First…
a little about us!
To Better Understand Patient Satisfaction...Let’s Start With:

“21st Century Patients want a Customer Service Model and not a Patient Experience Model”

Nick Webb – Healthcare Futurist
What the Patient Wants!

21st Century Patients want a blended experience of technology and customer service in the following five moments:

1. Pre Touch Moment (digital / self service options)
2. First Touch Moment
3. Care Moment
4. Last Touch Moment
5. How We Stay in Touch Moment
Consumerism & Healthcare
A Personal Experience...
Personal Experience

Continued...
Personal Experience Continued…

Your Co-Pay was not paid at time of service. Please remit payment.
Personal Experience Summarized…

• Received Two Statements for my $20 co-pay three (3) months after my visit
• Healthcare System hit national news with layoffs due to slow ‘cash flow’.
• Only payment option on statement was to call or mail payment or go online for a charity review
• Was on hold as “Next Caller in Queue” for 45 minutes and 6 seconds
• Upon completing my payments, I was informed that they would be mailing me a receipt.
  • When asked if they could just email me the receipt, I was told, “It is our policy that receipts get mailed.”
• Pretty sure the healthcare system will spend in mailing costs and time (no to mention my time) more than $100 to collect my $20 that I offered them at time of service.
• AND…they created a very dissatisfied consumer.
Driving Patient Satisfaction Through Teamwork & Collaboration
TODAY’S OBJECTIVES

1. EXAMINE WHAT REAL PATIENT SATISFACTION IS
2. Identify the 8 steps that help perfect patient satisfaction
3. DEFINE TEAMWORK & COLLABORATION
4. Examine how and when to use both to create the best patient experience
5. LEARN WHILE HAVING SOME FUN!
Question...
What is Patient Satisfaction?
Patient Satisfaction

“Patient satisfaction is a measure of the extent to which a patient is content with the health care which they received from their health care provider.”

- **Patient satisfaction** is an important and commonly used indicator for measuring the quality in health care.
- **Patient satisfaction** affects clinical outcomes, patient retention, and medical malpractice claims.
- It affects the timely, efficient, and **patient-centered** delivery of quality health care.
Some Important Patient Satisfaction Facts:

- **The Love Factor:**
  - ALWAYS is impossible, but if Patients love you, they’ll cut you some slack.

- **The Power of the Halo Effect:**
  - The Halo Effect is the tendency of humans – including patients and their loved ones – to cut you slack when they have a generally positive impression of you.
  - How a positive experience with you will spread in their minds to areas, where literally speaking, your institution may not be 100% up to snuff.
Providence Application…

Hear
Empathize
Apologize
Respond
Take Action

H E A R T
# Scale of Importance for Patient Satisfaction

<table>
<thead>
<tr>
<th>Most Important</th>
<th>Less Important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff cared</td>
<td>Wait time before doctor</td>
</tr>
<tr>
<td>Doctor concern for comfort</td>
<td>Nurse courtesy</td>
</tr>
<tr>
<td>Doctor explained</td>
<td>Nurse concern for privacy</td>
</tr>
<tr>
<td>Information to care for self at home</td>
<td>Staff permitted family and friends to be with patient</td>
</tr>
<tr>
<td>Doctor kept patient informed</td>
<td>Cleanliness</td>
</tr>
<tr>
<td>Nurse kept patient informed</td>
<td>Helpfulness of first person asking about condition</td>
</tr>
<tr>
<td>Information about delays</td>
<td>Wait time for radiology</td>
</tr>
<tr>
<td>Family and friends kept informed</td>
<td>Comfort during blood draw</td>
</tr>
<tr>
<td>Nurses attention to needs</td>
<td>Wait time before treatment area</td>
</tr>
<tr>
<td>Doctor listened</td>
<td>Comfort during radiology</td>
</tr>
<tr>
<td>Pain control</td>
<td>Personal insurance privacy</td>
</tr>
<tr>
<td>Doctor courtesy</td>
<td>Radiology staff courtesy</td>
</tr>
<tr>
<td>Respect for privacy</td>
<td>Waiting area comfort</td>
</tr>
<tr>
<td>Nurses listened</td>
<td>Ease to provide insurance</td>
</tr>
<tr>
<td>Courtesy to family and friends</td>
<td>Courtesy taking insurance</td>
</tr>
<tr>
<td></td>
<td>Wait time of staff notice</td>
</tr>
</tbody>
</table>
Benefits of Patient Satisfaction to Your Organization

Patient Satisfaction Benefits:
1. Greater Profitability
2. Improved Patient Retention and Patient Loyalty
3. Increased Patient Referrals
4. Improved Compliance
5. Improved Productivity
6. Better Staff Morale
An Example of What to Avoid When Providing the Perfect Patient Experience
Improved Engagement Through Science & Analytics

The Omni-Channel Experience
Improved Engagement Through Science & Analytics

Dashboard

Agency Score 95.12% Call Score 94.59% Compliance Score 96.89%

Emotions

Overall Emotion 55.3% Agent Emotion 32.9% Consumer Emotion 11.8%

Acoustic Trend Analysis

Trend Analysis

Agent Efficiency and Effectiveness

2017 - Jan: 100% 2016 - Jul: 100%

Compliance Skip Tracing

2017 - Jan: 99.32% 2016 - Jul: 95.61%

Compliance Consumer Right Party

2017 - Jan: 99.64% 2016 - Jul: 98.23%

Overall

2017 - Jan: 99.74% 2016 - Jul: 98.69%
The Key is That We Must Be Present to Drive Patient Satisfaction

“A leader knows the magic is with the people he/she serves.”

~Walt Disney
What does ‘Be Present’ Mean?
Time for an Activity!
A Personal Experience
Remember...

It is about

‘REINFORCEMENT’

and not

‘enforcement’
The **Personal Benefit of ‘Being Present’**

If your job demands that you focus on an urgent task, you can stress out because you have a million other things to do and not enough time to do them. Or you can be present, and focus completely on that task, and now there is only that one task and you. When you’re done, you can move on to the next task.
The Professional Benefits of ‘Being Present’

- Helps avoid Pettiness
- Creates and Environment of Care
- Builds Trust
- Generates Teamwork
- Encourages Positive Behaviors
- Allows Goals to be More Easily Achieved
A REAL World Example

- CEO Mark Perolini found success when he chose to Be Present (Mindfulness) when dealing with an injury he received skiing.
- Created an internal Be Present program for employees.
- 1/3 (approximately 50,000) of the employees had gone through this training at the time of this study.
REAL World Results

The 50,000 employees have reported:

• 28% reduction in stress levels
• 20% improvement in sleep quality
• 19% reduction in pain
• Additional efficiency at work gaining an additional 62 minutes of productivity per week.
• Aetna estimates value of productivity increase at an additional $3,000 per employee per year

Mindful Work, Chapter 7: “Socially Responsible.”
Remember!

Policies don’t lead, they are only a guide!
One Final ‘Being Present’ Story...
Question...
What is excellent Patient Satisfaction in healthcare?
Question...

What do you feel is stopping you from delivering excellent Patient Satisfaction today?
Conclusion

- Patient Satisfaction is critical to an organization’s success.
- We know what it is, how to provide it and what is impeding us.
- So, let’s discuss steps we can take to perfect the patient experience.
Examining the ‘ME’ Factor

Instead of corporate coercion, let’s focus on steps each one of us can take to consistently create patient satisfaction.
8 Steps to Perfect Patient Satisfaction

1. If you want to stem patient dissatisfaction, stop giving off cues of indifference and uncaring.
2. Strive actively to experience your care the way that your patients do.
3. Think about purpose, not just functions.
4. “Sorry” may be the hardest word, but it’s a word that everyone on the team needs to learn.
5. Understand and share with team members – how to handle a patient or family member’s complaint or concern.
6. If you want to improve, strive to create a blame-free environment…WE NOT ME TEAM.
7. Understand that improving patient satisfaction is about systems just as much as it is about smiles.
8. Benchmark outside healthcare.
Stop Giving off Cues of Indifference and Uncaring

**Warning:** Human Nature is to see the same tasks as unimportant. This can lead to people approaching important situations without urgency. The result is often the appearance of an uncaring environment.
In this Step Don’t Underestimate Your Own Power to Influence
A Personal Example
An Interesting Seminar
To Avoid Indifference

“Constantly Show Gratitude to Maintain a Positive Attitude”

“When you are grateful, fear disappears and abundance appears.”

~ Anthony Robbins ~
(American Advisor to Leaders)
Practice Gratitude

• One of the quickest ways to shift your focus away from negativity, judgment, and disappointment is to list the things in your life for which you are grateful.

• Practicing gratefulness can cause almost an immediate shift in your perspective.

• Practice keeping a daily gratitude journal to help you keep life’s good points at the forefront of your mind.

• Consider having a gratitude partner-
  – Someone who can support you in your journey to positive thinking
  – Each day, text, email or tell each other three (3) things for which you are grateful.
Why is it so important to show ‘Gratitude’?

GRATITUDE = Positive Attitude
Six (6) **Benefits** of a Positive Attitude:

- **Influence Others:** When you are positive, people around you are positively influenced.

- **Gain Interest in Your Ideas:** A positive attitude changes the impression others have or get of you.

- **Strengthen Leadership:** A leader with a positive attitude keeps followers following longer and more loyally, at work, home, anywhere.

- **Fulfill Goals:** People can reach their potential more easily when you have a positive attitude about them. Likewise, they will help you reach your goals.

- **Motivate Others:** Your positive attitude motivates others by releasing their creative energy and making them want to improve.

- **Instill Confidence:** The positive energy you show gives others more confidence in themselves, in their work, and in you.
Remember The Power of a Word

2 / 4
Remember The Power of a Word

It happened TO me!

It happened FOR me!
A Personal Story on Gratitude Changing our Reality
Strive Actively to Experience Your Care the Way that Your Patients Do

“When we move out of ourselves and into the other person’s experience, seeing the world with that person, as if we were that person, we are practicing empathy.”

Arthur Ciaramicoli & Katherine Ketcham
Define Empathy

em·pa·thy
ˈempəTHē/
noun
1. the ability to understand and share the feelings of another.
2. the ability to step into the shoes of another person, aiming to understand their feelings and perspective.
Empathy = Great Patient Satisfaction

• Reminder:
  – The Steps of Real Validation
    • 1st: Listen to the WORDS being expressed
    • 2nd: Listen to the NEEDS being expressed
    • 3rd: Listen to the EMOTIONS being expressed.
    • 4th: Put yourself in their shoes.
How the Lack of Actively Experiencing Your Care the Way Your Patients Do Can Ruin the Patient Experience
Think About Purpose, Not Just Functions

“He who has a why to live for can bear almost any how.”

~ Friedrich Nietzsche~
Things that Help Avoid Function Over Purpose

1. Believe in What You Do
2. Ensure Your Personal Goals Align with What You Need to Accomplish
4. Keep a Visual of Your Purpose within Site
5. Take 3 Deep Breaths before a Patient Encounter to Refocus
6. Treat Each Patient Encounter as an Unique and Exciting Moment in Time
“Sorry” is a Word that Everyone on the Team Needs to Learn.

“An apology cannot undo what has been done, but it can help ease the pain and tension of the aftermath. It gives hope for rebuilding, and puts value on the relationship rather than the individual’s pride.”

~ Kelsey Frizzell, *The Power of Apologizing*~
Evaluating a Genuine “Sorry”

Saying ‘Sorry’:

– The Initial Step:
  • Unfortunately, just saying sorry has become a ‘Get-out-of-jail’ phrase in the 20th century.
  • It’s more like saying, “I hear you.”
  • Can come off ‘superficial’ or ‘phony’ if not backed with action..
Evaluating a Genuine “Sorry”

Feeling Remorse:

– The Second Step:

• This shows the other person that you feel sorry.
• This is the genuine ‘Being Sorry’ moment.
• Happens as a result of acknowledging our responsibility and opening ourselves up.
Evaluating a Genuine “Sorry”

Re-Creation:
- The Third Step:
  - This is a real ‘Be Present’ moment.
  - Requires making room for all of the emotions, points of view another.
  - Happens as a result of us getting out of the way and letting others take ‘center stage’.
Understand and Share – How to Handle a Patient’s Complaint or Concern.

So you mean to tell me a stress ball isn't for throwing at people who stress you out?

Top 5 Reasons People Don’t Share Information

1. People Believe Knowledge is Power
   - “If I know something you don’t, I have power over you.”

2. People are insecure about the value of their knowledge
   - “I feel that people tend to underestimate life experience, that intellect has been so over praised, and for some people without a formal education, that it is hard for them to believe that they can add value in a very different way.”

3. People don’t trust each other.

4. Employees are afraid of negative consequences

5. People work for other people who don’t share their knowledge (becomes a cultural thing).
Strive to Create a Blame-Free Environment…A WE NOT ME TEAM.

“It’s amazing what can be accomplished when nobody cares who gets the credit.”

~ Unknown ~
A ‘WE’ Lesson from the Men’s Four-Mile Relay Collegiate Record of 2009
The 2009 Record Breaking Team

Freshman – Mathew Centrowitz

Junior – Andrew Wheating

Senior – Shadrack Biwott

Senior – Galen Rupp
2009 Record History

• Oregon team was favored to win.
• Centrowitz opened with a 3:59.53 and created a buzz among the fans.
• Wheating followed, running a 3:59.60 and the team and the fans realized that they could be witnessing a record-breaking run.
• Biwott (full of adrenaline) went out too fast and took the team out of history contention with a run of 4:05.21.
• Then the baton was handed to Galen Rupp…
2009 Record History

Galen Rupp turned in a 3:58.93 mile run allowing the team to finish at 16:03.24, which was enough to break the previous collegiate record set by Michigan of 16:04.54.

“I realized if WE were going to break the record, I had to run the run of my life.”

~ Galen Rupp, 2009
2009 Record History
(Personal Leadership Lesson)

It was the first year that the university allowed spectators down on the field (cheering the runners on all around the track).
`WE` Defined

we

/wē/

*Pronoun*

Used by a speaker to refer to himself or herself and one or more other people considered together: "shall we have a drink?".

Used to refer to the speaker together with other people regarded in the same category: "we teachers".
On high performance teams, everyone accepts complete responsibility for the group’s successes and failures.
Steps that Produce ‘WE’

1. ACCEPT SUCCESS AND FAILURE AS A TEAM
2. SUFFER EQUALLY
3. YOUR PROBLEMS = MY PROBLEMS
4. DON’T COMPARE, COMPETE OR CRITICIZE
5. ALWAYS SEEK SYNERGY
Key Leadership Element that Creates ‘WE’

“Is Your Leadership Creating Agents or Objects?”

“Objects represent passive elements, whereas agents represents active elements in a system.”

~ Louis Wang, ‘Comparison of Objects vs Agents’ ~
Which Environment Does Your Leadership Foster?
A Personal Experience…

AGENT

vs.

OBJECT

Columbia Riverside Fun Run…
“Great Leaders Don’t Solve It, They Coach It.”

Create Agents not Objects!
The Benefits of Proper Coaching...

Benefits of Coaching:

- **Main benefits of coaching to recipient**
  - Generates improvements in individuals’ performance/targets/goals 84%
  - Increased openness to personal learning and development 60%
  - Helps identify solutions to specific work-related issue 58%
  - Greater ownership and responsibility 52%
  - Developing self-awareness 42%
  - Improves specific skills or behavior 38%
  - Greater clarity in roles and objectives 37%
  - Corrects behavior/performance difficulties 33%

- **Main benefits of coaching to the organization**
  - Allows fuller use of individual’s talents/potential 79%
  - Demonstrates commitment to individuals and their development 69%
  - Higher organizational performance/productivity 69%
  - Increased creativity/learning/knowledge 63%
  - Intrinsically motivates people 57%
  - Facilitates the adoption of a new culture/Management style 39%
  - Improves relationships between people/departments 35%
Is there a difference between Coaching and Telling?
Proper Coaching

*Remember:* Praise the effort, not the outcome.

(Puts the focus on the individuals…not the projects)
Remember to Create… AGENTS NOT OBJECT
Understand that improving patient satisfaction is about systems just as much as it is about smiles.

“A smile is the universal welcome.”

~ Max Eastman ~
Providence Application…

- **Acknowledge**
  - Use the 10/5 Rule
    - If you are within 10 feet of a guest, smile, nod or acknowledge them using positive body language.
    - If you are within 5 feet of a guest, greet the guest by saying; “Hello.”, “Good Morning”, “Good Evening” etc.
Interesting ‘Smile’ Facts

• Smiling changes our brains through a powerful feedback loop.
  – “Smiling stimulates our brain’s reward mechanisms in a way that even chocolate, a well-regarded pleasure-inducer, cannot match.”
• It reduces stress in the body by blocking stress induced hormones
• Mimicking is key to our ability to know a real from fake smile
• Children smile 400 times a day, the average adult smiles 17-20 times a day.
• Genuine Smiling can be learnt.
The Difference Between Genuine and Fake Smiling
Benchmark Outside Healthcare.

“To grow, companies need to break out of vicious cycles of competitive benchmarking and imitation.”

~ W. Chan Kim, Stop Copying a Rival~
A Cross-Industry Benchmarking Success Story

HP

Benetton
UNITED COLORS OF BENETTON.
What Elements of Customer Service Have You Experienced Elsewhere that Can Be Adapted to Provide a Superior Patient Experience?
Remember…to Really Improve the Patient Experience We May Need To:
And finally...
Two Internal Elements That Drive the Positive Patient Experience
Teamwork Defined

team·work
ˈtēmˌwərk/
noun
the combined action of a group of people, especially when effective and efficient.
Collaboration Defined

col·lab·o·ra·tion
kəˈlabəˈrāSH(ə)n/
noun
1. the action of working with someone to produce or create something.
2. traitorous cooperation with an enemy.
What’s the Difference Between Teamwork and Collaboration?
Time for An Activity
In Conclusion…

1. Each individual is the main FACTOR to a positive Patient Experience.
2. Remember the 8 Steps that help perfect Patient Satisfaction
3. Teamwork and Collaboration are both essential to ensure that superior Patient Satisfaction is realized.
Content Acknowledgement:

- Roy F. Baumeister – Psychologist
- Carol Tuttle – “Energy Sharing”

Videos:

- https://www.youtube.com/watch?v=OaZnCu1hc0I
- https://www.youtube.com/watch?v=YO7ISoOCT1Q
- https://www.youtube.com/watch?v=6dm-d0qxySI
- https://www.youtube.com/watch?v=1qzzYrCTKuk
- https://www.youtube.com/watch?v=-SS0HHbFOrM
- https://www.youtube.com/watch?v=bIlm7yBdUG4
- https://www.youtube.com/watch?v=OaZnCu1hc0I
- https://www.youtube.com/watch?v=f2POGnesCgA
- https://www.youtube.com/watch?v=RP4abiHdQpc
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