

Optimization of the Patient Experience/Journey

A Presentation by
Paula Wilson - Senior Director of Leadership,
Governance & Business Risk Advisory

21.11.24

Today's Objectives

- History of Patient Experience
- Key aspects of the patient experience
- Patient Experience versus Patient Journey
- Patient Journey Mapping
- Change Management

The Roots of Holistic Medicine

- Pre-modern era, prior to 1500:
 - Medicine viewed health as a balance of body, mind and spirit
 - Chinese medicine, Ayurveda, Native American practices
 - Hippocratic-Galenic medicine based on the whole person
- Middle Ages
 - Emphasis on holistic care continues, sensory evaluations, patient stories, patients always engaged in care
- 1700s, 1800s Florence Nightingale, Samuel Bard
 - Focus on treating the individual as a whole including emotional and psychological well being in addition to the disease

- 1970's increasing investments in health care, civil rights, patient rights, people with disabilities
- Early 1970's American Hospital Association publishes the Patient's Bill of Rights, "patient satisfaction" emerges
- 1978 Founding of Planetree by Angelica Theriott, promoting family support, architectural design, visitation policies, access to medical records
- 1987 Picker Principles and the eight dimensions of patient centered care

- 1999 Institute of Medicine (IOM) “To Err is Human” exposes the systemic problems leading to patient harm in healthcare settings; new focus on patient safety
- 2001 IOM “Crossing the Quality Chasm” the six domains of quality including patient-centeredness as a key domain establishing a clear connection between patient experience and health care quality
- Health care begins to adopt customer satisfaction tools from business such as the Net Promoter Score (NPS)

Key Benchmarks (2/2)

- 2004 Cleveland Clinic establishes an Office of Patient Experience and the Chief Experience Officer role
- 2005 the US Medicare Agency implements the Hospital Consumer Assessment of Health Care Providers and Systems (HCAHPS), a tool to capture the patient's perspective on care received. These published scores are linked to Medicare reimbursement
- 2007 Value Based Care emerges linking patient experience to the fundamental goals of healthcare
- 2007 UK NHS releases “High Quality of Health Care for All”

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

- Agency for Healthcare Research and Quality
 - *Patient experience encompasses the range of interactions that patients have with the healthcare system, including their care from health plans, and from doctors, nurses, and staff in hospitals, physician practices, and other healthcare facilities. As an integral component of health care quality, patient experience includes several aspects of healthcare delivery that patients highly value when they seek and receive care, such as getting timely appointments, easy access to information, and good communication with healthcare providers.*

What Patients and Families Want (IHI)

- Dignity and Respect
- Information Sharing
- Participation
- Collaboration
- Patient and Family Centered
- Safe care
- Effective care
- Timely care
- Efficient care
- Equitable care

Five Elements of Patient Experience

- Caring – Know me
- Listening – Hear me
- Explaining – Teach me
- Teamwork – Coordinate for me
- Efficiency – Make it easy for me

- The patient journey refers to the complete series of interactions and experiences that a patient goes through within the healthcare system, from initial awareness to post treatment follow up.
- The patient journey is not a linear path but a complex web of interactions involving multiple treatments, appointments and administration.
- Understanding and empathizing with the patient perspective is central to a successful patient experience.

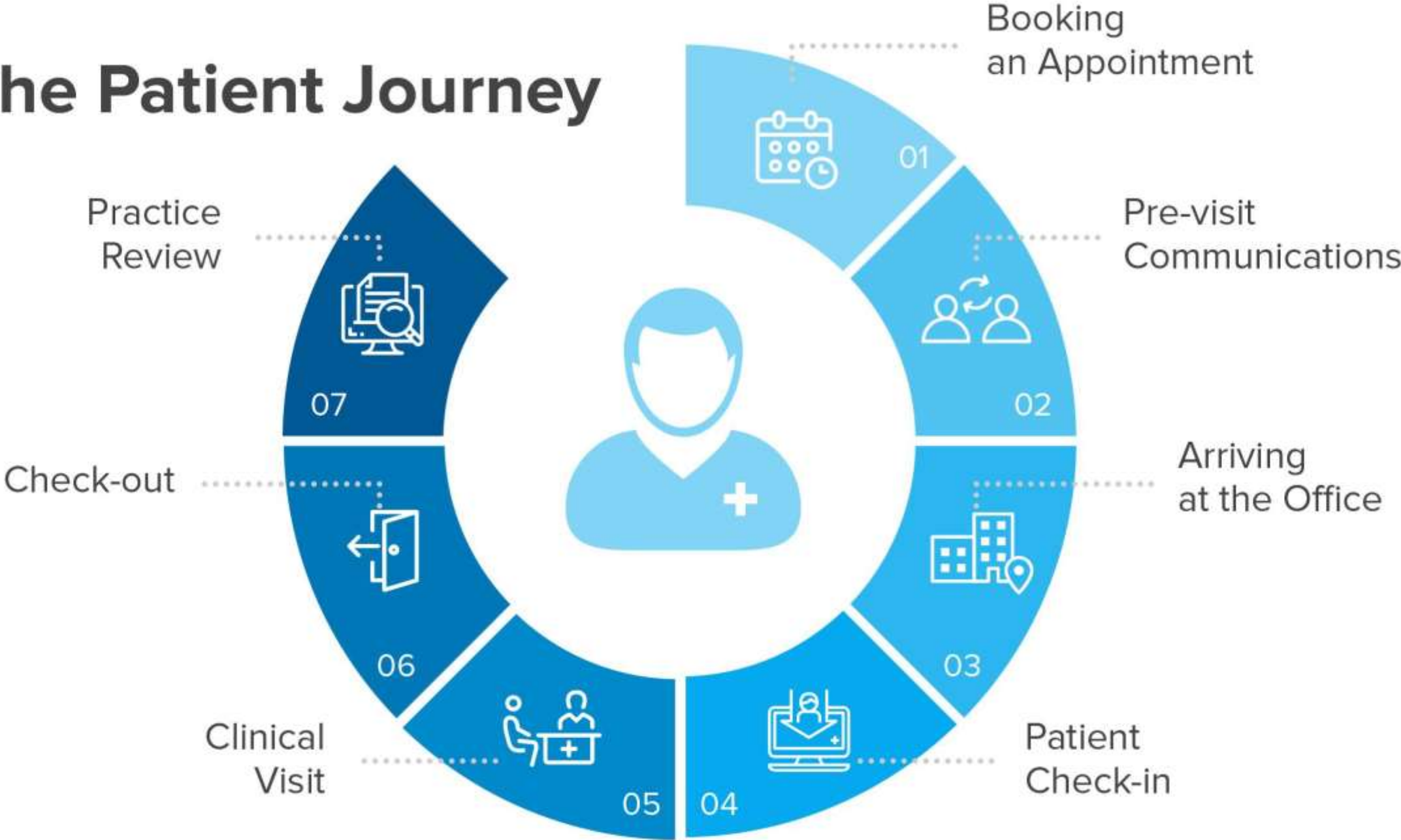
Patient Journey Optimization

- Patient journey optimization is making every stage of the patient experience as seamless and efficient as possible.
- Patient journey optimization:
 - Improved treatment outcomes
 - Improved patient satisfaction
 - Improved operations

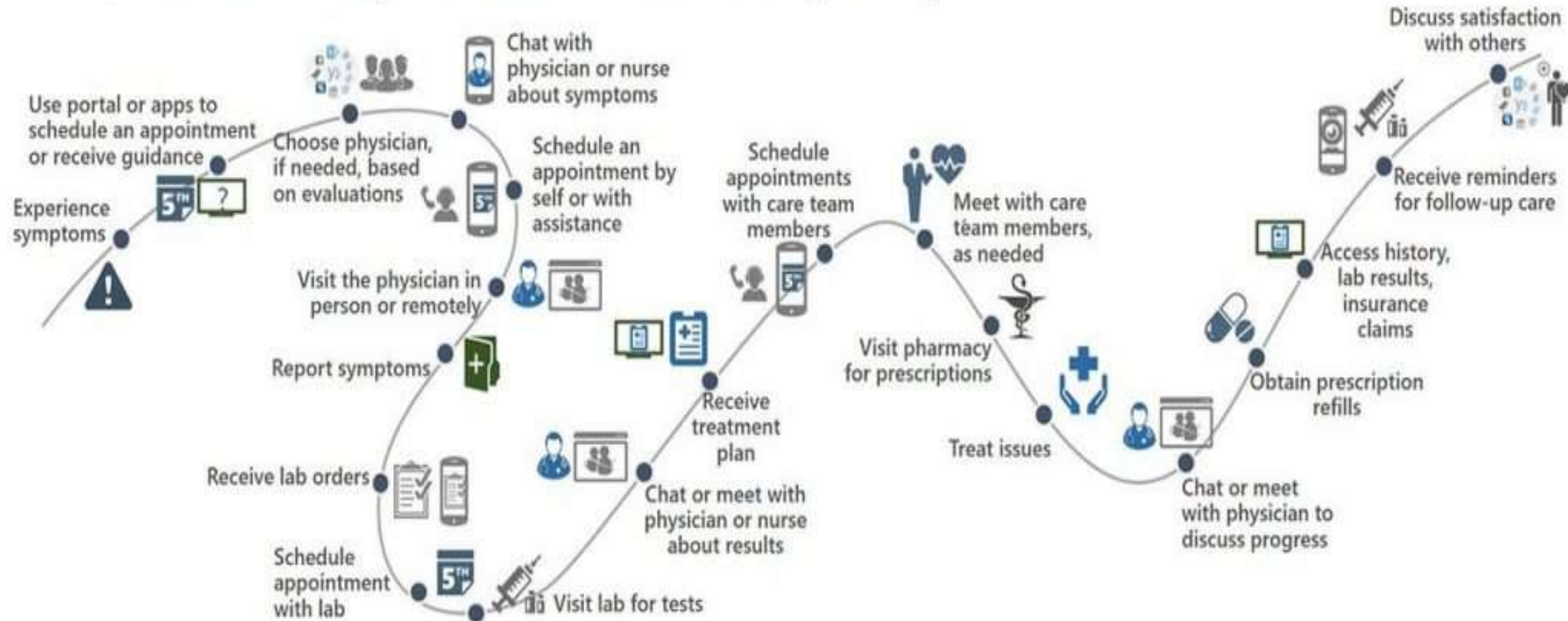
- Definition:
 - A patient-oriented project that has been undertaken to better understand barriers, facilitators, experiences, interactions with servicers and/or outcomes for individuals and/or their carers, and family members as they enter, navigate, experience and exit one or more services in a health system by documenting elements of the journey to produce a visual or descriptive map.

The Patient Journey

The Patient Journey



Patient Experience Journey Map



The Patient Experience and Technology

- Expanded use of technology is improving the patient experience:
 - Improved appointment scheduling and check-in
 - Less paperwork
 - Option for remote doctor visits
 - Patient portals – lab results, reminders, other communications
- Artificial Intelligence:
 - Predictive analytics – what does the patient need
 - Improved diagnosis and treatment plans
 - Robotics and surgery

Create a Patient Experience Program (AMA)

- Assess the current state of patient satisfaction
- Define your North Star
- Engage Key Stakeholders
- Develop and Implement your Patient Experience Strategy
- Analyze feedback and determine the impact
- Recognize accomplishments and improve over time

Optimizing the Patient Experience and Change Management

- Your team has committed to improving the patient experience at your hospital or clinic
- You have identified ways that you can improve wait times, a better patient experience
- This means that you need to change how you work, change the policies, procedures of the patient experience
- This is when it gets hard. We do not like to change.

- Definition of change management:

The approach or process undertaken to ensure a smooth transition through the implementation of new technologies, changes in workflows or the adoption of new protocols.

- Change management includes the processes, tools and techniques to manage the PEOPLE side of change to achieve a business outcome
- Change Management is helping people understand why the current state is no longer viable

Change Management Is Hard

- 50% of initiatives fail
- 34% are totally successful
- 16% muddling through

Why We Resist Change

- Loss of control
- People prefer misery of the current state over the uncertainty that comes with change
- Fear the loss of “face” or status
- Worry about competence
- Concern about change creating more work (it often does, be honest)

- Change does not happen without the commitment of leadership
- What the leader must do:
 - Create the vision for the desired state
 - Have a deep understanding of the current operations
 - Be committed to sustaining changes
 - Commits to her own growth and learning
 - Creates an environment open to tough questions

Why Leaders Fail at Change Management

- Unable to create a powerful sense of urgency: 50% of project failure is attributable to lack of urgency
- No vision or weak communication of the vision
- Failure to remove obstacles (people) to new vision
- Failure to plan for and create short term wins
- Failure to integrate change into the corporate culture
- Declare victory too soon

Key Elements of Success

- Commitment and passion of the leader
- Develop the VISION – future state
- Key characteristics of a vision:
 - Easy to understand – paint a picture of how things will be
 - Easy to communicate
 - Employees, consumers, stakeholders support the vision

Other Elements of Success

- Create a Guiding Coalition
 - Represents various stakeholders
 - Has passion for the vision
 - Critical to successful implementation
 - These people are Champions for Change

Change Management Tools

- Project Management Software
- Interviews
- Focus Groups
- Surveys, Questionnaires
- Flow Charts
- Process Maps
- Identify Barriers to Change
- Identify Enablers for Change

Change Management and Organizational Culture

- Organizational culture refers to the values, beliefs, norms, behaviors and practices of an organization
- Successful change initiatives need to align with the organization's culture
- Does the healthcare organization have a safe and just culture?
 - How are mistakes and near misses handled?
 - Do employees feel free to speak up?
 - Are all employees treated the same when there is a mistake?

Final Thoughts

- Healthcare is in a constant state of change
- Patients' expectations are increasing – they have choices
- A positive and successful patient experience is not a choice but the way to deliver healthcare today



*“WALKING IS THE BEST
MEDICINE”*

- SOCRATES

Contact Us:

Sandeep Sharma - Executive Director and Founder

M (UAE): +971 58 973 4604

M (IND): +91 9821 855 880

T: +91 22 614 717 17/83 (Dir)

E: sandeep@vmarsh.com

W: www.vmarsh.com

Dubai Office:

Vmarsh FZ-CO LLC

Unit No. 101, Building A2, Dubai Digital Park, Dubai Silicon Oasis, Dubai, UAE

Mumbai Office:

Vmarsh Healthcare Pvt Ltd.

B2/004, Boomerang, Chandivali, Andheri (E), Mumbai, India - 400 072

Chicago Office (Member Firm):

2252 Washington Drive Northbrook, IL 60062, USA

Dublin Office (Member Firm):

Kilvere House, Templeogue, Dublin, Dublin 6w D6W YY93, Ireland

Cairo Office (Member Firm):

Office 910, 9th Floor, Pagoda, Downtown, The New Capital, Egypt

Kuala Lumpur Office (Member Firm):

No.05 Jalan PJU 1A/35, Ara Damansara, 47301 Petaling Jaya, Selangor, Malaysia

Confidentiality Statement and Restriction for Use:

This document contains confidential material proprietary to Vmarsh FZCO-LLC, and as such, the materials, information, ideas, and concepts contained herein are non-public and should be used solely and exclusively to evaluate the capabilities of Vmarsh to provide Services to the Client. The contents are intended for the use of the Client and may not be distributed to third parties.