HIMSS19 CHAMPIONS OF HEALTH UNITE

Global Conference & Exhibition
FEB 11–15, 2019 | ORLANDO

Restore Human Connections with Collaboration and Technology

Session 122, February 13, 2019

Sue Murphy, Chief Experience Officer, UChicago Medicine

Diane M. Rogers, President, Contagious Change

DISCLAIMER: The views and opinions expressed in this presentation are those of the author and do not necessarily represent official policy or position of HIMSS.

Conflict of Interest

Sue Murphy, RN BSN MS

Diane M. Rogers, ACC CPXP

Has no real or apparent conflicts of interest to report.

©HIMSS 2018–2019

Agenda

- Overview of UCM/hArt of Medicine®
- Role of Chief Experience Officer (CXO) in Healthcare
- Four Phased Approach to Designing and Deploying Human Centered Programs
- Co-Designing Human Centered Programs
- Analyze Data to Achieve Exceptional Experiences
- Cultivating our Culture

©HIMSS 2018–2019

Learning Objectives

- Discuss a personalized coaching program that focuses on nurturing communication skills and positively influencing patient encounters and care team experience
- Discuss the impact of building trusted relationships, inspiring multi-disciplinary collaboration, and designing and deploying human-centered programs and technologies
- Design a multi-disciplinary think tank to evaluate, implement and measure human-centered technologies and processes that align with the enterprise strategy and goals
- Create culture transformation by utilizing data from technology to celebrate performance excellence, build on success, and develop trusted relationships and strong partnerships
- Measure success based on patient, family and staff experience, engagement and empowerment

©HIMSS 2018–2019

Overview of UCM/ hArt of Medicine® Program

©HIMSS 2018–2019

UChicago Medicine

Where we are today: UCM at a Glance

4 Inpatient Facilities
- Center for Care and Discovery
- Bernard Mitchell Hospital
- Comer Children's Hospital
- Ingalls Memorial Hospital

1296 Licensed Beds
- 804 Med Surg
- 67 OBGYN
- 171 ICU
- 77 Gen Peds
- 53 NICU
- 78 Acute Mental Illness
- 46 Rehabilitation

50 Operating Rooms

8 Ambulatory Care Facilities
- Duchossois Center for Advanced Care
- Ingalls Family Care Centers at Flossmoor, Calumet City, Tinley Park, Crestwood
- Ingalls Center for Outpatient Rehab
- Orland Park Center for Ambulatory Care
- South Loop Facility

Leading Growth in the Market

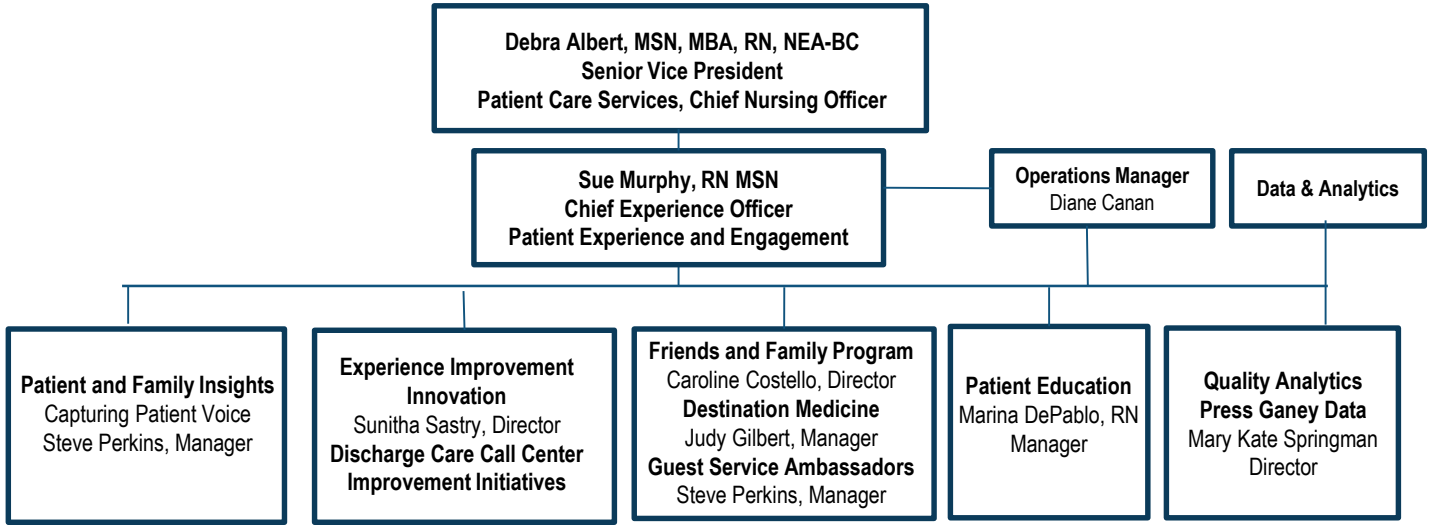
44K	Admissions
253K	Patient Days
26K	Surgical Cases
1,138K	Outpatient Encounters
141K	Emergency Room Visits

$2.1B	Net Patient Service Revenue
$262M	EBIDA
$83M	Operating Income

~11,800	UCM Employees
1,298	Physicians
3,299	Nurses
1,132	Residents & Fellows

©HIMSS 2018–2019

Patient Experience and Engagement Program



Key Partnerships

Enterprise Senior Leadership	Operational Excellence	HR/TOC/ Training	Development	Quality	Marketing
Diversity and Inclusion	Ambulatory Practices	Support Services	Graduate Medical Education	Patient Care Services	Physician Partners

#HIMSS19

©HIMSS 2018–2019

The hArt of Medicine®

- Experiential Learning Programs
  - The hArt of Medicine
    - Engaging the hArt
    - Leading hArtfully
  - Coach Development Programs
- Professional Coaching
  - Physician Coaching
  - Executive Coaching
  - Observational Coaching
- Performance Improvement Strategies

©HIMSS 2018–2019

Role of Chief Experience Officer (CXO) in Healthcare

©HIMSS 2018–2019

Role of Chief Experience Officer CXO

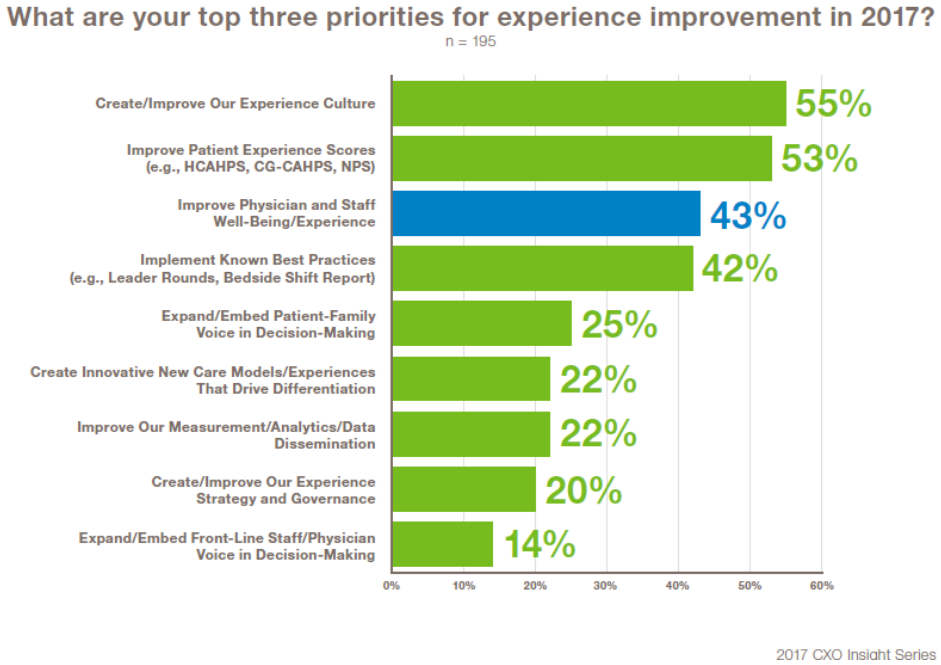
Change agent to create sustainable system transformation that delivers optimal care to patients and families while empowering care teams and staff to achieve the highest healing potential by:

- Leading the enterprise strategy to ensure the mission and vision are met for the patients daily
- Ensuring alignment with the regulatory mandates around patient experience outcomes
- Restoring human connection in line with mobile communication technology
- Introducing innovation to improve communication, patient engagement, staff resiliency and more
- Cultivating a culture of well being that and joy that drives quality, patient safety and experience strategies

©HIMSS 2018–2019

Role of CXO

Focus of CXO is cultivating resilience, well-being, and joy at work while transforming the culture to create exceptional experiences for the patient and the healthcare professional.



Source report: Experience Innovation Network: Experience Beyond Boundaries: The Next Generation CXO 2017 Research Report

©HIMSS 2018–2019

Patient Experience and Engagement Program

Making a **Difference** Every Day

AT THE FOREFRONT UChicago Medicine

#HIMSS19

©HIMSS 2018–2019

What Matters Most…

Engagement Excellence Award 2018

©HIMSS 2018–2019

Making a Difference Every Day

#HIMSS19

©HIMSS 2018–2019

Four Phased Approach to Designing and Deploying Human Centered Programs

©HIMSS 2018–2019

Four Phased Approach

CULTIVATING A CULTURE - STAGES IN SHIFTING TO THE DESIRED STATE

Define & Commit

- Define the 'desired state', and its meaningfulness to a culture where exceptional experiences occur
- Explore leader commitment to new 'way of BEING'

Connect & Equip

- Connect actions, attitudes and behaviors to meaning & purpose
- Draw awareness to clinician's strengths and impact of interactions
- Equip clinicians with skills in creating therapeutic relationships, empathy and communication skills
- Offer an experiential learning environment where participants learn from each other

Operationalize & Perform

- Leverage insights and relationships established in Connect & Equip to drive improvements at the individual, team and departmental level
- Deploy strategies / tactics for embedding practices into day to day operations
- Identify metrics and measure performance

Culturalize & Evolve

- Behaviors, attitudes and actions become part of the organizational culture and individual experience

CONTAGIOUS CHANGE. © 2018 Contagious Change, LLC. Confidential and Proprietary. All rights reserved. Reproduction without permission prohibited.

The hArt of Medicine

©HIMSS 2018–2019

Phase 1: Define & Commit

- Define the ‘desired state’, and its meaningfulness to a culture where exceptional experiences occur
- Explore leader commitment to new ‘way of BEING’

  - Essential milestones for achievement
  - Senior Leadership/Leadership
  - Trust
  - Team Work

©HIMSS 2018–2019

Phase 2: Connect & Equip

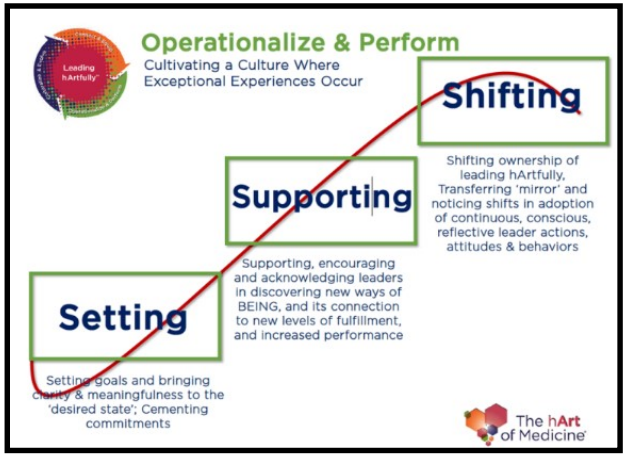
- Connect actions, attitudes and behaviors to meaning & purpose
- Draw awareness to clinician's strengths and impact of interactions
- Equip clinicians with skills in creating therapeutic relationships, empathy and communication skills
- Offer an experiential learning environment where participants learn from each other

Holding Up The Mirror Framework

© 2019 Contagious Change, LLC. All rights reserved. Reproduction without permission prohibited

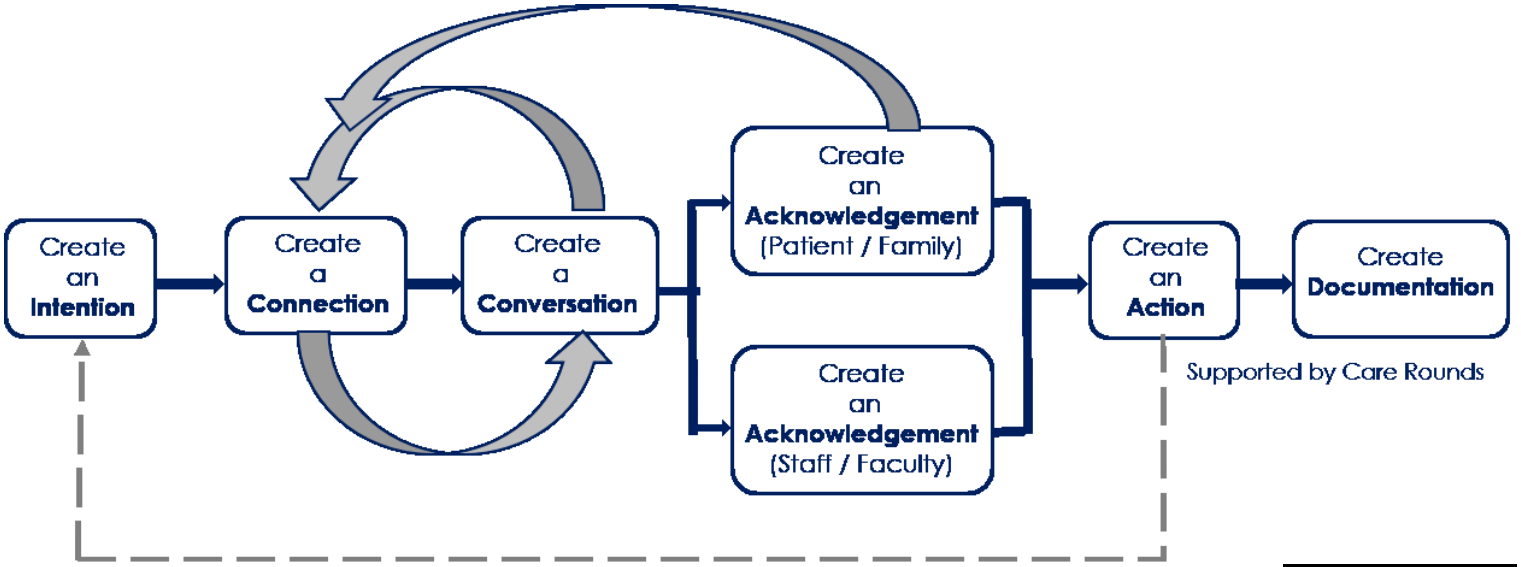
Phase 3: Operationalize & Perform

- Leverage insights and relationships established in Connect & Equip to drive improvements at the individual, team and departmental level
- Deploy strategies/tactics for embedding practices into day to day operations
- Identify metrics and measure performance



©HIMSS 2018–2019

Phase 3: Operationalize & Perform



©HIMSS 2018–2019

Phase 4: Culturalize & Evolve

- Behaviors, attitudes and actions become part of the organizational culture and individual experience

Culturalize Infrastructure

- HR Policies
- Hiring
- Performance Appraisals

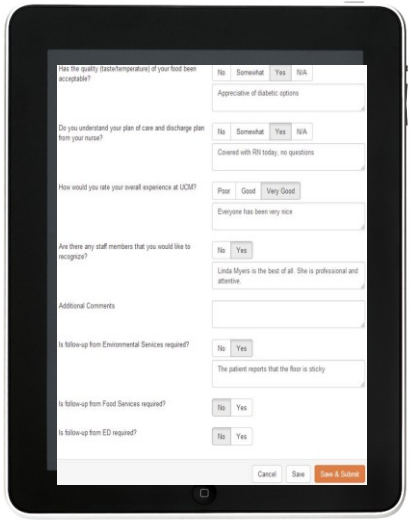
©HIMSS 2018–2019

Co-Designing Human Centered Programs

©HIMSS 2018–2019

Co-Designing Human Centered Programs

- Technology
  - Leader and Supplemental Rounding via iPad
  - Patient Insights/Surveys
  - Real time Patient Voice
  - Discharge Care Call Center
- Operational Process
  - Lean Integration
  - Standard Work



©HIMSS 2018–2019

Co-Designing Human Centered Programs

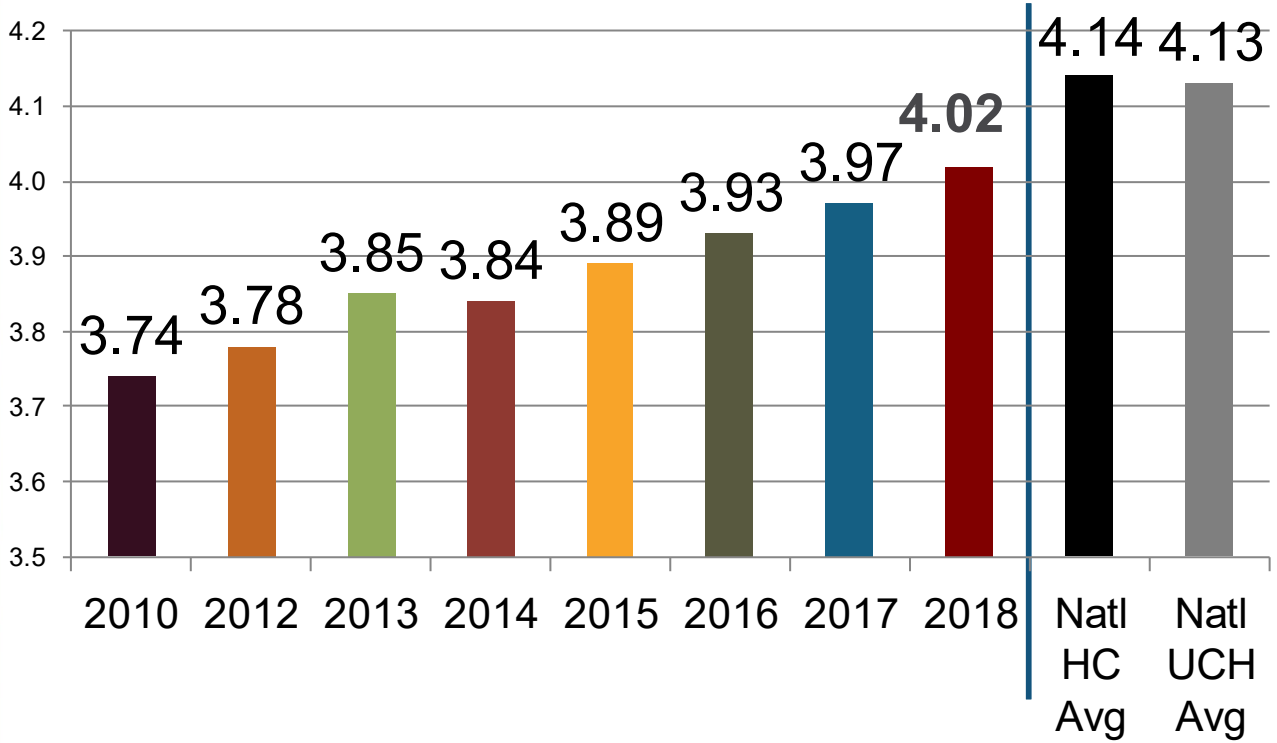
- Operationalizing through Coaching
  - Leadership Development
  - Physician/Patient Interaction
  - Managing for Daily Improvement
    - hArt Hugs
  - Leader Rounding Support
    - hArt Walks
    - Supplemental Rounding

©HIMSS 2018–2019

Analyze Data to Achieve Exceptional Experiences

©HIMSS 2018–2019

Engagement Indicator Score

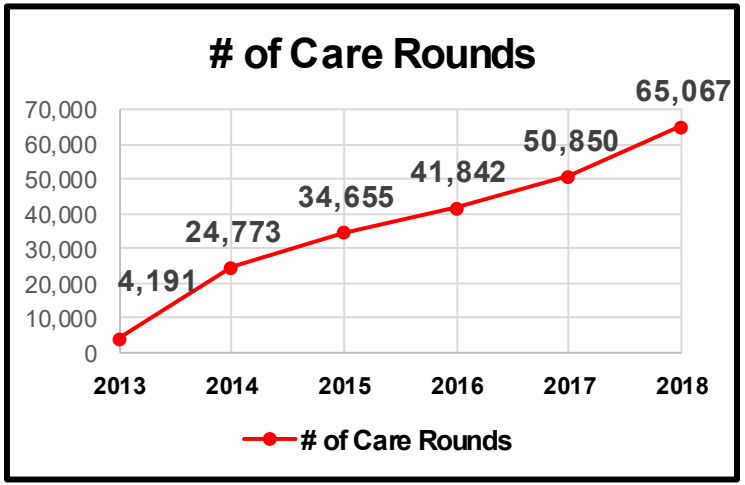


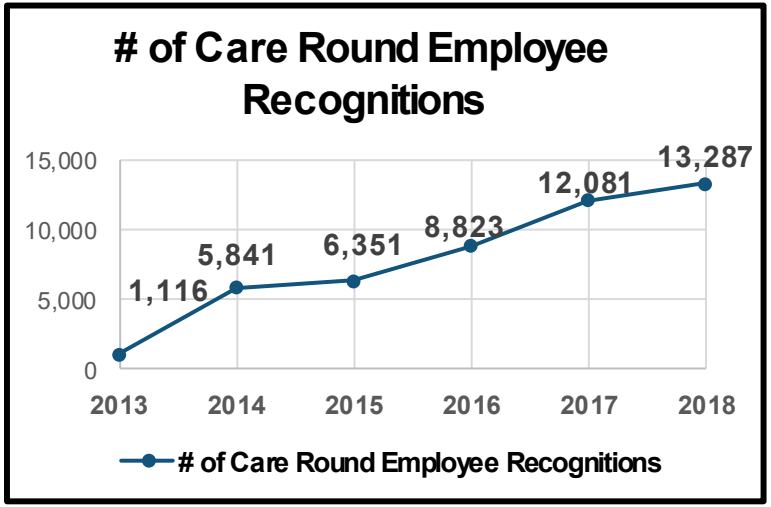
72% Response Rate

#HIMSS19

©HIMSS 2018–2019

Leadership Rounding





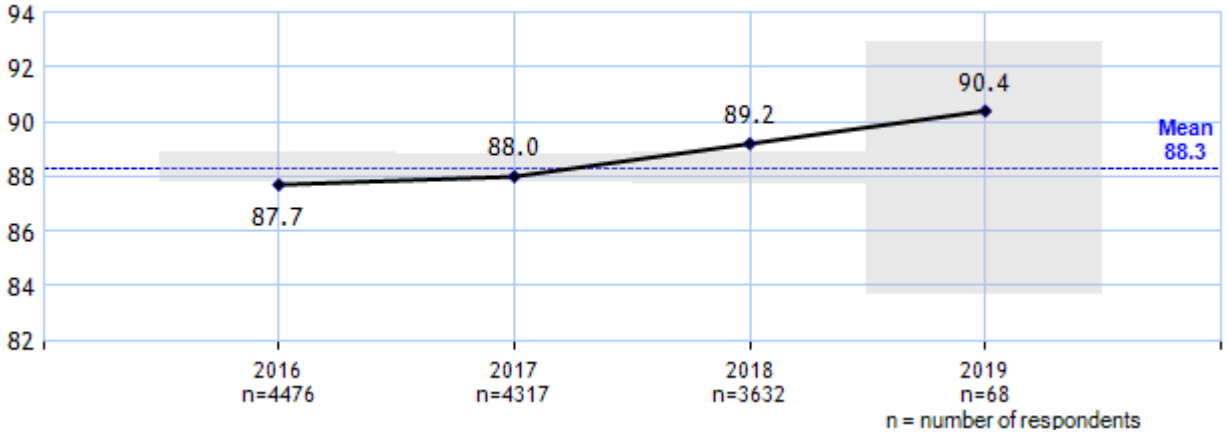
©HIMSS 2018–2019

Outcomes/Press Ganey Survey

Mean Trends

Inpatient

The University of Chicago Medicine
Overall



Displayed by Received Date and Total Sample

#HIMSS19

©HIMSS 2018–2019

Remembering Why

©HIMSS 2018–2019

Questions

Sue Murphy, RN, BSN, MS **Chief Experience Officer**
University of Chicago Medicine
Email: susan.murphy@uchospitals.edu
Phone: 773-702-5505

Diane Rogers, **CPXP ACC President**
Contagious Change, LLC
Email: diane@contagiouschange.com
Phone: 480.234.8291

Please complete online session evaluation

©HIMSS 2018–2019