# Discovering Your True North

## Presented By Jake Poore

# JAKE POORE

President & Chief Experience Officer, Integrated Loyalty Systems

Unlike typical trainers or keynote speakers, Jake Poore spends most of his time in the trenches of healthcare, working side by side clinical and non-clinical care team members on every step of the patient experience. You may find him shadowing a nurse on a medical-surgical floor, observing pre-op surgery, secret shopping the waiting room of a doctor's office or conducting patient focus groups.

As Founder and President of ILS, Jake knows what it takes to create and maintain a world-class service organization. He should... he spent nearly two decades at the Walt Disney World Company in Florida helping to recruit, hire, train and align their 65,000 employees toward one end in mind: creating memorable experiences for individuals, not transactions for the masses. In 1996, Jake helped launch the Disney Institute, the external training arm of Disney that sold its business secrets to the world. 80 percent of the people who attended the Institute were from healthcare…and Jake's passion for helping to improve healthcare began.

Just after September 11, 2001, Jake launched Integrated Loyalty Systems, a company on a mission to help elevate the human side of healthcare. For the past 15 years, Jake and his team of experts have been sharing the organizational blueprints needed to build world class patient experiences by helping them design and execute patient-driven cultural blueprints, define the companies' patient experience strategy and map out and operationalize the ideal patient and employee experience.

Team ILS has successfully helped many healthcare organizations make cultural transformations including: Kaiser Permanente, Cigna Medical Group, Augusta Health, Dignity Health and their 75 medical practices in CA., Baystate Health, Penn Medicine, Ochsner Health System, National Rehabilitation Hospital, and BJC Healthcare's ProgressWest Hospital.

Jake is faculty for ACHE and for the past 6 years has been teaching a 2-day course — sharing the blueprints for designing exceptional patient experiences.

In his free-time, he enjoys sailing, golf, and photography. He lives in Orlando with his wife and their three beautiful children.

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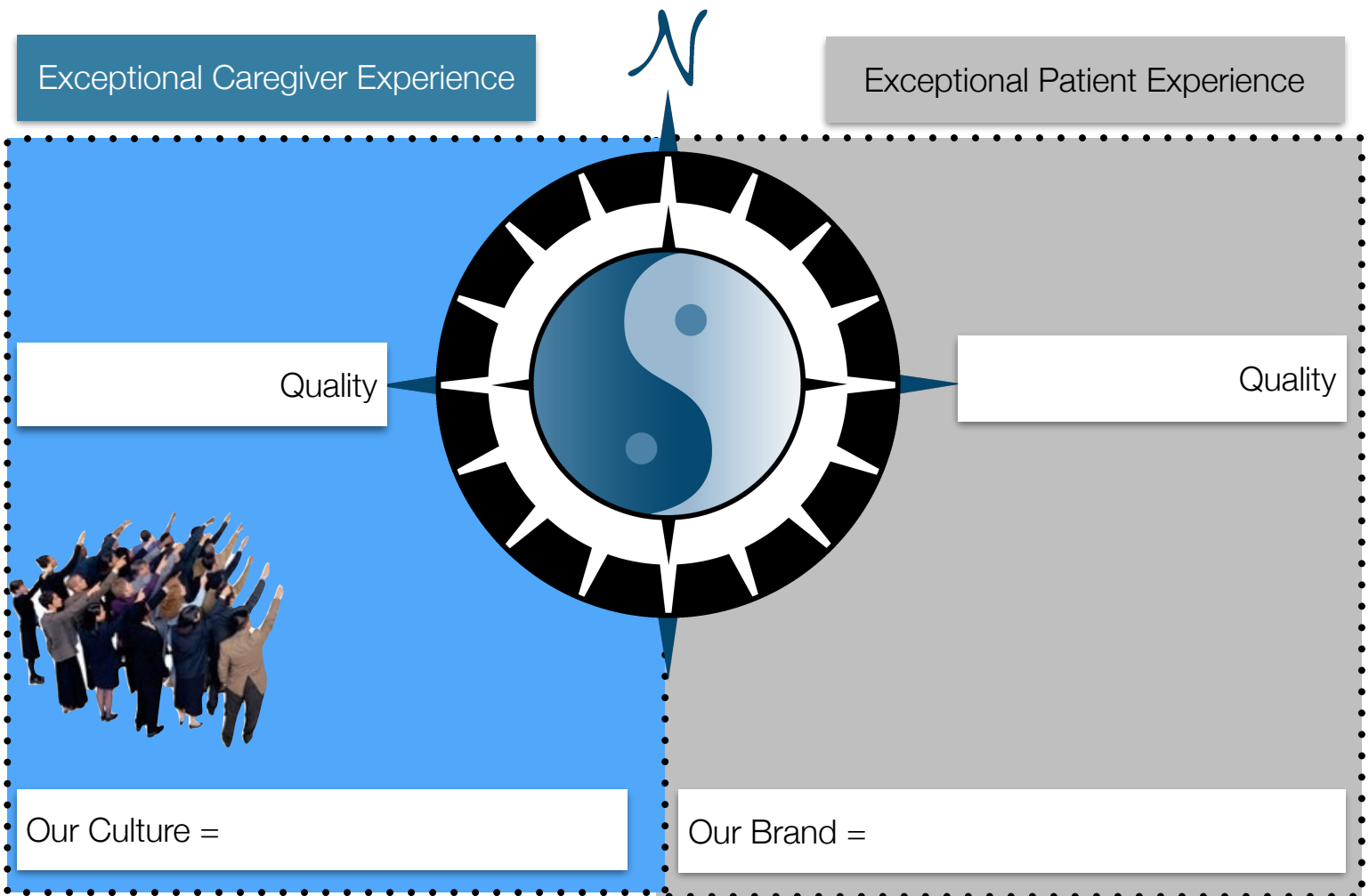**LINKEDIN**
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# A Model for Cultural Transformation

The **yin and yang** philosophy describes how seemingly opposite or contrary forces may actually be complementary, interconnected, and interdependent, and how they may give rise to each other as they interrelate to one another (such as light and dark, fire and water, expanding and contracting). This same philosophy also applies to creating world-class healthcare organizations. Below, see how these two elements must balance and come together as one integrated plan if your organization is going to be successful, long term.

Exceptional Caregiver Experience

Exceptional Patient Experience

Quality

Quality

Our Culture =

Our Brand =

# We must first break down
## *The Silo Mentality*

### CAPTURING THE *VOICE* OF THE PATIENT

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### Operational Silos

**LACK OF:**

Common Vision
Common Goals
Operational Priorities
Accountability
**Consistency**

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**Top 15 - "Likelihood to Recommend" (n=1.39 M)**

| ED: VARIABLES CORRELATED w/ LIKELIHOOD TO RECOMMEND | Based on 1.39M patients |
|---|---|
| Staff cared about you as a person | 0.79 |
| Kept informed about delays | 0.72 |
| Pain controlled | 0.72 |
| Doctor's concern for your comfort | 0.72 |
| Doctor kept you informed | 0.71 |
| Staff kept family/friends informed | 0.71 |
| Nurses kept you informed | 0.71 |
| Information re: self care at home | 0.71 |
| Nurses attention to your needs | 0.70 |
| Doctor listened to you | 0.69 |
| Courtesy toward family or friends | 0.69 |
| Nurses listened to you | 0.68 |
| Courtesy of the doctor | 0.68 |
| Wait in treatment area to see doctor | 0.66 |

**#1- Staff Work Together as a TEAM (n=4 M Pts)**

**Press Ganey and Associates**

# The Unintended Consequences - Lack of *Role* Clarity

The challenge is when we **only** *diagnose and treat*

"I may not remember exactly what you said,
I may not remember what you did,
but I will always remember how you made me feel."

**Maya Angelou, Poet Laureate**

# The Business Implications of
## *Unintended Consequences*

| Leadership Excellence | Caregiver Engagement | Customer Loyalty | Repeat Business — — — Business Outcomes |
|---|---|---|---|

## Leadership Excellence <span style="color:purple">(Maroon color)</span>

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- 
- 

## Caregiver Engagement <span style="color:blue">(True Blue)</span>

- 
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## Customer Loyalty <span style="color:orange">(New Gold Standard)</span>

- V.I.P - now stands for "very individual patient"
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## Repeat Business & Business Outcomes <span style="color:green">(Green-$$$)</span>

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- 
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Avoid the disorder your caregivers call,
**"Leadership Schizophrenia"**

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# PATIENT SURVEY SHOWS
# *KINDNESS* IMPACTS LOYALTY

- ▸ **87% of Americans feel that kind treatment by a physician is more important than other key considerations when choosing a physician, including average wait time before appointments, distance from home and cost of care.**

- ▸ **64% of Americans have experienced unkind behavior in a health care setting.**

  **(Failure to Connect = 38%, Rudeness = 36%, Poor Listening = 35%).**

- ▸ **90% of Americans would feel like switching healthcare providers or physicians after receiving unkind treatment.**

- ▸ **72% of Americans would be willing to pay more for a physician who emphasized kindness when treating patients.**

- ▸ **88% of Americans would be willing to travel further to see a health care provider or physician who emphasized kindness when treating patients.**

- ▸ **94% of Americans make a point of doing something kind for someone at least once during the week.**



**About this Survey Methodology**

The Dignity Health Survey was conducted by Wakefield Research among 1,000 nationally representative U.S. adults ages 18+, and 400 U.S. adults ages 18+ in each of the top 10 DMAs. The data was collected via an email invitation and an online survey between October 8th and October 24th, 2013. Quotas have been set to ensure reliable and accurate representation of the U.S. adult population 18 and older for the nationally representative audience. The survey sample has a margin of error ± 3.1 percent at a 95 percent level of confidence for the nationally representative audience.

Aaron Christopher McGee



"Let whoever is in charge keep this simple question in her head:
not, how can I always do this right thing myself, but how can I provide this right thing to be <u>always</u> done?"

Florence Nightingale, 1859
Notes on nursing: what it is and what it is not.

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# BUILDING YOUR PATIENT EXPERIENCE TOOLKIT

1. Organizational True North
2. 4 - Operational Priorities
3. Identify and Remove "Our Graffiti"
4. Human-Business-Human Model
5. "Caring Out Loud" Model

# YOUR JOB IS TO "BRIDGE THE GAP"



_____ Quality

_____ Quality

*And develop new protocols that include both!*

**NOTES:**

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# THE ULTIMATE GOAL: A TEAM PLAYBOOK FOR EVERY DEPARTMENT

• To develop a set of patient-driven, standardized "Plays" that clearly define "the way we do things" at each location.

• To capture those "Plays" in a "Playbook" that will be used as reference and for accountability.

• To recognize and hold everyone accountable for doing the "Plays" consistently, by rounding on them using a "Leader's Walk."

**We Unite Healing and Humankindness**
Delivering the MMG Way...Always!

## Our Always Playbook

**Mercy Medical Group**
A Service of Dignity Health Medical Foundation
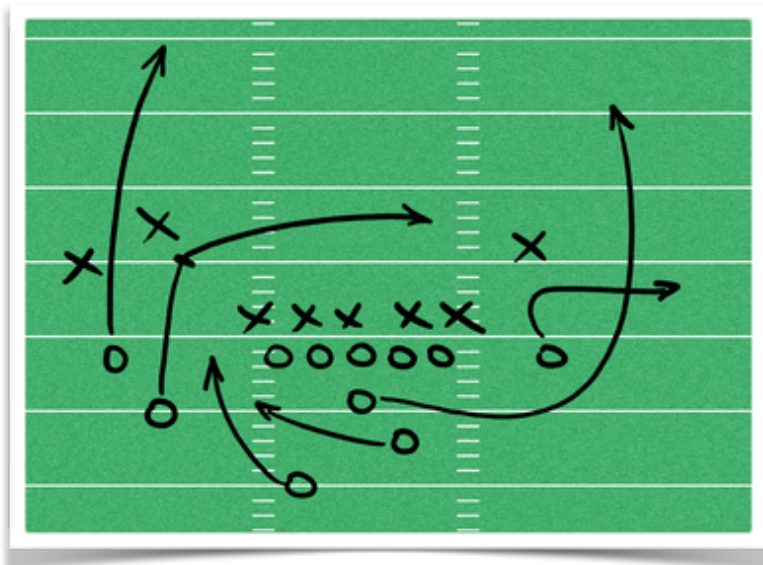
# TRUE NORTH EXAMPLES IN BUSINESS

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We create happiness by providing the finest in entertainment to people of all ages, everywhere.

_____

We are Ladies and Gentlemen serving Ladies and Gentlemen.

_____

We are dedicated to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride and Company Spirit.

_____

We inspire and nurture the human spirit – one person, one cup and one neighborhood at a time.

_____

# TRUE NORTH EXAMPLES
# IN HEALTHCARE

Rehabilitation Institute of Michigan - DMC (Detroit, MI)
**"*We inspire confidence and hope to reach your highest potential*** by providing an exceptional healing experience."

Dignity Health System - Mercy Medical Group (CA)
"***We unite healing and humankindness***, to create peace of mind for every person, every time, through a culture of yes."

Baystate Health (Springfield, MA)
**"*We inspire hope and promote wellness***
in our community by creating outstanding experiences in a caring and compassionate environment."

Carson Tahoe Health (Carson City, NV)
**"Together, we inspire hope and build trust**
through compassion, excellence and personalized care, every day, every step of the way."

# DEVELOPING OUR TRUE NORTH

## A 'True North' :

◆ Ensures everyone is headed in the same direction with a **common goal of what success looks and sounds like from the customer point of view.**

◆ Defines everyone's **role on the care team.**

◆ Serves as a blueprint for **"the way we do things around here."**

◆ The experience we intend to deliver to our patients and each other, every day. **It is the sum of our collective touches.**

## This should answer:

◆ **Who** does it?

◆ **What** is it we are trying to create (what emotion or byproduct of all our steps/touches with that customer or patient?)

◆ **How** do you do it (by...)?

◆ **Whom** do we do it for?

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# Developing Operational Priorities

Operational Priorities are how you deliver on the promise of the True North. It is also how do you and your team deal with conflicting or competing priorities. How do you handle daily dilemmas today? Below is an exercise that demonstrates what we do culturally sometimes has unintended consequences, strategically.

SAFETY / QUALITY

COMPETENCY

PRODUCTIVITY / EFFICIENCY

COMPASSION

# Operational Priorities

Culturally, what priorities do we put 1st, 2nd, 3rd, 4th? What do we discuss most, measure most, reward most - both clinically and in non-patient areas?

1. _____

2. _____

3. _____

4. _____

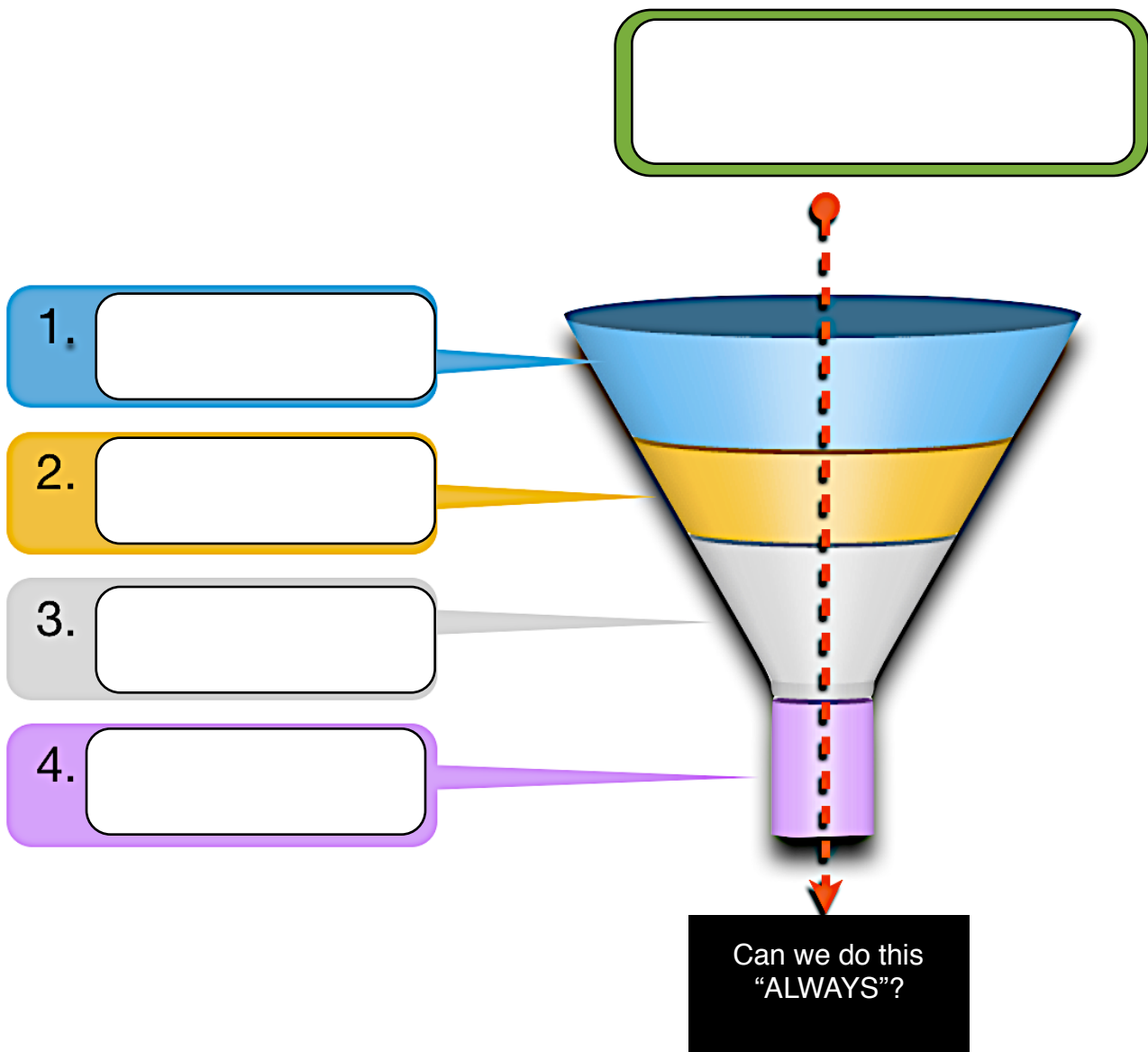And in what order do our patients want us to treat them - what do they want 1st, 2nd, 3rd, and 4th…**ALWAYS**?

1. _____

2. _____

3. _____

4. _____

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# DEVELOPING OPERATIONAL PRIORITIES

1. 

2. 

3. 

4. 

Can we do this "ALWAYS"?

**Operational Priorities: These are the top four elements needed to be woven into each step of the patient experience, always.  However, they need to be prioritized in case they come into conflict with each other.  Otherwise Caregivers will never be empowered to make the right decision on their own.** Decide and prioritize what is most important from the perspective of your customer. Prioritized, these will serve as a decision-making filter that empowers caregivers at all levels to solve everyday dilemmas in a way that consistently delivers on your new True North. These prioritized standards help to operationalize consistency among all caregivers — including leadership — and in all decisions and interactions. Key: They should be prioritized from the perspective of the customer, not just the organization.

# NOTES