



Creating Exceptional Patient Experience

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A little bit about Ivan Guerrero, MSHCM



- Ivan is the Program Manager for the Office of Patient Experience at Cedars Sinai. Ivan has over a decade of healthcare experience as well as a Master of Science in Health Care Management from California State University, Los Angeles. Ivan, has worked for multiple hospitals and health systems, where he gained experience as an Admin. Supervisor for Radiology, a Process Improvement Specialist, and other Management roles. For most of his career, the major focus has been the Patient Experience and leading improvement projects that help provide an exceptional experience to patients and families. In his prior organization, Ivan successfully implemented a Patient Experience program that led to him receiving the National Hospital Foundation -Hospital Hero Award 2016. Ivan also has experience working with physicians and providing staff with training on customer service.

Agenda

- Patient Experience & Customer Service
 - The patient experience
 - Patient perceptions
- Communication
 - Listening & Empathy
 - Non-verbal communication
- Service Recovery
 - Addressing patient and family complaints
 - The C.A.L.M approach

What is the Patient Experience?

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- The patient's experience includes everything that the patient *sees, thinks, feels and perceives* as a result of what touches or impacts them.
- It encompasses everything *before* the patient becomes a patient, including perceptions of the organization from the community and the ease of access.
- It includes what happens while patients are receiving inpatient, outpatient and emergency or urgent care.
- Patient experience also includes the care they receive after their appointments as they continue to recover and get better.
- The sum of all interactions...every interaction matters!

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Why is the patient experience important?

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Importance of the Patient Experience

- Influences how individuals and the community feel about our practice and whether they choose us over other health care providers
- Affects how much we are paid for the services we provide
- Builds loyalty among the community for our organization
- ***Is the right thing to do for patients and their families***

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Customer Service



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Customer Service

- The NJAFP Patient Voice:
 - “Provider and staff lack of professionalism/courtesy and customer service”
 - “Answer phones; poor phone experiences”
 - “Length of wait time to see the provider and communication related to wait time”

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Every Patient Is Unique



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Language



What YOU say in words
What YOUR BODY says non-verbally ... even louder

Communication

First Response Tendencies – Good and Bad

| | Positive | Negative |
|------------------|---|--|
| Solve | Allows you to quickly address the patient's issue | You may not have identified the real issue. |
| Criticize | N/A | Elevates emotions or forces patient to withdraw |
| One-Up | When personal, may help you "connect" with patient. | Over time, patient becomes frustrated. Feels he can't "win." |
| Probe | Allows you to get the answers you seek. | May not be the right questions. |
| Empathize | Helps to manage patient emotions and open up communication. | Can sound insincere if listener is not committed to this approach. |

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Empathy



"Empathy is about finding echoes of another person in yourself."

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Empathy: It's Not Just for Service Recovery

Empathy can:

- Prompt the patient to provide more information.
- Create a connection between you and the patient.
- Demonstrate caring for patient's overall being.
- Diffuse highly emotional responses.
- Ensure the patient is ready to listen to you.

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Underlying Messages To Never Communicate

I can't help you.

I don't like you.

It's no big deal to wait.

If patients feel that the underlying messages behind your words or body language are any of these, they will lose confidence in you as a care provider.

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Trigger Words/Phrases

- “I don’t know.”
- “No...”
- “We can’t ...”
- “Hang on a second...”
- “Our policy is...”
- “You’ll have to...”

Communication



Service Recovery

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Handling Patient or Family Complaints

Dealing with complaints or concerns of patients or family members can be especially challenging.

Using a blameless apology and sincerely listening to their concerns can be the first important step in reducing anger or frustration.

A structured approach to these conversations can help alleviate stress and uneasiness.

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Handling Customer Complaints

The “C.A.L.M.” Approach

- C:** compose
- A:** apologize
- L:** listen
- M:** make it right

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YOU ARE THE PATIENT EXPERIENCE



THANK YOU!