

2) Baystate Breast & Wellness Center Cultural Compass

Baystate Health

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PROJECT DESCRIPTION

The Breast and Wellness Center (BWC), created in 2013, is a combination of two premier breast programs in western Massachusetts; Radiology and Imaging (R&I) and the hospital's Health's Comprehensive Breast Center (CBC).

The primary goals for integration were to combine best practices and features of 2 existing organizations into a single entity to; (1) enhance the provision of quality breast health in the region, (2) develop a culture dedicated to exceptional patient experiences and true staff engagement, and (3) achieve improved financial performance.

To create a sustainable and "real" culture to support exceptional patient experiences and staff engagement, we had to try something different. We committed to breaking out of silos and collaborating across lines, involving all levels (administration, support, technical, and professional), and hearing from our most important constituents; patients and families. We partnered with Jake Poore, Integrated Loyalty Systems (ILS), Orlando, FL.

Involving Key Constituents and Stakeholders

The key to success was the full inclusion and engagement of representatives from the following groups:

- Patient and Family Advisory Board
- Patients utilizing R&I and/or Baystate Breast Health Services
- From Radiology, Surgery, and Oncology
- Support Staff
- Technical Staff
- Professional (Physician & Provider) Staff
- Administration
- Marketing and Strategy
- Human Resources

Developing our Cultural Compass

We laid out a foundational structure (action plan) for the new culture. The key pillars of this structure included:

- Patient and Family Interviews
- Staff Interviews and Open Forums
- Multi-Day Retreats of Key Constituents
- Identification of Verbal and Physical Graffiti
- Development of 3 Core Cultural Compass Elements:

1. Service Promise (Statement to capture and promote our culture)

We inspire hope and promote wellness in our community by creating outstanding experiences in a caring and compassionate environment.

2. Patient-Driven Care Priority Filters (Basis for shared decision making and reaction to various situations to help promote and live our culture)

- Safety: Ensuring the safety and well-being of everyone;
- Compassion: Showing empathy, courtesy and providing respectful care;
- Expertise: Developing and maintaining the highest levels of skills, knowledge and attitude;
- Time-Sensitivity: Taking action, providing care and following up in a timely fashion, based on patient expectations; minimizing the negative emotional impact of delay and waiting.

3. Compassionate Behaviors (Key behaviors that we commit to 'hard-wire' and promote our culture at all times)

1. I proactively greet every person with eye contact, a warm smile and say, "good morning!" (or time of day).
2. I introduce myself and my role. I ask, "How can I help you?"
3. I welcome each person by the name they prefer, affirm we've been expecting them and they are in the right place.
4. I set expectations by explaining the next set of steps and approximately how long it will take. I provide timely information to help people make the best decisions.
5. I speak positively about colleagues and partners who precede and follow me in the continuum of care. I work to ensure their success.
6. I listen actively.
7. I own problems, take responsibility and resolve issues.
8. I conclude every interaction with sincere thanks and appreciation.

The work was reviewed and supported by senior leadership. We conducted a full-staff orientation and cultural kick-off event. The event opened with our senior leader committing to this important and difficult work and concluded with the full team reading the Service Promise out loud and signing a banner with the words of our Cultural Compass, denoting our combined and individual commitment to exhibiting these behaviors every day).

OUTCOMES ACHIEVED

Patient Satisfaction (PRC)

- Overall Quality of Care at top-box level of "5" at 78% or higher since Q1 2013;
- Rank 100th percentile of compare groups for 5 of last 9 quarters. Top 10% nationally.

Gallup Staff Engagement

- 100% participation in last 2 surveys, 4+ score/5pt scale.

Volumes & Revenues

Screening mammography:

- Up 7% in year 1 (no loss despite move)
- Up 24% in year 2 (+9,000p) (49,000 patients seen)

Diagnostic mammography: Up 20%

Biopsies: Up 98%

Revenue: \$500,000 ahead of prior year, without adding any additional expense

Consumer Confidence/Reputation

The hospital is Up 7 points over 2 years.

LESSONS LEARNED

- Have a clear, simple blueprint.
- Help each employee understand their role with constant communication.
- Never take your eye off the ball. Share metrics, problems, accountability.