

Reviving the Heart



Creating Memorable Experiences
with **Empathy** and **Compassion**

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HARVARD MEDICAL SCHOOL
TEACHING HOSPITAL

Know the Human Behind the Patient.

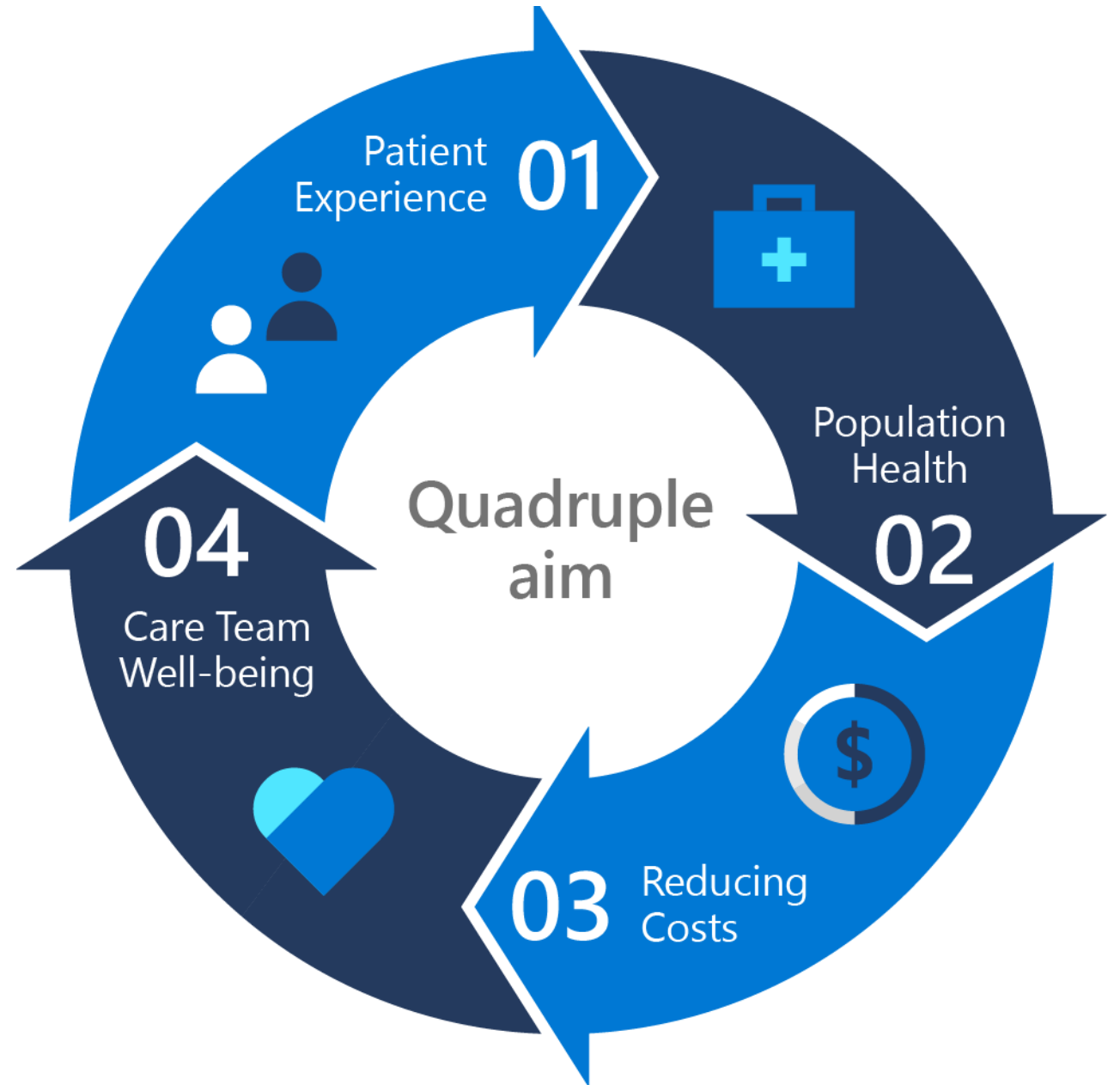


Reflection Activity



What do people want?

A healing experience that is effective, affordable and delivered with kindness.



Why does experience matter?

1. It's the right thing to do.
2. Better Experience = Better Outcomes
3. Better Experience = Consumer Loyalty

The Platinum Rule:

Treat others the way they want to be treated.



“Quality gets you in the game,
service helps you win it.”

-Jay Kaplan, MD



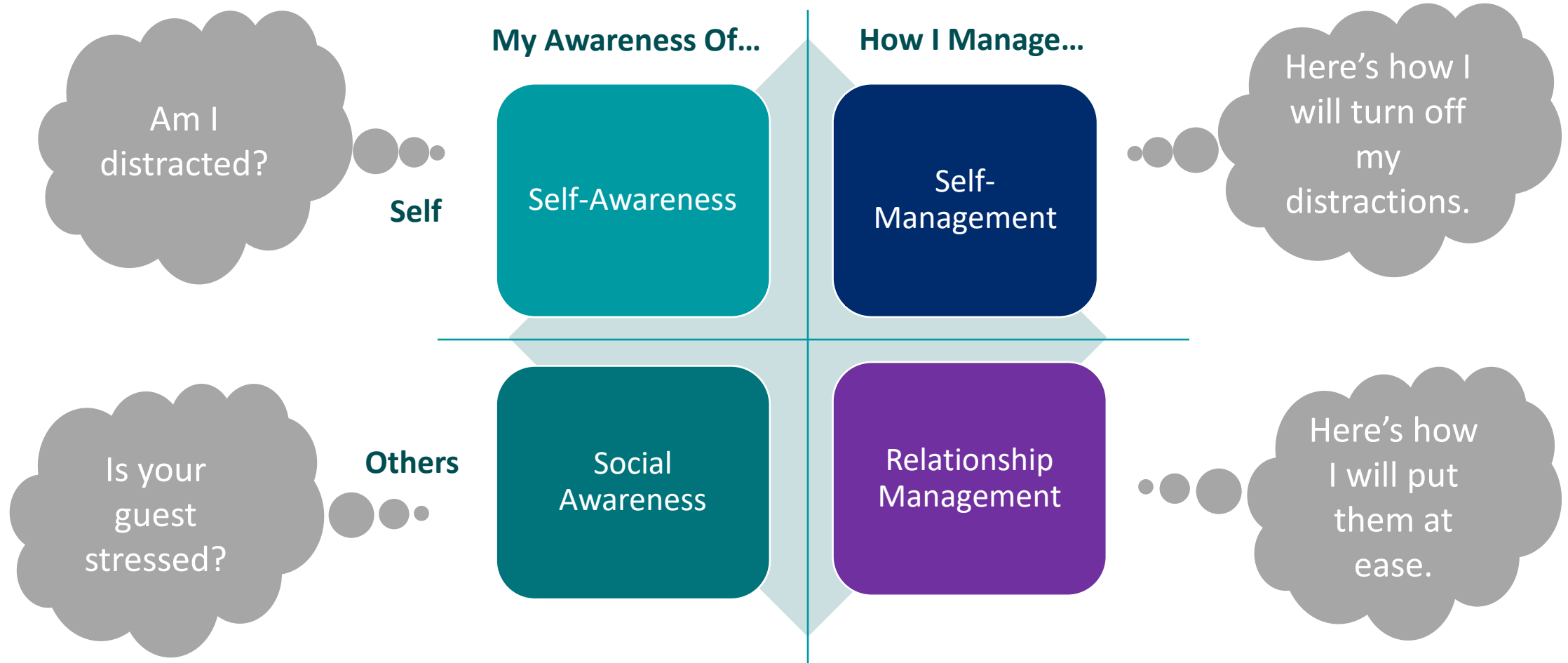
Our Role in the Journey

1. To be healers
2. To navigate with patients throughout their journey
3. To create lasting memories
4. To establish long-term relationships

Improving the experience of those receiving **AND** delivering care through relationships built on empathy, kindness and compassion.



A Focus on Relationships | Emotional Intelligence



Making a Lasting Impression



Use the patient's **[preferred]** name/gender as much as possible.



Non-Verbal Signs of Active Listening

1. **Be Present**- Put your distractions aside
2. **Smile** - Small smiles with gentle head nods show someone you're listening
3. **Eye Contact** - When possible, be at the same height or level as the person speaking
4. **Posture** - Open posture (eyes, shoulders and heart pointing to the speaker)
5. **Mirroring** - Match expression



Verbal Signs of Active Listening



1. **Remembering-** Take notes and remember a few key points.
2. **Questioning-** Ask relevant questions with minimal interruption.
3. **Reflection-** Repeat or paraphrase what the speaker has said. Avoid excessive verbal acknowledgments such as “yea” and “mhm”. Acknowledge emotions first, then facts. “*I understand how...*”
4. **Clarification-** Ask open-ended questions. “*How do you feel about that?*” vs “*Does that sound good?*”
5. **Summarization-** Summarize what has been said. “*So let’s go over what we discussed today together.*”



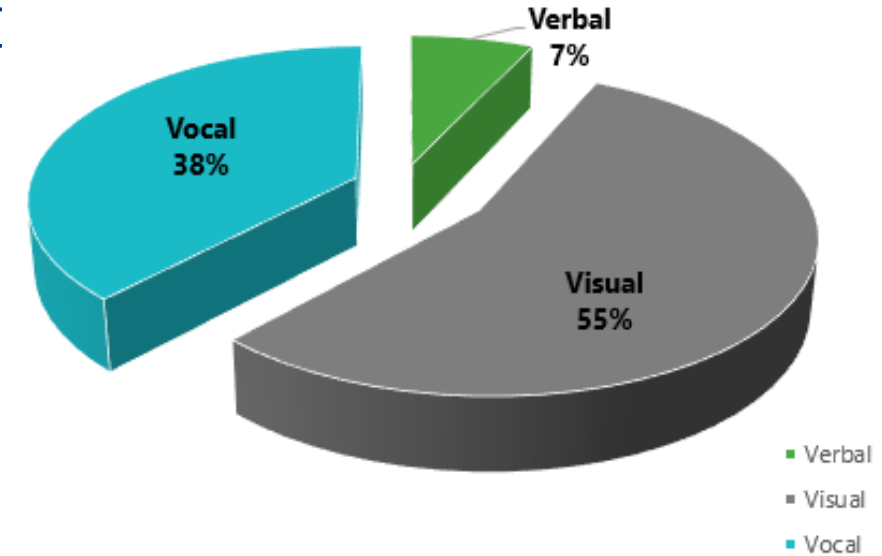
Positioning: Eye to Eye - Heart to Heart

Eye to Eye:

- Make eye contact
- Position yourself within 3-5 feet of person
- Sit, facing patient if possible
- Adjust facial expressions to the patient's emotion
- Never turn your back or look away when asking a question or when patient responds

Heart to Heart:

- Position yourself heart to heart while actively listening/observing their response
- Nod while patient is speaking
- Be still, Pause, Don't interrupt them



Trigger Words

No Words

"I don't know."

"No!"

"I can't."

"Hang on a second."

"Our policy is..."

"No problem."

"You'll have to..."

"We're understaffed."

"It's NOT my job."

"I am on break."

Yes Words

"I will find out for you."

"For your safety..."

"Here's what I will do..."

"May I put you on hold or can I call you?"

"For your safety..."

"My pleasure."

"For your comfort..."

"I will do everything I can to..."

"I will find someone who can help."

"I will take care of that."

Words

Once they are said,
they can only be
forgiven, not forgotten



Building an Empathy Statement

Empathy Statement:

- Using a descriptive word to restate a person's feelings demonstrates our attempt to connect

Stop:

- Patients may feel intimidated and vulnerable with healthcare professionals. Allowing for silence prevents us from jumping in with a solution and offers the person time to think and speak.

Probe:

- Using open-ended questions allows us to explore the deeper meaning of what the person is saying

Intro		Link	Name the Emotion
I can imagine	+	that	+ this is very frustrating .
I can see	+	why	+ you're anxious .
I can hear	+	how	+ upset you are.
It sounds	+	like	+ you're very disappointed .
It seems as if	+	you	+ are very happy .



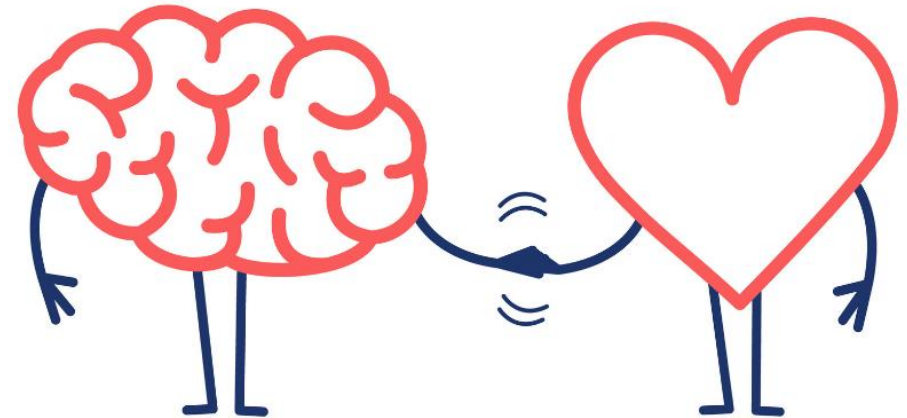
The Blameless Apology – 90% of conflict occurs when expectations don't meet the reality of the situation

When an apology is necessary:

- Focus on what happened to **them**
- Be prompt in your response (i.e., don't delay)
- Be sincere and convey empathy
- Speak in terms of "I" not "we"

Examples:

- *"I'm so sorry that you were inconvenienced."*
- *"I'm so sorry about the delay."*
- *"I'm sorry that you're upset."*



Things to Never Say

Avoid these phrases when you are trying to convey empathy:

- “I know how you feel.”
- “I understand.”
- “Everything happens for a reason.”
- “I’m sure it’s nothing to worry about.”
- “At least you ...”



Alternative to “I Don’t Know”

Share what you *do* know with certainty:

“Our team is running a bit behind today. As of right now we are expecting a wait of about 30 minutes.”

Acknowledge their need to be seen timely:

“I understand how important it is for you to be seen on time. We are doing our best to get you in as soon as possible.”

State what you will do to follow up:

“I will connect with the team and give you another update as soon as possible.”



Things Not to Say

“We are short staffed.”

“It’s not my fault.”

“I don’t know why they told you that.”

“Your doctor ordered the wrong test.”



iCare Service Standards

Our Values		How we live them
Bravely Human	We approach our work with empathy and kindness and measure ourselves against the highest standards of integrity and ethical responsibility.	<ul style="list-style-type: none"> ➤ We give our guests the full attention they deserve with a genuine smile and eye contact for every guest that we encounter. ➤ We greet our guests with 'Good Morning', 'Good Afternoon' or 'Good Evening' followed by their preferred name. ➤ We keep our personal devices out of sight so that our guests know that they are our priority. ➤ We note something personal about our guests using tools such as MyStory and Epic so that we remember them as human beings. ➤ We end encounters with 'Is there anything else I could help you with?' ➤ We respond to gratitude with "My Pleasure".
Clearly honest	We operate with transparency by communicating with honesty and respect. We hope to make healthcare simpler by eliminating worrying, wandering, and waiting, both for our patients and care teams.	<ul style="list-style-type: none"> ➤ We proactively identify, acknowledge and resolve gaps in service that our guests may be encountering. This includes patients navigating to their destination, or barriers navigating their care. ➤ We listen without interrupting with an open mind when patients express grievances to us. ➤ We apologize and acknowledge our guest's emotions with key words such as "I'm sorry that you had to wait so long" or "I can imagine how that might make you feel".
Proudly collaborative	We are all part of a team – each bringing our own unique experiences that strengthen our collective. The trust and respect we have for each other infuses passion into everything we do.	<ul style="list-style-type: none"> ➤ We take the initiative to get to know our colleagues so that we can manage them up to our guests. ➤ We go above and beyond not only for our guests but for our colleagues. ➤ We seek input from our colleagues with an open mind so that our decisions are informed by diverse perspectives.
Intentionally consistent	We intentionally live our purpose by building trust and providing a cohesive experience for both patients and staff.	<ul style="list-style-type: none"> ➤ We think as a system placing the guest and their journey at the center of our decisions and not through the lens of our immediate department, location or role. ➤ We are engrained in standard work, ensuring that we consistently create exceptional, memorable experiences with every guest that we encounter.
Exceptionally creative	We empower our teams to make the workplace an environment for personal growth and transformation by seeking to learn, grow, and iterate on ways we work.	<ul style="list-style-type: none"> ➤ We are not recipients of change but rather the initiators. We share out-of-box ideas, even when they are not from healthcare. ➤ We learn by doing and acknowledge that testing new ideas quickly is a necessary step to learn and plan. ➤ We embrace failures as learning opportunities that allow us to iterate and get better. ➤ We actively seek patient feedback and data trends to improve the patient experience. We thrive to make each month better than the last.



How do you feel?

R e f l e c t i o n

How would you feel coming
to Salem?

Is this the type of culture
you want to be a part of?

How do you plan on going
above and beyond?

