The Missing Ingredient in the Patient Experience: Effective Internal Communications

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Studer Group Speaker and Coach
Objectives

❖ Create for your organization the linkage from employee engagement to patient experience to successful organizational performance results.

❖ Recognize the relationship between Communications Must Haves and Evidence-Based Internal Communications Tactics.

❖ Identify five questions that need to be asked if you want to take internal communications efforts to the next level.
Interested in Receiving Book Reviews From Lynne Cunningham?

- About 40 business books a year
- Book reviews & highlights of important articles and video resources
- Contact Lynne@StuderGroup.com
Studer Group Mission and Vision

**Mission:**
To make healthcare a better place for employees to work, physicians to practice medicine and patients to receive care.

**Vision:**
To be the intellectual resource for healthcare professionals, combining passion with prescriptive actions and tools, to drive outcomes and maximize the human potential within each organization and healthcare as a whole.
About Studer Group

- Execution company focused on achieving and sustaining exceptional clinical, operational & financial outcomes
- Work with hundreds of healthcare organizations in the US and beyond
- > 70 Coaches and Speakers
- Educational Resources – Books, Training Videos, Webinars and Institutes
- Web-based software solutions for operational alignment and process efficiency/ improvement

- Recipient of the 2010 Malcolm Baldrige Quality Award
- Ranked #7 Great Small Workplace in America
- Evidenced-Based tactics that produce:
  - Accelerated rate of improvement and efficiency in clinical quality (core measures, hospital acquired conditions, and readmissions)
  - Favorable HCAHPS results
  - Maximized reimbursement
  - Increased physician loyalty
  - Improved ED flow, operational metrics and patient experience
Healthcare Flywheel®

Purpose, worthwhile work and making a difference

Prescriptive To Do’s

Bottom Line Results
(Transparency and Accountability)

Self-Motivation

PRINCIPLES

PILLAR RESULTS

PASSION

Studer Group

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Evidence-Based Leadership℠

STUDER GROUP®:

Objective Evaluation System ➔ Leader Development ➔ Must Haves® ➔ Performance Gap ➔ Standardization ➔ Accelerators

**Foundation**
- Must Haves®
- Performance Gap

**Breakthrough**
- Standardization
- Accelerators

**Aligned Goals**
- Implement an organization-wide staff/leadership evaluation system to hardwire objective accountability (Must Haves®)
  (30 pts)

**Aligned Behavior**
- Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results
  (15 pts)
- Agreed upon tactics and behaviors to achieve goals
  - Rounding for Outcomes: (10 pts)
  - Thank you notes: (2 pts)
  - Selection and the First 90 Days (8 pts)
  - Key Words at Key Times (5 pts)
  - Post Phone Calls (10 pts)

- Re-recruit high and middle performers

- Move low performers up or out
  (12 pts)

**Aligned Process**
- Processes that are consistent and standardized throughout the company
  (8 pts)

- Leader Eval Manager™
- Patient Call Manager – The Clinical Call System™
Readers’ Digest Version

If you only remember five things

1. It’s All About Coaching
2. Reward and Recognize
3. Communicate Expectations
4. Hold People Accountable – Yourself and Your Team
5. Relate; Don’t Compare
Why Organizations Do Not Achieve Desired Results

1. Dots are not connected consistently to purpose, worthwhile work and making a difference
2. Do not achieve critical mass - Lack of balanced approach
3. Absence of an objective accountability system
4. Leaders do not have the training to be successful
5. Too many new behaviors introduced at once – need of sequenced approach
6. No process in place to re-recruit the high and middle performers and address low performers (highmiddlelow®)
7. Inability to take best practices and standardize across organization
8. Failure to have leaders “always” do desired behaviors (lack of verification systems)
Six Changes That are Impacting Healthcare

1. The nature of change has changed
2. New rules are disrupting the external environment
3. Healthcare technology is making what was once impossible possible
4. Transparency is driving accountability
5. Research is proving the connection between great leadership and great clinical outcomes
6. There’s a big push for integration

A Culture of High Performance, Quint Studer, 2013.
The Times are Changing, But Values Remain the Same

What has changed:
- Reimbursement
- Technology
- Transparency
- Research
- Integration

What remains the same:
- Passion
- Fortitude
- A willingness to learn
- A tremendous desire to work that has purpose, is worthwhile and makes a difference

The Times Are Changing, But the Values Remain the Same, Quint Studer, Beckershospitalreview.com, January 13, 2014
“When the music changes, so must the dance.”
Let Me Ask You Some Questions

- What are your organization’s key strengths?
- What are your organization’s greatest opportunities for improvement?
- What is creating a sense of urgency for you to do something different?
When is the Urgency High Enough?

When 75% of your leadership is honestly convinced that business as usual is no longer an acceptable plan.
Definition of insanity: doing the same thing over and over and expecting different results.

Albert Einstein.
Do You Suffer From Kainotophobia or are You Building the Choluteca Bridge?

- Denial
- Rationalization
- Blame
- Uniqueness
- Unwillingness
- Not Skilled
Phases of Competency

Unconsciously unskilled (incompetent)

Consciously unskilled (incompetent)

Consciously skilled (competent)

Unconsciously skilled (competent)
Change Exercise
Let’s have some fun
Understanding Reactions to Change

Potential Reactions to Change

- Shock and Awe
- Anger
- Denial
- Acceptance

Critical Leadership Factors to Support Change

- Leaders must have clear goals.
- Leaders should initiate change at the point they have the most control and can make reliable predictions about the consequences of their actions.
- Leaders should recognize that change in any one part of the situation affects the whole.
- Leaders should foster a climate that is conducive to change.
- Leaders must be prepared to go the distance.

Jackie’s Tip of the Month, October 2013
Change Roadblocks and Tactics

 rapidement les obstacles et les tactiques

✓ The Stop Sign
✓ Stop, look both ways, proceed with a better understanding of what’s ahead.

✓ The Unexpected Detour
✓ The GPS says “recalculating”. Leaders are the organization’s GPS.

✓ Backseat Drivers
✓ This is not the time to turn up the radio to drown out the voices of the backseat drivers.

Jackie’s Tip of the Month, January 2014
Most Change Efforts Fail

- Total Quality Management programs:
  - About two-thirds “grind to a halt because of their failure to produce the hoped-for results”

- Reengineering
  - 70% failure rate

When Change is Successful . . .

- The change process goes through a series of phases over a long period of time
- Skipping steps creates the *illusion* of speed
- Missing a step or getting it wrong can slow momentum and reverse the gains to-date

Think Strawberries
Internal Communications Must Haves

1. Cascading Communications that reaches across the continuum
2. Measure the results
3. Listening
4. Transparency and No-Secrets Communication
5. Hire the right people, get them on-boarded properly, and then retain them
Winnie the Pooh

If the person you’re talking to isn’t listening, be patient. Maybe he has a small piece of fluff in his ear.
How Do We Spend Our Time Communicating?

Studies show that we spend:

- 9% of our time writing
- 16% of our time reading
- 30% of our time talking

And 45% of our time listening!
But Are We Really Listening?

» We usually recall just 50% of what was said immediately after speaking with someone

» Over time we remember just 20% of what we hear

And it’s no wonder…

…Only 2% of us have had formal educational experience with listening
Aspects of Face-to-Face Communication

- Tone of Voice
- Body Language
- Words
Aspects of Telephone Communication

- Tone of Voice
- Words
Additional Thoughts About Listening

- Make listening your new default mode – replacing the “waiting for my turn to talk” mindset.
- The 12 second pause.
- First, think about what you’re thinking.
- Be interested; not interesting.
Be Quiet, Be Heard

- When communications goes awry, the result is often retreat. But communication abhors a vacuum and so this avoidance is filled with negative assumptions and ill will. If the silence is broken, it is too often packed with the relentless noise of people making their own points over and over again. One sad truth remains: no one is really listening to anyone else.

- Trust is not a prerequisite for communications; trust is a byproduct of communication.

- The trouble with letting sleeping dogs lie is that we have to keep stepping over them.

- To foster a culture where praise becomes a norm, we must make it acceptable to receive praise as well as to give it. Like all communication, gratitude is a two-way street.
Ask Transformational Questions

- If you could change one thing about the direction of your company, what would it be?
- If there is one thing I can do to help you move more quickly toward your goals, what would it be?
- What’s the one thing you’d be proudest to accomplish?
- If you did know, what would you do?
- What about x seems impossible to change, yet if you could change it, you would be much more satisfied?
Communications Key Tactics

- Accountability/Monthly Meeting Model
- Employee Rounding and Thank You Notes
- AIDET® and other Key Words that reduce anxiety and reinforce safety
- Employee Forums
- Communications Boards
- Stoplight Reports
- Departmental communications – huddles
- Behavioral-based interviews with peer interview teams, 30/90 meetings, highmiddlelow®
- Pillar-aligned agendas
“If the other guy’s getting better, then you’d better be getting better faster than that other guy’s getting better . . . or you’re getting worse.”

Tom Peters - The Circle of Innovation
Nurse "Always" Communicated

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Internal Marketing Strategy – 3 Key Points

1. Everyone needs a general understanding of Value-Based Purchasing.
2. Communicate how your department’s work impacts VBP, core measures and HCAHPS.
3. Keep metrics in front of your team.
5 Key Questions to Ask

1. Does every agenda include something about patient satisfaction AND clinical quality?

2. Does every agenda include some reward and recognition tied to improvement of metrics or specific feedback from a patient, family member, physician or another department?

3. As a leader are you validating that staff are ALWAYS completing evidence-based behaviors which will positively impact patient satisfaction and clinical metrics?

4. As you validate, are you ALWAYS recognizing those who have hardwired the necessary behaviors as well as staff for whom patients and families have positive comments?

5. As you validate, are you ALWAYS coaching those who don’t have behaviors hardwired and then following up diligently to ensure behaviors change after your coaching?
High-Impact Leadership Behaviors

1. Person-centeredness
   Be consistently person-centered in word and deed

2. Front Line Engagement
   Be a regular authentic presence at the front line and a visible champion of improvement

3. Relentless Focus
   Remain focused on the vision and strategy

4. Transparency
   Require transparency about results, progress, aims, and defects

5. Boundarilessness
   Encourage and practice systems thinking and collaboration across boundaries

Mandatory – Required – Expected Sample Compliance

When you hear this word...do you think “must” or “should”?

- Mandatory "Must": 98%
- Required "Must": 69%
- Expected "Must": 26%

When you hear this word...do you think “must” or “should”?
Summary

Follow this model and you’ll see improvements in the areas which are being publicly released. You’ll be assured that once tactics are hardwired your results will remain consistent. THEN, you’ll be ready to use your VBP results in external marketing efforts.

Take a strategic approach to internal communications. It’s critical if we are to stay focused on our mission – providing the best possible care and service for our patients.
Those who say it cannot be done should not interrupt the person doing it.

-Chinese Proverb
Thank You

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