
April 25, 2023
Housekeeping

• All participants are muted.
• **Audio Settings**: ability to select your speakers and adjust your volume.
• **Chat**: for sharing of ideas, interacting with speakers and attendees; not for promoting services and products. Make sure you choose ‘**Everyone**’ in the dropdown in the chat box.

• Receive follow up email tomorrow with webinar slides and recording.
This webinar is sponsored by:

For more information, visit:
empathetics.com

24 April 2023

Jason A. Wolf, PhD, CPXP
President & CEO
The Beryl Institute
@jasonawolf | @berylinstitute
jason.wolf@theberylinstitute.org
PATIENT EXPERIENCE WEEK 2023
Please take a moment to **introduce yourself** via the chat box and let us know what you hope to discover.
The Beryl Institute is a **global community** of healthcare professionals and experience champions committed to **transforming the human experience** in healthcare.

As a pioneer and leader of the experience movement and patient experience profession for more than a decade, the Institute offers unparalleled access to unbiased research and proven practices, networking and professional development opportunities and a safe, neutral space to exchange ideas and learn from others.
2010
Introduced Definition of PX
Launched Membership Community

2011
Trending the State of Patient/Human Experience

2012
Instituted the Body of Knowledge

2013
Formed GPFAB
Integrated SHCA

2014
Published PXJ to Expanded Evidence
2015
Introduced Guiding Principles for Experience Excellence

2016
Established PXI and Professional Certification

2017
Announced PXPF to Advocate for Change

2018
Introduced the Experience Framework Published Consumer Perspectives & To Care is Human

2019
Launching First Post Grad in PX
2020
Released HX2030
Initiated PX Pulse and Integrated AHVRP

2021
Announced Declaration for Human Experience
Established SCEI

2022
Launched Global Affiliate Program

2023
Introduced Fellow in HX
Leading Global Experience Measure Effort

... The future awaits...
The human experience – encompassing patient, workforce and community experiences – is not a move away from the foundational definition of patient experience but rather the positive and natural expansion of it.
In our intent to **transform the human experience in healthcare**, we are called to lead courageously with the understanding that we are, first and foremost, human beings caring for human beings. In answering this call, we commit to:

- **Acknowledge and dismantle systemic racism** and prejudice, tackle disparities and provide the highest-quality, most equitable care possible.
- **Understand and act on the needs and vulnerabilities of the healthcare workforce** to honor their commitment and reaffirm and reenergize their purpose.
- **Recognize and maintain a focus on what matters most to patients, their family members and care partners** to ensure unparalleled care and a commitment to health and well-being.

**Collaborate through shared learning** within and between organizations, systems and the broader healthcare continuum to forge a bold new path to a more human-centered, equitable and effective healthcare system.
A Declaration for Human Experience

Join the global commitment to transform the human experience in healthcare

Join us. Sign the Declaration for Human Experience by visiting transformHX.org
Purpose & Methodology

The overall purpose of this study was to determine what healthcare organizations are doing to address the Human Experience (HX) across the continuum of care.

Survey conducted January 24 to February 24, 2023
7th biennial State of the Human Experience inquiry

585 respondents represented organizations headquartered in over 25 different countries. Most commonly responding countries included: United States of America, Australia, Canada, Brazil, and Spain

Average of 22 minutes and approximately 60 questions
• Including a mix of closed and open-ended responses

Study and pending written report made possible with the support of Press Ganey.

Respondents represented varying sizes of organizations

Number of FTEs

- Up to 5,000: 39.6%
- 5001 – 10,000: 23.2%
- 10,001 – 25,000: 18.7%
- > 25,000: 18.5%

Individuals have been previously engaged with The Beryl Institute

Webinar sponsored by Empathetics.
Our Journey Today

- Priorities & focus
  - Chat: *What have been the most critical areas of focus for your experience efforts, especially as we work to move beyond the challenges of the last few years?*

- Experience Structure
  - Chat: *In what ways has your organization’s experience structure evolved? Where do you see the greatest opportunities for growth?*

- Impact & Perception
  - Chat: *What is your key takeaway from today and what actions will you take based on what we discovered together?*
State of Human Experience 2023

Priorities & Focus
Experience remains top priority as commitment to workforce sees rapid rise. DEIB efforts expand.

Please identify your organization’s TOP 3 priorities for the next 3 years (select top 3).
Experience efforts continue to mature, with some reset occurring.
Definition rebounds, while mandate for experience continues to climb

Does your organization have a formal definition for experience?

Formal Definition for Experience

- 2011: 27%
- 2013: 45%
- 2015: 47%
- 2017: 60%
- 2019: 49%
- 2021: 49%
- 2023: 56%

Does your organization’s Patient Experience effort have a formal mandate?

Formal Mandate for Experience

- 2011: 58%
- 2013: 52%
- 2015: 58%
- 2017: 55%
- 2019: 56%
- 2021: 66%
- 2023: 75%
Organizations offer they most often adopt or adapt the foundational definition of patient experience.

The sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care.

- The Beryl Institute
A focus on human experience has solid footing

To what extent does your organization formally work to address the human experience?

- Not at all: 3%
- Very little: 13%
- Somewhat: 52%
- To a great extent: 31%

Time Focused on Human Experience

- Less than a year: 16%
- 1-2 years: 23%
- 3-5 years: 25%
- More than 5 years: 37%

How long has your organization formally been focused on addressing the human experience?
Experience continues to be seen as an integrated effort, with access, engagement and equity rising in importance.

<table>
<thead>
<tr>
<th>Patient / Family Engagement</th>
<th>91% (2023)</th>
<th>90% (2021)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>88% (2023)</td>
<td>87% (2021)</td>
</tr>
<tr>
<td>Patient Safety</td>
<td>87% (2023)</td>
<td>86% (2021)</td>
</tr>
<tr>
<td>Quality Outcomes</td>
<td>86% (2023)</td>
<td>85% (2021)</td>
</tr>
<tr>
<td>Access to Care</td>
<td>84% (2023)</td>
<td>83% (2021)</td>
</tr>
<tr>
<td>Workforce Engagement</td>
<td>83% (2023)</td>
<td>79% (2021)</td>
</tr>
<tr>
<td>Health Equity</td>
<td>80% (2023)</td>
<td>75% (2021)</td>
</tr>
<tr>
<td>Community Engagement</td>
<td>57% (2023)</td>
<td>46% (2021)</td>
</tr>
<tr>
<td>Cost of Care</td>
<td>41% (2023)</td>
<td>46% (2021)</td>
</tr>
</tbody>
</table>

To what extent should patient experience encompass each of the following? (% to a great extent)
And experience outcomes continue to be seen as influenced by an integrated focus.

To what extent do you believe the following influence patient experience outcomes? (To a great extent)

- Culture & Leadership: 90%
- Infrastructure & Governance: 43%
- Staff & Provider Engagement: 93%
- Policy & Measurement: 39%
- Environment & Hospitality: 72%
- Innovation & Technology: 51%
- Patient, Family & Community Engagement: 81%
- Quality & Clinical Excellence: 81%
- Environment & Hospitality: 72%
Desire to provide better outcomes remains top factor, while leadership desire and measurement mandates fall.
Top supports and roadblocks hold steady, while concern for caregiver burnout and stress climbs higher

<table>
<thead>
<tr>
<th>SUPPORTS</th>
<th>ROADBLOCKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>45% Strong, visible support “from the top”</td>
<td>Caregiver (i.e., physician, nurse, etc.) burnout and stress +16</td>
</tr>
<tr>
<td>38% Formal Patient Experience leader and/or structure</td>
<td>Other organizational priorities reduce emphasis on experience 49%</td>
</tr>
<tr>
<td>38% Positive organization culture</td>
<td>Cultural resistance to doing things differently 28%</td>
</tr>
<tr>
<td>34% Engaged workforce</td>
<td>Lack of sufficient budget or other necessary resources 28%</td>
</tr>
<tr>
<td>28% Formalized process improvement efforts</td>
<td>Leaders appointed to drive experience pulled in too many other directions 27%</td>
</tr>
</tbody>
</table>

SUPPORTS

ROADBLOCKS
Culture takes top spot in importance for first time

<table>
<thead>
<tr>
<th>Category</th>
<th>2017</th>
<th>2019</th>
<th>2021</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy, positive and strong organization culture</td>
<td>52%</td>
<td>58%</td>
<td>59%</td>
<td>61%</td>
</tr>
<tr>
<td>Highly engaged staff/employees</td>
<td>63%</td>
<td>61%</td>
<td>61%</td>
<td>60%</td>
</tr>
<tr>
<td>Inclusion/engagement of patient and family voice</td>
<td>36%</td>
<td>38%</td>
<td>39%</td>
<td>34%</td>
</tr>
<tr>
<td>Purposeful and visionary leadership</td>
<td>37%</td>
<td>38%</td>
<td>37%</td>
<td>37%</td>
</tr>
<tr>
<td>Clearly defined behavioral expectations</td>
<td>31%</td>
<td>33%</td>
<td>27%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Which of the following are most important for achieving a positive Patient Experience? Please select the top 3.
Commitments to address workforce stress and digital care jump, while other investments tempered by current healthcare environment.
Workforce experience seen as extremely importantly, while commitment lags

How important do you think workforce experience is to an organization’s overall experience strategy?

- 0% Not at all important
- 2% Minimally important
- 13% Somewhat important
- 86% Extremely important

To what extent do you think workforce experience is part of your organization’s overall experience strategy?

- 3% Not at all
- 8% Very little
- 37% Somewhat
- 51% To a great extent
- 1% Don’t know
Workforce experience strategy is comprehensive, and drivers are found in culture, leadership and teamwork.

**Elements of workforce experience strategy**

- Employee engagement surveys: 75%
- Employee recognition programs: 68%
- Training and development programs: 64%
- Employee benefits: 64%
- Wellness programs: 62%
- Mental health support: 60%
- Leadership rounding: 58%
- Education assistance: 52%

**Top drivers of workforce experience**

- Positive organization culture: 59%
- Effective leadership: 47%
- Team connection/teamwork: 43%
- Leadership/manager communication: 39%
- Fair compensation/benefits: 33%
- Focus on wellbeing: 22%
- Commitment to diversity, equity, inclusion and belonging: 17%

What do you believe are the top 3 factors that drive a positive workforce experience? (Please select all that apply)

What elements are currently part of your workforce experience strategy? (Please select all that apply)
Community experience seen as important to experience strategy too

How important do you think community experience is to an organization’s overall experience strategy?

- Not at all important: 1%
- Minimally important: 8%
- Somewhat important: 40%
- Extremely important: 51%
Experience measurement continues to grow outside of mandates, while financial performance climbs in connection to experience.

Aside from tracking the success of individual improvement activities and/or actions, which metrics is your organization using to measure overall improvement in experience? (Select all that apply.)
Greater focus on need for policy influence, not yet clear on impact

Importance of engaging in policy

- Not at all important: 1%
- Minimally important: 7%
- Somewhat important: 42%
- Extremely important: 50%

Extent policy impacts ability to address experience

- Not at all: 7%
- Very little: 24%
- Somewhat: 48%
- To a great extent: 21%

How important do you believe it is that healthcare leader/organizations engage in governmental policy issues related to experience?

To what extent do you believe governmental policy impacts your ability to address experience in your organization?
Experience focused policy priorities are clear: Equity & access to care, telemedicine, measurement requirements, caring for workforce

What do you believe are the top policy issues that should be addressed related to experience issues? (Please identify up to three.)
Digital strategy continues to be experience focused

To what extent is your organization's digital strategy connected to your experience efforts?

- Not at all: 5%
- Very little: 24%
- Somewhat: 45%
- To a great extent: 26%
- +5: 5%
Digital tactics continue to broaden and increase in use to address experience, especially related to communication, record access.

To what extent are the following digital tactics (via app, websites, etc.) being used to improve experience in your organization? (Somewhat • To a great extent)

- Providing virtual appointments/consultation: 84%
- Communicating with medical team: 83% (+8)
- Accessing medical records: 83% (+12)
- Providing general facility information: 80% (+12)
- Obtaining patient and family feedback: 78% (+8)
- Scheduling appointments: 78% (+12)
- Patient Education: 72% (+8)
- Chronic care management: 66% (+8)
- Monitoring health and wellness: 65% (+8)
- Researching medical conditions: 64% (+8)
- Personalizing the care experience: 63% (+8)
- Medical adherence: 61% (+8)
- Wayfinding: 54% (New in 2023)
What have been the most **critical areas of focus** for your experience efforts, especially as we work to move beyond the challenges of the last few years?
Reflecting on Trends
Organizations have grown experience structure & dedicated leaders

Does your organization currently have specified senior-level leadership with primary responsibility and direct accountability for addressing experience?

Yes 81%
No 16%
Don't know 3%

Have Formal Organization Structure

Does your organization have a formal organizational structure to ensure specific actions are being taken to address the experience you provide?

Yes 64%
No 12%
Don't Know 2%
Co-leaders 10%
Committee / Work group 11%
Single Leader / Sole Role 38%
Single Leader / Multiple Roles 26%
Experience leaders’ focus rebounds significantly

For the individual with PRIMARY responsibility, what percent of time is allocated to support experience efforts?

- **Focused on**
  - 100%: 32%
  - 50-99%: 31%
  - <50%: 34%
- **Committed to**
  - 100%: 30%
  - 50-99%: 30%
  - <50%: 21%
- **Responsible for**
  - 100%: 9%
  - 50-99%: 22%
  - <50%: 24%
- **Don’t Know**
  - 100%: 31%
  - 50-99%: 21%
  - <50%: 13%
  - 100%: 19%

For the individual with PRIMARY responsibility, what percent of time is allocated to support experience efforts?
Experience teams continue to grow...

How many full-time staff members (or FTEs) are designated to support your patient experience efforts?

<table>
<thead>
<tr>
<th>Year</th>
<th>0</th>
<th>1-2</th>
<th>3-4</th>
<th>5 or more</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>7%</td>
<td>26%</td>
<td>15%</td>
<td>39%</td>
</tr>
<tr>
<td>2021</td>
<td>9%</td>
<td>31%</td>
<td>14%</td>
<td>37%</td>
</tr>
<tr>
<td>2019</td>
<td>9%</td>
<td>30%</td>
<td>18%</td>
<td>33%</td>
</tr>
<tr>
<td>2017</td>
<td>11%</td>
<td>31%</td>
<td>16%</td>
<td>29%</td>
</tr>
</tbody>
</table>

How many full-time staff members (or FTEs) are designated to support your patient experience efforts?
...and experience teams continue to diversity

Which of the following areas are included in your experience structure? (Please check all that apply)
Experience efforts are engaging across organization functions

To what extent are the following functional areas engaged in your experience efforts? (Somewhat • To a great extent)

- Quality/Safety: 87%
- Nursing: 85%
- Operations: 85%
- Marketing/Communications: 74%
- Learning & Development: 73%
- Diversity, Equity & Inclusion: 72%
- IT: 62%
- Human Resources: 58%
- Government Affairs: 45%

theberylinstitute.org
Engagement of Patient & Family Advisor rebounds, while use of PFACs slip
In what ways, if any, do you compensate/support PFA engagement? (Please select all that apply)

Engagement outside of PFACs

- On specific designated projects: 55% (2023), 61% (2021), 52% (2019)
- On standing committees: 52% (2023), 61% (2021), 49% (2019)
- Virtual focus groups/e-panels: 43% (2023), 52% (2021), 43% (2019)
- At the senior-most board level: 26% (2023), 22% (2021), 9% (2019)
- Social media: 35% (2023), 20% (2021), 9% (2019)
- No other ways: 17% (2023), 18% (2021), 9% (2019)

Engagement outside of PFACs lessens and financial support drops

Compensation/Support of PFAs

- No compensations or reimbursement: 33% (2023), 50% (2021), 61% (2019)
- Meal provided at meetings: 50% (2023), 54% (2021), 33% (2019)
- Parking reimbursement: 29% (2023), 29% (2021), 22% (2019)
- Mileage or travel reimbursement: 14% (2023), 13% (2021), 7% (2019)
- Per meeting stipend: 8% (2023), 5% (2021), 2% (2019)
- Monthly stipend: 1% (2023), 1% (2021), 1% (2019)
- Annual stipend: 1% (2023), 1% (2021), 1% (2019)

In what ways, other than a Patient & Family Advisory Council, does your organization engage patients and family advisors? (Please select all that apply)
Boards are aware of, but are less active in guiding experience efforts

To what extent does your organization's board GUIDE or INFLUENCE your experience efforts?

- Not at all: 4%
- Very little: 8%
- Somewhat: 33%
- To a great extent: 44%
- Don't know: 11%

To what extent is your organization's board AWARE of your experience efforts?

- Not at all: 7%
- Very little: 22%
- Somewhat: 34%
- To a great extent: 27%
- Don't know: 10%
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.

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

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.
In what ways has your organization’s **experience structure evolved**? Where do you see the **greatest opportunities for growth**?
Reflecting on Structure
State of Human Experience 2023

Impact & Perception
Positive impact of focus on human experience continues to broaden

To what extent do you believe your existing experience efforts have a positive impact on each of the following? (Somewhat • To a great extent)

- Customer Service: 92%
- Community Reputation: 88%
- Consumer Loyalty: 84%
- Clinical Outcomes: 83%
- Community Trust: 82%
- Employee Engagement & Retention: 81%
- Workforce Trust: 81%
- Community Health / Well-being: 74%
- New Customer Attraction: 73%
- Financial Outcomes: 70%

New 2023:
- Community Trust: +7
- Workforce Trust: +7

HUMAN EXPERIENCE
Positive perception sustains, but cautiously

At this point, how do you feel about the progress (or lack of progress) your organization is making toward improving the experience you provide?
The Experience Moment

- A commitment to human experience is foundational in navigating healthcare today as experience mandate grows
- Critical focus now directed to supporting the healthcare workforce and addressing issues of equity and inclusion
- Formal mandated measurement continues to see decline in use
- Experience advocacy seen as a critical step in moving forward
- Structures grow and integrated approaches continue to expand
- Patient/family reengagement continues to be a challenge post pandemic
- People remain cautiously optimistic on experience efforts
What is your **key takeaway** from today and **what actions will you take** based on what we discovered?
Final Reflections
Human beings caring for human beings.

#humanexperience
Upcoming Events & Programs

WEBINARS
May 4 | Caring on Wheels: Staff Wellness and Motivation
May 11 | Lonely No More: Bedside Visit Programs
May 23 | Ensuring Volunteer Programs Support Patient Experience Initiatives

CONNECTION CALLS/PX CHATS
April 27 | PX Chat: Supporting the Workforce
May 12 | PX Chat: Patient, Family & Community Engagement
May 17 | Lost Belonging Workgroup

PROGRAMS
May 4-18, 2023 | CAVS Exam Preparation Course

Access our vast library of on demand patient experience webinars.

Webinars are included in membership with the Institute.
Thank you!