

Transforming Patient Experience through Mindset Shift & Behavioural Insights



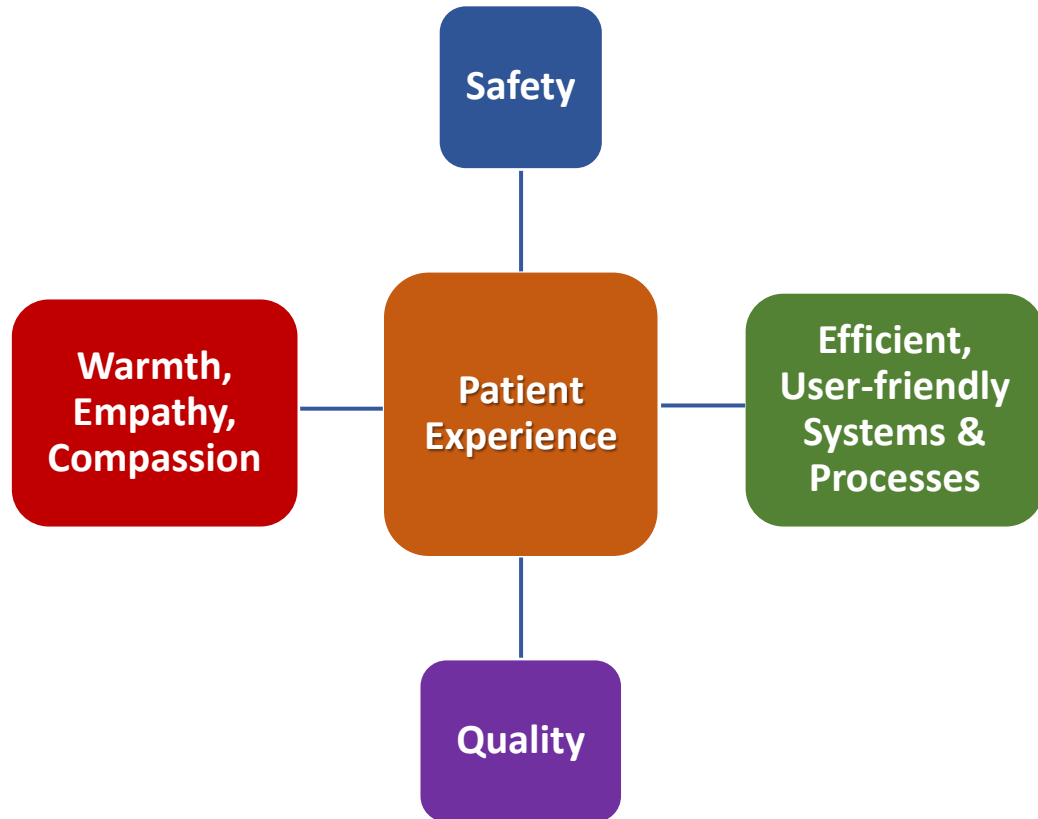
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What Constitutes Patient Experience?



Patients need to feel seen and heard amidst an often cold & scary clinical environment!

Traditionally, we improve Patient Experience by

- 1) Prescribing Behaviours
- 2) Adopt 'do more, do better' approach & solutions

We need something deeper than prescriptive actions!

Something that changes mindset and also impacts staff well-being!

Premise:

Behaviours are driven by **mindsets!**

Mindset - the subconscious beliefs and attitudes which shape the way we perceive and interact with the world around us.

Change Ideas



NUHS embarked on a **cluster-wide mindset change program** in 2022 - **WE CARE**

W - Warmth
E - Empathy

C - Communicate
A - Advocate
R - (be) Responsive
E - Empower

What is the Mindset Change?

It is **Seeing People as People!**

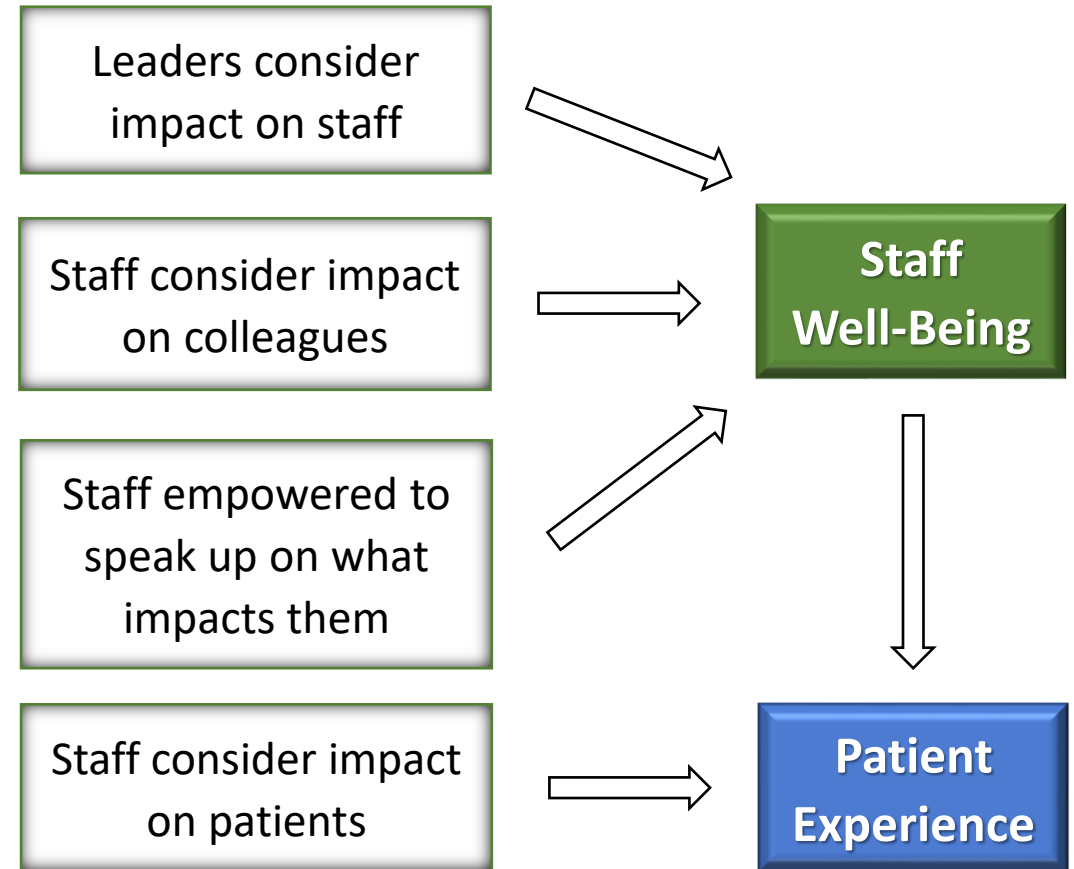
From the traditional task and outcome-oriented mindset to an **impact-focused mindset**

What is an Impact-focused Mindset?

In what I do and say, I consider the impact on myself, my colleagues and my patients.

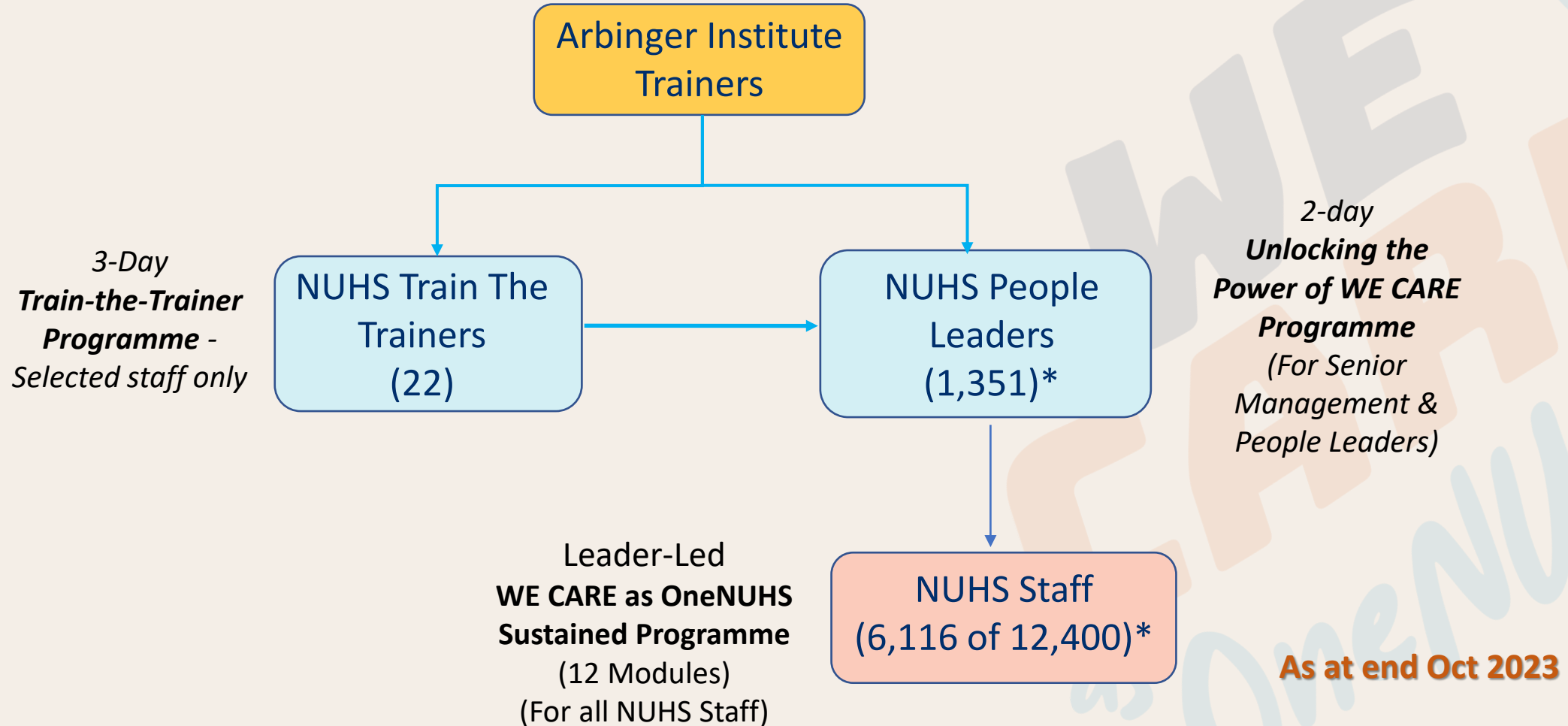
How is this done?

- Leader-led training, cascaded to ALL staff
- Teaching concepts & tools
- Personal reflections & sharing



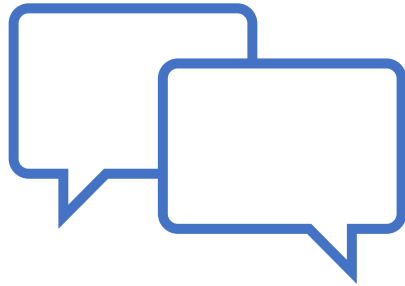
WE CARE as OneNUHS – A Mindset Shift

Multi-Layered Programme Delivery



* Staff attrition has been taken into account

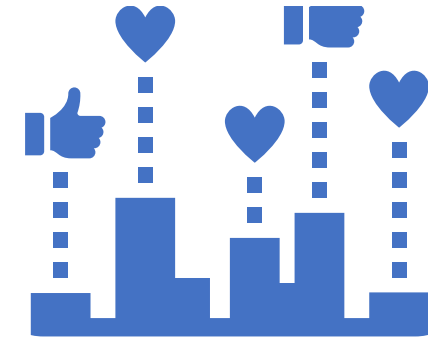
Impact



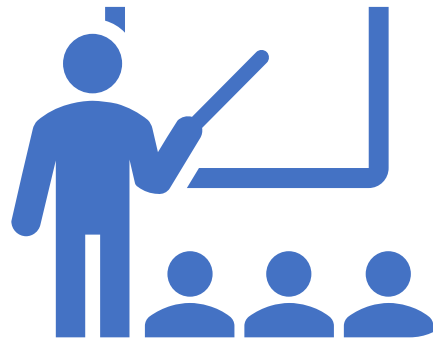
**Common Language
Around Mindset & Culture**



**Leadership Engagement
& Modeling**



**Sharing of WE
CARE Experience**



**Integration of Mindset
into Other Training**



Community of Practice

Outcomes



Mindset shift and culture alignment is a long-term change process

Outcome Measures:

Patient Experience Surveys

Employee Engagement Survey

Mindset Assessment Tool

Mindset Assessment Tool

Rate Self **AND** the Organization in **5 areas**:

Awareness

Helpfulness

Accountability

Vertical Alignment

Lateral Alignment

Picture of Success

- ✓ Improved Mindset Gap
- ✓ Improved PES Scores
- ✓ Lower Staff Attrition Rate
- ✓ Decreased Disruptive Behaviours
- ✓ Improved Culture Index Scores in EES

What do We Measure?

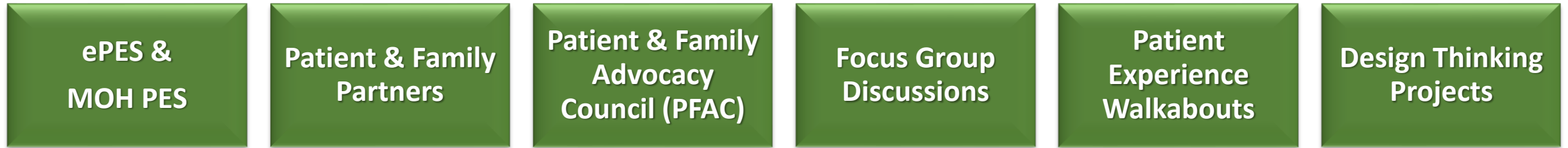
Mindset Gap - The difference between Organizational Mindset & Individual Mindset scores

Successful mindset shift: A smaller difference over time

Seeking Behavioural Insights through Engaging Patients & Caregivers



Modes of Seeking Insights

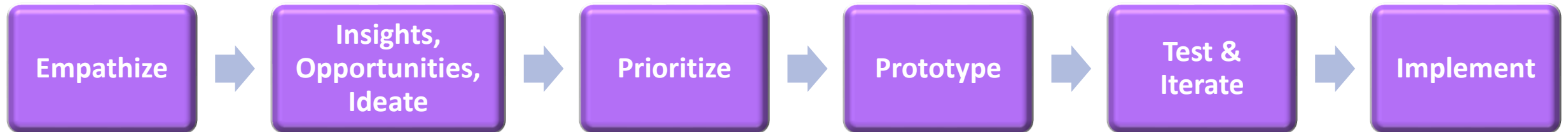


Emergency Department (ED) User Experience Design

Problem Situation



Design Thinking Project Journey began in September 2021



Credit: NTFGH ED Intact Team, Quality, Innovation & Improvement Department, Patient Experience and Culture Steering Committee

Outcomes

Insights Achieved

- 3 Personas with Varying Needs



Understanding Uncle Henry

I am an elderly patient who relies on my family members. This is not my first time here as a patient, and have full trust in the doctors. I am ok to wait as long as staff attend to me occasionally.



Entitled Elsa

I am just asking for the bare minimum, treat my condition, keep me safe, update me on next steps and give me food while I am waiting in the ED.



Care for Me Carrie

I am quite independent person who does not need help updating my family on my status. I am really worried about my diagnosis and hope hospital staff can check on me and empathise with me.

Change Process

- 51 ideas were developed and prioritized (with 6 factors and Impact-Effort Matrix)
- Ideation and implementation utilized WE CARE Tools

Outcomes Achieved

**Reduced Avoidable ED Attendance
(72% Efficiency)**

**Reduced Analgesia Administration
Time (by 23%)**

**Improved PES score for ED
(by 13.8% from FY22Q2 to FY23Q2)**

Lessons Learnt

Initial Cynicism a Barrier to Mindset Shift

- Attend to feedback
- Model Practice

Clear Selection & Preparation of People Leaders

- People Leaders with traits and ability to influence
- Impart facilitation skills

Sustain Efforts to Deepen Understanding & Practice

- Do with, Cheer on!
- Community of Practice
- Use different mediums

Include 3rd party vendors & Seconded Staff

- Invest in them to establish consistent culture
- Logistical and cost constraints for transient staff

Person-centred Approach

- Solutions should consider needs, objectives & challenges
- Walk a Mile in Their Shoes

Curiosity for the Audience



Any similar attempts made to evoke change on a large scale? What were the outcomes? What worked and what lessons can we learn from you?

What innovative ways have you employed to obtain behavioural insights to inform interventions to enhance Patient Experience?