

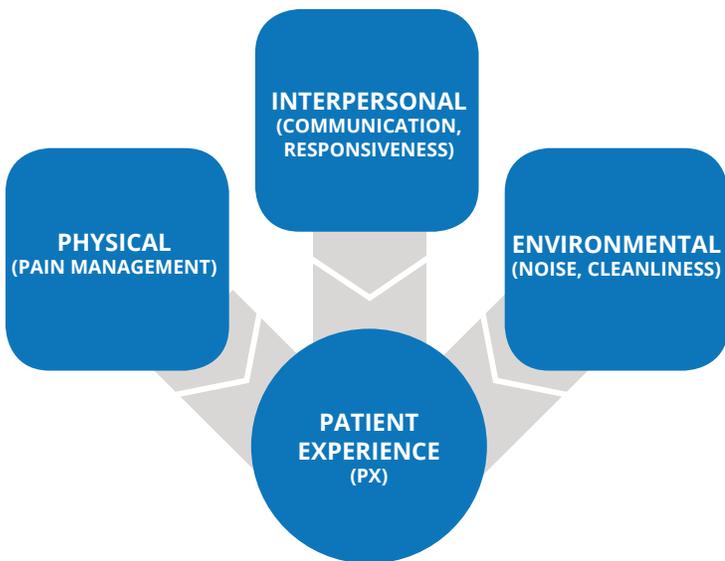


# Driving the Patient Experience (PX)

## Increasing Your HCAHPS Scores with Emotional Intelligence

In 2016, only 184 of 3,496 reporting hospitals in the United States garnered an 5-star HCAHPS rating. That's a mere five percent. Question: What are these hospitals doing differently? Answer: They approach culture by design rather than by default. More than any other single factor, 5-star hospitals reflect the modeling behavior of their leaders.

And what do their leaders model? They model impeccable emotional intelligence (EQ)—which becomes the prevailing norm of the organization. In short, 5-star hospitals create extraordinary patient experience through highly emotionally intelligent cultures in which each employee acts as a brand ambassador in every patient interaction every single day.



### The Anatomy of HCAHPS

At BlueEQ™, we help hospitals and healthcare systems make step-change improvements in their HCAHPS scores and overall patient experience. How do we do this? Consider the anatomy of the HCAHPS survey. The survey instrument measures patient satisfaction in three areas, each of which contributes to the patient experience (PX).

Of the nine factors measured, six are interpersonal and driven primarily by the emotional intelligence skills of bedside clinicians. Fully, two-thirds of the assessment's results are directly traceable to the factors shown in the third column.

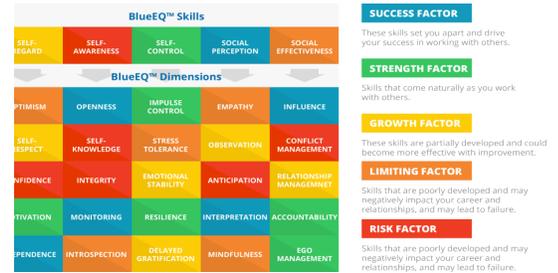
1. Pain Management	2. Noise 3. Cleanliness	4. Nurse Communication 5. Doctor Communication 6. Responsiveness of Hospital Staff 7. Communication About Medicines 8. Discharge Information 9. Care Transition
<b>PHYSICAL</b>	<b>ENVIRONMENTAL</b>	<b>INTERPERSONAL</b>

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# Our 3-on-3 Approach

**Step 1. Identify your three lowest interpersonal HCAHPS factors.** We begin by working with the senior staff to identify the hospital's three lowest interpersonal factors. Let's say they are Nurse Communication, Doctor Communication, and Communication About Medicines. We narrow the scope to three factors in order to create focus, energy, and momentum.

**Step 2. Identify three PX behaviors to drive the HCAHPS factors.** Each member of the clinical and administrative staff takes the BlueEQ™ assessment to obtain a baseline emotional intelligence profile for himself/herself. The BlueEQ™ assessment is a market-leading assessment used by medical professionals in more than 50 countries around the world. Based on the BlueEQ™ report, each respondent interprets his or her results to identify the three lowest and most relevant PX behaviors that have a direct influence on the three lowest HCAHPS factors. For example, an individual might identify empathy, mindfulness, and relationship management.



**Step 3. Create a 90-day Plan.** With the assistance of an interpretive guide and our i4P™ 5-step process, each individual creates a concrete, 90-day behavioral based action plan to increase skill levels in the three PX behaviors he or she has chosen.

**Step 4. Execute 90-day Plan.** With the sponsorship and commitment of the executive team, the hospital staff executes its 3-on-3 plan with intensity, accountability, and coordination. Medical staff introduce EQ single-point training segments at the beginning of each shift, incorporate training segments into staff huddles, and participate in peer coaching sessions every 30 days.

## Shifting the PX Culture and Improving Your HCAHPS in 90 Days

Every day tens-of-thousands of patient interaction either keep or break your hospital's brand promise. The BlueEQ™ Mastery Track is proven to create measureable HCAHPS improvements within 90 days.

By design or by default? That's the choice, and culture by default never improves the PX. Shifting the culture of patient experience in a hospital is a deliberate three-step process that begins with the individual as the unit of performance. Shifting individual habits leads to a shift in organizational norms. Finally, shifting a set of norms leads to a shift in culture.

1. A pattern of thought or behavior in a person is a habit.
2. A pattern of thought or behavior in an organization is a norm.
3. A collection of norms in an organization is a culture.

### Select Clients

- Advocate Health
- Hoag Healthcare
- Keller Healthcare
- Medical City Dallas
- Northwestern Memorial Hospital
- Stanford Medical Center