Utilizing the Voice of the Customer

Medallia
Department of Veterans Affairs
Patient Experience (VA PX) Journey

Presented by:
Michael Renfrow, Deputy Director
Veterans Patient Experience (VA PX)
Veteran Experience Office (VEO)
U.S. Department of Veterans Affairs
Veterans Health Administration:
- 9.1M Veterans Enrolled in VA Health Care
- 172 VA Medical Centers
- ~1,200 Outpatient Clinics
- ~300 Vet Centers
- ~75% of all Nurses and Medical Providers trained at the VA
- ~340k employees.
- FY21 Budget Request, $~92b for Medical Care

Additionally, the Benefits and Cemetery Administrations:
- 56 VA Benefits Offices
- 136 VA Cemeteries
MyVA Transformation
SecVA McDonald launches the MyVA Transformation to rebuild trust with Veterans, their families and survivors and the American people. The Veterans Experience Office is established.

Patient Journey Mapping
VEO produces tools to highlight important moments Veterans experience during their journeys. It also identifies measurement opportunities to assess how Veterans experience VA healthcare service delivery.

PX Foundational Toolkits
VEO deploys the PX foundational Toolkits across 147 healthcare systems.

Customer Service Prime Directive
SecVA Wilke announces customer service as the #1 Prime Directive. The first ever VA PX Symposium took place to build the capacity to establish a uniformed, foundational patient experience across VA.

The Directive serves as the national VHA policy on Veteran Patient Experience and provides a framework for comprehensive, standardized PX practices across the system.
Goal - Ensure Consistent Exceptional Experience Across VHA

Phase 1 FY17: Build

Define PX
Design PX for VHA
Gain Trust & Pilot Toolkits

Phase 2 FY18: Deploy

Leadership Engagement
Employee Engagement
Orchestrated Touchpoints

Phase 3 FY19-21: Mature

Assess Facility Needs & PX Maturity
PX Culture
Accountability & Outcomes
Utilizing The Voice of the Veteran

WITHOUT HCD

PROBLEM $\rightarrow$ SOLUTION

WITH HCD

ARE WE SOLVING THE RIGHT PROBLEM?

ARE WE ASKING THE RIGHT QUESTION?

ARE WE TALKING TO THE RIGHT PEOPLE?
Phase 1: Build through Journey Mapping
“Patient Experience isn’t a program. It’s the organizational alignment of people, processes, and culture towards the common goal of improving patient experience at a health care system.”

Jennifer Purdy
Executive Director of VA PX

**People** - Refers to the individual employees’ behaviors, skills and abilities, and roles that impact the Veterans’ patient experience.

**Processes** - To improve the experience means the innovative and improvement platforms for creating structures and systems that address the needs of employees and Veterans, their families, caregivers, and survivors to achieve positive outcomes.

**Culture** - Represents the values, beliefs, attitudes, and behaviors that make up the overall atmosphere in the facility to effectively deliver quality healthcare services in a safe environment or reliable setting. When staff shares a culture of excellence, it drives consistent behaviors in the delivery of care, improving the overall Veteran and employee experience.
The Patient Experience framework was developed by VHA and VEO to align PX campaigns, initiatives, and programs.

The framework consists of seven interconnected and interdependent domains. PX tools can target one or many of the domains.

The center of the framework displays how the employee experience and Veteran experience are complementary.
Phase 2: Design PX Initiatives and Tools

Deployment Strategy:

1. Engage Leaders
2. Engage Employees
3. Establish Visible PX

Currently Featured VA PX Initiatives:

- **WECARE Rounding**: Medical Center Leader make “rounds,” speaking directly with staff and visitors about the care and services they received.

- **Own the Moment**: This customer experience workshop encourages VA staff to connect with, understand, and help guide Veterans through the moments that matter on their VA journey.

- **Standard Phone Greeting**: Creates a uniform way to greet patients and to let them know they have reached the right number.

- **“I Choose VA” Employee Badges**: Standardized VA staff badges that include helpful and interesting information such as individual connections to VA, branch of service, and hometown.

- **Red Coat Ambassadors**: These amazing ambassadors welcome Veterans and their families at medical center entrances and direct them to their destination.

- **Green Glove Initiative**: A program that encourages staff to help ensure their facility is clean and safe by picking up litter.
OTM In Action
Phase 3: Coach and Mature PX in VHA
Steps for PX Maturity

Step 1:
Create SES Performance Plan to Prioritize PX work

Step 2:
Facilities Complete the PX Self-Assessment

Step 3:
Facilities Develop PX Action Plans

Step 4:
Use PX Guidebook to assist in Improvement
Inpatient Hospitalization Journey Map

VA INPATIENT HOSPITALIZATION JOURNEY EXPERIENCE MAP

The VA inpatient hospitalization experience journey map represents a common set of moments veterans experience while they are an inpatient at a VA Medical Center. The moments represented here are not linear. Rather, the map aims to capture a generalized experience, highlighted by the key moments that matter, as well as bright spots and pain points. By understanding the inpatient experience from the veteran’s perspective, VA can better understand where to focus time and resources to maximize veteran trust.

**Moments that matter:** Moments that are likely to have a more significant negative or positive impact than others within the hospital inpatient experience.

**Inpatient Hospitalization Journey Map**

- **Admission**
  - Assessed by clinician
  - Get oriented

- **Orientation**
  - Understand care plan

- **Treatment**
  - Assessment & Recovery
  - Treatment plan
  - Bedside care

- **Care Team**
  - Talk to care team

- **Room Activities**
  - Prepare to leave hospital

**WHAT OCCURS IN THIS MOMENT**

- **Admission**
  - The veteran is being admitted into a VA’s system. The journey begins at this point for the veteran.
  - The veteran is getting settled in their new environment. This is an opportunity to engage the veteran in their care plan, and begin building a foundation of trust or derailing.

- **Orientation**
  - The veterans have checked out of their previous care facility and are feeling a bit uncomfortable with unfamiliar people and places.
  - This moment encapsulates the medical treatment of the veteran through their understanding of their care plan, bed management, and comfort and fluid management.

- **Treatment**
  - The veteran is able to interact with their treatment team. They may optimize. The treatment team provides ongoing support and reassurance.

- **Care Team**
  - The veteran may use their time in the hospital to research places they may want to visit or hobby groups to join.

**Spots**

- **Bright Spots**
  - A positive arrival at the medical center is a likely to set a good tone for the care that will follow.

- **Pain Points**
  - Veterans often arrive at the medical center feeling vulnerable, both physically and emotionally. They may struggle to come to terms with their situation.

**What the survey will ask**

- **Measuring employee helpfulness & quality**
  - The staff was helpful when I settled into my hospital room.

- **Measuring equity & transparency**
  - I understood what care I would receive while I was in the hospital.

- **Measuring satisfaction**
  - I was satisfied with the care I received in the hospital.

**Moments that matter**

- **Inpatient Hospitalization Journey Map**
  - I need to know what tests or procedures are going to be done and why they are being done.
  - Establishing a trusted relationship between Veterans and providers is essential to a positive experience. Clear and transparent communication is key to alleviating fears and vulnerability.

- **Care Team**
  - I want time to speak with my nurses and doctors so that I can ask them about my treatment and prognosis.
  - When a Veteran is able to directly interact with their care team, trust is built, understanding increases and the veteran feels more in control.

- **Room Activities**
  - If I’m going to spend the night, I want to be comfortable and choose how I pass the time.
  - Veterans value having control over their daily activities, such as music, TV, reading materials, and activities within the hospital.

**What the Veteran’s Health Administration (VHA) will do**

- **Pain points**
  - veterans often report to the medical center feeling vulnerable, both physically and emotionally. They may struggle to come to terms with their situation.

- **What the survey will ask**
  - measuring employee helpfulness & quality
  - measuring equity & transparency
  - measuring satisfaction

- **Moments that matter**
  - I need to know what tests or procedures are going to be done and why they are being done.
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**Measuring quality**

- **Inpatient Hospitalization Journey Map**
  - Patient hospital provided things for me to do in my down time (TV, internet, reading materials, etc.)
Inpatient Discharge Journey Map

VA INPATIENT DISCHARGE EXPERIENCE JOURNEY MAP

The VA Inpatient Discharge Experience Journey Map represents a common set of moments Veterans experience while they are preparing to leave a VA Medical Center. The moments represented here are not linear. Rather, the map aims to capture a generalized experience, highlighted by the key moments that matter, as well as bright spots and pain points. By understanding the discharge experience from the Veteran’s perspective, the VA can continue to improve the Veteran’s experience. This map is meant to be read in conjunction with the Hospitalization Experience Journey Map.

Moments That Matter: Moments that are likely to have a more significant negative or positive impact than others within the hospital inpatient experience.

WHAT OCCURS IN THIS MOMENT

1. Hospitalization
   - Patient care by their clinical staff.
   - One treated person to one caring staff.

2. Readied for discharge
   - Veterans begin to change from the hospital to home and prepare for discharge.
   - Veterans can make their way to the discharge location within 30 minutes of arrival.
   - Veterans can receive instructions on their discharge preparations.

3. Consult & training
   - Veterans are informed on their medications and treatment as needed.
   - Veterans participate in discharge planning.

4. Set up follow-up appointment
   - Schedule follow up visit after discharge.
   - Include forgotten prescriptions.

5. Discuss transit & destination
   - Talk about discharge instructions for the Veteran.

6. Receive Discharge instructions
   - Discharge instructions tailored to the Veteran.

7. Pick up supplies
   - Pick up supplies prior to discharge.

8. Exit facility
   - Veteran with the facility.

9. Travel home
   - Veteran is discharged home.

10. Arrive home
    - Veteran with the home.

11. Follow-up phone call
    - Veteran with the phone call.

12. Follow-up appointment
    - Veteran with the appointment.

WHAT THE SURVEY WILL ASK

Questions will include:
- Outcomes and insight:
  - Did the Veteran let the doctor know when they were about to leave?
  - How satisfied was the Veteran with the discharge process?

MENTION THAT MATTERS

Moment that matters: I’m overwhelmed with all the information. How am I possibly going to remember all this?

Veterans often have too much information and feel overwhelmed. The VA needs to ensure that they are able to communicate in a way that is clear and easy to understand.

MEASURING QUALITY & SAFE

Efforts were made to have the right tools, meeting all the expectations of the discharge instructions, when desired. The instructions that I received before I left the hospital were easy to understand.

MEASURING TRUST

I trust VA for my healthcare needs.

VA Core Values: Patience, Respect, Excellence, Justice, and Integrity.

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Developed by the Office of Experience and the VA Health Administration.
All PX Toolkits

PX Toolkit Library

Click a link below to access a toolkit:

- Caregiver Support Guide (PCMHI, IP, SC)
- I Choose VA Employee Badges (PCMHI, IP, SC)
- PX Road Show (PCMHI, IP, SC)
- Change of Provider Letter (PCMHI)
- Interdisciplinary Team Rounding (IP)
- Commit to Sit (IP)
- Messages for the Moment (PCMHI, IP, SC)
- PX Week (PCMHI, IP, SC)
- Discharge Checklist (IP)
- My Life My Story (IP)
- Red Coat Ambassadors (PCMHI)
- Journey to Discharge Hospitalization Journal (IP)
- Own the Moment (PCMHI, IP, SC)
- Standard Phone Greeting (PCMHI, IP, SC)
- Employee Recognition (PCMHI, IP, SC)
- Patient Communication Whiteboards (IP)
- Take Five (PCMHI)
- Green Gloves (PCMHI, IP, SC)
- Pre-Visit Checklist (PCMHI)
- WECARE Leadership Rounding (PCMHI, IP, SC)
- Hourly Nurse Rounding (IP)
How Do We Measure Success?

PATIENT EXPERIENCE AT VA

- Modernization Survey (MISO)
- Patient Advocate Tracking System (PATS)
- Strategic Analytics for Improvement and Learning (SAIL)
- Survey of Healthcare Experience of Patients (SHEP)
- Center for Medicare and Medicaid Services (CMS) Hospital Compare
- All Employee Survey (AES)
- Veterans Signals (VSignals)
Veteran trust in VA health care rises above 90 percent for the first time

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Veteran trust in VA health care rises above 90 percent for the first time

WASHINGTON — The U.S. Department of Veterans Affairs (VA) today released survey results showing Veteran trust in VA health care outpatient services has increased more than 5% since 2017, reaching 90.1% as of April 12.

VA received surveys from 4,030,438 Veterans since June 2017 to the present via the Veterans Signals customer feedback program, which asks Veterans about their care experience and to rate their trust in VA.

"These improvements are a testament to not only VA’s investment in patient experience programs but also the dedication of our employees," said VA Secretary Robert Wilkie. "Even during a pandemic, our VA team has continued its steadfast commitment to delivering the highest quality care for our nation’s Veterans."

This delivery of quality care reflects VA’s priority mission of customer service and its goal to ensure a positive patient experience. In the past three years, more than 95,000 Veterans Health Administration employees have been trained on VA’s customer experience training program called Own the Moment. VA has also implemented programs like Red Coat Ambassadors nationwide to improve the Veteran’s navigation of care facilities across the country. Initiatives such as VA Patient Experience Week (April 27-May 1) share best practices in culture changing patient experience tools, technology and training with institutions and providers across the country.

According to the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), the results of these and other improvements, has been an increase in the VA patient experience by 4% in the past four years while private sector’s national average has increased by only 1%.

Since the VA began offering Veterans the option to respond to Veteran Signals surveys with free-text feedback, 68% (918,673) of their comments have been complimentary, 18.9% (255,351) have been concerns and 13.3% (179,902) are recommendations. VA uses this feedback at the national, regional and local levels to make improvements in the way VA provides care and services.

#Hillary
Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)
- 127 VA Health Care Systems participate in HCAHPS
- 67% (85) of VA Health Care Systems have improved in their HCAHPS

Consumer Assessment of Healthcare Providers and Systems (CAHPS)
- All (144) VA Health Care Systems participate in CAHPS for Primary Care
- 76% (109) of VA Health Care Systems have improved in CAHPS
Deepening PX Culture by:

- Implement PX Behaviors for all VHA employees (WECARE Behaviors)
- Embed PX into performance standards
- Develop Patient Experience University (PXU) and Simulation Labs
- Ensure Own the Moment sustainment
- Deploy inpatient hospitalization and discharge tools
- Develop additional journey maps (Emergency Medicine, Telehealth, Community Care, etc.)
- Host FY20 PX Symposium (Virtually)

Recognized as the best health care experience anywhere!
Anyone can go to a hospital, but only Veterans can go to a VA!
PX University

Hardwiring PX into Veterans Health Administration

### Tactical
- Basic Course (PX-Pro 1)
- Advanced Course (PX-Pro 2)
- Clinical Course (PX Clinical Pro)
- Leadership Course (PX Leader Pro)

### Operational (HRO) Alignment
- Monthly COP Calls focused on PX updates, CPXP topics and sharing best practices/barriers, Guest Speakers
- Specialty Track: OTM/ToD
- WECARE Behaviors/Awards
- Webinars/Sparkol Videos

### Application
- Best Practices
- Research Arm driving new MTK, Curriculum Revision
- PXU Project Management/Mentorship
- Monitoring Surveys
- Measurement

**COLLABORATION: PXU Advisory Board, COP Calls, PXU Awards**
Development of WECARE Behaviors

SHEP data and the literature show that Communication is the key driver of PX.

Discipline Specific Behaviors:
MSA, Police, Call Centers, Outpatient Clinical, Inpatient Clinical, EMS, Community Care, Food Service, Leadership, All Employee/Generic
Q&A with Dr. Calvin Chou and Michelle Hayes
Questions?

michael.renfrow@va.gov