

Designing for Doctor and Patient Interactions in the Leave-taking Experience

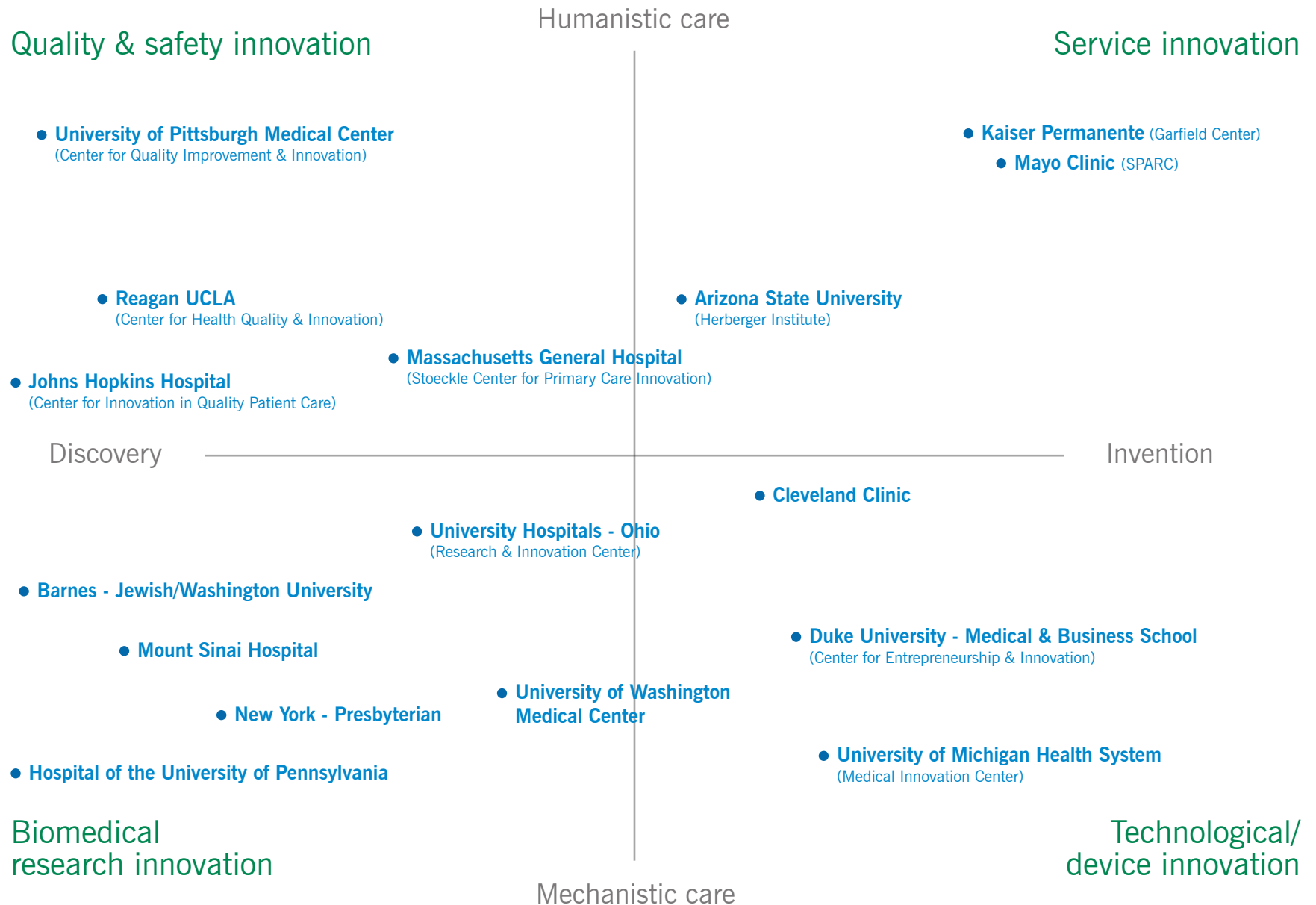


A founding principle: innovation

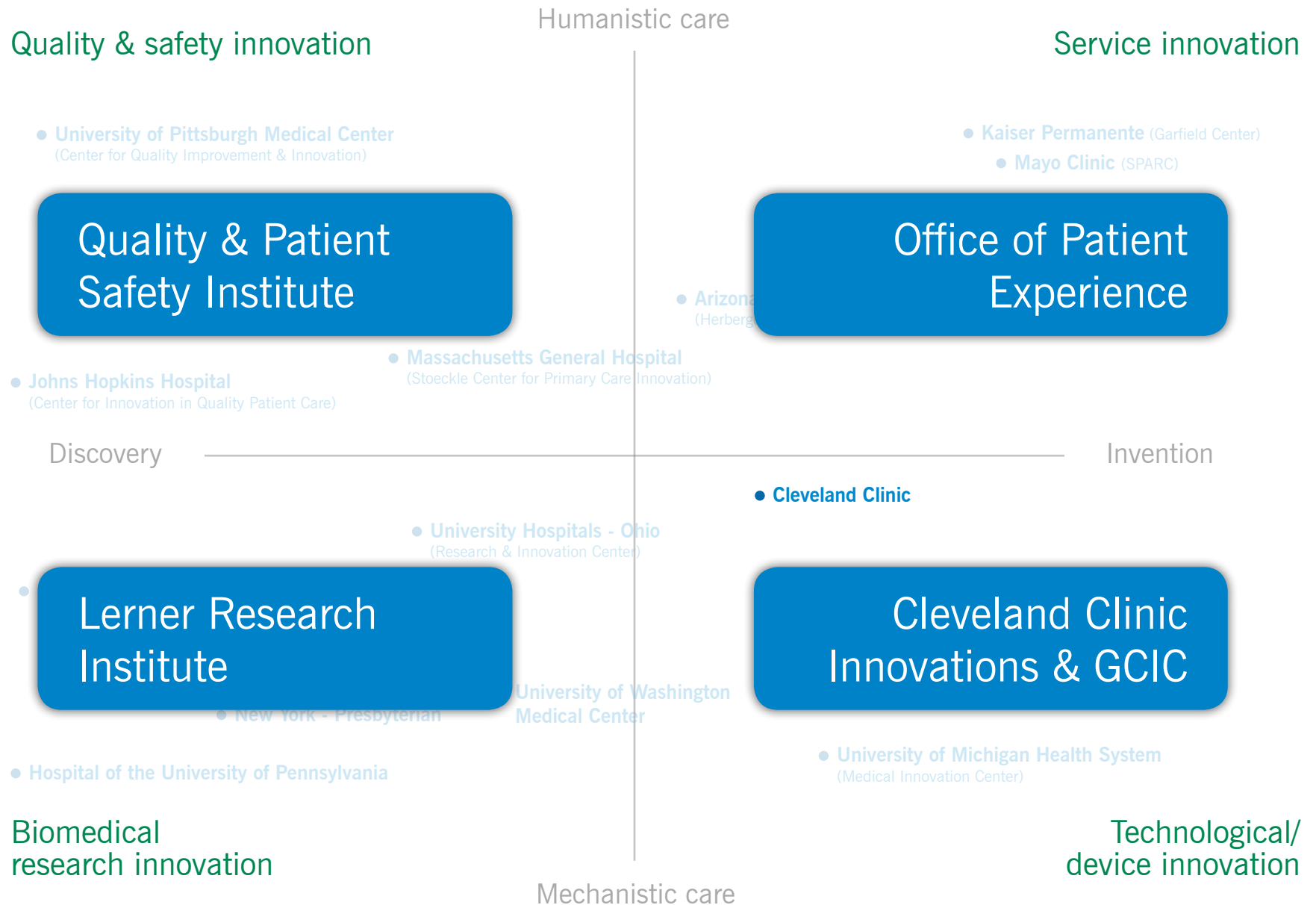
“The future belongs to those who seize the opportunities created by innovation.”

*Delos M. Cosgrove, MD
CEO & President*

Kinds of healthcare innovation



Innovation at Cleveland Clinic



HCAHPS themes

Totality of hospital experience

Communication
(Interaction/behavior)

Information
(Knowledge)

Services
(Response/tasks)

Environment
(Physical space)



HCAHPS Questions:

- How often did nurses treat you with courtesy and respect?
- How often did nurses listen carefully to you?
- How often did nurses explain things in a way you could understand?
- During hospital stay, after you pressed the call button, how often did you get help as soon as you wanted it?
- How often did doctors treat you with courtesy and respect?
- How often did doctors listen carefully to you?
- How often did doctors explain things in a way you could understand?
- How often were your room and bathroom kept clean?
- How often was the area around your room quiet at night?
- How often did you get help in getting to the bathroom or in using a bedpan as soon as you wanted?
- How often was your pain well controlled?
- How often did the hospital staff do everything they could to help you with your pain?
- How often did hospital staff tell you what the medicine was for?
- How often did hospital staff describe possible side effects in a way you could understand?
- Did hospital staff talk with you about whether you would have the help you needed when you left the hospital?
- Did you get information in writing about what symptoms or health problems to look out for after you left the hospital?
- Using any number from 0-10, where 0 is the worst hospital possible and 10 is the best, what number would you use to rate this hospital during your stay?
- Would you recommend this hospital to your friends and family?

Caregiver-patient communication

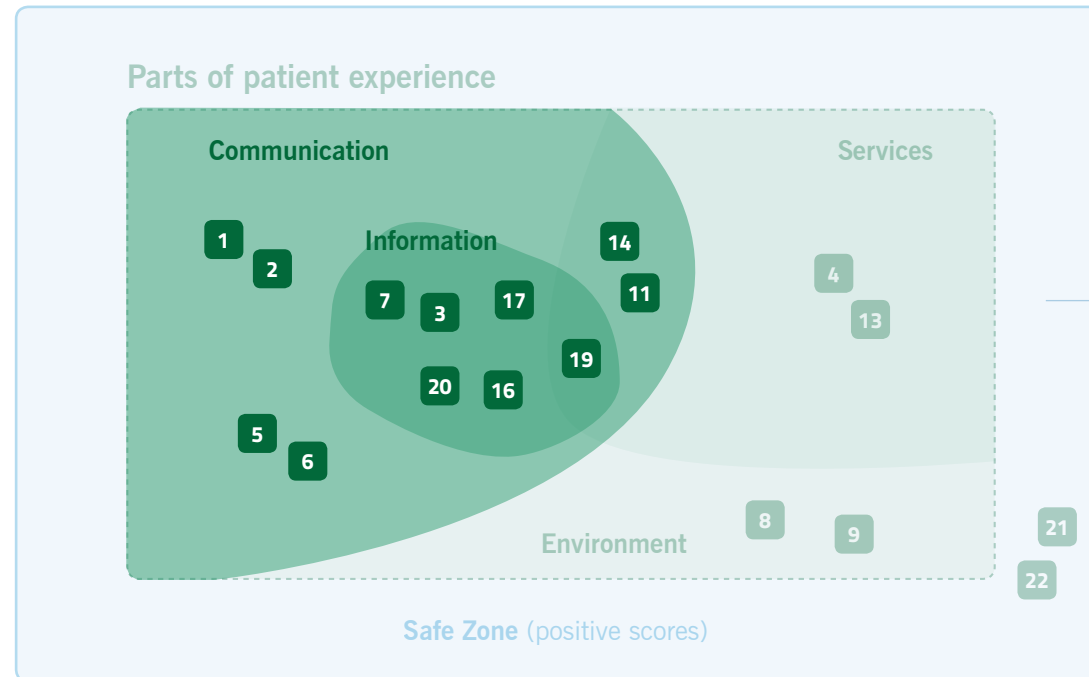
Totality of hospital experience

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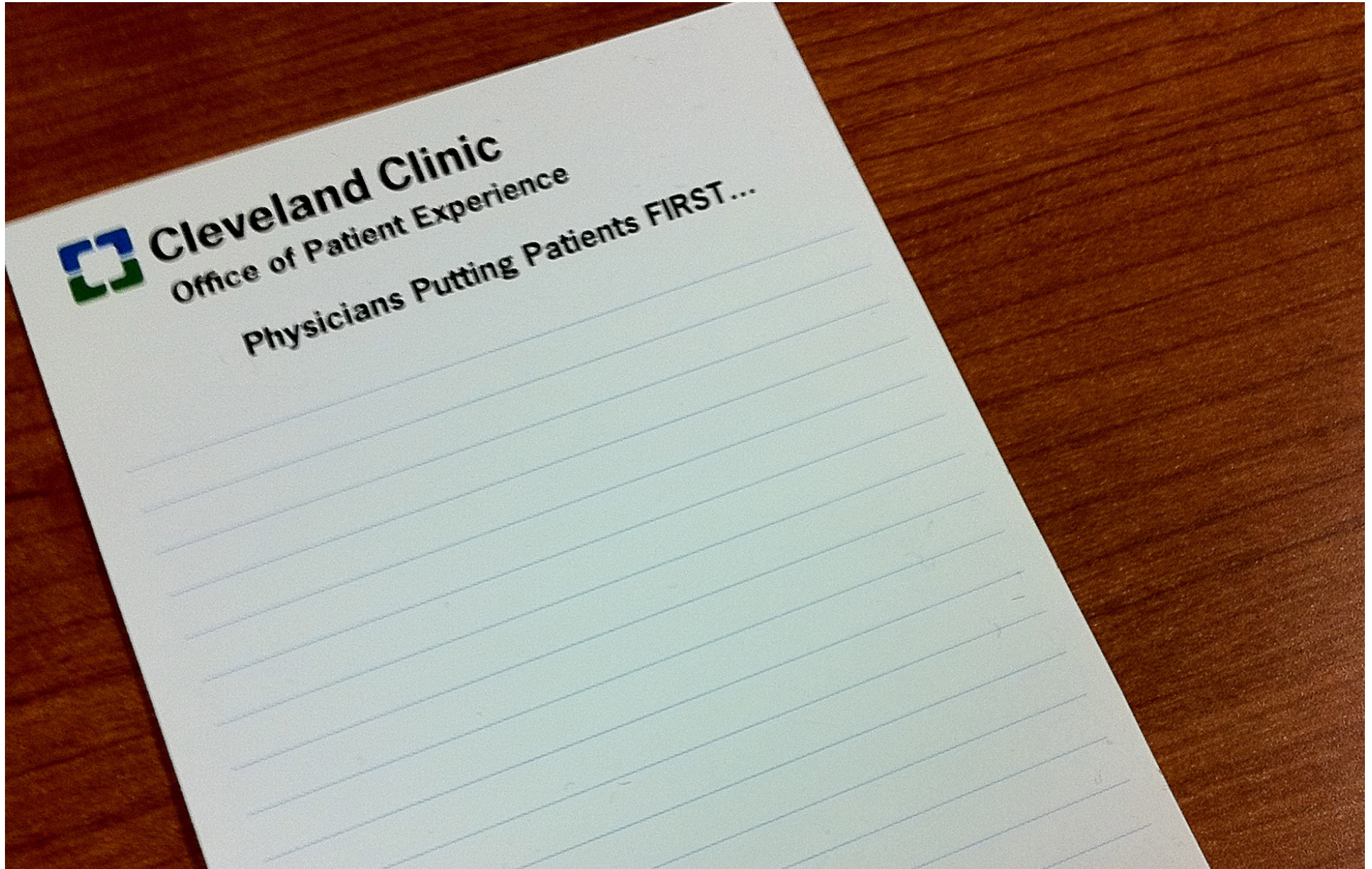


e.g. successful surgery

HCAHPS Questions:

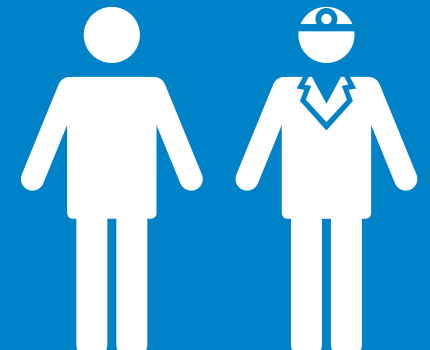
1. How often did nurses treat you with courtesy and respect?
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19. Did hospital staff talk with you about whether you would have the help you needed when you left the hospital?
20. Did you get information in writing about what symptoms or health problems to look out for after you left the hospital?
21. Using any number from 0-10, where 0 is the worst hospital possible and 10 is the best, what number would you use to rate this hospital during your stay?
22. Would you recommend this hospital to your friends and family?

Physician-led organization



Problem statement

It is difficult for Cleveland Clinic caregivers to change the **behaviors** of physicians with patients (and also their families).



Entire patient journey

PREARRIVAL

INTRODUCTION

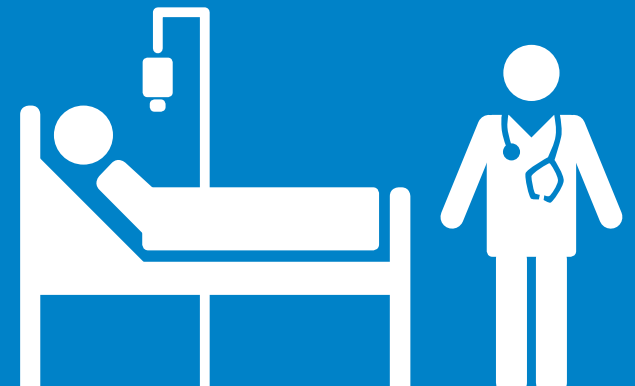
TREATMENT

DISCHARGE

TRANSITION

Hypothesis

Focusing on building **quality encounters** between physicians & patients during the **discharge phase** makes a memorable impression and will benefit an important part of the patient journey.



Discharge or leave-taking phase



Discharge or leave-taking phase



Patients

Discharge or leave-taking phase



Patients

Families

Discharge or leave-taking phase

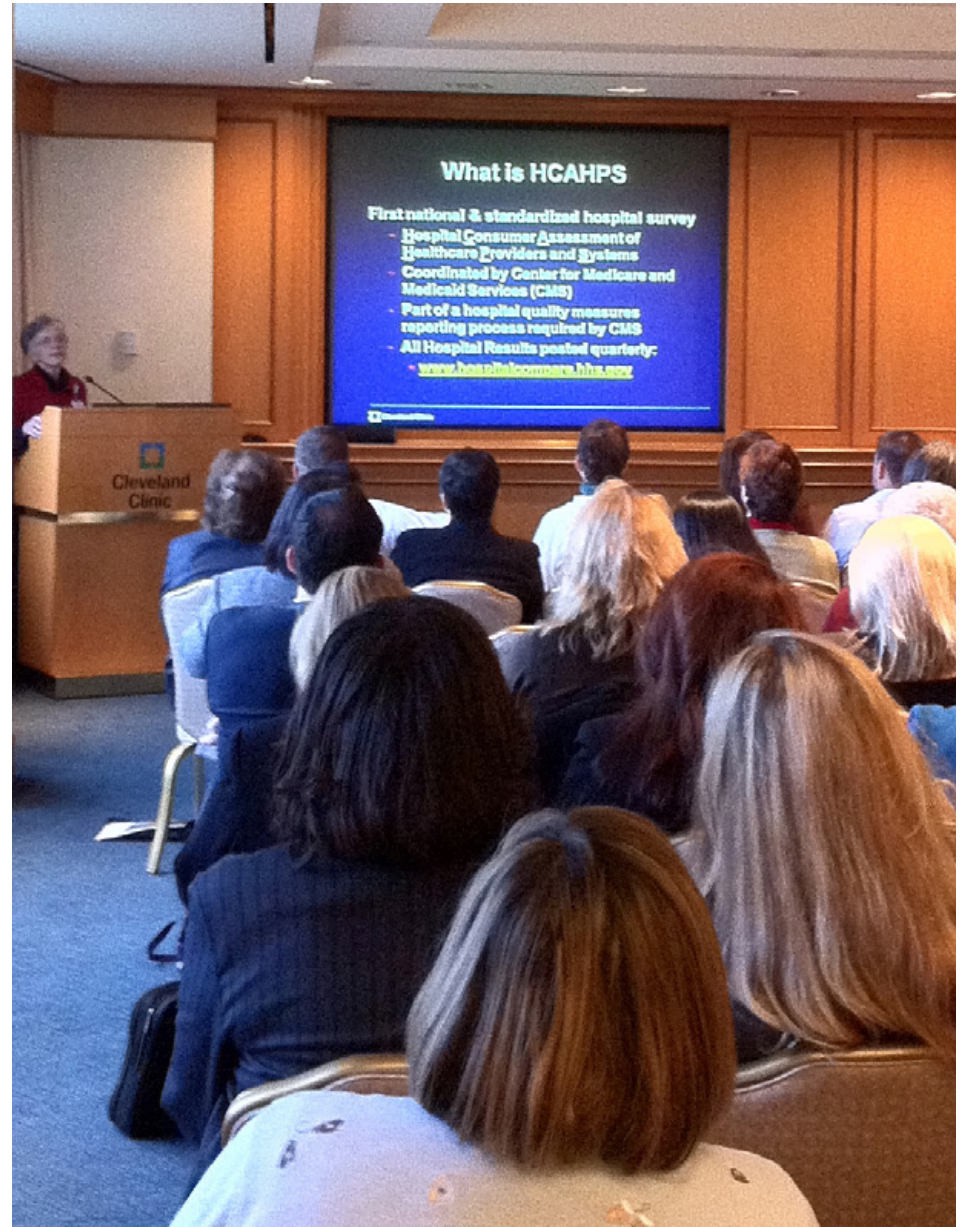


Patients

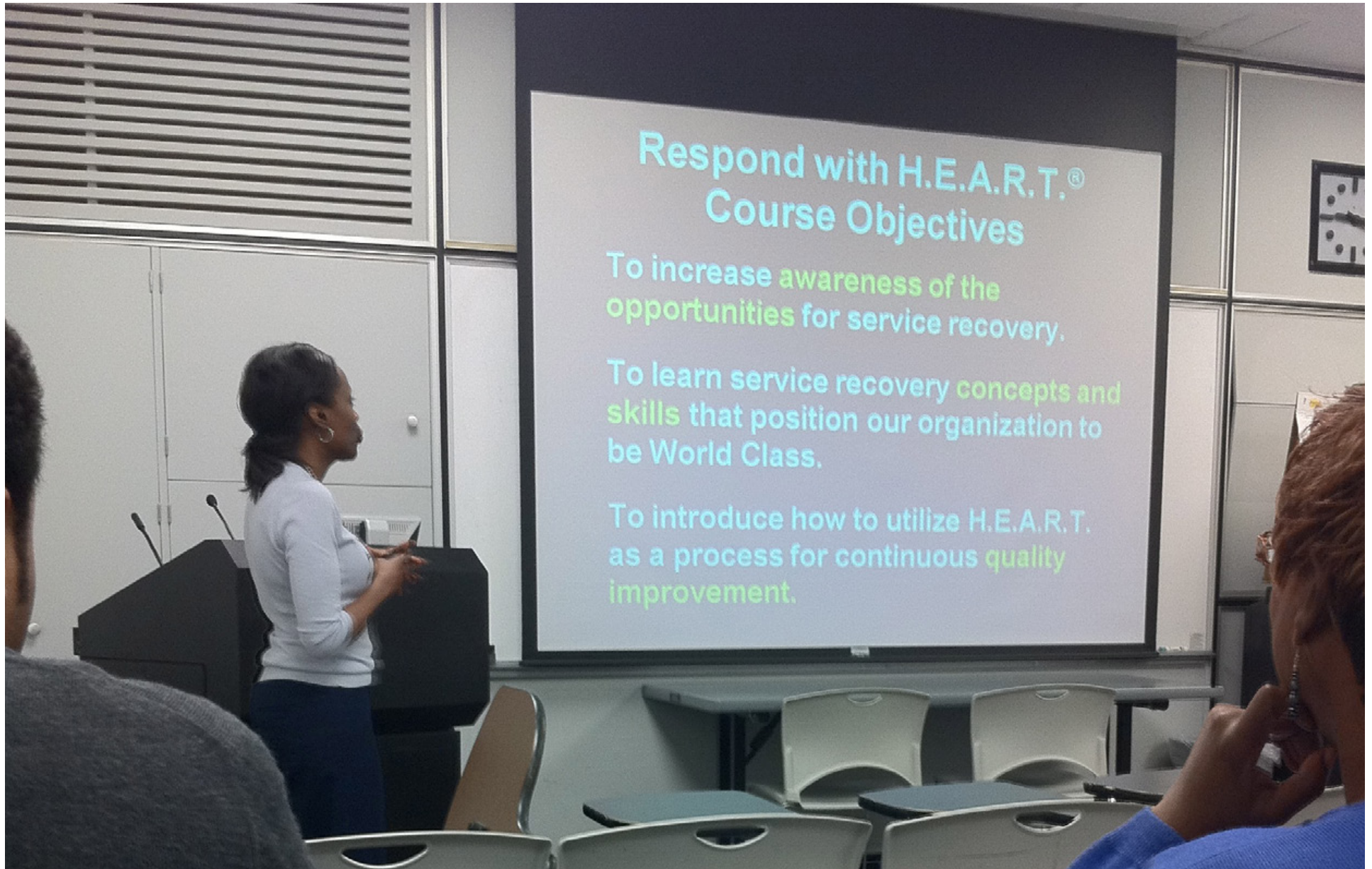
Families

Caregivers

Conference participation



H.E.A.R.T. Service Recovery program



Brainstorming with the OPE



Observations

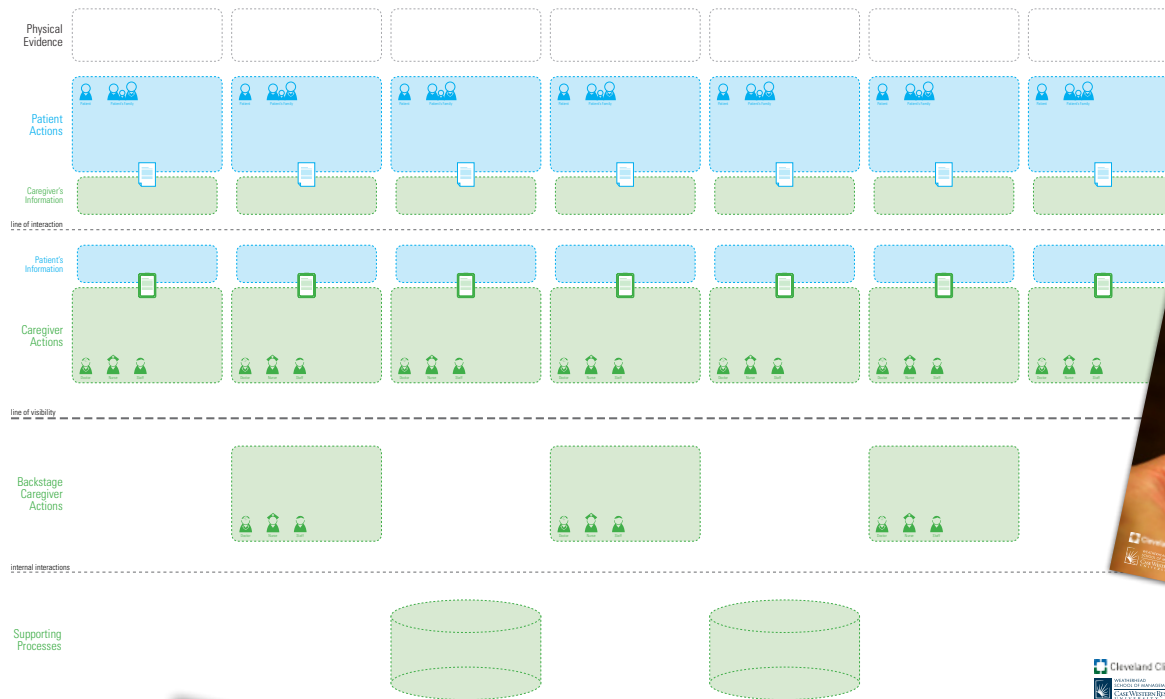


Interviews

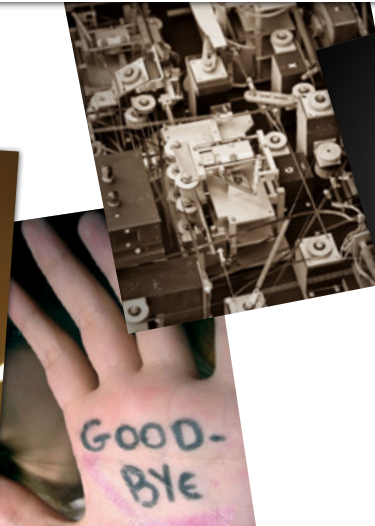


Research tools & methods

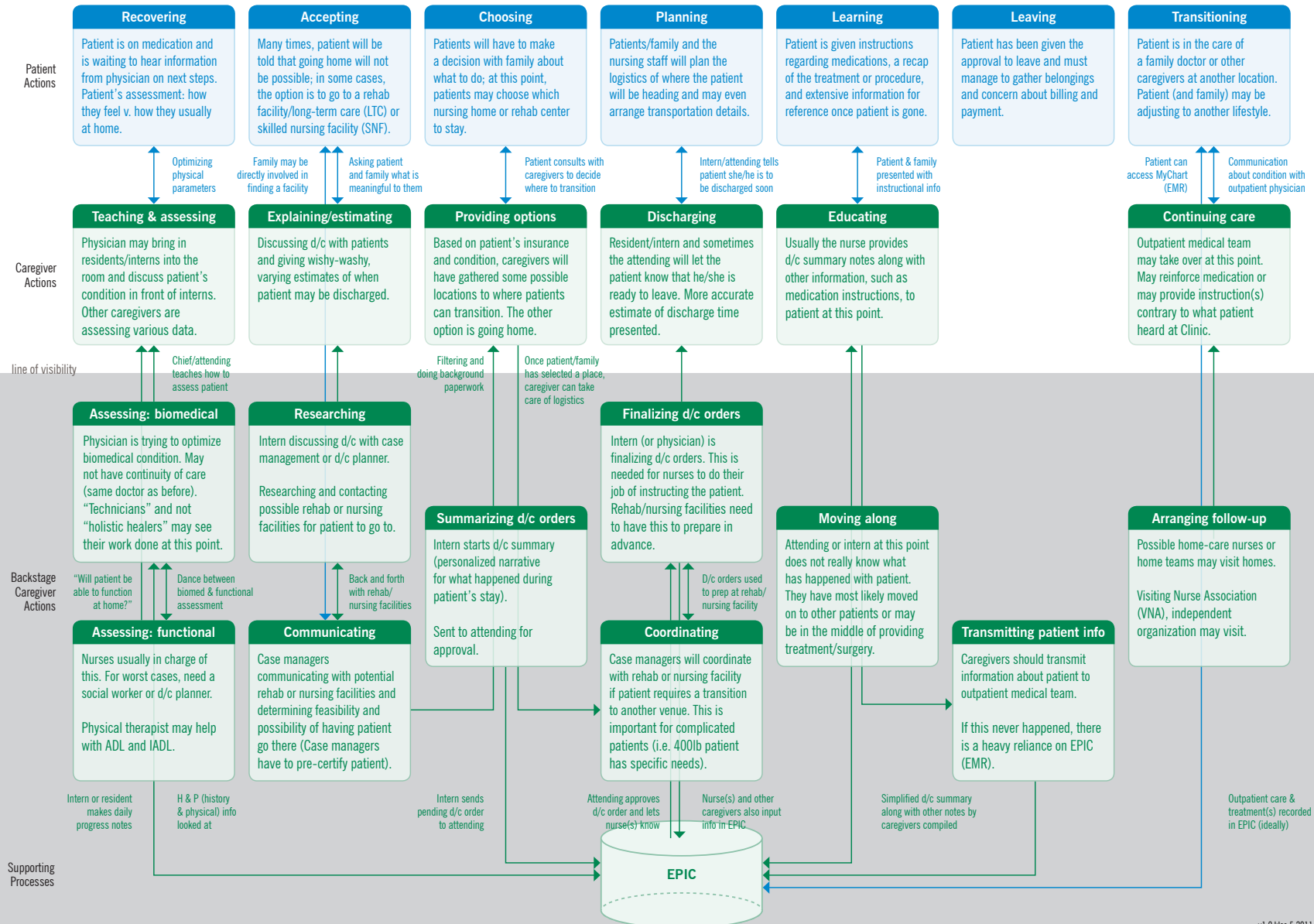
Cleveland Clinic Patient Discharge Experience: Service Blueprint Exercise



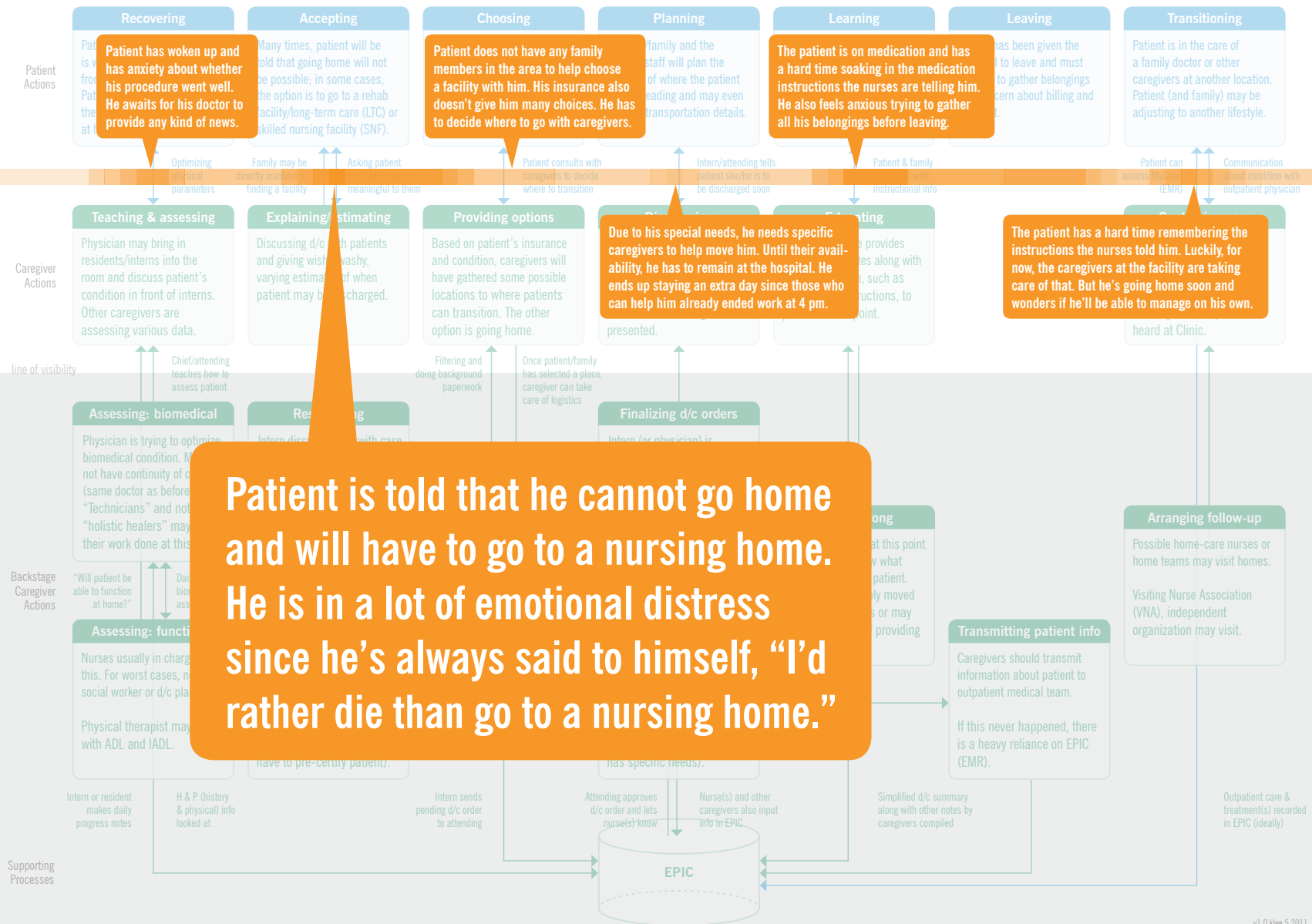
Cleveland Clinic
v1.0 Nov 2, 2011



Analysis: blueprint of discharge



Analysis: emotional narrative



Synthesis: themes



Time

Synthesis: themes



Time



Information

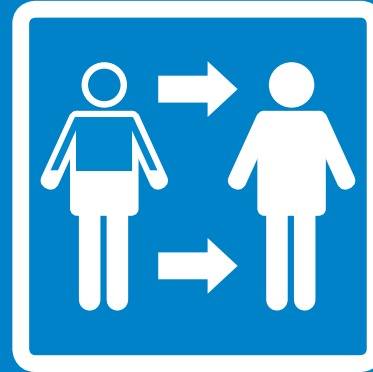
Synthesis: themes



Time



Information



Dignity

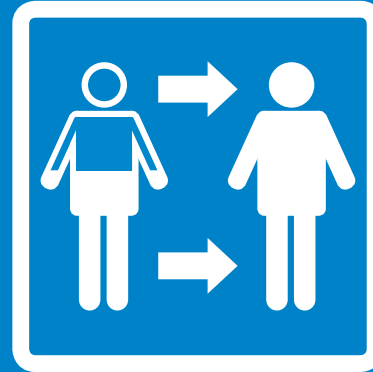
Synthesis: themes



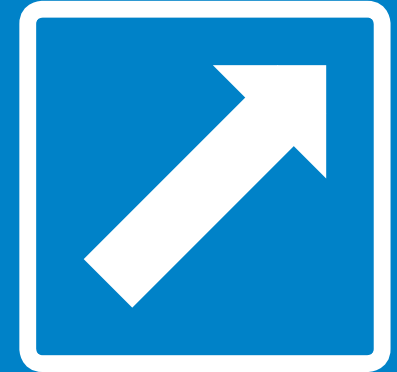
Time



Information



Dignity



Transition

Product: interaction guide

Designing for Doctor and Patient Interactions in the Leave-taking Experience

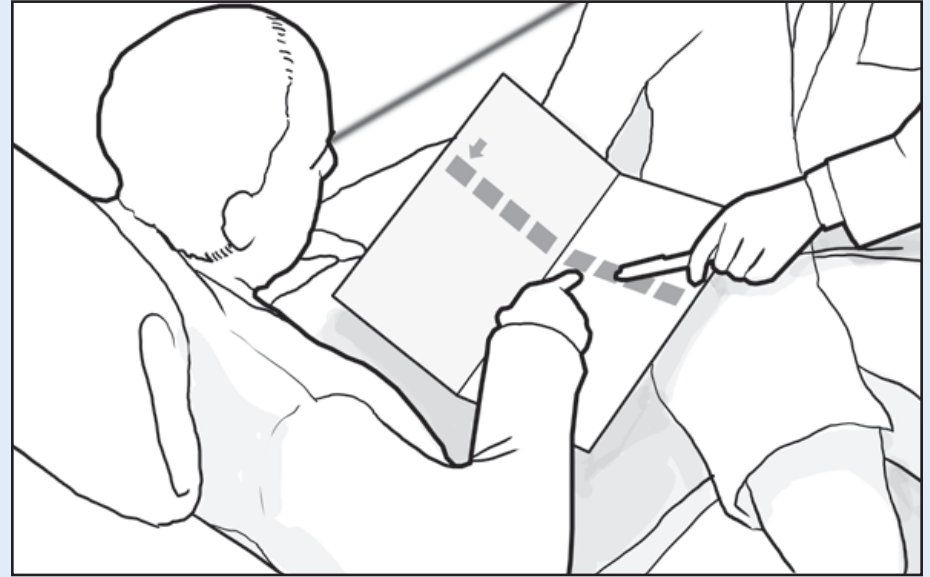
A Project Report



 **Cleveland Clinic** Office of Patient Experience

 **Cleveland Clinic** Office of Patient Experience

Discharge journey map

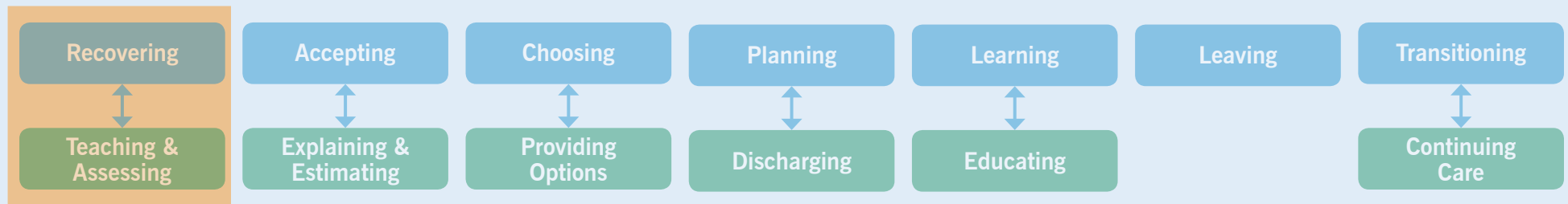


THEMES

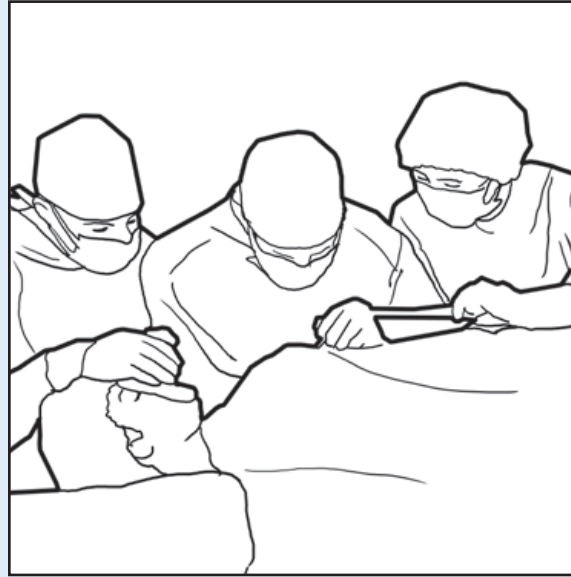


INSIGHTS FROM RESEARCH

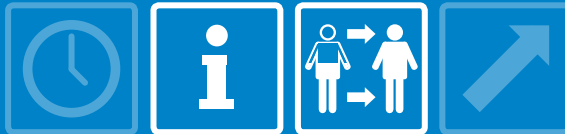
- Patients view the discharge phase as a very complicated process
- It's hard for patients to see that various parts of the discharge experience are connected
- Patients treasure what doctors give them even if it's something small



Dignity blanket

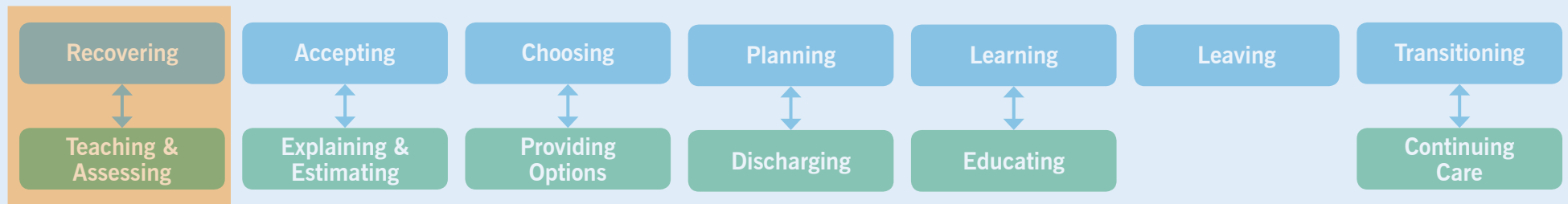


THEMES

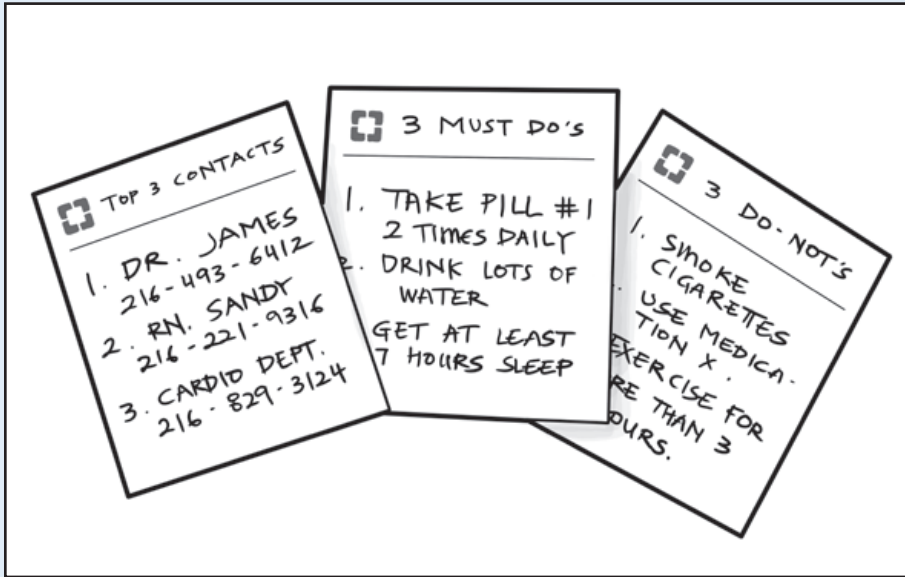


INSIGHTS FROM RESEARCH

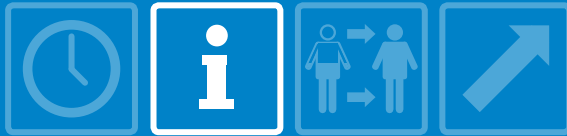
- Patients lose their sense of dignity when they can't go to the bathroom on their own, can't wear their own clothes, and have to expose their body parts
- Some doctors provide preferential treatment to people they know when they think patients and families are not looking



Top three kit



THEMES

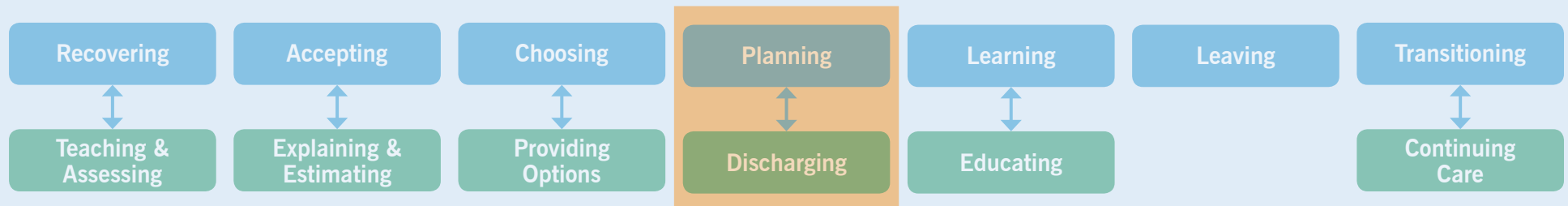


INSIGHTS FROM RESEARCH

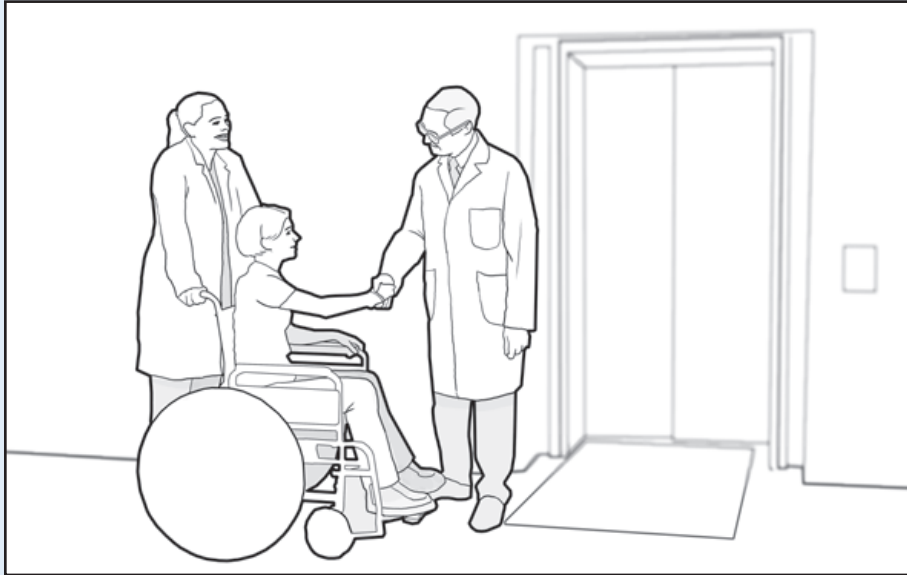
- Patients don't remember a lot of things
- It's better to provide the second best thing patient should do if it means patient will comply with

it rather than the best thing that is complicated

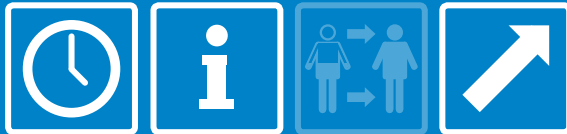
- Patients treasure what doctors give them even if it's something small



Patients first in last moments

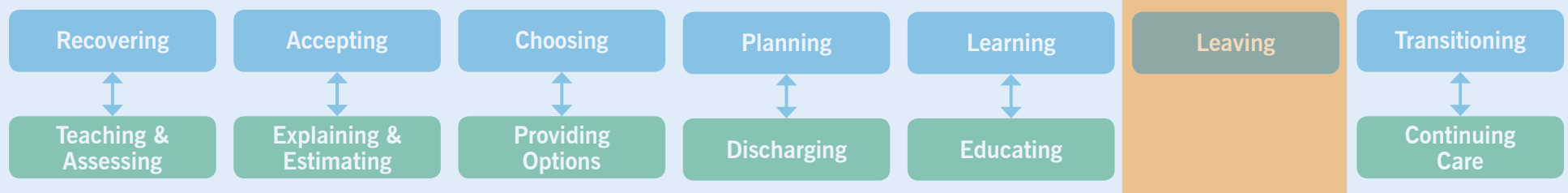


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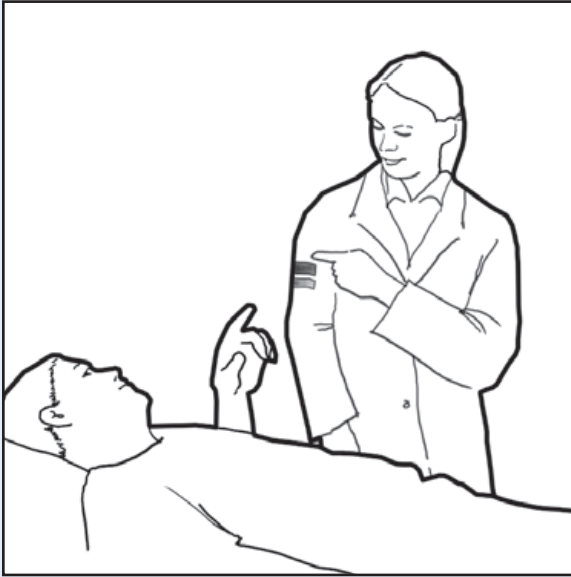


INSIGHTS FROM RESEARCH

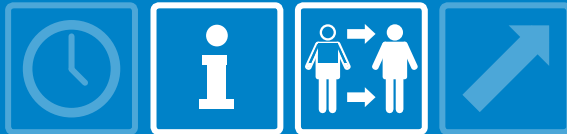
- In many cultures, it's rude to say goodbye and then close the door - people are expected to walk out to where the guest's car is and wave goodbye as the guest leaves
- There is no real interaction between doctors and patients as patients are leaving the hospital



Decorated doctors

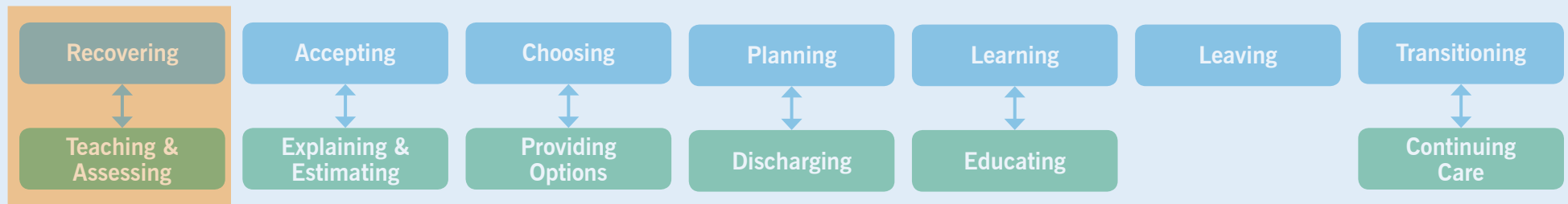


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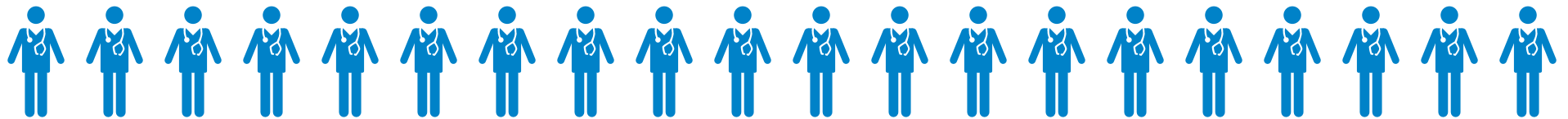
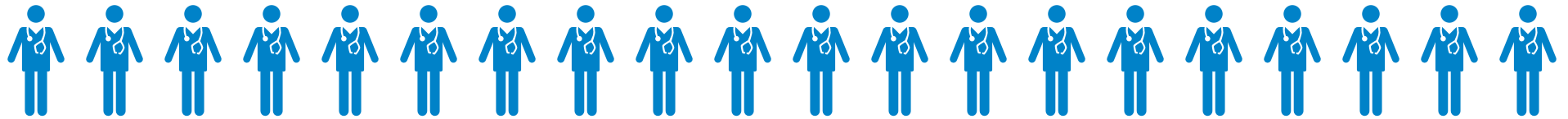
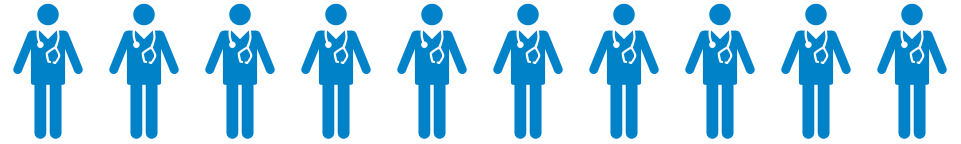
INSIGHTS FROM RESEARCH

- Physicians are competitive at Cleveland Clinic
- When mandates from the top of the organization are enforced, physicians comply reluctantly
- Dr. Cosgrove's story at Harvard Business School when audience member asked him if Cleveland Clinic teaches its doctors empathy

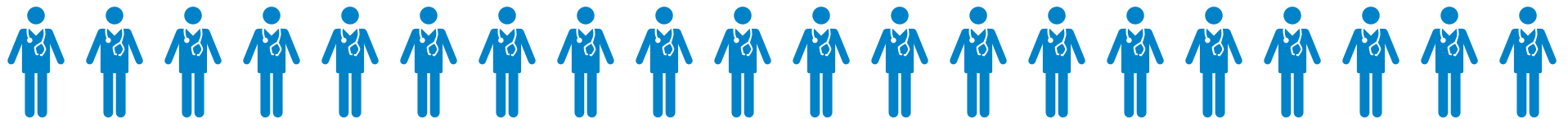
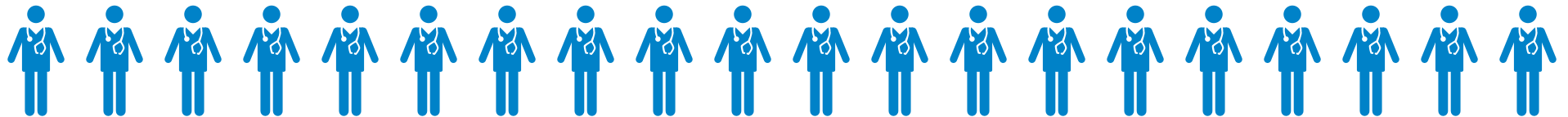
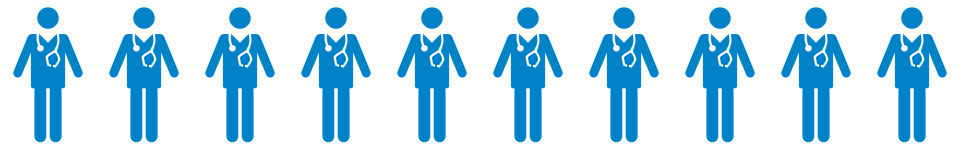


Implementation

Top 50 HCAHPS

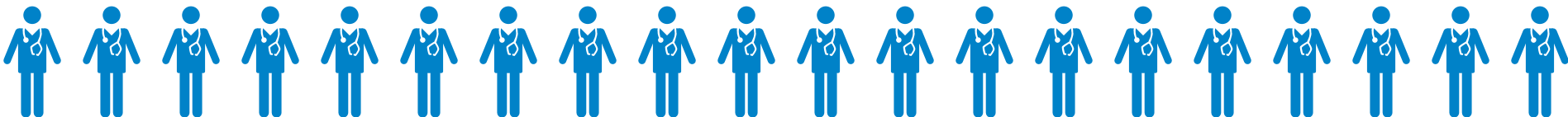
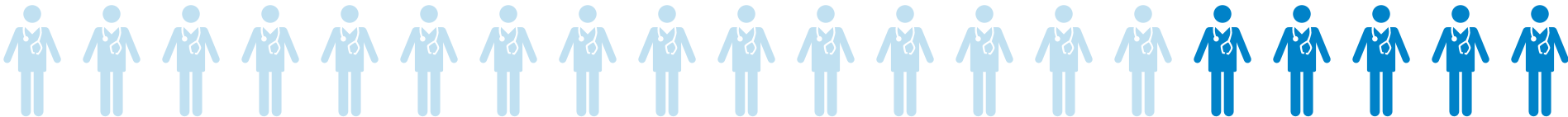
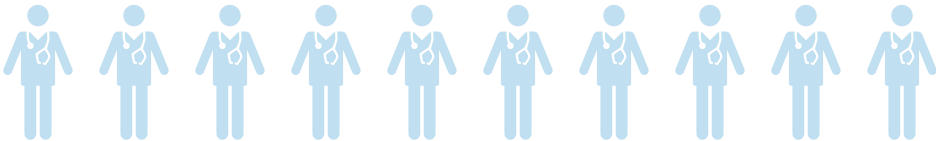


Next Top 50 HCAHPS

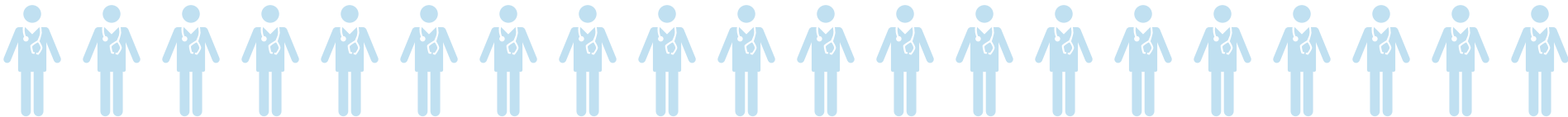
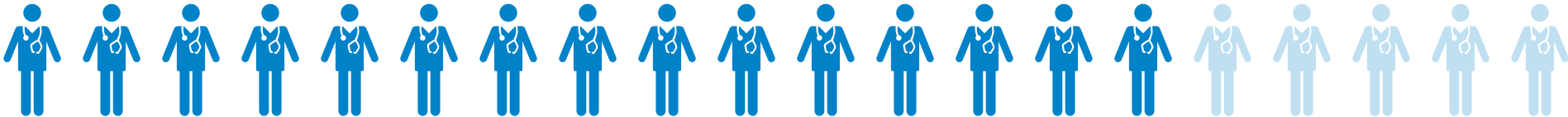
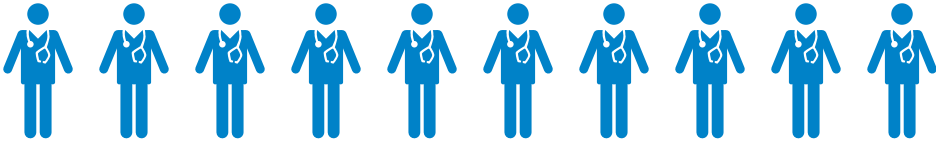


Implementation

Top 50 HCAHPS

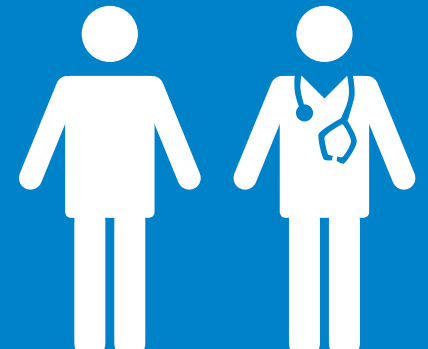


Next Top 50 HCAHPS

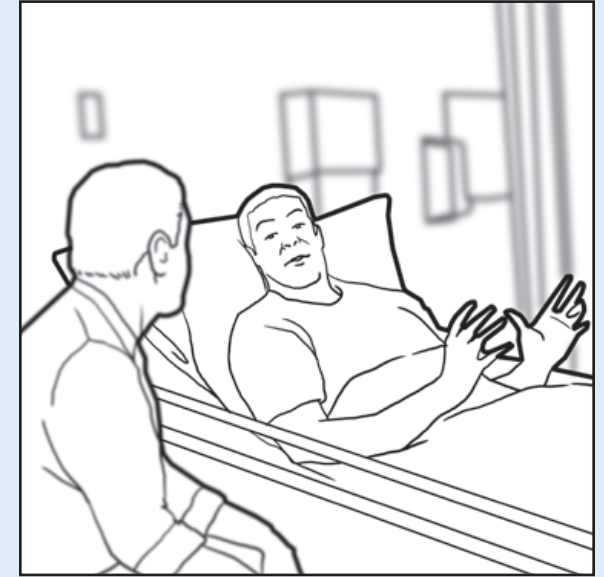


Thank you

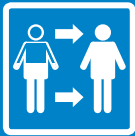
Questions?



Vesture gesture



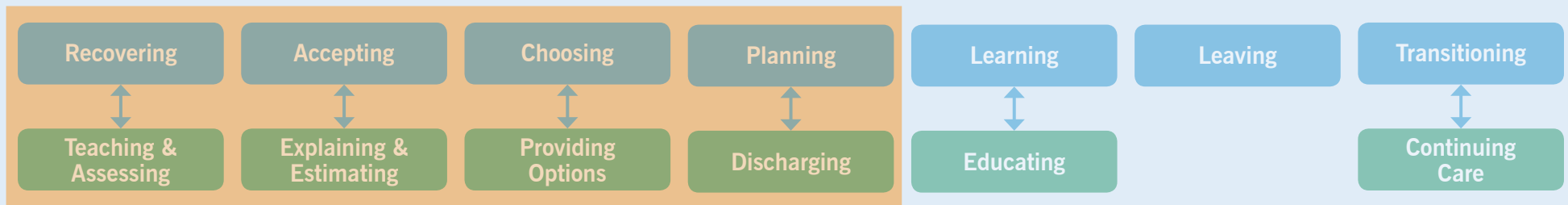
THEMES



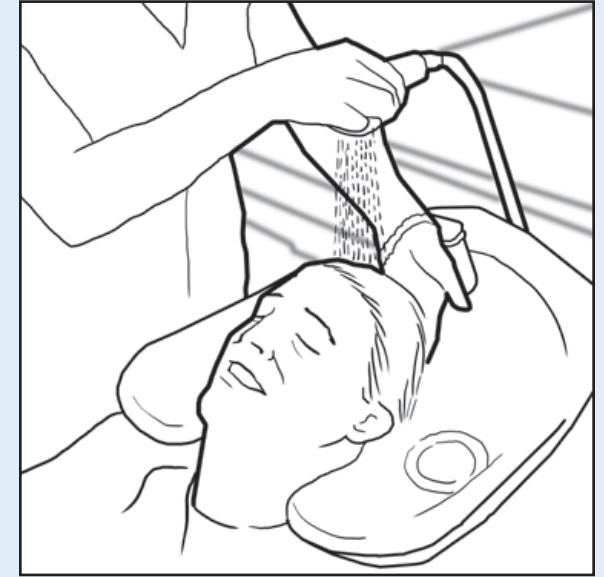
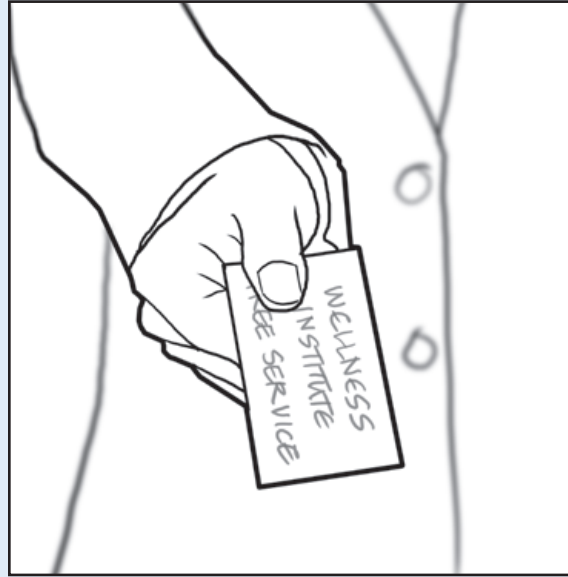
INSIGHTS FROM RESEARCH

- Some patients consider doctors unapproachable because they always seem very busy
- Patients also feel like it's not appropriate to ask questions

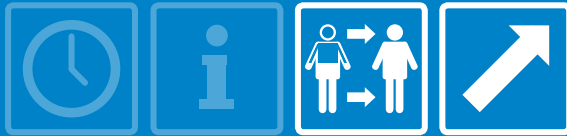
even though they may have a list of questions since they don't want to be rude by asking for some personal time with doctors



Guaranteed gifts

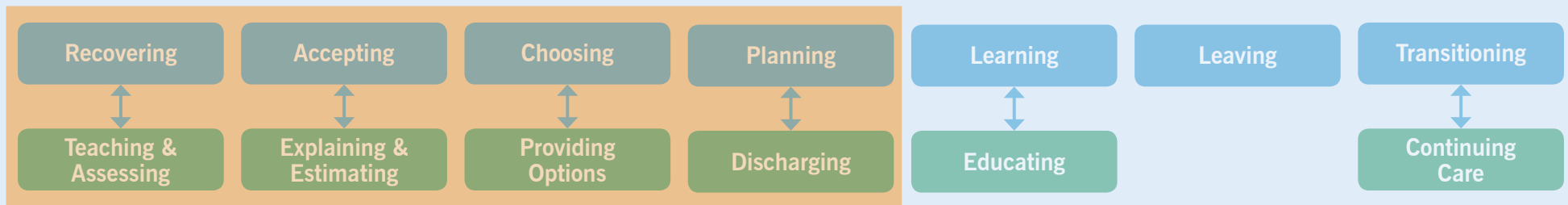


THEMES



INSIGHTS FROM RESEARCH

- Discharge is usually confirmed on the day of and it's really a moving target - therefore, during most of the discharge, caregivers can't make guarantees
- Patients treasure what doctors give them even if it's something small
- Small activities of daily living matter to patients



Words, words, words

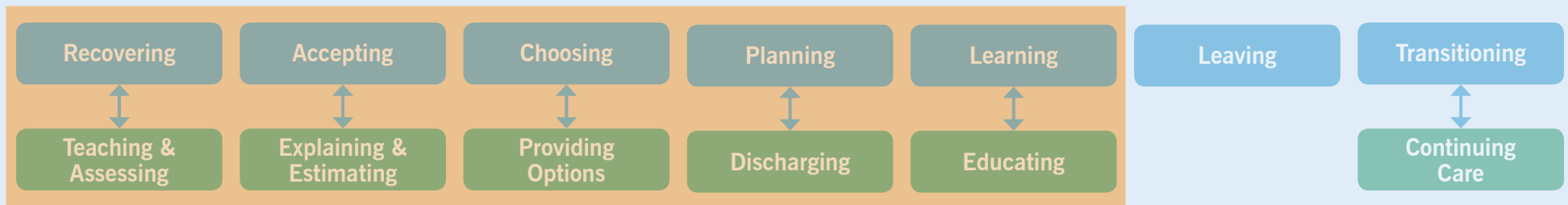


THEMES



INSIGHTS FROM RESEARCH

- Doctors with great communication skills use cues from their environment or previous interactions with patient to follow up with something happening in patient's life outside the hospital (e.g. family vacation)
- Patients have concerns about things happening outside the hospital, such as home and family



Dialing doctors

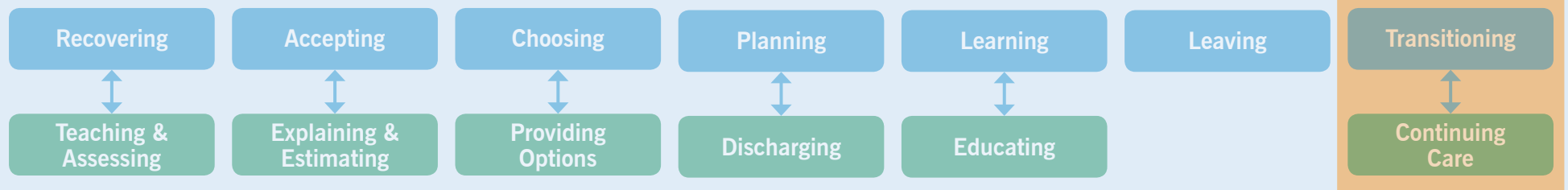


THEMES

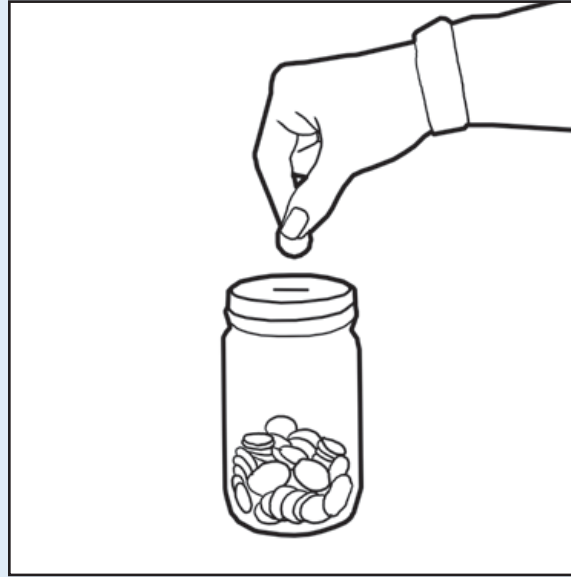


INSIGHTS FROM RESEARCH

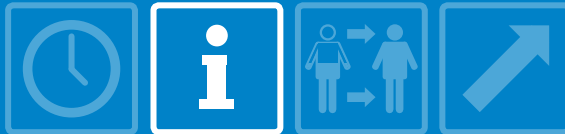
- One great way for doctors to spend time with patients is through a simple follow-up phone call when they have more time and when away from the stress of the hospital environment
- Patients appreciate this simple gesture that is not often practiced and are surprised if it ever happens



Jargon jar & Cleveland Clinic coins



THEMES



INSIGHT FROM RESEARCH

- Patients don't know when to let the physician know that they don't understand what he/she is saying. If medical jargon is used by physicians, patients may feel

embarrassed to ask physicians to dumb down the language

