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WORKSHOP 08.09.2023

Innovation starts with the fundamentals

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“

Just getting ‘back to basics’
would be transformative.

The Plan

- Intros
- Explore the **fundamentals** as well as the extent to which they are relevant and implemented at participants' organizations.
- Pressure test the idea that fundamentals and organizational readiness are essential for **innovation/transformation that works**.
- Share **experience with innovations** that make a difference and get an **early look** at new NRC Health approaches/capabilities.

Objectives

At the conclusion of the session, participants will be able to:

- Articulate the fundamentals of a program geared for Human Understanding
- Appraise organizational readiness for transformation that works
- Apply lessons learned to elevate experience in their own organization

Human Understanding[®]

Human Understanding in the real world

Understanding and addressing what matters to each patient as a unique person



Behavioral Signs of Human Understanding

What does Human Understanding look like in the real world?

- Recognize me as ME
- Pay attention
- Awareness of person as a whole
- See the big picture of my life
- Listen
- Focus on the patient point-of-view
- Write things down for me
- Speak in terms I understand
- Make eye contact
- Focus on where I am (health/life)
- Never interrupt
- Protect my dignity
- Follow up
- Make me feel like you understand me
- Get to root of problem/concern
- Recall prior visits
- Take my concerns seriously
- Use the name I want to be called
- Treat me as an equal
- Follow up on something I've told them about my personal life
- Go beyond the medical issue at hand
- Be accessible to me
- Admit if don't know something
- Be patient with me
- Take an interest in me
- Take an interest in my family
- Be fully present
- Know me when I come in
- Call me with results and explanations
- Listen, and act on what you hear
- Tailor care & communication to me
- Nudge me to be responsible for my care

Behavioral Signs of Human Understanding

Connect with me

- Recognize me as ME
- Use the name I want to be called
- Know me when I come in
- Recall prior visits
- Go beyond the medical issue at hand
- Take an interest in me
- Take an interest in my family
- Be aware of me as a whole person
- See the big picture of my life
- Make me feel like you understand me
- Follow up on something I've said about my personal life

Listen to me

- Listen, and act on what you hear
- Listen
- Make eye contact
- Pay attention
- Never interrupt
- Be fully present

Partner with me

- Tailor care & communication to me
- Focus on the patient point-of-view
- Focus on where I am (health/life)
- Take my concerns seriously
- Treat me as an equal
- Get to root of problem/concern
- Admit if don't know something
- Be patient with me
- Nudge me to be responsible for my care
- Write things down for me
- Speak in terms I understand
- Protect my dignity
- Be accessible to me
- Follow up
- Call me with results and explanations

Connect
with me

Listen
to me

Partner
with me

Fundamentals First



01 Alignment / Buy-In

- Broaden the conversation to the **full scope of experience**
- Position experience as shaped by **how we do everything**
- Illustrate the connection to other **strategic priorities**
- Emphasize **behaviors and outcomes** that scores reflect
- Use **patient comments** to humanize improvement opportunities

02 Human Connection

- Make human connection an **expectation** for standard work
- Use effective **communication behaviors**, with feeling
 - relational statements/questions
 - non-verbal factors
- Leverage **tools** that help make behaviors systematic
 - engaging in purposeful rounding
 - summarizing patient context in the EHR

03 Frontline Focus

- Demonstrate that **frontline experience** is important
 - focus on what matters to people as individuals
- Develop a **realistic strategy** to address wellbeing
 - and implement it
- Adjust workflows and workloads – with **frontline input**
 - make it easier to do the right thing
- Use **patient comments** to recognize care providers
 - it's fuel for the soul



Which is most important?

Alignment / Buy-In

- see experience as important

Human Connection

- make it an expectation

Frontline Focus

- focus on what matters to them

Three groups

- Alignment / Buy-In
- Human Connection
- Frontline Focus

Current state at your organization?

How do you know?

What's the move to improve?

Start thinking about organizational readiness for transformation that works in the real world.

Alignment/Buy-in

- Current state at your organization?
- How do you know?
- What's the move to improve?

UC San Diego Health Alignment/Buy-in

“Having access to this data and comments at our fingertips is great. It has truly made a difference in how we can engage in patient experience. Thank you for setting this up.”
– UCSD Physician

Creating Alignment/Buy-in

- Patient Stories/Comments to start every Experience Presentation
- Organizational Experience Goal
- Provider Scorecards – easy access to comments
- Shorter Surveys – focus on letting our patients tell us what they want us to know

Outcome of Alignment/Buy-in

- Proactive approach to Experience!
- Voice of Patient in Process Improvement Workshops
- Expanded PFACs
- Teams reaching out for early involvement/ partnership
- Standing agenda items on leadership meetings and Townhalls

Human Connection

- Current state at your organization?
- How do you know?
- What's the move to improve?

UC San Diego Health Human Connection

- Leading the Way monthly newsletter
- New Team Member Orientation videos
 - In-person Orientation coming early 2024
- Salons/Toolkits – virtual and in-person
 - AIDET
 - Communicating Wait Times
 - Treating Patients as Unique Individuals
 - Service Recovery/Service Alert Resolution
- Daily Engagement Systems Lasting Impressions
- Quiet at Night program
- Discharge Thank You cards
- Patient and Team Member Rounds

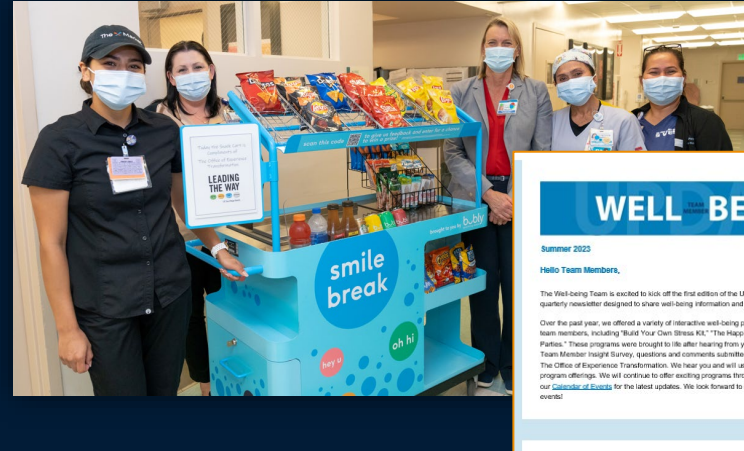


Frontline Focus

- Current state at your organization?
- How do you know?
- What's the move to improve?

UC San Diego Health Frontline Focus

- Yoga on the lawn
- Snack cart hosted by executives
- Employee wellness work group
- Puppy Parties
- Build Your Own Stress Kit
- Monthly Well-being Challenges
 - Happiness Challenge
 - Summer Light Challenge
 - Movement Challenge



UC San Diego Health

WELL BEING

Summer 2023

Hello Team Members,

The Well-being Team is excited to kick off the first edition of the UC San Diego Health Update, a quarterly newsletter designed to share well-being information and resources with all team members.

Over the past year, we offered a variety of interactive well-being programs and activities open to all team members, including "Build Your Own Stress Kit," "The Happiness Challenge," and "Puppy Parties." These programs were brought to life after hearing from you in various formats, such as the Team Member Insight Survey, questions and comments submitted on Town Halls, and emails sent to the Office of Experience Transformation. We hear you and will use your feedback to influence our program offerings. We will continue to offer exciting programs throughout the summer—take a look at our [Calendar of Events](#) for the latest updates. We look forward to seeing you at one of the upcoming events!

Interested in Becoming an Ambassador?

The Well-being Ambassadors are UC San Diego Health team members passionate about enhancing the well-being of their colleagues. The group meets quarterly to discuss ideas for bringing well-being to their teams.

Interested? Complete the [Interest Form](#) or email teamwellbeing@health.ucsd.edu for more information.

Well-being Challenge

We are taking advantage of light health (sign up for the [Well-being Challenge](#) to participate in discussions facilitated by the team. It's the perfect program to join this summer.

Lemon Superfood Guacamole

Fuel your body with delicious [Lemon Superfood Guacamole](#). This tasty recipe is easy to follow and full of nutrients.

All is well, right here, right now.

Team Member Well-being

Calendar of Events

Team Member Discounts

Programs and Classes

Mental Health Resources

UC Living Well Program

Health Mobile Apps

Weekly Calendar

Recipes

Calendar of Events

Last updated: 7/18/2023 1:03 PM

Experience Team Member Well-being & Engagement.

Team Member Well-being & Engagement has curated a calendar of playful opportunities to set the tone for 2023.

In addition to the existing UCSD Health offerings, infused are FREE activities happening all throughout greater San Diego.



UC San Diego Health


Summer Light Learning Lab

July 12 - August 2

By registering, you will receive a weekly email which includes education, resources and a challenge; access to a virtual session with further discussion around the weekly topic; support from all participants through Teams to keep you encouraged and engaged. It's the perfect program to enjoy with colleagues as a team building activity!

Scan the QR code or register [here](#) to join!


For more information about the Summer Light Learning Lab, contact teamwellbeing@health.ucsd.edu.



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Real World



The New Awesome

- Focus on the **frontline**
- Prioritize **behaviors and outcomes** that scores reflect
- Partner with patients and consumers to **co-design** services
- Think broadly about **experience beyond** the care setting
- See this year as the **right time to prioritize** experience
- Maintain **agility** developed early in the pandemic
- Combine **high-tech and high-touch** very intentionally
- Use digital to **reduce friction and facilitate relationships**

What is innovation?



It's all about follow-through

Fundamentals = Basics + Execution

Innovation = New Ideas + Execution

The New Awesome = Fundamentals + Innovation (+ Execution)

Organizational readiness for innovation

Makoul's rules:

- Stakeholder involvement
- Sensitivity to stakeholder perspectives
- Innovation = standard element of effective clinical practice
- Explicit expectations for implementing and using innovations



Gauge your organizational readiness

1 = MINIMALLY | **2** = MODERATELY | **3** = FULLY (WE MAKE EVERY EFFORT)

- We involve stakeholders in developing/vetting innovations
- We take stakeholder perspectives seriously
- We see innovation as a standard element of effective practice
- We expect innovations to be implemented and used

Note: 'innovations' = tools and/or processes

Our Vision is Human Understanding



*“Valued me **not only as a patient but as a human.** I appreciate all the help they given me.”*

Human Understanding Program



How Human Understanding Grows Fundamental PX Programs

Understand

Deliver Insights

Act

Improve

Fundamentals

- Measure: "how did we do?"
- Digital outreach
- After most recent visit

The New Awesome

- Ask: How are you doing?
- Gather patient stories
- Listen throughout journey

Understand - Innovation Highlight: Consumer Experiences

Leverage Inbound Feedback To Minimize Fatigue

The screenshot shows the PatientWallet! website interface. On the left, there's a navigation menu with 'Contact Us' and 'Log In' buttons. The main content area features a 'Welcome to the PatientWallet! We've partnered with your healthcare provider to give you the simplest, most secure payment experience possible.' message. Below this, there's a 'Find Bill' button and a 'How easy was it to solve your problem with us today?' survey with a 5-point scale. A QR code labeled 'Provide Feedback' is also visible.

Insights for search, schedule, digital & financial experiences

The screenshot displays the NRC Internal View dashboard. It features a 'Key Metric Trend' line chart showing 'Question Responses (n-size)' and 'Percent Positive' over time (2020-2023). The chart shows a peak in 2021 and a low in 2022. Below the chart, there are four summary cards: 'Total Active Surveys' (10), 'Total Alerts' (3), 'Responses (n-size)' (39), and 'Response Rate (%)' (40%).

Year	Question Responses (n-size)	Percent Positive
2020	~100	~70%
2021	120	72%
2022	~100	~70%
2023	~150	~75%

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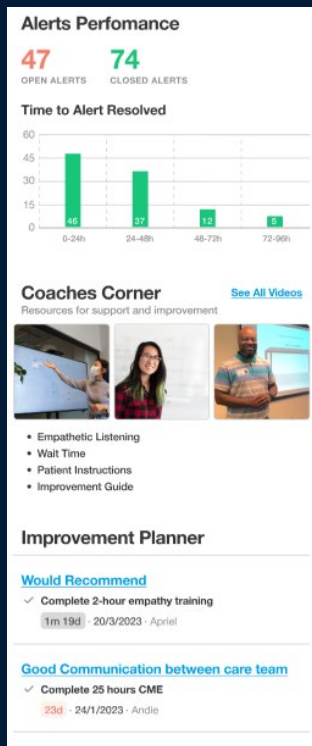
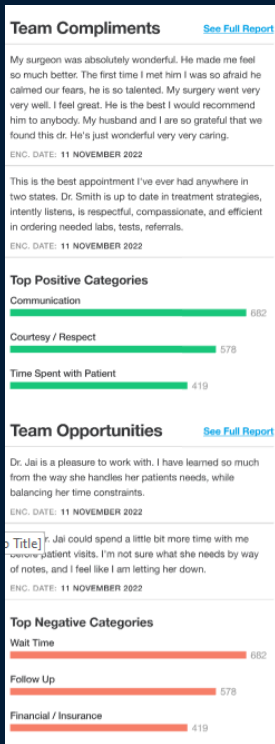
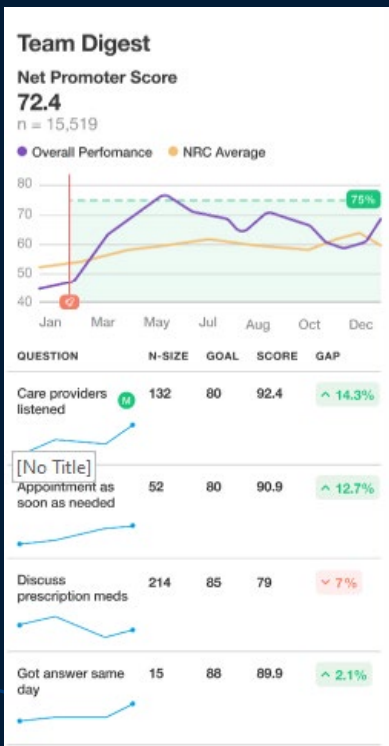
Fundamentals

- Benchmarks against peers
- System dashboards
- Provider scorecards

The New Awesome

- Provider & team digests
- Integration into ecosystem
- Benchmarks to drive equity

Deliver Insights - Innovation Highlight: Team Digests



How Human Understanding Grows Fundamental PX Programs

Understand

Deliver Insights

Act

Improve

Fundamentals

- Service recovery
- Rounding for accountability
- Discharge calls

The New Awesome

- N=1 summaries
- Compliment sharing
- Smart responses

Act - Innovation Highlight: Smart Responses

Utilize generative AI to create suggested patient responses

The screenshot displays the nrc Health Feedback Management interface. A modal window titled "Send Response" is open, showing a feedback entry from Lynn Ross. The feedback text reads: "I was sent to the ER to get blood work done by the PA at our local Urgent care. I was seen quickly but then sat in the waiting room for over 2 hours waiting for the follow up. I received the lab results in MyChart and was told I'd have at least a 5 hour wait to discuss them. [Show More](#)". The modal includes a "SUBJECT" field with the text "Your Feedback: Enhancing ER Wait Times & Communication" and a "GENERATED MESSAGE" field with the following text: "Dear Lynn, We apologize for the long waiting times you experienced during your recent visit to our emergency room. We understand how frustrating it can be, especially when you're seeking urgent medical attention. We are continuously working on improving our processes to better manage patient wait times and communication. Your feedback is invaluable in helping us make these improvements. We hope to provide you with a better experience in the future. Sincerely, Andie". Below the message, there are "INCLUDE ACTIONS" with radio buttons for "Wait Time", "General - Communication", "General - Knowledge of History", and "Admin/Reception - Emotional Support". The "General - Communication" option is selected. At the bottom of the modal are "Send" and "Cancel" buttons. The background interface shows a list of feedback items, with the current item being "10 Extremely likely" from James Hoover, dated 14 MAY 2019.

How Human Understanding Grows Fundamental PX Programs

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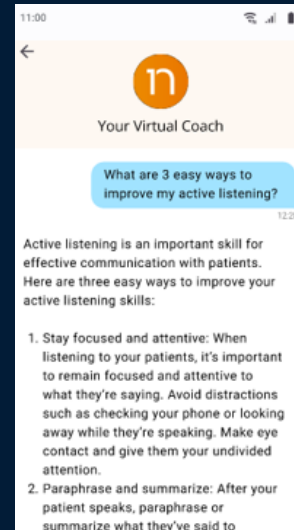
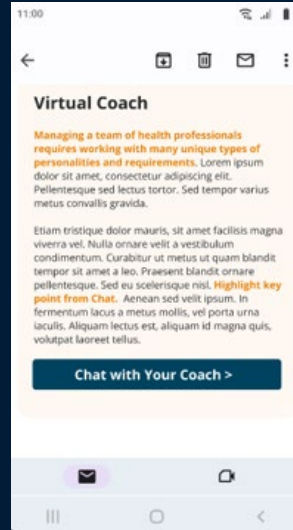
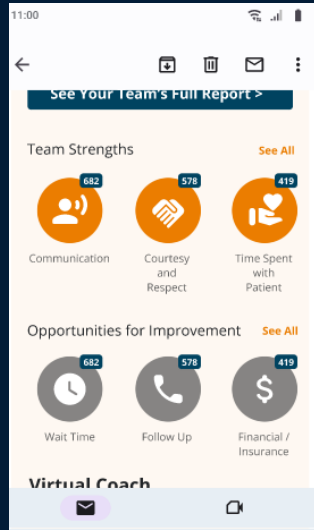
- Process improvement cycles
- Provider level compensation
- Hardwired best practices

The New Awesome

- Virtual coaching
- Human centered-design
- Crowdsourced wisdom

Improve - Innovation Highlight: Virtual Coaching

Leverage the power of AI to deliver narrative insights and real-time coaching to care teams



How Human Understanding Grows Fundamental PX Programs

Understand

Fundamentals

- Measure: "how did we do?"
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The New Awesome

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Deliver Insights

Fundamentals

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Let's hear about your innovations!



Human Understanding

FROM WORDS

FROM ASPIRATION

TO BEHAVIOR

TO ACTION

One Big Thing



- What are you going to DO when you get back?