple nights in the hospital after I’d been in an accident. I think what I learned, what I took away from that is the importance of the people that were taking care of me, when people</p>
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	<p>were friendly and empathetic and understanding and trying to do a good job, it mitigated for me a lot of sort of logistic, difficult problems, like, you know, I needed a special wheelchair to get around. Could you find one for me? It took like an hour. Didn't bother me that much 'cause I'd rather people were trying all that sort of stuff, um. It was a good lesson for me about people who worry about 90% of patients. And it's everybody, too. It's not just the doctors."</p>
<p>Prioritization of health system over patients</p>	<p>"There's so many times where we say to people, we can't because of x, y, or z. No, I can't bring your medicines to you in a paper bag before you leave the hospital. You have to find your way downstairs in the bowels of the hospital to find them. I'm sorry you're going home on Saturday. I can't make an appointment for you. You can go on and on and on with the customer service things that you wouldn't put up with in any other setting and maybe a lot of people don't."</p>
<p>Physicians</p>	
<p>Depersonalization due to burnout</p>	<p>"The most precious thing that I can give from a patient standpoint is time. They want someone to</p>

	<p>be in the room reassuring and providing care.</p> <p>That's distinct from treatment and they really want provider time. They want us to sit and listen and explain and inquire and you know, stick around until they get it. And from my side of the equation, that is incredibly frustrating because I don't have that time, right? I mean, my most important master is the computer. Right, to serve the needs of the computer then my patients won't get pain medicine or x-rays..."</p>
Advocates for patients	<p>"Actually, I have too many roles. So as a clinician, obviously, I always want to provide compassionate care to my patients. I always want to spend the time to explain things. A lot of what we do is do battle against a confusing system that at times, seems to put the priorities of the healthcare system above access to care for our patients. We do a lot... a lot of what we do, quite honestly, is advocating for our patients, you know?"</p>