Patient Experience Conference 2012 Encore Webinar Series

Achieving Patient Experience Excellence through Cultural Transformation

Presented by Rhonda Dishongh, Director of Customer Experience Design, Memorial Hermann and Qaalfa Dibeehi, Chief Operating and Consulting Officer, Beyond Philosophy

Dial-in Number: 1-877-668-4493
Passcode: 808 388 147

Improving the patient experience
Defining Patient Experience

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

- The Beryl Institute
Upcoming Patient Experience Regional Roundtable Event

Orlando – November 8

Host site: Florida Hospital

Make Connections
with other patient experience leaders.

Take Away New Ideas
to enhance your patient experience efforts.

Leave with a Plan
to immediately impact your organization.

Space is Limited. Register Now.
Housekeeping

- All participant phone lines are muted.
- The presentation will run 45-50 minutes with about 10-15 min for Q&A.
- Q&A will be conducted through the chat function. Please submit questions to the host for a facilitated Q&A after the presentation.
- Webinar materials and session recording will be available for all attendees. (an email will notify you when available with the appropriate link)
- A post-webinar survey will be distributed following today’s session.
Achieving Patient Experience Excellence through Cultural Transformation

*Presented by Rhonda Dishongh, Director of Customer Experience Design, Memorial Hermann and Qaalfa Dibehhi, Chief Operating and Consulting Officer, Beyond Philosophy*

To create a culture that moves beyond satisfaction and generates excellent patient experiences, you need to study more than failures; we need to study achievements. Studying what successful hospitals do reveals creative solutions that “wow” patients and capitalize on our strengths as healthcare providers. Fixing problems is a worthy endeavor but the real problem when it comes to improving patient perceptions is not that several patients are dissatisfied; rather, too many patients like us and not enough love us. Too many patients are simply satisfied. To solve the problem of satisfaction, we need to learn what bright spots are doing to provide consistently compassionate care to patients. This motivating and educational session will leave attendees understanding how to investigate and learn from their own bright spots within their organization and charged with new ideas for creating a culture that cultivates exceptional patient experiences.
Achieving Patient Experience Excellence through Cultural Transformation

Rhonda Dishongh, Director of Customer Experience Design, Memorial Hermann Hospital System

Qaalfa Dibeehi, Chief Operating and Consulting Officer, Beyond Philosophy

www.beyondphilosophy.com
Background: MHHS story in 2 chapters

- Comprised of 27 hospitals, specialty centers, surgery centers and surgery hospitals
- 20,000 employees
- Memorial Hermann featured in the docudrama “Houston Medical”, a primetime network television series that aired nationwide in 2002
- $300 million annually in uncompensated care
Situations we find ourselves in…

Have a good service, but satisfaction scores are stagnating

Find yourself getting basics right over and over rather than innovating

Have capacity, but not enough volume

Have too much volume and fear its effect on satisfaction

Need to do more with less (resources)
Chapter 1: Building the foundation

- This was pre-HCAHPS (2005)
- M.D. Anderson had already used Disney to help shape their experience – they were reaping benefits
  - I am a Disney lover and have been to the Disney course.
  - We did not have the budget of M.D. Anderson.

- We wanted to learn best practice, especially from other industries
- We wanted to learn a system to improve a service line that we could replicate to others
  - We were thinking of something to supplement our Six Sigma process improvements

Why we selected Beyond Philosophy…
- Deep experience in Customer Experience
- Could bring best practice learning from other sectors
- Had a simple practical system to help us

They literally wrote the books on customer experience
They were vetted by other complex organizations in various sectors
Their methods were tested and proven around the globe

www.beyondphilosophy.com
The brain expends only about 2% of its energy on conscious activity, with the rest devoted largely to unconscious processing.
Setting up the program for patient experience success

Foundation Program

Established the building blocks and mindset to carry the program throughout rollout

Answers the questions:
- What is the experience our patients have?
  - This is often different than the experience we give them
- What are the key drivers in the experience?
- What is the experience we want our patients to have?
- What could we do to redesign our experience?

- Patient Expectations (conscious and subconscious)
- Current Experience (as perceived by the customer)
- Intended Patient Experience (what your hospital says should happen)
Patient Experience Statement

Objective:
- To give employees a guiding light on what the desired patient experience is and how to strive for it in the day to day jobs

Key questions to answer:
- What is the patient experience we want to deliver?
- How do we differentiate from other hospitals?
- What are the best practices that will help employees deliver the desired experience?
Patient Mirrors

• Objective
  • Learn what the rational and emotional experience your patients have is and what you can do across specific moments of contact to improve patient satisfaction

• Key questions answered:
  • What is the actual patient experience journey is like?
  • Where are the stress points, where are the delights, where are the opportunities/
  • What are the little changes we can do that can have a great impact?
**Designing the Experience: Identify the key drivers**

**Emotional Signature**

- **Objective:**
  - Discover and quantify what drives HCAHPS in your experience

- **Key questions answered:**
  - Which specific aspect of your patient experience drives business value (e.g. HCAHPS)?
  - What is the return we get out of each moment of contact with the patient?
  - What is the right focus for our limited resources?

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**The three stroke model: Stimulus – Response - Effect**

<table>
<thead>
<tr>
<th>Stimulus: the attributes of the experience the business controls</th>
<th>Response: The internal emotional response the customer has, often subconscious</th>
<th>Effect: The value outcomes the business is interested in impacting</th>
</tr>
</thead>
<tbody>
<tr>
<td>What the business does</td>
<td>How customers feel</td>
<td>What the business gets as a result</td>
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**Patient Expectations (conscious and subconscious)**

**Current Experience (as perceived by the customer)**

**Intended Patient Experience (what your hospital says should happen)**

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[Image: www.beyondphilosophy.com]
Foundation Program

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• What is the experience we give them?
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Replication Program

The program when applied to a new institution to transform it

Answers the questions:
• How do I get managers to get involved and stay focused?
• How do I get employees enthused and bought in?
• How can I get colleagues to do most of the heavy lifting?
• How can I get to some positive results in the short term?
The Goal: To replicate the program and get each employee to jump successfully to our side

“We create the best possible clinical outcomes with exceptional patient care experiences.”
Cultural Transformation: the 3 seeds of change

• Motivate
• Coach
• Measure

Leadership
People often say that motivation doesn’t last.

Well, neither does bathing – that’s why we recommend it daily.

Zig Ziglar

3 ways to motivate
• Value Alignment
• Money
• Fear
Cultural Transformation: the 3 seeds of change

- Motivate
- Coach
- Measure
We are Service Excellence

Values → Motivation → Action

Our brand is a promise
We create the best possible clinical outcomes with exceptional patient care experiences.

OPERATING PRINCIPLES
- Patient-Centered
- Evidence-Driven
- Measurable Excellence
- Operational Discipline
- Systemness

Our brand defines our culture

BEHAVIORS
- Accountable
- Innovative
- Collaborative
- Compassionate
- Competent
- Respectful

LDI Agenda
June 14, 2011
The Main Event

Welcome, Housekeeping Issues, Ice Breaker (Stephanie)
FY12 MNIE Strategic Plan (Luis)
Four Conversations (Linda)
Break
Accountability (Rhonda)
Peer to Peer Accountability (Heath)
Lunch
Bowling

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Cultural Transformation: the 3 seeds of change

- Motivate
- Coach
- Measure
Measure

Where the rubber hits the road…

• Employees must own the problems and the solutions
• Bonuses and Merit Increases are tied to outcomes
• Peer accountability and recognition
• I hear what you are saying but the expectation is…
What has success looked like?

Success:

- Patient satisfaction increased by 20% on average, allowing for high-performing hospitals to rank it in the 92nd percentile.
- Market share jumped from 17% to 23% within two years.
- Projected losses through 2010, when the hospital was expected to break even, turned into profits in 2009.

National Awards and Recognition:

- Press Ganey Success Story Award, 2011
- NAATP Quality Improvement Award, 2011
- Gold Circle Award for Operations, 2011
- President’s Cup for Best Performance Overall, 2011
- Press Ganey Top Improver Award, 2010
- Gold Circle Award for Quality, 2010
- National Quality Forum National Quality Healthcare Award, 2009
- Healthgrades Distinguished Hospital Award for Clinical Excellence, 2009
Patient Experience Program in two parts

Foundation Program
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Take Aways

**Design**
- Understand what the end-to-end patient experience looks like from the patient’s perspective, and how special focus on emotional engagement can reshape the patient experience. Answer these questions:
  - What is the experience our patients have?
    - This is often different than the experience we give them
  - What are the key drivers in the experience?
  - What is the experience we want our patients to have?
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**Implement**
- Understand what’s required to transform organizational culture to continually deliver outstanding, award-winning patient satisfaction results.
  - Leadership
  - Motivation
  - Coaching
  - Measurement
Achieving Patient Experience Excellence through Cultural Transformation

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You Cannot Manage Perceptions in the Same Way You Manage Outcomes*

Presented by Fred Lee, Author, If Disney Ran Your Hospital

In this session, Fred Lee, author of the best-selling healthcare management book, If Disney Ran Your Hospital; 9 ½ Things You Would Do Differently, will explore why outcomes are left-brain and perceptions are right-brain, and how it takes a different skill set to be great at managing and coaching each. Three levels of total patient care will be shared: compassion, courtesy and competence and the enemy of each. Through the use of personal patient stories, Lee will make the case for empathy and its role in healing and will address the question ‘Can compassion be taught?’
We invite you to Join us...

The Beryl Institute is the leading community of practice for individuals and organizations committed to improving the Patient Experience. Through its efforts, the Institute:

• Engages over 11,000 members and guests from over 25 countries
• Produces two monthly e-news features Patient Experience Newslink and Patient Experience Monthly, sharing leading policy and practice around the patient experience
• Publishes 6-8 comprehensive white papers per year and offers accompanying webinars
• Supports 10 patient experience research grants
• Conducts the leading benchmarking study on the state of patient experience
• Hosts the annual Patient Experience Conference and Regional Roundtable gatherings

Become a member –
join today!

www.theberylinstitute.org
Thank you for participating!

Please keep your eyes open for a post-webinar evaluation coming soon...

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