

# IMPROVING THE PATIENT EXPERIENCE – 10 KEY POINTS FOR MANAGERS AND LEADERS



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## Setting the scene

Many factors contribute to the provision of first-rate patient experience and physiotherapy managers, leaders and staff all have challenging roles ensuring this. Essential physiotherapy management and leadership responsibilities include facilitation of a patient-centred culture - implementation of the behaviours, practices and procedures crucial to first-rate patient experience.

## Purpose

Remind yourself of key aspects of leadership

- Measurement of patient experience is essential
- Be aware of pitfalls with measurement. It is important to understand that measurement – although essential – is not in itself the only thing, patient involvement in service re-design and improvement is crucial
- Be aware of 10 key points for physiotherapy managers and leaders to lead improvement in patient experience.

## Patient Experience

Evidence shows that excellent patient experience is a central pillar of healthcare quality together with safety and effectiveness. It follows therefore that it must also be an essential element of the physiotherapy management and leadership roles, responsibilities and duties.

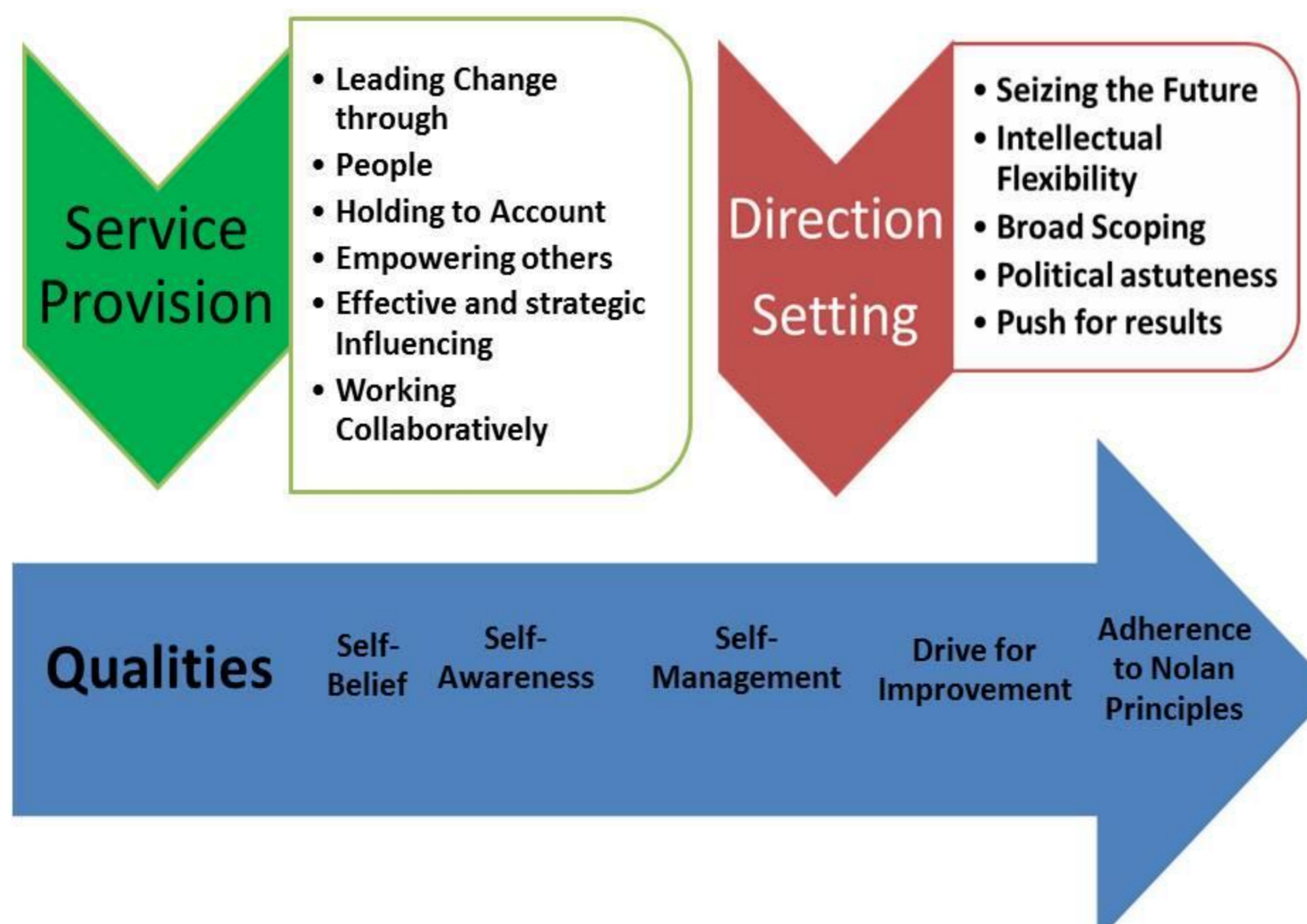
“The sum of all **interactions** shaped by an organisations’ **culture**, that influences patient **perceptions** across the **continuum** of care”<sup>1</sup>

High quality patient-centred experience is associated with improved clinical effectiveness, patient safety and better outcomes.<sup>2</sup>

## Leadership; essential elements

- **Challenging** the process
- **Inspiring** a shared vision and strategy
- The **values** for effective outcomes for patients/carers/families, creating an environment and **culture** that supports teams and individuals
- **Modelling** the way
- **Setting direction**
- **Opening up** possibilities
- **Listening** (not adopting a top down approach)
- **Communication**
- **Encouragement** and helping staff **to achieve**
- Giving **autonomy to innovate** and re-design
- Positive **inclusion and participation**
- The way we **behave** and what we do is often more important than what we say
- **Enabling** and encouraging others to act
- **Supporting** others to lead themselves

## Leadership Model



## Some techniques for measurement



**Not Everything that Counts can be Counted Not Everything that can be Counted Counts!**

**COLLABORATE** with patients, carers, staff, service planners etc.



## 10 Key points to improve patient experience

1. Drive the patient experience agenda, facilitate the culture with strong direction
2. Leadership must be committed, visible and accessible
3. Model good management practice from the top, reflecting the patient experience vision and values
4. Make sure that all staff have the authority to make changes to improve patient experience
5. Ensure that feedback on patient experience is gathered and that patients’ stories are heard
6. Adopt a co-design, co-creation and co-production
7. Ensure patients’ feedback is the basis for visible action
8. Staff need appropriate time to lead, participate fully and input their own skills
9. Have means of capturing feedback in “real time”, and meaningfully in doing something about it
10. Manage, lead, foster and facilitate staff at all levels to have positive partnership with patients, carers and stakeholders and hear them at all times

## References

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## Acknowledgements

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## Further information

