Improving the Patient Experience

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Improving the Patient Experience
“Sodexo and Parrish Medical Center”

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Director of Communications and Service Excellence
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Who is Sodexo?

Global Leader in Management Services

- 80 Countries
- 355,000 Employees
- 30,600 Sites
- $20.5B Revenues

Primary Markets

Education  Health Care  Corporations  Government
Who is Sodexo Health Care?

- Senior Services
- Acute Care

50,000 Employees

1,600 Teaching, Acute Care, and Long Term Care Clients

- Environmental Services
- Clinical Equipment Management
- Facilities Master Planning
- Patient Dining - Nutrition
- Concierge Services
- Valet Parking
- Retail Dining and Catering
- Engineering
- Laundry
- Patient Transport
- Service Response – Call Center
- Construction Management
At Sodexo,

**We’re a Guest in our Client’s House**

It’s all about our client’s brand. We’re an ingredient.
Creating a meaningful Value Proposition

The Greatest Challenge of all

Creating an Experiential, Customer-Focused Offer that can be Replicated Consistently:

- Across nearly 2,000 self-contained, de-centralized units
- In environments that our clients own
- In spaces where our client’s brand… is the brand umbrella we live under
- Establish meaningful differentiation
- In a commoditized market space
- Historically low outsourcing rates
Breaking Out: Our Early Goals - 2004

- Establish “What we stood for” a new “Brand Image”
- Create Emotion Around Sodexo Health Care
- Establish Differentiation
- Build a Platform That Could Re-Energize Our 50,000 Employees
- Bring forth Innovations and new Product Development
- Establish “Partnerships” to expand value offers for clients
- Move a Marketplace Unchanged for 30 years
Drilling Deep: Internally

We Interviewed Ourselves Extensively:
- Front Line Workers
- Lower and Middle Managers
- Senior Executives

What does Sodexo Health Care stand for?
What do we “want” to be known for?
We Had a Meaningful Dialogue With the Market

- C-Suite
- Clients: Current & Past
- Those That Love Us, Those That Left Us
- Prospects Who Were Ardent Self-Operators
- Prospects Who Were Married to Our Competitors

What does the industry need?

What would compel you to outsource?
The feedback we got was tough to hear…

People could articulate what other brands stood for very easily…

= Just Do It
= Safety
= Overnight
= ????????
Re-Establishing Who we are

Then We Did the
**Traditional Brand Process**

- We Developed Positions
- Tested Those Positions Same C-Level Audience

*Leadership*

*Biggest*

*Ingredient Brand*

*Experience Creation*

- We Tested Position Lines supporting the Brand
- And Shockingly, the Results Were Almost Unanimous
Re-Establishing Who we are

“Enhance The Patient Experience”

Patients are the heart of everything we do.

B-B-C Truism: It’s Not About YOUR Client!

It’s About Your Client’s Client — the End-User

In Our case…Patients and their Families, Guests, and Medical Staff that Support Them
Re-Establishing Who we are

Patients are the heart of everything we do.

Is this just a marketing position?

Do we truly change our company?

Then the Real Work Began. We...

- had to transform our organization to become that company
- needed to expand our core strengths, develop new competencies, and move in new directions.
- had to be honest with our selves about our weaknesses
- had to develop proof to our selves and others we were “this” company
Designing the Patient Experience

**Education** = *Building the knowledge*
- VP’s went to Brand School
- Sr. Staff went to Disney
- Engaged Malcolm Baldrich Winner

**Strategy** = *Building the plan*
- Multi level - Everyone involved
- Widespread constant communication
- Cornerstones, Guiding Principles, Behaviors

**Deployment** = *Building a foundation*
- Cultural development
- R&D work
How an experiential brand ignited "A Cultural Shift Within Us"

Everything had to Align and Support our promise

- Internal Communication

- External Communication

- Our Behaviors

  - Compassion
  - Accountability
  - Respect
  - Enthusiasm
  - Service

- Established a Mascot

Patients are the heart of everything we do.
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HR practices (Frontline staff)

- **Recruiting, Screening, Interviewing, Hiring**
  - Pre-Application Videos
  - Peer Interviewing
  - Looking for Caring Hearts

- **Training and Development**
  - Basic Service Training
  - CARES Training

- **Reward and Recognition**
  - Employee Appreciation Day
  - Unit Level CARES Awards
  - National CARES Awards

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Employee Testimonials

The Impact of our CARES Culture
Early Results

Perspectives
Developing An Engaged Work Force
Sodexo Research Shows Impact of Behavioral Training on Employee Satisfaction and Engagement

Improvement In Job Satisfaction and Engagement Scores

- Satisfied With Their Job: +13.3%
- Always able to provide Top Quality Service: +23.3%
- Feel Team Works Well Together Always: +24.1%
- Say Good Things About The Department: +22.5%
- See self working in the Depart. In 1 Yr: +12.8%

Survey by NRC Picker - 14 Hospitals
How an experiential brand ignited
“A Cultural Shift Within Us”

Everything had to
Align and Support our promise

Story Telling as a tool for Culture change

• Today, Stories Define US
  - People are rewarded when their story is told
  - They feel empowered to go the "extra mile"
  - It comes natural to who they are – not scripted

• Stories are published for all to hear
  - Communicated through Weekly Huddles
  - Formal Recognition for your story

• A Story Based Culture has emerged
  - Evidence the “Brand is ALIVE”
  - We couldn’t stop it if we wanted to
How an experiential brand ignited
“A Cultural Shift Within Us”

Stories Define US… A Few Examples

Dear Mr. O.J.

Thank you for letting me watch movies and play games.

Sodexo Cares

Patients are the heart of everything we do.
Expanding our Service offerings internally or with partners, has allowed for more touch points to show patients, employees, caregivers and families our CARES culture.
Where do you develop the competencies to deliver an enhanced patient experience when you are a “guest” in the places you do business?

- We asked our partners to develop with us
- “Pilot Accounts” were established
- R&D allowed for first to market
- Parrish Medical Center was our initial Pilot
A Site Visit to Parrish

- Facts about PMC
- Mission
  - Healing experiences for everyone all the time.
- Awards
  - Voted #1 Healing Hospital in America 2006, 2007, 2008
  - Hospital of Choice 2009-2010
    American Alliance of Healthcare Providers
  - Modern Healthcare Spirit of Excellence
- Why Sodexo
Results at Parrish Medical Center

“The ability to engage people is one of the major things we look for in our hiring process,” says Chris McApline, SVP for Professional Services at Parrish Medical Center. “Once hired, we recognize and reward employees for that kind of behavior.”

“Our partner Sodexo has that same philosophy,” adds McApline. “That’s one of the main reasons we turned to them to manage our support services. In fact, they’ve really helped us get where we are today.”

George Mikitarian, CEO, Parrish Medical Center

“When you have support people who believe in our culture—and then who go through Sodexo CARES Training, you really have something! You have people who truly put patients first.”

“People ask me, does it make sense to have all of those services under one umbrella. I tell them, if you want higher HCAHPS scores, if you want to increase your market share and reimbursement from CMS, then you bet it makes sense. With a partner like Sodexo, it’s a smart move.”

How a 210-Bed Community Hospital in Florida Became One of America’s Leading Healing Environments.

Walk through the main entry of Parrish Medical Center in “Our paradise, Florida—or down any hallway—and you see it. This is a special place. The feeling starts with the facility itself, a building specifically designed to put patients and visitors at ease. But it involves more than great architectural design. What patients and visitors sense is a unique patient-centered culture, a culture typified by the way they are welcomed and engaged by everyone who works at Parrish—from nurses and doctors to lab techs and hospitality staff.

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“Hospitals that want to truly improve the patient experience need to understand the dynamics between their nurses and support services.”

Joseph W. Carmichael, President NRC Picker

“Our nursing turnover was 26.6% three years ago before we adopted Sodexo’s patient-centered model for support services. This year it will probably be less than 4%.”

George Mikitarian, CEO Parrish Medical Center
“I believe there is a direct correlation between our HCAHPS scores and the performance of our support services.”

George Mikitarian, CEO Parrish Medical Center

“Sodexo helped us get a jump on HCAHPS. It made us an even more patient-focused team.”

Chris McAlpine, SVP Professional Services Parrish Medical Center

“We want to be the best at everything we do. It’s what drives our culture. That’s why we like Sodexo as a partner. They want to be the best as well. They don’t rest on their laurels. They are always seeking new ways to put patients first.”

George Mikitarian, CEO Parrish Medical Center
“It is not the strongest of species that survives, nor the most intelligent that survives. It is the one most adaptable to change.” — Charles Darwin