

Exploring Beyond Patient Experience:

Establishing a Patient Experience Roadmap

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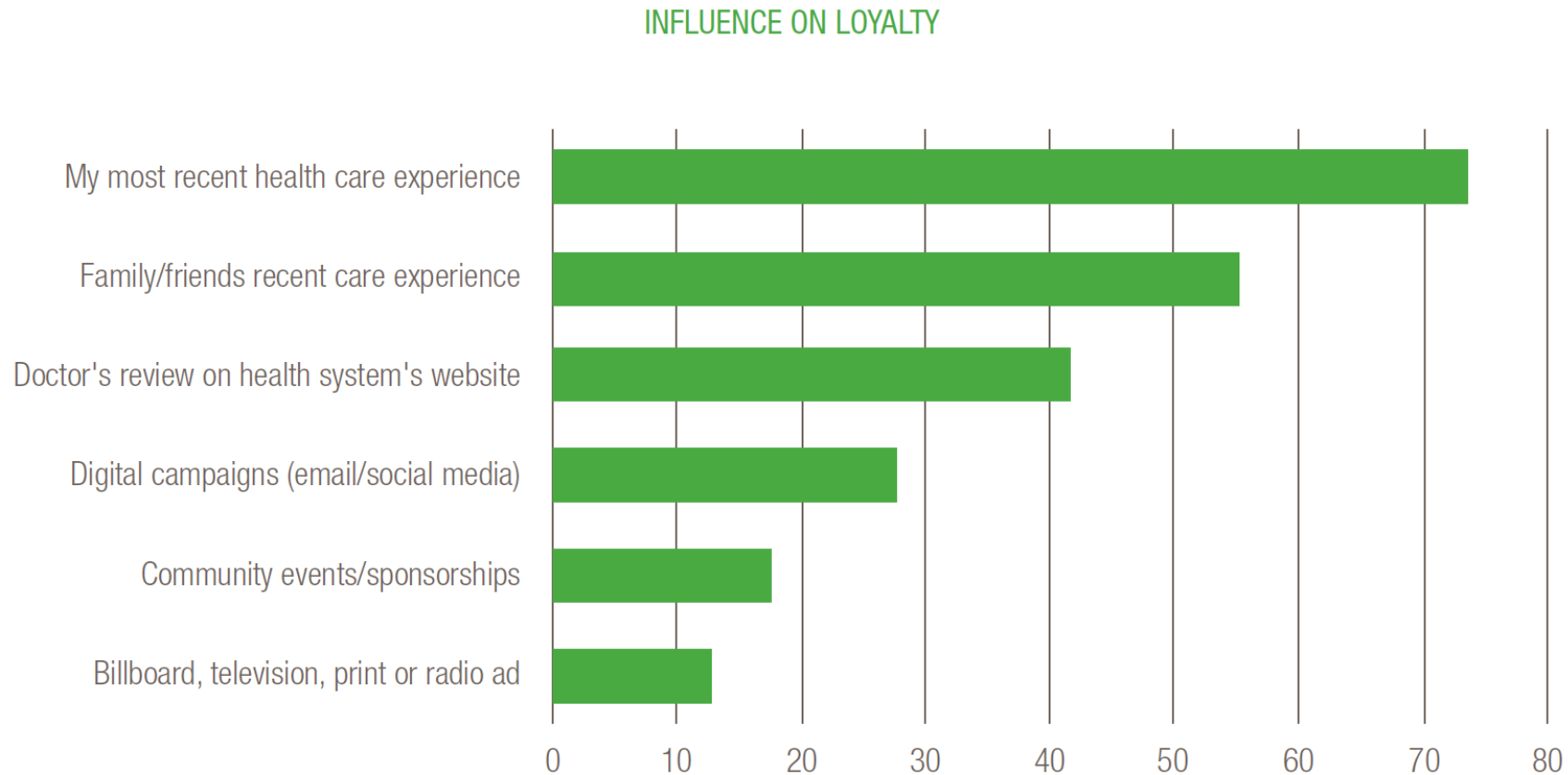


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EXPERIENCE
REIMAGINED.

The Influences on Retention and Loyalty



*% reporting very or extremely influential to the following "How much do each of these interactions with your health care organization influence your decision to continue to use them for care"

Consumerism: The role of patient experience in brand management and patient acquisition, Press Ganey White paper 2018

The Role of Patient Experience in Brand/Patient Acquisition

Six critical insights.

1. Patient experience is **5 times** more likely to influential brand loyalty than other marketing strategies.
2. Consumers turn to the Internet before turning to family and friends.
3. Consumers value online patient ratings and reviews.
4. Consumers no longer blindly follow primary care referrals.
5. Consumers seek patient ratings and reviews when researching a physician.
6. Consumer choice is influenced by both positive and negative ratings and reviews.

Consumerism: The role of patient experience in brand management and patient acquisition, Press Ganey White paper 2018



Patient Experience

Re-defined



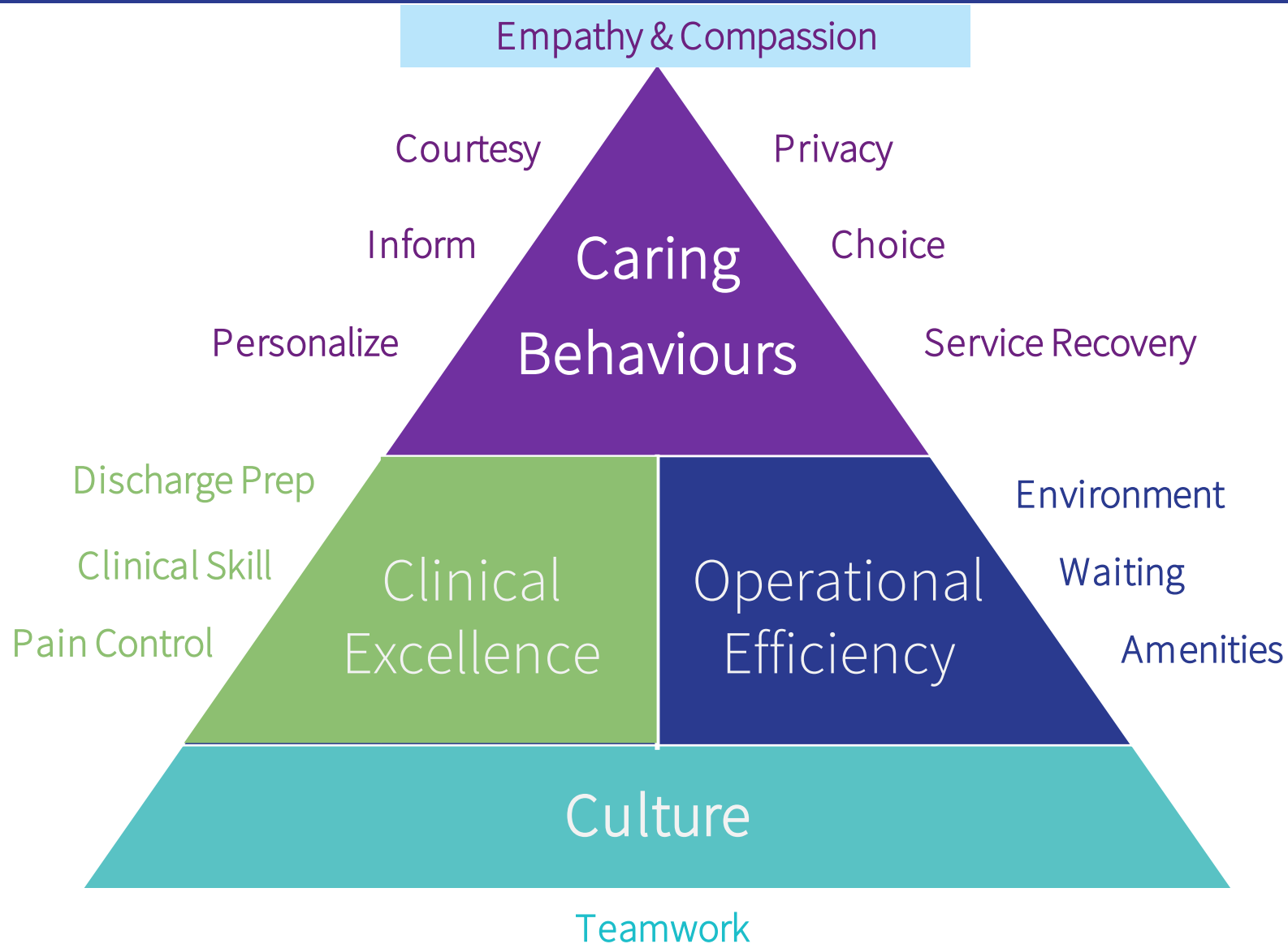
Changing Expectations

Prior to 2020 many hospitals still considered that customer service and convenience were the keys to attracting and retaining patients. We saw hospitals focus on front office concierge, customer service reps and customer service surveys proliferate. BUT, in 5 years

- Limited improvement in survey scores
- Limited improvement in clinical outcomes
- Limited improvement in financial returns.



How patients experience care



OUR GOAL:

Prevent suffering
by optimising
care delivery

AVOIDABLE SUFFERING arising from defects in care and service

Inherent Suffering Associated with TREATMENT

Inherent Suffering Associated with DIAGNOSIS



OUR GOAL:

Alleviate by
responding to
Inherent patient
needs

Understanding
What Matters
Most to a Patient
as They
Experience a
Health Care Event

Building Patient Loyalty in COVID Times

Patients Value Teamwork and Human Connection



Did staff work well together to care for you?

If patients felt the team **did not work well together**, **58%** would not recommend the hospital.



Did nurses treat you with courtesy and respect?

79% of patients who also felt that nurses **did not treat them with courtesy and respect** would not recommend the hospital.



During this hospital stay, how often did doctors listen carefully to you?

If these patients also felt that their care providers **did not listen carefully**, **84%** would not recommend the hospital.

True Patient Experience = Better Clinical Outcomes

Top* Patient Experience Drives Quality & Safety

| | |
|---------|---|
| 24% | lower CLABSI rates (central line associated blood stream infection) |
| 30% | lower MRSA rates |
| 3% | less 30-Day Readmission rates |
| One day | less length of stay (LOS) |

Safety



Quality



* Top quartile vs Bottom quartile performance

CLABSI (Central Line-Associated Blood Stream Infection); CAUTI (Catheter-Associated Urinary Tract Infection);
MRSA (Methicillin-Resistant Staphylococcus Aureus); C. diff (Clostridium difficile colitis)
¹ Hospital Compare, 2015

True Patient Experience = Financial Outcomes

When Patient Experience Improves – Profit Improves

Five-point increase in hospital rating = 1% increase in operating profit margin

3,408 Acute care Hospitals (2017)

HBR: May 08 2019: When patient Experience and Employee Engagement Both Improve, Hospitals Ratings and Profits Climb
by Nell W. Buhlman and Thomas H. Lee

Changing Expectations

In February/March 2020 COVID-19 hit. In the first 3 months of 2020 Press Ganey saw more improvement that we normally see in 2 years.



The Hotter the Spot, the Greater the Increase

What matters to patients and caregivers now is clearer and more compelling than at any point in history.



The Strategic Landscape

The Good News

- In 1 to 2 years, the health threat of COVID-19 will likely be much less.
- The public appreciates health care now as never before.

The Bad News

- Pressures for efficiency will be intense because of government department and employer financial struggles.
- Patients and caregivers will both be adapting to new care models.

Implications

- Understanding what is important to consumers is critical for success.
- The focus has shifted from convenience to trust.

What Is Trust—and Why Does It Matter So Much Now?

- Trust is confidence that you are going to be treated fairly in circumstances you haven't even thought of.
- Trust **can't** be assumed or taken for granted.
- It has to be deserved, earned, and built.
- Deserving it begins with having values that resonate.
- Earning and building trust is based on high reliability in pursuing those values.

The Impact of COVID-19 on Patient Trust

Patient Trust Pre-COVID-19



Baseline trust in the medical system



Culture

Safety, Teamwork...



Clinical

Skill, Prep for Discharge ...



Caring Behaviors

Courtesy, Inform, Empathy, Privacy...



Operational

Access, Timeliness, Environment, Amenities



Likelihood to Recommend/Loyalty confirming patient **TRUST**



How COVID-19 Impacts Patient Trust

VULNERABILITY TO DISEASE

The disease is still incompletely understood, and the efficacy of treatments remains uncertain.

1. COVID-19 is highly contagious.
2. Neither patients nor caregivers are sure that health care organizations can keep them safe.
3. These fears have been exacerbated by concerns that supplies of PPE, ventilators, and ICU beds might not be adequate.

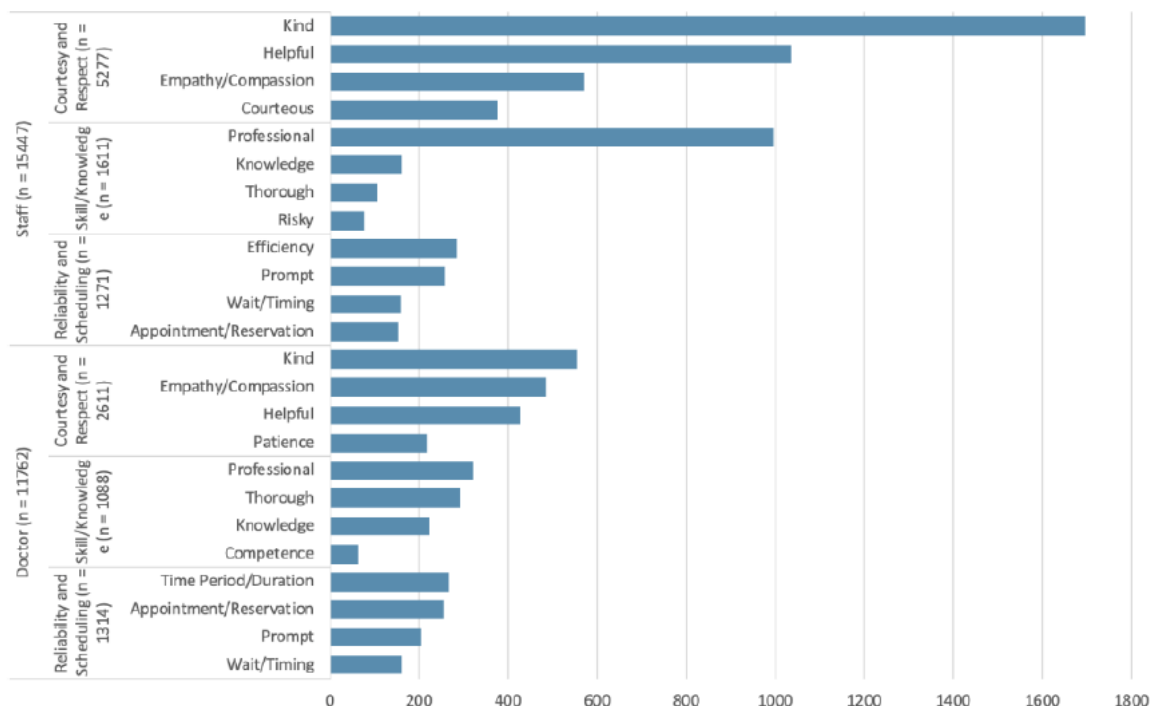
CONTINUED AMBIGUITY IN CARE DELIVERY

1. Loss of familiar cues that suggest to patients that they are in good hands.
2. Prohibition of family visits during hospitalization.
3. Patients can tell their caregivers are struggling to learn new ways of performing basic functions.
4. Patients have also been asked to put individual needs behind public needs.

Human Connection More Valued Than Ever

Breakout of Positive Insights

The nature of the Covid-19–related comments on specific topics is characterized by category and sub-category. Included here are samples of positive insights about Doctors and Staff. References to kindness, professionalism, and helpfulness are among the most common expressions.



- Since March 2020, Press Ganey has collected **more than 18 million comments** from across the continuum.
- Early themes of **gratitude for caregiver empathy and compassion** continue to dominate positive feedback from patients.

NarrativeDx a Press Ganey Solution

Rebuilding Trust in the COVID-19 Era



From: "Begin with Trust," by Frances Frei and Anne Morriss, May-June 2020



Start with Authenticity

- Acknowledge that care delivery is **not** going to “return to normal” but any changes remain *grounded in a commitment to safety for patients, families, and caregivers*.
 - With all the media focus on health care’s financial losses, organisations will need to reinforce that their **values remain the same even if care delivery models may be different**.
- This will need to be reinforced continually as patients are returning to the health system in different waves.

Start with Authenticity

SPEAK UP

Communities are seeking **information from health system executives and physicians**, and social media is the platform for delivering these messages.

How health systems are communicating via social media:¹

- 34.9% Facebook
- 18.4% Twitter
- 16.5% Instagram

binaryfountain

PART OF A LARGER SOCIAL DIALOGUE

83%

of consumers like when brands respond to questions asked on review sites²

68%

of consumers want brands to participate in online conversations²

48%

of consumers are more likely to make a purchase with a responsive brand than an unresponsive brand²

¹ Binary Fountain study; ² The Sprout Social Index, Q2 2017

Empathy – During Times of Crisis

A CRITICAL COMPONENT OF
EMPATHY IN HEALTH CARE IS

THE WILLINGNESS OF
PROVIDERS TO ACKNOWLEDGE
PATIENTS' FEARS.

Operationalising Empathy

A critical part of empathy is **willingness to acknowledge fears**.

Specific communication and transparency required:

- Address universal concerns that patients have about **getting sick from other patients** or caregivers
- Publicly report the **sufficiency of PPE**
- Publicly report caregiver transmission rates
- Limit the **use of waiting areas by patients or families**
- Point out the cleanliness of the facility, including video examples of cleaning processes highlighting the environmental services staff who do the work
- **Showcase disease-specific interviews with physician leaders** about the risks and mitigation occurring

Sharing Logic

Safety has **NEVER** been more crucial to the patient experience.

Patients have become **knowledgeable** through the COVID-19 pandemic.

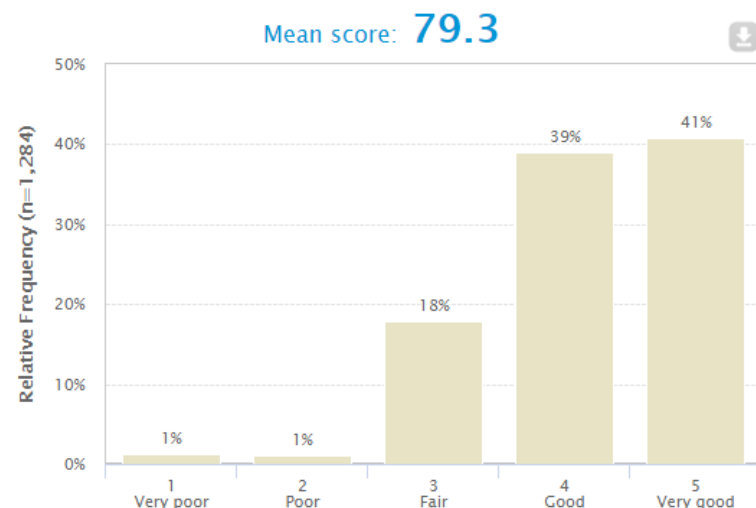
Patients need more **assurances** that care is now safe beyond reopening.

Explanations of **how and why** decisions to reopen care have been made should include

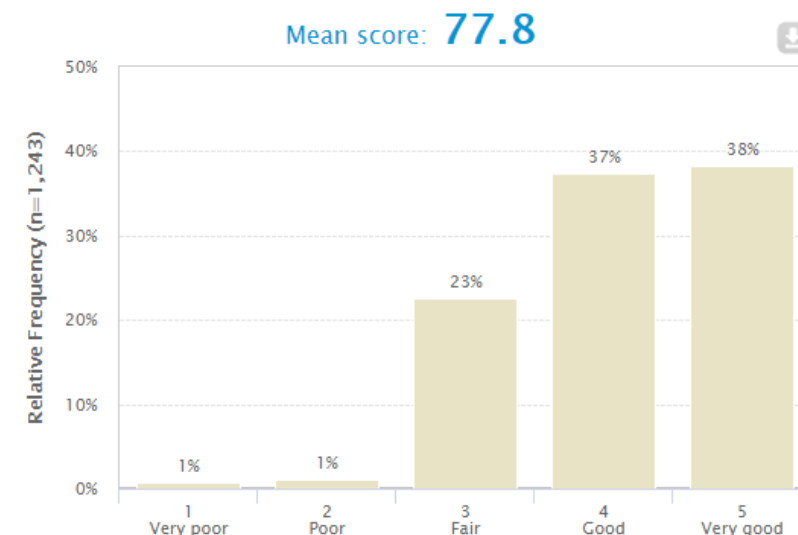
- Clear protocols
- Social media
- Signage
- Most importantly, **training in how caregivers communicate** with patients

How Are We Doing?

Information the staff gave you about things being done to ensure safe care during the COVID-19 (Coronavirus) crisis

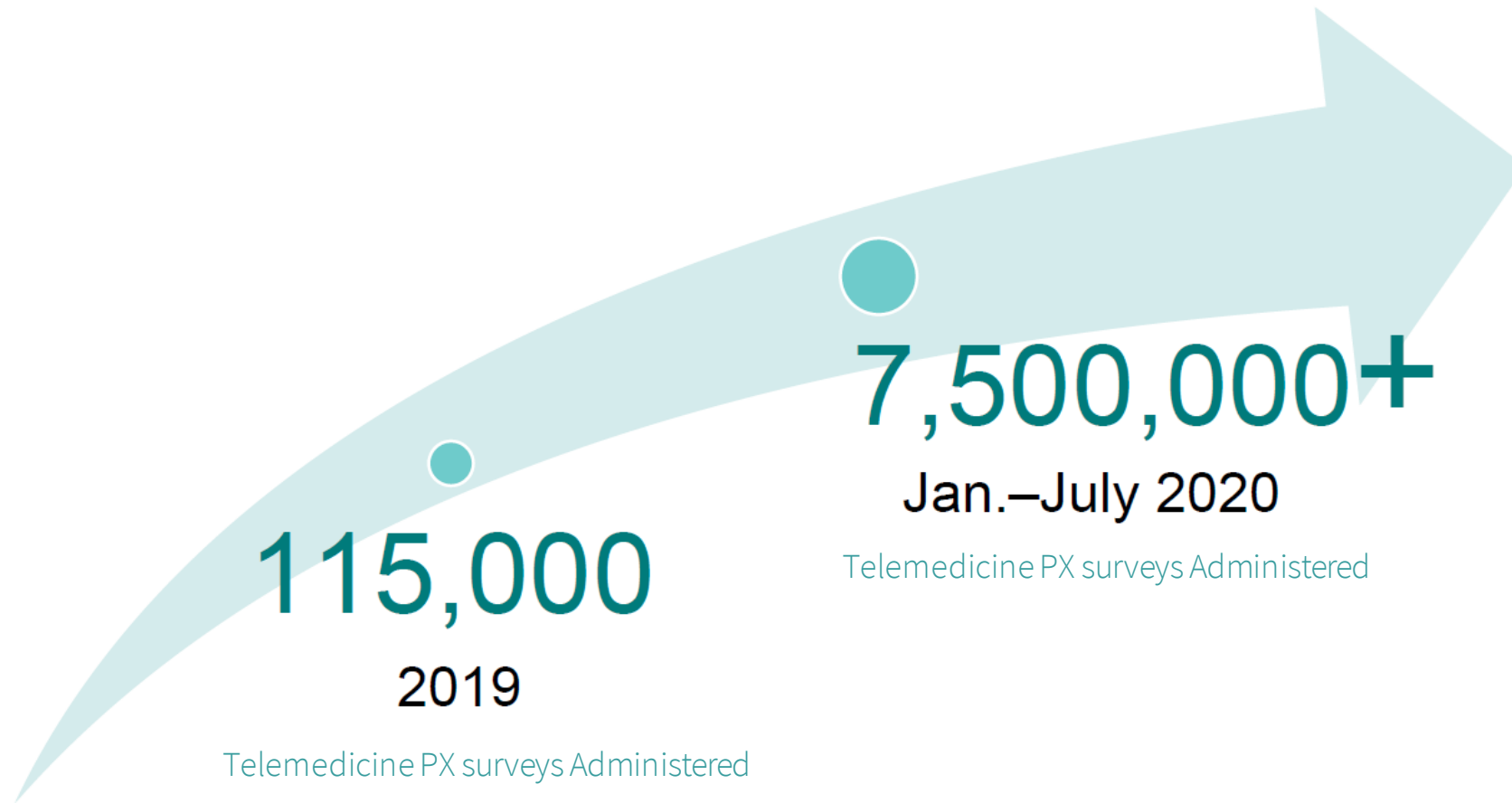


Staff's willingness to answer questions you may have had about COVID-19 (Coronavirus)



Impact of COVID-19 on Patient Experience in the Asian Region – Insync/Press Ganey July 2021

Quick Facts: Telemedicine – the patient's perspective



Telemedicine Essentials: Physician-Patient Communication



Authenticity

Clearly define your goals for the encounter.

Warmth of opening and closing greetings; starting with a smile goes a long way.

Confirm that the patient can hear and see you clearly.



Agenda Setting

Identify priorities.

Negotiate if needed.

Restate the agenda.



Empathy

Convey empathy through language rather than body language and touch.



Closing Checklist

Summarize the plan.

Reinforce any actions that the patient will take.

Review questions and answers.

Provide guidance on what to watch for should a problem worsen.

Sample Questions to Include In Your PX Surveys

| | |
|----------------------------------|--|
| Safety | How well the staff addressed your concerns for your safety at the facility during the COVID-19 (coronavirus) crisis |
| Inform | Information the staff gave you about things being done to ensure safe care during the COVID-19 (coronavirus) crisis |
| Inform | Your confidence/trust in the information staff gave you about COVID-19 (coronavirus) |
| Personalize | Staff willingness to answer questions you may have had about COVID-19 (coronavirus) |
| Empathy | Extent to which you were given a chance to express your concerns about how COVID-19 (coronavirus) could affect your care during your visit |
| Empathy | Extent to which you were given a chance to express your concerns about how COVID-19 (coronavirus) could affect your health once you got home |
| Empathy | Staff efforts to support you emotionally when friends or family could not visit |
| Isolation/ Loneliness | Efforts to help you stay connected to friends and family even if they could not visit |

Execution Matters

The New Consumerism – 7 Things to Remember

- Patients **trust health care providers** (nurses/doctors) now more than ever.
- COVID-19 has exposed **vulnerabilities within health care delivery** that must be addressed in order to accelerate patients' return to care.
- Patient **needs and fears are changing**, so patient experience measurement is more crucial now than ever.
- Health care organisations and **physicians are trusted sources of information**. Leverage social media to have a conversation.
- Organisations show empathy by their **willingness to acknowledge and proactively address fears**.
- **Safety** has never been more crucial.
- **Virtual care** is here to stay, but monitor the patient's perception of this method.

Conclusion

- Patient experience is more influential than traditional marketing strategies for managing brand perception.
- For this reason, health systems should integrate patient experience performance into patient acquisition and consumer loyalty marketing plans.
- The focus has shifted from convenience to trust - Patient experience assessment **MUST** measure **engagement**, **compassionate** and **safety**,

Thank you

For further contact



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