



# The Perfect Patient Experience in the Hospital

Virginia Mason Medical Center  
Seattle, Washington

Keely Brzozowicz, RN, MSHA  
Administrative Director Patient Relations and Service

# Session Objectives

- Share stories about the Patient Experience
- Describe process and behavior improvement methods
- Identify concepts to use in your organization

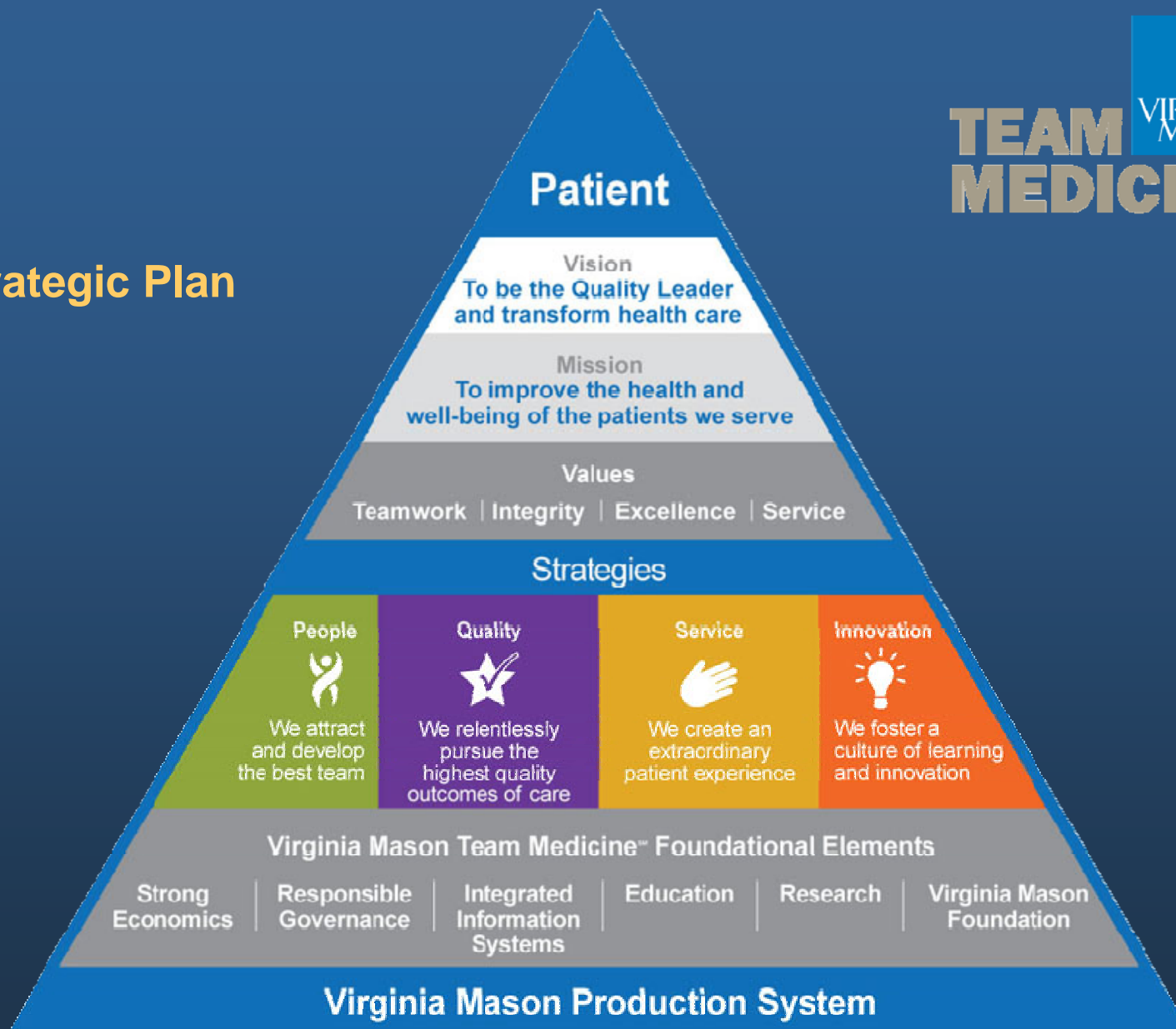


# Virginia Mason Medical Center

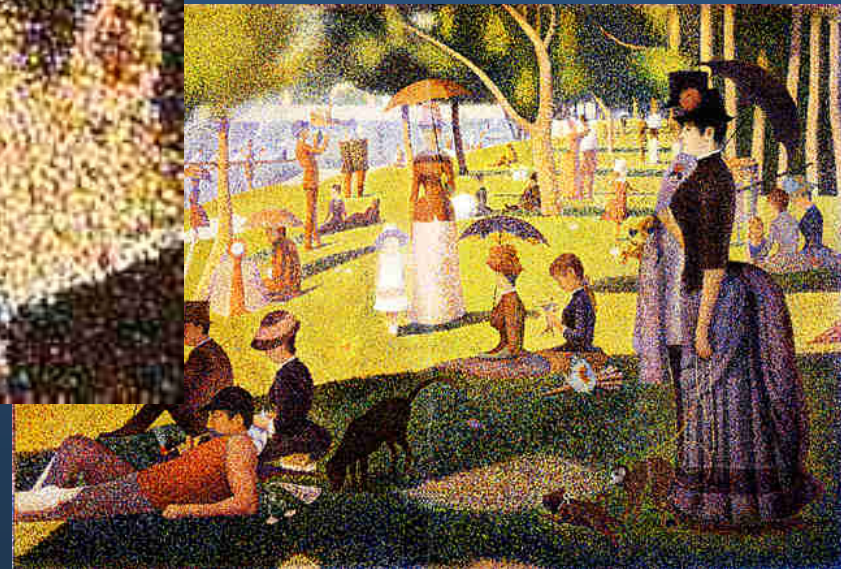
- An integrated health care system
- 501(c)3 not-for-profit
- 336-bed hospital on downtown campus
- Eight locations (main campus and regional centers)
- 450 physicians
- Over 5,000 employees
- Graduate Medical Education Program
- Research Institute
- Foundation



## Our Strategic Plan



# Our Work...





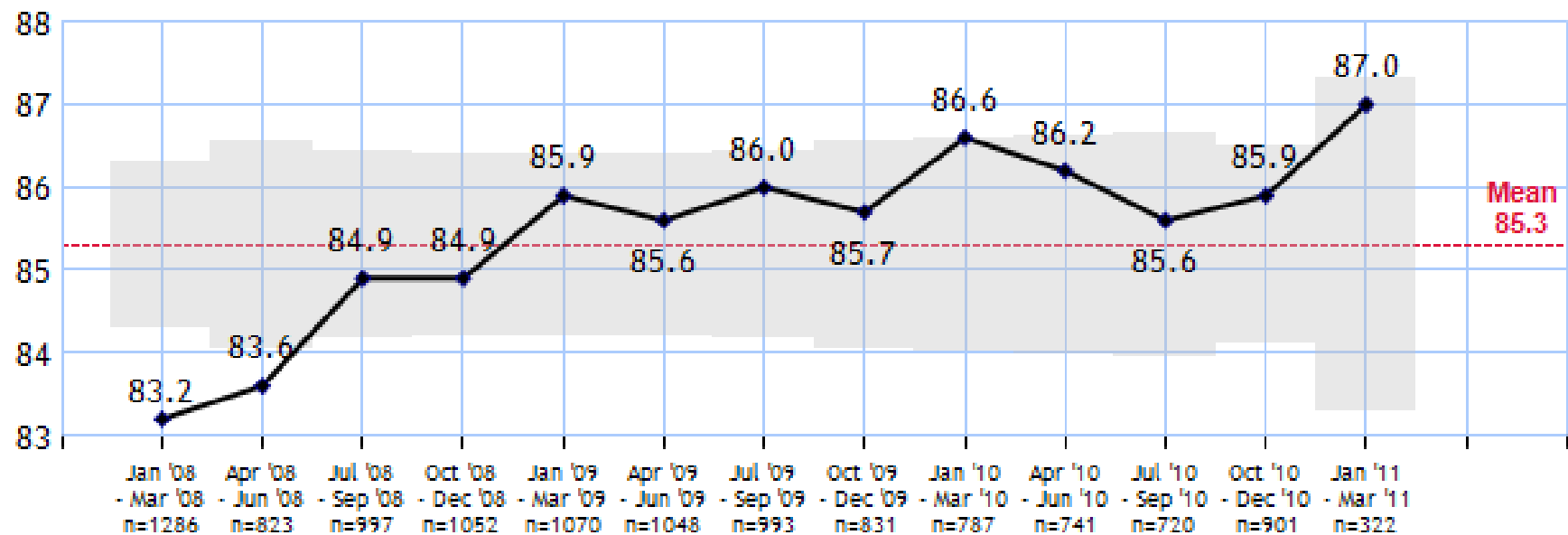
# The Patient is Always First



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



# Hospital Patient Satisfaction Results



## “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 inconveniences
  - 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 handoffs 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



# New Management Method: The Virginia Mason Production System

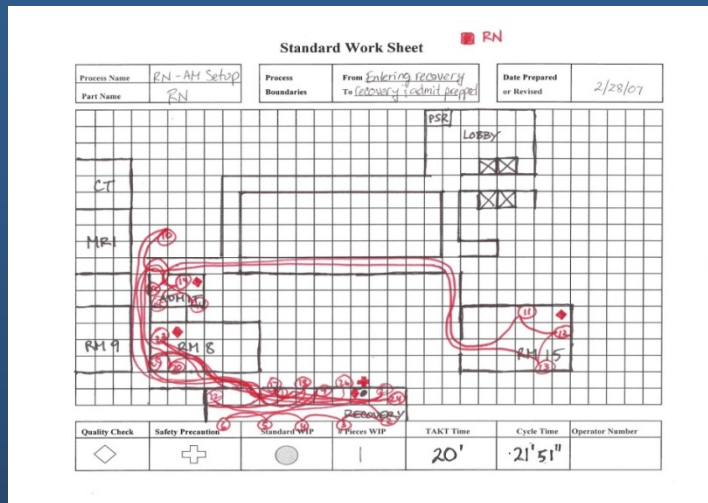
We adopted the Toyota Production System philosophies and practices and applied them to health care that produce:

- Customer first
- Highest quality
- Obsession with safety
- Highest staff satisfaction
- A successful economic enterprise



# Tools of VMPS

## Spaghetti chart



## Time observation form

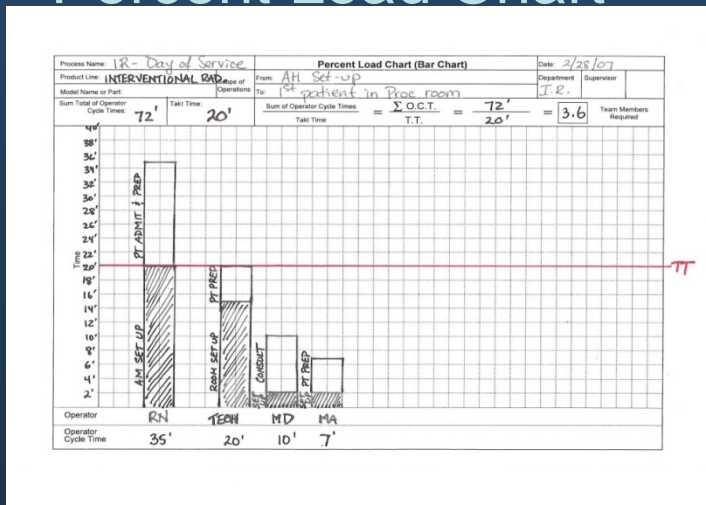
(circle the appropriate one) Lead or Cycle Time Observation Form

Process: RN - AM Set-up  
Observer: J. Rudolph  
Date: 2/28/07

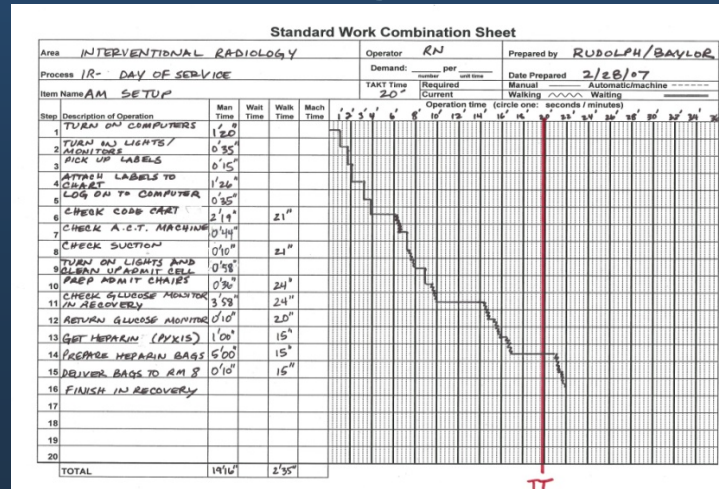
Step #	Description of Operation	1	2	3	4	5	6	7	8	9	10	11	12	Most Frequent Task Time (min)	Notes	
1	Turn on computers	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:20	
2	Turn on monitors and lights	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:35	#4 - 4th floor	
3	Pick up labels	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:15		
4	Attach labels to proc. charts	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:26		
5	Log on to computer	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:35		
6	Check code card	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	2:19		
7	Walk to RM 15	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:21	#7 - 7th floor	
8	Check A.C.T. machine	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:44		
9	Check suction	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:10		
10	Walk to cabinet	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:21		
11	Turn on lights	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:58		
12	Prep admit	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:36		
	Time for one observation	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	9:40		
	Mean Walk/Wait Time	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:42		
	Processing Time	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	1:00	2:38		

Value Stream Maps are created by using the most frequently occurring number out of a series of at least three (3) observations.

## 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?

