

THE BERYL  
INSTITUTE

# 2019

## Year In Review



Elevating the Human Experience  
in Healthcare

## THE BERYL INSTITUTE

The Beryl Institute is the global community of practice committed to elevating the human experience in healthcare. We believe human experience is grounded in experiences of patients & families, those who work in healthcare and the communities they serve. We define the patient experience as *the sum of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of care.*

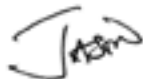
# THE BERYL INSTITUTE

There is great power in reflection. For all the time we spend in looking forward, we all too often forget or miss the chance to celebrate the path we just travelled, the successes we realized, the challenges we overcame, the lessons learned, the ways in which people impacted us or the lives we touched. In healthcare especially, we find ourselves on a constant run, all with a great purpose to care for others. Yet sometimes, this comes at the expense of missing a chance to appreciate all that got us to the very moment in which we find ourselves. In a momentary pause of reflection, you find an opportunity to recharge, to renew and to ready yourself for next steps. That is what we have come to realize in our efforts to look back at the year just passed.

In our 2019 Year in Review, I am again reminded of the true purpose of The Beryl Institute: to serve as a global community of practice committed to elevating the human experience in healthcare. The pages that follow are filled with things done not by the Institute as an organization alone, but by the rich and diverse community we have the honor and privilege to foster and convene. From solidifying an integrated framework for experience, to having hundreds of people share their voices in sessions, webinars, articles, cases, papers and more that represent the breadth of the experience conversation, this year in review is truly one of celebration, of recognition and, most importantly, appreciation.

Any movement that seeks to change the world is not built on one voice, but on a chorus of commitment to something bigger. As we take this moment to reflect on all we have done together, it too serves as a call and an inspiration for the next steps we have ahead. The greatest of thanks to all who contributed to and engaged in learning from all we created together in the year gone by. More so, here is to all that the journey ahead calls on us to do. As we look to the future of human experience in healthcare and to the next decade of work we will do together as a community, we can confidently say the path we laid provides us a launching point for all we will accomplish. In recognizing that in caring for one another, in a world that sometimes today challenges that very notion, and working to ensure that all voices matter, are honored and respected and can contribute, we will only continue to build great things together.

Here is to reflection, to our community and to all we have ahead.



Jason A. Wolf, PhD, CPXP  
President & CEO

# 2019

## Year In Review



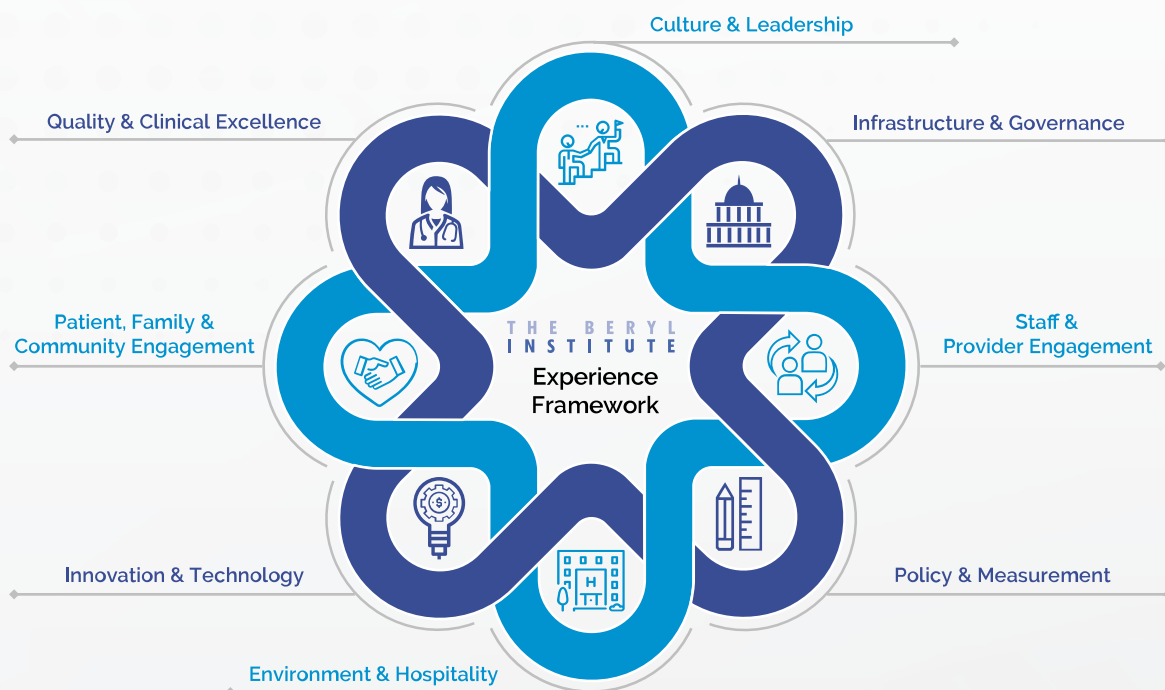
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# Experience Assessment

In 2019, we were excited to launch the Experience Assessment. It is grounded in The Beryl Institute's Experience Framework and built on global research identifying factors seen as critical to positive experience outcomes by both high performing healthcare units and consumers of healthcare.



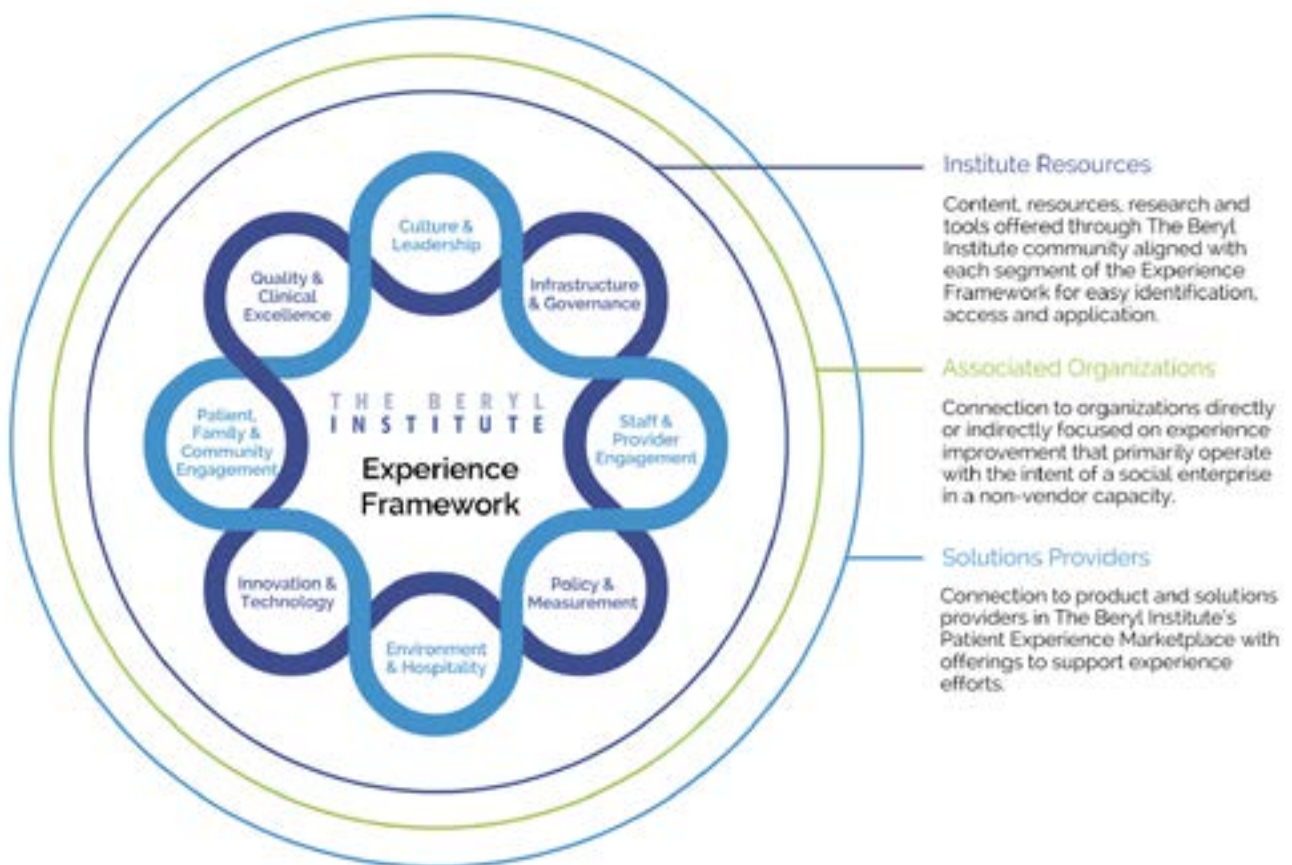
The assessment can be completed at an individual and an organizational level and allows those to discover where they are excelling and opportunities for improvement.

Upon completing the Experience Assessment, individuals and organizations will receive a comprehensive report that includes:

- An overall Human Experience Index (HXI) score
- An individual score associated with each of the eight strategic lenses of the Experience Framework
- Direct links to resources associated with each lens as you look to elevate strengths or address opportunities for improvement
- Access to a Review and Reflection Worksheet to help you begin to evaluate your scores and frame a plan to address what you discover

# Experience Ecosystem

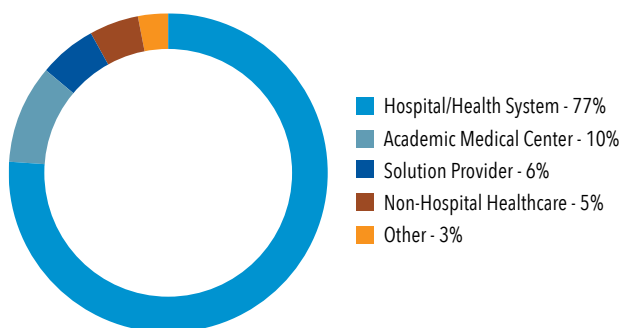
Also released in 2019, the Experience Ecosystem is an interconnected community of resources, organizations and solutions to support healthcare teams in positively impacting the patient experience. Built around the Institute's Experience Framework which reinforces the integrated nature of the healthcare experience by identifying eight strategic lenses through which any experience endeavor should be framed, the ecosystem includes three levels.



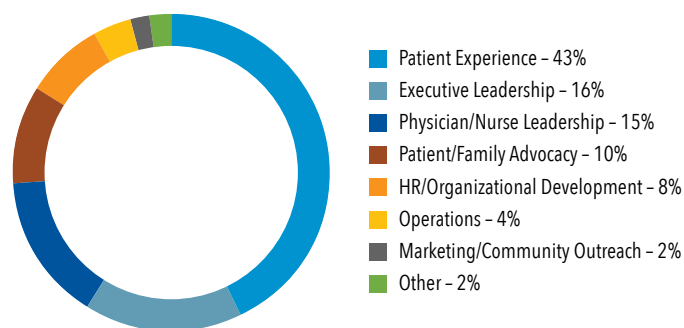
## Community Profile

Our community continued to grow with over 55,000 members and guests representing over 80 countries accessing resources and connections to guide improvements in their organizations.

Organization Type



Job Function



We were excited to welcome 55 new organizational members in 2019.

- Aga Khan Hospital and Medical College Foundation
- Amil Assistencia Medica
- Ascension Borgess
- Bellin Health
- Boulder Associates
- Cedars-Sinai
- Chaim Sheba Medical Center
- CHOC Children's
- City of Hope
- Community Health Network
- CoxHealth
- Deaconess Hospital
- East Boston Neighborhood Health Center
- Fairview University of MN Health
- Genesis Health System
- Glencoe Regional Health Services
- Hamilton Medical Center
- Happy or Not
- InnovaCare Health
- Inova Fair Oaks Hospital
- Ipsos
- Jarrard Phillips Cate & Hancock
- Jellyfish Health
- Kadlec Regional Medical Center
- Lake Health
- Lawrence General Hospital
- Marion General Hospital
- MaritzCX
- MDM Healthcare
- MDP Management
- Medallia
- Metro Health - University of Michigan Health
- Nobl Health
- North Mississippi Health Services
- Olympic Medical Center
- Orlando Orthopaedic Center
- OSF Saint Francis Medical Center
- pCare
- Phelps Health
- Phreesia
- Qualtrics
- Riverside Health System
- Sarah Bush Lincoln Health Center
- Scarborough Health Network
- South West Hospital and Health Service
- Southwestern Health Resources
- St Vincent's Health Network
- Stony Brook Medicine
- SUNY College of Optometry
- The University of Vermont Health Network - Alice Hyde Med Ctr/Champlain Valley Physicians Hospital
- Thrive Senior Living
- TiER1 Healthcare
- UK HealthCare
- VA Northeast Ohio Healthcare System
- Valleywise Health
- VHA OPA Department of Veterans Affairs
- Western Reserve Hospital
- Wolters Kluwer



## Connections

2019 continued to provide a variety of in-person and virtual connections for the community to engage and network with others, share ideas on how to improve the patient experience and gain perspectives from other likeminded individuals.



Held April 3-5 at Hyatt Regency in Dallas, Texas, PX2019 provided additional networking opportunities for participants through add-on options such as hospital tours at Methodist Hospital and Parkland Hospital as well as a city bus tour highlighting several of Dallas' attractions around town. New in 2019, the Pediatric Council held its first in person meeting at PX2019 bringing together pediatric leaders and staff from across North America.

To support engaging more patients and family members in the overall patient experience conversation, we were excited to offer four scholarships to Patient Experience Conference PX2019 for patients and family members actively engaged in improving healthcare as well as to all members of our Global Patient and Family Advisory Council.

PX2019 speakers comprised the voices of patients, families, caregivers, hospital executives, physicians, consultants, nurses and industry leaders sharing proven practices, innovations and strategies. To help participants choose sessions specific to their learning needs, breakout sessions were categorized by the eight strategic lenses of the Experience Framework:

- Culture & Leadership
- Infrastructure & Governance
- Staff & Provider Engagement
- Policy & Measurement
- Environment & Hospitality
- Innovation & Technology
- Patient, Family & Community Engagement
- Quality & Clinical Excellence



56

Breakout  
Sessions

19

e-Poster  
Presentations

4

Plenary  
Sessions

3

Pre-conference  
Workshops

1155

Participants



## Regional PX Pop-Ups

Designed to facilitate networking opportunities and build the local patient experience community, these lunch and learn events provide members and guests the opportunity to further network with colleagues in their region and engage in facilitated discussion to share ideas, hear successful strategies and learn from other challenges on patient experience improvement.

**2019 included a total of 206 participants across four PX Pop-Up locations:**

- Washington, DC - Sibley Memorial Hospital
- Minneapolis, MN - Minneapolis VA Health Care System
- Long Beach, CA - MemorialCare Long Beach Medical System
- Kansas City, MO - Children's Mercy Kansas City



## PX Connect

We were excited to see our online community PX Connect continue to provide an opportunity for members to exchange ideas, share resources and connect with one another. In 2019, we expanded the discussion by adding Global Communities. Members engaged in close to 700 conversations with over 2,600 postings.

Popular discussion topics included:

- Service Recovery Response Teams
- PX Presentations
- Secret Shopper Score Cards
- CPXP Prep
- Patient Experience Training
- Patient Experience Innovation
- Social Media Complaints
- ED Wait Times
- Hourly Rounding
- Managing Patient Valuables





### Speaking

Through interactive keynotes, in-person facilitated discussion and workshops, speakers from The Beryl Institute team continued to provide unique expertise and insights on patient experience and offered direct leadership development and skills building in 2019.

Speakers from the Institute presented at **31 various events** across the globe:

- **VA Symposium** - Crystal City, VA
- **Sante Health Foundation/Community Medical Centers, Winter CME Symposium** - Scottsdale, AZ
- **Siemens Healthineers, Key Expert Conference** - Houston, TX
- **Association of Child Life Professionals, Annual Conference** - Chicago, IL
- **Maimonides Hospital, Organizational Townhall** - New York, NY
- **Kaiser Permanente, Leadership Summit** - Atlanta, GA
- **Siemens Healthineers, PX Talks** - Erlangen, Germany
- **NAS Townhall: The Future of Nursing** - Seattle, WA
- **Singapore Health, Singapore Healthcare Management**
- **Southwestern Medicine, Leadership Dev Institute** - Chicago, IL
- **Owensboro Health, Spring Board Retreat** - Owensboro, KY
- **Synova, NICU Leadership Forum** - Litchfield Park, AZ
- **Pitt Community College, Nursing Student Meeting** - Winterville, NC
- **IHI, Patient Safety Officer Leadership** - Boston, MA
- **Virginia Mason Medical Center, 3rd Annual Darwin J. Liao Memorial Lecture** - Seattle, WA
- **Duke University, Patient Safety Conference** - Durham, NC
- **University of Alabama Birmingham Health System, PX Week Speaking Event** - Birmingham, AL
- **Tampa General, PX Week Speaking Event** - Tampa, FL
- **Heartland Health Alliance, PX Conference** - York, NE
- **NH Healthcare Quality and Safety Conference** - Dover, NH
- **Schwartz Center Conference** - Boston, MA
- **IHI CQO Program** - Boston, MA
- **Leadership Development Institute** - Denver, CO
- **Sutter Health Patient and Family Summit** - Oakland, CA
- **KAHPAM Fall Workshop** - Salinas, KS
- **Nebraska Hospital Association Annual Convention** - La Vista, NE
- **IHI Patient Safety Executive Development Program** - Boston, MA
- **Baystate Health PX Conference** - Springfield, MA
- **U.S. News & World Report Healthcare of Tomorrow Conference** - Washington, DC
- **IHI National Forum** - Orlando, FL
- **KLAS Patient Engagement Summit** - Park City, UT

### Collaboration

In addition to speaking engagements, members of The Beryl Institute leadership team were honored to represent the patient experience movement at many industry events including:

- *National Academy of Medicine Leadership Consortium's Care Culture & Decision-Making Innovation Collaborative*
- *National Academy of Medicine and the Patient-Centered Outcomes Research Institute's*
- *Meeting on Generating Stakeholder Support and Demand for Health Data Sharing*
- *Association of Child Life Professionals' Emotional Safety Summit*
- *Pharmacy Quality Alliance Annual Meeting*





The Patient Experience Policy Forum (PXPF) is a broad-based coalition of healthcare organizations and patient and family advisors engaged in advocacy and action to give a greater voice in health care policy to those working to improve the patient and family experience.

The 2019 PXPF Membership Meeting, held at The Beryl Institute's Patient Experience Conference 2019 in Dallas, TX, allowed PXPF to set goals with its member organizations and patients, talk about the previous year's accomplishments, and move forward with its advocacy agenda. PXPF is organized into workgroups focused on communication, measurement, and patient and family partnerships. Dozens of patient and hospital partners participated in discussions about measuring the patient experience, partnering with patients and families, and communicating the importance of PXPF's mission of giving a greater voice in healthcare policy to those working to improve the patient and family experience. PXPF's April meeting allowed the workgroups to further focus their work and identify ways optimize opportunities to influence policy in ways that affect the patient experience.

Later in 2019, PXPF commented on the value of patient narratives in the CAHPS for MIPS Survey. They explained that the addition of open-ended questions will allow patients to respond in free text to describe their care experiences. PXPF supports strategies for communicating patient experience survey data as clearly as possible to a wide audience.

PXPF also commented on proposed updates for HCAHPS to assess communication about the cost of care. "We thank CMS for recognizing the importance of considering revisions to the HCAHPS survey that would include aspects of the patient experience with inpatient care not currently included. However, placing the burden on doctors to be accountable for communicating cost information could potentially create a backlash against patient experience surveys from providers and hospitals more generally."



## Executive Board Co-Chairs



**Shari Berman**  
Former Co-Chair, Global PFAC  
The Beryl Institute



**Rick Evans**  
SVP and Chief Experience Officer  
NewYork-Presbyterian



**Charisse (Nikki) Montgomery,**  
MA, MEd, GPAC  
Parent President, Patient and Family  
Partnership Council  
University Hospitals Rainbow Babies





## Resources

Patient experience remained a top priority for healthcare in 2019. From innovative patient experience research to real-world looks at patient experience improvement efforts, our library of patient experience resources continued to grow and expand topics across the continuum of care.



### 2019 State of Patient Experience: A Call to Action for the Future of Human Experience

*The State of Patient Experience 2019: A Call to Action for the Future of Human Experience* engaged over 1,000 healthcare organization voices from 34 countries across six continents and shares trends, identifies changes, elevates challenges and shares insights on patient experience including how healthcare professionals are structuring their experience efforts across the globe.

Since the launch of its first biennial benchmarking study in 2011, the Institute continues to expand the conversation on experience. It has evolved from something that healthcare does to what healthcare is and will need to be. The study reinforces the idea that experience is essential to the future of healthcare, and through community, greater change can be achieved.

The 2019 study revealed relevant and practical data and insights, providing clarity on the state of patient experience across the continuum of care. According to the research:

- Patient experience efforts continue to mature and remain established within healthcare organizations.
- An integrated view of experience continues to be supported and is grounded in the engagement of patients and families.
- Focused leadership remains the greatest support of experience, while diluted leadership emerges as the biggest roadblock.
- Culture is vital for achieving positive experience efforts, signifying a growing recognition that the types of organizations we build in healthcare are the foundations for experience provided.
- Healthcare organizations are utilizing social media feedback as a tool to measure their overall improvement in patient experience.



### White Papers

Central to our shared commitment to improving the patient experience is this series of informative and thought-provoking publications that dig into the critical issues facing the healthcare industry today.

We published **five white papers** in 2019:

- *Experience Leader: A Critical Role at the Heart of Healthcare*
  - *The Role of Nurse Executives in Patient Experience*
  - *Improving Patient and Family Experience in the NICU: A Practical Application of the Experience Framework*
  - *Innovating the Patient Experience: Trends, Gaps and Opportunities*
  - *Patient Advocates: Expanding the Landscape of Patient and Family Support*
- 



### Research Reports

There are valuable efforts underway to research the value of improving the patient experience before, during, and after care, how it impacts customer service and the influence of culture on the experience.

We published **four research reports** in 2019:

- *Person Centered Care: Definitions and Perceptions of Various Stakeholders – University of Maryland Baltimore County*
- *Establishing Evidence-Based Benchmarks & Guidelines for the Field of Patient Advocacy: Survey Results – Marianjoy Rehabilitation Hospital*
- *The Geographical Implications of Nursing Education Resources and Quality Outcomes – Auburn University*
- *The Association Between Health Information Technology & Patient Provider Contact: Implications for Practice*

### Grant/Scholar Recipients

The mission of the annual grant and scholar program supports patient experience research efforts and represents our ongoing commitment to expanding the conversation, learning and sharing around improving the patient experience in the healthcare industry.

We awarded grants to **15 healthcare organizations and one scholar** in 2019:

#### Research Studies of Healthcare Organizations

- **London Health Sciences Centre, London, ON, Canada** - Can the Canadian Patient Safety Framework be utilized as a formal approach to addressing quality of care concerns that are received through the Patient Relations office?
- **OSU Wexner Medical Center, Columbus, OH** - How can we create a more personalized patient experience for non-English speaking patients?
- **Sunnybrook Health Sciences Centre, Toronto, ON, Canada** - How does the involvement of a patient partner as a co-learner within the didactic learning of the Practice-Based Research and Innovation Fellowship program impact the development of Fellows' quality improvement projects and impact the experience of learners?
- **The Urgency Room, Woodbury, MN** - Can training of guest service staff through simulation exercises improve staff comfort and effectiveness in dealing with challenging patient interactions?
- **Planned Parenthood, Overland Park, KS** - What is the patient experience of transgender patients receiving transgender care services in a family planning clinic in the U.S. South?
- **Vidant Health, Greenville, NC** - Can the integration of a design-thinking framework refresh utilization of Communication Whiteboards to strengthen interprofessional partnerships, improve patient and family experiences, and increase team member engagement?
- **Sutter Health, Sacramento, CA** - Can patient and MD/RN communication be improved by providing On Demand education on high reliability error prevention tools to patients?
- **Alberta Health, Edmonton, Alberta, Canada** - Communication: What and how is information shared with patients/clients from staff and between staff/clinicians as it relates to care and care decisions?
- **Augusta Health, Augusta, GA** - How well are we preparing patients, families, caregivers and staff for the dying process?
- **Monadnock Community Hospital, Peterborough, NH** - How can small rural hospitals support family caregivers to allow them to be true partners in care?
- **Children's Mercy Kansas City, Kansas City, MO** - Does a family immersion experience provide an educational benefit to pediatric residents by increasing skills and knowledge in the four constructs of empathy?
- **VA Boston Healthcare System, Boston, MA** - Improving the patient experience of veterans with spinal cord injury through the "My Life, My Story" project.
- **Children's Hospital of Philadelphia, Philadelphia, PA** - A look at provider performance scores from the intersection of patient and provider demographics.
- **Duke University Medical Center, Durham, NC** - Evaluation of bedside communication and its impact on the patient's daily goals, patient satisfaction, trainee satisfaction, and patient activation.
- **Hamilton Health, St. Peter's Hospital, Hamilton, ON, Canada** - Patients and Families: How can we build capacity among staff to seek experience feedback, use the data to inform improvement opportunities, and collaborate to arrive at solutions?

#### Research Studies of Doctoral Students

- **Gail Sims, DNP Candidate, Grand Canyon University** - Can training in HeartMath™ to patients and families of stroke survivors decrease caregiver anxiety and stress and improve mindfulness in preparation to care for their loved ones after discharge?



## On the Road

This series offers a virtual guest pass to many leading healthcare institutions, sharing patient experience journeys from hospitals around the globe.

We published **eight *On the Road* articles** in 2019:

- **A 'Simply Better' Culture to Achieving Excellence** – MemorialCare Long Beach Medical Center
- **Caring Inclusively: One system's commitment to experience and mental health for patients and employees alike** – Sutter Health
- **Creating Relationship and Community Based Environments for Older Adults** – Thrive Senior Living
- **Rebuilding Trust to Ensure Sustainability: One CAH's Remarkable Transformation** – Phillips County Health Systems
- **A Healthcare System Woven into the Community it Serves: Returning to the Place of My First Patient Experience** – St. Joseph's Health
- **#ToCareisHuman** – The Beryl Institute's Patient Experience Conference 2019
- **Improving Outcomes and Experience in Behavioral Health through Community Partnership** – Parkland Health & Hospital System
- **An Evolution of Experience** – Kaiser Permanente



## Case Studies

Our ongoing case study series offers an exclusive look into current healthcare efforts, presented as both an opportunity to learn from others as well as a spark for further ideas on how we can work to improve the patient experience.

We published **10 case studies** in 2019:

- **Improving Patient Experience by Focusing on "Always" and "Never" Behavior and Language** – Long Island Jewish Valley Stream
- **The Power of Responsiveness: Impacting Patients' Perception of Frequency of Nursing Care through a United Team of Caregivers** – Dignity Health
- **Improve Rounding Efficiency to Accelerate Performance Excellence and Enhance the Patient Experience** – The Mayo Clinic
- **Linguistic Support to Improve the Patient Experience** – Geisinger Holy Spirit
- **When I Play, We Heal** - The Aga Khan University Hospital
- **Enhancing the Patient Experience for People with Disabilities through Diversity and Inclusion Practices** – Mount Sinai
- **Using Real-Time Surveys to Deliver Exceptional Patient Experiences with High Reliability** – Northwell Health
- **Emmi® Programs Help Hospitals Scale Up to Drive Quality Care Transitions\*** – Wolters Kluwer
- **"Welcome.Listen.Care." Improving The Patient and Employee Experience in the CICU through Three Service Acts that Enhance Personal Connection, Communication, and Real-time Responsiveness** – MetroHealth
- **A Case Study in Operationalizing Branding and Culture at Dignity Health's Mercy Medical Group\*** – Integrated Loyalty Systems

\* Sponsored case study



### To Care is Human: A Patient Experience Podcast

HOSTED BY:



**Jason A. Wolf, PhD, CPXP**  
President & CEO  
The Beryl Institute



**Tiffany Christensen, CPXP**  
Vice President Experience Integration  
The Beryl Institute

The Beryl Institute was excited to launch the To Care is Human Podcast Series, a way for listeners to stay connected to the changing landscape of patient experience this past year. Demonstrating our commitment to elevating the human experience in healthcare, we provided a platform for all voices in patient experience to be heard.

We published **25 episodes** in 2019:

- **A Conversation With David Feinberg, MD, VP Healthcare, Google Health: Expanding the possibility of human experience** - David Feinberg, MD, VP Healthcare, Google Health
- **What we sow, shall we reap** - Muneera Rasheed and Sana Saeed
- **We Can't Copy and Paste Improvement** - Tom Simba
- **Stories Are Data With A Soul** - Isabela Castro
- **A Conversation with Dr. Zaas, President of Duke Raleigh Hospital: A healthcare leader's holistic approach to the ultimate goal of the industry - quality service and safety for patients** - Dr. David Zaas, President of Duke Raleigh Hospital
- **Just Roll With It** - Allison Chrestensen
- **You never know when it might be a day with baby chicks...** - Elizabeth Mendoza, Kim Pedersen, Becky Ruckno, Linda Cline Raymond
- **Running Buddies** - Dr. Erik Hauck and Kara Lyven
- **A Conversation with Michael Dowling, President & CEO of Northwell Health: A healthcare executive's positive perspective on leading with optimism and compassion, while loving what you do!** - Michael Dowling
- **Rana Awdish - Life beyond "In Shock"** - Dr. Rana Awdish
- **A Peculiar Indifference - Bias in Healthcare Part 1** - Dr. Ron Wyatt and Cathy Arsenault
- **Microaggression & Allyism - Bias in Healthcare Part 2** - Dr. Ron Wyatt and D'Anna Holmes
- **The Stuff That's Killing Us - Bias in Healthcare Part 3** - Dr. Ron Wyatt and Cheslie Johnson
- **A Conversation with Dr. Rasu Shrestha, Executive Vice President and Chief Strategy Officer of Atrium Health** - Dr. Rasu Shrestha
- **You Can't Come In With The Same Walk, Parkland Health and Hospital** - Officers Shantina Graham and Brandon Salinas
- **I was fine with my body. I just didn't like that it was mine** - Oliver and Jenny
- **Edge of Aging Part 1 - "If they offer pie, take it"** - Nicole Claggett and Cooper Linton
- **Edge of Aging Part 2 - "Put air in their lungs"** - Nicole Claggett and Cooper Linton
- **A Conversation with Karen Grimley, Chief Nurse Executive, UCLA Health & Assistant Dean of Nursing, UCLA School of Nursing** - Karen Grimley, PhD, MBA, RN
- **"In those moments, I really think I'm not going to be okay"** - Lindsay and Bebe Smith
- **"We're all human here"** - Lindsay and Bebe Smith
- **A Conversation with Senior Leadership at New York Presbyterian** - Rick Evans and Laura Forese, MD
- **"It's an Occupation of Life to Die"** - Kati Soleil-Sadler
- **"Just living life and then, BOOM! I have cancer"** - Lori Brown
- **"Clinging to that last, bottom eyelash..."** - Lori Brown





### Patient Experience Blogs

This series shares patient experience perspectives and insights voiced from The Beryl Institute's leadership team.

We released **12 patient experience blogs** in 2019:

- **From "How are WE doing?" to "How are YOU doing?": A New Perspective for Experience Measurement** - Jason A. Wolf, PhD, CPXP
- **It Takes a Village to Ensure Experience Excellence** - Stacy Palmer, CPXP
- **An Orientation to Experience** - Tiffany Christensen, CPXP
- **The State of Patient Experience 2019: Reflections and Four Considerations for Action** - Jason A. Wolf, PhD, CPXP
- **My Rearview Mirror, Reflections from a Former Patient Advocate** - Tiffany Christensen, CPXP
- **Doing a Happy Dance for Fewer Emails** - Stacy Palmer, CPXP
- **A Gift Not a Burden** - Deanna Frings, CPXP
- **Introducing the Experience Ecosystem: Reinforcing community, collaboration and the integrated nature of healthcare experience.** - Jason A. Wolf, PhD, CPXP
- **Staring at Walls: Who Are We Designing For?** - Tiffany Christensen, CPXP
- **Expanding the Possibility of Human Experience – A Conversation with David Feinberg, MD, VP Healthcare, Google Health** - Jason A. Wolf, PhD, CPXP
- **Healthcare's 10 Year Challenge: Reflecting on the Past Decade in Patient Experience** - Deanna Frings, CPXP
- **5 Ways to Impact Your Patient Experience Success in 2019** - Stacy Palmer, CPXP

### Guest Blogs

This series invites members and guests to share their patient experience journey.

We released **19 guest blogs** in 2019:

- **Shifting your Organization's Cultural Mindset + Evolving to Meet Patient Needs** - Paul Tiedt
- **Leader Rounding – A must for our Emergency Departments!** - Dr. Swati Mehta
- **Doctors' Offices Should be More Like the Genius Bar** - Jeffrey Millstein, MD
- **Leveraging Listening Posts to Develop Patient-Centric Solutions** - Magali Tranié
- **The Multiplying Effect of Satisfaction and Dissatisfaction on Reputation and the Bottom Line** - Aaron Campbell, CPXP
- **Play as an Integral Part of Pediatric Patient Experience** - Christina York
- **Caregiving in Alzheimer's Disease** - John A. Galdo, Pharm.D., M.B.A., BCPS, BCGP
- **This Isn't Rocket Science. In fact, It's Harder** - Mark VanderKlipp, EDAC
- **What Can Hotels and Healthcare Providers Learn from Each Other?** - Denise Durgin
- **Do You really See Me? Or Just My Disability...** - Cheryl Shearer, MBA
- **Helping People Understand the Most Appropriate Radiological Imaging and Test Procedures for Their Condition** - Andrea Borondy Kitts, MS, MPH
- **Creating Organizational Change: A 1-Word Solution for Improvement** - Greta Rosler MSN RN NEA-BC CPXP
- **The Benefit of Purposeful Hourly Rounding** - Brian Bustoz and Alicia Hernandez, MSN, RN
- **Leveraging Technology and Innovation to Improve the Patient Experience** - Taylor Carol
- **Does Your Patient Experience Encompass All Patients?** - Barb Davis
- **Providing an Exceptional Patient Experience Starts on the Phone** - Sarah Suddreth
- **How Personal Music Is Transforming the Patient Experience** - Dan Cohen, MSW
- **Employee Engagement and Leadership Rounding** - Amy Vanderscheuren, MHA
- **Impacting Service Culture When You're the New Kid on the Block** - Nicole L. Cable, CPXP



### *Patient Experience Journal (PXJ)*

PXJ published **50 articles** in 2019.

In addition to its twice annual publication, PXJ also released its special issue on The Role of Technology and Innovation in Patient Experience. This special issue provides a broad view of evidence-based efforts and experiences in creating or implementing technology and innovations focused on positively impacting patient and family experience.

In 2019 PXJ celebrated reaching the milestone of 500,000 individual article downloads. In 2019 alone, articles from PXJ were downloaded over 146,000 times from 6,500 institutions, in more than 200 countries and territories.



### Editorial Team

- Terri Ipsen, CPXP, Editorial Coordinator, PXJ
- Geoffrey Silvera, Ph.D., Managing Editor / Assistant Professor of Health Services Administration, PXJ / Auburn University
- Jason A. Wolf, Ph.D., CPX, Founding Editor / President / Professorial Lecturer, PXJ / The Beryl Institute/ American University



### Patient Experience Journal Editorial Board

- Samereh Abdoli, Ph.D, RN, Assistant Professor of Nursing, University of Tennessee-Knoxville
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- Megan Chavez, MS, FACHE, CPXP, Director, Hoag Experience, Hoag
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- Karen Drenkard, PhD, RN, NEA-BC, FAAN, Associate Dean, Clinical Practice & Community Engagement, The George Washington University School of Nursing
- Andrew Gallan, Ph.D., Assistant Professor, Florida Atlantic University - College of Business
- Denise M. Kennedy, MBA, Clinical Assistant Professor, College of Health Solutions, School for the Science of Health Care Delivery, Arizona State University
- Sherri LaVela, Ph.D., MPH, MBA, Research Health Scientist, Center of Innovation for Complex Chronic Care, Department of Veterans Affairs | Associate Professor, Research, Department of Physical Medicine and Rehabilitation, Feinberg School of Medicine, Northwestern University
- William G. Lehrman, Ph.D. , Social Science Research Analyst, Division of Consumer Assessment & Plan Performance , Centers for Medicare & Medicaid Services
- Daniel D. Maeng, Ph.D., Assistant Professor, Department of Psychiatry, University of Rochester Medical Center
- Dianne Marshburn, Ph.D., RN, Nursing Graduate Faculty Member, East Carolina University, College of Nursing
- Joseph Michelli, Ph.D., Chief Experience Officer, The Michelli Experience
- Erin Moore, BS, Lead Coproduction Advisor, Shift

- Sophie Staniszewska, Ph.D., Professor, Patient and Public Involvement and Experiences of Care, Co-Editor in Chief, Research Involvement and Engagement, Warwick Medical School, University of Warwick (England)
- Dominic Vachon, Ph.D., Director, Ruth M. Hillebrand Center for Compassionate Care in Medicine, University of Notre Dame

### Emeritus

- Stefan Agamanolis, Ph.D., Chief Innovation Officer, Akron Children's Hospital
- Bill Boulding, Ph.D., Dean/J.B. Fuqua Professor of Business Administration, The Fuqua School of Business, Duke University
- Bob Cottor, M.D., Board Member, Taos Institute
- Christy Harris Lemak, Ph.D, FACHE, Chair, Department of Health Services Administration, UAB
- Karen Luxford, Ph.D., CEO, Royal Australasian College of Dental Surgeons
- Vickie Neiderhauser, Ph.D., RN, Dean, The University of Tennessee, College of Nursing
- Zal Press, Founder, Patient Commando Productions, Former Co-Chair, Global Patient & Family Advisory Council, The Beryl Institute

## Learning

With an expanding interest in the field of patient experience, we continued to support the consistent and continuous development of patient experience professionals by providing relevant and community-developed learning opportunities for all stages in patient experience journeys.



We were excited to recognize **174 recipients** in 2019 as individuals who have successfully completed the required set of PX Body of Knowledge courses. Certificate program recipients represent a community of experts in patient experience performance committed to delivering superior quality, safety and service to the patients and families they serve.

### Certificate in Patient Experience Leadership

- Ahmed Saleh Al Anizi, Ministry of Health - Saudi Arabia
- Afrah Ali Al Harbi, Ministry of Health - Saudi Arabia
- Nada Hassan Al Muhana, Ministry of Health - Saudi Arabia
- Fayez Maeesh Al Nafie, Ministry of Health - Saudi Arabia
- Abdul Majeed Ayad Al Otaibi, Ministry of Health - Saudi Arabia
- Mohammed Saeed Al Shahrani, Ministry of Health - Saudi Arabia
- Abdulaziz Salman Alatawi, Ministry of Health - Saudi Arabia
- Sultan Hamad Alawthah, Ministry of Health - Saudi Arabia
- Kaitlin Alderete, Keck Hospital of USC
- Layla Al-dorani, Sidra Medical and Research Center\*
- Khalid Fahad Algarib, Ministry of Health - Saudi Arabia
- Ahmed Mohamed Alghamdi, Ministry of Health - Saudi Arabia
- Mohammed Ali Al-Harbi, Ministry of Health - Saudi Arabia
- Ashwag Fahad Alharthi, Ministry of Health - Saudi Arabia
- Eman Abdullah Alhazzani, Ministry of Health - Saudi Arabia
- Turki Mohammed Alhumaidany, Ministry of Health - Saudi Arabia
- Wafaa Hamad Al-Hurishi, Ministry of Health - Saudi Arabia
- Abdulaziz Mohammed Abdullah Ali, Ministry of Health - Saudi Arabia
- Ahmed Ali Abdelkawy, Ministry of Health - Saudi Arabia
- Yazeed Mohammed Alkhamash, Ministry of Health - Saudi Arabia
- Abdulrahman Oqab Almalki, Ministry of Health - Saudi Arabia
- Manal Nayaf Almutairi, Ministry of Health - Saudi Arabia
- Naif Abraham Almutairi, Ministry of Health - Saudi Arabia
- Amal Alshedoukhi, Medical Services Directorate
- Aymen Zaher Alshehri, Ministry of Health - Saudi Arabia
- Maher Ahmed Alshehri, Ministry of Health - Saudi Arabia
- Bridget Alston, Hackensack Meridian Health
- Majed Jameel Althibiti, Ministry of Health - Saudi Arabia
- Salman Wasil S. Althobaiti, Ministry of Health - Saudi Arabia
- Ashley Anderson, Planned Parenthood Federation of America
- Wendy Arato, New Hanover Medical Group\*
- Christine Armstrong, SSM Health - Cardinal Glennon
- Paula Aston, South Denver Spine\*
- Heath Baggett, Wake Forest Baptist Medical Center
- Jennifer Ball, Xanitos

# 2019

## Year In Review

- Kenza Bennani, CHOC Children's
- Bridget Berg, Keck Medicine of USC
- Frances Bishop, Southern Arizona VA Medical Center
- Elizabeth Bockman\*
- Margaret Borders, Alabama Hospital Association
- Mary Bowles, Norton Healthcare
- Brianna Camera, VA New England Healthcare System
- Lourdes Carrera, Sidra Medical and Research Center\*
- James Castellone, Eastern CT Health Network
- George Clarke, Hampton VA Medical Center\*
- Amanda Cloud, Firelands Regional Medical Center
- Beth Conetta, NewYork-Presbyterian
- Jorge Cruz, Northwell Health
- Katie Davis, Tower Health Chestnut Hill Hospital
- Edwin Dizon, Keck Medicine of USC
- Jonathan Duprez, Northwell Health
- Nancy Eller, Advantage Care Physicians
- Missy Francisco Carlson, Essentia Health
- Jane Gagne, Mount Auburn Hospital
- Harmony Gamez, Kaiser Permanente
- Nicole Giammarinaro, Northwell Health
- Nitay Gill, Stanford Health Care
- Sarah Gilstrap
- Elizabeth Gonzalez, Keck Medicine of USC
- Rebecca Goudarzi, Atrium Health\*
- Steven Guerin, Sodexo
- Samantha Hall, Norton Healthcare
- Jean Halpin, OhioHealth Corporate - Customer Experience Office
- Kevin Hamel, UVHN-CVPH
- Rushaun Hanson, Providence Little Company of Mary Torrance
- Karen Henning, Care New England
- Cynthia Heredia, Yuma Regional Medical Center\*
- Debra Highfield\*
- Jennifer Hoert, Norton Healthcare
- Elizabeth Holder, Bryn Mawr Hospital/Aramark
- Jacy Imilkowski, Jacy Imilkowski Speaking & Training
- Olga Isidoro Garcia, Patient Insight\*
- Leslie Jansen, Sarah Bush Lincoln Health Center
- Kate Johnson, Baystate Medical Center
- Diane Jones\*
- DiOnna Jordan, Michigan Medicine
- Linda Kajtazi, White Plains Hospital\*
- Chantal Koulloukian, Keck Medicine of USC
- Mary Kubeny, Aspirus Langlade Hospital\*
- Paul Lansdowne, Methodist Health System
- Diane Lapa, Keck Hospital of USC
- Jessica Laperle, Dartmouth Hitchcock\*
- Kyle Leonard, Mercy
- Karen Lofty, Fresenius Medical Care
- Linda Lombardi, NYC Health + Hospitals\*
- Sebastian Lopez, Keck Medicine of USC\*
- Angela Luszc, Keck Hospital of USC
- Brooke MacNeill, Renown Health
- Utkala Maringanti, Stanford Health Care
- Erin McCarthy, NewYork-Presbyterian
- Ingrid McCrory, Yuma Regional Medical Center\*
- Carla Mercer, Reedsburg Area Medical Center
- Jeffrey Millstein, Penn Medicine
- Peter Moise, Hampton VA Medical Center\*
- Joseph Monica, Hackensack Meridian Health
- Michelle Morgan, Kaiser Permanente
- Ingrid Napoletano, UConn Health\*
- Nadia Nevels, Yuma Regional Medical Center\*
- Patricia Nichols, Jefferson Health
- Laurie O'Byrne, Methodist Physicians Clinic\*
- Sarah O'Neill, Heritage Biologics
- Jody Pelser, Summerlin Hospital Medical Center
- Tom Petrowski, Holy Name Medical Center
- Marcia Phillips, Health First Holmes Regional Medical Center\*
- Leilani Rivera, Montefiore Health System
- Krystine Rodriguez, Holy Name Medical Center
- Tina Rube, Yuma Regional Medical Center\*
- Ahmed Saleh Sabr, Ministry of Health - Saudi Arabia
- Josef Schaetzle, Northwell Health
- Sara Schultz, Sleepy Eye Medical Center
- Michelle Seay, Erie County Medical Center\*
- Kirstin Sellers, Valley Medical Center
- Corey Sheehan, NH Hospital\*
- Melissa Showalter, Renown Health



- Elizabeth Skene, Hackensack Meridian Health
- LaDonna Stone, Hampton VA Medical Center\*
- Katy Sullivan, Keck Medicine of USC
- Vivian Sun, NYC Health + Hospitals
- Erika Szego, Sinai Health System
- Christine Tatem, Connecticut Children's Medical Center\*
- Mary Claire Thevenot, TeleHealth Services
- Ronald Tirado, Holy Name Medical Center
- Elisa Trimino
- Ryan Ullman, Hackensack Meridian Health
- Sandra Villafan, University of Southern California
- Adriene Walker-Weste, Hampton VA Medical Center\*
- Meredith Wallpe, Heritage Biologics
- Jenny Westbury, PeaceHealth PX
- Anthony Wright, Hampton VA Medical Center\*
- Christie Zachman, UnityPoint Health

\* Earned Dual Certificate in PX Leadership and Patient Advocacy

### Certificate in Patient Advocacy

- Fatema Jaafar Al-Sayyad Sr., Sidra Medical & Research Center
- Thomas Amorosi, Holy Name Medical Center
- Dawne Bailey, UnityPoint Health - Meriter
- Gia Bechard, Kalispell Regional Medical Center
- Michele Blackburn, Erie County Medical Center
- Susan Bland-Medicis, Upstate University Hospital
- Carolyn Brown, Montefiore Health System
- Jessica Carpio, Reading Health System
- Jessica Carstenson, Holy Name Medical Center
- Daphne Carter, Hartford Healthcare
- Bethany Collins, Upstate University Hospital
- Nancy Costello, Montefiore Health System
- Edward Dias, Sidra Medical and Research Center
- Maritza Diaz, Reading Health System
- Justin Dolan, Upstate University Hospital
- Kevin Dumais, Hartford Healthcare
- Jodi Dunlap, Genesis Healthcare System
- Billie Dunn-Fenwick, Inova Loudoun Hospital
- Stacey Garlick, Marshfield Clinic Health System
- Roselyn Herrera, Montefiore Health System
- Chrystn Keeley, Wentworth-Douglass Hospital
- Ronita Kersey
- Christa Kreutzer, UnityPoint Health - Meriter
- Danielle Kuelbs, Marshfield Clinic Health System
- Deborah Leroy, Cohen Children's Medical Center
- Terry Lewis, Adirondack Health
- Madeline Maldonado, Reading Health System
- Barbara Malebranche, Sharp Coronado Hospital
- Keshia Marshall, St. Josephs Healthcare System
- Jason McDermott, Hartford Healthcare
- Ivania Olivares, Montefiore Health System
- Johanne Pichardo, Montefiore Health System
- Anita Plaza, Yuma Regional Medical Center
- Tanya Profancik, Baptist Health Care
- Linda Purnell, Trinity Health System
- Meredith Rader, Reading Health System
- Tiffany Reeves, Reading Health System
- Ashley Rice, Hartford Healthcare
- Megan Richardson, MedStar Georgetown University Hospital
- Karen Robinson, Baptist Health Care
- Shanelle Robinson, Montefiore Health System
- Carol Ruiz, Reading Health System
- Kristy Supsook, Tanana Chiefs Conference
- Katelyn Walsh, Catholic Medical Center



### Postgraduate Program in Brazil

Patient Experience continues to be a top priority for healthcare professionals around the world and The Beryl Institute responded to the demand to educate leaders in this growing field with its partnership with Hospital Sirio-Libanes located in Sao Paulo, Brazil. Based on the Institute's Experience Framework and with collaboration with executive team leaders from the Institute, Hospital Sirio-Libanes launched its post-graduate patient experience program with classes starting in May 2019.

The postgraduate program curriculum reflects the culmination of research conducted by the Institute over the last eight years in conjunction with Sirio-Libanes's 100-year history in the health profession providing a sound foundation to teach future patient experience leaders. As the global community of practice dedicated to improving patient experience, the Institute's partnership with Hospital Sirio-Libanes reinforces its commitment to impact experience efforts through collaboration and shared knowledge.

## PX101

### PX101

It was exciting to see engagement grow since PX 101 became available in July 2018 with **over 55 organizations** using this educational resource. New in August 2019, the Whiteboard Video only option became available. The seven whiteboard videos (each 3-5 minutes in length) can be downloaded and shared throughout organizations, in training sessions and in other presentations. Organizations continue to explore this exciting new resource and are in various stages of the implementation cycle.

### CPXP Prep Courses

Workshops continue to be a valuable resource for the PX community. Workshops were conducted both in-person and live online to prepare participants for the CPXP exam. With a total of **55 participants**, the in-person workshop was a full day interactive session led by the LPD faculty on April 2 at the Hyatt Regency Dallas. With a total of **106 participants**, the live online workshops each consisted of four facilitator-led sessions.

#### What 2019 CPXP Prep Course Participants Said:

*"This course was extremely helpful and gave me the confidence that I need to begin to prepare. I was a bit overwhelmed initially, but the instructor helped me to realize, most of the topics/domains are things we are already doing at our site. I just need to think through the process."*

- Christie Zachman  
Patient Experience Coordinator  
UnityPoint Health Methodist

*"I highly encourage people who plan to take the exam to take this course. It was so informative and really gave firsthand insight on the actual exam. I feel that it was an excellent use of time and money. Hoping to become part of the elite group of CPXPs...fingers crossed."*

- Dede DeVeney  
Patient Experience Ambassador  
Box Butte General Hospital



### Webinars

Facilitated by patient experience leaders from around the world, webinars share proven practices and strategies to implement in your own organization.

We offered **35 webinars with over 9,400 registrations** in 2019:

- **Enhancing Staff Engagement and Resiliency by Building a Culture of Respect**  
Rick Evans, Senior Vice-President and Chief Experience Officer, NewYork-Presbyterian Hospital
- **Physician Shadowing as an Effective Tool for Communication Skill Building and Culture Change**  
Kelley Dillon, M.A. OD, Director-Physician Communication & Peer Support, Henry Ford Health System  
Carol Bridges, Physician Communication Consultant, Henry Ford Health System
- **Improvement from the Inside Out: The Journey from Good to Great**  
Natalie Boner, CPXP | Director of Engagement, Greensboro Imaging
- **Communication: "The Main Domain" of HCAHPS**  
Patricia A. Bradley, Senior Director of Patient Experience, North Kansas City Hospital
- **LGBT Cultural Competence in Healthcare – Creating a Welcoming Environment**  
Shannon Patterson, Director of Patient Experience, NewYork-Presbyterian Brooklyn Methodist Hospital  
Finn Brigham, Director of Project Management, Callen-Lorde Community Health Center
- **Culture of Safety: Does Your Patient Have a Voice?**  
Jason Fish, MD, MSHS, MS-MAS, Assoc. VP - Quality and Safety (Ambulatory), UT Southwestern Medical Center  
Pam Mc Kinley, RN, Manager - Safety Outcomes and Performance Improvement, UT Southwestern Medical Center  
Adrian White, RN, Director - Safety Outcomes and Performance Improvement, UT Southwestern Medical Center  
Susan Bowman, Patient
- **Engaging Peer Mentors to Support Patients and Families in Transition**  
Marie McNaughton CPXP, Family and Youth Engagement Coordinator, Alberta Children's Hospital  
Deborah Thul, Adolescent Transition Coordinator, Alberta Children's Hospital
- **Honesty and Transparency: Indispensable to Achieving Experience Excellence**  
Adam Watson, Peer Mentor, Alberta Children's Hospital  
Richard C. Boothman, Formerly Chief Risk Officer, University of Michigan Health System (recently retired); Owner of Boothman Consulting Group, LLC  
Tanya Lord PhD, MPH, Director, Patient and Family Engagement, Foundation for Healthy Communities (Concord, NH)
- **Unconscious Bias, Microaggressions, and Class**  
Andre D. Campbell, MBA, Manager, Bridges Summit County, United Way of Summit County
- **G.R.E.A.T. Provider Coaching for Patient Experience Excellence**  
Tom Scaletta, MD, CPXP, ED Chair, Edward Elmhurst Health  
Julie Danker, LCSW, CPXP, Chief Experience Officer, Smart-ER LLC
- **Department of Veteran Affairs Roadmap to Patient Experience**  
Jennifer R. Purdy, Executive Director for VA Patient Experience, Department of Veteran Affairs, Veteran Experience Office

Donna Richardson,  
Implementation and Consultation  
Division for VA PX, Department  
of Veteran Affairs, Veteran  
Experience Office

- **Tea for the Soul: A Creative Program for Increasing Staff Resilience and Engagement**

Amanda J. Conley, Chaplain, Ohio  
State University Wexner Medical  
Center

Cathy L. Disher, Chaplain, Critical  
Care, OSUCCC James, Ohio State  
University Wexner Medical Center

- **Innovating the Patient Experience**

"Dexter" Janet Borrowman,  
Director, National Care  
Experience Department, Maui  
Health System (Kaiser)

Cinda McDonald, Manager,  
Palliative Care Child Life Services,  
Baylor Scott & White Health

Laura Oxenham-Murphy, Interim  
Director, Quality, Safety and  
Performance, Holland Bloorview  
Kids Rehabilitation Hospital

Earl Shellner, PFA, Anne Arundel  
Medical Center

- **We Are Listening, We Are Learning: The Development of the Patient Experience Survey Administration Function at NYC Health + Hospitals| Bellevue**

Linda C. Lombardi, PhD, Chief  
Strategy Officer and Chief  
Experience Officer, NYC Health +  
Hospitals, Bellevue

Nate Link, MD, MPH, Chief  
Medical Officer, Bellevue Hospital  
Center & Associate Professor  
of Medicine, NYU School of  
Medicine

- **Partnering with Patients and Families to Improve Outcomes**

Chrissie Blackburn, MHA, Principal  
Advisor, Patient and Family  
Engagement, University Hospitals  
Health System

- **Moonshot 2022: Our Sometimes Challenging Yet**

### **Always Meaningful Journey toward A Patient and Family Centered Culture**

Lee Ann Odom, President Shared  
Services, Beaumont Health

Kelly Parent, Vice President,  
Patient Family Experience,  
Beaumont Health

- **Pedal to the Metal: How to Improve Patient Experience in 60 Days**

Aamer Ahmed, Director of Patient  
Experience, Froedtert & The  
Medical College of Wisconsin

- **High-Touch Care Enabled by a High-Tech Solution**

Kathi Cox, Senior VP, Integrated  
Experience, Texas Health  
Resources

Rudy Loremo, IT Solutions,  
Special Projects, Texas Health  
Resources

Kim Sisson, Clinical Education  
Specialist Manager, SONIFI Health

Brenda Taylor, Regional IT  
Solutions Director, Texas Health  
Resources

- **The 1-2 Punch: Recognition & Engagement and How Emory Healthcare Does it Right**

Jessica McKenzie, Patient  
Experience Consultant, Emory  
Healthcare

Kristie Simmons-Abney FACHE,  
CPXP, Sr. Patient Experience  
Manager, Emory Healthcare

- **How to Win Over Data Doubters by Answering Common Data Questions and Refocusing on What Matters**

Stephanie Wells MSN, RN,  
CPXP, PCCN, Director, Patient  
Experience, Methodist Health  
System

Kyndall White, CPXP, Project  
Leader, Organizational  
Effectiveness, Methodist Health  
System

- **Developing Resilience: Lessons from a Leader and a Patient**

David Zaas, MD, MBA, President,  
Duke Raleigh Hospital

- **CAHPS Round-Up**

Jan Gnida CPXP, Senior Vice  
President of Research Operations,  
PRC

Erin Godden, CAHPS  
Communications Manager, PRC

- **The State of Patient Experience 2019: Looking to the Future of Human Experience**

Jason A. Wolf, PhD, CPXP,  
President & CEO, The Beryl  
Institute

Paul Tiedt, General Manager, Brand  
Research, Service Management  
Group (SMG)

- **Improving Patient and Family Experience in the NICU: A Practical Application of the Experience Framework**

Lori Gunther, MS, CPXP, CEO/  
Partner, Synova Associates

Stacy Palmer, CPXP, Senior  
Vice President/COO, The Beryl  
Institute

- **"The Growing Role of Experience Leader**

Jason A. Wolf, PhD, CPXP,  
President & CEO, The Beryl  
Institute

Panelists:

Alpa Vyas, Vice President, Patient  
Experience, Stanford Health Care  
Dwight McBee, BSN, RN, CPXP,  
Chief Experience Officer, Temple  
University Hospital

Pam Guler, MHA, FACHE, CPXP,  
LSSMBB, Vice President, Chief  
Experience Officer, AdventHealth  
Richard Evans, SVP and Chief  
Experience Officer, NewYork-  
Presbyterian

Susan Murphy, RN, BSN, MS,  
Chief Experience Officer, The  
University of Chicago Medicine

- **Access for All: Equality in Healthcare Services Within Your Organization**

Amy Crowe, Patient Advocacy  
Program Manager, Novant Health

- Utilizing Volunteers to Improve Patient/Family Experience in Pediatric Healthcare Settings**  
 Erica Sokol, Founder & CEO, StudentsCare  
 Tami Robinson, Program Manager, StudentsCare
- The Journey to a Standardized System-wide Patient Engagement Platform**  
 Vanessa Mona, Director of Care Experience, Henry Ford Health System
- Mission Experience: Transforming Care in the Ambulatory Setting**  
 CJ Merrill, MSN, RN, CPXP, CPHQ, Patient Experience Officer, Mission Health System
- Optimizing Post-Discharge Outreach: Ensuring Safe Discharges through a Patient-Centered Technology**  
 John Dodd, Program Manager, Office of PX and Engagement, University of Alabama-Birmingham Health  
 Kristen Noles, Nurse Manager, University of Alabama-Birmingham Health
- A Team Approach to Improving Patient Throughput**  
 Diana Trueman, Charge Nurse, Emergency Department, LincolnHealth  
 Anne Applebee, RN Shift Supervisor, LincolnHealth  
 Jill Simmons, Manager of Case Management, LincolnHealth
- Communication Training for the Opioid Crisis**  
 Dr. Katie Neuendorf, Associate Program Director, Palliative Medicine, Cleveland Clinic
- Dr. Amy Windover, Director, Center for Excellence in Healthcare Communication, Cleveland Clinic
- Putting Time on Your Side in the Waiting Room**  
 Janet Giordano, Clinical Nursing Coordinator, St. Jude Children's Research Hospital  
 Diane McGarry, Manager, Patient and Family Experience, St. Jude Children's Research Hospital
- Management Overnight Program: Through the Eyes of the Patient**  
 Darol Bates, Director of Patient & Family Advocacy, Northern Westchester Hospital  
 John Paine, Administrative Director, Physician Practices, Northern Westchester Hospital

## Topic Calls

During these interactive, multimedia events, a small group of participants engage in a dialogue on a specific topic, sharing ideas and practices that have been implemented to address the issue.

We offered **four topic calls** in 2019:

- How can you identify communication gaps using "Pegology: A Simulation in Unexperience?"**  
 Erin K Brandt, MPH, CPXP, Patient Experience and Care Advocacy Manager, Yuma Regional Medical Center and Kristina Diaz, MD, Director of GME, Program Director Family & Community Medicine Residency Program, DIO, Yuma Regional Medical Center
- How to Bridge the Gap Between Caregivers and Patients/Families through Partnership in a Level 1 Trauma Center**  
 Kelli Carter, Co-Chair ED Patient/Family Advisory Council, Carilion Roanoke Memorial Hospital;  
 Matt Davis, Unit Director - Emergency Department, Carilion Roanoke Memorial Hospital; and Brandon Jones, System Patient Experience Manager, Carilion Clinic
- Next Level Service Recovery: How do you enhance the experience by closing the loop with patients?**  
 Lizabeth Huggins, MS, CPXP, Assistant Vice President, Atrium Health and Belinda Simmons, Healthcare Practice Lead, Medallia
- How are you using personal story telling to positively impact the Human Experience in Healthcare?**  
 Beth Sanders, Founder and CEO, LifeBio and Joy Dukart-Benefiel, Director of Clinical Operations - Memory Care, Ascension Living



### Learning Bites

These learning segments are brief webcast videos highlighting key insights on a variety of patient experience topics to provide ideas, recommendations and opportunities in addressing and excelling in the patient experience.

We released **14 learning bites** in 2019:



#### **Managing Service into Safety Huddles**

Sasha Holloman, MSN, RN, CENP, Director 4 of Medical, Case Management and Float Pool, Sarah Bush Lincoln



#### **Want to Engage Physicians? Speak Their Language**

Justin Bright, M.D, Senior Staff Physician/Patient Experience Champion, Henry Ford Hospital



#### **Inspiring Patient Experience Data Doubters**

Stephanie Wells, Director of Patient Experience, Methodist Health System



#### **Transforming Care in the Ambulatory Setting**

CJ Merrill, Chief Patient Experience Officer, Mission Health System



#### **Comfort, Dignity, Delight: An Economical Model of Therapeutic Arts and Holistic Services**

Alice Kinsler, Manager, Therapeutic Arts and Holistic Service, Concord Hospital



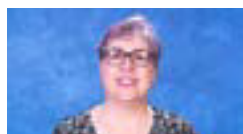
#### **Mystery Shopping in Healthcare**

Kristin Baird, RN, BSN, MHA, President/CEO, the Baird Group



#### **Caring for the Caregiver**

Marian Hamilton, Founder, The Ken Hamilton Caregivers Center at Northern Westchester Hospital



#### **Connecting Leader Skills with Performance Improvement**

Evelyn Nodal, MPH, CPXP, Principal Consultant, Kaiser Permanente



#### **Optimizing OpenNotes for Patient Engagement and Safety**

Liz Salmi, Senior Strategist Outreach and Communications, OpenNotes



#### **Empowering Nurses in Changing Times**

Antoinette Thomas, RN, MSN, Chief Nursing Officer, Oneview Healthcare



#### **Open Talk: Shared Decision-Making with Children and Young People in Healthcare**

Kate Martin, Founder and Director, Common Room Consulting, Ltd.



#### **Experience through a Shared Medical Appointment Model**

Marianne Sumego, MD, Director, Shared Medical Appointments, Cleveland Clinic



#### **Co-Designing Health Services with Patients**

Catherine Dale, Programme Director, Health Innovation Network, South London



#### **Managing the Wait**

Diane McGarry, Manager, Patient and Family Experience at St. Jude Children's Research Hospital

## PX Innovation Awards

2019 marked the first year for The Beryl Institute's PX Innovation Awards. These awards provide a platform for sharing and celebrating some of the great work being done across the globe to improve the human experience in healthcare.



In healthcare, it takes great effort to change cultures, implement new strategies and build true partnerships with patients and families. In order to recognize those efforts, the Innovation Awards honored innovations from organizations, teams, patient/family advisors and individual healthcare professionals during the 2019 Patient Experience Conference. A brief overview of the award winners [can be found here](#). To view a more detailed overview of these innovations, [watch the videos here](#).

### Organizational Innovation Award



**Baylor Scott & White  
Health, Palliative Care,  
Child Life Services**

### Innovative Healthcare Professional Award



**"Dexter" Janet  
Borrowman with Maui  
Health System (Kaiser)**

### Innovative Patient/ Family Advisor Award



**Earl Shellner with Anne  
Arundel Medical Center**

### Innovative Team Award



**Holland Bloorview Kids  
Rehabilitation Hospital**

The Beryl Institute was privileged to have the opportunity to highlight the work of these thought leaders through the 2019 Innovation Awards.

## Boards and Councils

The Beryl Institute's boards, councils and committees continued to bring valuable insights to guide the Institute forward as the independent, central voice and global community of practice for experience improvement.

In 2019 we introduced a new board and council structure, implementing co-chairs and term limits for each group to provide a structured leadership model with rotation in implementing new voices and perspectives. In addition, we were excited to launch the Pediatrics Council and the Physician Council, creating a space for pediatric and physician leaders to engage with one another, share ideas and expanding the engagement of their peers in The Beryl Institute Community.

### 2019 Board Members

#### Strategic Advisory Board

##### Members

- **Victoria Baskett**, Director of Patient Experience, Wayne UNC Health Care
- **Michael Bennick, MD**, Medical Director of the Patient Experience, Chairman, Patient Experience Council, Yale-New Haven Hospital
- **Joanne Carrocino**, President and CEO, Cape Regional Medical Center
- **Neil Churchill**, Director for Patient Experience, Participation and Equalities, NHS England
- **Denise Durgin**, Executive Coach, Backbay Leadership
- **Rick Evans**, SVP and Chief Experience Officer, New York-Presbyterian Hospital
- **Sven Gierlinger**, Chief Experience Officer, Northwell Health
- **Pam Guler**, Vice President, Chief Experience Officer, AdventHealth
- **Wendy Leebov**, Partner, Language of Caring
- **Victoria Niederhauser, PhD**, Dean & Professor, University of Tennessee Knoxville, College of Nursing
- **Dan Prince**, Vice President, Healthcare, SMG
- **Colleen Sweeney**, Founder, Sweeney Healthcare Enterprises

#### PX Advisory Board

##### Co-chairs

- **Sven Gierlinger**, Chief Experience Officer, Northwell Health
- **Pam Guler**, Vice President, Chief Experience Officer, AdventHealth
- **"Dexter" Janet Borrowman**, Director, Care Experience, Maui Health System Affiliated w/Kaiser Permanente
- **Nicole Cable**, Chief Experience Officer, Innovacare Health
- **Kate Clarke**, Manager, Patient Relations/Interpreter Services, Northwestern Medicine
- **Kathi Cox**, SVP, Integrated Experience, Texas Health Resources
- **Bryanna Gallaway**, System Director, Patient and Family Engagement, Sutter Health
- **Kevin Hill**, Director, Office of Experience, Vidant Health
- **Joan Kelley**, Chief Experience Officer, Yale New Haven Health
- **Tammy Marshall**, Chief Experience Officer, Thrive Senior Living
- **CJ Merrill**, Patient Experience Officer, Mission Health System
- **Tony Padilla**, Vice President, Patient Experience, City of Hope

##### Members

- **Tena Alonzo**, Director, Education and Research, Director, Comfort Matters, Beatitudes Campus
- **Marcello Alveranga**, Chief Experience Officer, Hospital Sirio-Libanés

- **Elizabeth Paskas**, Vice President, Human Experience, Hackensack Meridian Health
- **Kim Pedersen**, Director, Patient Relations, MarianJoy Rehabilitation Center
- **Jennifer Purdy**, Executive Director for VA Patient Experience, U.S. Department of Veteran Affairs, VEO
- **Walter Rojenko**, Director, Customer Care, Ontario Workplace Safety and Insurance Board.
- **Sandra Rush**, Senior Director, Patient Experience, Dignity Health
- **Carol Santalucia**, Director, Business Development, Patient Experience, Cleveland Clinic

### Global Patient and Family Advisory Board

#### Co-chairs

- **Victoria Baskett**, Director of Patient Experience, Texoma Medical Center
- **Denise Durgin**, Executive Coach, Back Bay Leadership

#### Members

- **Rosie Bartel**, Patient Advisor
- **Jim Castellone**, Medical Director, Department of Emergency Medicine, Eastern CT Health Network
- **Isabela Castro**, PX and QI Consultant, Rede Dor Sao Luis
- **Kathryn Empson**, Director, Quality Assurance & Standardization, Livanta

- **Marie Ennis-O'Connor**, Health Care Social Media Monitor
- **Emily Follman**, Lead Partner, St. Louis Children's Hospital
- **D'Anna Holmes**, CPXP, Assistant Director of Patient Experience, Astellas Pharmaceuticals
- **Barbara Lewis**, CEO, Joan's Family Bill of Rights
- **Tanya Lord**, Director of Patient and Family Engagement, Foundation for Healthy Communities
- **Nikki Montgomery**, President, Patient and Family Partnership Council, University Hospitals Rainbow Babies & Children's
- **Stephanie Newell**, Experience Innovator, People & Goolwa

- **Anne Newman**, Adaptive Technologist, Queen's University Library Adaptive Tech. Centre
- **Zal Press**, Executive Director, Patient Commando Productions
- **Kristen Schultz**, Independent Living Specialist, Access to Independence
- **Tony Serge**, GPFAB Member
- **MaryAnne Sterling**, EVP, Caregiver Experience, Livpact
- **Lori Sweeney**, Patient Experience Manager, Southern Maine Health Care
- **Janepher Wabulyu**, Research and Advocacy Officer, Uganda Alliance of Patient's Organizations (UAPO), Kampala, Uganda

### Solutions Advisory Board

#### Co-chairs

- **Dan Prince**, Vice President, Healthcare, SMG
- **Colleen Sweeney**, Founder, Sweeney Healthcare Enterprises

#### Members

- **Darrell Atkin**, VP, Marketing, Medical EarlySign
- **Samir Batra**, Founder & CEO, BAHA Enterprises
- **Richard Corder**
- **Anne Freeman**, Consultant, Press Ganey Associates, Inc.
- **Janiece Gray**, CEO, Founding Partner, DTA Associates, Inc.

- **Senem Guney**, Founder & Chief Patient Experience Officer, NarrativeDx
- **Susan Haufe**, Global Healthcare Category Leader, Qualtrics
- **Joe Inguanzo**, President and CEO, Professional Research Consultants, Inc.
- **Julie Keller**, Solutions Consulting, Medallia
- **Adam Koch**, Chief Performance Office, pCare
- **Gautum Mahtani**, Founder and CEO, Care Experience LP
- **Susan Mazer**, President/CEO, Healing Healthcare Systems

- **Jake Poore**, President and Chief Experience Officer, Integrated Loyalty Systems LLC
- **Avi Ratnanesan**, CEO, Energesse
- **Bill Roberts**, VP of Sales, ImageFIRST Healthcare Laundry Specialists
- **Lisa Romano**, CNO/VP Clinical Services, CipherHealth
- **Ed Shin**, CEO, Quality Reviews, Inc.
- **Dorothy Sisneros**, Partner, Language of Caring
- **Eileen Smith**, Vice President, Marketing, GetWellNetwork
- **Todd Spohn**, National Director of Business Development, Talent Plus, Inc.

- **Tim Travis**, Co-Founder and President, TruthPoint
- **Ralph Wiegner**, Head of Improving Patient Experience, Siemens Healthineers

## 2019 Council/Committee Members

### Nurse Executive Council

#### Co-chairs

- **Victoria Niederhauser**, Co Chair, Dean and Professor, University of TN, Knoxville College of Nursing
- **Karen Drenkard**, Co Chair, SVP/ Chief Nurse and Chief Clinical Officer, GetWellNetwork

#### Members

- **Debra Albert**, SVP, Patient Care Services, CNO, U Chicago Medicine
- **Rachel Armstrong**, Principal Health Systems Engineer, Center for Veterans Enterprise Transformation, The MITRE Corp.
- **Joyce Batcheller**, President/ Adjunct Professor, JBatcheller Consulting/TX Tech Univ Health Scs Ctr School of Nsg
- **Dale Beatty**, VP PCS / CNO, Stanford
- **Janet Davis**, Sr. VP & CNO, Tampa General Hospital
- **Dr. Cole Edmonson**, CNO, THD
- **Jane Englebright**, Senior Vice President & Chief Nurse Executive, HCA Healthcare

- **Karen Grimley**, Chief Nursing Executive and Assistant Dean School of Nursing, UCLA
- **Cheryl Hoying**
- **Cheri Hunt**, Senior Vice President of Patient Care Services / Chief Nursing Officer, Children's Mercy, Kansas City
- **Barbara Jacobs**, VP Nursing/CNO, Anne Arundel Medical Center
- **Anna Kiger**, System Chief Nurse Officer, Sutter Health
- **Mary Beth Kingston**, Executive Vice President and Chief Nursing Officer, Aurora Health Care
- **Linda Knodel**, Senior Vice President/CNE, Kaiser Permanente Health System
- **Kirsten Krull**, VP Quality and Performance & Chief Nursing Executive, Hamilton Health Sciences
- **Jerry Mansfield**, Executive Chief Nursing Officer and Chief Patient Experience Officer, Medical University of South Carolina Health
- **Charlotte Mather**, Chief Nursing Officer, St. Joseph Mercy Hospital
- **Robin Newhouse**, Dean and Distinguished Professor, Indiana University School of Nursing
- **Nancy Shendell-Falik**, President, Baystate Medical Center and SVP Hospital Operations, Baystate Health, Baystate Health
- **Rose Sherman**, Editor in Chief, Nurse Leader, Florida Atlantic University
- **Charleen Tachibana**, Senior Vice President, Quality & Safety, CNO, Virginia Mason Health System
- **Linda Talley**, Vice President and Chief Nursing Officer, Children's National Healath System
- **Cathleen Wheatley**, Chief Nurse Executive & Sr. VP of Clinical Operations, Wake Forest Baptist Health
- **Laura Wood**, SVP Patient Care Operations & CNO, Boston Children's Hospital

### Pediatric Council

#### Co-leaders

- **Barbara Burke**, Ann & Robert H. Lurie Children's Hospital, Senior Director, Engagement
- **Kate Martin**, Common Room Consulting, Founder & Director
- **Anne Marie Richards**, The Children's Hospital of Philadelphia, Family Centered Care Program Coordinator

#### Members

- **Jan Althouse**, Cook Childrens Health Care System, Patient Experience Manager
- **Tina Arcidiacono**, Nemours Children's Health System, Director, Patient Experience
- **Darla Cohen**, Indiana University Health, Program Coordinator Patient Experience
- **Jennifer Coldren**, Children's National Health System, Patient Experience Coordinator
- **Kathryn Conaboy**, Children's Hospital of Philadelphia, Manager, Patient & Family Experience
- **Janet Cross**, Monroe Carell Jr. Children's Hospital at Vanderbilt, Administrative Director, Pt.& Family-Centered Care



- **Christine Cunningham**, Stanford Children's Health, Administrative Director, OPE
- **Shellie Doub**, Dayton Children's Hospital, Family Partnership Coordinator
- **Quinn Franklin**, Texas Children's Hospital, Assistant Director - Psychosocial Division
- **Susan Gilland**, Connecticut Children's Medical Center, Asst Manager, Patient & Family Experience
- **Dustin Goad**, Arkansas Children's Hospital, Quality, Risk, and Safety Manager
- **Elena Gonzalez**, Stanford Children's Health, Lucile Packard Children's Hosp, Experience Improvement Manager
- **Erika Holliday**, Ann and Robert H. Lurie Children's Hospital of Chicago, Past President
- **Christine Kouri**, CHEO, Manager, Patient Experience
- **Brennan Lewis**, Children's Health, Director, Patient Family Education & Engagement
- **Chris Lombardi**, Children's National Health System, Patient Experience Liaison
- **Cherie Lytle**, Children's Hospital & Medical Center, Patient Experience Manager
- **Laura McDonagh**, Northwell Health Cohen Children's Medical Center, Director
- **Leslie Moore**, Arkansas Children's Hospital, Specialty Nurse
- **Janine Patton**, Texas Children's Hospital, Certified Child Life Specialist
- **Teresa Prouty**, Dayton Children's Hospital, Family Partnership Coordinator, Patient Relations
- **Lisa Schiller**, Children's Hospital Los Angeles, Director, Patient Relations/Service Excellence
- **Sandra Schultz**, CHOC Children's, Customer Service Manager
- **Katie Taff**, Children's Mercy Kansas City, Manager, Patient & Family Engagement

## Physician Council

### Co-chairs

- **Harris Baden**, Medical Director of Experience, Seattle Children's Hospital
- **Justin Bright**, Senior Staff Physician, Henry Ford Hospital
- **Brandon Parkhurst**, Medical Director, Adult Primary Care Service Line, Marshfield Clinic
- **Alison Tothy**, Associate Professor, University of Chicago

### Members

- **Syed Ahmed**, Physician, Northwest Community Hospital
- **Elizabeth Brady**, Provider Leader, Patient Experience, Baystate Medical Center
- **James Callahan**, Physician Advisor, Patient and Family Experience, Children's Hospital Of Philadelphia

- **James Castellone**, Medical Director, Eastern CT Health Network
- **Liza DiLeo Thomas**, Medical Director of Patient and Provider Advocacy, Ochsner Health System
- **Anne Marie Hadley**, CXO, Monash Health
- **Chadi Ibrahim**, Beaumont Health, Troy
- **Alpana Kharkar**, Kaiser Permanente
- **Paul Lansdowne**, Medical Director for Physician Service Excellence, Methodist Health System
- **Swati Mehta**, Executive Director of Patient Experience, Vuity
- **Holly Mintz**, Chief Medical Officer, Ambulatory Services, Elliot Health System
- **Amanda Montalbano**, Medical Director, Patient and Family Engagement, Children's Mercy Kansas City
- **Sofie Morgan**, Associate Chief Quality Officer for Patient Experience, University of Arkansas for Medical Sciences
- **Sachin Patel**, Pulmonary & Critical Care Physician, Wakemed Health & Hospitals
- **Kyle Rehder**, Physician Quality Officer, Duke University Health System
- **Jonathan Ross**, Professor of Medicine, Dartmouth Hitchcock Medical Center
- **Shehzad Saeed**, Associated Chief Medical Officer, Dayton Children's Hospital
- **Donna Smith**, Executive Medical Director, Virginia Mason Medical Center
- **Prashant Vaishnava**, Director of Quality and Inpatient Services, Mount Sinai Heart, Mount Sinai Hospital
- **Michael Witt**, Physician

### Conference Planning Committee

#### Members

- **Geri Baumbblatt**, Patient & Family Engagement Consultant
- **Rosie Bartel**, Patient Coordinator, University of Wisconsin School of Medicine Infectious Disease Research - *Global Patient & Family Advisory Board Liaison*
- **Mary Ann Dragon**, Director, Patient & Family Services, MacDonald Women's/Rainbow Babies & Children's Hospitals, University Hospitals - *Continuing Education - Nurse Planner*
- **Linda Fahey**, Regional Director Care Experience & Patient and Family Centered Care - *Patient, Kaiser Permanente, Southern California*
- **Sarah Gilstrap**, Patient Experience Strategy Leader and Healthcare Management Graduate Student, University of Denver
- **D'Anna Holmes**, Assistant Director of Patient Advocacy, Astellas Pharmaceuticals - *Global Patient & Family Advisory Board Liaison*
- **Juan Luna**, Director, Patient Experience, Saint Vincent Hospital
- **Sue Murphy**, Chief Experience and Innovation Officer, University of Chicago Medicine
- **Dr. Brandon L. Parkhurst**, Medical Director, Adult Primary Care Service Line, Marshfield Clinic - *Continuing Education - Physician Planner*
- **Kim Pedersen**, Director, Patient Relations, Marianjoy, part of Northwestern Medicine - *Patient Advocacy Community Liaison*
- **Mike Ross**, System Director of Patient Experience, Southern Illinois Healthcare
- **Becky Ruckno**, Director, Health Literacy and Interpretive Services, Patient Experience, Geisinger Health System
- **Michelle Serrato**, Director, Patient Experience, Community Medical Centers
- **Erica Steed**, Director of Patient Experience, WellStar North Fulton Hospital
- **Colleen Sweeney**, Founder, Sweeney Healthcare Enterprises

### Patient Advocacy Community

#### Co-leaders

- **Kate Clarke**, Manager Patient Relations/Interpreter Services, Northwestern Medicine
- **Kim Pedersen**, Director, Patient Relations, MarianJoy Rehabilitation Center, Northwestern Medicine
- **Carol Santalucia**, Director, Business Development, Patient Experience, Cleveland Clinic

## Special Welcome

Enhancing our commitment to expand the conversation on improving the patient experience and to support continued community growth, we were excited to welcome four new team members in 2019.

### New Team Members



**Rina Galehouse**  
Executive Administrator



**Lindsay Lewandowski**  
Manager, Member  
Experience



**Russell Senger**  
Director, Partnerships



**Emily Solinger**  
Marketing Manager

## Supporting Partners

Special thanks to our 2019 Supporting Partners. These organizations have contributed to the future of the field by supporting the continued growth of The Beryl Institute as the global community of practice on improving the patient experience.

### Diamond



### Platinum



### Gold



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Improving the Patient Experience



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