



## Patient Experience Offering

### Patient Experience Overview

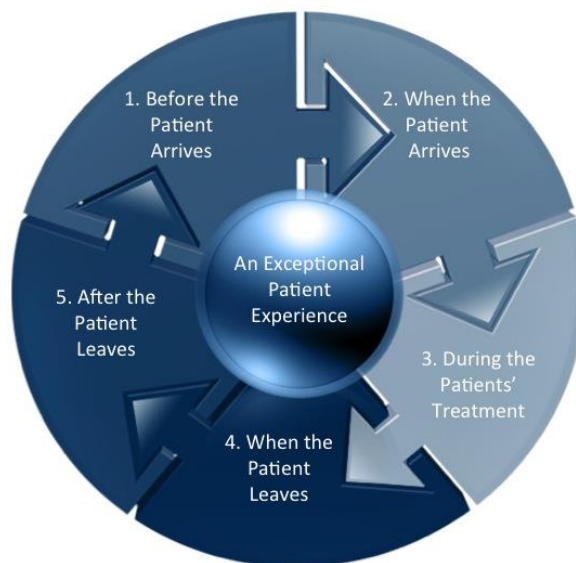
There has been an increased interest in and focus on improving the patient experience in hospitals, health systems, and clinics around the nation due in large part to the reimbursement implications resulting from the Value Based Purchasing model developed by the Centers for Medicare and Medicaid Services.

Additionally, patient loyalty and the resulting word of mouth positive advertising have a direct impact on the bottom-line. Conversely, patients who have a negative experience can broadcast, through social media platforms, to hundreds of other existing and potential patients. The Group Practice Journal points out “Healthcare customers rely on personal recommendations from family and friends to judge an organization’s quality of healthcare more than any other source of information.”

Also consider how consumers expectations have been shaped by other businesses outside of the healthcare industry related to cycle-time, service, experience, cost, and quality. Companies that do this best earn our business and loyalty. The expectations of healthcare consumers will only continue to increase when they have to pay more for healthcare out of their own pocket. The patient experience paradigm has arrived and is here to stay.

### Patient Experience Definition:

We define the patient experience as: The patients’ perception of their experience driven by the behavior of the people in the organization, which influences the quality of all interactions from before the patient arrives until after the patient leaves and every touch-point in-between as depicted below.

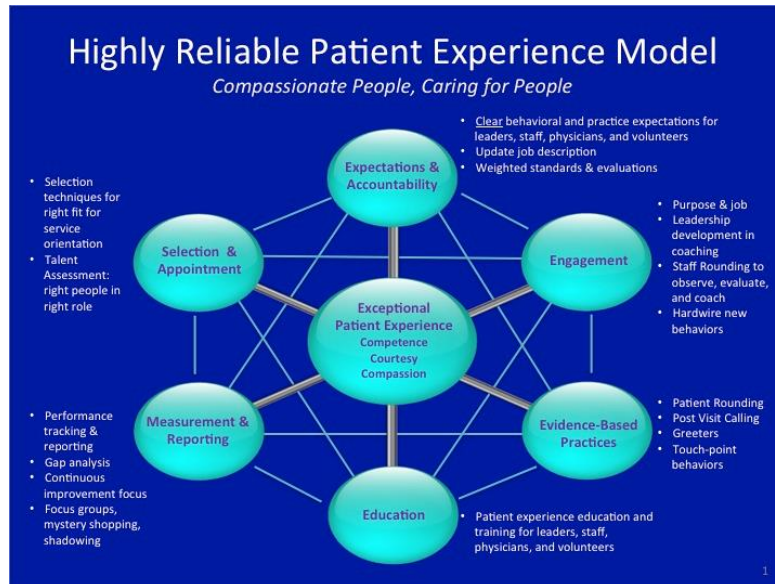




## Patient Experience Offering

### Highly Reliable Patient Experience Model

We believe that compassionate people, caring for people is essential to meeting a patient's and their family's medical and emotional needs and that care practices are organized around the needs and priorities of the patients and families. We use a comprehensive Highly Reliable Patient Experience Model to guide the development of needed solutions.



The model depicted above displays six key areas of attention that need to be considered when creating a highly reliable patient experience model. The elements are:

1. **Selection & Appointment:** This is about finding, hiring, and appointing the talent that embodies and exemplifies patient-centeredness. The idea is you can't put into someone what is not naturally there.
2. **Expectations & Accountability:** A clear expectation, behaviorally expressed, and holding people accountable for those expectations, is critical to the patient experience.
3. **Engagement:** The plain and simple truth is that the level of employee engagement will drive the level of the patient experience.
4. **Evidence-Based Practices:** There are proven evidence-based practices that improve the patient's perception of their experience.
5. **Education:** Ongoing education is essential to shifting mindsets, building knowledge, and developing needed capabilities.
6. **Measurement & Reporting:** There needs to be transparency about performance – the good, bad, and ugly. Great performance should be recognized and celebrated and support provided to improve gaps in performance.



## Patient Experience Offering

All of these factors shape the culture, which influences the behavior that drives results. We believe that exceptional results are produced by exceptional behavior; exceptional behavior is influenced by an exceptional culture, and exceptional leadership builds an exceptional culture. The organization's culture is the most important contributor to a successful patient experience effort because the actions, initiatives, and practices called for in a patient experience improvement program may or may not be compatible with the organization's culture. The culture of the organization either engages or disengages people, it either connects or disconnects people, and it either energizes or de-energizes people.

We believe that compassionate care is essential to meeting a patients' and their family's medical and emotional needs who are often experiencing fear, pain, anxiety, frustration, and sometimes even tragedy together. We've learned that *EVERY interaction with a patient and their family MUST BE A MEMORABLE ONE with the BEST OUTCOMES!*

### Improving the Patient Experience Approach

We use a comprehensive five-phased approach, depicted below, to develop a highly reliable patient experience organization.



Each phase has a set of milestones (deliverables) that will need to be completed to transform the culture. Each of the phases is described on the following pages.

## Patient Experience Offering



The purpose of the Assess the Terrain phase is to determine the current state of factors directly and indirectly impacting and influencing the patient experience.

### Key Actions/Deliverables:

- Review patient satisfaction survey results including associated CAHPS results
- Review employee and physician engagement survey results
- Conduct patient and family focus groups to identify breakdowns and expectations of patients at the five key touch-points
- Conduct employee focus groups and interview to determine internal breakdowns in processes, procedures, and policies
- Interview patient advocates and/or customer service representatives
- Complete a Secret Shopper (electronically and face-to-face) process to identify positive and negative practices
- Round on the facilities to observe and identify signals impacting the patient experience positively and negatively for each of the five key touch-points
- Examine key processes to determine degree of alignment in supporting an exceptional patient experience (i.e., hiring, orientation, ongoing education, performance evaluations, recognition programs, service recovery, human resource policies, and job descriptions)
- Review practices in place to improve the patient experience
- Round on staff to observe interactions with patients and family members





The purpose of the Map the Strategy phase is to develop a strategic plan, which maps what is needed to achieve an exceptional patient experience.

### Key Actions/Deliverables:

- Define the purpose and vision for the effort
- Identify the goals that need to be accomplished to achieve the vision
- Define the future metric target for each goal
- Identify and prioritize the obstacles and enablers for each goal
- Develop an action plan to achieve each goal including evidence-based practices
- Develop an Elevator Speech to consistently communicate the picture, purpose, plan, and part to play related to the effort










## Patient Experience Offering

-  Develop 90-day LOS (Line of Sight) for each leader and physician
-  Identify resources needed to implement the plan



The purpose of the Align and Engage phase is to develop a strategic plan, which maps what is needed to achieve an exceptional patient experience.









### Key Actions/Deliverables:

-  Socialize Patient Experience Strategy Map with key stakeholders to gain buy-in and to secure resources
-  Design and develop a Patient Experience Summit for all leaders, employees, physicians, and volunteers to attend that includes a commitment pledge and Natural Leadership
-  Complete a Leading Change Map that will guide the change management aspects of the effort
-  Form and launch the guiding coalition
-  Create and launch patient experience dyad partnerships for each site/facility
-  Customize the Elevator Speech for different stakeholders
-  Develop 90-day LOS (Line of Sight) for employees
-  Make performance transparent and readily available
-  Create and implement a recognition and celebration program



The purpose of the Operationalize and Execute phase is to develop a strategic plan, which maps what is needed to achieve an exceptional patient experience.

### Key Actions/Deliverables:

-  Implement Guiding Coalition (Steering Committee) meetings on a monthly basis
-  Implement the action plans for each of the goals
-  Launch the Patient Experience Summit
-  Implement Influence Strategies from the Leading Change Map to key stakeholders
-  Deal with resistance through crucial conversations
-  Update and publish metrics
-  Round on patients to gather additional feedback
-  Make corrective adjustments to plan as it warranted










## Patient Experience Offering



The purpose of the Monitor and Sustain phase is to ensure that behaviors and practices are hardwired so that target performance levels are maintained and improved.

### Key Actions/Deliverables:

-  Develop and implement a sustaining/hardwiring approach implemented including a consistent cycle of performance reviews
-  Update metrics and ensure published widely and often
-  Identify changes to processes, structure, roles, and system
-  Make new or ongoing owner assignment
-  Continue to communicate and celebrate
-  Document and share lessons learned
-  Ensure best practices are communicated and readily available

### Patient Experience Educational Program

Leading with Purpose	Leading Self	Leading People	Leading with Strategy	Leading for Results
<ul style="list-style-type: none"> <li>• Lead Self First, Then Lead Others</li> <li>• The Art of Resilient Leadership</li> <li>• The Business Case for Patient Experience versus Patient Satisfaction: Becoming Loyal to Your Brand</li> </ul>	<ul style="list-style-type: none"> <li>• Leveraging Work Styles</li> <li>• Being Compassionate</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborative Leadership: Building Relationships That Get Results</li> <li>• Courageous Conversations</li> <li>• Engaging &amp; Energizing Others</li> <li>• Leading Change and Transformation</li> <li>• Leadership is Influence</li> <li>• The Art of Constructive Conflict</li> <li>• Leaders as Coaches</li> </ul>	<ul style="list-style-type: none"> <li>• Leading Teams and Meetings</li> <li>• Delivering Persuasive Presentations</li> <li>• Exceptional Patient Experiences</li> <li>• HCAHPS/CG-CAHPS/ED-CAHPS Overview and Rising Tide Domains</li> <li>• How To Conduct Patient Interviews and Focus Groups</li> <li>• The How To of Secret Shopping</li> </ul>	<ul style="list-style-type: none"> <li>• From Clinician to Clinician Leader</li> <li>• Leadership is Influence</li> <li>• Dyad Leadership</li> </ul>



Patient Experience Offering

		<ul style="list-style-type: none"><li>• Triggering Compassion in Others: Natural Leadership</li><li>• Selecting for Compassion</li></ul>	<ul style="list-style-type: none"><li>• Experience Recovery</li></ul>	
--	--	--	---	--

**Mo Kasti**

CTI

[mkasti@ctileadership.com](mailto:mkasti@ctileadership.com)

813.971.1200

**Brad Pollins**

CTI

[bpollins@ctileadership.com](mailto:bpollins@ctileadership.com)

813.333.1401 ext. 1012

CTI

University of South Florida Research Park

3802 Spectrum Boulevard Suite 116A

Tampa, FL 33612