



The Human Experience Imperative: Practical insights for executives on organizational strategy, structure and impact

March 9, 2023

Housekeeping

- All participants are muted.
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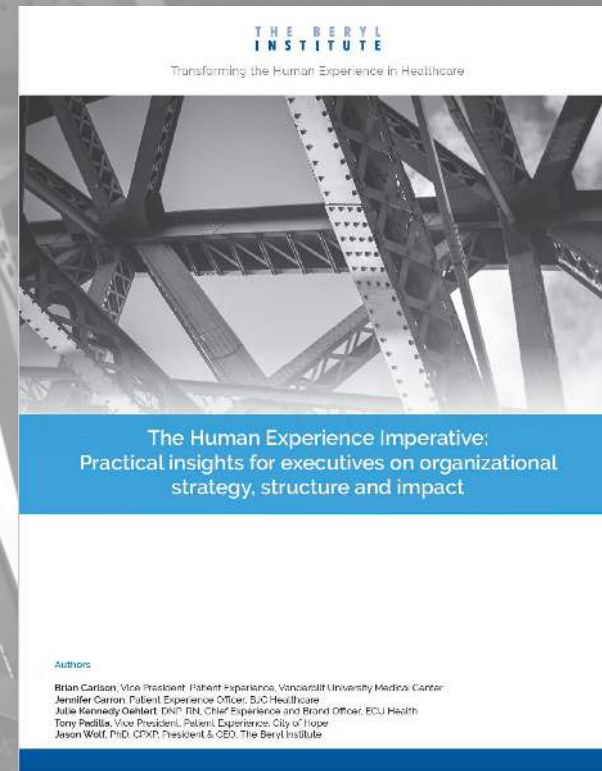


- Receive follow up email tomorrow with webinar slides, recording and link to survey.

Our Moderator



Jason A. Wolf, PhD, CPXP
President & CEO
The Beryl Institute
[@jasonawolf](#) | [@berylinstitute](#)



The Human Experience Imperative: Practical insights for executives on organizational strategy, structure and impact

Our Co-Authors



Brian Carlson

VP, Patient Experience
*Vanderbilt University
Medical Center*



Jennifer Carron

Patient Experience Officer
BJC Healthcare



Julie Kennedy Oehlert

Chief Experience &
Brand Officer
ECU Health



Framing our Work

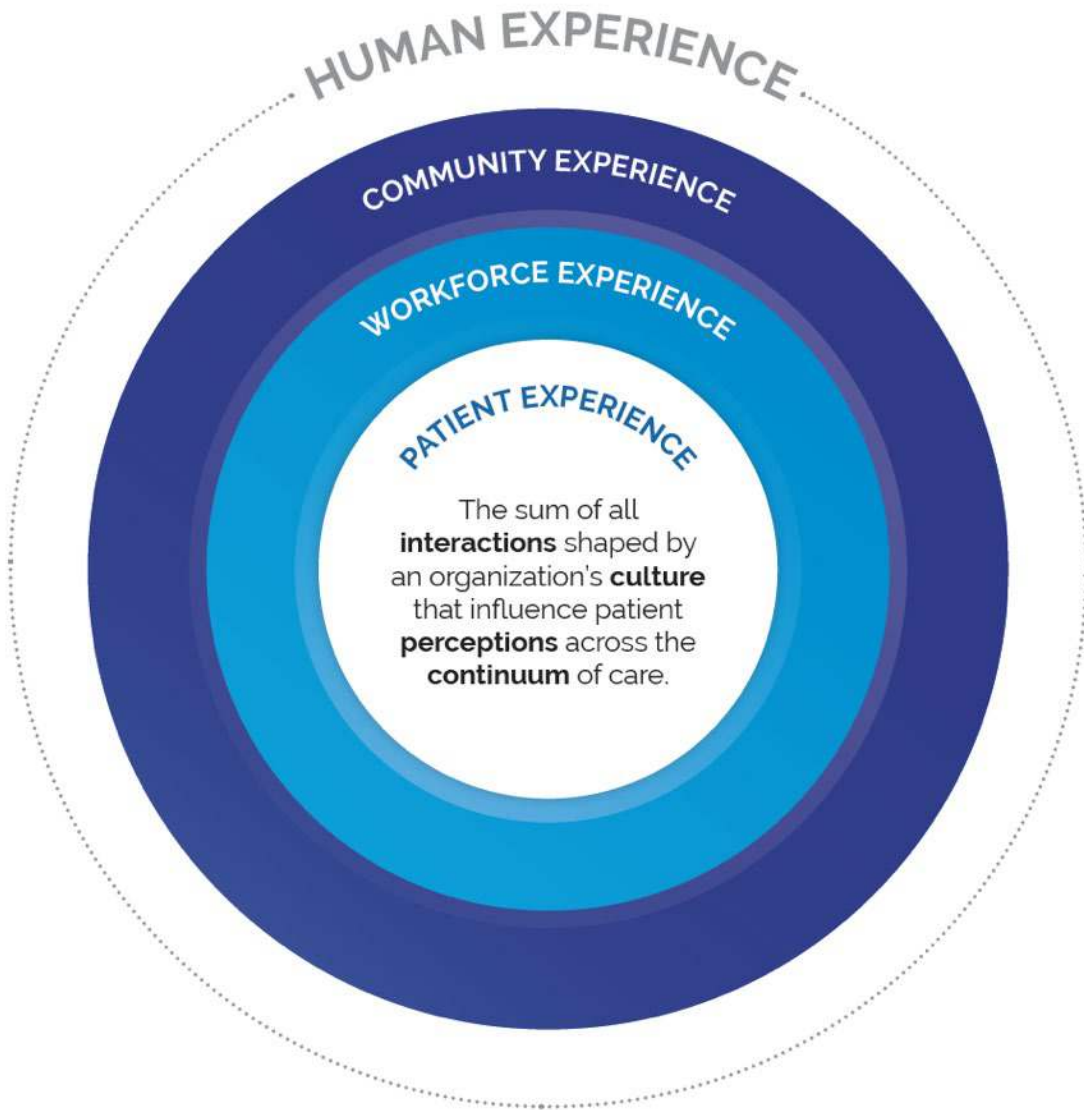
Why a Focus on Experience is Critical Today

“Today's healthcare consumers expect high quality and safe care and they actively engage in their healthcare to optimize their health and wellbeing.

But they ultimately judge their care through the lens of their overall experience.

They seek caring, personalized, thoughtful and relational connections where they are listened to, communicated with clearly and treated with respect, above any amenity they may be provided.”

An Expanded View



"A human experience lens is a strong foundation on which to build any experience structure."

Why Structure is a Key Step

"A commitment to human experience is essential to excellence in healthcare, and a clear, defined strategy and associated structure is necessary to deliver on it with consistency."



The Study: Results & a Few Extra Insights

Methodology

- Inquiry inspired by conversation with The Beryl Institute Experience Leaders Circle
- Data collected via 50-item survey in October 2022
- 42 organizational responses (3 international responses)

Organization's Represented

Adventist Health

Alfred Health

Atrium Health

Baystate Health

BJC HealthCare

Bumrungrad International

CareMax

Cedars-Sinai

CHRISTUS Health

City of Hope

Cone Health

Cook Children's Health Care System

Cook County Health

Dartmouth Health

ECU Health

El Camino Health

Essentia Health

Froedtert Health

Johns Hopkins Health System

JPS Health Network

Lehigh Valley Health Network

MaineHealth

Mayo Clinic

Memorial Hermann Health System

Methodist Health System

MU Health Care

Northwell

NYPresbyterian

Sharp HealthCare

St. Luke's University Health Network

Stanford Health Care

The Royal Women's Hospital - Melbourne

Trinity Health

UAB Health System

UC Health

UCLA Health

UM St. Joseph Medical Center

UNC Health

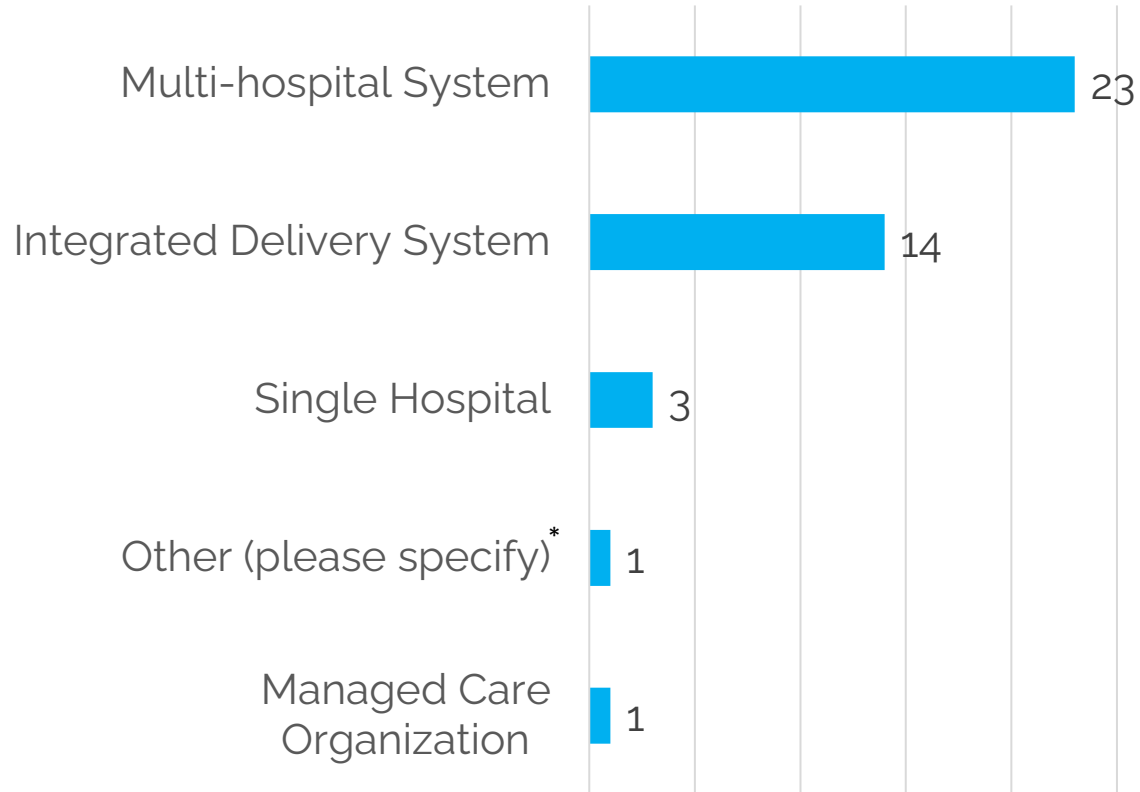
University of Maryland Medical System Upper Chesapeake Health

University of Texas MD Anderson Cancer Center

Vanderbilt Health

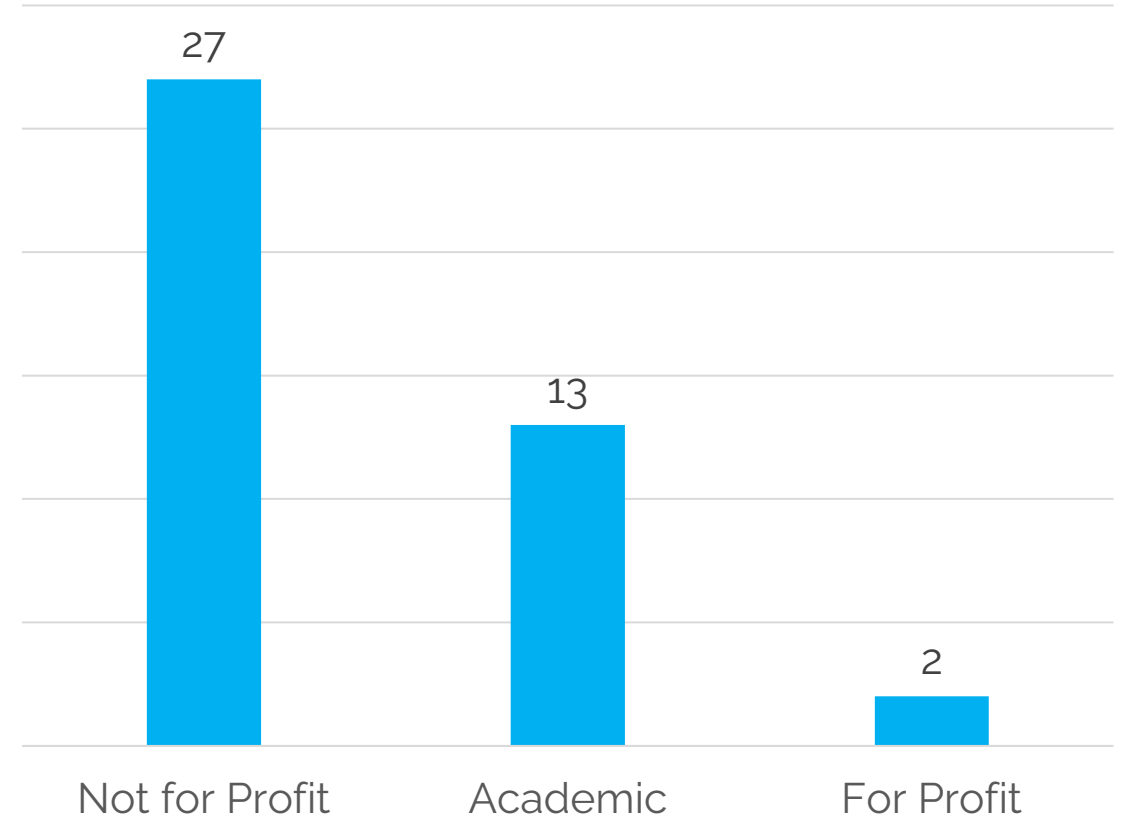
Veterans Experience Office

Type of Organization

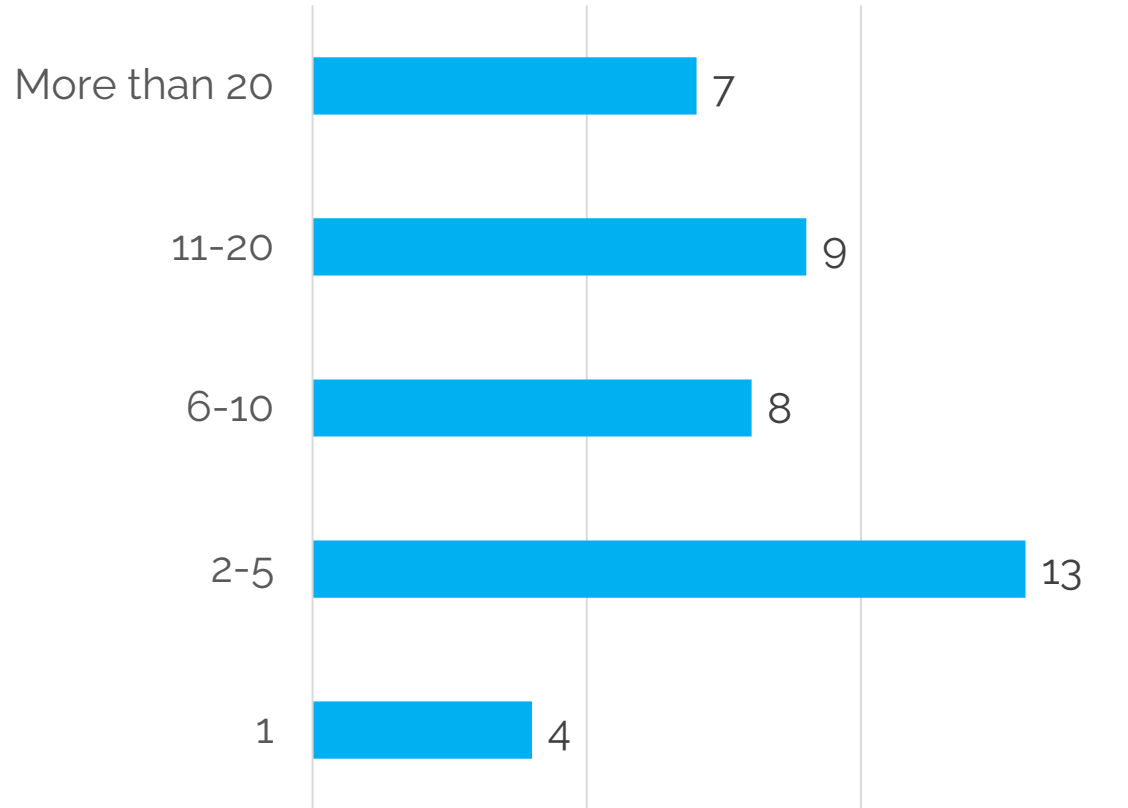


* Multinational healthcare network

Status of Organization

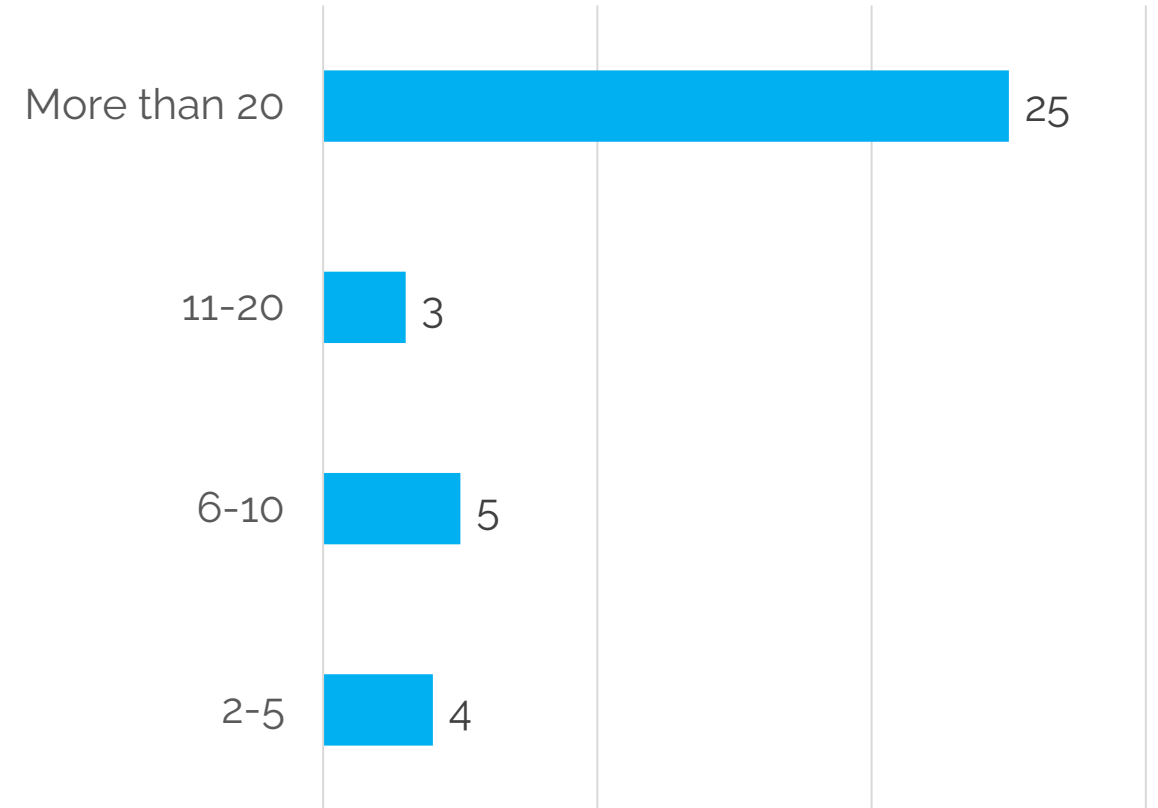


Number of HOSPITALS in your organization/system

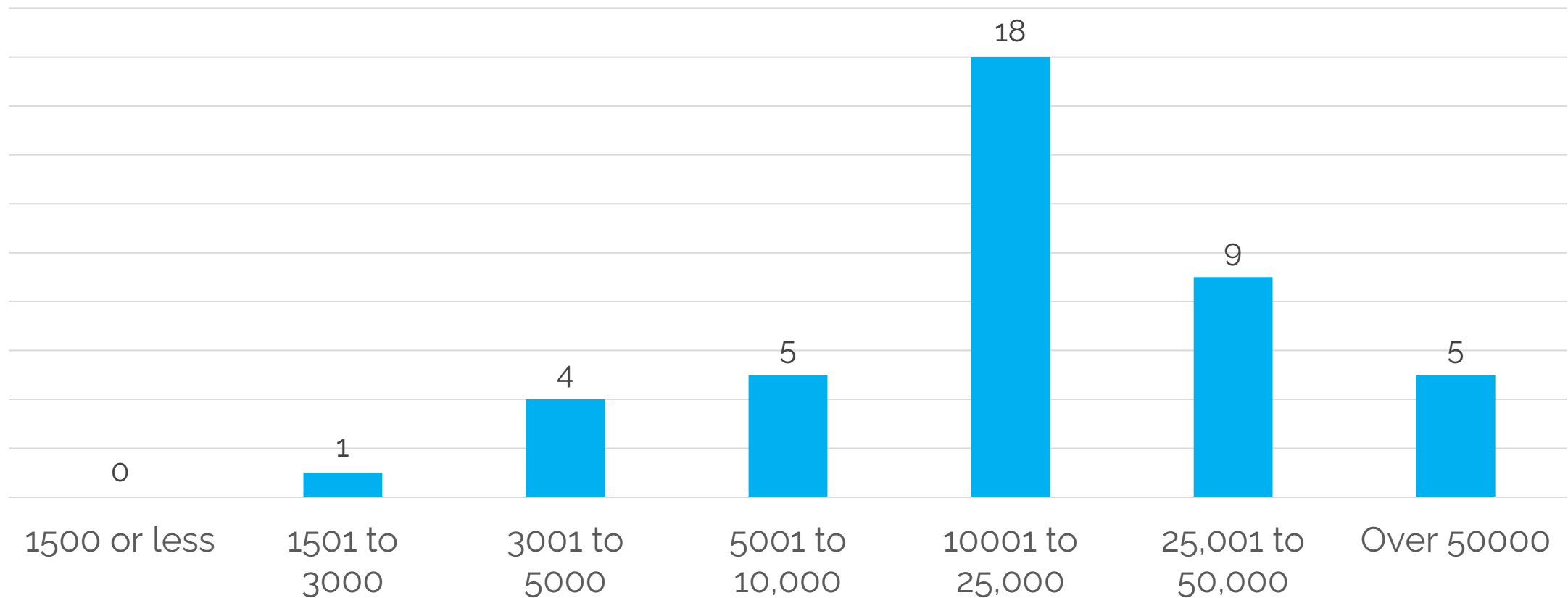


Number of FACILITIES/HEALTH CENTERS

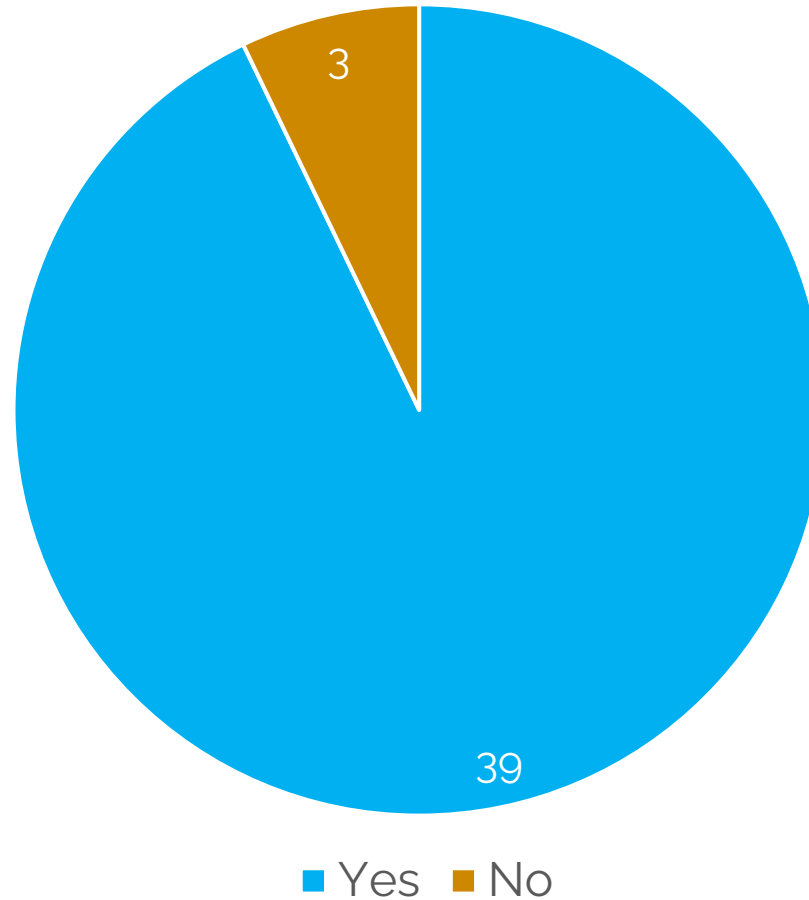
(if not or more than hospital system)



Number of overall FTEs in your organization/system



Do you have an overall experience/patient experience objective for your organization?



What is the formal name of the Experience Department in your organization?

Care Experience

Consumer Experience

Cook Children's Experience

Customer Experience

Enterprise Experience Management

Experience

Mayo Clinic Experience

Office of Experience

Office of Patient and Family Experience

Office of Patient Experience

Office of Patient Experience

Office of Patient Experience

Office of Patient Experience

Office of Patient Experience

Office of Patient Experience

Office of Patient Experience

Office of Patient Experience

Organizational Effectiveness and Patient Experience

Patient Experience

Patient Experience

Patient Experience

Patient Experience

Patient Experience

Patient Experience

Patient Experience

Patient Experience and Engagement

Patient Experience and Loyalty

Patient Experience Department

Patient Experience Department

Patient Experience Department

Patient Experience Department

Patient Experience Department (thinking of updating as we also have Team Member Experience)

Patient Experience Division

People and Culture

People and Patient Experience

System Office of Patient Experience

The Office of Human Experience (OHX)

The Office of Patient & Customer Experience

The Sharp Experience

Veterans Experience Office

n/a there wasn't one prior to me

What is the formal title of the Senior Experience Leader in your organization?

CEO

Chief Consumer Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer

Chief Experience Officer (SVP)

Chief Experience Officer, Vice President, Patient Experience

Chief Marketing, Communications & Customer Experience Officer

Chief Patient Experience Officer

Chief Patient Experience Officer

Chief Patient Experience Officer

Chief Patient Experience Officer

Chief Patient Experience Officer

Chief Patient Experience Officer (MD) in Dyad with VP of Patient Experience

Chief, Veterans Experience Officer

Executive Director

Medical Director - Mayo Clinic Experience

Patient Experience Officer

Senior Regional Medical Director

SVP, Chief Experience Officer

SVP, Chief Experience Officer

System Director and Chief Experience Officer

System Executive Director Patient Experience

System Vice President for Care Experience

System Vice President, Experience

Vice President & Chief Patient Experience Officer (one title)

Vice President of Patient Experience

Vice President of Patient Experience

Vice President of Patient Experience and Operations

Vice President, Patient Experience

Vice President, Patient Experience

VP Patient Experience

VP, Organizational Effectiveness and Patient Experience

VP, Patient Experience



Critical Considerations in Structuring Experience Efforts

1

An investment in experience leadership and structure is a must

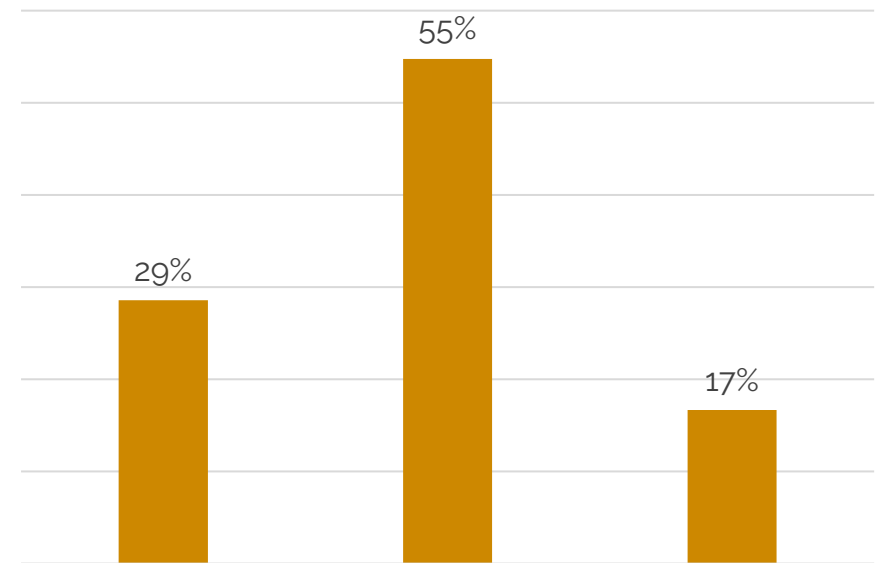
“Experience structures need to be integrated in how an organization operates, and experience leaders must be fully engaged in strategy development.

Their efforts impact not only how patients and care partners are engaged but also help set the cultural framework that supports a strong and positive culture of experience for both those receiving and those delivering care.”

2

An experience leader should reside in the C-suite (or have direct access to it).

Who does the experience leader report to in your organization?



How many levels away from the CEO
Is the Senior Experience Leader?

Mission

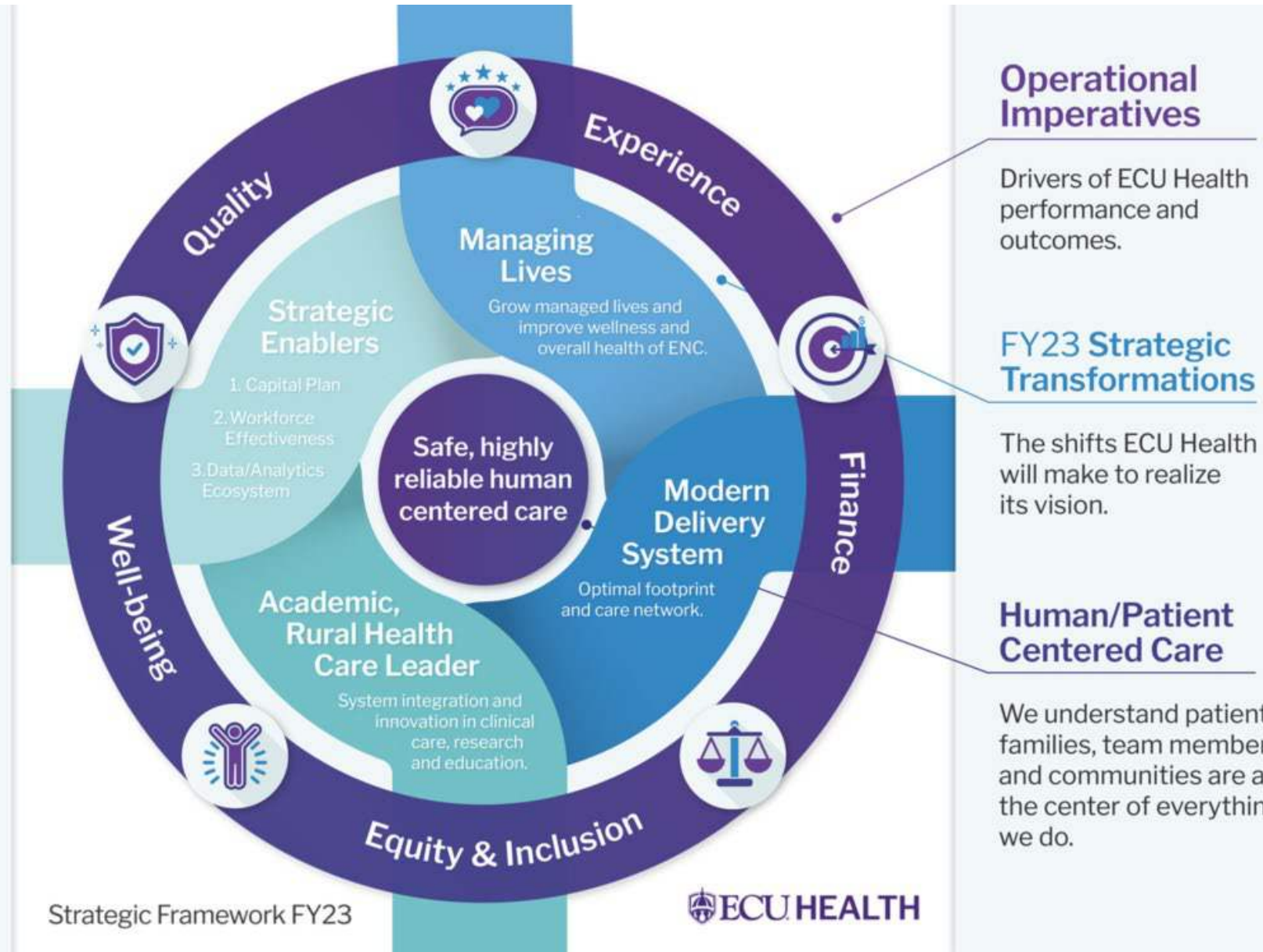
To improve the health and well-being of eastern North Carolina

Vision

To become the national model for rural health and wellness by creating a premier, trusted health care delivery and education system

Values

Integrity
Compassion
Education
Accountability
Safety
Teamwork



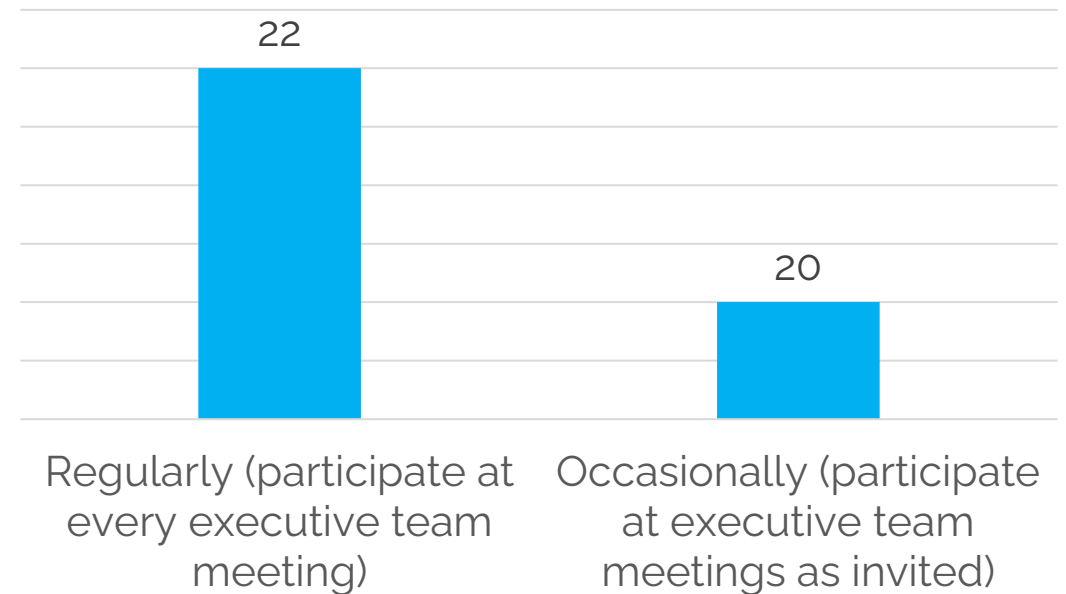
Strategic Framework FY23

ECU HEALTH

3

An experience leader/office should drive both the development and execution of strategy and culture.

“If organizations seek to make culture and experience a strategic priority, a commitment to experience needs to be a strategic anchor.”



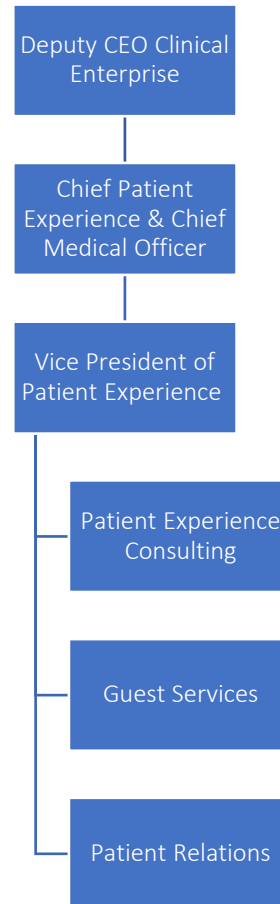
How often does the Senior Experience Leader participate in regular Executive/C-Suite leadership meetings where experience strategy is discussed and developed?

4

An experience leader/office must address more than just metrics.

"Improving survey scores, such as on mandated surveys, is not an experience strategy. It is simply an indicator that an experience strategy may have some impact."

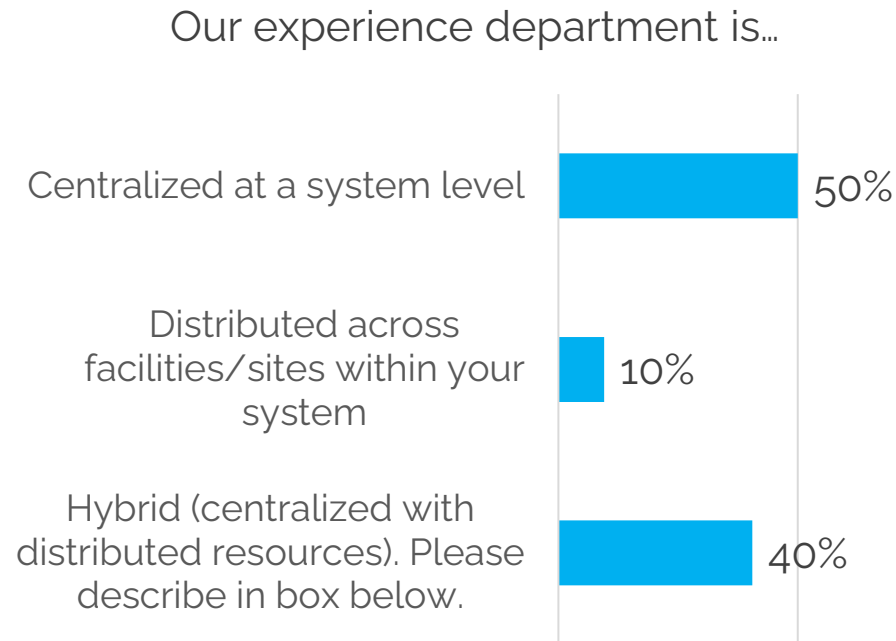
VANDERBILT  UNIVERSITY
MEDICAL CENTER



5

An experience leader/office must have operational accountability and reach.

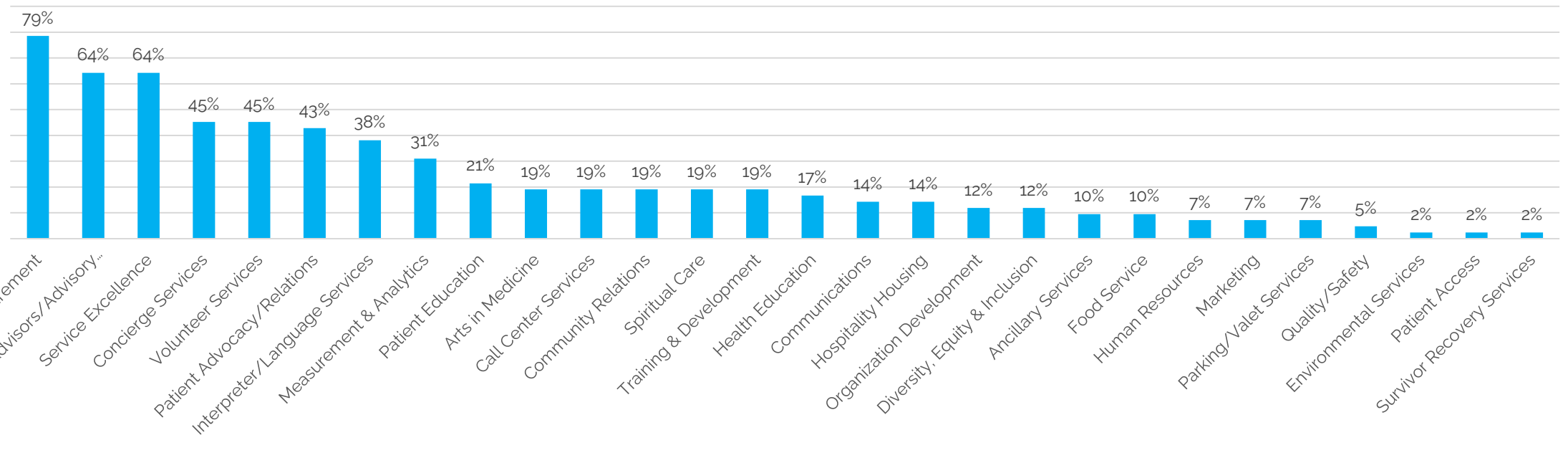
1. An experience office needs a defined team and budget.



5

An experience leader/office must have operational accountability and reach.

- Experience structures should encompass operational functions that can impact experience outcomes.

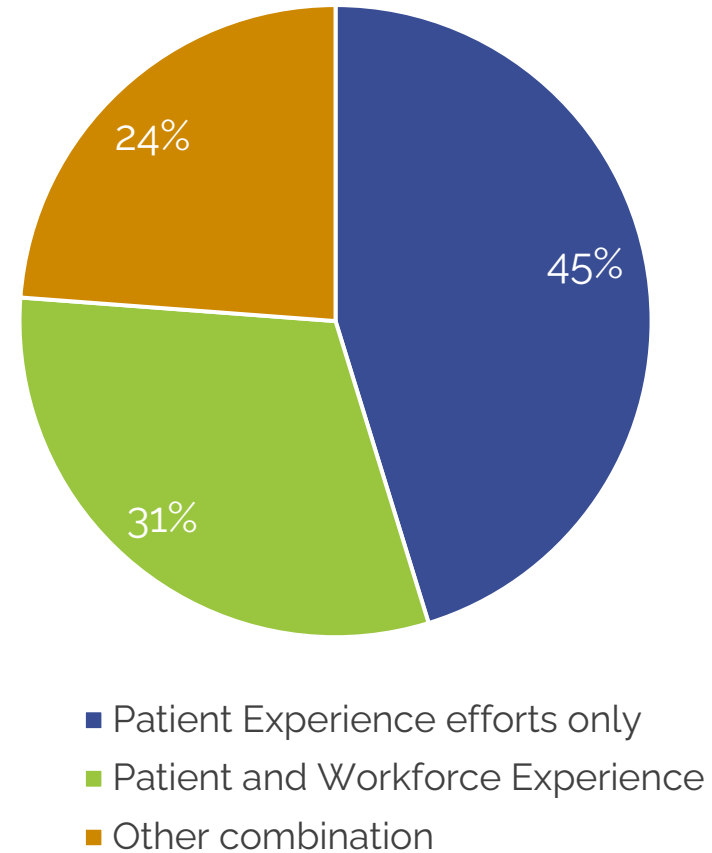


Operational areas part of the experience structure

6

An experience leader/office serves the role of champion for human experience and boundary spanner.

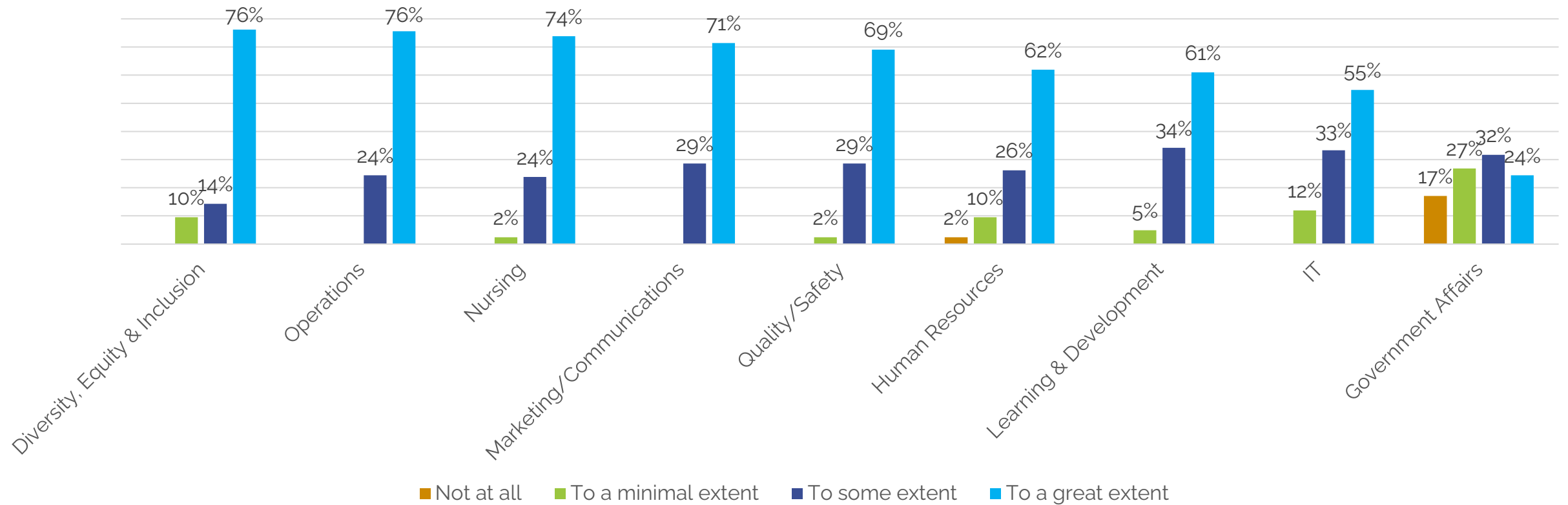
Our experience department is responsible for:



6

An experience leader/office serves the role of champion for human experience and boundary spanner.

To what extent does the Senior Experience Leader engage with/partner with other strategic leaders in your organization/system?:



OUR BJC MISSION

As one of the largest non-profit health care integrated delivery organizations in the country, we are committed to improving the health and well-being of the people and communities we serve through leadership, education, innovation and excellence in medicine.

OUR BJC VALUES



COMPASSION

We promise to care about you.



RESPECT

We promise to treat you with dignity.



EXCELLENCE

We promise to be our best.



SAFETY

We promise to keep you safe.



TEAMWORK

We promise to partner with you.

OUR BJC GOALS

CUSTOMER CENTRICITY

Deliver frictionless, high-value health care.

DEMONSTRATED QUALITY

Be a national leader in delivering safe, effective and efficient care.

COMMUNITY HEALTH IMPROVEMENT

Eliminate health disparities in partnership with community stakeholders.

SCALE & SCOPE

Enhance and sustain market relevance as indispensable with purchasers (payors, employers, health care consumers).

OUR BJC PRIORITIES

PEOPLE

- Leadership Development
- Radical Flexibility
- Workforce Pathway

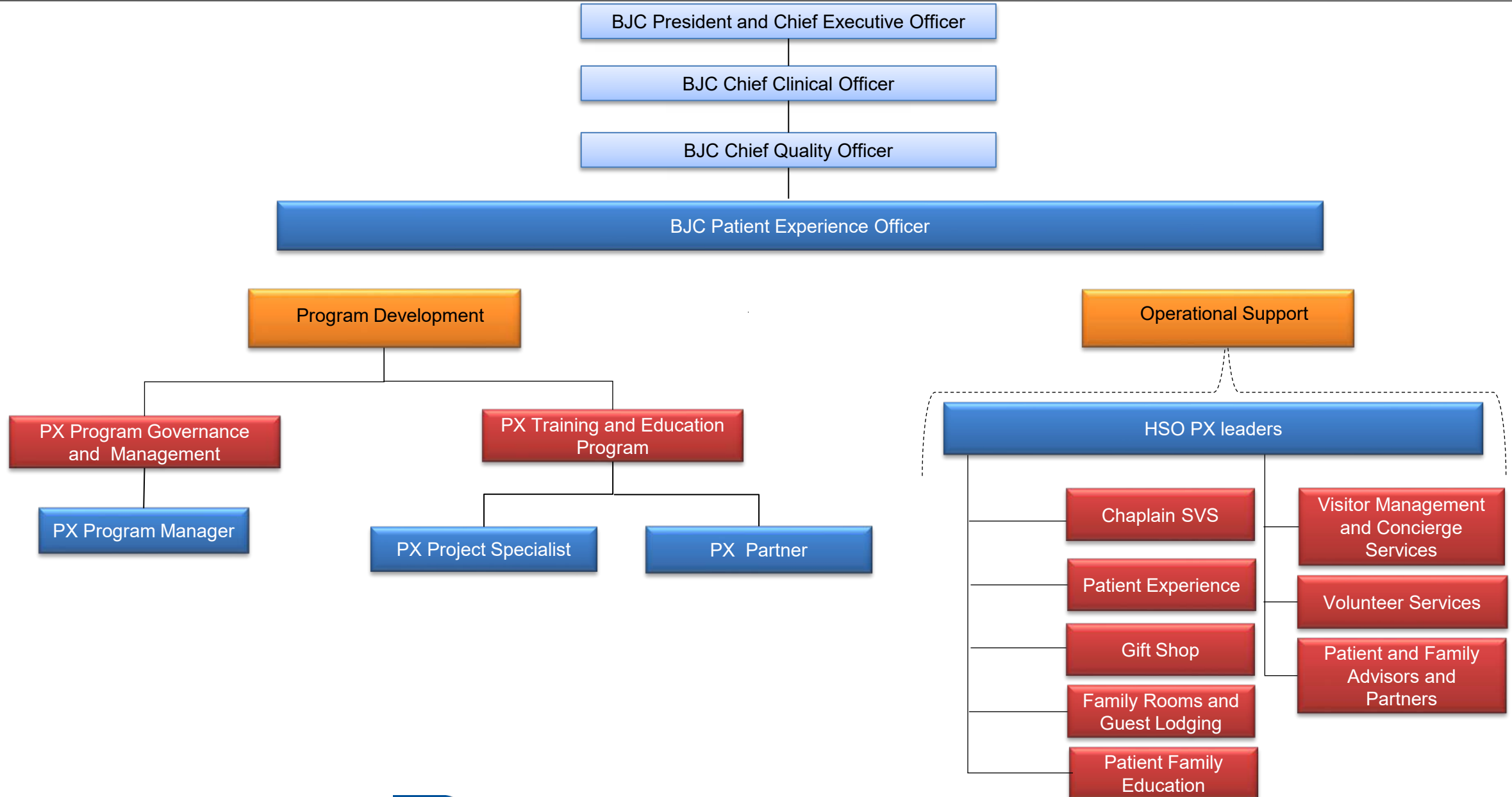
GROWTH

- Ambulatory Growth & Payor Strategies
- Digital Access
- Execute Clinical Growth Strategy
- Throughput to Post-Acute

VALUE

- Clinical Care Model
- Positioning for the Future

BJC Patient Experience Program Structure





Impact of an Investment in Experience Structure

1 For Patients and Families.

“What consumers of care expect is high-quality, safe care. What they seek are places that listen to them, communicate in ways they can understand, treat them with courtesy and respect and engage them as partners in their own care.”

For the Healthcare Workforce.

2

“A commitment to experience creates an environment where people feel heard, respected and cared for by their organizations. It improves team experiences, fosters stronger teamwork and communication, helps tackle workplace aggression and mental health issues and leads to engagement and healing, versus burnout and resignation.”

3

Clinical Outcomes.

“Experience efforts are by their nature focused on creating cultures of safety. They foster positive and transparent communication between team members and with patients and family members. Clear and understandable communication and the engagement of patients and care partners in care planning lead to greater opportunities for high quality outcomes.”

Expanding Equity.

4

“When there is a strategic commitment to the human experience, an organization is compelled to address both the implicit and explicit biases in healthcare that have led to measurable disparities and diminished outcomes. Equitable care is essential for experience excellence.”

5

Consumer Loyalty.

“Experience efforts create organizations people choose to return to for care. While it is clear there is an expense to attract new patients, the cost of losing patients due to poor experience can be substantially more. People are making choices about their health and wellbeing based on how they are treated, and experience is a driver for healthcare decision-making in substantial ways.”

Community Reputation & Trust.

6

“It is critical to remember that all healthcare still is, in essence, community-based. This means that the experience provided, and the stories told as a result, may well be the most compelling driver of reputation for any healthcare organization.”

7

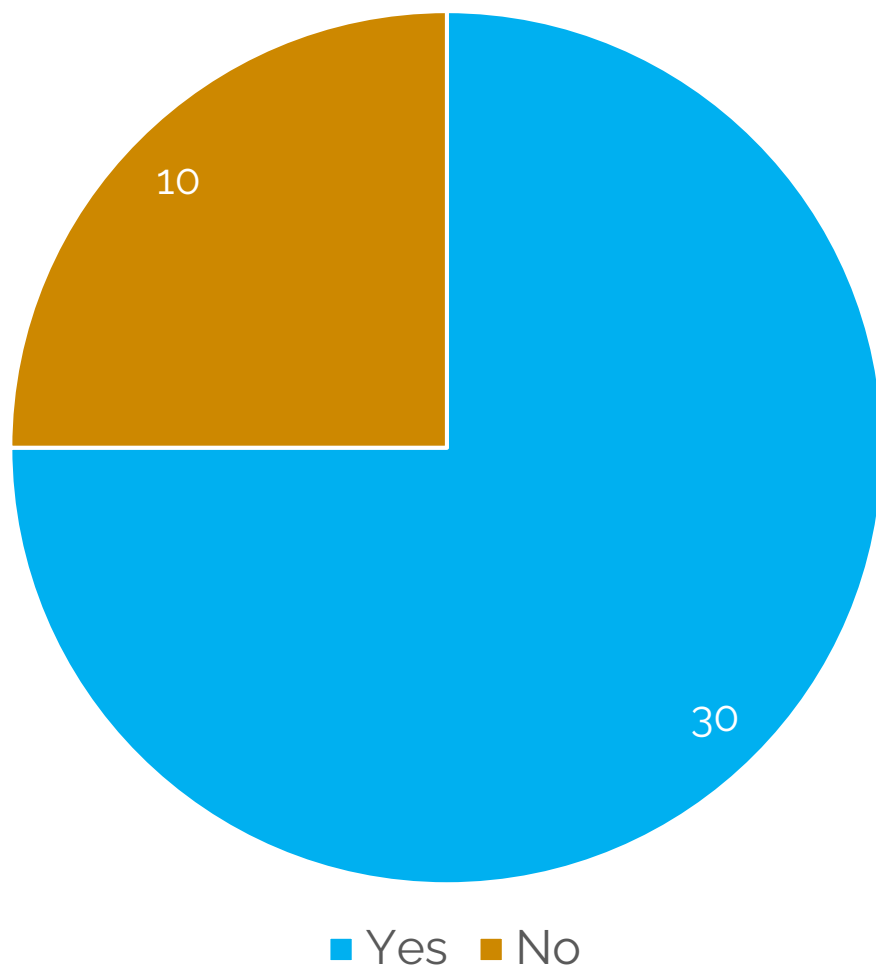
Financial Performance.

“From the cost savings realized by process efficiencies and effectiveness, quality outcomes, and staff attraction and retention in the face of turnover to the upside financial impact of new patient attraction and consumer loyalty, an investment in experience is not simply about an investment in people who lead experience; it is an investment in the kind of organization you choose to be and the outcomes you seek to achieve.”

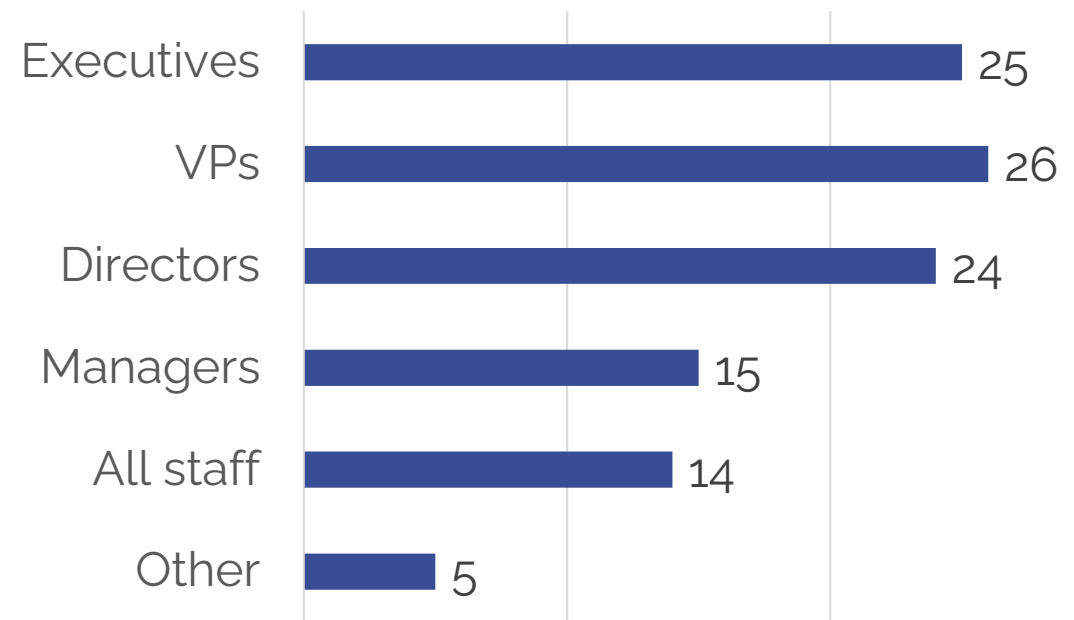


Other Interesting Findings

Is experience/patient experience incentivized in your organization?



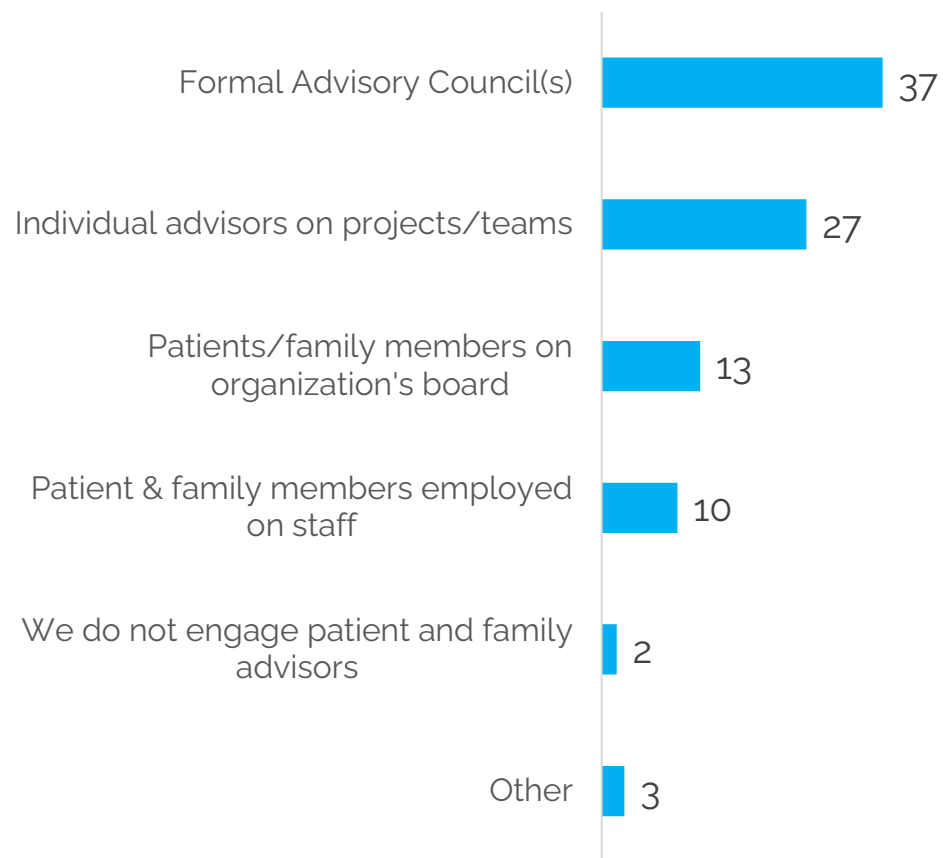
For which members of your organization is experience incentivized? (Please select all that apply)



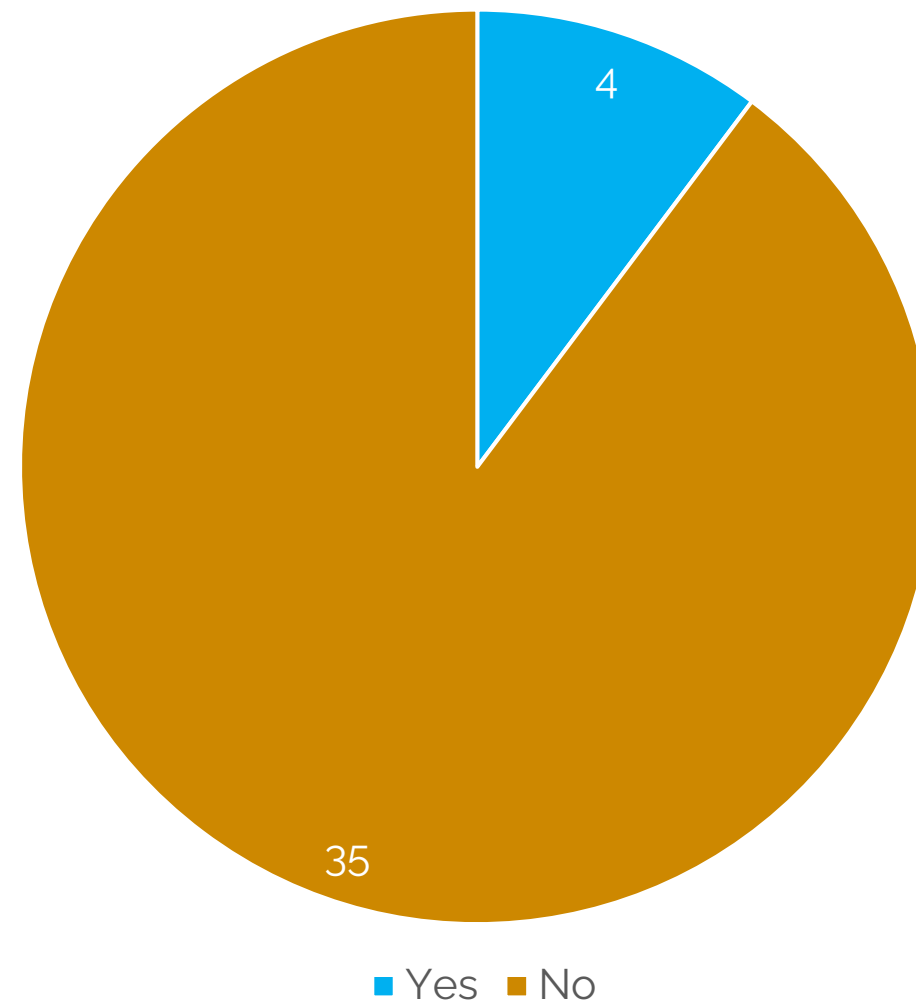
Other

- Clinicians, contracted partners (HHS, Aramark, etc. as applicable)
- Physician Funds Flow
- Physicians and APS
- Providers
- Physicians, Ambulatory clinic managers

How do you engage patient and family advisors? (Please select all that apply)



Do you compensate patient and family advisors in your organization?





Summary & Discussion

PANEL CONVERSATION



Brian Carlson



Jennifer Carron



Julie Kennedy Oehlert

What would you say is the most critical consideration in establishing/sustaining a successful experience structure & strategy?

PANEL CONVERSATION



Brian Carlson



Jennifer Carron



Julie Kennedy Oehlert

What has most helped you in making the value case to your executive leadership in the support of your experience efforts?

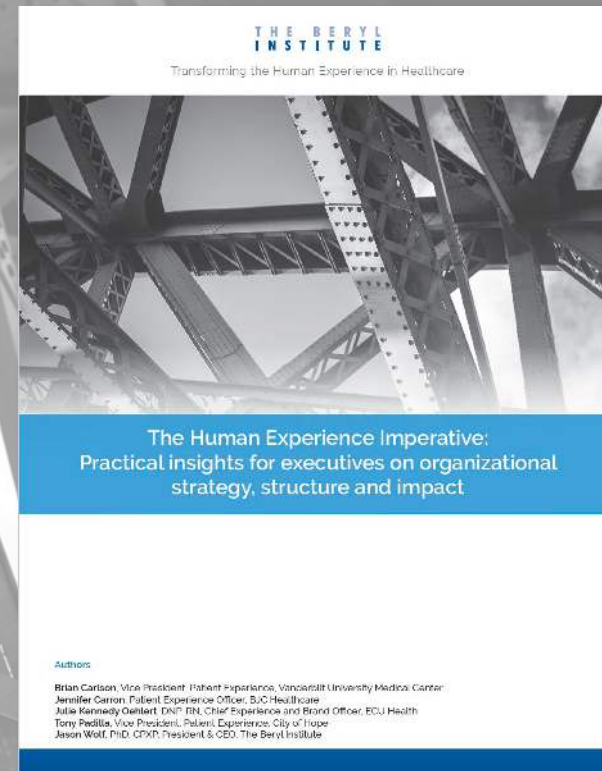


- An investment in experience leadership and structure is a must.
- An experience leader should reside in the C-suite (or have direct access to it).
- An experience leader/office should drive both the development and execution of strategy and culture.
- An experience leader/office must address more than just metrics.
- An experience leader/office must have operational accountability and reach.
- An experience leader/office serves a role of boundary spanner and champion for human experience.

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Thank you!