Dramatic Improvement in Patient Satisfaction: A Case Study from Memorial Hermann Hospital System

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The Beyond Philosophy Perspective

Customer Experience is all we do!

Thought leadership is our differentiator

New fourth book is now available

Offices in London, Atlanta with partners in Europe & Asia

Links with academia

Focus on the emotional side of Customer Experience
We are Proud to Have Helped Some Great Organizations…
Learning Objectives

• How to set the stage for implementing a patient experience program

• What it takes to achieve outstanding patient satisfaction results

• What works and what doesn’t from a hospital that has done it successfully

• the key elements of a successful program
The hyper competitive market in Houston…

With over 100 hospitals and medical centres and 19,500 hospital beds, Houston has one of the best and largest medical communities in the world.

The Texas Medical Center
- comprises 49 member institutions
- receives 160,000 daily visitors
- over 6 million annual patient visits

Home of field leading:
- MD Anderson Cancer Center – the world’s leading cancer hospital
- DeBakey Heart and Vascular Center
- Texas Heart Institute
Memorial Hermann is big and complex

11 hospitals, a vast network of affiliated physicians and numerous specialty programs and services. Facilities include:

- Memorial Hermann-Texas Medical Center, the teaching hospital for The University of Texas Medical School at Houston and home of the nation’s busiest Level I trauma center
- 8 suburban hospitals
- 3 premier Heart & Vascular Institutes
- TIRR Memorial Hermann, one of the nation’s top rehabilitation and research hospitals
- Children’s Memorial Hermann Hospital
- the Memorial Hermann Sports Medicine Institute
- the Mischer Neuroscience Institute
- 8 comprehensive Cancer Centers
- 21 Imaging Centers
- 8 Breast Care Centers
- 10 surgery centers
- 25 sports medicine and rehabilitation centers
- 19 diagnostic laboratories
- PaRC, a substance abuse treatment center
- the Life Flight® air ambulance program
- the city’s only burn treatment center
The Situation

Problem

- To maintain sustainable and profitable growth, MHHS needs to attract the small but insured portion of the population with a focus on cancer patients
  - 31% of the population in Houston are uninsured
  - Only 20% would qualify for governmental assistance and have their expenses reimbursed by the government.

Solution

- MHHS recognised that loyalty is built in large part on great patient satisfaction.
- MHHS began on a mission to improve its patient experience in 2005.
- As a starting point it piloted revamping its 1) Cancer and 2) Heart & Lung service lines via the Beyond Philosophy approach
- After learning the approach, it has gone on to customize it based on their own experience.
The Evolution of the Patient Experience and Healthcare

Adapted from: Welcome to the Experience Economy, Pine & Gilmore, HBR, July-August 1998
The Original Beyond Philosophy Approach

To assess end-to-end experience from customer point of view

To reshape experiences from a CE perspective

To help gain buy-in and align the various departments to the CE

To assess and improve the customer emotional engagement

Customer Mirror

Moment Mapping

Pyramid

Emotional Signature

Understand the end-to-end patient experience from the patient's (customer) point of view

Reshape the experience from a patient experience perspective with a specific focus on emotional engagement

Achieve employee buy-in, educate them on what being patient-centered means and how it translates into practice
Customer Mirror: Walking the Experience

Suspicion
Pre-Register
Visit Doctor
Travel & Park
Test (s)
Diagnosis
Treatment
Financial Counselling
Check-ups
Billing
Follow Up
All Clear

www.beyondphilosophy.com
Net Promoter Barometer

Promoter Range

Passive Range

Detractor Range

How likely would I recommend this aspect of the experience:

- Promoter: 8%
- Passive: 50%
- Detractor: 42%

Experience NPS = -34%

Clinical Aspects of the Experience: Average Score = 7.1

Non-clinical Aspects of the Experience: Average Score = 3.0
Pyramid: over 50 employees from the 8 functional divisions outlined ways to make the intended customer experience manifest.
Moment Mapping
Experience Design Construction Site

- Custom designed experiential standing workshop – multiple exercises (Main board, Emotional barometer, Red Dot/ Green Dot, Expectations, etc.)
- The tour - Bringing the construction site to the employees, not the other way around (spreads the word, generates interest and excitement)
- It should look a bit rough like a construction site – sends subtle message that they are building the experience (overcomes organisational formality, motivates honest feedback)
We conducted focus groups to gather further items from customers and validate the “construction site” research.

Customers say that "emotional well Being" is responsible for almost a third of their long term clinical outcome.

Likewise, customers state that 33% of a hospital's service should be focused on "emotional well being".
### Patient Satisfaction Matrix

<table>
<thead>
<tr>
<th>Satisfaction at risk!</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Comment: “It was hell I would not wish for anybody to go through it”</td>
<td>Customer Comment: “I was surprised and this was life reaffirming. It has made me a better person.”</td>
</tr>
<tr>
<td>Recommendation: “just get the best doctor”</td>
<td>Recommendation: “If possible, go to my hospital”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dissatisfied</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Comment: “Not the best care”</td>
<td>Customer Comment: “They did all they could for me.”</td>
</tr>
<tr>
<td>Recommendation: “don’t go there”</td>
<td>Recommendation: “They are wonderful, they do all they can and more.”</td>
</tr>
</tbody>
</table>

They may forget what you said, they may forget what you have done…but they will never forget how you made them feel....
Pilot Planning - The approved opportunities were then placed in the regular project calendar.

- **Outpatient**
  - Reduce Physician base overbooking: High
  - Post Treatment contact - OP: High
  - Calling patients who miss an appointment: High
  - Treatment collaboration - OP: Med
  - Keep appointments/explain delays: Med
  - Symbols of inspiration: Med
  - Reduce Waiting Points: Med
  - Celebration of key milestones including last day of treatment: Med
  - Soft Waffle Robes: Med

- **Functional Group**
  - **Support**
    - Coping Style Assessment: High
    - 360 Patient Complaint Follow up: High
    - Dedicated Social Worker/Psychologist: High
    - Survivor Groups/Buddies: High
    - Spiritual Outreach: Med
    - Refreshments (Smoothie) cart: Med
  - **Business Office**
    - Recognizing/Remembering patients: High
    - Local travel advice for patients: Med

The New Experience

Creating a vision for employees

Feedback from employees and patients

- A previous cancer patient said, “I got the package you sent with the journal MH gives Cancer Patients. It is very well done, especially the pages for people to record side effects. When you’re in treatment it is all about managing side effects and that gives patients a systematic way to quantify just how crappy they are feeling so their care team can help them. I think a lot of people endure the side effects way too long before asking for help and I think your “treatment tracker” section is EXCELLENT!”

- A transporter at The Woodlands said, “I love these. I have been around the entire hospital reading them. Great job!”

Samples of patient story poster and caregiver journal

Samples of staff and equipment story cards
Initial Success (within 6 months post project)

**Efficiency:**
- Before BP: 40 days
- After BP: 5 days

**MHHS Market Share:**
- Before BP: 17%
- After BP: 23%

**MHHS Patient Satisfaction:**
- Prior to BP: Low Performing Hospital
  - Before BP
  - Q1 After BP
  - Q2 After BP
- After BP: High Performing Hospital
  - Before BP
  - Q1 After BP
  - Q2 After BP

Patient satisfaction increased from 42nd to 99th percentile on average!
### Some Key Insights that Made a Big Difference

<table>
<thead>
<tr>
<th>Strategic Insight</th>
<th>Difference it Made</th>
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</table>
| • Customers say that “emotional well being” is responsible for almost a third of their long term clinical outcome.  
• Likewise, customers state that 33% of a hospital’s service should be focused on “emotional well being” | • Gave the program and the hospitals the ammunition to argue that the patient experience is **crucial to clinical outcomes** not just satisfaction scores.  
• It’s the shift from Patient Experience work as “nice to have” to “must have”. |
| • While the cancer is a big negative, the cancer service experience does not have to be.  
• Patients know how to tell the difference | • Overcame the general resistance of thinking about delivering a “Positive” or “life changing” experience.  
• MHHS now treats the experience as opportunity rather than necessary evil |
| • While the clinical care provided is top notch, patients tend to judge the cancer service on the basis of non-clinical “moments of contact” | • Brought home the fact that patient judgement and expectation is not the same as physician opinion.  
• Ex.: developing Cancer Business office, patient defined scheduling of financial counselling, traffic advisory planning service |
| • A 1% improvement in the “key” emotions could be worth millions to MHHS.  
• A initial focus on the Attention emotions would provide the biggest “bang for the buck”. | • The opportunities which focused on the Attention emotions were prioritised.  
• This gave the patient experience program a tangible focus in it’s initial stages. |
| The care provided by lower skilled “support clinicians” (eg, phlebotomists, etc) was being overlooked but patients pay a great deal of care to these because they feel they have a better ability to judge these | • One of the items opportunities out of the MM was the creation of the & Deadly sins of care. These are basics of “support care” that MHHS would focus on getting right. As one sin is cleared, it would be replaced by the next biggest sin and so on. |
Patient Satisfaction directly relates to revenues now

4 out of the 7 components and **57%** of the questions in **HCAHPS** are related to the “Person management” side of the experience.
Replicated Success (Memorial Hermann Northeast Hospital)

- In 2005/2006 Northeast Hospital was not a part of MHHS when Beyond Philosophy was engaged there.
- In 2007, it had a terrible track record:
  - 33 straight years of being unprofitable
  - 5% Patient Satisfaction
- Memorial Hermann assumed management of it in 2007 and applied the Beyond Philosophy customer experience approach that it had been optimising.
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- Immediately, MH Northeast began to show the effect of the approach
  - Bested plan to break even in 2015 by becoming profitable by $18 million in 2011!
  - Patient satisfaction improved to 65% up from 5% when MHHS acquired it

Press Ganey Top Improver Award 2010

Press Ganey measures patient care for more than 10,000 health care facilities.
Want to improve your Patient Satisfaction?

CE Ecosystem

- Assess the internal capacity to deliver great PE
- How do we keep the culture alive?
- How does the Environment support PE?
- What do Patients experience?
- What do we WANT Patients to experience?
- What do we WANT Patients to experience?
- Transfer the knowledge
- Redesign the Patient Experience
- Understand the actual Patient Experience (PE)
Thank You

We invite you to continue the conversation and ask questions

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