IMPROVING THE PATIENT EXPERIENCE

How to develop a Strategy by using Data and Digital Solutions to advance Person-Centered Care

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Leading Specialists In Patient Experience
Energesse Experience

70
Health & Care Organisations

5
Countries

6
Million Lives Impacted
Healthcare Quadruple Aims

1. Don Berwick et al Health Affairs 2008 Triple Aim, Institute of Healthcare Improvement
WHAT IS Patient Experience (PX)?

The sum of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of care.”

-Beryl Institute
2. Partnering with Consumers

Leaders of a health service organisation develop, implement and maintain systems to partner with consumers. These partnerships relate to the planning, design, delivery, measurement and evaluation of care. The workforce uses these systems to partner with consumers.

Intention of this standard

The Partnering with Consumers Standard aims to create health service organisations in which there are mutually beneficial outcomes by having:

- consumers as partners in planning, design, delivery, measurement and evaluation of systems and services
- patients as partners in their own care, to the extent that they choose.

The Partnering with Consumers Standard recognises the importance of involving patients in their own care and providing clear communication to patients. This standard, together with the Clinical Governance Standard, underpins all the other standards.
THE PATIENT’S CHALLENGES
Conclusion: No single solution for PX Improvement
POLL: YOUR TOP 2 PRIORITIES NOW?

A: DEVELOPING SURVEY
B: ANALYSING FEEDBACK DATA
C: ENGAGING FRONT LINE STAFF
D: ENGAGING LEADERS
E: IDENTIFYING RIGHT IMPROVEMENT ACTIONS
F: IMPLEMENTING IMPROVEMENT SOLUTIONS
G: SUSTAINING IMPROVEMENT
Science Of Patient Experience Improvement

Experience: Capture, Measure & Understand Experience

Emotions: Analyse human factors, stories & expectations

Engagement: Engage front-line, leadership & governance

Execution: Strategy and Solution Implementation - service recovery, quality improvements and policies

Excellence: Accountability & Key Performance Indicators

Evolution: Scale Maturity, Capability & Sustainability
“We’ve Got Your Back”
Chrissan Segaram & Katherine Maka
Project Goal

Improve ACCESS to care for adult patients with BACK PAIN referred to Westmead Hospital Neurosurgical Clinics through a COST EFFECTIVE PATIENT CENTRED service by August 2018.
Cut DNA’s Access
Referrals & Triaging
Enhance comms

“It was a long-time waiting for an appointment...I suffered a lot”
62 year old with LBP pain > 2 years
- Currently unable to work
- GP referred to Neurosurgical clinics at Westmead Hospital

Patient Experience – *Current State*

- 62 year old with LBP pain > 2 years
- Currently unable to work
- GP referred to Neurosurgical clinics at Westmead Hospital

REFERRAL

“No communication How long will I wait?”

TRIAGED

“No communication... my pain is increasing”

APPOINTMENT GIVEN

“Why do I have to wait so long in clinic?”

PATIENT SEEN

“Has care been organised for me... when will my pain settle?”

FOLLOW-UP CARE PROVIDED
## Key Findings

### Patient Experience Heat Map

<table>
<thead>
<tr>
<th>Number of Responses</th>
<th>Kindness &amp; Respect</th>
<th>Involvement in Care</th>
<th>Clear Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre Implementation</td>
<td>76</td>
<td>60</td>
<td>68</td>
</tr>
<tr>
<td>Benchmark</td>
<td>85</td>
<td>85</td>
<td>85</td>
</tr>
</tbody>
</table>

"I wait for ever... No customer care... No one really cares"
Key Findings

2) 15% Out of Area

3) Only 1% RECEIVE LETTER for their appointment

4) 24% of patients do not receive a text message reminder

5) Cost of DNA $400 LOST per 15 min appointment

"9 weeks to be advised... correspondence rude"

2016 Demand Capacity Difference

Appointments Available

Number of Referrals

Difference of 916
Physiotherapy Led Clinics

Re-Allocation of Administrative Staff for Bookings

Solutions

MDT Spinal Case Conference
## PREMS Results – Heat Map

### Post Implementation of Solutions

**Patient Experience Heat Map**

<table>
<thead>
<tr>
<th></th>
<th>Kindness &amp; Respect</th>
<th>Involvement in Care</th>
<th>Clear Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>September 2017</strong></td>
<td>76</td>
<td>60</td>
<td>68</td>
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<tr>
<td><strong>Benchmark</strong></td>
<td>85</td>
<td>85</td>
<td>85</td>
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<tr>
<td><strong>April 2018</strong></td>
<td>98</td>
<td>97</td>
<td>94</td>
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<tr>
<td><strong>May 2018</strong></td>
<td>87</td>
<td>87</td>
<td>100</td>
</tr>
<tr>
<td><strong>June 2018</strong></td>
<td>97</td>
<td>97</td>
<td>97</td>
</tr>
</tbody>
</table>
CASE STUDY:
Impacting patient experience through improved measurement and engagement at Genea Fertility Clinics, NSW
PX Challenges

Fertility Provider of Choice, Grow No. Cycles per Year

- Unclear strategy for patient retention
- Fragmented patient feedback
- Staff skill gaps
- Patient segment with high expectations and emotions
CASE STUDY: PX IMPROVEMENT IN PRIVATE CLINICS/SPECIALIST GROUP

SITUATION
Needed clear strategy on patient experience
Needed to identify skill gaps in staff
Objective to be provider of choice

IMPLEMENTATION
Measured real-time granular feedback
6e skills workshop to improve staff buy-in
Targeted solutions based on PXme.

OUTCOMES

Patient Experience
NPS scores increased by 15%

Clinician Experience
Increased overall patient satisfaction with doctors

Capability Development
Learned best practices for improvement
When sites were compared, patient satisfaction had increased across all clinics by an average of 5%.

Patient satisfaction by Doctor had also increased (overall) in 2017.
PATIENT EXPERIENCE MATURITY EVALUATION (PXme)

NEEDS ASSESSMENT & CAPABILITY MODELLING
Figure 4. Governance Process and Management Workflow in closing Feedback-Action Loop.
The Overall PX Maturity Score is 56.97%.

This places the organisation at the Early Organised (Stage 3) stage of maturity.
Recommendations

PXme Action Matrix and Solution Matrix
TECHNOLOGY RECOMMENDATIONS: Maps the Gaps to the Apps

Internet of Things (IoT), Artificial Intelligence (AI), Augmented & Virtual Reality, Big Data, Blockchain & Mobility
## E1. Experience: Measurement & Complaints

<table>
<thead>
<tr>
<th>Gaps</th>
<th>Actions</th>
<th>Solution Tools, Techniques and References</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Identify ideal automated platform to measure patient and staff experience in real-time so improvements can be implemented quickly.</td>
<td>Suitable measurement Platforms to consider:</td>
</tr>
<tr>
<td></td>
<td>✓ Customised daily dashboards</td>
<td>MES: <a href="https://www.energesse.com/patient-experience/">https://www.energesse.com/patient-experience/</a></td>
</tr>
<tr>
<td></td>
<td>✓ NPS, PX Scores, Granular ward-level scores &amp; Heat Maps</td>
<td>Patient Opinion: <a href="https://www.patientopinion.org.au/">https://www.patientopinion.org.au/</a></td>
</tr>
<tr>
<td></td>
<td>✓ Highly actionable results</td>
<td>Survey domains/questions – best-practice:</td>
</tr>
</tbody>
</table>

**Formalised real-time measurement for quicker results**

CASE STUDY: PX MATURITY IMPROVEMENT IN A HOSPITAL GROUP/ HEALTH DISTRICT

SITUATION
• Needed more meaningful survey system.
• Limited recognition for good patient care

IMPLEMENTATION
• Specific PX measurement needs mapped.
• Introduce the right real-time feedback measurement solution
• Leadership and Staff buy-in.

OUTCOMES
Patient Experience
10-15% increase in PX scores

Quality & Safety
32 QI projects

Reward & recognition
Winner 2 District Quality Awards 2017

Culture
PX Superstar Award

Governance
Board level KPI
FREE DOWNLOAD

FREE TRIAL OF PXme TOOL

<table>
<thead>
<tr>
<th>Stage of PX Maturity by E</th>
<th>Score</th>
<th>Stage</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1. EXPERIENCE</td>
<td>58.2%</td>
<td>Organised</td>
</tr>
<tr>
<td>E2. EMOTIONS</td>
<td>58.7%</td>
<td>Organised</td>
</tr>
<tr>
<td>E3. ENGAGEMENT</td>
<td>57.92%</td>
<td>Organised</td>
</tr>
<tr>
<td>E4. EXCELLENCE</td>
<td>50.4%</td>
<td>Organised</td>
</tr>
<tr>
<td>E6. EVOLUTION</td>
<td>58.40%</td>
<td>Organised</td>
</tr>
<tr>
<td>OVERALL</td>
<td>56.97%</td>
<td>Organised</td>
</tr>
</tbody>
</table>

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