Session 15AB
Proven Blueprints for Hardwiring Exceptional Patient Experiences That Earn Results

Presented by:
Jake Poore
Joseph Jasser, MD
Proven Blueprints for Hardwiring Exceptional Patient Experiences That Earn Results

Dignity Health Case Study

Disclosure of Relevant Financial Relationships

The following faculty of this continuing education activity has no relevant financial relationships with commercial interests to disclose:

• Joseph Jasser, MD, MBA
• Jake Poore
Presenters

Joseph Jasser, MD, MBA
President and CEO
Dignity Health Medical Foundation
Joe.Jasser@DignityHealth.org

Jake Poore
President and CXO
Integrated Loyalty Systems
Jake.Poore@WeCreateLoyalty.com

Learning Objectives

• Explore a model that uses a patient-driven, employee-developed culture to drive changes that are in line with the increasingly value-based definition of success in healthcare today.

• Adapt and adopt a specific set of easy-to-use tools used by one medical group to add value to the patient experiences throughout your continuum of care.
Agenda

THE WHY:
• The business imperative for change.

THE WHAT:
• The blueprints needed for creating a world-class cultural transformation.
• Aligning the workforce and engaging physicians to help design, build, and drive exceptional patient experiences and that mirror the internal service culture.
• Best Practice Benchmark: The organizational blueprints for Dignity Health Medical Foundation, Sacramento, CA.
• Key tools to add to your Patient Experience Toolkit.

THE HOW:
• Getting all levels of your organization involved in designing and developing an explicit playbook and a single set of operational priorities.

BUILDING THE BUSINESS CASE FOR CHANGE
Culture of an Organization & Transformation
Dignity Health Medical Foundation

- Patient Satisfaction
- Growth
- Low Staff Morale
- High MD Turnover

Our Journey…

FROM:
• Lack of structure, organization, and consistency
• A culture focused on Productivity
• Departmental silos

TO:
• Leadership driven
• Patient centric
• Defined operational priorities
Background

Dignity Health Medical Foundation

- Founded 1994
- Originally formed to support 2 Medical Groups

Service Areas and Markets

- North State Service Area
  - Red Bluff
  - Redding
- Greater Sacramento Service Area
  - Sacramento
  - Woodland
  - Grass Valley
- Bay Area
  - San Francisco
  - Santa Cruz
  - Sequoia
- Central Valley
  - Stockton
  - Merced
  - Bakersfield
- Central Coast
  - Camarillo/Oxnard/Ventura
- Southern California
  - Inland Empire
  - Northridge

*925 Miles between locations
Operations

- DHMF fully operates in its full discretion
  - Practice operations and clinical operations for all clinic sites
  - Each of the medical groups area exclusively contracted with DHMF to provide professional services for the care of its patients
- Supports all administrative functions of the medical groups
  - Revenue Cycle, Finance & Business Operations, Service Excellence, Compliance, Care Management
- Human Resources
  - Physician Recruiting, Physician services
- IT Support

Operational Silos

<table>
<thead>
<tr>
<th>LACK OF:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
</tr>
<tr>
<td>Common Goals</td>
</tr>
<tr>
<td>Focus</td>
</tr>
<tr>
<td>Accountability</td>
</tr>
<tr>
<td>Consistency</td>
</tr>
</tbody>
</table>
A Misaligned Culture

- Fear
- Uncertainty
- Territorialism
- Poor Performance
- Lack of Acceptance

OUR NEW MARKETING MESSAGE

Hello humankindness

We are already kind.

Doctors who listen.
So you have a voice in your own care.
Find a doctor.
Choose Humankindness

ровер 1

EVERY EMPLOYEE HAS TO CONTRIBUTE
The Consequences of Inconsistency

BUILDING CONSISTENCY & CONTINUITY
STARTS AT THE TOP

- Boardroom
- Billboard
- Waiting Room
- Exam Room
- Break Room

Must Pass: Employee “Snicker Test”
The End in Mind...

Aaron Christopher McGee - Patient
LOYALTY IN YOUR DNA
Our job is to “BRIDGE THE GAP”

CLINICAL QUALITY
SERVICE QUALITY

Develop new protocols that include both!
The Ultimate Goal: A Team Playbook For Each Department

Why Do Most “Initiatives” Die?

Baseline Performance
Campaign Phase
Rollout Phase
Support Systems
Performance is lower than before!
Initiative Fails
Becomes “Business as Usual”

TIME

PERFORMANCE
KEY ELEMENTS NEEDED TO HARDWIRE A CULTURAL TRANSFORMATION

2017 CONGRESS ON HEALTHCARE LEADERSHIP
MAP THE CURRENT PATIENT EXPERIENCE

1. Driving Directions
2. Parking
3. Campus Signage
4. Volunteer
5. Admissions
6. Transporter
7. Way-Finding / Signage
8. Unit Clerk / UA
9. Clinical Team: RN, CNA, MD, PA
10. Radiology / Imaging
11. Food Service
12. EVS Housekeeper
13. Case Manager Discharge Process
14. Pharmacy

ASSESS THE CURRENT STATE
Photo Map the Patient Experience

Employee Experience / Perspective

ASSESS THE CURRENT STATE

EMPLOYEE EXPERIENCE

2017 CONGRESS ON HEALTHCARE LEADERSHIP
Physician Experience / Perspective

ASSESS THE CURRENT STATE

PHYSICIAN EXPERIENCE

CAPTURING THE VOICE OF THE PATIENT

ASSESS THE CURRENT STATE

PATIENT EXPERIENCE

2017 CONGRESS ON HEALTHCARE LEADERSHIP
CAPTURING THE VOICE OF THE PATIENT

#1- Staff Work Together as a TEAM (n=1.39 M Pts)

## ED: VARIABLES CORRELATED w/ LIKELIHOOD TO RECOMMEND

<table>
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<th>Variable</th>
<th>Correlation</th>
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<tbody>
<tr>
<td>Staff cared about you as a person</td>
<td>0.79</td>
</tr>
<tr>
<td>Kept informed about delays</td>
<td>0.72</td>
</tr>
<tr>
<td>Pain controlled</td>
<td>0.72</td>
</tr>
<tr>
<td>Doctor’s concern for your comfort</td>
<td>0.72</td>
</tr>
<tr>
<td>Doctor kept you informed</td>
<td>0.71</td>
</tr>
<tr>
<td>Staff kept family/friends informed</td>
<td>0.71</td>
</tr>
<tr>
<td>Nurses kept you informed</td>
<td>0.71</td>
</tr>
<tr>
<td>Information re: self care at home</td>
<td>0.71</td>
</tr>
<tr>
<td>Nurses attention to your needs</td>
<td>0.70</td>
</tr>
<tr>
<td>Doctor listened to you</td>
<td>0.69</td>
</tr>
<tr>
<td>Courtesy toward family or friends</td>
<td>0.69</td>
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<tr>
<td>Nurses listened to you</td>
<td>0.68</td>
</tr>
<tr>
<td>Courtesy of the doctor</td>
<td>0.68</td>
</tr>
<tr>
<td>Wait in treatment area to see doctor</td>
<td>0.66</td>
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Bottom Line: Empathic care and communication are most highly valued by patients.

© Press Ganey and Associates
“Let whoever is in charge keep this simple question in her head (not, how can I always do this right thing myself, but how can I provide this right thing to be always done?”

Florence Nightingale, 1859
Notes on Nursing: What it is, and What it is not
**The Architects = “We”**

“Designed by us and our patients, for us and our patients.”

**Design an Intentional Culture**

26 Providers, 56 Employees and 2 Patients
Designed Formal Cultural Blueprints (2-Day Workshop)

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**Building Employee Engagement**

- Participation
- Authorship
- Ownership
- Mutual Accountability
Our “True North”
What we strive to create for each individual, as a sum of all the steps they take with us.

Our Top 4 “Operational Priorities”

WHAT WE STAND FOR
WHAT WE WON’T STAND FOR

Our Graffiti
Anything that detracts from or defaces the ideal patient experience.

Mercy Medical Group
A Service of Dignity Health Medical Foundation

Our True North
We unite healing and humankindness to create peace of mind for every person, every time, through a culture of “yes.”

“True North” is what we strive to create for each individual at MMG as a sum of all the steps they take with us.
Allow each Business Unit to tweak their own “True North”

We unite healing and Humankind by building trusted partnerships that empower others through support, expertise and collaboration…always.

Together, we unite healing and Humankind by inspiring hope and building lifelong relationships for every person, every day, always.

Together we build trust by combining Humankind with clinical excellence for every person, every day, every step of the way.

We unite healing and Humankind to create peace of mind for every person, every time, through a culture of “yes”.

The Journey

Dignity Health
Vision • Mission • Values
“Hello humankindness.”

All Dignity Hospitals & Medical Groups
“Hello humankindness.”

Dignity Health Medical Foundation
“We unite healing and humankindness.”

Medical Group/Center/Office
“We unite healing and humankindness… The Group/Center/Clinic Way.”

My Team
“We unite healing and humankindness on my Care Team… the Group/Center/Office Way.”

ME
Identify and remove our verbal & physical Graffiti

Physical Graffiti
“GRAFFITI” EXAMPLES
TURNING FORBIDDEN PHRASES INTO FAVORABLE PHRASES

“I don’t know.”

“It’s not my job.”

“I’m off the clock now.”

“You’re not my patient/customer.”

“We’re short-staffed today.”

“What’s your patient ID?”

AVOID HEALTHCARE SPEAK: “JARGON MONOXIDE”

The Kidney in Room 3”
How do we Avoid...

“HEALTHCARE - WHACK-A-MOLE?”

DEVELOPING OPERATIONAL PRIORITIES

- Patient satisfaction surveys reflect what matters most to patients:
  - Productivity/ Efficiency
  - Safety /Quality
  - Competency (my job tasks)
  - Compassion

Competency 30%
Productivity 9%
Compassion 60%
Safety 1%
What Are Our Current Operational Priorities?

1. Safety
2. Kindness / Compassion
3. Competency
4. Productivity/Efficiency

Patient Desired Operational Priorities?

1. Safety, First
2. Competency
3. Productivity/Efficiency
4. Kindness / Compassion

How do we ALWAYS: UNITE HEALING and HUMANKINDNESS?

1) SAFETY
2) KINDNESS
3) EXPERTISE
4) EFFICIENCY

Our True North: We unite healing and humankindness to create peace of mind for every person, every time, through a culture of “yes.”
KEY ELEMENTS NEEDED TO HARDWIRE CULTURAL TRANSFORMATIONS

6 minute Pre-Employment Video
Enter on the HUMAN
Core Business / Clinical
Human / Emotional
Exit on the HUMAN

Explain and then Conduct your BUSINESS

Joe Jasser, MD
President/CEO
Dignity Health Medical Foundation
Yeah, but how do you get doctors aboard?
Tangible Success Indicators

Employee Engagement

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<th>Year</th>
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<td>87%</td>
<td>67.2</td>
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<tr>
<td>2014</td>
<td>91%</td>
<td>76</td>
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<tr>
<td>2015</td>
<td>96%</td>
<td>76.6</td>
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Physician Engagement

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<tr>
<td>2013</td>
<td>80%</td>
<td>3.15</td>
<td>3.91</td>
</tr>
<tr>
<td>2015</td>
<td>91%</td>
<td>3.22</td>
<td>3.91</td>
</tr>
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</table>

Patient Satisfaction

93.3%  
91%
THANK YOU!

Joseph Jasser, MD, MBA
Former President and CEO
Dignity Health Medical Foundation
joe.Jasser@DignityHealth.org

Jake Poore
President and CXO
Integrated Loyalty Systems
Jake.Poore@WeCreateLoyalty.com

Joe Jasser, MD, MBA

Dr. Joseph Jasser joined Dignity Health in June 2013 as the President and CEO of Dignity Health Medical Foundation. Prior to joining Dignity Health, Dr. Jasser was the VP of Operations and Chief Medical Officer of Cigna/HealthSpring Point of Care Clinics.

In addition to this role within Cigna, Dr. Jasser was the Senior Medical Director for Cigna Medical Group. Prior to Cigna, Dr. Jasser was the Regional Medical Director for Concentra in Houston, TX where he oversaw 25 clinics in Texas and Louisiana. During his tenure at Concentra, Dr. Jasser was also the Corporate Medical Director for Bridgestone/Firestone in Akron, OH and the Medical Director for BenVenue Laboratories in Bedford, OH.

Dr. Jasser obtained his BS in Biochemistry, summa cum laude from The Ohio State University, his Doctor of Medicine degree from The Ohio State University College of Medicine in Columbus, OH and his Executive MBA from Washington State University.
Jake Poore

As Founder and President of ILS, Jake knows what it takes to create and maintain a world-class service organization. He should...he spent nearly two decades at the Walt Disney World Company in Florida helping to recruit, hire, train and align their 65,000 employees toward one end in mind: creating memorable experiences for individuals, not transactions for the masses. In 1996, Jake helped launch the Disney Institute, the external training arm of Disney that sold its business secrets to the world. 80 percent of the people who attended the Institute were from healthcare...and Jake’s passion for helping to improve healthcare began.

Just after September 11, 2001, Jake launched Integrated Loyalty Systems, a company on a mission to help elevate the human side of healthcare. Since then, Jake and his team of experts have been sharing the organizational blueprints needed to build world class patient experiences by helping them design and execute patient-driven cultural blueprints, define the companies’ patient experience strategy and map out and operationalize the ideal patient and employee experience.

Team ILS has successfully helped many healthcare organizations make cultural transformations including: Kaiser Permanente, Cigna Medical Group, Augusta Health, Dignity Health and their 75 medical practices, Baystate Health, Penn Medicine, Ochsner Health System, National Rehabilitation Hospital, and BJC Healthcare’s ProgressWest Hospital.

Jake is faculty for ACHE and for the past 6 years has been teaching a 2-day course — sharing the blueprints for designing exceptional patient experiences.

Bibliography of Additional Resources


Looking to Improve Financial Results? Start By Listening To Patients Improving patient satisfaction can have a direct impact on your hospital's reputation—and financial results. http://www.pressganey.com/Documents/research/hospitals/ROI%20Resources/1008_HFM_Hall.pdf?viewFile


Bibliography of Additional Resources


Defining Patient Experience Jason A. Wolf, Ph.D., Beryl Institute
http://popupjournal.org/gp/newcontent.cfp?article=1004&context=journal

University of Kansas study on effects of doctors sitting vs. standing when interacting with patients

The Healing Power of Kindness Dignity Health Medical Foundation and the Center for Compassion and Altruism Research and Education at Stanford University
http://www.huffingtonpost.com/project-compassion-stanford/the-healing-power-of-kindness-_6138272.html

2012 National Patient Experience Study by JD Power

Physicians Attire Linked to Patient Satisfaction Health Leaders Media http://healthleadersmedia.com/content/PHY-313065/Physicians-Attire-Linked-to-Patient-Satisfaction-Rates

Mercy Medical Group and Woodland Clinic Receive Highest Rankings from CAPG Excellence Survey June 2015

Scientific Literature Review Shows Health Care Delivered with Kindness and Compassion Leads to Faster Healing, Reduced Pain November 12, 2014.
http://www.reuters.com/article/ca-dignity-health-idUSkBN125352a+100+BSW20141112