

**Transforming Health Through
the Patient Experience:
Creating a Culture
of Habitual Excellence**

Julie Morath

“Health care is, at it’s heart people caring for people. And people are unpredictable, complex, and full of paradox. Particularly when we interact with each other and when we are anxious, sick and confused.

Richard Smith, Editor
British Medical Journal



An Experience Vision

When we enter our clinic, doctor's office, or hospital, we experience a sense of relief and comfort that we will be respected, cared for, and guided to better health.

**Patient Experience
is a recommitment
to healing and our
collective
humanity.**

Issue

A Profession, has been defined as a work group that reserves the right to judge the quality of its own work.

**Society cedes that right to the profession because of three assumptions:
Expertise, Altruism, Self-Scrutiny.**

**Eliot Friedman -
*The Profession of Medicine***

Today “business words” are used such as:

- **Accountability**
- **Performance management**
- **Pay for performance**
- **Systems and standards**
- **Value**
- **Customer**

Assumptions of technical mastery, altruism, and self-regulation of the individual professional are changing:

- **“What do I do?” to “What am I a part of?”**
- **“I know the answer” to “We can find the answer together”**
- **Skills of Cooperation, Teamwork, Communication**

- **Embrace of authority and autonomy of patients and families in distribution of power and knowledge.**
- **Willingness to trade prerogative for reliability and delivery of the world's best science.**

Donald Berwick, MD, MPH

The Hunt Lecture 2008

Royal College of General Practice

Our Work

- **Transforming Culture**
- **Placing the patient at the center of our work**
- **Rekindling Pride, Joy, and Meaning in our work**
- **Justly dealing with impairment/unsafe acts in practice**
- **Building partnerships**
- **Building the team as the unit of care delivery**

Reframing the Relationship

- **Patients and families are part of the system of care and experience.**
- **Not passive recipients of medical expertise.**
- **Doctors, Nurses, and Health Professionals are guests in the lives of those who trust and depend upon them for care.**

Guiding Principles for Patients and Families as Partners

“Nothing about me without me”

“If it looks wrong, it is wrong”

Disclosure and truth-telling

Cultural Competence and Healthcare Literacy

Definition of Partnership

- Partner: A person who shares or takes part with another or others with shared risks and outcomes.

The Concise Oxford Dictionary
8th Edition, Oxford University

- Partners: A frame-work of short timber fitted to the hole in a deck, to receive the heel and stabilize the mast of a ship.

The Nautical Dictionary,
Sonrisa Yachting

Patient and families are leaders and teachers in transforming health.

- **Culture of Patient and Family-Centered Care**
- **Structure and Vehicles**
 - **Advisory Councils**
 - **Patient Safety and Quality Steering Committees**
 - **All Committee and task force memberships**
 - **Policy and Standards development**
 - **Faculty in Training programs**
 - **Voice to governance**
 - **Survey data and listening posts**
 - **Experience-based design**

Transforming health requires transforming the healthcare experience and restoring joy and meaning in work.

Leaders create the preconditions for habitual excellence, required for transformation.

Doctors, nurses, and health workers cannot meet the challenge of habitual excellence in the healthcare experience unless they feel valued, find joy and meaning in their work.

Our Challenge

“Medicine used to be simple, ineffective and relatively safe.

Now it is complex, effective and potentially dangerous.”



Sir Cyril Chantler
Chairman of the King's Fund,
Chairman of the Board of the Great Ormond
Street Hospital for Children NHS Trust.
Liverpool, England

Leaders Create the Environment for the Healthcare Experience

Commitment

Courage

Compassion

Confidence

Trust

What Does it Take?

- **Leaders who cause the creation of a system of continuous learning and continuous improvement, that engages everyone as part of the problem solving team**

- **Leaders who articulate and establish aspirational goals.**

This means that goals are set at the theoretical limit of what is possible.

- **Leaders who systematically take away all of the barriers and excuses as to why excellence every day is not possible.**

Preconditions for Habitual Excellence in Patient Experience

Can your workforce answer yes to the following questions?

- 1. Am I treated with dignity and respect everyday by everyone I work with?**
- 2. Do I have the knowledge, skills, and tools to do my job?**
- 3. Am I recognized and thanked for my contributions?**
- 4. Is my safety, psychological and physical, a priority?**

Thoughts from Leaders

Understanding and respecting patients' values, preferences and expressed needs is the foundation of patient-centered care.

**Margaret Gerteis, Susan Edgman-Levitan, et al
Through the Patient's Eyes**

Our healthcare industry exists to provide care to the patient, who needs a greater voice in determining how that care is best provided. Patient-centered care is at the heart of what that effort should be.

**Mark Waxman, Esq.,
Chairman, Picker Institute**

**We can and
will do better.**

**It is our watch
and our
opportunity.**