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Moving Beyond Metrics

Turning Patient Data into
World-class Experiences



Shift your focus from chasing metrics to providing better, more complete experiences for your patients.

It's convenient to believe that higher scores on CAHPS or some other standardized survey automatically lead to better patient experiences. It's also a trap. Because although standardized survey programs can offer valuable insights, healthcare organizations that focus too much attention on any single metric are almost certainly neglecting the bigger patient experience picture. In these cases, there is a real danger of dedicating

too many resources to moving one limited needle, rather than making a real, meaningful difference for patients.

So how do you avoid this "standardized metric" trap? And what's the best way to move toward a more complete approach where you actively work to understand your patients' complete journeys— from health information and access to billing—and then focus your improvement efforts on areas that will make the biggest difference?

There is no simple answer. Improving complete patient experiences in meaningful ways is more complicated than any standardized survey. Here are a few ideas that innovative healthcare organizations are using to "look beyond the metric" to serve their patients better.

YOUR PATIENTS ARE ALSO CONSUMERS

Today, your patients think and act like consumers when they consider their healthcare services. That means they are:

- Used to having their high expectations met
- More informed
- Always ready to shop around
- Less willing to overlook bad overall experiences for good clinical outcomes
- More dependent on mobile

1. Embrace Your Patients' Consumer Mindset

For decades, tradition and conventional wisdom have worked to keep the concepts of “patient” and “consumer” separate—for valid and well-intentioned reasons. After all, the ultimate goal of the healthcare industry is for people to need less of their services (by staying healthy), rather than convincing them to use more, which is a primary goal of most consumer businesses. Most healthcare providers also accurately see themselves as serving a higher purpose than consumer needs, because treating illnesses and saving lives is infinitely more important than providing patients with “good experiences.”

But none of this changes the fact that today, more than ever before, patients bring a consumer mindset to their healthcare experiences

and decisions. Whether it’s through the growing ubiquity of online reviews—or the idealized “patient experiences” people see in ads and on TV—patient expectations are high and constantly rising.

Today, people have the tools, information, and technology to find and choose healthcare providers who meet their expectations. And they’re not afraid to walk away from providers that don’t deliver quality care, personalized service, and good overall experiences. As a result, smart healthcare organizations understand the need to embrace the consumer mindsets of their patients and invest in broader, more sophisticated patient experience tools and programs.

INTENTIONS VS. REALITY: USING DIGITAL TOOLS TO BOOST PATIENT ENGAGEMENT

Healthcare leaders who say using digital tools to improve patient engagement is a high priority¹

58%

Healthcare organizations that actually have those capabilities in place¹

14%

Leverage Customer Experience Best Practices

In many cases, better patient experiences start with adapting many of the customer experience practices successful consumer businesses have depended on for years—but that have never become mainstream in the healthcare industry. Surveys are a prime example. Today, most healthcare organizations still depend almost exclusively on standardized or outdated surveys. These tools are relatively easy to adopt, but they are inherently limited and incomplete. Impersonal standardized surveys run the risk of asking the wrong patients the wrong questions. They often take place weeks after the actual care experience happens. And they can influence patients to focus on

the areas providers think they should care about. So why not move toward a more personalized, immediate approach that works to collect real-time feedback from patients through every step of their care experience and encourages them to share their individual stories on their own terms? These more advanced and personalized survey methods are common in the consumer world, but they are rarely found in healthcare. And they have the potential to add tremendous depth and value to CAHPS and the other survey tools healthcare organizations depend on today. Of course, surveys are not the only example. Journey mapping—another tool used extensively in the consumer realm—can help you gain a deeper understanding of every aspect of the total patient experience, including

longer-term outcomes and results. Mystery shopping in a healthcare setting can uncover weaknesses and problems that fall outside the scope of traditional surveys. And adding more longitudinal studies to your program can help shine a valuable light on how well different aspects of your patient experience efforts are working (or not) over extended periods of time. Understanding that today's patients bring a consumer mindset to their healthcare experiences—and adopting best practices from the consumer world's customer experience playbook—will give you a deeper, more complete view of your patients. And that deeper view makes it possible to provide the kinds of experiences that rival the world's best consumer businesses.

ARE YOU ON THE SAME PATIENT EXPERIENCE PAGE AS YOUR PATIENTS?

How important are good overall experiences to your patients? And how well are you delivering them?

90% of healthcare organizations say improving key elements of the overall patient experience is a high priority for their organizations.¹



Only **8%** of those organizations have implemented successful



Only **30%** are using patient experience tools or practices.¹



63% of providers believe they are delivering good experiences.



Only **40%** of patients agree.²



Fewer than **1** out of **12** hospitals receive five-star ratings from their patients.³

91% of consumers agree that overall patient experience is extremely or very important to them—and has a significant impact on their healthcare decisions.⁴



2. Measure Everything That Matters

Today, people are constantly being asked to provide feedback and share opinions about virtually every product and service they use. In this environment, many healthcare organizations have responded by cutting back or shortening surveys as a way to alleviate the growing problem of survey fatigue. This “less is more” approach may help alleviate survey fatigue, but it also limits healthcare organizations’ ability to understand their patients’ complete journeys and improve their experiences. A smarter approach involves using a wider range of tools and methods to collect information about patients. First, healthcare organizations can move from basic standardized surveys to more advanced survey methods that use

branching logic and other techniques to help respondents focus their feedback on the issues they care about. They can also combine and complement standardized surveys with more targeted and personalized information gathering tools—and then find ways to unify and tap into all of the incredibly rich sources of patient information that exist in your point-of-care, safety and quality, operations, and other healthcare systems. This is obviously more difficult than simply participating in CAHPS or other standardized surveys. It requires a technology framework or platform that’s capable of combining and normalizing different sources of data in a safe and compliant way, analyzing them, and converting them into cohesive and useful patient experience insights. But when this platform is in place—and all of your different patient systems are connected to it—you gain an incredibly rich and unified view of the complete patient journey that lowers your reliance on traditional surveys and reduces survey fatigue in the process.

UNDERSTANDING THE COMPLETE PATIENT JOURNEY

More unified sources of data give you a richer, deeper understanding of the complete patient journey.

- CAHPS and other standardized surveys
- Personalized surveys
- Point-of-care surveys
- Rounding employee feedback
- Safety and quality
- Operations and clinical

3. Turn Data Into Immediate Action and Results

Most healthcare organizations are much better at collecting patient experience data than driving and managing change.

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Nearly every healthcare organization collects patient experience survey data and documents the results in reports and scorecards. But how often do these efforts actually translate into meaningful, systematic changes and improvements? And how long does that process take? In most cases, healthcare organizations are much better at collecting patient experience data than driving and managing change.

That's not surprising. Gathering survey data, generating reports, and documenting scores are focused, self-contained activities that fit neatly into familiar, well-defined boxes. Effective change management, on the other hand, requires the buy-in and active participation of virtually everyone, across all roles, levels, and departments. As a result, most organizations dedicate resources to the part of the process they can more easily understand and measure—and hope the information somehow leads to improvements.

This disconnect between data collection and change management manifests itself in other important ways. With traditional surveys, it can take weeks or months to identify critical issues that should be dealt with immediately. Patient experience

surveys often focus on things that employees have no control over—like limited parking or small exam rooms—rather than areas where caregivers and administrators can make meaningful improvements. Patient experience data and reports tend to get buried in managers' inboxes and never reach caregivers in the first place. And with no formal, change management system in place, employees may never receive the training or information they need to address easily fixable patient experience issues.

The solution to these problems isn't simple, but it is necessary and achievable. Closing the gap means investing equally in the information gathering and change management sides of the equation. Because if you're collecting more complete and relevant information about your patients' journeys in real time and from more sources, turning that data into actionable insights in near real-time, and then feeding it into a unified and effective change management framework, you can quickly identify, prioritize, and implement changes that will make the biggest difference for your patients.

4. Stop Chasing Metrics— Chart a Better Path Forward With InMoment & Results

Building your patient experience efforts around one standard metric is ultimately a recipe for mediocrity, because it puts you on the same limited playing field as every other healthcare organization that uses a similar approach.

But you can choose to play by different rules—by embracing a more diverse

and personalized approach to surveys, integrating new sources of data into your patient experience mix, adopting tools and methods used by top consumer companies, and shifting resources into integrated change management programs.



InMoment will help you build all elements of an advanced, consumer-centric patient experience program that takes you far beyond standardized surveys and metrics. This includes:

- A patient experience technology platform that combines, analyzes, and transforms data from different sources into immediate action-oriented results.
- Proven patient experience services that provide deeper visibility and insights into your patient data, so you can gain a more complete understanding of the patient journey.
- Decades of expertise developing and implementing world-class customer

experience programs for other industries that can be adapted and applied to healthcare. For example, many healthcare organizations are looking closely at Net Promoter Score (NPS)—which has been widely adopted in other industries—as a potential tool for measuring and validating the effectiveness of various patient experience changes and programs. InMoment has the background and experience to turn NPS into a powerful and effective tool for the healthcare industry.

- A diverse team of knowledgeable experts that combines 50 years of customer experience knowledge across multiple industries with deep healthcare

and patient experience expertise. This puts InMoment in a unique position to adapt and apply proven best practices from across the consumer world to the unique patient experience needs of your organization.

Of course, doing all those things together is not as simple as chasing a single standardized metric. But it's the best way to embrace your patients' consumer mindset—and build an organization with a reputation for delivering both great clinical outcomes and world-class patient experiences.

Partner with InMoment to turn all your patient and survey data into world-class experiences.



Sources

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3 <https://hbr.org/sponsored/2019/09/how-to-create-a-five-star-patient-experience>

4 Consumer Perspectives on Patient Experience 2018, Beryl Institute

https://cdn.ymaws.com/www.theberylinstitute.org/resource/resmgr/consumerstudy/2018_Consumer_Paper.pdf

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