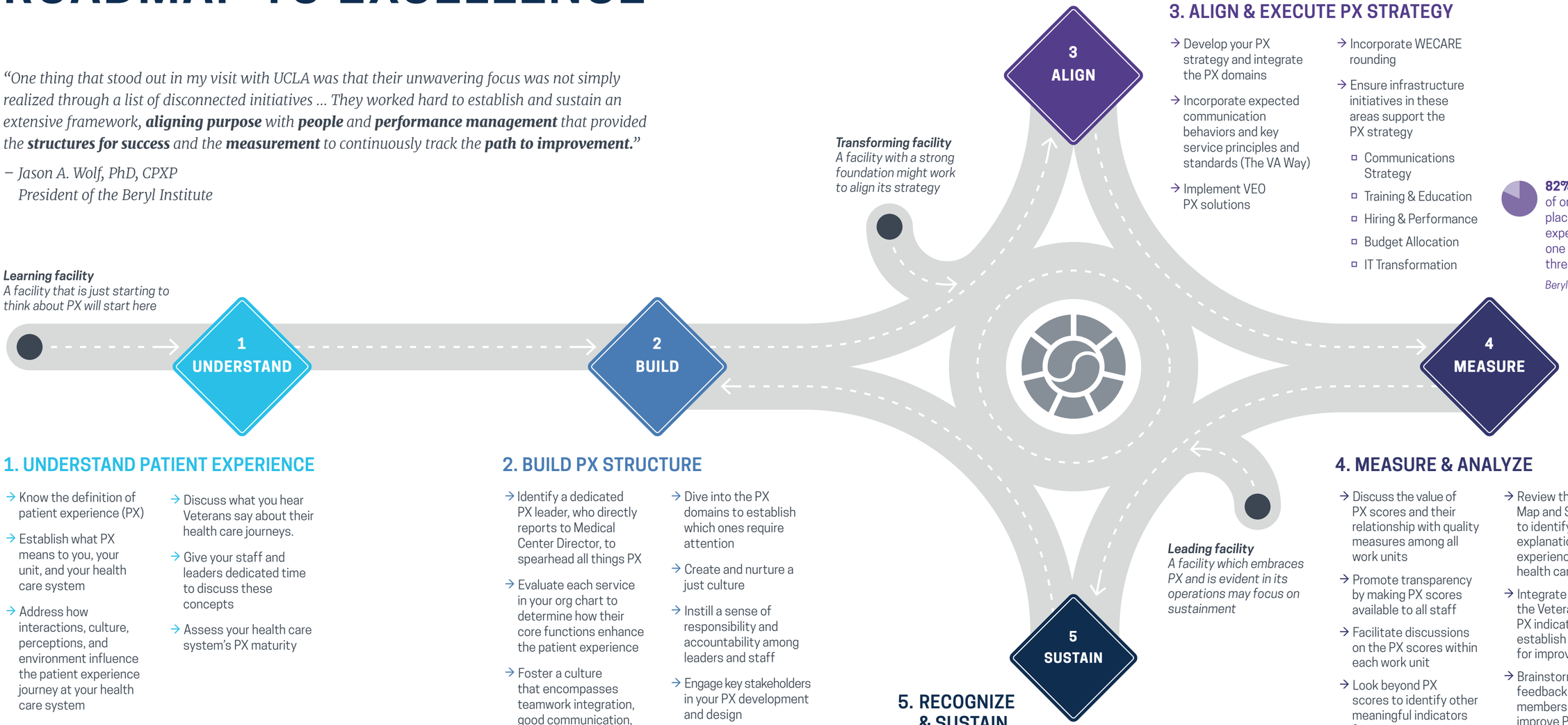
VA PATIENT EXPERIENCE ROADMAP TO EXCELLENCE

VETERANS EXPERIENCE OFFICE

Developed and designed by:
Veterans Experience Office

*"One thing that stood out in my visit with UCLA was that their unwavering focus was not simply realized through a list of disconnected initiatives ... They worked hard to establish and sustain an extensive framework, **aligning purpose** with **people** and **performance management** that provided the **structures for success** and the **measurement** to continuously track the **path to improvement**."*

– Jason A. Wolf, PhD, CPXP
President of the Beryl Institute



Learning facility
A facility that is just starting to think about PX will start here

Transforming facility
A facility with a strong foundation might work to align its strategy

Leading facility
A facility which embraces PX and is evident in its operations may focus on sustainment

1. UNDERSTAND PATIENT EXPERIENCE

- Know the definition of patient experience (PX)
- Establish what PX means to you, your unit, and your health care system
- Address how interactions, culture, perceptions, and environment influence the patient experience journey at your health care system
- Discuss what you hear Veterans say about their health care journeys.
- Give your staff and leaders dedicated time to discuss these concepts
- Assess your health care system's PX maturity

"Patient experience is not just about patient happiness....it is delivering clinical care that reduces patient suffering."
– Press Ganey

3x Satisfied patients are three times more likely to return to a provider they've seen before.
McKinsey & Company

2. BUILD PX STRUCTURE

- Identify a dedicated PX leader, who directly reports to Medical Center Director, to spearhead all things PX
- Evaluate each service in your org chart to determine how their core functions enhance the patient experience
- Foster a culture that encompasses teamwork integration, good communication, and an environment of continuous learning
- Value staff by listening and integrating their feedback in decisions
- Dive into the PX domains to establish which ones require attention
- Create and nurture a just culture
- Instill a sense of responsibility and accountability among leaders and staff
- Engage key stakeholders in your PX development and design
  - Veteran Advisory Council
  - Patient Experience Steering Committee

"Leadership is a must in patient experience and not simply as a figure-head or as a slice of an executive's already stretched responsibilities."
– Beryl Institute

80% of organizations have a dedicated patient experience leader.
Beryl Institute

3. ALIGN & EXECUTE PX STRATEGY

- Develop your PX strategy and integrate the PX domains
- Incorporate expected communication behaviors and key service principles and standards (The VA Way)
- Implement VEO PX solutions
- Incorporate WECARE rounding
- Ensure infrastructure initiatives in these areas support the PX strategy
  - Communications Strategy
  - Training & Education
  - Hiring & Performance
  - Budget Allocation
  - IT Transformation

82% of organizations place patient experience as one of their top three priorities.
Beryl Institute

4. MEASURE & ANALYZE

- Discuss the value of PX scores and their relationship with quality measures among all work units
- Promote transparency by making PX scores available to all staff
- Facilitate discussions on the PX scores within each work unit
- Look beyond PX scores to identify other meaningful indicators for experience
- Conduct listening sessions to gather the voice of the Veteran
- Review the PX Journey Map and Storybook to identify possible explanations for experience at your health care system
- Integrate the voice of the Veteran with your PX indicators to establish priority areas for improvement
- Brainstorm and gather feedback from team members on how to improve PX indicators
- Incorporate priority areas in your PX strategic plan

50% of disengaged employees plan to leave their organization.
Dr. Graham Lowe, Researcher

5. RECOGNIZE & SUSTAIN

- Demonstrate leadership commitment by actively leading WECARE rounds
- Inspire and celebrate teams through patient stories and recognizing meaningful contributions by staff
- Use data to drive system redesign efforts and adjust your PX strategy
- Practice Lean methods by embracing constructive energy from staff to solve problems within their work units
- Develop concrete plans of action with desired outcomes for improvement projects
- Give staff the freedom to evaluate and test new ideas
- Track progress and determine the impact of changes
- Communicate lessons learned and successes for systemic improvement
- Exchange best practices across your teams, VHA healthcare affiliates, and local community network
- Expand your PX knowledge and invest in PX professional development for all staff, including clinicians

"It feels like a whole city helped me get back together."
– Veteran Patient, Las Vegas NV

The Patient Experience Domains guide the necessary actions at every stage to ensure a well-grounded operating system.

Align purpose with people and performance management to establish structures for success. Measure and continuously track the path to excellence.

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VA PATIENT EXPERIENCE ROADMAP TO EXCELLENCE

Charting the course towards PX excellence

The VEO Patient Experience (PX) and the VEO Insight & Design teams designed this artifact in partnership with the Veterans Health Administration. This roadmap integrates ideas from VA facility leaders with best practices from the best in class private sector health systems. This roadmap is uniquely designed for VHA.

We invite you to use this roadmap as your operating model towards PX excellence. It builds upon the VA Patient Experience Domains, providing an adaptable approach based on five key action-oriented stages. Start and maintain the dialogue about patient experience. Follow suit by taking deliberate actions towards your journey to PX excellence.

A special thank you to VHA subject matter experts who shared their experiences launching and leading initiatives at their facilities. Clinical and administrative leaders shared the triumphs and failures of creating change within their health care systems. This project would not be possible without their sincerity, candor and desire of to make VA the best place for Veterans to get care. Contributors: Boston, East Orange, Indianapolis, Las Vegas, Los Angeles, Palo Alto, Reno, Roseburg, and San Francisco.

For questions and resources:
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https://www.vapulse.net/groups/vha-patient-experience

VA health care living up to the best care anywhere.

DEFINITION

The sum of all interactions, shaped by the organization's culture, that influence Veterans' and their families' perceptions along their healthcare journey.

VISION

Veterans and their families are at the center of everything we do, and our system ensures that every Veteran has a consistent, exceptional experience no matter where they go for care.

MISSION

To provide a consistent, exceptional experience that strengthens trust and confidence with the Veterans, their families and caregivers.

"Operating a truly patient-centered organization isn't a program; it's a way of life."

– *James I. Merlino and Ananth Raman*
Cleveland Clinic

Three dimensions of Veterans' customer experience





PATIENT EXPERIENCE DOMAINS

The VA Way

VALUES

- **I** INTEGRITY
- **C** COMMITMENT
- **A** ADVOCACY
- **R** RESPECT
- **E** EXCELLENCE

BEHAVIORS

- **W** WELCOME
- **E** EXPLAIN
- **C** CONNECT
- **A** ACTIVELY LISTEN
- **R** RESPECT
- **E** EXPRESS GRATITUDE

SERVICE RECOVERY

- **S** SAY HELLO
- **A** APOLOGIZE
- **L** LISTEN
- **U** UNDERSTAND
- **T** TAKE ACTION
- **E** EXPRESS GRATITUDE

LEADERSHIP

Leaders are visible, engaged, and set the tone of patient experience. Leaders empower employees and build an organization committed to patient experience.

PATIENT COMMUNICATION

Veterans know what to expect from their health care. Communications with Veterans are consistent, use plain language, and invite engagement. Veterans feel confident that they are being listened to and heard.

ENVIRONMENT

Veterans and their families feel welcomed and supported in an environment that is clean and safe that exudes healing and mitigates anxiety.

MEASUREMENT & IMPROVEMENT

The organization uses meaningful, contextual, and real-time insight to gain better understanding.

EMPLOYEE ENGAGEMENT

Employees feel passionate about serving Veterans, are committed and accountable to the organization and each other, and are empowered by leadership to solve meaningful problems that improve the patient experience. Employees understand their role and embody the philosophy behind the patient experience.

VOICE OF THE VETERAN

The organization proactively gathers and utilizes Veteran feedback and perspectives to make decisions and solve issues that matter most to Veterans and their families.

CULTURE

A culture of kindness, collaboration, innovation, transparency and accountability impacts how we treat each other and Veterans who come seeking care. Veterans feel welcomed and cared for when they sense a supportive environment.