The Perfect Patient Experience in the Hospital

Virginia Mason Medical Center
Seattle, Washington

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Session Objectives

• Share stories about the Patient Experience
• Describe process and behavior improvement methods
• Identify concepts to use in your organization
Virginia Mason Medical Center

• An integrated health care system
• 501(c)3 not-for-profit
• 336-bed hospital on downtown campus
• Eight locations (main campus and regional centers)
• 450 physicians
• Over 5,000 employees
• Graduate Medical Education Program
• Research Institute
• Foundation
Our Strategic Plan

- **Vision**: To be the Quality Leader and transform health care
- **Mission**: To improve the health and well-being of the patients we serve
- **Values**: Teamwork, Integrity, Excellence, Service
- **Strategies**: People, Quality, Service, Innovation
  - People: We attract and develop the best team
  - Quality: We relentlessly pursue the highest quality outcomes of care
  - Service: We create an extraordinary patient experience
  - Innovation: We foster a culture of learning and innovation

Virginia Mason Team Medicine™ - Foundational Elements
- Strong Economics
- Responsible Governance
- Integrated Information Systems
- Education
- Research
- Virginia Mason Foundation

Virginia Mason Production System
Our Work…
The Patient is Always First

- Value is defined by the Patient
- Improvement priorities are based on the Patient Experience
- Integration of Safety, Quality and Service
Hospital Patient Satisfaction Results

Mean: 85.3

Jan '08: 83.2
Apr '08: 83.6
Jul '08: 84.9
Oct '08: 84.9
Jan '09: 85.9
Apr '09: 86.0
Jul '09: 86.6
Oct '09: 86.2
Jan '10: 85.9
Apr '10: 85.6
Jul '10: 85.6
Oct '10: 85.3
Jan '11: 87.0

n=1286 n=823 n=997 n=1052 n=1070 n=1048 n=993 n=831 n=787 n=741 n=720 n=901 n=322
“Patient First” Service Standards

P
Patient Connection – Be empathetic to the patient’s experience
- Smile and greet patients, families and each other
- Introduce yourself and your role
- Maintain eye contact
- Face heart-to-heart when communicating
- Convey at least one empathic statement with every encounter (“No wonder...” “It sounds like...” “This must be...”)
- End every conversation with, “Is there anything else I can do for you?”

A
Attitude – Take ownership of my impact on others
- Be emotionally present with patients and each other
- Acknowledge feelings, concerns and inconvenience
- Give your full attention to patients and each other
- Respond with HEART (Hear, Empathize, Apologize, Respond, Thank)

T
Treat patients and each other with respect – Honor each individual you encounter
- Protect patient privacy and dignity
- Introduce colleagues in person only using the patient’s preferred name
- Be sensitive to cultural differences

I
Improve the patient experience – Maintain a relentless focus
- Use Kaizen and innovation to enhance and improve processes
- Incorporate the voice of the patient in your improvement work
- Explain what you are doing and why you are doing it
- Help people find their way and escort them to their destination

E
Exceed patient’s expectations – Go above and beyond
- Anticipate patient’s needs and respond proactively
- Incorporate simple gestures of kindness every day
- Collaborate with colleagues throughout the value stream to deliver the highest quality Team Medicine™
- Keep patients informed of delays

N
Notice your appearance and surroundings – Create positive first impressions
- Dress according to the work appearance policy
- Wear your badge properly
- Always use a quiet, respectful tone of voice
- Take ownership of the environment (pick up trash, clean up spills, straighten messy areas)

T
Thank our patients, families and each other – Express gratitude for the opportunity to serve
- Provide thanks and appreciation at every opportunity (“Thank you for choosing Virginia Mason.
We are glad you are here.”)
- When thanked, respond by saying, “It’s my pleasure.”
- State how caring for the patient is a privilege
- Recognize your colleagues’ contributions
“If you are dreaming about it... you can do it.”

Sensei Chihiro Nakao
Hospital Improvement

Safe Care
Care Transitions
Prevention of Infection and Falls
Multi Disciplinary Teams
Hourly and Leader Rounding
Service Behaviors – Individual and Teams

Perfect Patient Experience
New Management Method: The Virginia Mason Production System

We adopted the Toyota Production System philosophies and practices and applied them to health care that produce:

• Customer first
• Highest quality
• Obsession with safety
• Highest staff satisfaction
• A successful economic enterprise
Tools of VMPS

Spaghetti chart

Time observation form

Percent Load Chart

Standard Work Combination Sheet
Stopping the Line
Striving for the Perfect Patient Experience

- Listening to the Patient’s Voice
- Process Accuracy and Consistency – Standards in Care and Service
- Focus on competency and accountability
Questions?