Program

9.30 am Morning tea on arrival

- Intro (S2E Team)
- ? Music
- ? Hosting conversations
- Tea / Coffee

10.00 am Refocus on Why – Healthcare quality [20 mins]

- Safety, health outcomes and patient experience

10.20am Pitch [40 minutes]

- Significant Change Story: prepare one to bring to share with the whole group
- Pitch story : 2 minutes
- Gravitate to people to find out more

11.00 am Scenario Testing (Sharon) [60 – 75 min]

- Taking an old idea and stretching it presenting it back
- Working with their own initiatives

12.30pm LUNCH

1.15pm Controversial (Helen). 40 mins

- Dare to Disagree :Margaret Hefferenen
- Dangers of Group Think
- Resistance to change

2.00pm Committed/Champion: process mapping of data into action (Geoff) [90minutes]

- Process Maps
- Dashboard of engagement benchmarks
- Statement of Commitment regarding engagement

3.00pm : Afternoon TEA (working)

Re focus on next 6 months in org groups (All). [45 – 60 minutes]

- Renegotiate coaching requirements
- Resources
- Strengthening Culture
- Present to the group (commitment)

S2E Organisational Engagement Culture

Stretch2Be

CURIOUS

Eager to learn.

Stretch2Be
CLEAR
Initiatives are transparent in their reason and are easily understood.

Stretch2Be
CREATIVE
Use of imaginative methods to evoke new ideas.

Stretch2Be
COLLECTIVE
Intentionally seek out and engage people from diverse backgrounds and experiences.

Stretch2Be
COMPREHENSIVE
Willing to explore all aspects and embrace divergent views.

Stretch2Be
CHAMPION
To vigorously lead, promote and support the organisation in their engagement activities.

Stretch2Be
COMMITTED
Pledge to ongoing service engagement initiatives.

STRETCH2ENGAGE

qnada
Queensland Network of Alcohol and Other Drug Agencies Ltd

Queensland Alliance
FOR MENTAL HEALTH
Peak body for the community mental health sector

ENLIGHTENED
consultants
knowledge to thrive

Queensland
Mental Health
Commission

STRETCH2ENGAGE

Johnson and Scholes Cultural Web

What past events people talk about inside and outside the organisation-success or failures. Who and what are heroes/heroines?

Internal control systems relating to e.g. finance, performance quality and rewards/salaries.

Organisational 'semiotics' including, logos, how grand the offices are, plus formal or informal dress codes.

Stories

Controls

Symbols

Culture

Organisational Structure

Rituals and Routines

Behavior and rules that signal importance. So what's supposed to happen in given situations and what's valued by management.

This includes the formal organisational structure, and relationships that dictate whose contributions are most valued.

Power Structures

Pockets of real power & influence over decisions, operations, direction. This can include social power

Health Care Accountability, Quality &Value

- Accountability: *Involves the manners and methods by which one party justifies and accepts responsibility for its activities.*

- Healthcare Quality *= clinical outcomes + patient safety + service/patient experience*
  - *Most patients lack the technical expertise to judge medical quality and use service experience e.g. the courtesy of staff, the cleanliness of facilities, the compassion of staff, and the communication skills of the doctor – as a proxy.*

- Healthcare Value *is enhanced by improving healthcare quality relative to costs.*

- Kennedy, Denise M. MBA; Didehban, Roshanak MHS, FACHE; and Fasolino, John P. MD (2014) "Creating and sustaining a culture of accountability for patient experience, "Patient Experience Journal: Vol. 1 : Iss. 2 , Article 9.Available at:https://pxjournal.org/journal/vol1/iss2/9

Patient Experience

- A patient's experience is the sum total of countless points of contact with an organization before, during, and after the service encounter.

- The potential for service delivery failure exists at any of these touch points, so improving the patient experience requires a comprehensive approach.

- Kennedy, Denise M. MBA; Didehban, Roshanak MHS, FACHE; and Fasolino, John P. MD (2014) "Creating and sustaining a culture of accountability for patient experience, "Patient Experience Journal: Vol. 1 : Iss. 2 , Article 9.Available at:https://pxjournal.org/journal/vol1/iss2/9

- Share a story of your last great service experience.

- What made it great?

- Share a story of a negative service experience?

- What made it negative?

The Beryl Institute

https://www.theberylinstitute.org/

https://pxjournal.org/journal/

The Beryl Institute

identifies the following eight essential actions for organizations committed to patient experience improvement:

1. Identify and support accountable leadership with committed time and focused intent to shape and guide experience strategy.

2. Establish and reinforce a strong, vibrant and positive organizational culture and all it comprises.

3. Develop a formal definition for what experience is to their organization.

4. Implement a defined process for continuous patient and family input and engagement.

5. Engage all voices in driving comprehensive, systemic and lasting solutions.

6. Look beyond clinical experience of care to all interactions and touch points.

7. Focus on alignment across all segments of the continuum and the spaces in between.

8. Encompass both a focus on healing and a commitment to well-being.

STRETCH2ENGAGE

Patients are also consumers at service giants such as Starbuck's, Southwest Airlines and Ritz Carlton Hotels. They know what a great service experience feels like and recognize when they have received value for their dollar. As healthcare consumers are asked to personally pay more for health care services, they will have higher expectations, shop for services more discriminately, be less tolerant of poor service, and more quickly leave providers who don't satisfy their needs.

It is not enough to simply make cosmetic enhancements to a facility; healthcare organizations must actually improve the patient experience. Doing so requires a culture of accountability, which is difficult to create and even harder to sustain. It requires a systematic approach for collecting and acting on patient perception data.
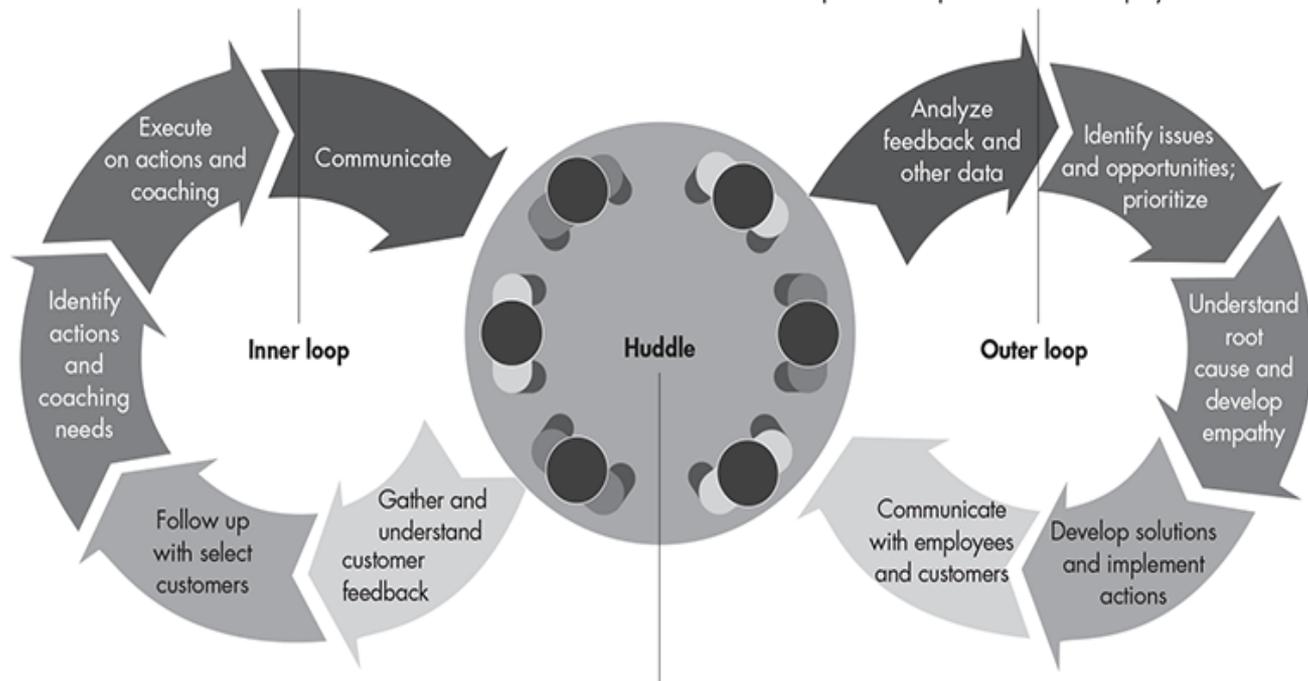
Stretch2Be Committed

Pledge to ongoing service engagement initiatives

Resist disconnecting engagement from its core business by valuing it for the purposes of service promotion or accreditation activity only and view engagement activity as a key component of a sustainable service.

Resist asking people to simply rubber stamp pre-determined options and challenge themselves to only offer genuine engagement invitations.

Resist naming limited resources as an excuse to not engage with people and invest sufficient resources to develop sustainable engagement mechanisms.

Resist viewing engagement as a one-way process and develop feedback loops which ensure that all contributions to service engagement are acknowledged and resulting actions are communicated.

Resist repeatedly requesting data from people and search from the widest range of sources and existing information that can strengthen the alignment between what services offer and how they are experienced.

Resist relying on quantitative data and observational reporting alone to be informed of the relevance to people and value people's narratives as important to service direction and view the effectiveness of engagement in how it is experienced.

Figure 3: The inner-loop, outer-loop model shows how some companies identify opportunities for improvement—some within the individual's scope to control and others that require broader company support

In the **Inner Loop**, employees engage with customers, modify processes based on what they learn, try new things out and see what works.
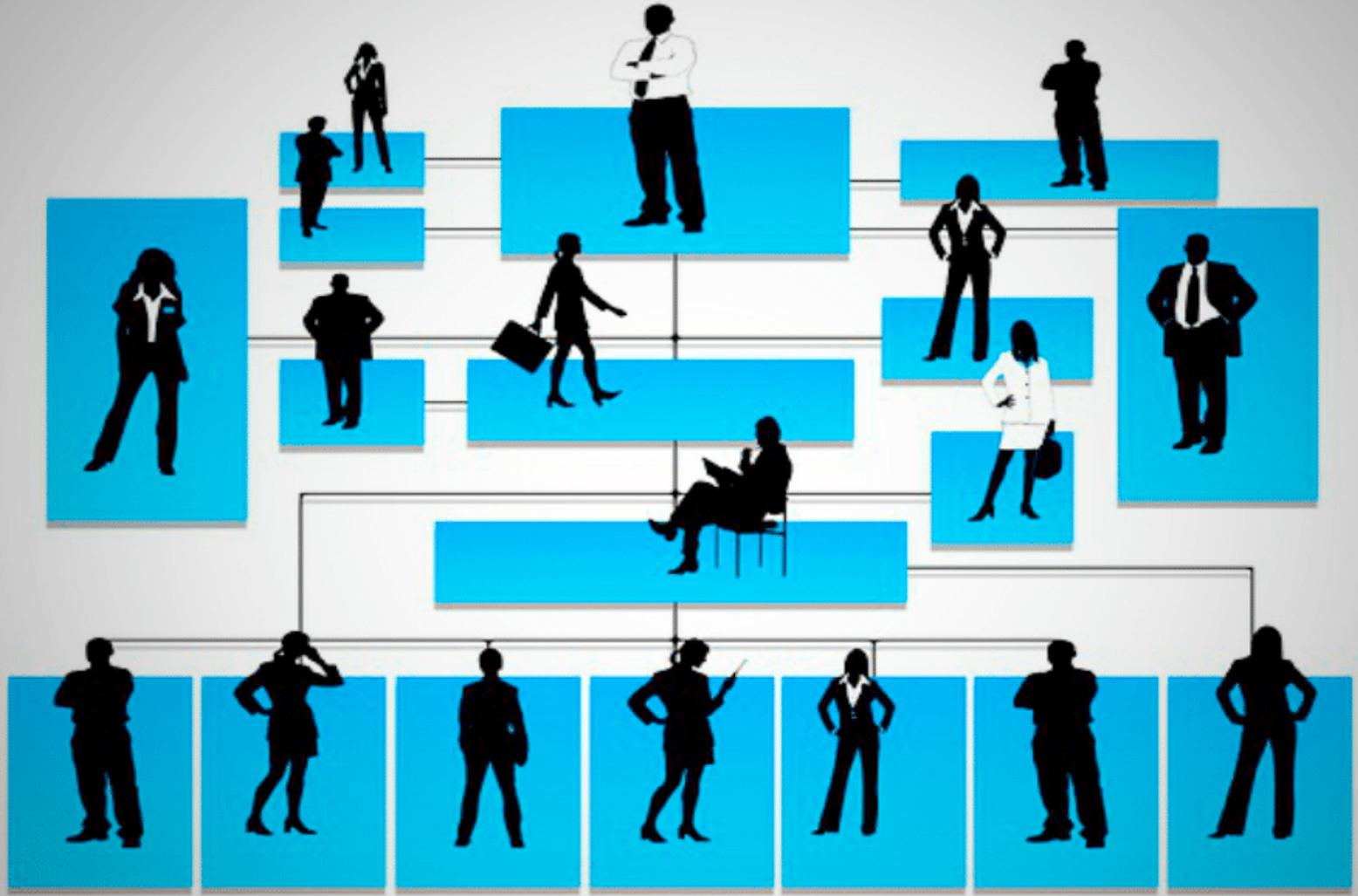
Issues that require broader company support move to the **Outer Loop**, where managers identify systemic problems, prioritize improvements and deploy resources to address them.

Execute on actions and coaching

Communicate

Identify actions and coaching needs

Inner loop

Follow up with select customers

Gather and understand customer feedback

Huddle

Analyze feedback and other data

Identify issues and opportunities; prioritize

Outer loop

Understand root cause and develop empathy

Communicate with employees and customers

Develop solutions and implement actions

In the **Huddle**, team members share their experience, review their progress, and identify which problems they can solve on their own and which require help from the larger organization—things like pricing and company policies.
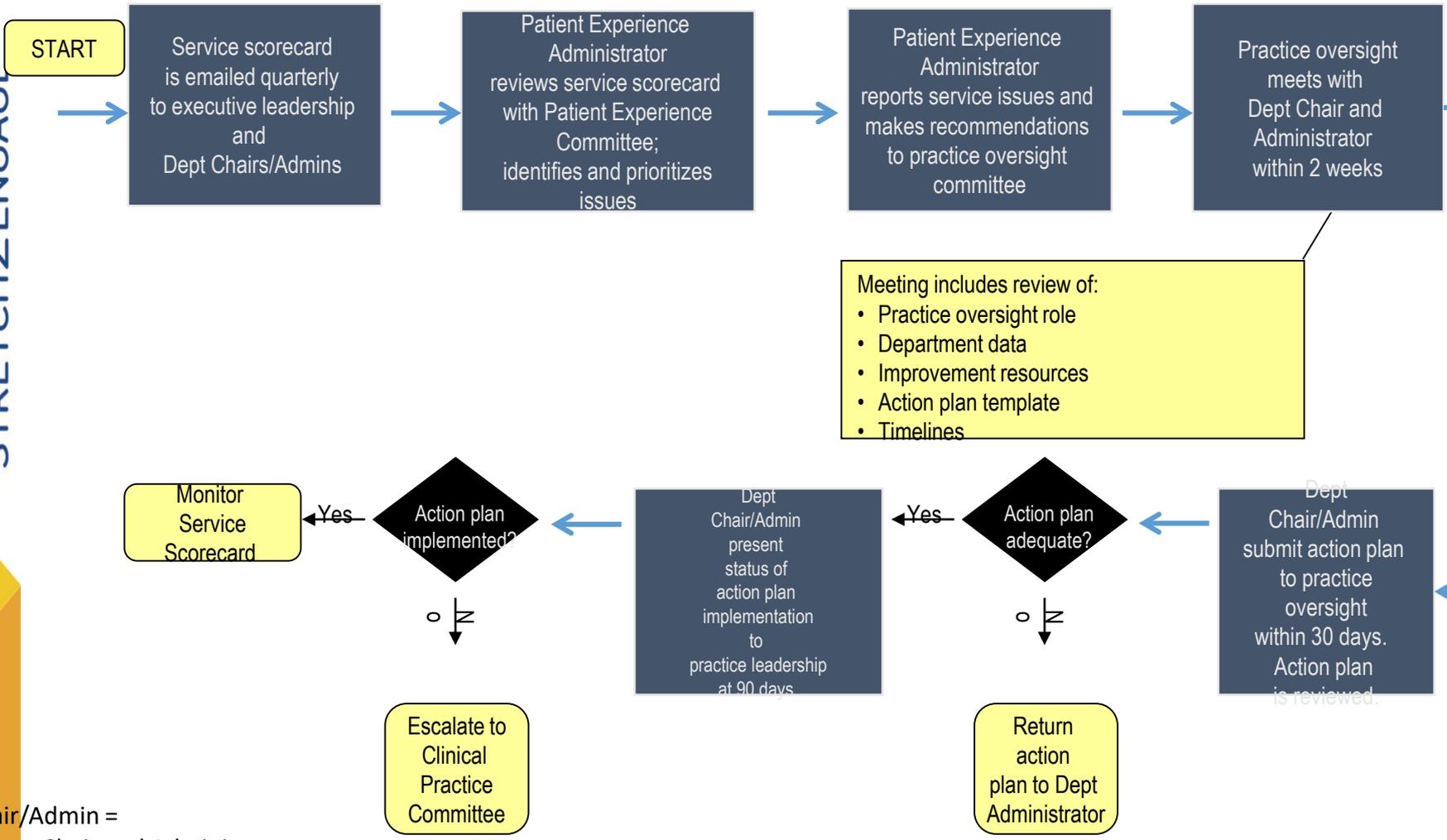
Source: Bain analysis

STRETCH2ENGAGE

STRETCH2ENGAGE

START

Service scorecard is emailed quarterly to executive leadership and Dept Chairs/Admins

→

Patient Experience Administrator reviews service scorecard with Patient Experience Committee; identifies and prioritizes issues

→

Patient Experience Administrator reports service issues and makes recommendations to practice oversight committee

→

Practice oversight meets with Dept Chair and Administrator within 2 weeks

Meeting includes review of:
- Practice oversight role
- Department data
- Improvement resources
- Action plan template
- Timelines

Monitor Service Scorecard ←Yes— Action plan implemented? ← Dept Chair/Admin present status of action plan implementation to practice leadership at 90 days ←Yes— Action plan adequate? ← Dept Chair/Admin submit action plan to practice oversight within 30 days. Action plan is reviewed.

No → Escalate to Clinical Practice Committee

No → Return action plan to Dept Administrator

Key:
Dept Chair/Admin =
Department Chair and Administrator

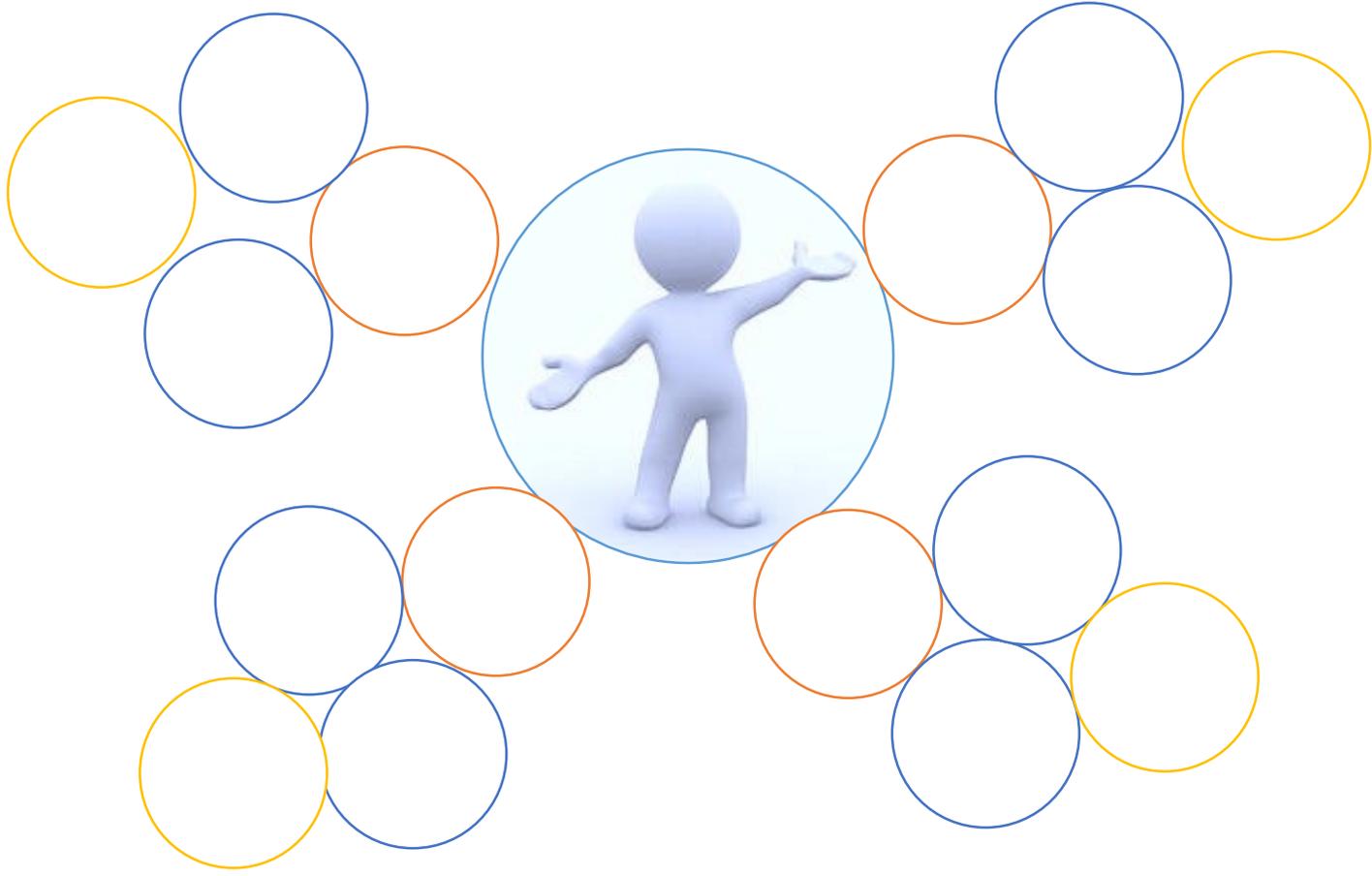# Draw your current organisational information & feedback flow
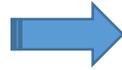
(from lived experience, families and community engagement)

HOW MIGHT WE (HMW)

- **DESIGN** methodologies/technologies that communicate 'Lived Experience' voices to where they need to go?

- **ENSURE '**Lived Experience' voice is central to driving innovation & change?

- **COMMUNICATE** back what has been heard and what is changing as a result?

Easily,

Effectively

Continually

Re-design a great information & feedback process map

(from lived experience, families and community engagement)

STRETCH2ENGAGE

Service Engagement Culture Dashboard

- What would be the indicator areas of a great service engagement culture in your org/ team?

- How would you measure it

- How would you keep the measurements visible to everyone?

Service Engagement Value Proposition

- Statement about engagement culture for their org.

Figure 1. Mayo Clinic Arizona's data- and accountability driven model for improving service quality and the patient experience.

Figure 2 – Service Accountability Loop

Practice Performance & Behaviors

Scorecard Metrics

Department Chairs and Administrators

Patient Experience Committee

Clinical Practice Committee

Progress reports to and feedback from various leadership groups

Stretch scenarios

- Old participation scenarios that can be stretched through the C's
    - Reference group
    - CAG
    - Survey's
    - Compliments and Complaints
    - Suggestion Box
    - Consumer reps on committees
    - BBQ's

    - What need was this initiative meeting ? What questions was it answering for the service?
- Sharon to write some and some starting questions.

- Present their ideas to everyone

- Test your current process

STRETCH2ENGAGE

C: Controversial

- Group Think

- Black Thinking

- What is it we are being deaf to..

- Not just take the majority..

- How can find out about our ' street cred'
    - What is the word on the street on your org?
    - Lean into hearing what is vulnerable to hear
    - Stepping Stone example

   - Following up with people who no longer come or drop out of our service (they are the crucial voices)

- " Dare to Disagree" Margaret Heffernnen

Stretch 2 Be Comprehensive(Controversial)

Willing to explore all aspects and embrace divergent views
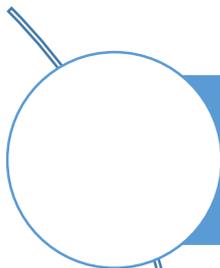
Resist discouraging people from raising concerns and dismissing new ideas without investigation and exploration and nurture a culture of engagement which fosters interactive and creative conversations and challenges current practice.
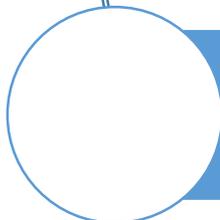
Resist disregarding conflictual viewpoints by providing simplistic responses to complex challenges and embrace the complexity of diverse views and find ways to move beyond the status quo of current service delivery.
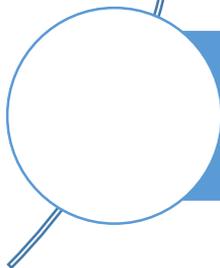
Resist supporting 'maintenance' or business-as-usual thinking by only engaging people with similar views and intentionally invite people, with different backgrounds and experiences, to bring critical thinking to strengthen and test new ideas.

STRETCH2ENGAGE

White hat	Red Hat	Black Hat	Yellow Hat	Green Hat	Blue Hat
What do I know? What do I need to find out?	How do I feel about this? What do you not like about this? What do you think best about this?	What is wrong with this? What are the weaknesses? What do you dislike about this? What are the risks of this? Will it work?	What positive features can you see? What are the good points? Why is it worth doing?	Can you create other ways to do this? How would you solve the problem? What new ideas can you think of? What other possibilities are there?	What was the problem/how was it solved? What might you do next?