Standardizing the Approach to the Patient Experience in a Large Healthcare System

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RJ Salus, Director, Patient Experience
Scripps Health
San Diego, CA
4/19/13
Today’s Agenda

1. Our History
2. Our Present
3. Our Future
Learning Objectives

Examine the history of Scripps Health as it pertains to a patient centered approach

Define process, procedures and focus for leadership and staff rounding

Evaluate strategy and tactics, refocus as needed and introduce next phase to increase staff engagement and enhance the patient experience
Why are We Here?

- Our patients and their families need us and deserve our best.
- Our patients and their families trust Scripps to deliver the best care and service.
- We want service excellence to happen with every patient, every time.
- It’s the right thing to do.
Who We Are Now
Welcome to Scripps

MAKING A DIFFERENCE, One Patient at a Time
Scripps Health is a $2.5 billion private, nonprofit, integrated health system in San Diego, California that treats a half-million patients annually at facilities that include:

- Five acute-care hospital campuses
- 2,600 affiliated physicians and 14,000 employees
- Scripps Clinic and Scripps Coastal Medical Center, a network of integrated facilities with specialists from more than 60 medical and surgical specialties at 26 outpatient centers and clinics
- Home health care and hospice services
Scripps

- Four Hospitals
- Five Hospital Campuses
- 26 Outpatient Centers
- Home Health-Hospice
- Research
Appreciating our Past
Scripps Yesterday

History is filled with those who dare to follow their dreams and in so doing change the world.

Ellen Browning Scripps

Mother Mary Michael Cummings

MAKING A DIFFERENCE, One Patient at a Time
Why The Need To Change?

- Internal competition
- Too Expensive
- Disjointed care
- Poor use of resources
- Lack of Senior Leadership Commitment
Organizational concerns:

- Five disparate hospitals with individual cultures
- Limited data measurement tools / usage
- Inconsistent approach
- Limited priority
- Limited resources to support
- Lack of top down leadership engagement
Take change by the hand before it grabs you by the throat.

- Winston Churchill
It’s About the Patient
Destination Care

Philosophy: “Making a difference, Caring for each patient, one patient At a time”
Scripps Health will continue to be the leading healthcare delivery system in the greater San Diego community, as evidenced by the highest clinical quality, patient safety, and patient and employee satisfaction.

This will be achieved through unending focus on patient centered and compassionate care, cost effective operations, research, advanced technology and innovation.
What we needed to Focus On

Engaging leadership and staff in putting information that addresses patient satisfaction challenges to use:

- Obtain commitment
- Develop strategy map and action plans
- Determine accountability
- Develop standardized tools and resources
- Drive data and metrics
- Hire/Train/Educate
- Communicate, Communicate, Communicate!
How We are Going to Get There

Alignment of activities:

• Obtain commitment and engage Senior Leadership
• Assign Corporate Champion and Sponsor
• Provide Corporate support
• Utilize System wide patient satisfaction task force
• Engage horizontal service lines
• Provide standardized education and training for all staff
• Increase accountability
• Introduce additional tools and resources
• Share data and metrics

Making a Difference, One Patient at a Time
Top Down-Bottom Up Approach

Driving Culture Change Through Engagement
Overall Strategy

- Board support/Executive Buy-in/System Champion/Site engagement
- Annual System Wide Action Plan
- Site Action Plans
- Department Action Plans / Tactics
- Support team to develop and execute tactical efforts
- System Wide Culture of Excellence Task Force – including MDs
How We Ensure Alignment

<table>
<thead>
<tr>
<th>Action/Process</th>
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<tbody>
<tr>
<td>Executive Cabinet Engagement</td>
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<tr>
<td>Site Executive Commitment</td>
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<td>Site Patient Satisfaction Committees</td>
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<td>Corporate Champion/Sponsor</td>
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<td>Corporate Patient Satisfaction Leadership</td>
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<td>System Wide Patient Satisfaction Taskforce</td>
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<td>Patient Satisfaction Surveys</td>
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<td>Action Plans</td>
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</tbody>
</table>
The Scripps Approach

Deming:
Plan – Do – Check – Act Cycle
Engagement – Top Down

Leadership visibility
- CEO – management leadership academy
- Annual focus group with SVP-HR
- Town hall meetings with site CE/CNOE/HR
- Executive rounding

Corporate Support
- Director of Work Life Services
- Director, Culture of Excellence
- Director, Patient Experience

Making a Difference, One Patient at a Time
CONTINUED

- Management communication and rounding tools
- Robust corporate and work force communications
- Best Practice forums
- Values in Leadership
- Incentive Plans
- Leadership and staff training
Defining what is Important to the Patient

- Provide high quality, competent care delivered in a timely manner
- Listening to the patient and limiting the repetitive questions from all the providers
- Keep the patient informed about treatment and plan of care
- Create and environment conducive to the patient feeling cared for with respect and compassion
- Educate the patient about aftercare
- Accelerate the process so patients are seen by a doctor within 30 minutes
- Communication, Communication, Communication!

MAKING A DIFFERENCE, One Patient at a Time
Giving Our Patients a Voice

- Admission-Discharge
- Rounding
- Story telling
- Post Discharge Patient Satisfaction Survey
- Patient forums and focus groups

Making a Difference, One Patient at a Time
Utilizing the Patient’s Voice

Great staff, professional & courteous, polite & friendly.

It took a long time before anyone answered - (most of the time).

The machine for my leg compresses was malfunctioning. It beeped every 15 minutes for over 9 hours. I called nurses more than 5+ times to fix issue.

The call button for a nurse!!! if I was lucky she came in an hour. I gave up and went to the desk up front.

Nurse station outside my In-pt. room was VERY LOUD!!!

Everyone was "on top" of my needs with no hesitation.

Everyone was "on top" of my needs with no hesitation.

Nurses were very patient and understanding considering I was heavily medicated and kept pushing the call button on accident.

When I was leaving, one of the ladies at the nurses station made a special point of saying good bye & wishing me well.

Great staff, professional & courteous, polite & friendly.

The unit desk was very friendly, approachable, and knowledgeable.

Every person I worked with knew their job and did it in an efficient and caring way.

MAKING A DIFFERENCE, One Patient at a Time
Core Focus:

- Hire / Orient / Train Staff
- Provide Tools and Resources
- Increase accountability
- Recognize and Reward Staff
New Scripps Care Board

Room #: _______________  Phone #: _______________

Date: S  M  T  W  Th  F  S

My Care Board

My Care Team:

RN: ____________________________  Diet: ____________________________

Nurse Partner: ____________________  Activity: _______________________

Nurse Leader: _____________________  Anticipated Discharge Date: _________

Physician(s): _____________________

Navigator: _______________________

Fall Risk:  Y  N  Alarm:  Y  N

Patient/Family Communication:

My Pain Relief Medicine:

Last Dose Given: ____________  Next Dose Available: ____________

My Comfort Goal is: ____________________

Please notify your nurse if your pain level is not controlled.
IT’S ABOUT THE STAFF
EXECUTIVE ROUNDOING

Quotes from the Front Line

“Please keep up the good work and don’t forget to show your face every once in a while. Walk the halls alone and talk to your people. You are very inspiring to them and the attitude you create, just by a small gesture of communication from the big dog, will last probably a lifetime”.  

Encinitas ED Technical Partner

“I was so impressed by one particular hospital administrator by his early everyday rounding of the different units of the hospital. I felt important and a sense of family environment”. This was from 40 year ago and the same holds true today.  

Sally, RN 35 yr. employee

Started career at Bay General
Employee Engagement

- The “bubbles” as the patient satisfaction brand
- Remembering our service standards *ICEA*
- System wide pat sat training
- On-line patient training scenarios
- Success Shares
- Patient Satisfaction committees
- Videos
- Stories
- Weekly tips
- Blogs
- Sharing data and comments
- Site leadership weekly updates
Scripps Service Standards

- Communicate Effectively
- Make Amends
- Create Positive First Impression
- Communicate Effectively
- Create Clean, Safe Private Environment

CULTURE OF EXCELLENCE

MAKING A DIFFERENCE, One Patient at a Time

Scripps
Our Service Standards

First Impressions
Communication

The Environment
Making Amends

Making a Difference, One Patient at a Time
VISIBILITY and TRANSPARENCY

Excellent PATIENT CARE is our Priority

ARE YOU RECEIVING EXCEPTIONAL SERVICE?

You may receive a survey from Press Ganey, an independent vendor for patient satisfaction measurement.

The survey will ask you about the services we provided. Please tell us how well we are doing by completing it.

If you have any questions or suggestions on how we can improve our service, please speak to a member of our staff.

-making a difference, one patient at a time

Scripps
Video
A Great Place to Work

"Taking everything into account, I would say this is a great place to work."

MAKING A DIFFERENCE, One Patient at a Time
LEADERSHIP / STAFF / PHYSICIANS

• Manager’s patient experience toolbox
• Leadership development
• Re-alignment of performance appraisal system
• “My Promise” agreement
• NKE questions as leading indicators
• Coaching/Rounding
• LMS modules and hands-on patient satisfaction support
• Service Standards
• Hospitalist engagement
Train / Educate / Communicate

- Communications Plan
- Tip sheets
- NKE training
- Success Shares
- Web
- Quarterly task force and site based councils
- Unit based coaching and support
- Partnership with EAP, HR, CNOE’s
- Care Navigators
Training: Our Patients, Our Purpose
Developed standard tools and resources

• Pat sat web
• Rounding toolkit
• Service Standards brochure and video
• Patient Experience toolkit
• Care Pages/ C.A.R.E. Channel/ Gift shop
• Best Wishes
• Service Recovery
• Action planning process
• Culture of Excellence SWAT Team
Patient Satisfaction Toolbox

The patient satisfaction toolbox is designed to find frequently used training and reference materials. Here you will find tools being used at Scripps and from our survey vendor Press Ganey.

Click here to see presentations on the 6 New HCAHPS Questions, from the Scripps Radiology Operations Committee and the Scripps EVS Workgroup.

Tools:

Care Pages Overview

Patient Satisfaction 6 Question Training

- Accompanying Staff Handout (when printing select properties: paper/output: 2 sided print; flip on short edge)
- Graphic of effect of nursing behaviors on overall satisfaction
- Instructor’s Guide for 6 Question Training

Scripps Multi-purpose Rounding Toolkit (Complete Kit)

- Leadership Rounding Tool/Template
- Tool/Template Glossary
- CNA/Technical Partner Rounding

References:

Patient Satisfaction Tip Sheet

HCAHPS percentile rank conversion
Success Shares
Patient Satisfaction Tips

Patient satisfaction scores and financial results determine the Success Shares Incentives employees may receive. If Scripps financial targets are met, Success Shares awards may be up to 40 hours' pay. If your site patient satisfaction score targets are fully met, you may receive the maximum Success Shares payout. For 2012 Success Shares awards, patient satisfaction is measured from Sept. 2011 through Aug. 2012. Is your site achieving its patient satisfaction targets for a Success Shares payout?

Providing Information Helps Patient Satisfaction in Every Setting.

These practices support patient satisfaction in the outpatient and medical practice settings:

Inform patients about delays. Patients want to know that there is a delay, how long it is expected to be, and other options they may have (e.g., reschedule). Be sensitive to the fact that patients have scheduled their day and are anxious to get results. Be prepared to offer service recovery for extended delays.

Manage expectations. Communicating before, during, and after any waiting that a patient experiences is critical. This includes registration, waiting room, seeing the physician in the exam room and checking out. Speaking positively about colleagues and telling patients what to expect eases everyone up for success.

Show concern. Examples of behaviors that express concern (or lack thereof) include the initial verbal response to a problem, tone of voice, body position, hand and arm movement, facial expressions, and behaviors that demonstrate that the patient is the main priority.

Personalize communications. Building positive, long-term relationships begins with friendliness and courtesy. Treating people like people, not cases or conditions, affirms patients' basic human dignity and self-respect.

How Do You Make a Difference, One Patient at a Time?

“I find that if you use eye contact and say their name, such as "Thank you Mr. Jones," it really makes a difference. It makes the patients feel like they are not just numbers.”
– Lisa Sanchez, Patient Service Representative, Scripps Clinic Carmel Valley

Visit the patient satisfaction intranet site for more tools and resources: http://sccommunitytools.com/
For more details about the Success Shares program, go to: Scrippswell/hr/success_shares.htm
ACCOUNTABILITY

Performance Management function supports the achievement of Scripps Strategic Objectives through:

<table>
<thead>
<tr>
<th>Performance Reviews</th>
<th>Financial Incentives</th>
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<tr>
<td>Annual Performance Evaluation Process</td>
<td>Management Incentive Program</td>
</tr>
<tr>
<td>Management Objectives Cascade</td>
<td>Employee Success Shares Program</td>
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</table>
Success Shares!
Recognize and reward

- Based on financial performance
- Based on patient satisfaction
- Based on Productivity
Celebrating and Reinforcing Success
New Scripps Recognition System

Welcome

This is your place to celebrate the people whose great work helps us Excel Together. Say thanks and Appreciate Great Work. It's when we appreciate great work, that we truly exemplify our Spirit of Excellence.

D I F F E R E N C E,  
One Patient at a Time
Gather, Analyze, and Drive Data
“If the other guy's getting better then you'd better be getting better faster than that other guy's getting better...or you're getting worse.”

Tom Peters
“The Circle of Innovation”
**FY13 Quality Performance Objective**

**FY13 Objective:** Achieve patient satisfaction goals.

<table>
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<tr>
<th>INPATIENT HCAHPS Survey</th>
<th>FY13 Performance Goals</th>
<th>December</th>
<th>Year To Date (Sept-Dec)</th>
<th>Rolling 12 Month Control Chart</th>
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<td>75.4%</td>
<td>74</td>
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<tr>
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<td>69.0%</td>
<td>43</td>
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<tr>
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<td>85.2%</td>
<td>96</td>
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<td>73.6%</td>
<td>65</td>
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<td>SMF (Clinic &amp; Coastal)</td>
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<td>92.2</td>
<td>83</td>
<td>92.1</td>
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**Time period for evaluation for Patient Satisfaction is September 2012 - August 2013**

- Hospital scores based on the "% 9 and 10" for the HCAHPS Rate Hospital 0-10 question by Discharge Date.
- Home Health score based on the "% 9 and 10" for the HHCAHPS Rate Agency 0-10 question by Received Date (Oct 12-Sep 13).
- Clinic and Coastal scores based on the mean score for Press Ganey's Overall Rating question by Date of Visit.

All percentile ranks are based on national scores.
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<tr>
<th>HCAHPS Survey</th>
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<th>2012-09 to 2012-11</th>
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<td>%</td>
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<td>87</td>
<td>3%</td>
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<tr>
<td>Usually</td>
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<td>14%</td>
<td>433</td>
<td>14%</td>
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<tr>
<td>Always</td>
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<td>83%</td>
<td>2,446</td>
<td>82%</td>
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<td>Total</td>
<td>874</td>
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<td>21</td>
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<td>107</td>
<td>11%</td>
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<td>Total</td>
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<td>Doctors listen carefully to you</td>
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<td>40</td>
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<td>139</td>
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<tr>
<td>Always</td>
<td>244</td>
<td>83%</td>
<td>824</td>
<td>83%</td>
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<tr>
<td>Total</td>
<td>293</td>
<td></td>
<td>997</td>
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<td>Doctors expl in way you understand</td>
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<td>17%</td>
<td>187</td>
<td>19%</td>
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<tr>
<td>Always</td>
<td>225</td>
<td>78%</td>
<td>757</td>
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<td>289</td>
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**HCAHPS PERCENT TOP BOX AND RANK**

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<th></th>
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<th>50%</th>
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<th>95%</th>
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<td>79.3</td>
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<td>Doctors treat with courtesy/respect</td>
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<td>Doctors listen carefully to you</td>
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<td>75.5</td>
<td>76.3</td>
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<td>83.1</td>
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<td>86.8</td>
<td>89.9</td>
<td>93.0</td>
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<tr>
<td>Doctors expl in way you understand</td>
<td>67.6</td>
<td>70.6</td>
<td>71.6</td>
<td>72.8</td>
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<td>83.7</td>
<td>86.3</td>
<td>91.1</td>
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**MAKING A DIFFERENCE, One Patient at a Time**
10th Floor Mercy - Trauma

It can’t be done...our patients are violent, don’t fill out the surveys, and are staff are overwhelmed.

Oh really? Have you met Elisa and Jen?

<table>
<thead>
<tr>
<th>CAHPS</th>
<th>Jan '12 - Mar '12</th>
<th>Apr '12 - Jun '12</th>
<th>Jul '12 - Sep '12</th>
<th>Oct '12 - Dec '12</th>
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<tbody>
<tr>
<td>Rate hospital 0-10</td>
<td>53.9 ▼</td>
<td>72.2 ▲</td>
<td>79.2 ▲</td>
<td>100 ▲</td>
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<td>Comm w/ Nurses</td>
<td>62.5 ▼</td>
<td>75.2 ▲</td>
<td>76.8 ▲</td>
<td>100 ▲</td>
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<td>Pain Management</td>
<td>63.6 ▼</td>
<td>69.4 ▲</td>
<td>77.1 ▲</td>
<td>83.4 ▲</td>
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<tr>
<td>Comm About Medicines</td>
<td>56.0 ▼</td>
<td>54.4 ▼</td>
<td>72.3 ▲</td>
<td>75.0 ▲</td>
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</tbody>
</table>
1. During this hospital stay my nurse visited me at least every two hours.
2. The care board in my room was always updated with my new caregivers' names and my plan.
3. The nurse reviewed my daily care with me in a way that I could understand.
4. The nursing staff asked me for input about my daily care.
5. When nurses changed shift, the nurse caring for me introduced me to the new nurse.
6. During my stay a nurse Leader visited me daily.
Effect of Nursing Behaviors on Global Rating of Satisfaction

- Status Quo: 74%
- Introduce: 80%
- Introduce + Board: 86%
- Introduce + Board + RN Leader: 89%
- Introduce + Board + RN Leader + RN 2hr: 92%
- Introduce + Board + RN Leader + RN 2hr + Review: 93%
- RN 2hr Visit + Input: 94%
- Introduce + Board + RN Leader + RN 2hr + Review + Input: 95%

Scripps Health - FY12 To Date - data run - 4/23/12
One Scripps
Excellence All Around You

Accessibility

Medical Excellence

Compassionate Patient Focus

Making a Difference, One Patient at a Time
Learn Today, Improve Tomorrow

- Change is not easy but it is necessary and inevitable
- Shifting culture from employee/provider-centered to patient-centered
- Developing a systematic approach
- Applying lessons learned in systematic change from one site to another
- Stay focused and be open to new ideas
NEXT STEPS

• Hardwire:
• Executive rounding
  • Nursing communication
• Utilizing engagement technologies
• Fine tune education process
• Integrate voice of customer into all Scripps projects
• Continue to create tools that empower the development of relationships and engagement
CONTINUED:

• Systems and Processes – Scheduling, Admission, Discharge, transition process
• Communication-capture and share patient stories
• Employee Performance Appraisal revised
• Patient Portal
• Continue to “connect the dots” for our employees
FY13 Focus

- SWAT Team:
  - Working the Action Plans - hands on support
- Rounding
  - Executive Leaders
  - Site Leaders
  - Staff
- Coaching staff and leadership
- Leadership Development
- Physician Engagement
Loyalty = consistency of a positive experience across the continuum of care at all locations.

“Loyalty comes by doing the right thing. In doing so you move beyond solving the problems for your organization and instead reinforce what is possible for your patients, their families and your team”.

Jason Wolf, Beryl Institute

You may receive a patient satisfaction survey in the mail....
Questions?