

## Hospital-wide Patient Experience Strategy

*Wendy Leebov and her team partner with you to develop a custom strategy to meet your needs, culture, timeframes and strengths.* To discuss services tailored to your needs and priorities, call Wendy Leebov directly at 215-413-1969 or click <http://www.quality-patient-experience.com/contact-us.html> to contact us.

### Goals

- Enhance the patient and family’s experience, as indicated by more positive ratings on HCAHPS, Press Ganey, Picker or other patient satisfaction survey
- Raise the standards for performance by all staff and physicians
- Provide tools/skill-building and long-term follow-through strategies to support the staff and help people meet these standards consistently over time
- Do this in ways that foster teamwork and a culture of mutual respect throughout the organization

### Example of One Plan

<p><b>On-Site Groundwork</b> 2 days of meetings, interviews and walk-throughs</p>	<ul style="list-style-type: none"> <li>• <b>Meeting with key execs</b> to build relationships and hear perspectives on culture, and motivation for raising the bar on the patient experience and service quality. Clarify expectations, priorities, and roles</li> <li>• <b>Hospital</b> <ul style="list-style-type: none"> <li>○ Walk-through to experience climate and gain perspective on current behavior</li> <li>○ Meet with leadership to learn about culture, previous efforts, vision and hopes</li> <li>○ Clarify expectations and priorities, explore their roles in the strategy</li> <li>○ A mix of focus groups (clinical and non-clinical employees, supervisors, physicians, patients)</li> <li>○ Meet with steering committee and/or strategy coordinator for input and strategy/logistics planning</li> </ul> </li> <li>• <b>Medical Practices</b> <ul style="list-style-type: none"> <li>○ Meeting/ interviews with key physicians and practice managers</li> <li>○ Walk-through and short meeting with key people at a sample of practices</li> </ul> </li> </ul>
<p><b>On-Site Planning</b></p>	<p>Meet with steering team/strategy coordinator</p>
<p><b>Design of Employee Workshop #1</b></p>	<p><b>“The Patient Experience: From Good to GREAT”</b></p> <ul style="list-style-type: none"> <li>• Focus of the power of anxiety reduction to enhance the patient experience</li> <li>• Apply trust-building and anxiety-reduction principles to move from good to GREAT in everyday situations with patients, families and each other ---and practice of “presence” in interactions with patients/customers</li> <li>• To be conducted by your internal people for all employees. Includes Power Point presentation, detailed Facilitator’s Guide, session handouts and “Reminder Cards” on key skills and key words</li> </ul>
<p><b>Leadership Summit #1</b> Full day session (administrators, managers, supervisors and physician leaders)</p>	<ul style="list-style-type: none"> <li>• <b>Comprehensive overview:</b> Execs introduce strategy in context of mission and strategic objectives.</li> <li>• <b>Pilot of employee workshop #1,</b> followed by feedback for improvement.</li> <li>• <b>Competency-building for leaders</b> <ul style="list-style-type: none"> <li>○ Role modeling GREAT greetings, handoffs and goodbyes</li> <li>○ Communicating commitment (commitment statements/elevator speech practice)</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Addressing employee resistance</li> <li>● Review plan and timeline for hard-wiring strategy</li> </ul>
<b>2-day Facilitator Training</b> (with employee opinion leaders)	<ul style="list-style-type: none"> <li>● Walk through the facilitator’s guide and support tools</li> <li>● Do entire walk-through led by your facilitators; feedback and tips from consultant</li> <li>● Group management techniques for handling difficult situations</li> <li>● Skills and practice for handling resistance</li> <li>● Work out scheduling and process for facilitator practice</li> </ul>
<b>All-Staff Workshop #1</b> <ul style="list-style-type: none"> <li>● Round the clock</li> <li>● 2 hours</li> <li>● Mixed groups</li> </ul>	<p><b>The Patient Experience Workshop #1: From Good to GREAT!</b></p> <ul style="list-style-type: none"> <li>● Compelling case for going from good to GREAT here</li> <li>● Focus on consistency at GREAT level: GREAT greetings, handoffs and goodbyes</li> <li>● Special skill-building on practicing <i>presence</i></li> <li>● Awareness-raising, key word demos and practice</li> <li>● Session handouts and set of “Reminder Cards”</li> <li>● Expectations of everyone and next steps</li> </ul>
<b>Planning for Implementation Support --- Follow Up Campaigns</b> Steering Team with Consultant	<ul style="list-style-type: none"> <li>● <b>Review Campaign Toolkits for Greetings, Handoffs and Goodbyes.</b></li> <li>● Select mix of tools and support methods.</li> <li>● Target tools and develop timeline for follow-through strategies to keep managers and staff focused on GREAT performance and help them deepen their skills, share learning and results, and communicate regularly about their challenges and accomplishments.</li> <li>● Each campaign includes tools for developing job-specific key words, key word “reminder cards,” posters, email communications, staff meeting agendas, spot-checks, practice methods and recognition methods <ul style="list-style-type: none"> <li>○ <b>Campaign 1:</b> Greetings</li> <li>○ <b>Campaign 2:</b> Handoffs</li> <li>○ <b>Campaign 3:</b> Goodbyes</li> </ul> </li> </ul> <p>Examine and consider Caring Service Academy Awards program for performance recognition</p>
<b>Leadership Summit #2 on “Expectations and Accountability”</b> <ul style="list-style-type: none"> <li>● 1 day</li> </ul>	<p><b>Competency-building on performance management and accountability</b></p> <ul style="list-style-type: none"> <li>● How to engage staff in customizing key words to their specific jobs</li> <li>● How to conduct staff practice and rehearsal so staff perform effectively at a GREAT level</li> <li>● How to hold performance conversations with high, middle and low performers</li> <li>● 90-day Performance Improvement Plan for individuals in need</li> <li>● Performance recognition methods specific to caring service</li> </ul>
<b>Develop squad of Peer Coaches</b> (e.g. 2 days one month apart)	<p>Consultant works with staff identified to serve as internal coaches, champions and supporters of job-specific performance improvement.</p> <ul style="list-style-type: none"> <li>● Focus on mastery of skills in their own jobs; build skill of “presence” in greater depth</li> <li>● Concrete approaches for peer coaching with individuals and small work teams -- to help them sharpen service skills, key word use and presence</li> <li>● Share stories and fine-tune peer coaching skills</li> <li>● Individualized coaching as needed</li> <li>● Explanatory materials and briefing for managers: How to employ peer coaches and delegate to them well</li> </ul>
<b>Physician Grand Rounds</b>	<p><b>#1: Briefing on Patient Satisfaction Skills for Everyday Encounters</b></p> <ul style="list-style-type: none"> <li>● Identify specific communication skills associated with patients and family satisfaction with physicians</li> <li>● Review benefits of moving from good to GREAT in patient and family experience</li> <li>● Survey questions used to monitor patient/family perceptions of physician performance</li> <li>● Review of best practices related to Presence, Greetings, Handoffs and Goodbyes</li> </ul> <p><b>#2 Difficult Situations and Hard Conversations</b></p> <ul style="list-style-type: none"> <li>● How to prevent difficult interactions with Quick Connecting and adjusting expectations</li> </ul>

	<ul style="list-style-type: none"> <li>• How to using Heart-Head-Heart Communication and six Caring Communication Skills to connect to patients and families and make your caring emotional support visible</li> <li>• How to use The Caring Broken Record in hard conversations when you need to hold your ground</li> </ul>
<b>Align Performance Management Practices</b>	In partnership with HR, produce recommended wording for job descriptions, performance review; draft new employee orientation booklet, hiring toolkit, recognition methods
<b>All-Staff Workshop 2: Dealing with Difficult Situations</b>	<ul style="list-style-type: none"> <li>• The nature and drivers of difficult patient–staff interactions</li> <li>• Understandable staff responses that make matters worse, despite the best intentions <ul style="list-style-type: none"> <li>○ Seven powerful Caring Communication Skills</li> <li>○ How to keep your head and hold your ground when delivering messages that people might not want to hear</li> </ul> </li> </ul>
<b>Follow-Up Campaign to Install Solutions to Difficult Situations</b>	Process to implement and sustain best practices to prevent and/or handle each department and job’s most common and frustrating difficult situations
<b>Long-term in-house training resource</b>	Long-term video training package “Snippet Program”: 13 short-and-to-the-point, one-skill-at-a-time training workshops for e-learning, reinforcement, and new employee orientation

<b>Sample Timeline</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>		<b>Notes</b>
Groundwork	X										
Strategy Overview for Leaders	X										
Customize Plans and Materials For Workshops		X									
Leadership Summit #1			X								
Facilitator Training			X								
<b>Good to Great in Everyday Interactions</b>											
All-Staff Workshop 1			X	X							
Implementation Support: Greetings				X							
Implementation Support Campaign: Handoffs					X						
Implementation						X					

Support Campaign: Goodbyes											
Physician Grand Rounds				X							
Develop squad of Peer Coaches					X						
Leadership Summit 2: Expectations and Accountability							X				
Institute revamped HR tools to support GREAT service				X	X						
Take Stock: Check progress and identify additional needs						X			X		
<b>Handling Difficult Situations</b>											
All-Staff Workshop 2							X	X			
Follow-Up Campaigns to implement solutions to difficult situations									X	X	
Longterm video training package "Snippet Program" 13 short-and-to-the-point, one-skill-at-a-time training worksheeps for e-learning, reinforcement, new employee orientation						X					X

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