

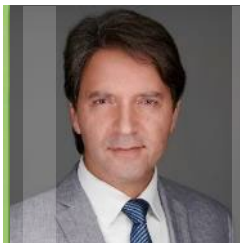
Getting Ready for the **5th Revolution**

Human Understanding as a Key Competitive Advantage

Jorge Ismael Torres | Culture Architect



Introduction



Jorge Ismael Torres
Culture Architect

- 25+ years of business and culture transformations experience in 15 countries
- Mechanical and Electrical Engineer → Passion for knowing how things work
- Exposed to many different cultures → People can behave differently (environment)
- MBA specialized in Organizational Behavior → How to design/transform cultures
- Responsible for airline merger (55K employees) → Worked with Disney Institute
- Disney Training → Read Fred Lee's "If Disney Ran Your Hospital: 9 ½ Things..."
- 9 ½ Things → Introduction to Healthcare (similarities to the airline industry)
- Mount Sinai Medical Center → Patient Experience (HCAHPS) Improvement
- "Hardwiring Magic" → Human-Centered design, execution and monitoring



The Health industry is experiencing a challenging environment, driven by 6 major trends



Demographic and workforce changes

Baby boomers retiring while Millennials are joining the workforce



Higher Patient Expectations

Informed, empowered and entitled: Demand personalization and care effectiveness



Steady growth of health costs

National health spending to grow at ~5.4%/year for 2019-28 (\$6.2 trillion by 2028)



Innovation

New models like telemedicine, RPM, artificial intelligence for diagnosis, etc.



Competition

New players/business models (e.g., startups + technology with new mentalities)



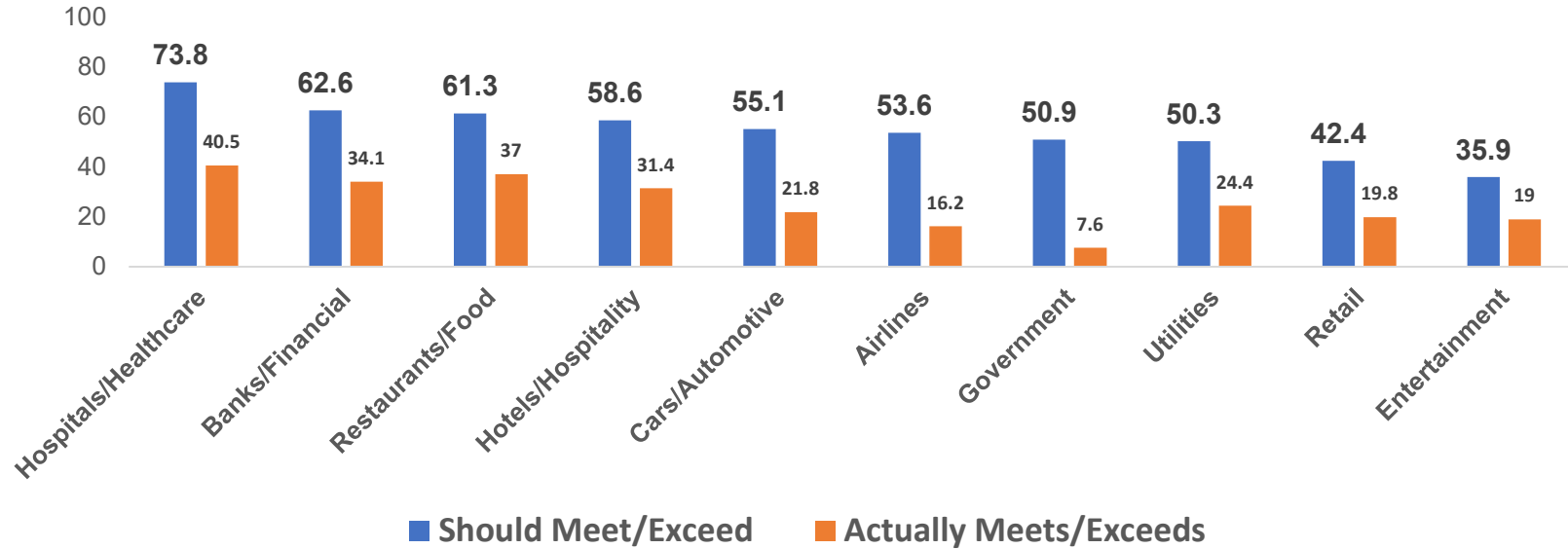
Integration and Regulation

Worldwide trend towards a closer relationship between insurer and provider



Patient expectations continue to increase

Expectations of Healthcare vs. Other Industries

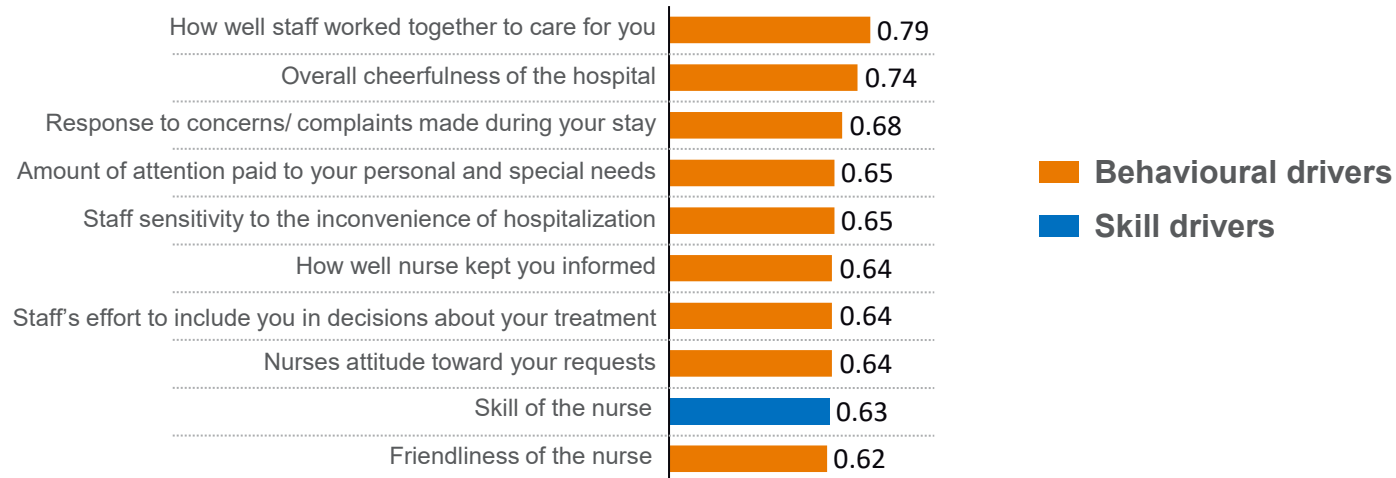


Patient perception is driven by interactions with employees

We depend on all stakeholders in a patient's treatment to **behave** properly

Top 10 drivers of Patient Satisfaction

Mail-in survey questions (out of 48) that correlated most highly with "likely to recommend"

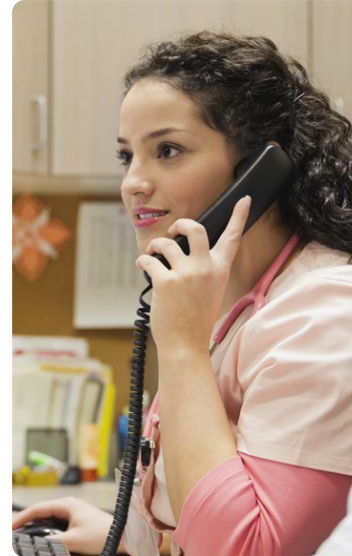


Engaging Patients and Employees in the 5th Revolution

Human-Center Designed mechanisms ensure effective interactions to create an empathetic, compassionate and engaging experience for both patients and employees

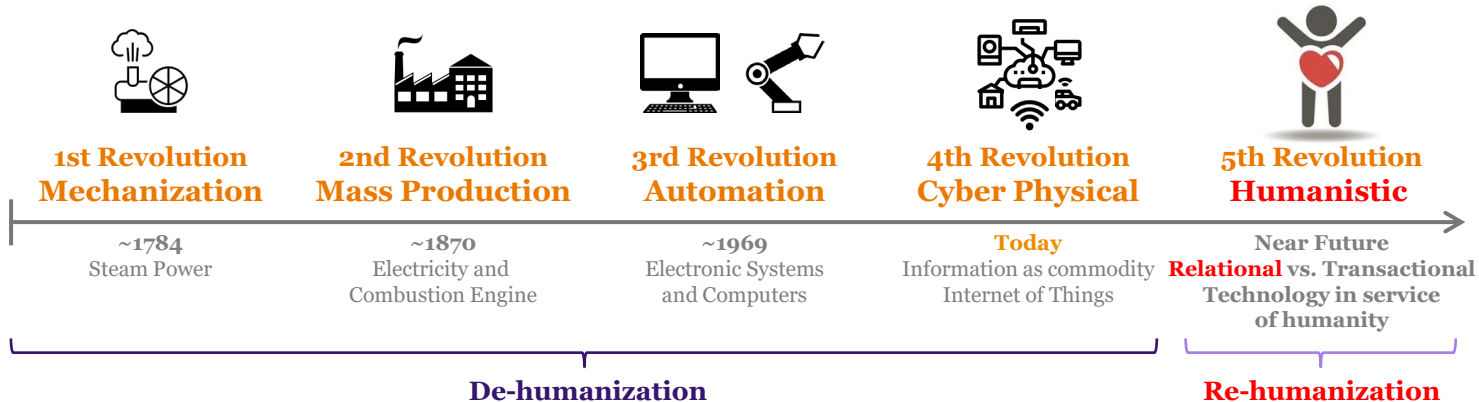


Addressing the relentless
business challenge of
demographic and
workforce changes



Engaging Patients and Employees in the 5th Revolution

In the last 230+ years, humans have lost the sense of what being humans is supposed to be



Before 1st Revolution

- Strong sense of purpose and belonging
- Expected Outcomes
- Personal time (fam/friends, community, spiritual)
- Enjoyed the fruit of their work

1st – 4th Revolution

- Loss of sense of purpose
- Short-term relationships (HR implies humans are just a commodity)
- Everything is a transaction

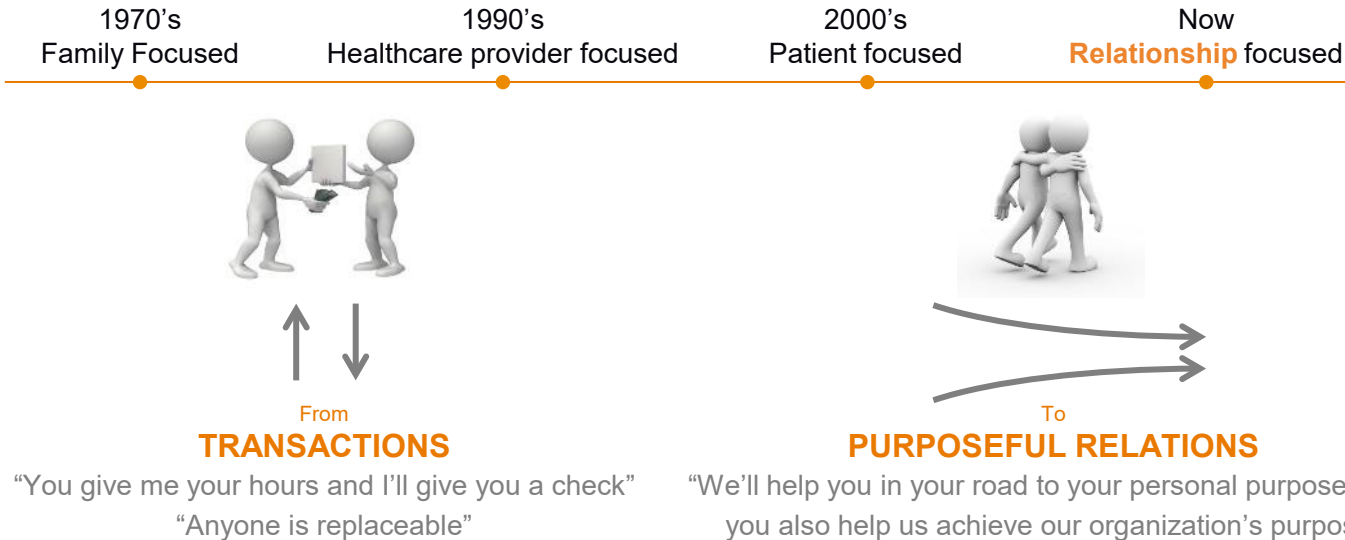
5th Revolution

- Strong sense of purpose/relevance (greater purpose)
- Strong sense of relationships
- Personal time



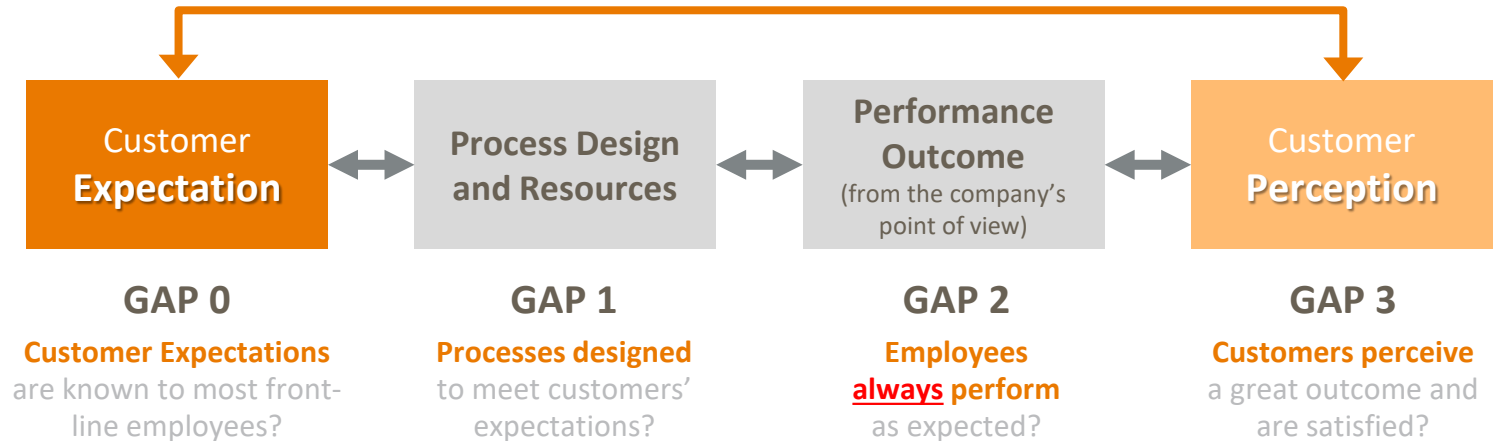
Engaging Patients and Employees in the 5th Revolution

To compete, organizations must systematically evolve from transactions to transcendental purposeful relations in order to motivate and engage patients and employees



Systematic Human Understanding in the 5th Revolution

“MAGIC” happens when perception is better than Expectation

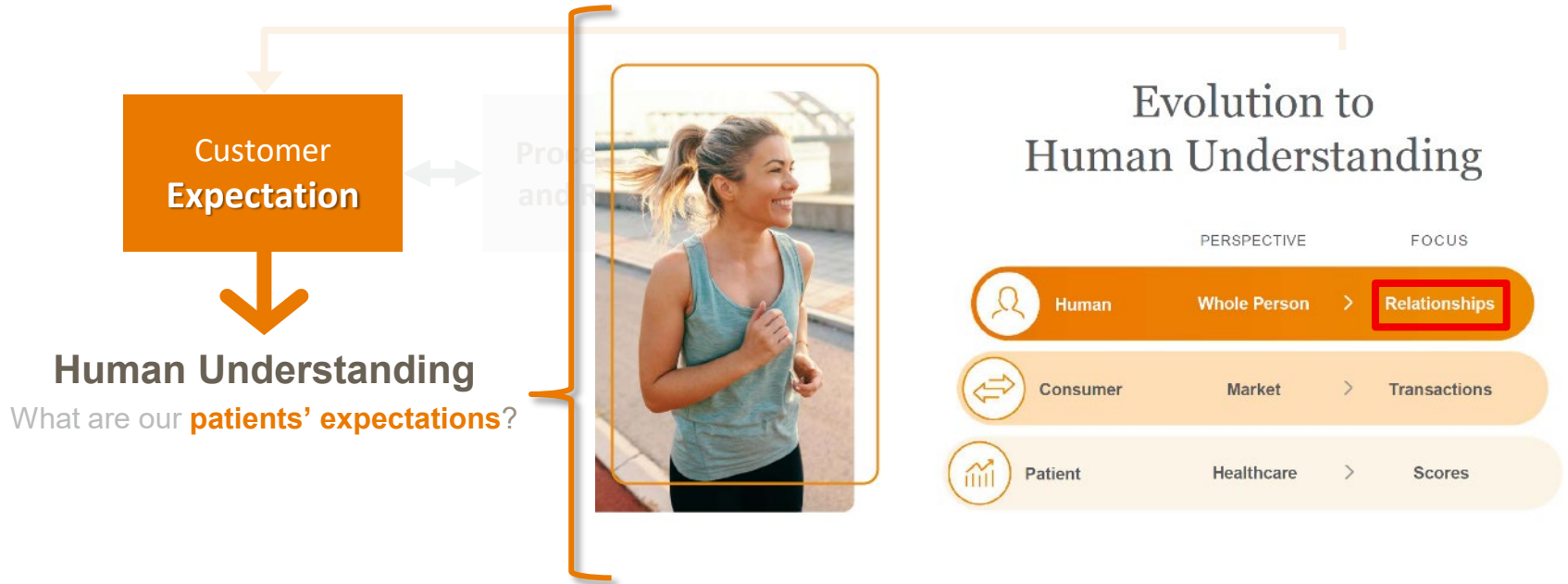


Human-Center Designed mechanisms are required to effectively manage these Gaps



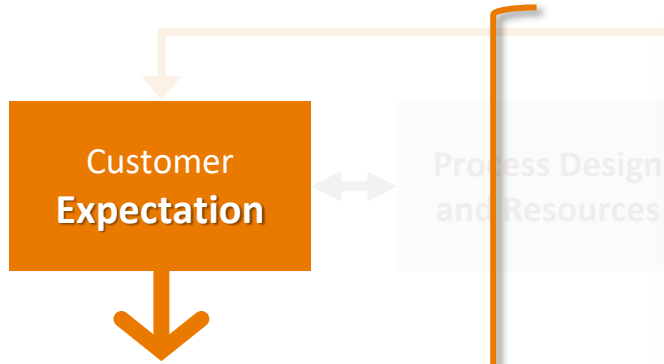
Gap 0: Human Understanding

Understanding each patient helps the design of processes that “individualize” experiences



Gap 0: Human Understanding

Understanding expectations is key to design robust processes for individualized experiences



Customer
Expectation

Process Design
and Resources

Human Understanding

What are our **patients' expectations**?

Patient Journey and touchpoints mapping
vs. individual needs and challenges

A screenshot of a patient profile dashboard for Alyssa Sample. The dashboard is organized into several sections:

- Alyssa Sample**: Call me: Aly, Age: 35, Sex: Female, Boston, Massachusetts, Updated 03/23/2022. Includes a profile picture of a woman with curly hair.
- My Agenda**: New pain in my legs -- could that be from diabetes? I'm a little worried about how diabetes will affect my pregnancy.
- Makes Me Happy**: Being outside doing something active. Starting a painting, whether I finish it or not.
- Health Priorities / Goals**: Manage diabetes without meds as long as possible. Be able to do the activities I want to do -- no limits.
- Biggest Barriers to Staying Healthy**: Finding time to exercise.
- Biggest Pressure / Worry**: My mom is sick - I want to be there, but it's hard to balance everything and my sisters don't help at all.
- How Health Affects Life**: I have to constantly think about what I eat, and how it will affect my diabetes.
- Advance Directive**: I do not have one -- Ready to talk about it.
- Helps with Decisions**: Tammy Sample (Spouse / Partner).
- Improving Care**: It's frustrating when people assume I have a husband.
- Challenges**: A section with a clock icon and the word "Time".
- Health Rating**: A scale from "Poor" to "Excellent" with a location pin icon.
- Care Approach**: A scale from "Non-Medical" to "Medical" with a location pin icon.
- Information Focus**: A scale from "Details" to "Big Picture" with a location pin icon.
- Know When Need Care**: A scale from "No" to "Yes" with a question mark icon.
- Decision Making**: A scale from "Myself" to "Care team" with a location pin icon.
- Treated as Unique**: A scale from a blue circle to a red circle with a minus sign.






Gap 0: Human Understanding – Personalized care

Understanding Aly's goals, preferences, and perspectives turns the visit into a meeting between experts.
The personal connection builds trust and real engagement, enhances care, and returns joy to practice.

Alyssa Sample
 Call me: **Aly**
 Age: 35
 Sex: Female
 Boston, Massachusetts
 Updated 03/23/2022



About Me
 I'm a designer, now working as an art teacher. We moved here from Toronto last year. And I like... more

Main Health Issue
 Diabetes Type 2

Improving Care
 It's frustrating when people assume I have a husband.

English English

My Agenda
 New pain in my legs - could that be from diabetes?
 I'm a little worried about how diabetes will affect my pregnancy.

Makes Me Happy
 Being outside doing something active
 Starting a painting, whether I finish it or not

Health Priorities / Goals
 Manage diabetes without meds as long as possible
 Be able to do the activities I want to do - no limits

Biggest Barriers to Staying Healthy
 Finding time to exercise

Biggest Pressure / Worry
 My mom is sick - I want to be there, but it's hard to balance everything and my sisters don't help at all.

How Health Affects Life
 I have to constantly think about what I eat, and how it will affect my diabetes.

Advance Directive
 I do not have one - Ready to talk about it

Helps with Decisions
 Tammy Sample (Spouse / Partner)

Challenges

Health Rating

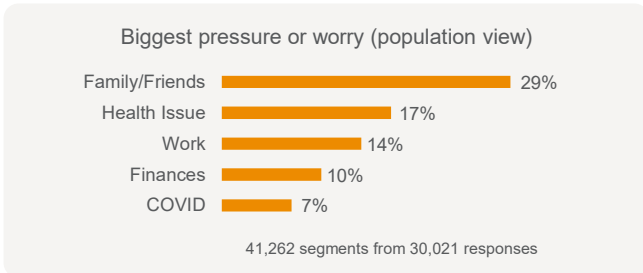
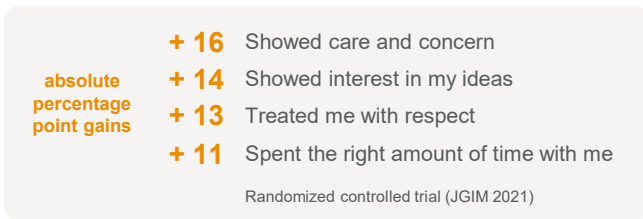
Care Approach

Information Focus

Know When Need Care

Decision Making

Treated as Unique



Gap 1 and 2: Process Execution Performance

Robust systematic processes are needed to efficiency performance and results sustainability



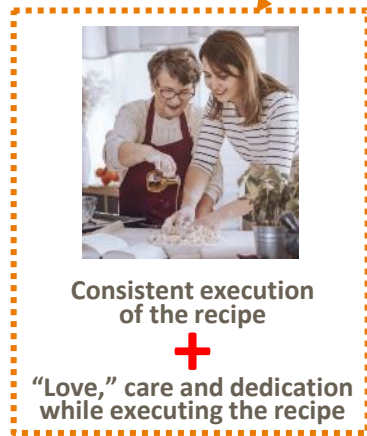
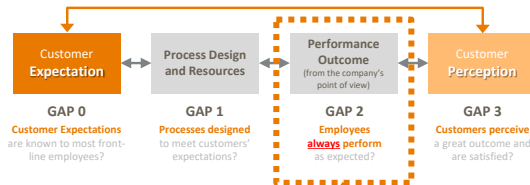
Gap 1 and 2: Process Execution Performance

Robust systematic processes are needed to efficiency performance and results sustainability



Gap 2: Process Execution Performance

We must understand who our employees are in order to create engagement and motivation



Aptitude

Consistent execution



Attitude

“Love,” care and dedication

Human Understanding

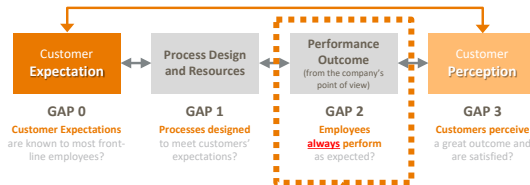
What are our employees' expectations?

- Who are our employees?
- What do they need/want?
- What **motivates** them?
- What perception do they have?



Gap 2: Process Execution Performance

We must understand who our employees are in order to create **engagement** and **motivation**



Consistent execution of the recipe



“Love,” care and dedication while executing the recipe

Human Understanding

- What **motivates** our **employees**?

The ally within: activating employees in the battle to engage consumers – Ryan Donohue

25th Annual NRC Health Symposium – Nashville, Tennessee – Aug 14–16, 2019

Engagement

≠

Satisfaction or Happiness

NRC

NRC Health Symposium | A journey to understanding | #NRCsymp 8

The Link Between Salary and Employee Satisfaction

10% increase in Employee Salary

1% increase in Employee Satisfaction

Source: Glassdoor.com, 2015

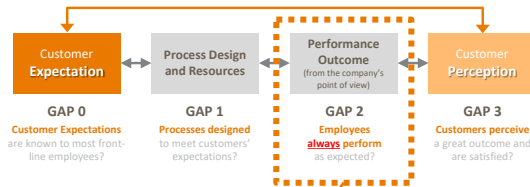
NRC

NRC Health Symposium | A journey to understanding | #NRCsymp 12



Gap 2: Process Execution Performance

Organizations must focus on “**motivation drivers**” instead of “**Satisfiers**”



Factors for Motivation



- 1) **Sense of Belonging**
- 2) **Sense of Relevance**
(Purpose, Mission, Role's responsibility)
- 3) **Sense of Achievement**
(Accomplishing Goals, Recognition, Growth)

Motivation ↑



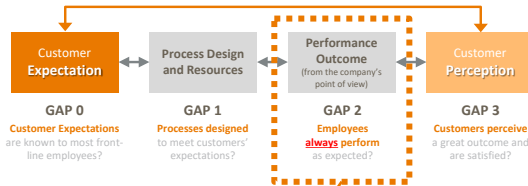
Satisfaction

- Salary
- Work conditions
- Relationships
- Supervision
- Company policies
- Job security



Gap 2: Process Execution Performance

We need systematic mechanisms that address sense of belonging, relevance and achievement



Consistent execution of the recipe

+ Love, care and dedication while executing the recipe

Daily/Weekly Dialogues

Lead by the incoming shift Leader

- People:**
 - Guiding Principles
 - Recognition
 - Training/re-training
- Patients:**
 - Staff assignments
 - Key Highlights (Plan of care updates)
 - Special instructions/warnings (VIPs, etc.)
- Performance:**
 - Safety/Quality
 - Patient Satisfaction
 - Opportunity areas

Process Confirmation

A standard "Go & See" tool to observe how processes are performed, to identify deviations and to provide immediate feedback & training ("on the job training")

- 1) Observation
- 2) Evaluation
- 3) Feedback
- 4) Recording

Leadership from Corporate can also visit and perform Process Confirmation

Rewards and Recognition

Program

- 1 Staff/Unit every 6 months
- 2 Staff/Unit every 3 months
- 3 Staff/Unit every 1 month
- 4 Staff/Unit every 2 weeks
- 5 Staff/Unit every 1 week

Rafael Rodriguez

Guiding Principles & Behaviors

- SAFETY:** I am a **SHIELD**. Safety, HIPAA, Infection Control, Medication, Fall prevention, Patient ID, Error reduction.
- COMPASSION:** I show that I really **CARE**. Cooperative, Empathetic, Patient-centered, Respectful, Compassionate.
- COURTESY:** I always have a positive attitude and communicate using the **S.I.M.P.L.E.** way. Smile, Introduce, Meet, Listen, Acknowledge, Thank.
- PROFESSIONALISM:** I behave in accordance with **MEMIC's H.E.A.R.T.S.** values. Honesty, Empathy, Accountability, Respect, Teamwork, Service before self.
- EFFICIENCY:** I productively work to make **MEMIC** and myself **G.O.D.W.** Goals, Opportunities, Dedication, Work ethic.

You talked... we listened (improvements)

New Vital Signs Monitors are coming!

you talked we listened

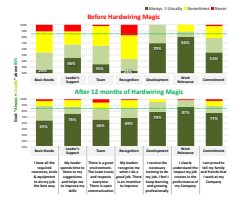
We are investing to provide our teams with the best tools required to do a great job

- All in one monitor:
 - Pressure (BPM)
 - SpO2
 - Pulse rate
 - Temperature
 - PCT Documentation
- Information electronically sent to **EPIC via Vist**

These monitors are very expensive! Please take care of them!

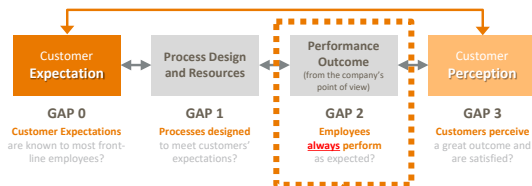
Thanks for your feedback! Mount Sinai

Employee Barometer



Gap 2: Process Execution Performance

Process Confirmation: Developing sense of growth and achievement one employee at a time



Consistent execution of the recipe



“Love,” care and dedication while executing the recipe

Process Confirmation



- 1) Observation
- 2) Evaluation
- 3) Feedback
- 4) Recording

For every medication make sure you **explain what the medication is FOR (Purpose)**

Yes No N/A

For every medication make sure you always **explain potential side effects**

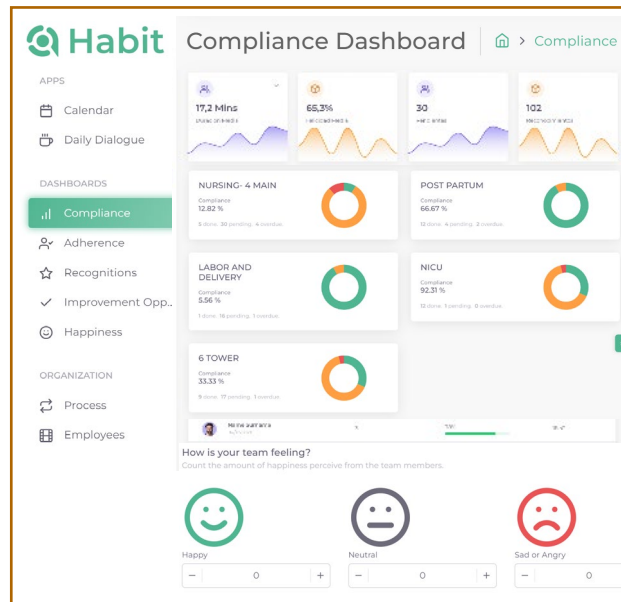
Yes No N/A

Ask patient how they prefer to take meds (water, juice, all at once, etc.) Ask about their ability to swallow

Yes No N/A

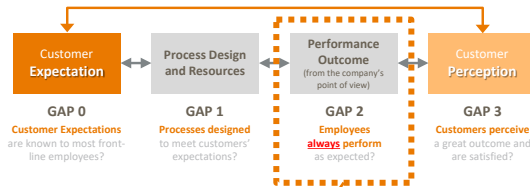
How effective were you to ensure patient knows why he/she needs this medication and what are the potential side effects?

☆☆☆☆☆



Gap 2: Process Execution Performance

Process Confirmation: Developing sense of growth and achievement one employee at a time



Consistent execution of the recipe



“Love,” care and dedication while executing the recipe

Example of Laura, a formerly “Low Performer” PCT, who is now one of the best employees in her unit



Gap 3: Customer Perception

Ongoing results and feedback tracking is key for effective Continuous Improvement



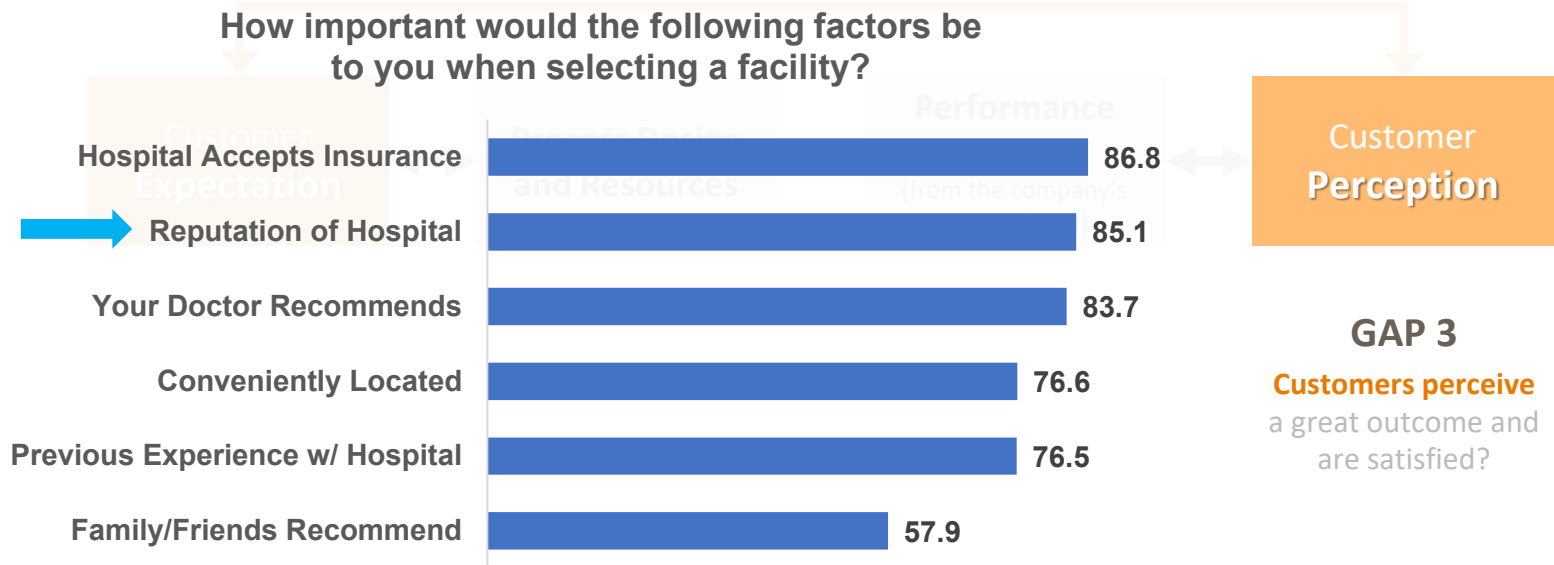
GAP 3

Customers perceive
a great outcome and
are satisfied?



Gap 3: Customer Perception

Reputation is a “Big Three” Selection Factor for Consumers

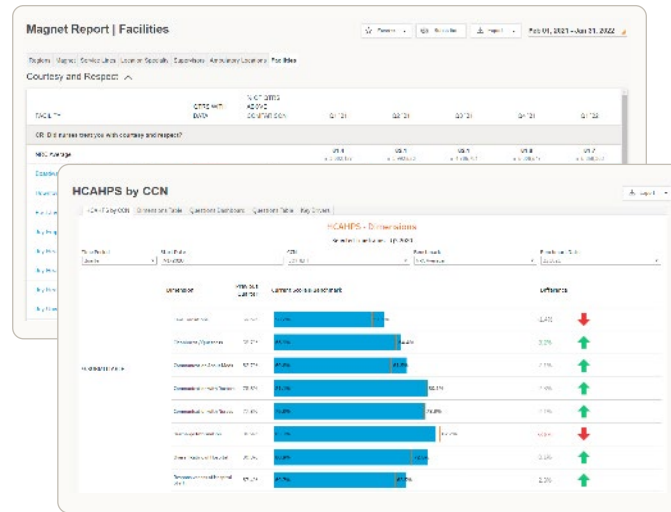
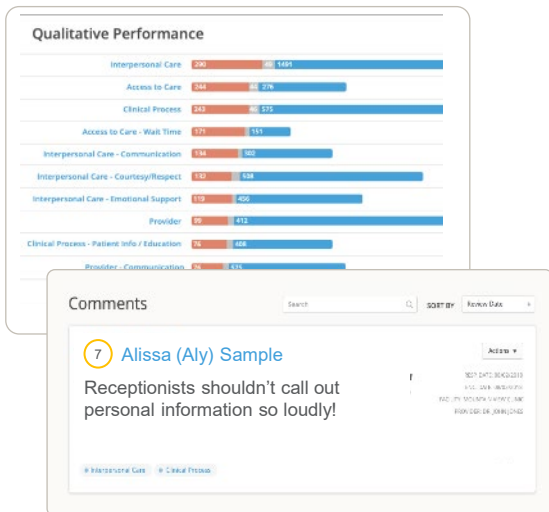




Gap 3: Improve Experiences – Ensure follow-up

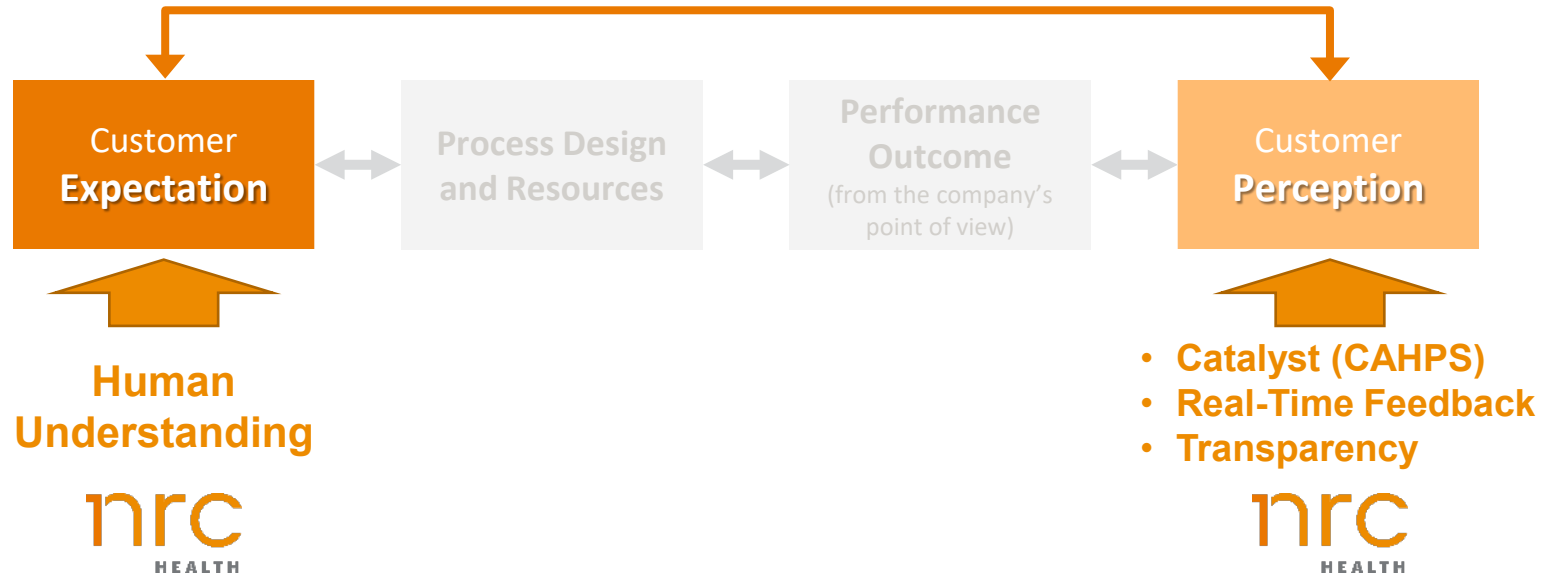
The experience that Aly shares helps the organization learn and improve within 48 hours.

Service improvement and focused recovery contribute to personalized experiences, individually and at scale.



Systematic Human Understanding in the 5th Revolution

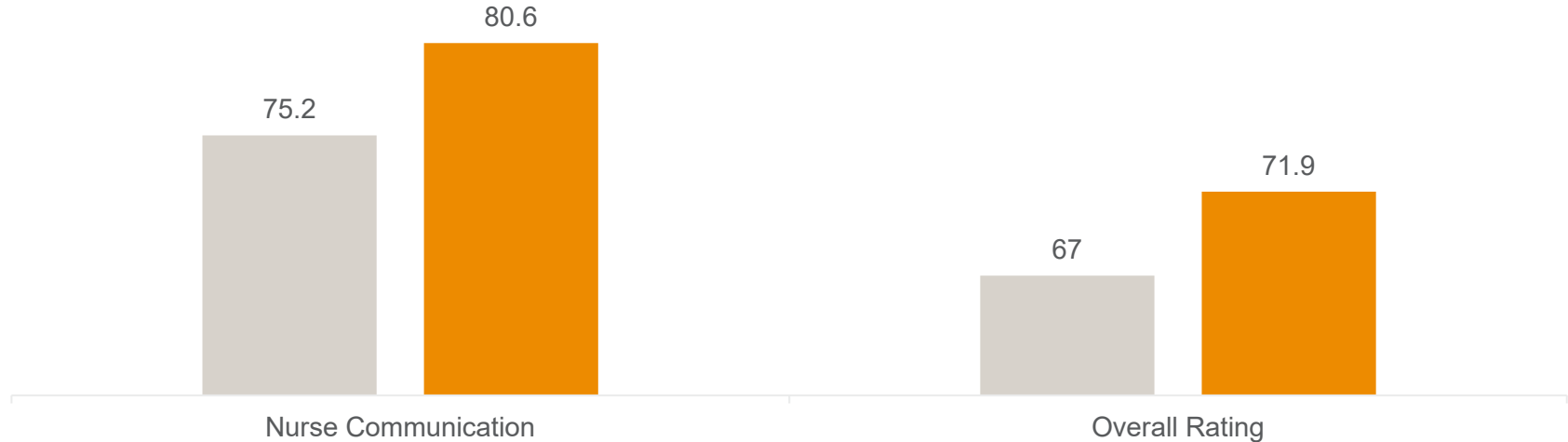
NRC provides tools that generate full understanding of our patients and their perceptions



Human Understanding – Proven Results

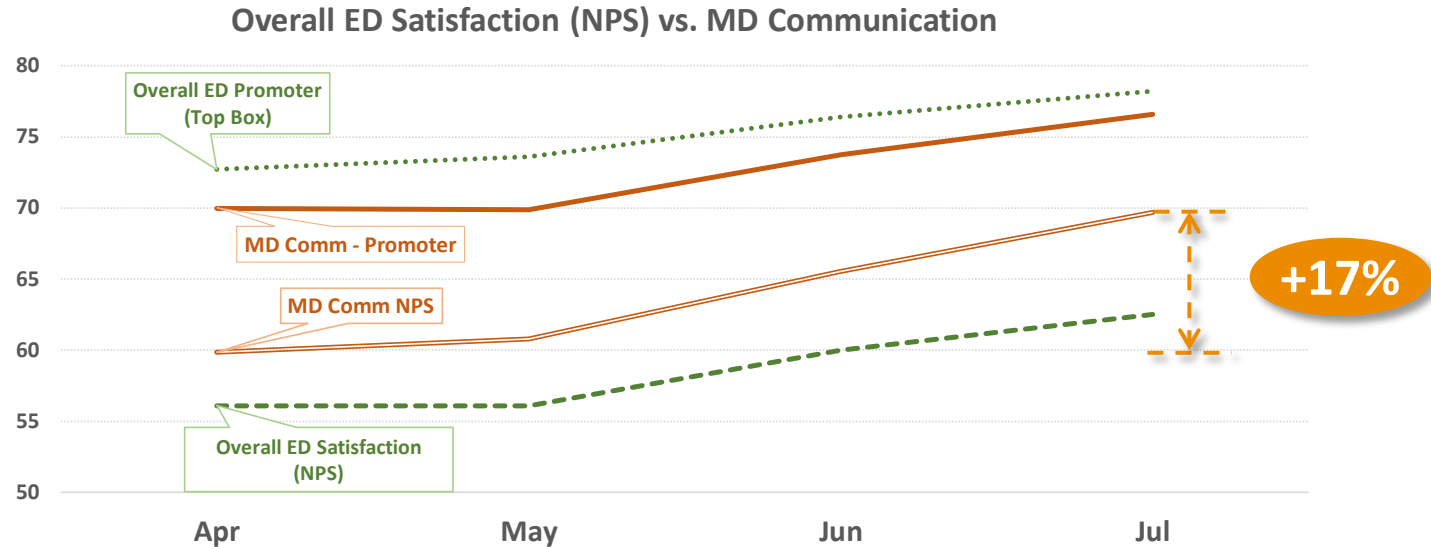
Patient Experience

Six-hospital NRC Health partner HCAHPS results:
Pre/post clinical outreach in the IP setting



Human Understanding – Proven Results

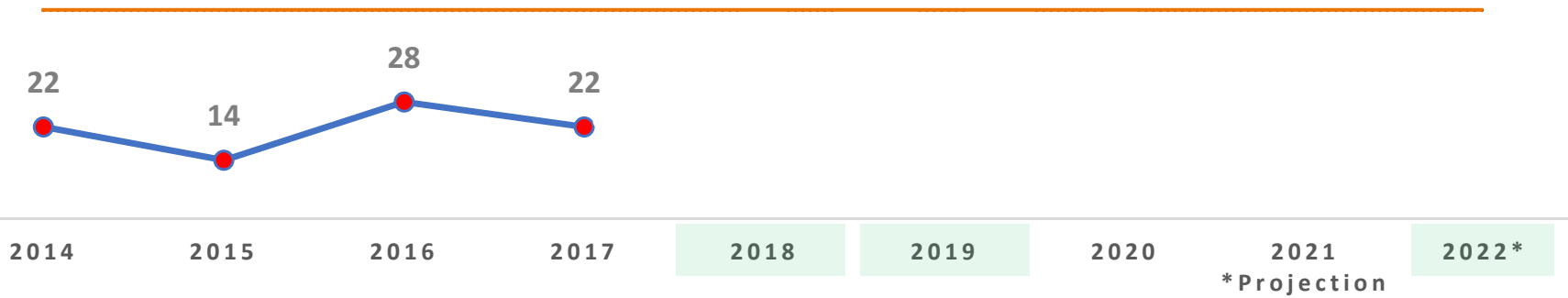
Patient Experience



Human Understanding – Proven Results

HCAHPS at Mount Sinai Medical Center

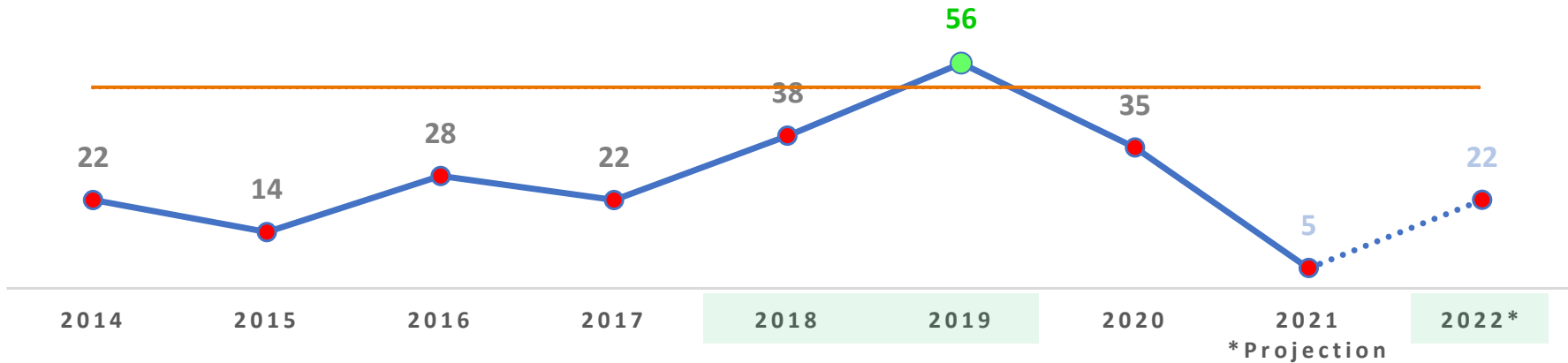
HCAHPS **Percentile** amongst ~2,800 hospitals
Performance Years 2014 - 2022*



Human Understanding – Proven Results

HCAHPS at Mount Sinai Medical Center

HCAHPS **Percentile** amongst ~2,800 hospitals
Performance Years 2014 - 2022*



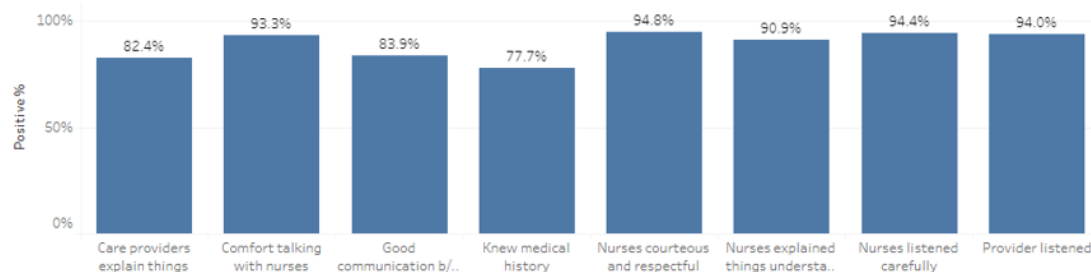
Human Understanding – Proven Results

NPS

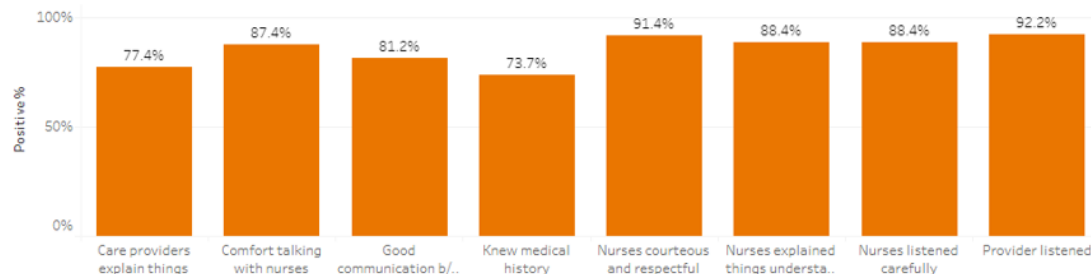
Our approach to personalizing care use is associated with a **7-point jump in NPS** and **increases in every experience measure:**

- Care providers explain things
- Comfort talking with nurses
- Good communication
- Had enough input/say in care
- Knew medical history
- Knew what to do if questions
- Provider listened
- Provider – would recommend

With Human Understanding



Without Human Understanding



In Summary



- The 5th Revolution (Humanistic) is coming very fast
- Human Understanding provides a competitive advantage by engaging and motivating patients and employees
- Human Understanding provides systematic mechanisms to permanently evolve from transactions to relations
- It's much simpler than some believe - There is no need for a major “transformation/reengineering.”



Getting Ready for the **5th Revolution**

Human Understanding as a Key Competitive Advantage

Jorge Ismael Torres | Culture Architect



Backup Slides



Human Understanding Program

Capture what matters most before, during, after, and outside of clinical encounters...



...to help everyone at your organization treat each patient as a unique person.



She is known by everyone in the organization

"I'm a little worried about how diabetes will affect my pregnancy."



She can share how to do better next time

"It's frustrating when people assume I have a husband."



She gets help when she needs it

"I never got my test results. Can someone please call me?"



She can help others find the same great care she received

"Would you be willing to share your review on Google?"



She can help design services that matter most to her

"Would you provide feedback on ideas for our new maternity service?"

Gap 3: Customer Perception

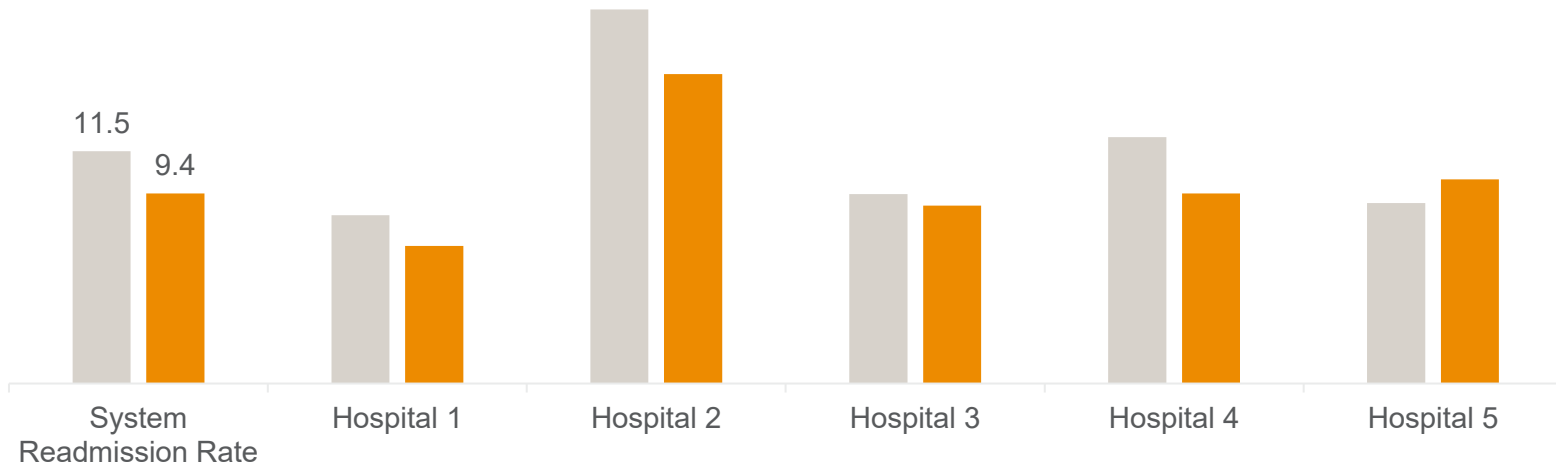
A standardized process across Mount Sinai



Human Understanding – Proven Results

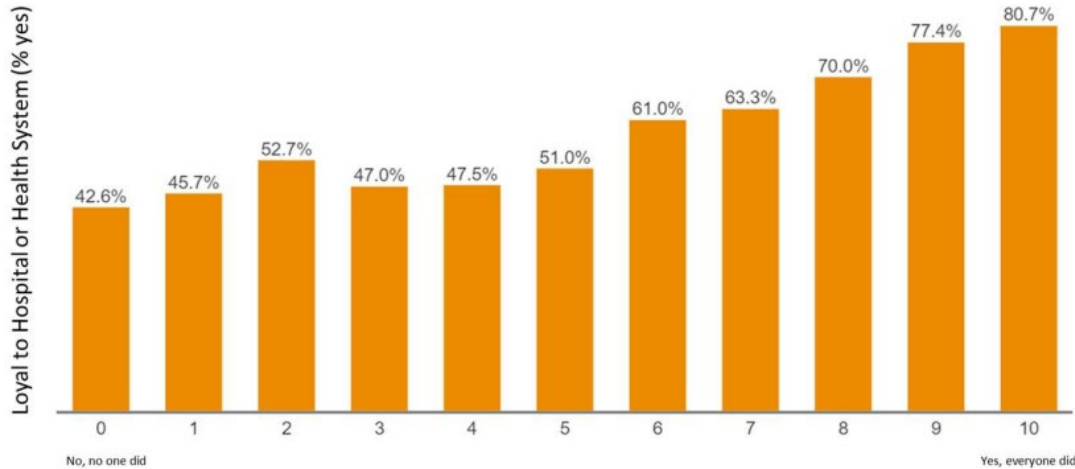
Readmissions

Readmission rates pre/post clinical outreach in the IP setting



Human Understanding – Proven Results

The value of being treated “as a person, not a number”



Human Understanding Metric: Did everyone treat you as a unique person? (N = 32,845)

THE VALUE OF
DOING IT RIGHT

\$1.9 MILLION

individual lifetime value
of a healthcare customer



University of Maryland: Clinical Outreach Impact on HCAHPS and Readmissions



CONTACTED 100% OF PATIENTS

Leveraged technologies to contact 100% discharged to home within 24-72 hours – **52% response rate.**



RESOLVED ISSUES AND REDUCED READMISSIONS

Instant alerts and workflow created efficient follow-up and **15% fewer readmissions among participants.**



ENABLED PRESCRIPTIVE PROCESS IMPROVEMENT

Reports gave clear path to improve – **HCAHPS Care Transitions Composite improved 5.6% points.**

“Where Transitions is really valuable to me is in it’s data. We don’t have to guess anymore at problems. We can identify them with quantifiable precision.”

—Karen E. Doyle, SVP, Nursing and Operations



Houston Methodist: Clinical Outreach Impact on Readmissions



Patients that receive the Transitions call are 32% less likely to readmit

PARTICIPANT

8%

Readmitted

NON-PARTICIPANT

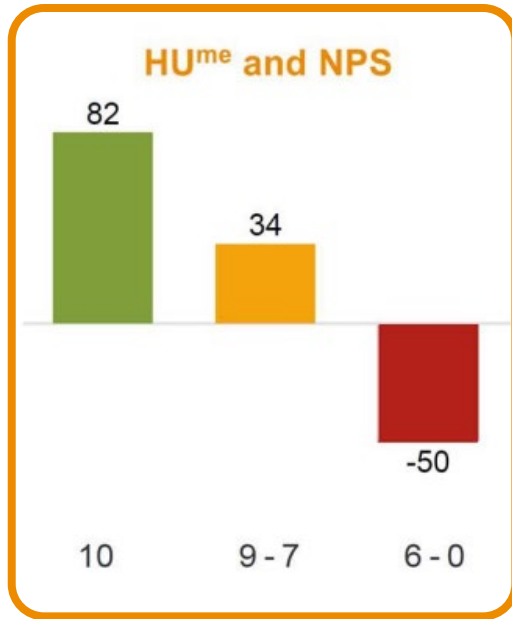
12.5%

Readmitted

“Through this program, we have been able to identify and resolve medication-related issues in a timely manner through patient education and collaboration with physicians, retail pharmacies, and insurance companies, to address medication concerns and provide financial assistance.”

—**Rafael Felippi**, PharmD, BCPS, Houston Methodist

The importance of being treated “as a person, not a number”



Treating patients uniquely drives NPS:

Did everyone treat you as a unique person?

- The odds of being a Promoter are 13 times higher if patients answer '10' (yes, everyone did).
- The odds of being a Detractor are 15 times higher if patients answer '0' (no, no one did).



Proven outcomes: Patient feedback data to improve delivery of care

Clinical Outreach : HCAHPS impact on identifying patients with service issues

