How do we deliver exceptional experiences?

“Imagine your patient as the most important person in your life and ask yourself how you would deliver the care you are giving in a different way?”

Fred Lee
‘Starbucks management takes pride in the company being the leading retailer, roaster and brand of specialty coffee in the world, but also recognizes that people flock to the company’s stores for the total Starbucks Experience. In essence, people come into a comfortable setting where they are valued on a personal level and where a meaningful connection is made. Everything the company does is intended to give the customer a positive, perhaps uplifting, experience while purchasing a quality beverage or food item.’

The Starbucks Experience
Joseph A. Michelli
Travel Alert: Presidential Inauguration Travel Tips

LOW FARES. NO HIDDEN FEES.

NO FIRST CHECKED BAG FEE
NO SECOND CHECKED BAG FEE
NO CHANGE FEE
NO WINDOW OR AISLE SEAT FEE
NO CURBSIDE CHECKIN FEE
NO PHONE RESERVATION FEE
NO SNACK FEE
NO FUEL SURCHARGE

Book A Flight
Check In Online
Check Your Flight Status
View or Change Your Flight

You must rebook if your plans change, which could cost more. But we have no additional change fees. Baggage weight and size limits apply.
Measurement: Who is our competition?

For clinical **outcomes**…
Our competition is other hospitals

For patient **perceptions**…
Our competition is anyone the guest compares us to (As they say at Disney)

*Our competition is any company with an experience culture that is deeper ingrained and has standards that are more consistently practiced than ours!*
Objectives

At the completion of this session, participants will:

- Understand how organizational strategy aligns with delivering exceptional patient and family experience
- Have a new perspective on the difference in delivering an experience versus providing customer service
- Learn best-practiced strategies for managing change
- Get the inside scoop on how we innovated one-of-a-kind learning techniques for delivering exceptional experiences in a health care environment
About Community Health Network

- Our first hospital opened in 1956
- Health care provider of choice for central Indiana
- Non-for-profit
- Ranked among the top 10 integrated health care networks in the nation
- More than 90 sites of care throughout central Indiana—more locations than any other health system in the region
Facilities

- Community Hospital Anderson-100 beds
- Community Hospital North-400 beds
- Community Hospital South-150 beds
- Community Hospital East-260 beds
- The Indiana Heart Hospital-80 beds
- Indiana Surgery Centers; Community Physicians of Indiana; Community Home Health Services; MedCheck urgent care centers and MEDPOINT express convenience clinics; medical pavilions; employer health services; nursing homes; and other health care facilities.
Patient testimonials

http://media.ecommunity.com/bestinclass
Mission statement

“Deeply committed to the communities we serve, we enhance health and well-being.”
2006-The “rebirth”

- 1956-2005 the culture was focused on patient-centered care
- 2004-2006 outpatient and inpatient experience summits
  Best Practices: Ritz Carlton, Southwest Airlines, QuintStudor
- 2006-hired Network Director, Exceptional Patient and Family Experience, responsible for cultural change
- 2006-hired Network Safety Officer, Medication Safety Officer, Organizational Learning Director, Leadership Development Director, Diversity Director
• 2006-trained by Disney

• 2006-2009 Fred Lee patient experience vs. customer service
  (EXPERIENCE focus based on principles from Disney)

• Summer 2006-opened the “Next Evolution” hospital
Areas of focus

- Five goals (Must Do’s)
- Integrate these goals into everything we do and say
- Exceptional experiences for our patients and families, physicians and employees.
First, a HIGH QUALITY and SAFE experience

• All steps are taken to deliver quality care and outcomes and to ensure patients’ safety so that patients and their family members know and trust it.

Second, a COMPASSIONATE experience

• All steps are taken to understand and empathize with patients and their family members, their perspectives, and their emotions, so that patients and their family members feel it.

Third, a SPECIAL experience

• All steps are taken to create assertively friendly, customized, and memorable interactions and environments for patients and their family members, so that patients and their family members tell stories about it.

Finally, a TIMELY experience

• All steps are taken to provide timely service to patients, so that patients and their family members appreciate it.
Focus on the patient’s experience, not our service

Companies stage an experience whenever they engage customers connecting with them in a personal, memorable way.

They actually occur with any individual who has been engaged on an emotional, physical, intellectual, or even spiritual level. The result? No two people can have the same experience – period.

B. Joseph Pine II, *The Experience Economy*
Fred Lee

A. Service vs. experience
B. Job vs. role
C. Outcome vs. perception
D. Satisfaction vs. loyalty
E. Acting vs. “being real”
Job vs Role
Service vs Experience
Fred Lee’s main points

• **Make courtesy more important than efficiency**
  - You’re always right when satisfying a guest – Wilderness Lodge
  - Customer first is more efficient

• **Consider patient satisfaction is fool’s gold**
  - You can’t manage perceptions in the same way that you measure outcomes
  - Perception vs. outcomes (patient loyalty and increased satisfaction)

• **Change the concept of work from service to theatre**
  - Acting is not pretending, imagination is the art of creating genuine realities
  - 95 percent of attitude communication is nonverbal, cannot be faked, and is detected by most people
Learning map
Lee Performance Evaluation Grid

PEOPLE
Compassionate
Courteous
Helpful

ATTITUDE

TASK
Accuracy / Speed / Consistency

DELIVERABLES

Friend
STAR
Danger Zone
Expert

Shaded zone must change or leave
Accountability

- Performance review alignment
  - Leadership
  - Clinical
  - Non-clinical

- Competency library includes
  - Diversity
  - Relationship competencies
  - Patient experience
  - Culture of safety

- Personal commitment statement required from all staff

- Disciplinary action if commitment is broken
2007-HCAHPS

- Integrated HCAHPS into our journey

- HCAHPS is a measurement of patient perceptions about care, primarily focused on operations

- Reimbursement vs. increasing patient loyalty may be in reversed priority to differentiate ourselves

- Focused on emotional engagement and increasing patient loyalty, not ALWAYS operating perfectly

- HCAHPS can be confusing to patients and their perceptions about HCAHPS were very different than we thought

- Launched multiple elements to educate and train staff
Experience in 10 dimensions

1. Communication with nurses
2. Responsiveness
3. Communication with doctors
4. Cleanliness
5. Quiet
6. Pain control
7. Info about medications
8. Discharge information
9. Rate
10. Would recommend
Best practices identified and borrowed

- Discharge Process (TIHH)
- Progression Nurse admission (Moses Cone)
- Discharge phone calls (CMC at CHI)
- Daily touch-points of concierge (TIHH)
- Scripting on ‘always’ (VHA)
- Daily huddles (Toyota)
- Application of Lean Principles (Toyota)
- Purposeful rounding hourly
- Hardwiring excellence (Quint Studor)
Huddles

- Effort to provide a more consistent network experience
- Help employees be mindful and share their ideas of how to create an exceptional experience
Other tactics

- Each hospital discharged patient receives a thank you note from EPFE director
- Employee “words that work” rollout to be completed in all clinical and non-clinical areas (sample)
- Monthly screen saver messages on staff computers provide visual reminders relative to HCAHPS scripting (next slide)
- 2009-2010 focus on exceptional communication skills (SMILE)
- Utilize technology to enhance the experience (MIDAS, GetWell, EMR, CPOE)
- Creative communication; Shareyourstory@ecommunity.com, internal and external blog sites, internal web site allocation
Always quiet.

We always want it to be quiet enough for you to get your rest.
Use technology-GetWell

http://www.getwellnetwork.com/patientpathway.asp
Make a Suggestion:

PATIENT XYZ in Unit B3N Room 3316 Phone $(PHONE)$ has entered the following comment: Place a mirror in the room in addition to the one in the bathroom, allowing multiple family members to get ready simultaneously.

Also a small microwave in addition to the small frige would be an added convenience for family members.

Make a Suggestion:

PATIENT XYZ in Unit ICU Room 2716 Phone has entered the following comment: WHAT can i have at breackfast????????????????????????????????????????????????
Why wait when you can ____ somewhere else?

Access is important. Be it in a restaurant, grocery store, the car wash, vacation or in a hospital. Is each experience the same? No. Can we begin to parallel the emotions in each? I don’t think so. What we can do is fundamentally understand the throughput and managing the expectations when a wait is necessary. Here are some examples.

**Background: Outback Steakhouse: Saturday, 7:45 p.m., two really hungry kids**

Now, I do know about scheduling, at least when it comes to an MRI or call ahead seating. I like to plan for delays and manage my kid’s hunger patterns as best we can. That’s a bit different than getting the unexpected news that you need an MRI.

So I call ahead to Outback, I am given a time of 7:45. At 6:50 we leave the house fully anticipating having to wait a little. We make a few stops on the way (just to kill some time), make sure we have a movie in the car, plenty of coloring activities and a pocket video game just to pass the time faster once we arrive at Outback. This starkly different than showing up for an MRI and being stripped of your dignity and placed in an awful gown (exposed to everyone in the waiting room.)

Emotions are different. We want to eat—it’s enjoyable. Hospital procedures are often anxiety-ridden, worrisome and often uncomfortable. Did I mention lengthy? We, as patients are required to fit into the hospital schedule rather than the hospital work around our schedules. Access sometimes feels “denied.”

Back at the Outback, I walk to the hostess stand and am greeted and handed a restaurant pager. I am told it will be just a little bit. That means 15 minutes or less according to my perception. As I wait (kids and husband still in the car) I watch how, like vultures, the packed lobby encroaches on the hostess stand in an effort to expedite the process. People start chattering about how long they have had to wait, some even take inventory of the wait times from each other. I watched married couples bickering over the wait and others returning the pagers to go next door to the pancake house.

Hungry and worried are two intense emotions. Experiences have expectations and those expectations are driven by emotions. How we manage the expectations and emotions (the wait) is paramount to delivering an amazing experience. In my little world, as we waited at
e-experiences

- 24-hour interactive online health resource
- Chat with a nurse
- Pay your bill online
- Find a doctor & make an appointment
- Audio/Video health information library
- SharingSite
- Online nursery
- Online gift shop
- Send greetings, compliments
- Pre-register
- Classes & events/register online
- Online employment application
- Discounts @ local/national retailers
- Personal health record
Clarian North Hospital

Submitted by Amayas mommy on January 22, 2007 - 7:59pm.
I gave birth to my daughter at Clarian North in December and had a wonderful experience. The nurses are awesome, and staff is great. Just curious if anyone else has delivered there as well and how it went for them.

< gift for newly pregnant Birth Doula, love to make your birth experience amazing! >

login or register to post comments | 192 reads

Submitted by IndyEloise on January 30, 2007 - 12:16pm.
Thanks for sharing your experience about Clarian North. My doctor’s office moved there last year, so I didn’t have the choice of going back to St. V’s Women’s Hospital. I’m due in July so I have a while before I can comment on it.
What did you think of the fees? Was this your first child or have you had other births in other hospitals?
Thanks!

login or register to post comments

Share your experiences with other moms
Register now
Community North OB

Submitted by anne-indy-04 on March 5, 2007 - 7:00pm.

I live on the northeast side and am looking to find an OB who delivers at Community North Hospital. Anyone have any recommendations or someone that they would not choose? The 3 groups that have been recommended include Castleton OB/GYN (Drs. Adams, West, Bean, Ertel, Boester), Clearview Women’s (Drs. Box, Bemenderfer, Beckwith, Wagner, Stuhlbrehe, and Voelkel) and Kiley OB/GYN (Drs. Kiley and Henderzahs). Thanks!

Community North OB

Submitted by Moriah on March 5, 2007 - 7:23pm.

I highly recommend Dr. Kristin Adams. My husband and I just love her. She is very through, and is very wonderful. She is personal and kind. She never rushes and always answers all of our questions (and this is our first baby so we have a lot). She really does care about you and your baby and the things that you want, and your care. She has 2 offices one in Fishers and one at Community North. She does deliver at Community North. Her office phone is 317-621-2312. If you have any questions about Dr. Adams feel free to email me. Good-luck, Moriah

Second Dr. Adams... she is

Submitted by 2boysand1princess on March 5, 2007 - 7:33pm.

Second Dr. Adams... she is the best...has a wonderful personality and loves what she does. She delivered my two youngest and after a really bad first delivery I had many questions and concerns, she took the time to go over my list every single visit and then even asked for a copy just so there was no mistakes. I also have three friends that go to her and love her for the same reasons. Oh and her staff is ever nice and helpful. There are 3 other Dr’s in the practice and they make sure you met all of them during your pregnancy just in case she is not available for the delivery.

login or register to post comments
Hardwire communications

S - Smile
M - Make Eye Contact
I - Introduce Yourself
L - Let the Patient Know Why You Are There
E - End Every Encounter by Asking “Is There Anything Else You Need”
I am a disabled person. At the time of this visit I had a puncture wound. However, the construction going on made parking terrible. But on Dec. 13th I fell in my home & drove myself on 12/14/06 for help. Not able to "park close enough" I see decided I'd have to park in a "taped off" area very below not bad.

Continued from page 1 - Registration

In order to possibly get inside. As I "reversed" to park where I shouldn't, a young lady appeared at my driver's window to ask if I needed help! I told her I would need a wheelchair, which she went to get. Said she would take me inside, then park my car!! She asked my last name so she could return my car keys, which she followed through!!!

I assume she was a "staff" person - IF NOT, she was an Angel!!

I have spent more time as an "in-patient" than any one should have to - but I never before got THAT kind of service. If you could go to your Staffing records for that day & find out who this was, I would certainly apprec her being honored in some way for her help!!

I do not know if you have employees stationed at the ER for that reason, someone had an excellent idea & I would like her to know how "helpless" I felt before she stepped out and helped me!
Lessons learned

- Process improvement does not stop during culture change
- Integration is important to ensure a seamless transition of care
- Patient feedback (in all mediums) and focus groups reveal important perspectives that should be captured during the journey
- Track and trend to learn where to focus; it can become overwhelming without focus
- Establish a goal and stick with it, no matter how often the world changes around us
- Stay current; know how to communicate to patients, employees and physicians (do you have an “app” for that?)
Measuring loyalty

1. Most businesses measure loyalty by repeat business

2. Hospitals can only measure loyalty by word of mouth from those patients and families who tell their stories and sing our praises
19.9%
Top box
This week’s comments

• “The care I received during my stay was very personalized and friendly. The nurses make you feel as if you are special and important.”

• “Your staff knew it was very hard for me getting in and out of the bed, so they brought me a recliner chair, it was very comfy.”

• “Through my stay at the hospital I must say that the doctors and nurses were "EXCEPTIONAL"!! Was a better experience than St. Francis South. Great Job!!”

• “We chose Community South because of the positive experience we had when we delivered our daughter in 2007. We drove from the Meridian Kessler area to deliver at Community.”
Research on satisfaction

On a scale of 1 to 5, people who mark a 4 are **six** times more likely to defect to the competition than those who mark a 5.

*Harvard Business Review, Nov-Dec, 1995*

“Satisfied patients have no story to tell.”

*Fred Lee*
Remember:
All that counts cannot always be counted

http://www.youtube.com/watch?v=nC7QNJjuHx8
Questions?

Exceptionalpatientexperiences.blogspot.com