

The Critical Role of leadership in Achieving Excellence in Healthcare Experiences

August 4, 2016

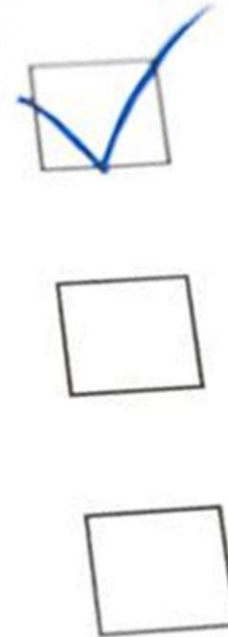
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Improving the
Patient Experience



What We'll Cover

- State of the PX Movement
- Critical Role of Leadership
- PX Body of Knowledge Framework



Who We Are

The Beryl Institute is the **global community of practice** dedicated to improving the patient experience through **collaboration and shared knowledge.**

Engaging over 45,000 people in more than 55 countries



Patient Experience Defined

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

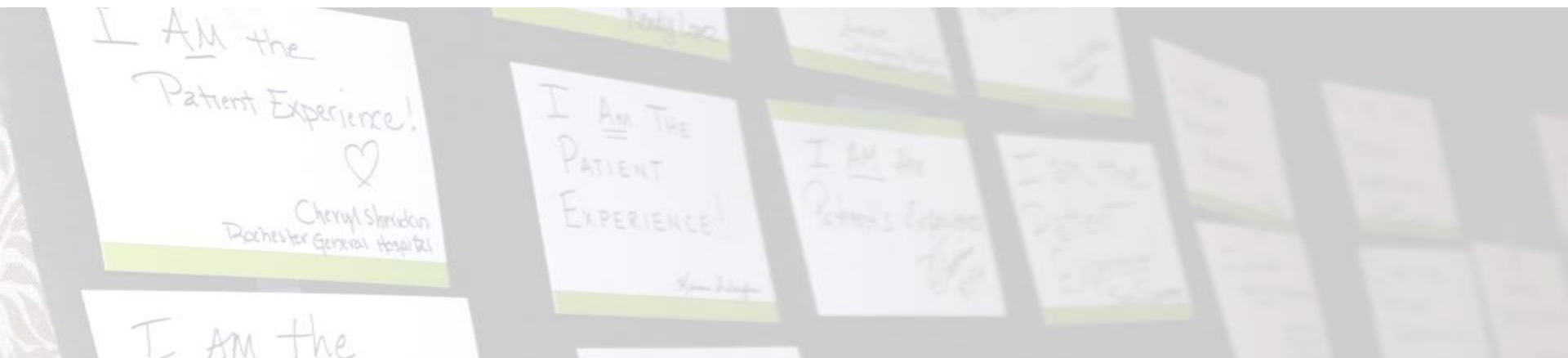
The Beryl Institute



Our Commitment

As a community, **we commit to:**

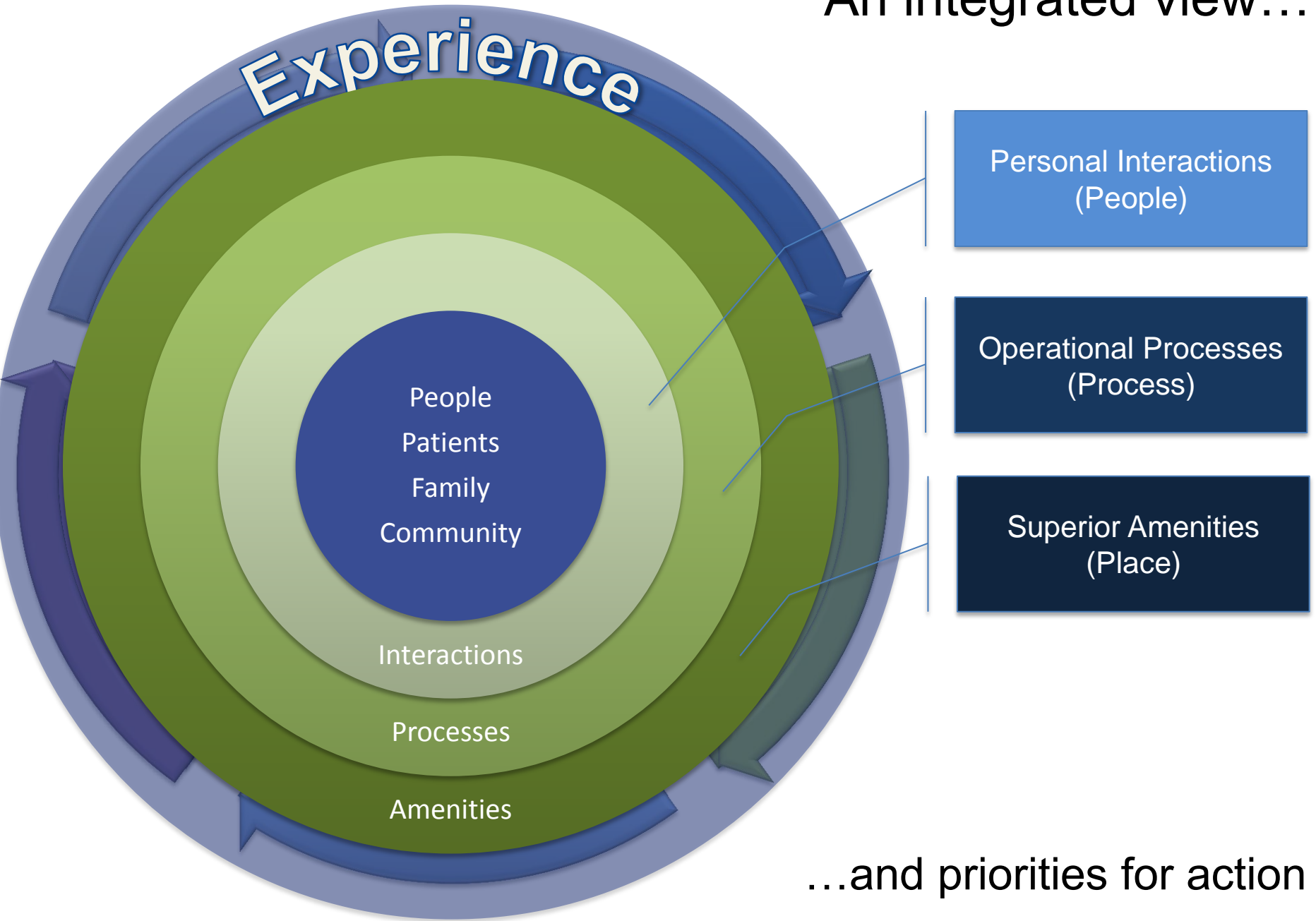
- Elevating the importance of experience across all care settings
- Generating, collecting and sharing ideas and proven practices
- Engaging a broad range of voices and views
- Putting patients, families and care partners first
- Recognizing the value of the entire healthcare team
- Reinforcing experience encompasses quality, safety, service, cost, and outcomes





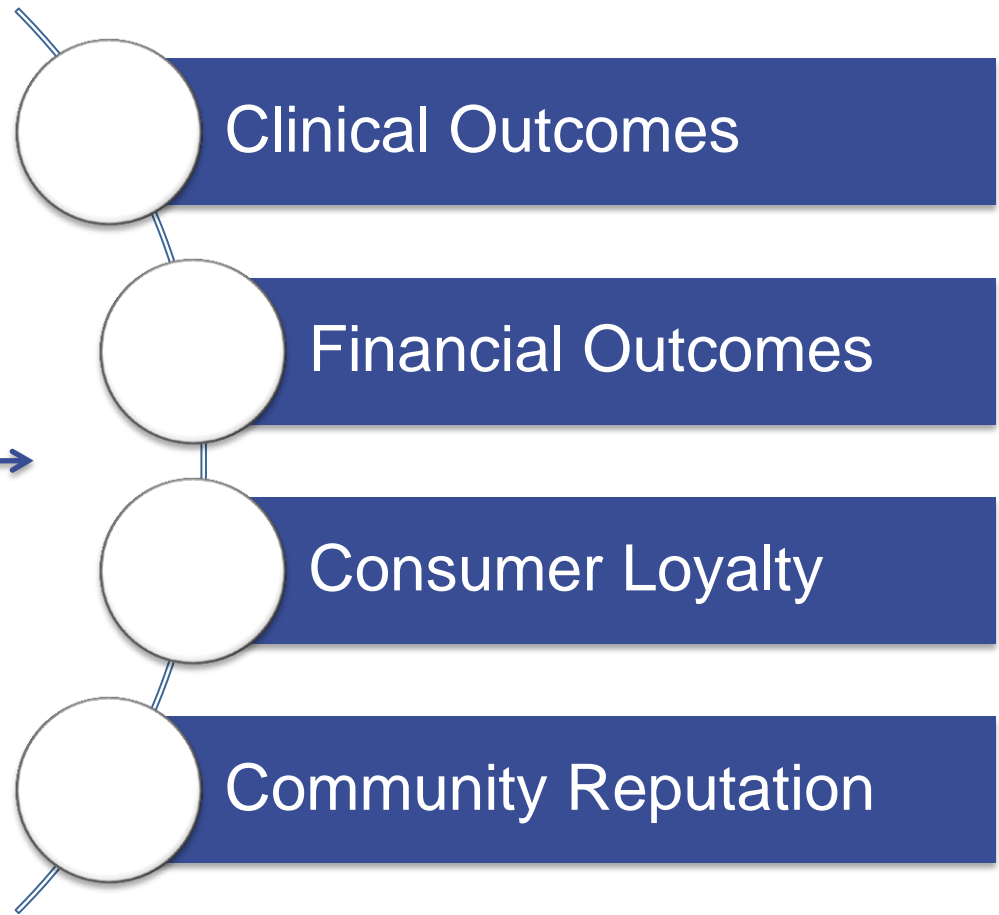
The PX Movement: Where we stand

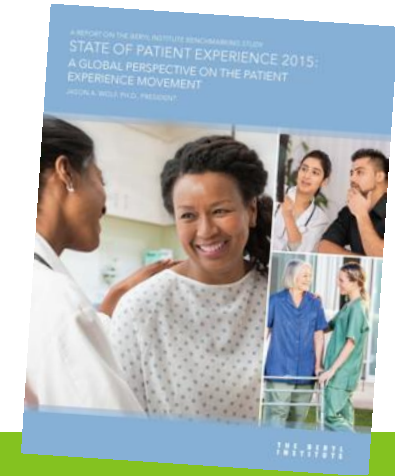
An integrated view...



...and priorities for action

EXPERIENCE →





The State of Patient Experience – 2015 Study

<http://www.theberylinstitute.org/?page=PXBENCHMARKING2015>

Purpose & Methodology

- The overall purpose of this study was to determine what healthcare organizations are doing to “improve the Patient or Resident Experience across the continuum of care.”
- The Beryl Institute and Catalyst Healthcare Research collaborated on this important research initiative
- Online survey: Approximately 60 questions
- Survey period: Feb. 9 – Mar. 10, 2015



Prepared in partnership with



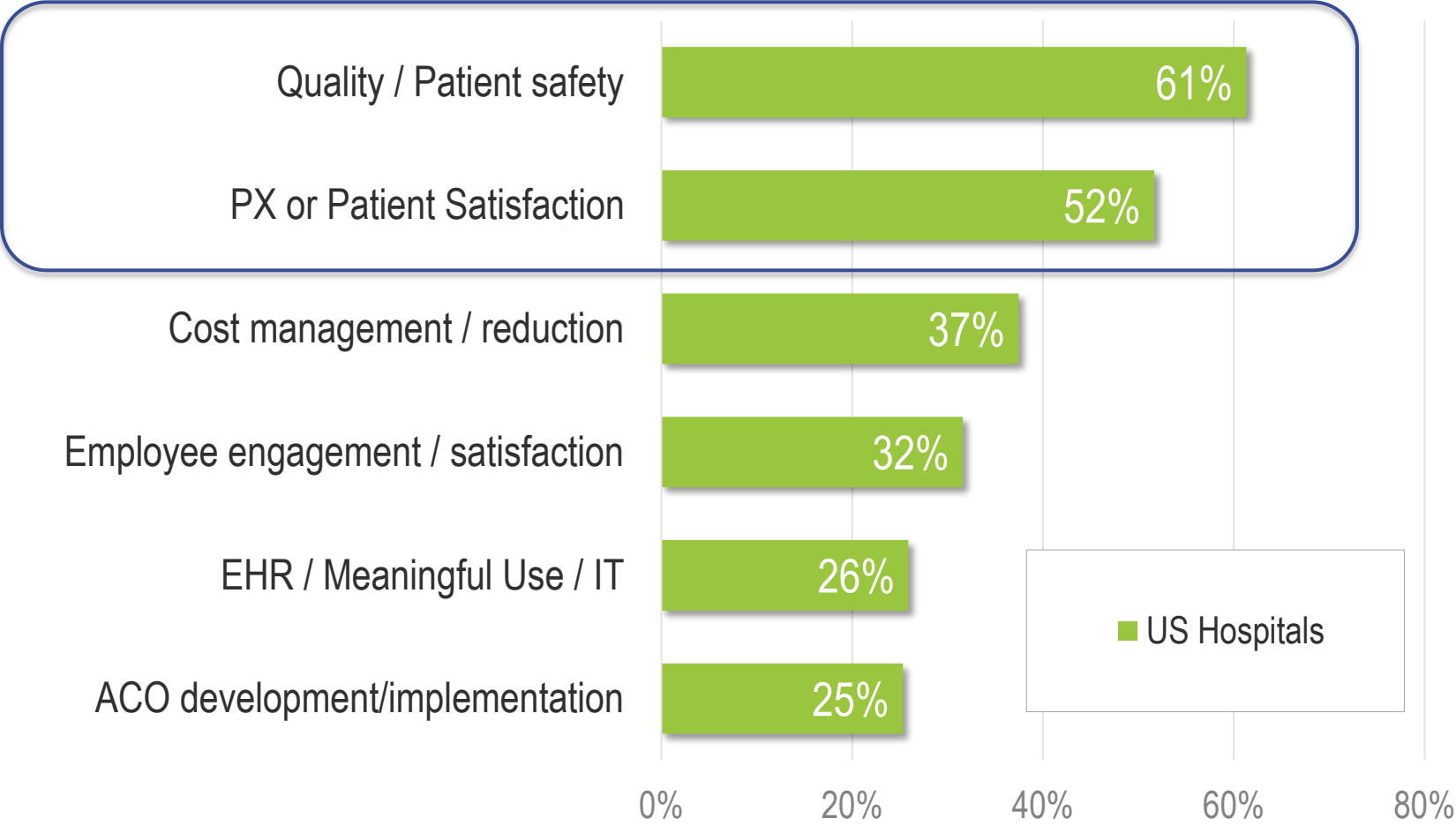
Respondent Profile

- **1561 Total Respondents**
 - US Hospitals : 773
 - Non-US Hospitals : 174
 - LTC : 116
 - Practices : 93
- 48 US states + DC represented in this study
- **21 Countries** represented covering **6 continents**
 - Top 5 outside US included Canada, United Kingdom, Australia, Sweden and Saudi Arabia
- Just over 50% of respondents identified themselves as Manager/Director role, while 10% identified themselves as Senior Leaders
- Just under 40% of all respondents identified themselves as the person directly responsible for patient, resident and family experience



WHAT WE LEARNED: PATIENT EXPERIENCE AS PRIORITY

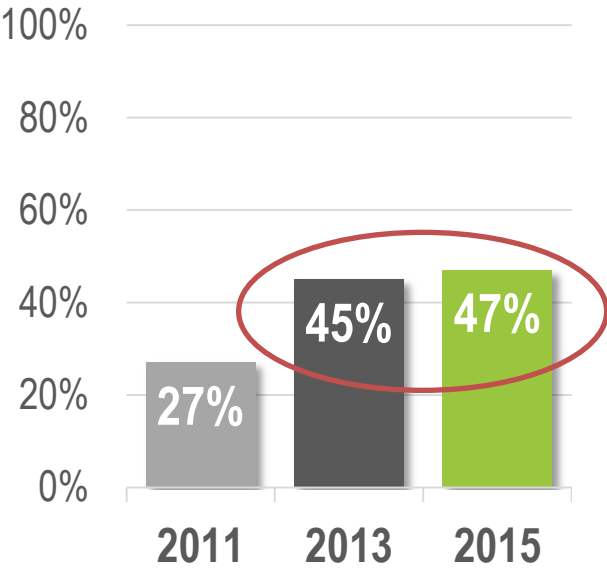
Patient Experience remains a top priority for US hospitals and systems



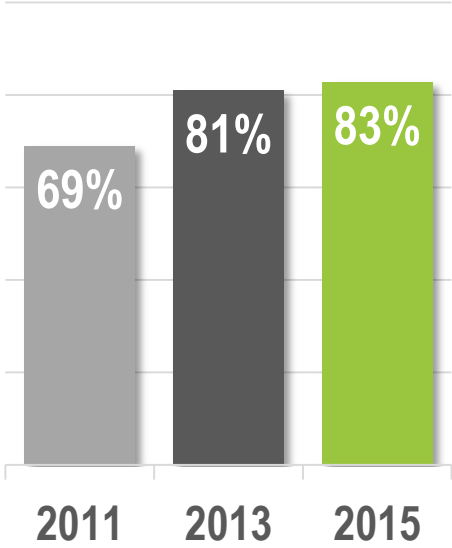
Q: To understand where organizations are focusing their activities, efforts and actions, please review the items listed below and identify what you believe will be your organization's TOP 3 priorities for the next 3 years. Please select only the top three priorities. (n=683)

A move to frame patient experience continues

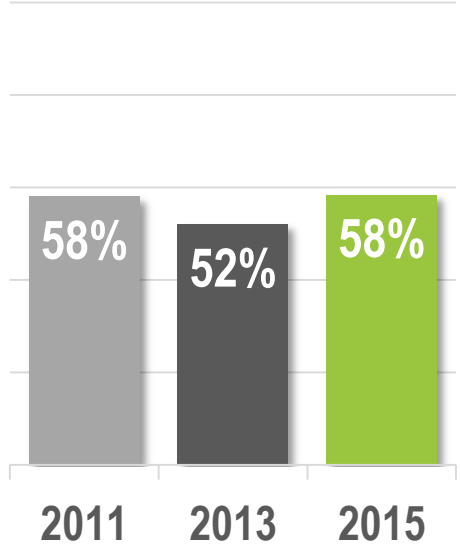
Formal Definition



Formal Structure



Formal Mandate

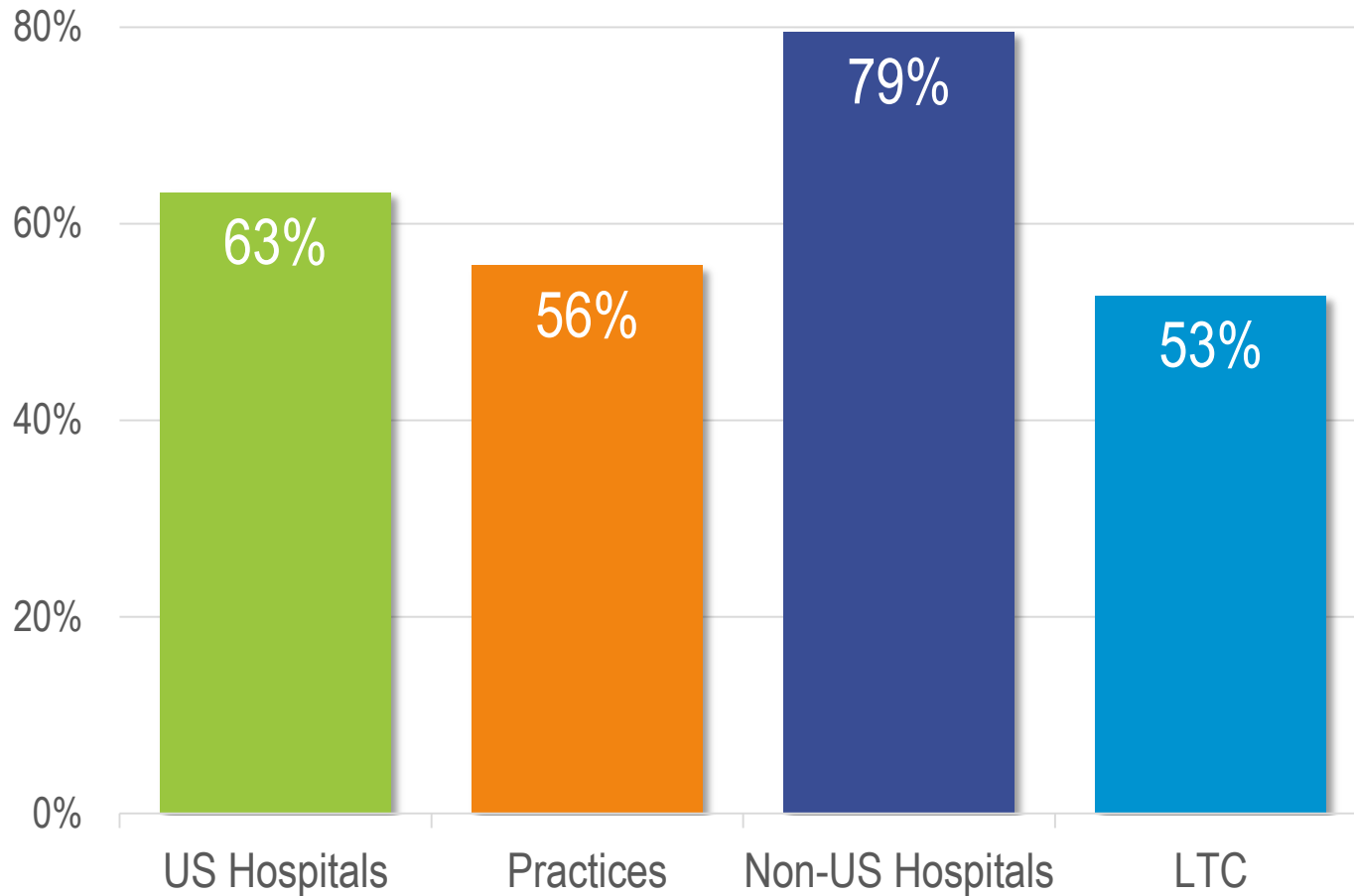


US Hospitals/Systems

Q: Does your organization have a formal definition of "Patient and/or Resident Experience"? (n=686)

WHAT WE LEARNED: HOW IT'S GETTING DONE

More than half of the respondents in every segment report having a senior leader for PX



Q: : Does your organization currently have a specified senior-level leader role with primary responsibility and direct accountability for addressing Patient/Resident Experience, i.e., chief experience officer or equivalent? (n=524) (n=252)

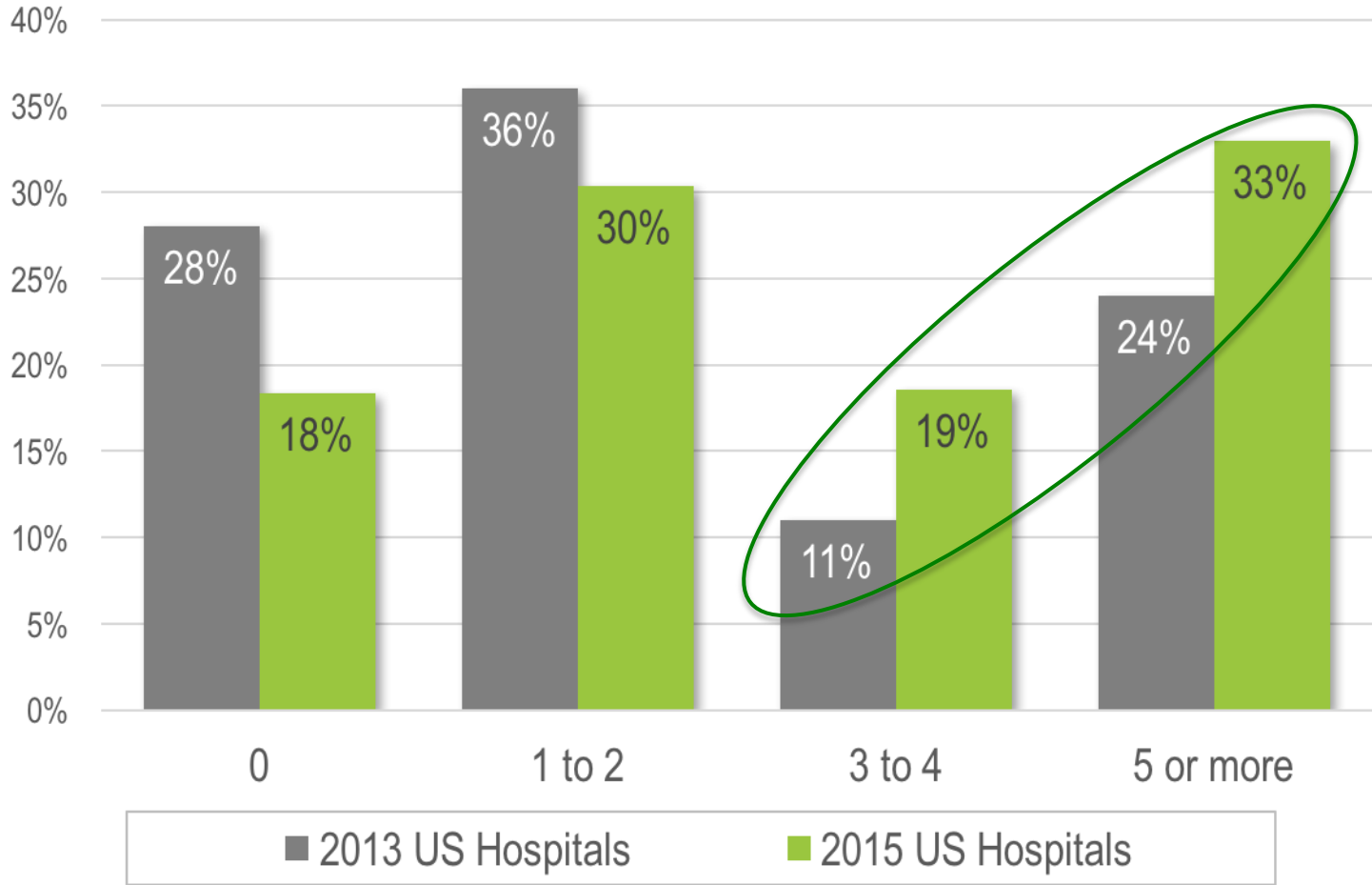
A PX leader is now the most frequent way that US hospitals are addressing PX

Title	2013	2015
Experience Officer (CXO, Director, Manager, etc.)	22%	42%
Chief Nursing Officer (or equivalent)	14%	15%
Committee, Team, Work Group, or Multidisciplinary team	26%	14%
Chief Executive Officer/Administrator/Executive Director	8%	4%
Chief Operating Officer (or equivalent)	3%	4%
No one in particular	1%	3%
Patient Advocate	N/A	3%
Individual Doctor, Nurse, or other Clinical Staff member	3%	3%



Q: Responses aggregated from multiple survey questions. (n=356)

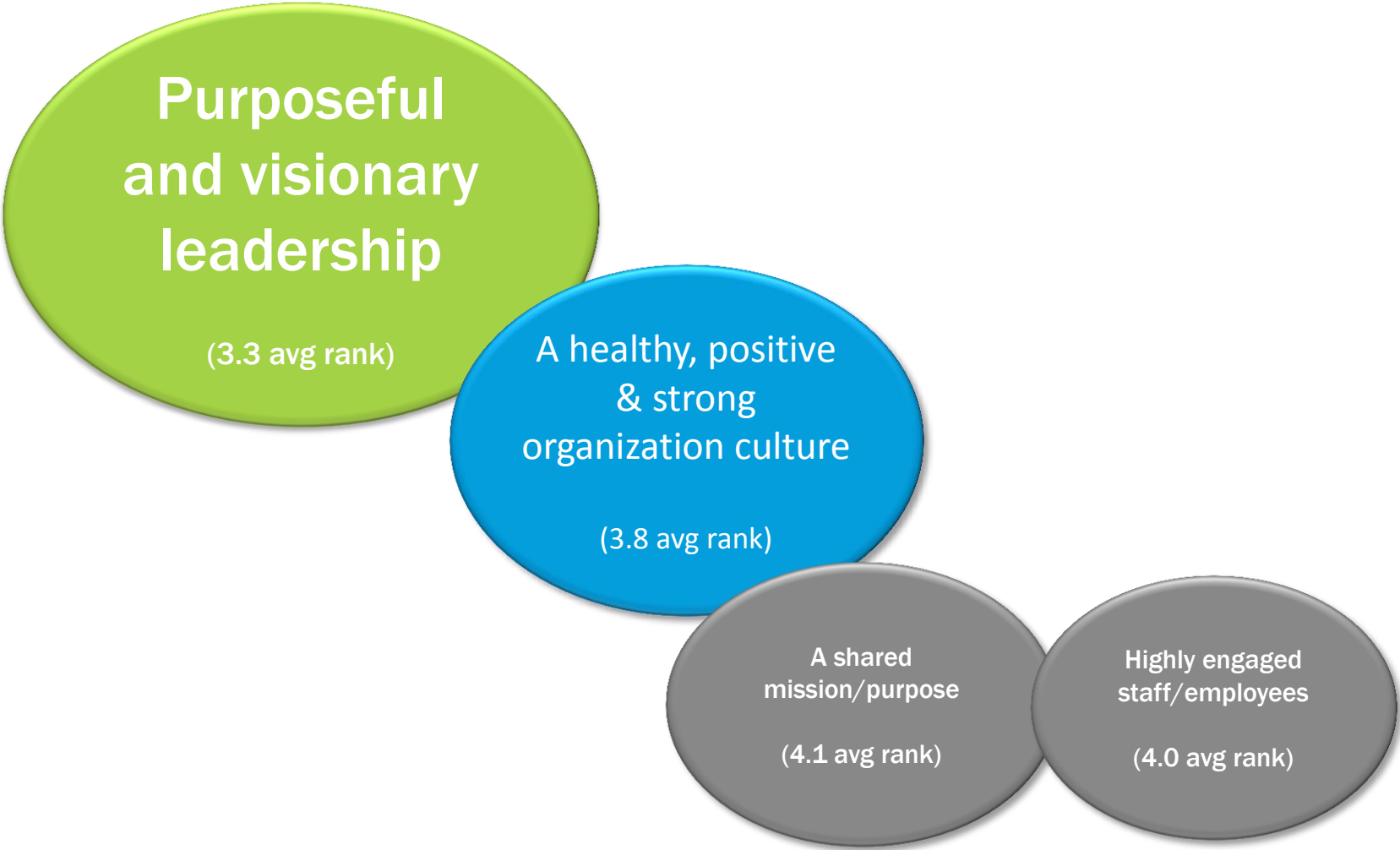
A larger number of full-time staff are now supporting the PX leader



Q: And how many other, if any, full-time staff members are designated to support these efforts? (n=395) (n=190)

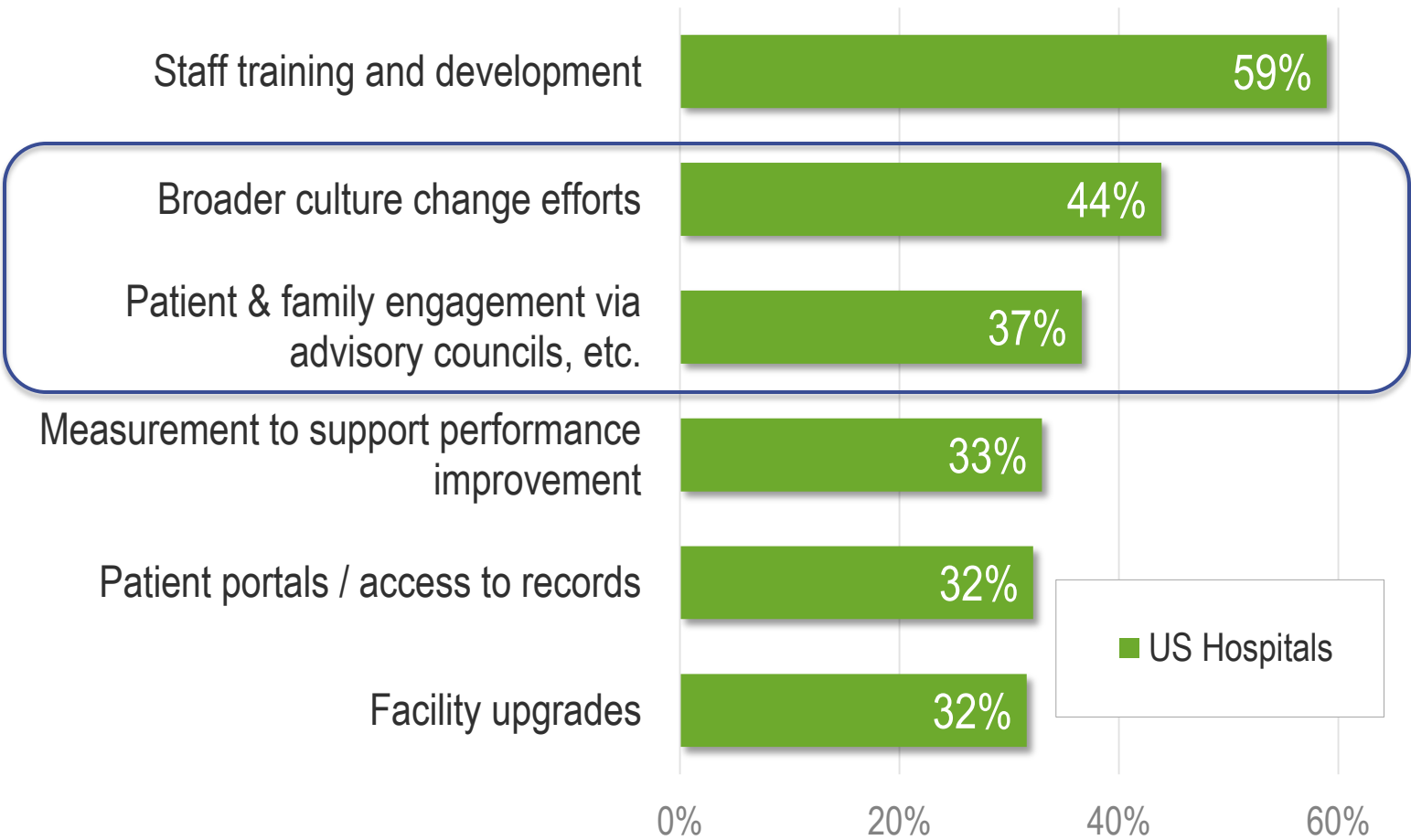
WHAT WE LEARNED: INFLUENCES ON ACTION

Purposeful leadership and a strong culture seen as critical in achieving great PX



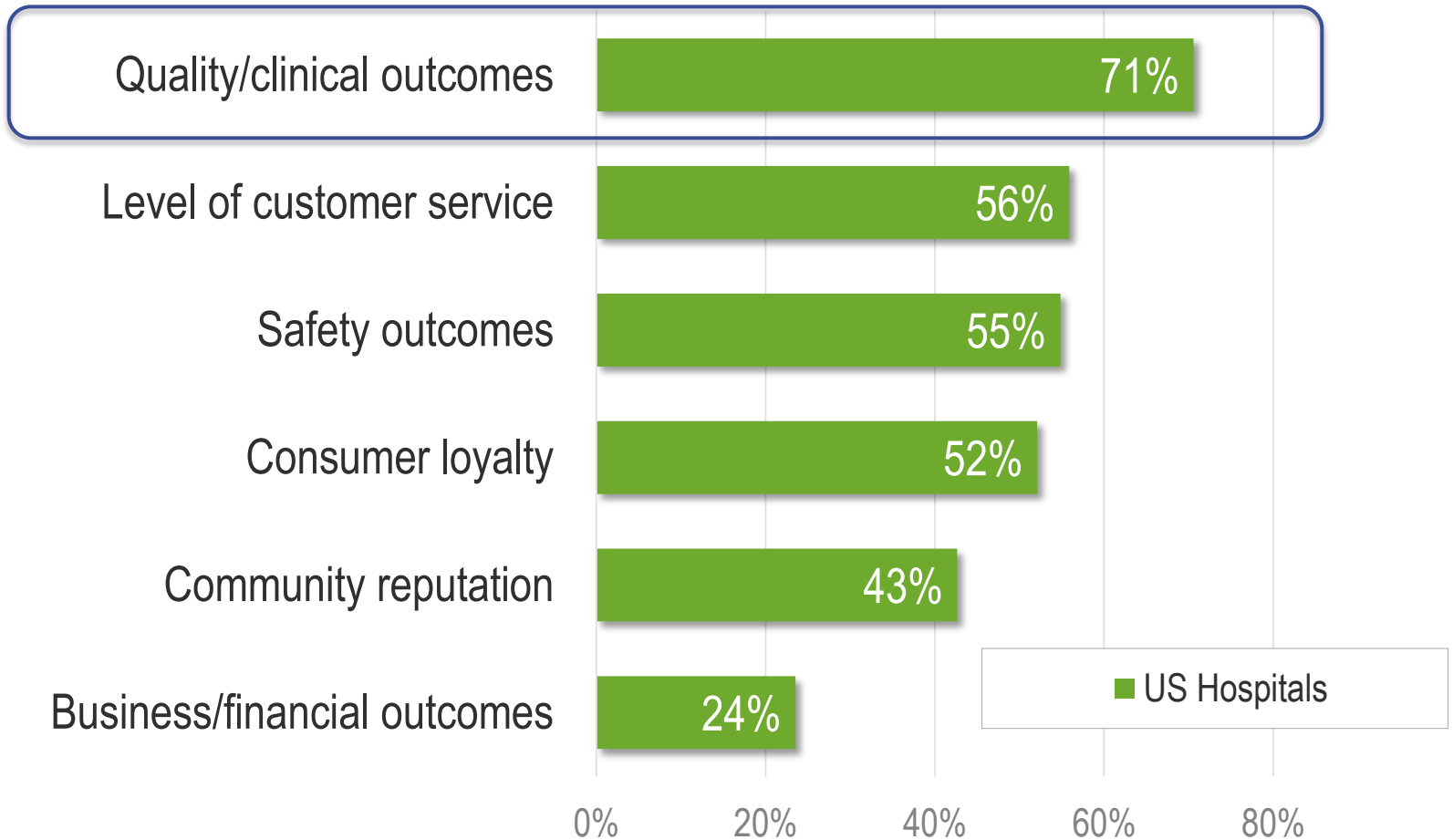
Q: Please RANK the following in order of importance you believe they have for achieving a positive Patient/Resident Experience from most to least important where 1 is the most important and 9 is the least important. Click and drag to rank. (n=732)

Staff development top area of investment along with culture change and focus on PFA/Cs



Q: Of the following efforts, identify the top 3 items in which you expect your organization to invest, either as a new effort or with additional resources, over the next three (3) years to advance Patient/Resident Experience improvements. Please select the top 3. (n=497)

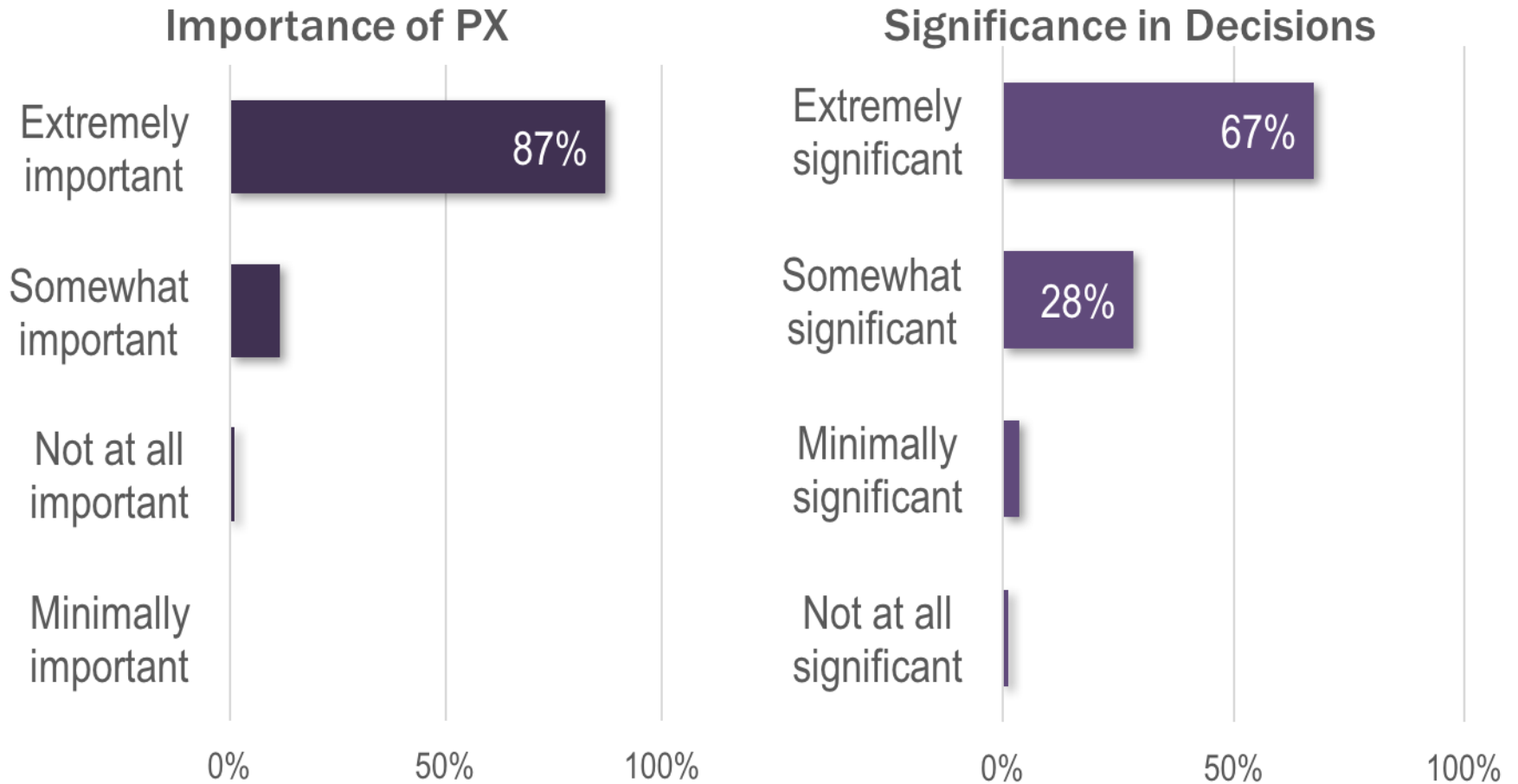
Quality/clinical outcomes seen as most impacted by positive PX among US hospitals



Q: Please RANK the following in order based on how you believe they are impacted by a positive Patient/Resident Experience from most to least impacted where 1 is the most impacted and 7 is the least impacted. Click and drag to rank. (n=476)

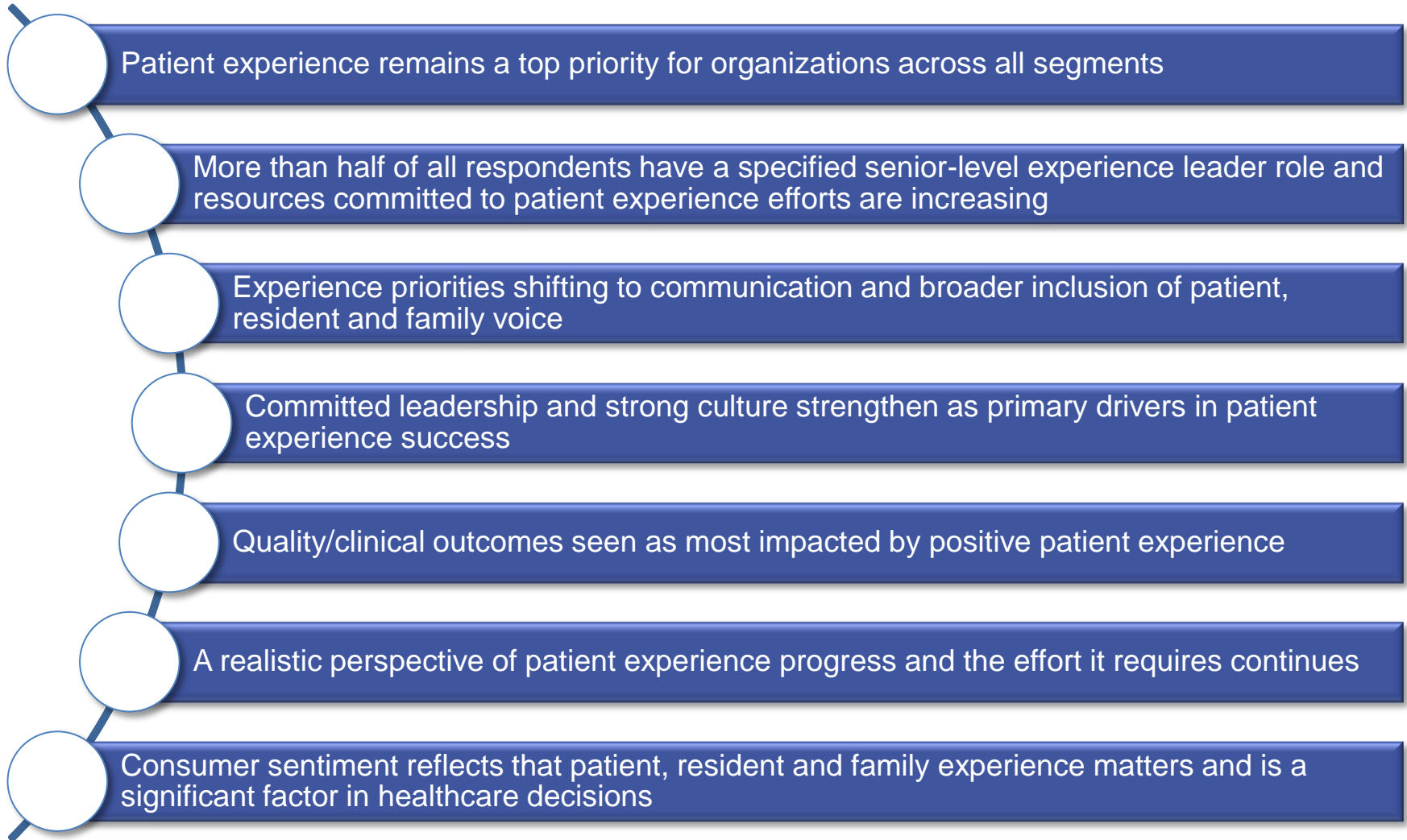
PATIENT EXPERIENCE: PROGRESS & PERSPECTIVES

The consumer is speaking: Patient experience matters



Q : As a consumer of healthcare, how significant is the Patient/Resident Experience on your decisions or choices in healthcare (i.e., selecting hospitals, doctors, nursing homes, etc.)? As a consumer of healthcare, how significant is the Patient/Resident Experience on your decisions or choices in healthcare (i.e., selecting hospitals, doctors, nursing homes, etc.)? (n=842)

The state of patient experience continues to grow stronger



The Critical Role of Leadership

All PX Leaders Needed

- Declare your vision & purpose...

and ACT to it!

< CLARITY

- State your expectations & the consequences for inaction...

and live to it!

< ACCOUNTABILITY

- Recognize that in every interaction regardless of role, you have the choice to make...

and own it!

< OWNERSHIP

Provide Clarity

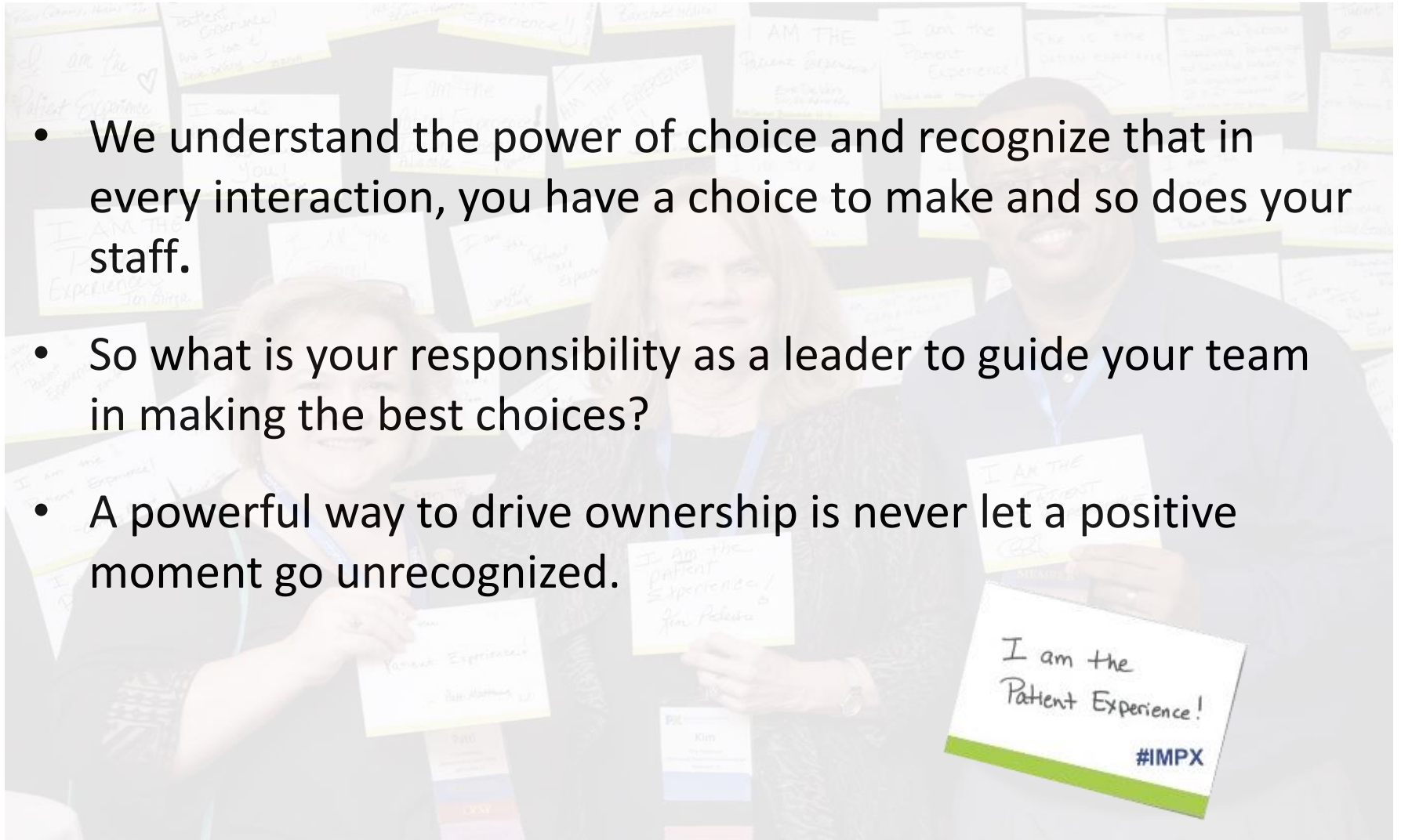
- Finding opportunities for your staff to connect to purpose is one of the most impactful things a leader can do in building a high performing team and achieving success.
- Explain to your staff what patient experience means to you, why you believe it to be important and how you see their roles contributing to positive experiences everyday.
- Facilitate a discussion on the importance of viewing everything they do from the patients' perspective. This can be done through a simple reflective activity.

Ensure Accountability

- Your employees want to be successful and as leaders, setting clear expectations in the context of their role and responsibilities is critical to ensure their success.
- There are many ways leaders can work with their teams to adapt these expectations in the context of their role and responsibilities. This goes along way to their success in living it out everyday.
- Complete an activity I call, “An Experience Planning Tool.”
 - This can be done during a staff meeting, daily huddle or individual coaching session.
 - Focus on an expectation and have your team identify all the ways they currently achieve this expectation
 - Than have them create a second list sharing ideas that would take it to the next level and improve on the current state.
 - Repeat this exercise focusing on one behavior each month.

Drive Ownership

- We understand the power of choice and recognize that in every interaction, you have a choice to make and so does your staff.
- So what is your responsibility as a leader to guide your team in making the best choices?
- A powerful way to drive ownership is never let a positive moment go unrecognized.



PX Body of Knowledge

Framing the Field of PX

THE BERYL
INSTITUTE

Community of Practice

Over 45,000 strong in
more than 50 countries

Body of Knowledge

15 domains identified and
developed by community

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

Academic Research

Scholarly publication exploring efforts to
improve the patient experience

Professional Certification

Formal designation highlighting
commitment to the profession



An international, multidisciplinary, and multi-method journal
focused on the research and proven practices around
understanding and improving patient experience.



An independent, non-profit organization committed to the
improvement of patient experience through evidence-based
research, continuing education and professional certification.

CPXP

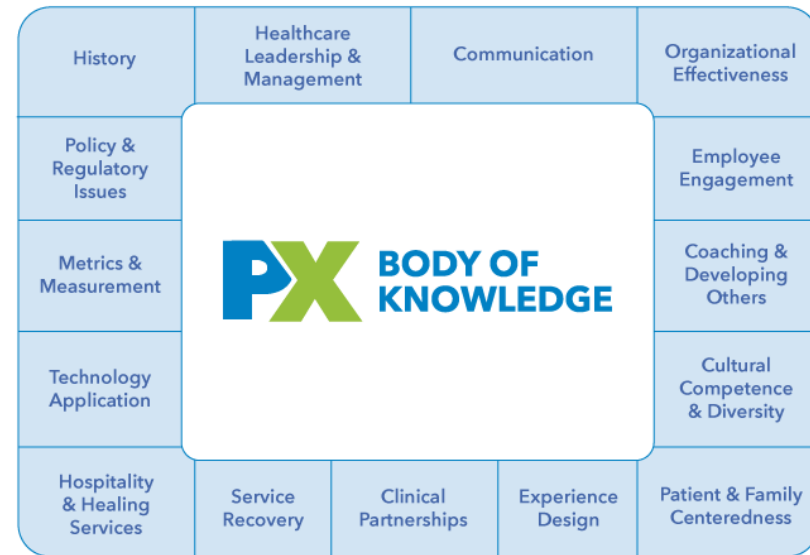


Community Developed Framework

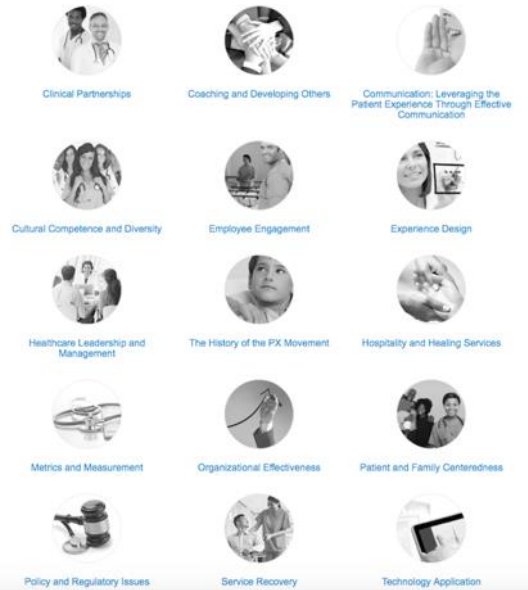
The *Patient Experience Body of Knowledge* is a framework to capture the **knowledge central to the role of the patient experience leader**.

The intention of this work is a **broadly accepted set of domains and associated skills** that fully reflects the core accountabilities associated with being an effective patient experience leader.

This work **frames the field of patient experience**, defines its core ideas and provides a clear foundation of knowledge that **supports the consistent and continuous development of current and future leaders** in the field.



<http://www.theberylinstitute.org/?page=BOKAbout>




Certificate of Patient Experience Leadership

Each course consists of three components:




Knowledge

On-demand learning session providing comprehensive content overview* (View a sample from the Service Recovery course)



Application

Facilitated virtual classroom offering the ability to discuss practical application. *For each course, the virtual classes will be offered on multiple dates and times. Class size is limited. View the Calendar*



Ongoing Networking/Support

Listserv participation learning for ongoing support (optional)

Your Role in PX Movement

Organizational Level

- There is a recognized need for individuals to lead patient experience efforts. Use the PX Body of Knowledge framework to evaluate leader's education & development needs.
- Integrating the patient experience leadership competencies as part of an overall talent management strategy.

Personal Level

- Whatever role you play, you are the patient experience.
- Complexity may be a challenge but at its core is human beings caring for human beings.
- Commit to engaging others in your efforts and in your own professional development.

It is at the point of interaction experience happens

“...less about trying to make patients “happy” (e.g., improving the food or the decor of the room) and...more about increasing the quality of their **interactions**.”

Boulding et al., Am J Manag Care. 2011;17(1):41-48)

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