


# The Power of Choice in Patient Experience Improvement: Driving Market Distinction for Positive Outcomes



**Jason A. Wolf, Ph.D.**  
President, The Beryl Institute  
 @jasonawolf / @berylinstitute

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# EMERGENCY ENTRANCE

EMERGENCY CENTER  
ENTRANCE

EMERGENCY ROOM  
ENTRANCE



# Our Journey



- Defining Patient Experience
- Operational Reality
- A Market Shift
- Driving Distinction – 5 Keys
- A Call to Action

# DEFINING PATIENT EXPERIENCE

**Without definition, you have no basis for action!**

# The *Performance Paradox*

simple • clear • understandable

is not always

easy • trouble-free • painless

# Patient Experience

The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

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At the end of the day...



...we are simply human beings caring for human beings!

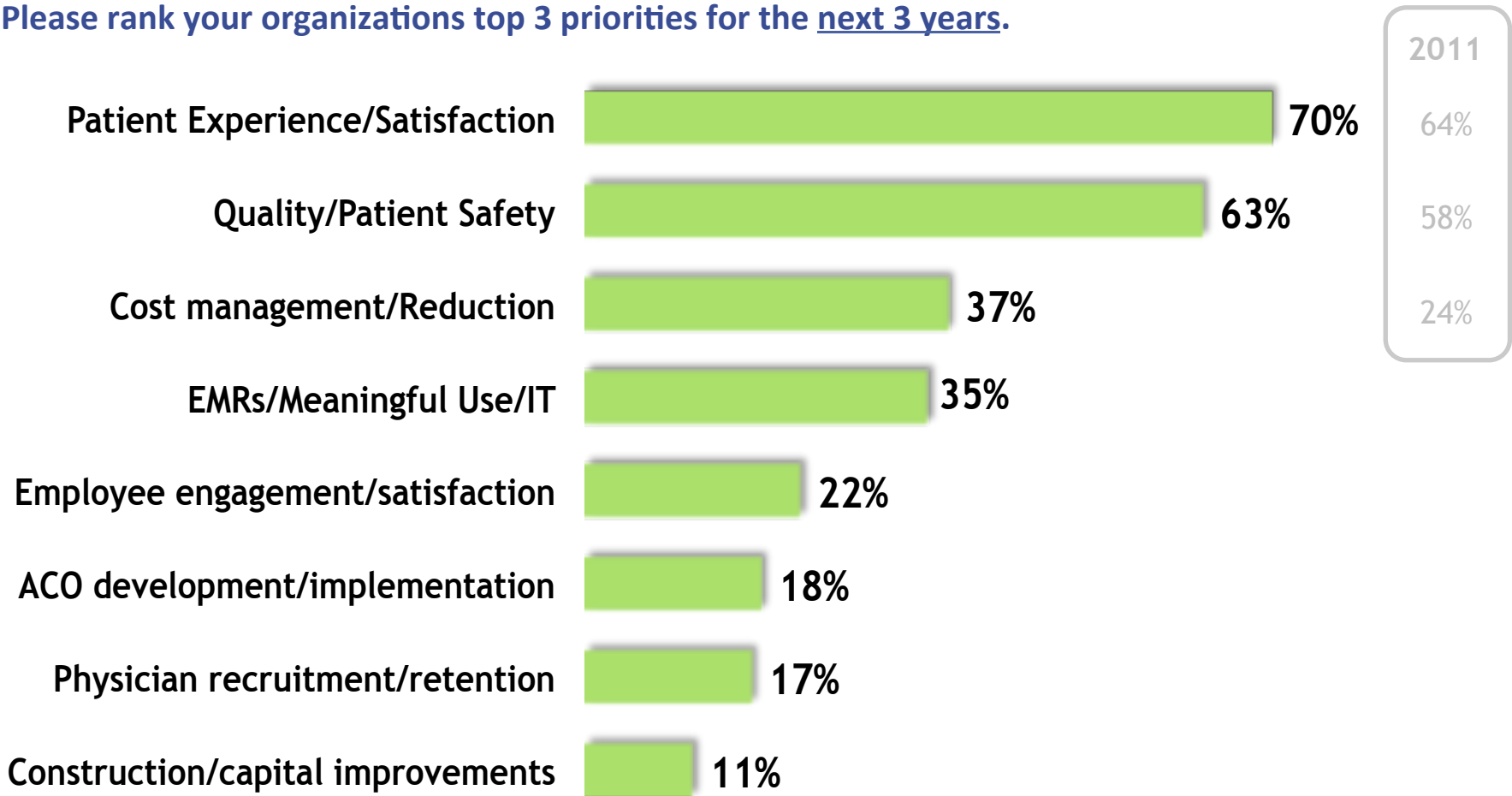


# OPERATIONAL REALITY OF PATIENT EXPERIENCE TODAY

## Trends & Insights

# Patient Experience Remains a Top Priority

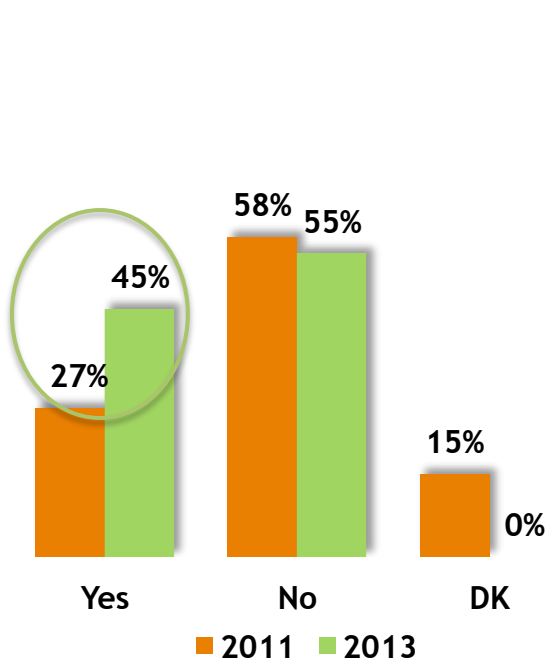
Please rank your organizations top 3 priorities for the next 3 years.



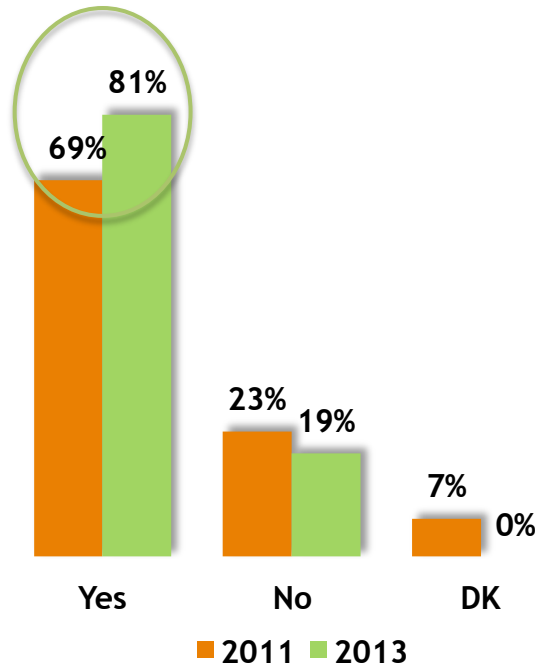
# Organizations Still Lack Formal PX Definition

Does your organization have a...for patient experience?

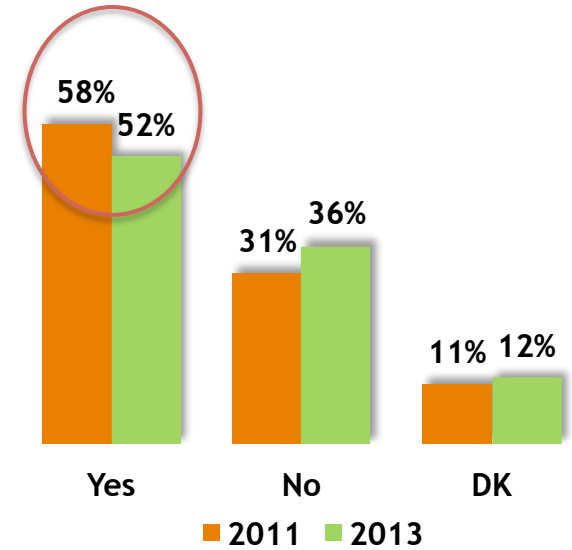
Formal Definition



Formal Structure

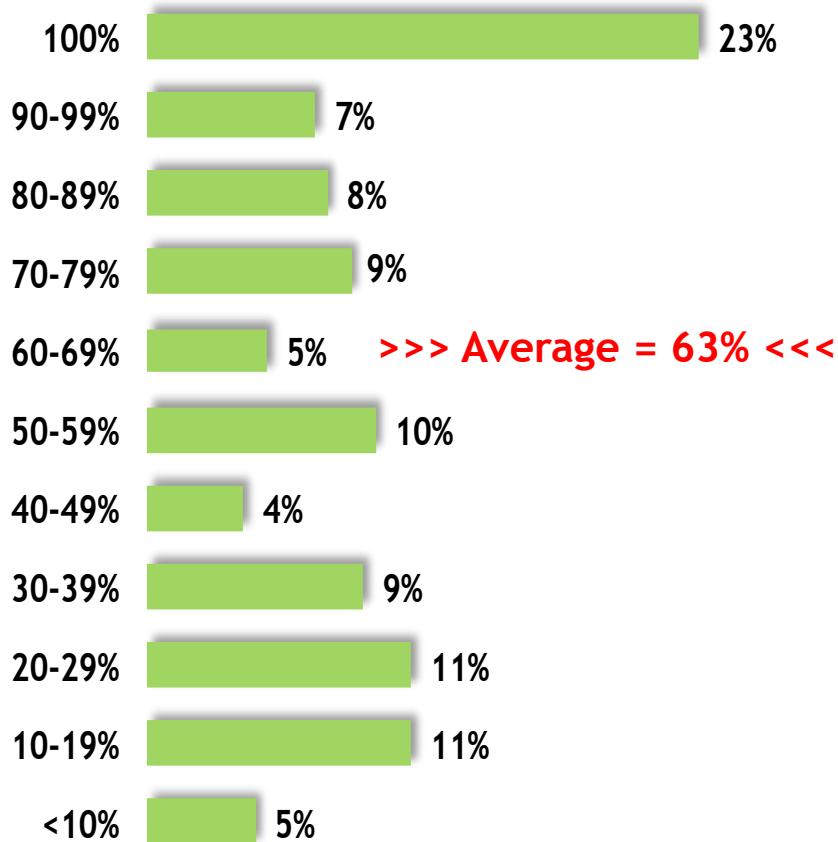


Formal Mandate

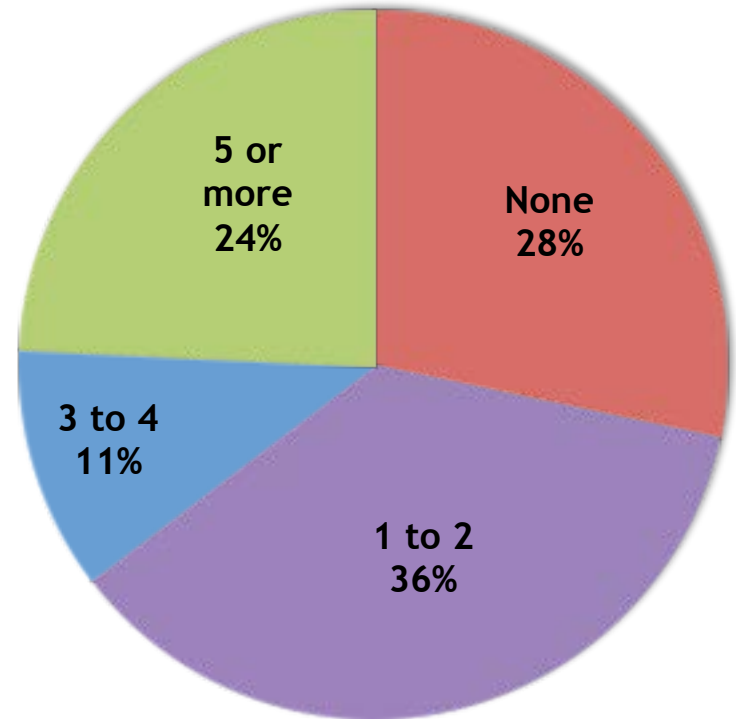


# Individual with primary responsibility for PX spends 63% of their time on average

% of time allocated to support PX efforts



# of FT staff dedicated to PX efforts



# Priorities remain focused on survey domains

## Top 3 priorities for improving patient experience



# Common Themes Revealed

## DRIVERS

62% Strong, visible support  
“from the top”

55% Having clinical managers who  
visibly support PX efforts

44% Formalized process review &  
improvement focused on PX

30% Formal PX structure or role

25% Ongoing “internal  
communications” push

## LEADERSHIP

## OBSTACLES

48% Leaders appointed to drive PX  
pulled in too many directions

46% Other organizational priorities  
reduce emphasis on PX

42% General cultural resistance to  
doing things differently

29% Lack of support from  
physicians

26% Lack of sufficient budget or  
other necessary resources

## CULTURE

The most  
dangerous phrase  
in the language is "we've  
always done it this way."

*Rear Admiral Grace Hopper*

# “TALKING” POINT

What INTERNAL organizational factors are influencing your ability to impact patient experience outcomes...

...positively as supports of success?

...negatively as roadblocks to action?

How are you addressing this?





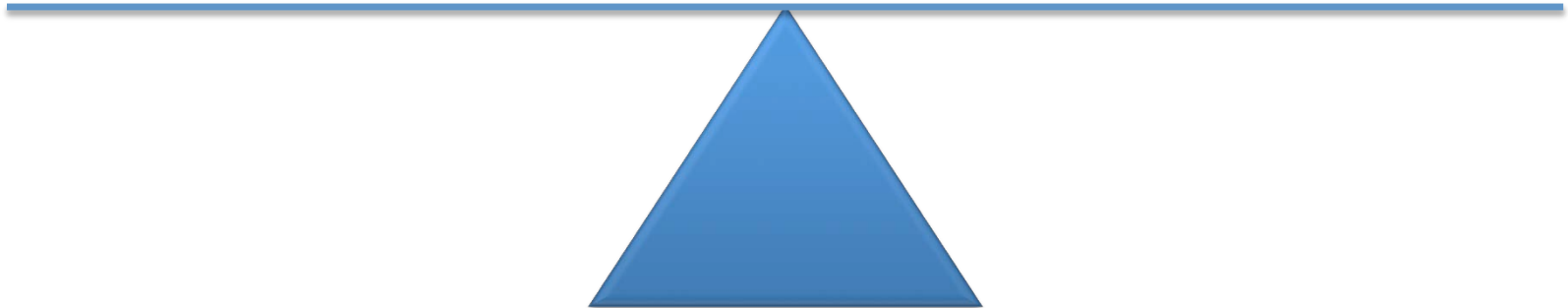
# A MARKET SHIFT TO EXPERIENCE

## Three significant changes in focus for healthcare

# A Market Shift and Balancing Act

- ⦿ Volume-based
- ⦿ Length of stay
- ⦿ Managing budget impact of IT
- ⦿ Episodic care
- ⦿ Acquisition
- ⦿ Volume based payment
- ⦿ Clinical results

- ⦿ Value-based
- ⦿ Preventing readmission
- ⦿ Meaningful use of IT
- ⦿ Relationship-based care
- ⦿ Retention
- ⦿ ACO model
- ⦿ Patient experience

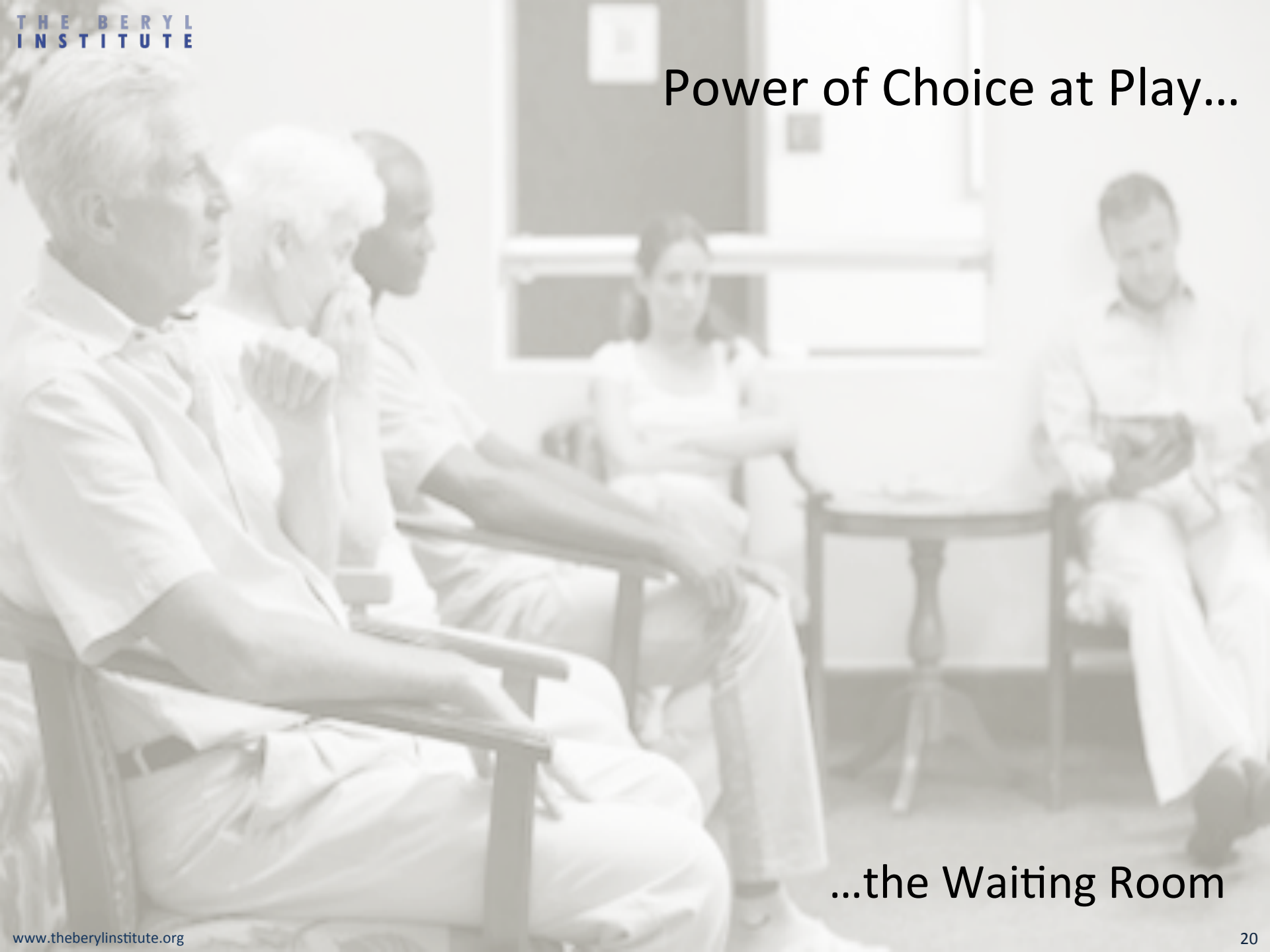


# Our Dynamic Marketplace

A word cloud featuring various terms in different colors and sizes. The terms include: VBP (blue), ECFEA (blue), PCMH (orange), EXPERIENCE (blue), CAHPS (blue), NICE (orange), MEANINGFUL USE (green), ENGAGEMENT (blue), CORE MEASURES (orange), ACO (blue), READMISSIONS (blue), ACTIVATION (green), and ACA (blue).

AND THE LIST GOES ON...

# Power of Choice at Play...

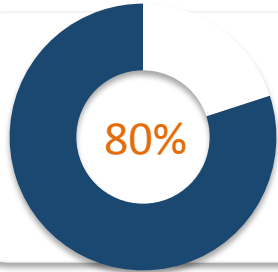


...the Waiting Room

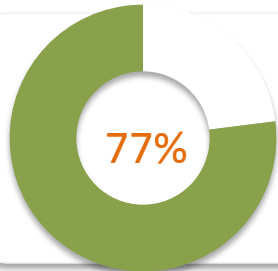


# BEYOND PATIENT TO CONSUMER

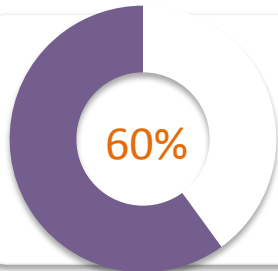
# Implications of Patient Choice



Say **reputation for skill and quality of care** most important criterion in selecting a hospital



Definitely or probably **will use hospital patient satisfaction ratings from a 3rd party** for future hospital selection decisions



Indicate **high levels of patient satisfaction** one of top 3 issues influencing hospital selection

# Outcomes of Patient Choice

On a 10 point scale rating hospital experience...

...score a 10, **more than 80%** say they will return, but

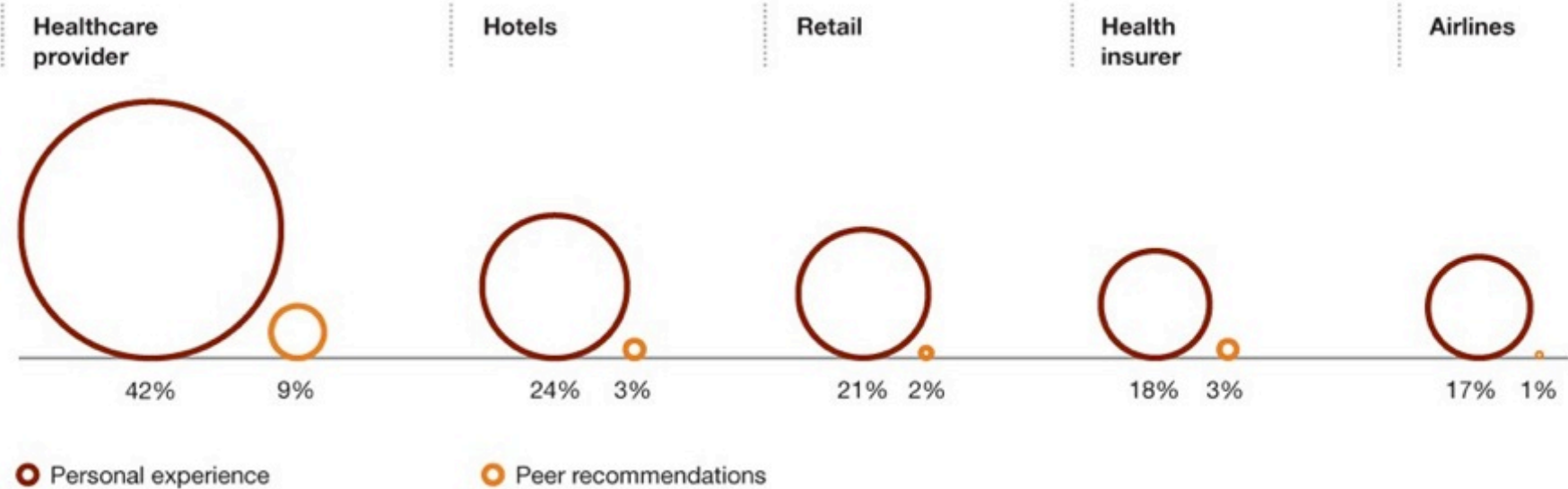
...score a 6 or 7, **only 37%** say they will choose to return



J.D. Power and Associates *National Hospital Service Performance Study<sup>SM</sup>*: (2005)

# Impact of Personal Experiences

## Influence of personal experiences and peer recommendations in selecting a provider



Source: PwC 2011 Customer Experience Radar Research

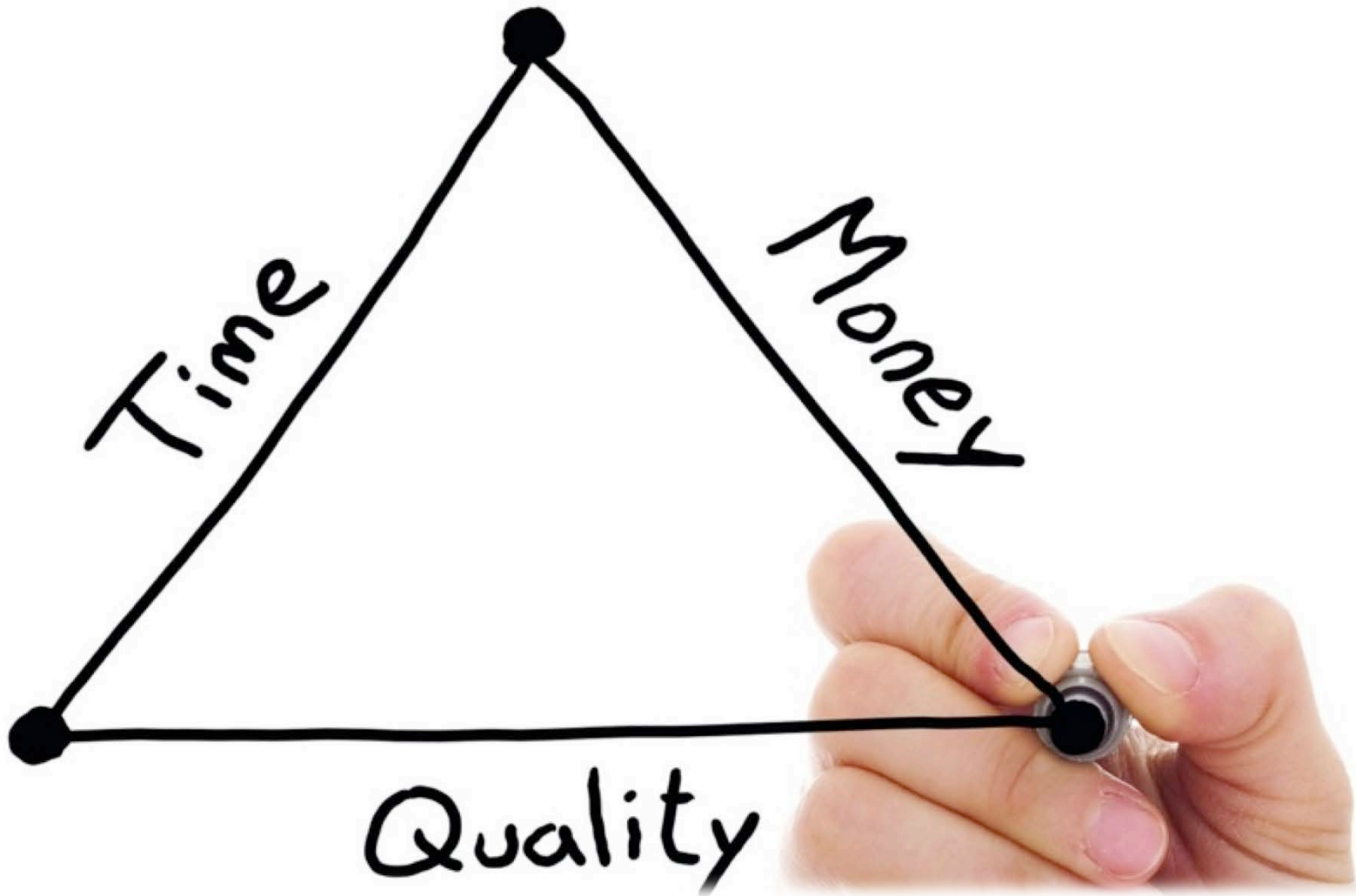


# Power of Staff Attitude

Percent of consumers attributing positive moments of truth to friendly staff



Source: PwC 2011 Customer Experience Radar Research



**BEYOND OUTCOMES TO THE BOTTOM LINE**

# Implications of Experience on Outcomes

## *Relationship Between Patient Satisfaction With Inpatient Care and Hospital Readmission Within 30 Days (2011)*

### Findings

- **Experience measures were more predictive** than the objective clinical performance measures to assess quality of hospital care (identified as readmission rates)
- Overall satisfaction was **best predicted by patients' perceptions of the skill and responsiveness of nurses and physicians**



*(Am J Manag Care. 2011;17(1):41-48)*

# Snowball Effect of Experience

Scores reveal  
gap between  
expectation &  
perception



Reimbursement \$  
Impacted



Payor \$  
Impacted



Patients  
Go Elsewhere




Employees  
Leave



Funding  
Diminished



Adapted from:  Joan's Family Bill of Rights (<http://joansfamilybillofrights.com>)



# BEYOND CENTEREDNESS TO EXPERIENCE

# The Patient's Perception Matters



“I am the patient and I need to be heard!”

Video: <https://www.youtube.com/watch?v=iVt3eHAsdK4>

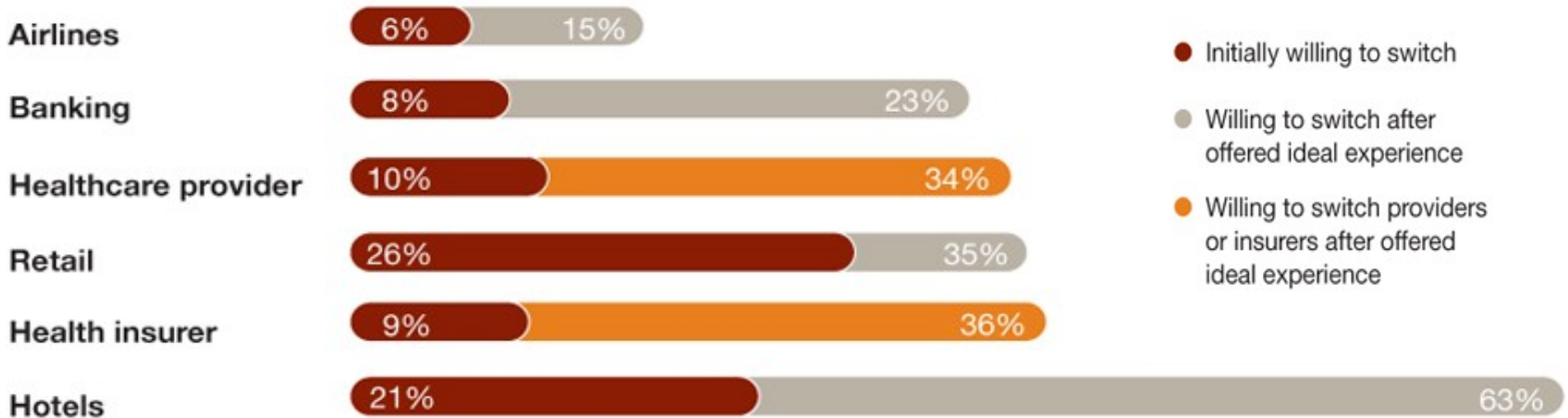
# Through the Patient's Eyes



© Thomas G. Murphy, MD, from JAMA. 2012;307(23):2497-2498. doi:10.1001/jama.2012.4946.

# Ideal Experience Prompts Choice

## Consumer willingness to switch companies



Source: PwC 2011 Customer Experience Radar Research



# Patient Experience

The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

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**EXPERIENCE:**  
All that is perceived, understood,  
and remembered



Chronicle / Eric Lutz

# “TALKING” POINT

What do you see as the most significant market factors facing patient experience efforts today?

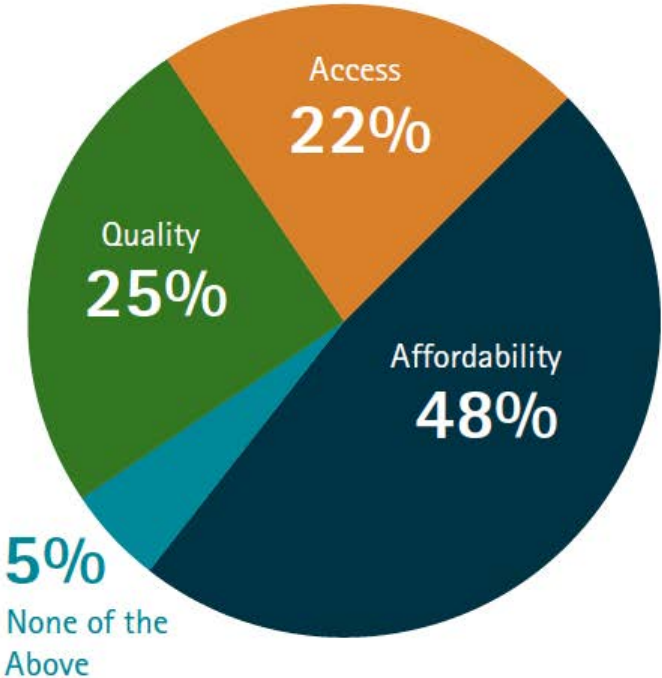
How do they impact your efforts and how can we address these opportunities?



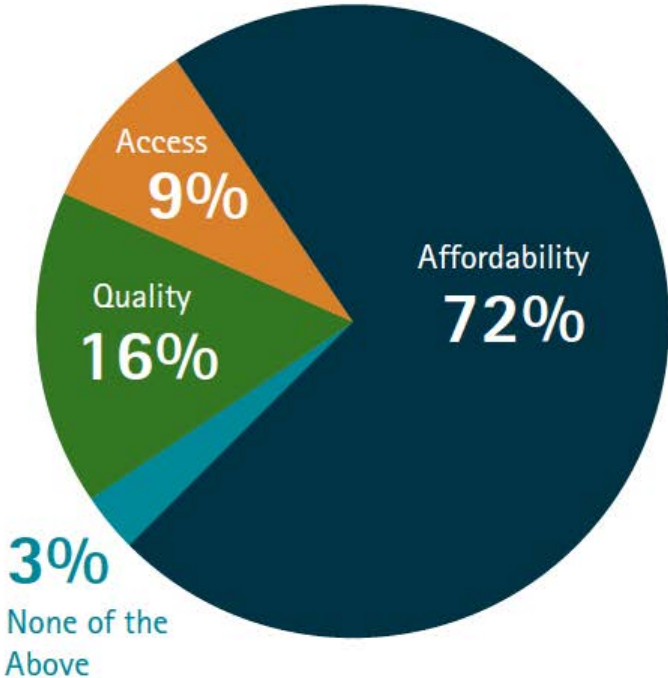
# THE IMPLICATIONS OF AN EXPERIENCE MARKETPLACE

# What concerns health consumers most?

Under 65 Non-Retail Consumers



Under 65 Retail Consumers



Source: 2012 Accenture Healthcare Consumer Survey

# 4 Consumer-Focused Revolutions

The market is forcing insurers to **design products for consumers**, not employers...

...and they are already acting on both ends of the spectrum.

Consumers are finding ways to access health care providers **outside of traditional channels**...

...11 million people visited CVS-located MinuteClinic since it opened in 2000.

Cost sensitivity suggests consumers will opt for **“right fit”** rather than “best” solutions...

...and there are companies emerging specifically to help.

Technology allows us to take **health into our own hands**...

...over 80% of people have sought health information online.

# The Totality of Experience

**30 departments** impact a single patient on a day he or she undergoes surgery...



...yet they only have  
**one experience**

# Why Is This “Experience Thing” Important?

- Quality outcomes
- Community reputation
- Survey scores
- Business results
- Right thing to do



This is a dynamic and complex arena

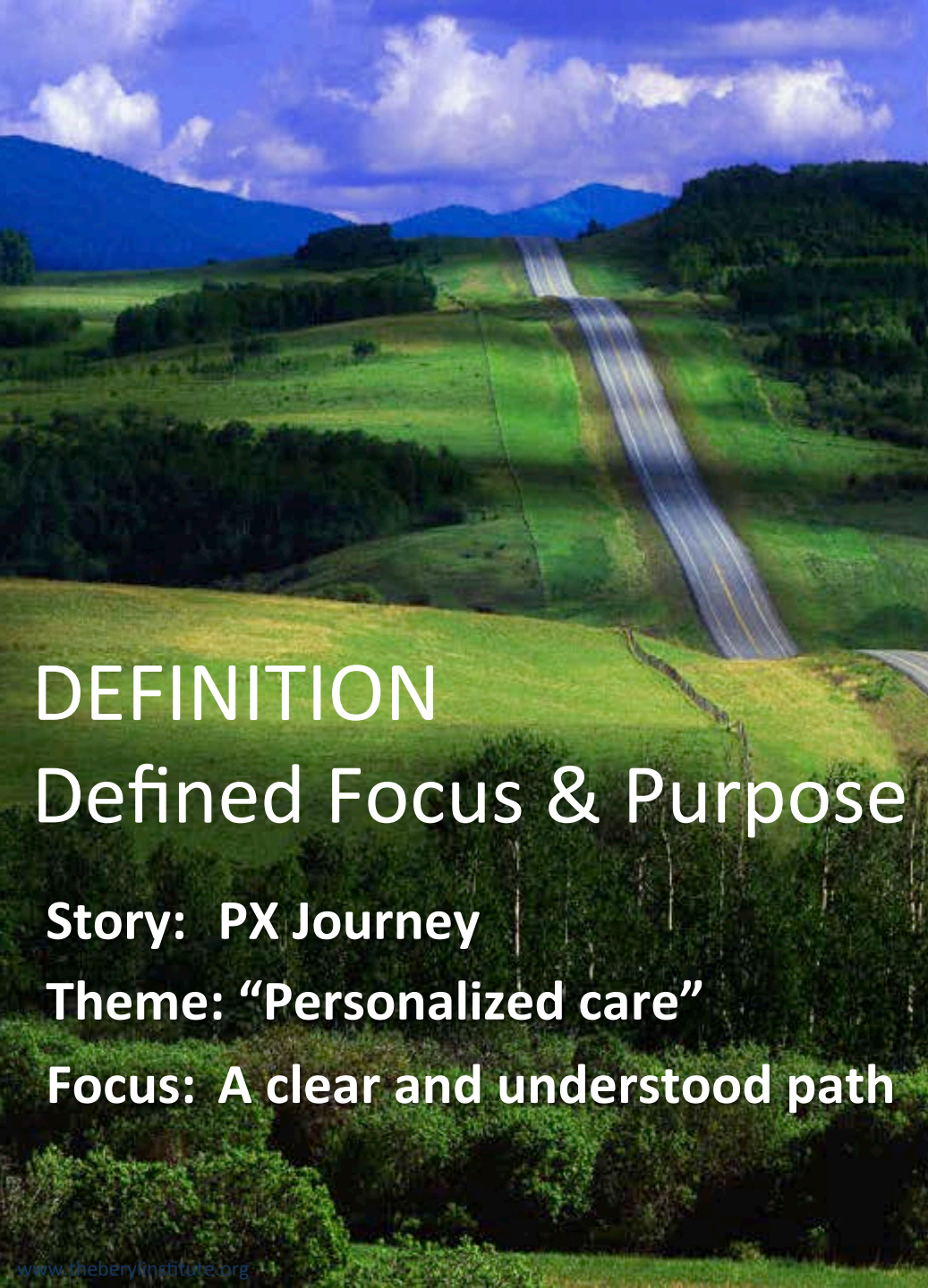
...with integrated components, drivers and opportunities

...so what do we do?



# SO HOW DO WE DRIVE MARKET DISTINCTION

...5 keys for positive outcomes (& a little photo album)



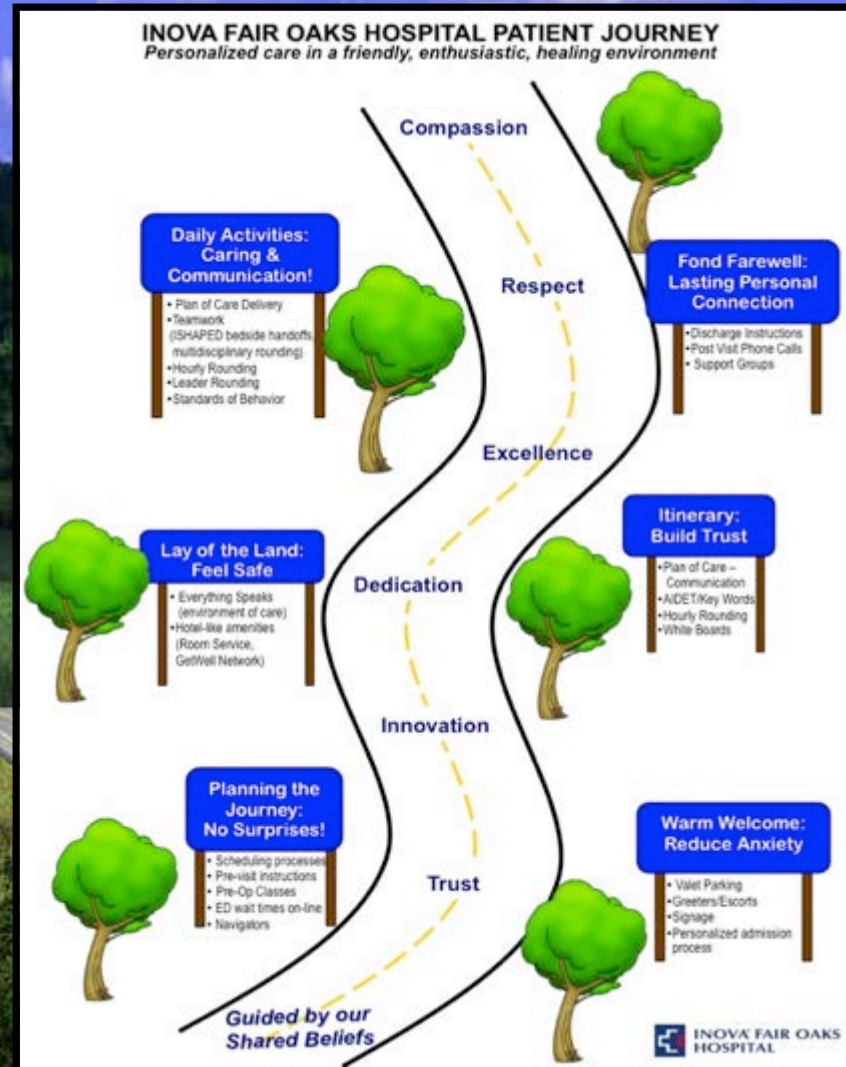
# DEFINITION

## Defined Focus & Purpose

Story: PX Journey

Theme: "Personalized care"

Focus: A clear and understood path



Bella Kaufman,  
Sr Director Clinical Service  
Scripps Health

*“The care process redesign  
put the patient back at the  
center of care.”*



## DEFINITION

Defined Focus & Purpose

# “So what can we do?” - Definition

- Get clarity, alignment and input from all voices
- Identify key elements you want everyone to share

and

- Commit to create one!





# LEADERSHIP Vision & Support

Story: CEO in the Elevator

Theme: "How can I help you?"

Focus: Leadership at all levels...literally



Sandi McDermott  
VP Nursing, MCA


*“Our ability to identify  
and reinforce  
expectations has  
driven PX success!”*

**LEADERSHIP**  
Vision & Support

# “So what can we do?” - Leadership

- Declare your personal vision & purpose
- State your (and the orgs) expectations & consequences for inaction
- Model these ideas in your own actions
- Coach for success
- Ensure people recognize they are leaders in every moment
- Reinforce the power of communication and our most elusive but profound tool, purposeful rounding



An aerial view of a green tennis court with white lines. The court is oriented diagonally, with the net visible in the upper right. The background is a solid green color.

# ENGAGEMENT

## At all Levels & Across all Touch Points

**Story: The Nurse Valet**

**Theme: “Dude, where’s my car?”**

**Focus: Across the continuum of care**



## ENGAGEMENT

At all levels &  
across all  
touch points



Ms. Betty, Ochsner Health

*"I may have the best job in the world. I help people, I hear happy stories and those real sad, but these people come to know me, trust me and look for me. I am here to make them know they are welcome!"*

# “So what can we do?” - Engagement

- Commit to ensuring the right people on board
  - Rigorous selection
  - Willingness to make tough decisions
- Provide people the opportunity to see themselves as leaders
- Reinforce a sense of ownership for outcomes
- Ensure a connection to accountability & reinforce expectations
- Be transparent with information, scores and communication
- Reward & recognize consistently



# CULTURE

## Alignment & Accountability



**Story: The Blueberry Muffin Story**

**Theme: “Chariots of Fire”**

**Focus: It’s about every interaction!**

# CULTURE

## Alignment & Accountability



The Birthday Crew, Presbyterian Health  
*"Happy Birthday to you!"*

# “So what can we do?” - Culture

- Remain focused on purpose, leadership and engagement
- Ensure the space to provide feedback without fear of reprisal
- Create opportunities for input and rapid change - agility
- Celebrate victories, act quickly to address misses
- Reinforce accountability and inspire ownership
- Commit to collaboration and break down silos



In executing on PX - Interactions are grounded in our culture and influence perceptions

## MOVEMENT

Relentless

Commitment &

Continuous Action

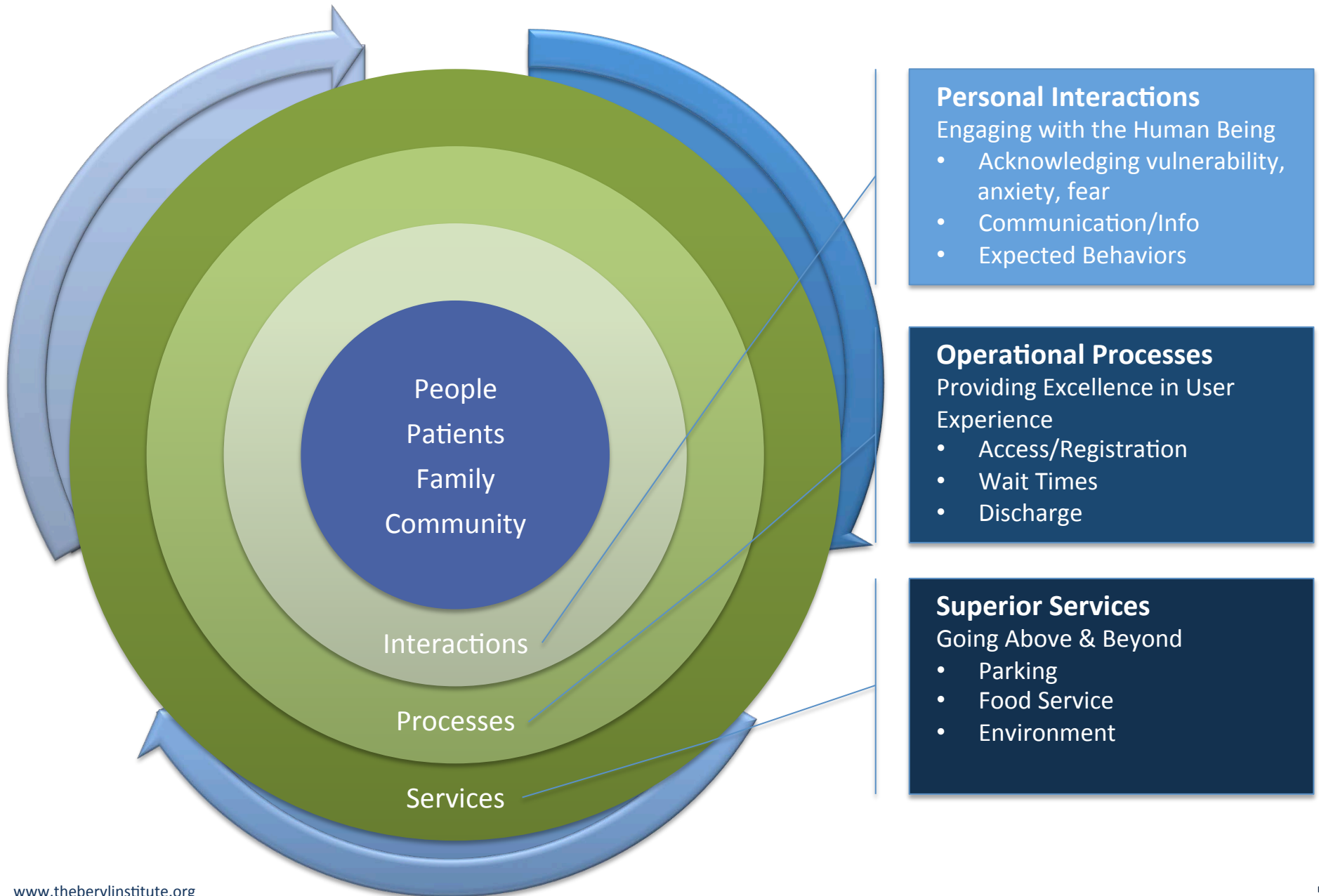


Dr. David Feinberg, CEO, UCLA Health

*“As soon as you can show me the patient who deserves less care than the person that came before him or her, that is when we can relax.”*

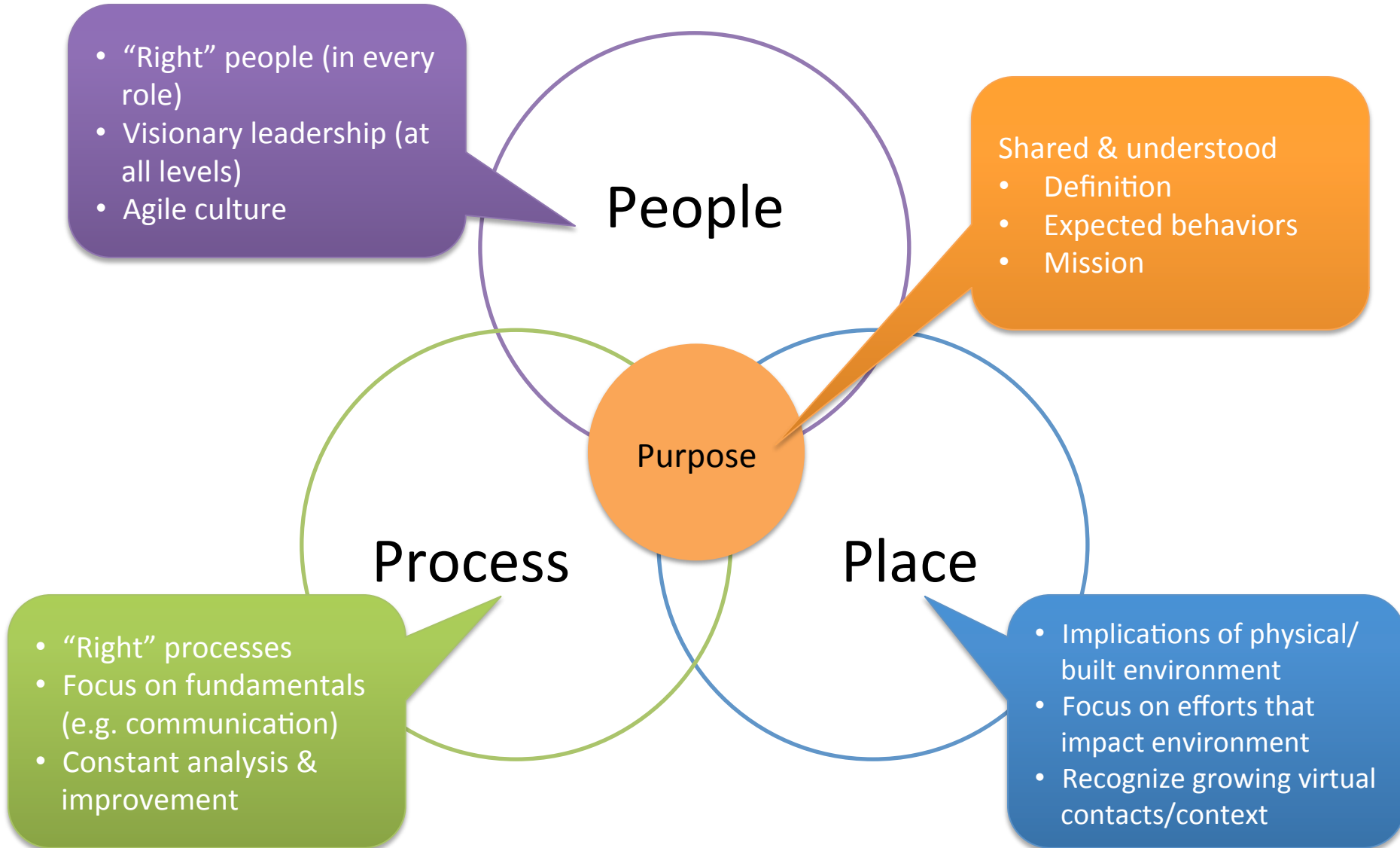
**A FRAMEWORK FOR AND  
A CALL TO ACTION...  
...and perhaps a Challenge**

# PX Centrality of Needs





# 3 “Ps” of PX Performance



# Taking Action in Driving Distinction...

- Reignite the **passion and purpose** of healthcare employees  
(ensure you have the right people on board)
- Express and model unwavering **leadership support**  
(acknowledge leadership occurs at all levels)
- Set and reinforce **clear expectations**  
(help people understand what is important)
- Perfect methodologies for **engaging patient voice**  
(act as appropriate on the information you gather)
- Shift attention beyond the **WHAT** to the **HOW**  
(recognize that tactics are only as useful the people and processes that support them)

...remember this is all about **CHOICE**  
(understand not all in our care had one)

## ...and tactics for all

- Right people
  - Identifying/understanding patient & family expectations
  - Avenues for collecting patient voice
    - Advisors & GPFACs
  - Whiteboards/communication processes
  - Rounding
    - Purposeful hourly
    - Team
    - Leadership
  - No passing zones/all call
  - Medication info cards/sheets
  - Care plans
  - Bedside handoffs
  - Post visit follow-up/care transitions
- and more...

### Plus

- Amenities
  - Food
  - Parking
- Environment
  - Cleanliness
  - Noise



# One more story from the front



# The *Performance Paradox*

simple • clear • understandable

is not always

easy • trouble-free • painless

# Patient Experience

The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

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YOU ARE FREE TO CHOOSE,  
BUT YOU ARE NOT FREE  
FROM THE CONSEQUENCE OF  
YOUR CHOICE.

A UNIVERSAL PARADOX



# Talking Point – Considering Our Choices

Three questions/consideration in impacting patient experience:

- ✓ What choices will I make?
- ✓ What choices will I help my organization make?
- ✓ How will I honor the choices of those we care for & serve?



**IF YOU THINK YOU ARE  
TOO SMALL  
TO MAKE A DIFFERENCE,  
TRY SLEEPING WITH A MOSQUITO.**

- Dalai Lama

# We are ALL the Patient Experience!

Join the Movement...  
#IMPX



# We are all the Patient Experience



Video: [http://www.theberylinstitute.org/?page=IMPX\\_VIDEO](http://www.theberylinstitute.org/?page=IMPX_VIDEO)

# THANK YOU and Q & A

Jason A. Wolf, Ph.D., President

The Beryl Institute

[jason.wolf@theberylinstitute.org](mailto:jason.wolf@theberylinstitute.org)

202.650.7491

[www.theberylinstitute.org](http://www.theberylinstitute.org)

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Improving the  
Patient Experience