Co-creating a patient focused strategy

Philips Healthcare Transformation Services help Genesis Care transform the patient perspective

Who/where
GenesisCare, a private provider of oncology, cardiology, and respiratory care services in 30+ sites in Australia as well as facilities in the United Kingdom and Spain.

Challenge
Rapid growth in the past decade has left the health system with inconsistencies in areas of processes, staff engagement, and delivery of patient-centered care. The Net Promoter Score* (NPS) at their flagship facility in Wembley needed to be improved.

Solution
Philips collaborated with GenesisCare on two projects: One engagement was performed for the Perth Radiation Oncology center, and another strategic engagement was performed at enterprise level, encompassing the whole GenesisCare health system.

Results
Within the first month of the engagement NPS performance at the Wembley facility improved to 60%, and further improved to 84% in subsequent months. Six months post engagement Wembley has more than doubled their score**.

Understanding that the patient’s perspective of the quality of care received at their oncology centers plays a very large role in their clinical, operational and financial success, GenesisCare made patient experience key in their strategic initiative: to create the Cancer Service Of the Future. After the past decade of rapid growth through successful development and acquisition, GenesisCare now wanted to set standards of care delivery and align on an enterprise level to allow for further growth.

Philips Healthcare Transformation Services is centered on a people focused approach, valuing the patient perspective. This key value based healthcare principle made Philips
Stakeholders and Patient Surveys

**Patient Profile**

**Demographics**

- Total: 143
- Male: 64
- Female: 79
- Age: 36
- Children: 49
- Senior: 26
- Other: 51

**Answers to a question about being accompanied by a carer during visits.**

- 73.7% of our patient are accompanied by a carer on their visits. Understanding the needs of carers is important.

**Choosing GenesisCare**

- 56% of patients had not heard of GenesisCare, which suggests the concept that the referring physician is a primary influencer.

**Experience**

- Which qualifies about the physical environment are the most important including a warm and welcoming entrance. The experience of waiting is also considered very important.

- How would you rate the following processes?
  - Registration: Patient: 3.45, Staff: 4.29
  - Waiting for consultation: Patient: 3.47, Staff: 4.08
  - Consultation: Patient: 3.27, Staff: 4.19
  - Billing and payment: Patient: 3.42, Staff: 4.16
  - Simulation: Patient: 3.27, Staff: 4.19
  - Nurse consultation: Patient: 3.42, Staff: 4.16
  - Waiting for treatment: Patient: 3.27, Staff: 4.19
  - Treatment: Patient: 3.42, Staff: 4.16
  - Follow-up consultation: Patient: 3.42, Staff: 4.16

**Potential Improvements**

- Are there other services you wish GenesisCare could provide to supplement your treatment or your care pathway?
  - Software: Patient: 4, Staff: 3.4
  - Nutritional counseling: Patient: 3.9, Staff: 3.3
  - Psychological counseling: Patient: 4.3, Staff: 3.8
  - Massage: Patient: 3.9, Staff: 3.3
  - None: Patient: 3.9, Staff: 3.3
  - Physical therapy: Patient: 4.3, Staff: 3.8
  - Exercise therapy: Patient: 3.9, Staff: 3.3
  - Support groups: Patient: 3.9, Staff: 3.3
  - Information: Patient: 4.3, Staff: 3.8

**Privacy**

- Please list areas where you would like to see improvements at GenesisCare.
  - “Not much privacy in the reception area when the nurse is talking with patients.”
  - “Advice on what to expect for the first visit.”
  - “Facilities are old and outdated. Things need to be spruced up a bit.”
  - “If treatment is delayed for more than 15 minutes, send a text message to inform impacted patients.”

**Environment**

- “Coffee and new magazines.”

**Notifications of Delays**

- “Deliver education across all phases of treatment before, during and after.”

**Amenities**

- “Deliver education across all phases of treatment before, during and after.”

Examples of visualizations of data and interview results.
Healthcare Transformation Services stand out to GenesisCare. They recognized that our team has the relevant clinical expertise and experience in combining clinical optimization with experience solutions to support them in their strategic ambitions.

Besides the strategic support of the Cancer Service Of the Future initiative, the Philips HTS team set out to find possible deficiencies and improvement opportunities in areas such as patient flow, clinical processes and patient experience in one of their flagship sites, the Wembley facility in Western Australia. GenesisCare decided to use the Net Promoter Score (NPS), an effective way of measuring customer satisfaction and loyalty, as a way to gauge their success in the market.

**Assessment**
The Philips HTS team started at the Wembley facility with a comprehensive assessment of the current hospital system. This included a deep dive to gather insight from patients, caregivers and staff. They assessed processes and the flow of patients and providers through different clinical and treatment areas. This assessment included a large portion of data analysis and was also carried out in other GenesisCare sites to compare and serve as input for the strategic initiative. Specifically for the Wembley facility a thorough design review was performed.

**Insights into clinical processes**
The team went to six different sites to shadow staff in their daily work and patients in various stages of the treatment cycle. They role played physician and staff interaction to capture the real essence of the workflow. They also interviewed over 40 staff members, observed and interviewed patients and over 287 patients and staff members were surveyed to gain insight and identify opportunities. Recommendations were discussed and taken up into the larger strategy initiative for Cancer Service Of the Future.

**Data analysis**
A detailed market research and data analysis of the current health system was conducted and the team reviewed current state data, volume and activity data, and market information to identify current trends. They evaluated local governance structures, culture and styles of leadership and incorporated knowledge of current and potential IT applications. This information was used to hone in on strengths, deficiencies and areas of opportunity.

**Design review of Wembley**
A comprehensive review of the facility design and patient experience was conducted and showed the need for a “refresh”. Recommendations were made towards improving three key elements to influence the experience:

1. **Spatial effectiveness**, Enhance safety and human factors by incorporating features that help prevent falls and assist visually and cognitively challenged patients. Create a layout that shields patients from undesired exposure to others and protects the confidentiality of their personal and medical data.

2. **Positive patient experience** Create a “high touch” service environment through consultation pods that bring care to the patient and enables better decision making. Create calming and uplifting environments that minimize anxiety and create memories that leave lasting positive impressions.

3. **Positive staff experience** Set up workspaces to enable staff to perform their routine tasks with maximum comfort and effective teams, while collaborative staff hubs will become a natural place for exchanging clinical knowledge and balancing the demands for performing individual task with those that facilitate team-building.

“This project here at Wembley is key, it’s obvious the building needs a refresh. There is no question about that. I think the real key here would be refining our workflows and regain that sense of innovation, making this a place where creation starts and we are able then to elevate and improve care for all of our patients”

Andrew Saunders, Group manager, GenesisCare

**Co-create event**
After gathering data and insights the team drilled-down on multiple key topics through discussions with Genesis CancerCare experts. The team categorically followed through until all top issues were well-defined and mapped with potential solutions. Over a span of 4 months, the work was supported by 4 core Philips team members, with additional support from people-researchers and data analysts.
The team then facilitated a co-creation event with over 60 participants that included patients, representatives from national advocacy groups and cross-functional staff. To make effective use of all the participants’ time during the event, a patient empathy video was created from patient interviews conducted at Wembley during the beginning of the Philips engagement. The main effect of the video was that all participants had the same level of understanding and were speaking the same language – that of the patient.

**Results**

From the co-create event the staff compiled an prioritized list of “just start” and “game changer” initiatives to be applied enterprise wide for a full health system improvement. The “just start” initiatives are immediate changes that can be made. The “game changers” are large scale changes to be made that effect the whole organization, they are currently being implemented by GenesisCare.

**“Just start”**

A series of quick wins provide low risk changes within the organization that help to improve patient experience.

**“Just start” initiatives**

- Patient journey and clinic tour video
- Staff brochure and pictures
- Patient education on iPad or video
- Staff to experience patient journey
- New and up-to-date magazines
- Fruits for patients
- Tree of Life
- Say ‘Hello’ Policy
- Warm and friendly environment
- Refreshment for patients (coffee, tea, and herbal tea)
- Wi-Fi for all patients
- Bunker clean up
- Tap Into Cancer Council and BCNA resources
- Complimentary massage service
- On-site access to dietitian
- Put up ‘you said, we did posters’
- You said, we did!
“Game changers”
Long term strategic implementations and programs to improve and embed a patient centered approach into the organization were defined as “game changers”.
These initiatives require a longer implementation time and are still being implemented in GenesisCare and around the following principles:

1. Creating Distinctively Positive Patient Experiences
Integrate enhancements in patient experience through personalized care to stay ahead of the competition and stand out as the private care provider of choice. Recommendations were made to create personalized care centered around patient needs and preferences, personalized education and after care.

2. Coordinated Care
Establish a ‘high-touch’ patient center approach with new models for better coordinated care delivery to satisfy requirements of modern day medical consumers. For GenesisCare this means specific attention to multidisciplinary initial patient consultation and a patient navigator function for care coordination.

3. Expediting Time to Treatment
GenesisCare can with can re-invigorate one of their key differentiators: providing more timely access to treatment in private care settings. This will require a heightened focus on resolving bottlenecks that obstruct this access for all patients.

4. People & Culture
Having an engaged and happy staff is paramount to improving customer service and experience. GenesisCare will support a culture that encourages staff to exceed the expectations of their customers with customer service trainings for their staff.

These opportunities for improvement will come to fruition during the implementation of a number of core work streams, including a new innovative model of care and a facility-specific focus on reducing time to treatment

Net Promoter Score Increases
At the start of the collaboration GenesisCare set a goal to achieve a national target NPS of 90% at the Wembley Facility. When the Philips consultants started their engagement the NPS score of the facility was well below that of its state and national peer facilities, at only 37%. Within the first month of engagement this score improved to 60%, with scores getting as high as 84% in subsequent months already. Across the nine months of the Philips engagement Wembley has doubled their NPS score and are currently on track to achieve their NPS goal of 90%.

“The huge benefit we got from collaborating with Philips was to be able to pull it all together in a very comprehensive fashion and quickly get some tangible and concrete outcomes from the process”

Andrew Saunders, Group manager, GenesisCare

** Results from case studies are not predictive of results in other cases. Results in other cases may vary.