# PEx

## Patient Experience Framework

## Whitepaper

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**April 2023**

## Background

Around the globe, the public and private healthcare sector is undergoing its largest ever societal shift as we both recovers from the effects of Covid19 and the adoption of digital strategy.

Healthcare systems that underpin digital communications are very broad, complex, and multifaceted. Many systems have been left in chaos as well as demonstrating and exposing where significant shortcomings exist. There is therefore significant scope, at all levels within the sector to improve on digital strategies. There is further a desperate need to improve and increase digital solutions and innovations in the provision of health care, health maintenance, health communication, and IT systems, including Cloud, AI & Big Data Analytics for Healthcare.

With these technologies, social and political imperatives exist in public and private sector to address universal healthcare coverage, healthcare inequality and modern ways of healthcare funding.

The day-to-day business of healthcare services, service delivery quality, skills retention (and skills development) and patient satisfaction is an ongoing concern of all service providers wishing to modernize their workforce and healthcare facilities through the use of digital transformation.

## Abstract

This whitepaper provides a framework for how digital transformation in healthcare (through healthcare informatics) can play a role improving patient experience and draws upon the body of knowledge that is the Customer Experience (CxM) Management.

Key concepts that are reinforced include customer communication management, experience management, customer journey, correspondence management, document management and data management to develop a customer-centric experience index, which in turn reflects the quality and performance of healthcare service providers.

The digitization of the sector will ensure that there is a mode of permanent improvement; to both the quality and cost of care, as well as improved confidence and ownership of personal health and associated social conditions.

This whitepaper provides a strategic advisory on how healthcare organizations can assess and transform structure (research, organization culture, leadership, logistics and employees) and operations (measurements, enablers, infrastructure, governance, oversight committees, and policy).

It further provides a tactical breakdown of working with providers (academics, product developers, physicians, nurses, support staff and care teams), and guides training approaches, services modernization, and location-based metrics at facilities for improving the Patient Satisfaction Index (including cleanliness, food, hygiene, safety, support, environment, and hospitality).

Pivotal to this approach is to usher in a modern, seamless, effective, safe and world class patient experience for all who invest in, and benefit from the healthcare sector – driving positive health outcomes that is measurable and sustainable through bi-directional Patient engagement.

# PEx

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## An International Collaboration

Helixoft is part of a South African collaboration of health informatics experts and systems integrators driving more than a decade worth of experience in healthcare informatics transformation.

Our focus areas include:

- Modernizing healthcare transformation within the context of the fourth industrial revolution
- Driving modern cloud computing, data analytics, software development & communications
- A leader in the South African sector for secure web and mobile messaging and correspondence
- Patient privacy protection measures (sensitive financial and healthcare content)
- Privileged access management & eSignatures (documents, payslips, prescriptions, referrals)
- Driving bilateral patient-provider engagement through integrated informatics approach
- Developing a patient-centric process framework based on customer experience metrics.
- Developing a "gold-standard" for patient perspective, feedback and building trust
- Developing engagements, customer focus group, service provider focus groups and conducting research through surveys and commissioned research.
- Developing & integrating with patient solutions for EMRs, Health Risk Assessments, Registration, Care Plans, Patient Information Portals (for Patient Literacy and Self-Care).
- Establishing community directories for providers (integrating with public sector facility lists)
- Proving quick and easy mobile apps for directories and independent customer feedback
- Providing "white-labelled" services for customer messaging and aggregation of feedback
- Establishing Hotlines, Watchdogs and Emergency Contact Channels
- Helping healthcare service providers objectively building trust
- Legislature, Compliance and Governance that improves healthcare experiences.

Our Healthcare Informatics services include:

- Healthcare Informatics Consulting & Professional Services
- Enterprise & Solution Architecture
- Data & Integration Architecture
- Systems Development, Delivery & Support
- Omni-Platform Communications Delivery (Mail, Email, SMS, Whatsapp, Mobile apps)
- Security and Encryption (Two-factor-authentication, secure documents)
- A trusted messaging network provider in South Africa (for mail & SMS sending)
- Compliance to highest South African security standards
- Providing organizational, service provider and end-user training
- Industry collaboration through research, seminars, webinars, conferences, and events

We partner with:

- Global Funding partners
- National and provincial customers
- Cloud Service Providers (e.g. AWS, Microsoft, and Google Partners)
- Software Development Partners
- Systems Integrators including AI Strategies and Solutions
- Healthcare practitioners and SMEs
- Local and offshore resourcing teams
- Agencies in Europe and UK for cross-border collaboration

## About the Authors

*Kevin Naicker (Director, Helixoft Pty Ltd), United Kingdom*

Kevin Naicker has more than 25 years of Information technology experience in South Africa and is a director and technology lead in multiple companies in SA and UK. He has a Master's in Business Leadership (UNISA), Master's in Science (UKZN), and a Healthcare Informatics Diploma from the University of Chicago.

Kevin has worked in provincial government as a cloud technologist since 2013, and in the last 4 years, has worked at National Department of Health where he was involved in the country's COVID19 data centre, the SA Electronic Vaccine Data System as well as the SA Electronic Vaccination Certificate System.

Kevin has worked with major partners such as the CSIR, Vodacom South Africa (Mezzanine), AWS, Microsoft, Google and IBM to bring a wealth of technical delivery to business transformation. Kevin's current focus is bringing cloud computing, systems integration, data analytics & related technologies to improve delivery of electronic medical records (EMRs), health information exchanges (HIEs), eReferrals, and ePrescriptions all of which drive modernizing the patient experience.

He is founder and co-author of the *PEx* framework, specialising in Healthcare Informatics.

Helixoft Pty Ltd is a BBBEE Level 1 company founded in South Africa in 2018.


*Reg Bath (ICT Executive), South Africa*

Reg Bath is an ICT Executive with a proven track record in managing technology companies by playing a hands-on role as a trusted advisor with large clients, accounts and projects. He has a BCom in Information Systems and Marketing (UNISA) and also completed an Advanced Certificate in Information Systems Management (University of Pretoria) as well as an Advanced Senior Management Diploma (University of Pretoria) including an International Marketing Management Certificate (IMM).

His strength is in developing and maintaining trusting long-term relationships with clients and colleagues to leverage off existing business within the client environment to sustain and grow future revenue. He uses his technical background, combined with sales and industry knowledge to build sales and Go2Market strategies. He provides vision and leadership in building and aligning solutions to industry trends that enhance and compliment the business drivers of the client.

Reg has the ability to form and manage partnerships with key vendors/suppliers and is comfortable to engage and interact at all levels within the client and own organization. He provides strategic leadership and direction for companies whilst managing the day-to-day operations and ensuring that profit targets are met.

Reg has led and been involved in some significant business deals throughout his career, from large IT outsource deals in the industry to specific value-add solutions for Tier 1 clients in the SA Market. Reg has worked on and built IT Solutions for large organisations before transitioning into Project Management and then moving across to managing projects for clients before he moved into providing solutions to the market as a supplier of value-add services and solutions.

He is founder and co-author of the *PEx* framework, specialising in Customer Experience Management.

*Mark Stephens (Technical Director), South Africa*

Mark Stephens is a Business Development Manager with more than 35 years of experience in IT Service Delivery and Customer Management. His experience includes Communication Services Customer Centric business & sales development. Mark has National Senior Certificate in Data Communication as well as experience in PMBOK, ITIL Service Management, amongst other business certifications.

Mark is seasoned in Sales, Sales & Service Strategy and Account Development in the provisioning of business solutions to target Markets. He is a strong proponent of Quality Service Delivery, Service Governance & Relationship Management.

He brings to the team project management, service design, service engagement and service governance expertise. He has managed successful contract negotiations with clients and partners with a key business & relationship development personality.

Mark has focused on business, IT solutions, services and products including Electronic Security Solutions, Insurance Assessments, Banking,  Asset Management solutions, Infrastructure and business IT solutions, project management, engineering, and business process consulting.

He is founder and co-author of the *PEx* framework, specialising in Customer Communications Technologies – including Customer Experience and Customer Journey Management.

# Customer Experience

This white paper provides a brief summary of the body of knowledge surveyed for all types of customer experiences, not just healthcare. Customer experience (Cx) is becoming a large investment in all modern workplaces including banking, financial services, insurances, telecommunications, media, retail and entertainment – all of which are underpinned by strategic digital transformation as more and more services (especially around information and communications technology) becomes digital.

## The Modern Digital Customer Experience

The modern digital customer experience centers around the customer journey and how customers first interact with organizations, services, and their products. The ratio of human interaction to digital interaction can differ from industry to industry, for example buying airtime vs. buying a house are two very different customer experiences and warrant different customer journey mappings.

In essence all organizations strive to provide an experience (or customer journey) that is easy to engage, pleasant, meets customer needs (when they need, and what they need, at the price they need) and is executed in a seamless and frictionless way.

Today's modern customer experience is largely influenced (if not underpinned) by technology, be it web, mobile or social media, and is adding a new dimension to customer experiences (as opposed to traditional brick and mortar businesses). These technology capabilities are influencing the growth of complex customer market segments, analytics on customer preferences (age group, disposable income, location to name a few) and are correspondingly creating new marketing channels and sub-channels; even into specific communities (e.g. table-top gaming at a local community centre).

As such, all modern organizations (and their technology partners) are investing heavily in mobile first, cloud first, and social media platforms to target where most users are spending a significant amount of "screen time" i.e. mobile phones; and no longer television screens; or even computer screens like generations of past. Driving this trend (and growth in the number of handsets and demand for mobile content and digital services such as apps) is the proportionate growth of cloud computing from popular service providers such as AWS, Microsoft and Google to meet this need. AI, chat-bots, voice-bots, self-services capabilities are all ensuring customers can find information, get services and make purchases much quicker than previously imagined.

Global research has shown the following trends in mobile cloud market (Figure 1), and specifically around the growth of healthcare apps. The term "mobile cloud" describes cloud-based apps solely for use on mobile and portable devices. Cloud computing is used by mobile clouds to deliver applications to mobile devices.
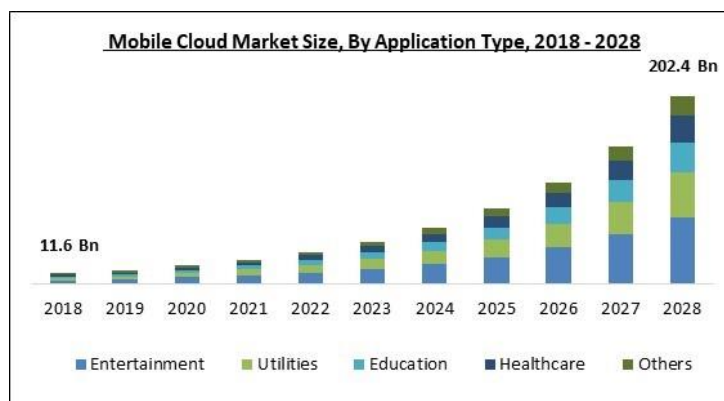


**Figure 1:** Global Mobile Cloud Market (Reference 1: Global News Wire, 2022)

Underlying this growth, is also the massive amount of data that needs to (and can) be captured, communicated, reported and stored, that is generated by both humans and machines. Data can be segmented in the following way (Figure 2) and create a compelling view of a customer or group.
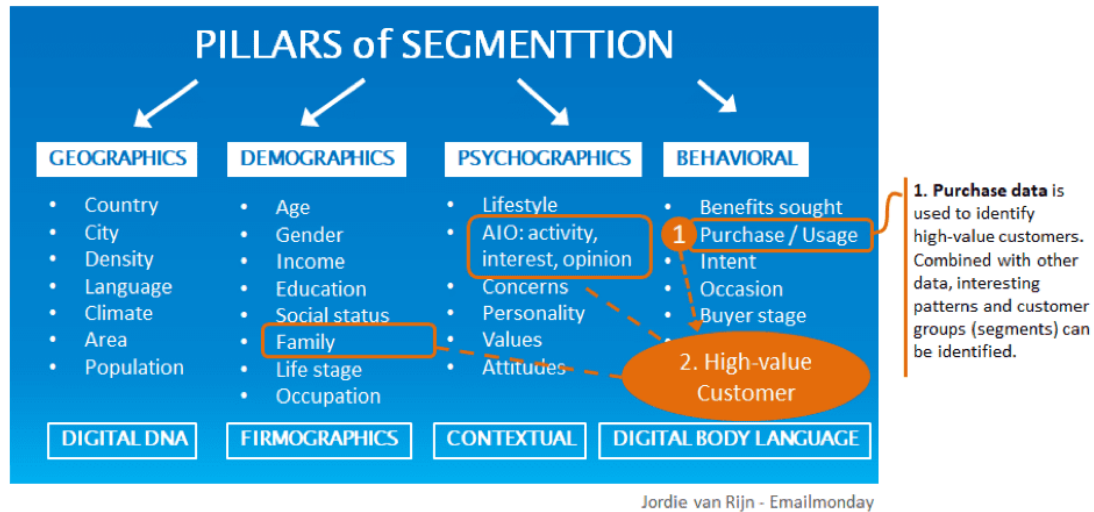


**Figure 2:** Data Segmentation Types for Customer Data generated through digital apps (Reference 2: Van Rijn, J, 2019).

## Measuring Customer Experience

To measure customer experience, it must first be segmented to different parties who are accountable for such measurements. This can include governments, states, organizations, departments, suppliers, groups, and even down to market research segments. Each of these parties will concern themselves with a particular sector, segment or aggregate of data that is collected either directly (e.g. surveys) or indirectly (e.g. transactional data). Once this data is collected it needs to be structured and made relevant to customer experience (e.g. good experiences, bad experiences, customer needs, customer gaps, customer trends etc). Much of this data (quantitative) can be combined with qualitative information (e.g. interviews, articles, discussions) to express a very powerful measure known as customer sentiment – or the ability to retain a customer in good stead. Should the customer sentiment be low, the customer is most likely to complain, bring the brand into disrepute, or seek an alternative competitor for similar products and services. Once a customer sentiment is negative, it is that much more difficult (and expensive) to rectify, so it's important to have early sentiment analysis to proactively understand customer issues.

It might sound simple, but the answer to appreciating customer sentiment is to listen. If you are dealing with a few customers, and resources are plenty, listening is easy, but when dealing with 1000s, hundreds of thousands, or even millions of customers, listening becomes that much more difficult and is compounded by:

- Number of products or services sold.
- The diversity of the product or service sold.
- The complexity, risk and safety of how the service or product is used.
- The diversity of customers (languages, socio-economic, cultural, tastes and preferences)
- The resources and investments in human vs. machine listening.
- Platforms and technologies for providing direct and indirect feedback of customer satisfaction.

Listening, however is only one part of the approach. Once you have listened (or collected the data in any form) one then needs to group and prioritize (or rank) this data so that it is made relevant to key business indicators such as revenue (ROI), cost, quality, customer experience and market share. It's important at this point to filter out the noise from what is business relevant information, and where the data provides statistically significant trends. Indirect data collection (e.g. transactions, units sold, price sold, products selected) is then correlated with direct data collection (customer feedback, ratings, trust scores etc) to provide a real and accurate view of customer sentiment.

## Designing Customer Interactions

Data collection forms a pivotal part of modern customer experience measurements. This data can be used to design a comprehensive set of customer interactions:

| Design | Description |
| --- | --- |
| Conversations | Creating contextual awareness through open dialogue with customers to air their views and create suggestions for gap and improvement areas |
| Perspective | Creating a perspective that is end-to-end (or 360°) as opposed to silo'd or singular view of customer experiences |
| Structure | Creating the organizational structure and investment in customer engagement platforms that continuously elicit customer feedback |
| Process | Creating processes that improve customer experience efficiency, effectiveness, quality, the "happy path" and the mechanisms for dealing with the exceptions as and when they occur. |

## How to Improve Customer Experience

Organizational culture is one of the biggest drivers in transforming towards positive customer experiences. Customer centricity (or being people oriented) needs to be genuine and authentic and permeate throughout the organization from leadership to all stakeholders. Establishment of a customer service centre needs to be a significant investment to provide:

- Customer Service Agents & Communications Specialists
- Workflows, Process & Technology to support customer experience strategies.
- Senior leadership buy-in (Chief Experience Officer, Chief Customer Officer)
- Creating a customer experience Strategy (Pride, Care, Brand, Marketing)
- Adoption and Governance that ensures customer experience is taken seriously.

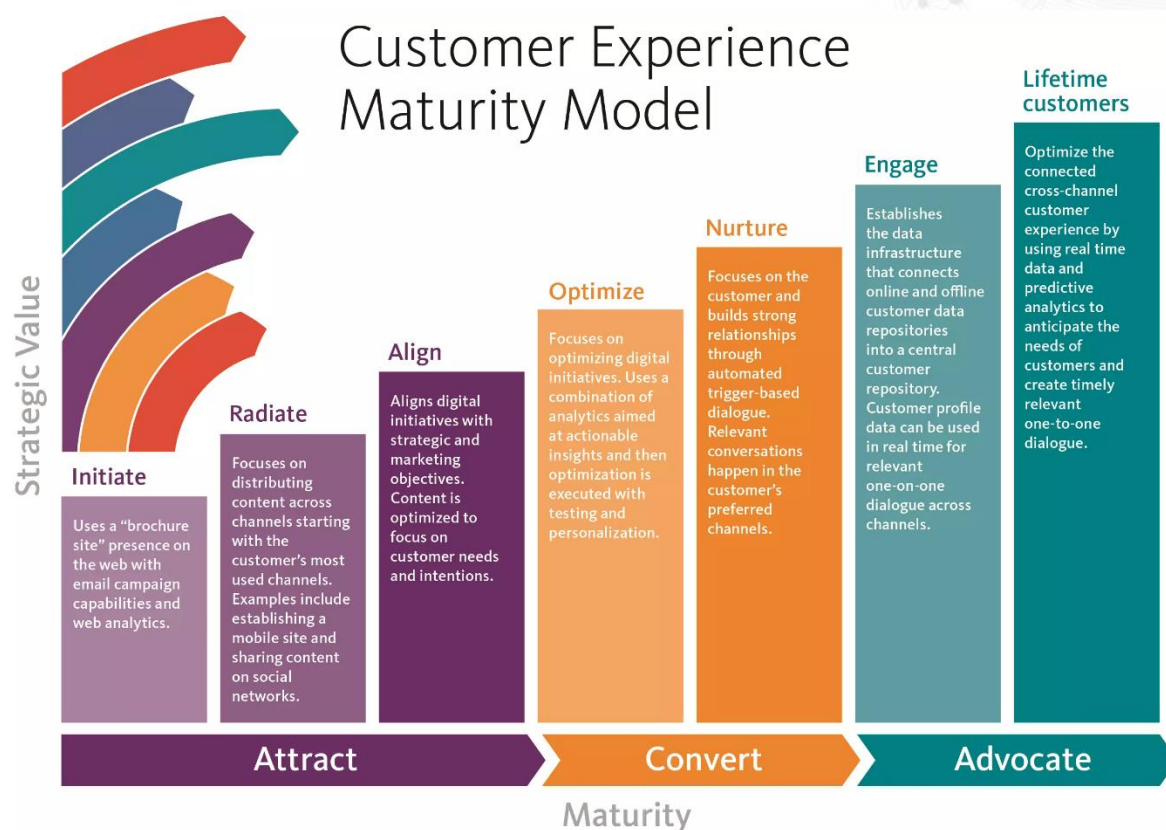**Developing the Customer Experience Maturity Model**



**Figure 3:** Customer Experience Maturity Model (Reference 3: Negricea, C.I, Purcarea, I.M, 2017)

The following model (Figure 3) describes how organizations can reach maturity in their customer experience journey. Web and digital channels are modern approaches for initiating customer experience engagements. Mobile messaging (that is not intrusive), newsletters and communications can span across a range of subscriber audiences such as consumers, partners and even staff (all of whom are galvanized around creating a consistent customer experience). Educational series such as webinars, events, podcasts, and interviews create compelling training approaches for creating the right business climate for driving customer experience, backed by regular and reinforced investment.

Radiation of the customer experience culture can involve extending of more content, channels, social media and mobile (apps) – and aligned to marketing updates and consistent refreshes of digital, strategic and marketing.

The milestone to reaching initiation and radiation can be reinforced through optimization of digital and starting to work with more advanced analytics capabilities (as data assets and quality grows) creating digital focus areas, insights, testing and personalization as data becomes more granular and available.

The next phase of the maturity model is to nurture existing customer relationships (what is working well), harnessing deeper conversations and creating automated trigger-base dialogues with customers.

This phase is followed by creating an engagement framework underpinned by data infrastructure (offline and online) and the advanced creation of customer profiles that provides segments, groups and even down to 1-on-1 interactions with key customers.

The final stage of customer maturity is to establish and maintain a lifetime customer relationship and true brand loyalty by meeting and exceeding customer expectations. These lifetime customers provide an opportunity for cross-channel opportunities, moving towards real-time data collection, predictive analytics and anticipating needs (for individuals or segments) before the gap or demand arises.

## The Customer Experience Transformation Process

**The three building blocks of customer-experience transformations.**



**Build aspiration and purpose**
Develop customer-centric vision and aspiration
Establish link to value
Translate into roadmap

**Enable the transformation**
Transform mind-sets and build capabilities
Step up technology, data, and analytics
Establish cross-functional governance and agile operating model
Deploy measurement and performance-management system

**Transform the business**
Discover customer needs
Design solutions
Deliver impact
Journeys
Products
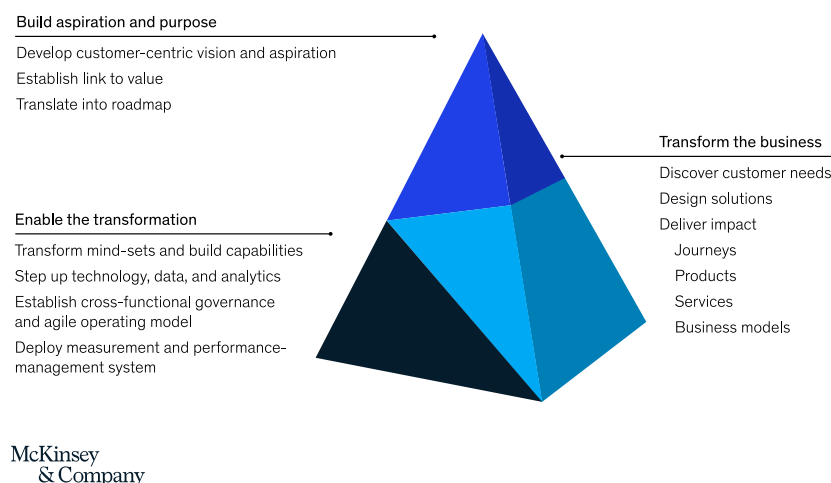Services
Business models

McKinsey & Company

**Figure 4:** The building blocks of Customer Experience Transformation (Reference 4: McKinsey & Company, 2022)

The transformation process (Figure 4) is an intentional organizational investment to enable and transform customer experience (from leadership, to vision, values, aspirations and roadmaps). From here, the process is converted into actionable engagements through capabilities, training, competencies, technology (data, analytics) and employing an agile approach to deliver and test value in iterations – supported by regular reviews, performance measurements and benchmark setting. It's key that such engagements have real-world impact into transforming customer experience, and that these are measurable and achievable (in addressing customer needs and providing new solutions). Transformation should have a sustainable impact to customer journey, products and services.

The Customer Experience pyramid (Figure 5) represents a hierarchy of customer needs, from providing information, solving a problem, fulfilling a need, predicting a needed service and proactively making customer better. This sequence of events ensures that customers basic requirements are met and reinforced as the value to customers are increased in time.



Make me better, safer, or more powerful
Provide what I need without me asking
Resolve my needs when I ask
Solve your problem when I ask
Furnish information I can use

**Figure 5:** The Cx Pyramid: A framework for powerful experiences (Reference 5: Gartner, 2018)

# Patient Experience

The following section describes how the basic model of customer experience domain knowledge can be directly applied to creating a patient experience frameworks for public and private sector healthcare. In this section, the creation of patient experience is not meant to re-invent healthcare clinical process but support clinical processes by adding digital and data strategies that support and enhance both patient and provider interests.

## How Patients enter the Continuum of Care (Onboarding)

Patients enter the healthcare system by proactively seeking healthcare, or in response to a health need or incident. Increasingly, this process starts digitally where prospective patients search for their nearest facility or seeks out specialist care through a referral (or through an emergency entry). Search can also be fragmented and incomplete (or outdated or unavailable) making it difficult for patients to start off the process.

In general, the following entry points and processes apply, and is a good starting point for understanding the entry into the patient experience journey:

| Entry Point | Description |
|---|---|
| Search | Web, Mobile, Maps, Directly, Referral, Word-of-mouth, Walk-ins |
| Pre-registration | Signing up and providing identity, contact, communication preference and a sub-set of clinical (or bioinformatic) information. This may also include validating identity and communication preferences. |
| Creating the EMR | The facility where the registration occurs creates an electronical medical record (EMR) for the first time (or retrieve an existing one) should a record already exist and may provide notifications and security confirmations. |
| Creating individualized care plan | This step involves understanding the immediate or proactive need of the patient and moving them onto the next steps, tailored to their needs as quickly as possible. |
| Insurance | Identifying the patient insurance cover, part-insurance or whether a patient is uninsured (i.e. a cash payment). |
| Care path | Providing the patient with a clear plan or care path on what comes next, what is to be expected, the costs and timeframes for the care plan. |
| Family Support | Ensuring specified family members and key contacts are updated. |
| Notifications | Providing a notifications and communications framework for every step in the journey via email, SMS, web, or mobile application |
| Feedback Mechanisms | Proving patients (and family) opportunity to provide feedback and serving rating at all steps of the way, including being able to communicate with the service provider on any changes in circumstances or needs |

## Providing a Patient Portal

More healthcare service providers are now providing patient portals for patients who have registered with the service provider. This can be prior to, or after engaging with the service provider. Portals (example shown in Figure 6) can provide an opportunity to provide health information, general information, clinical information (i.e health encyclopaedia); a patient education portal, clinical search and even modern advancements such as AI and chatbots to promote self-care. It's also important to distinguish between a patient portal and an EMR (electronic medical record) which can be integrated.
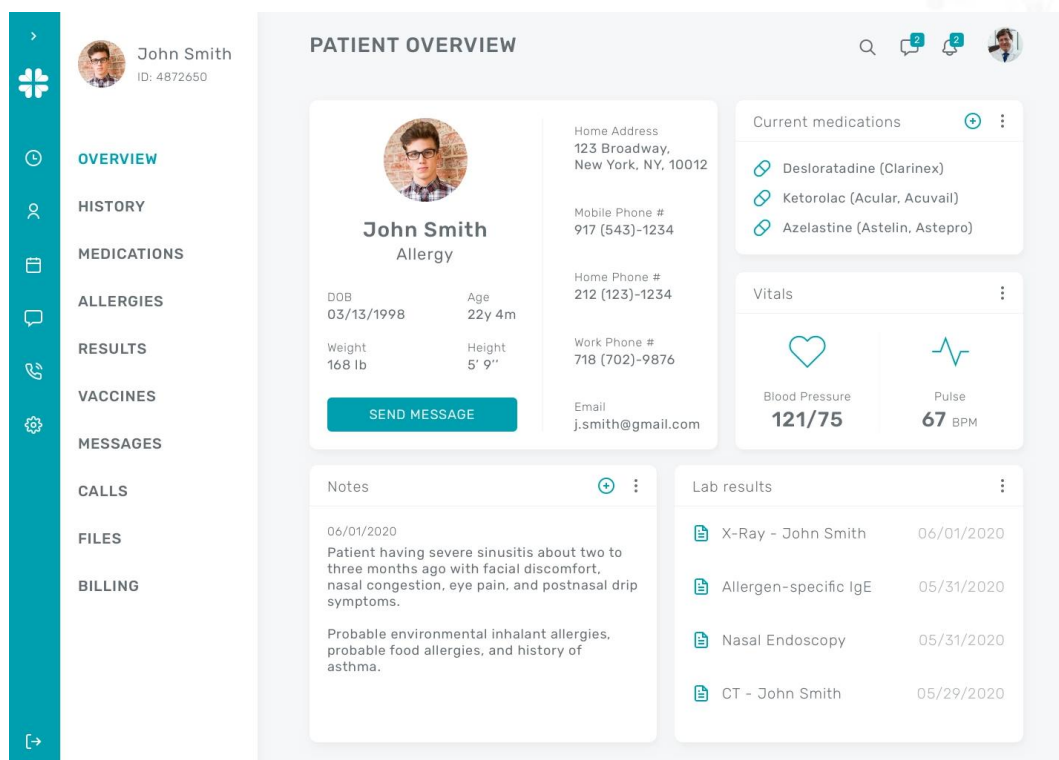


**Figure 6:** Sample (Fictious) Patient Portal to illustrate the design and concept (Reference 6: Konovalova)

## The Patient Engagement Process

Patient engagement processes differs from one establishment to the next and depends on the urgency, complexity, and severity of the health intervention. Converting this engagement into its corresponding digital steps (data footprint) is key (but without being too onerous or disruptive of the clinical or care process). By adopting a patient-centric approach, data collection can provide invaluable insights into collective metrics for performance and quality on the initial patient engagement. In fact, data collection for performance and monitoring should be collected throughout the lifespan of the patient engagement. From a patient perspective, the following key steps should be evident (Reference 7: RB Smarta):

- Gaining participation on the entry process and governance
- Providing key information that informs planning and decision making.
- Identifying preferences and needs that impact experience, timelines, and cost implications.
- Identifying points of feedback (via mobile, web or app)
- Providing the patient with the diagnosis and treatment plan, approach and what to expect
- Creating transparency and trust in decision making
- Integrating this approach into operations management & clinical efficacy research

## Measuring Patient Engagement & Quality

Now that we have dealt with the basics of patient onboarding and engagement, we can develop the patient experience "measurement" framework towards ultimately designing a qualifiable and quantifiable model (PEx Index) tailored for a specific healthcare establishment or groups of establishments through consultation. The key components of such a framework would include:

| Dimension | Measurements | How to measure |
|---|---|---|
| Quality First | Driving an organizational mantra of "quality first" which comes at an investment to achieve experiential and clinical excellence which goes hand-in-hand. | Qualitative |
| Engagement | Creating a bilateral "emotional contract" of trust that permeates to patient, family, and community | Qualitative |
| Cause & Effect | Measuring activities, time performance, quantities, costs, experience, impacts and linked to positive and negative outcomes | Quantitative |
| Focus Groups | Creating an investment in interviews, panels, patient stories, ward diaries, complaints and compliments monitoring | Qualitative |
| Applications | Digital surveys, newsletters, SMS notifications, Mobile, Web, Apps, Kiosks, and comment cards | Quantitative |

## Creating the Healthcare Directory

Creating a healthcare directory is not only aimed at patients finding a service, but also orienting their journey whilst they are being engaged and allowing for opportunities for learning and discovering other proactive care or support pathways. Smart Search allows patients to search for any topic or interact with an AI chatbot to provide meaningful and advisory information. Furthermore, the directory must provide a list of all nearby facilities, services offered at these facilities and a directory of the service providers who are active and available to meet their health needs in a short space of time (or in a locale or vicinity close to them) – depending on the severity or sensitivity of the health need. Service provider directories should generally contain the names, profiles, credentials, experiences, services offered, departments, maps, specialists, third party services and pricing indications to allow patient to gain a context of the total experience.

### The Four-dimensional Patient Decision Matrix

The patient decision matrix (Figure 7) when seeking a health service (or intervention) centers around four main concerns, the service needed (or availability of resources, e.g. transplants), the cost of the service, the timeframe of need, and the location of where the service is available. In modern global medicine, more and more patients are prepared to travel (even abroad) to seek a service sooner rather than waiting due to risks (or perceived risks) of the condition worsening, and compounding costs – further reinforcing the need for a dynamic and quality driven healthcare directory based on real-time data and availability of services and resources at an acceptable price.
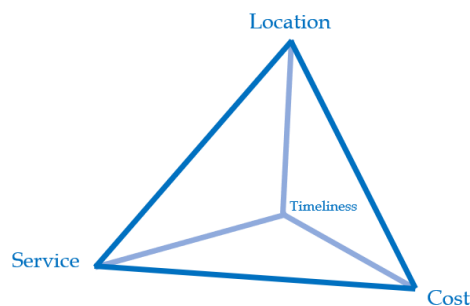


**Figure 7:** The four-dimensional patient decision matrix for seeking a healthcare facility

## Enablers for improving the Patient Experience

Enablers to support the patient engagement process (and measuring quality) comes in the form of people, process, and technology. These enablers can provide support structure to ensure stability of the primary care and includes:

- Technology & innovation
- Communication Strategies and Tools
- Insurance
- Support services (e.g. day care)
- Transportation
- Homecare
- Ambulatory services

All of which drive up the value and benefits of the patient experience framework. Despites the costs associated with enablers; the adage still holds true – *"It's cheaper to prevent, than it is to fix"*.

# Organizational Transformation

Now that we have covered some basic examples of the patient-centric experience, it's important to look at the service provider organization, healthcare facilities and their staff in a bit more detail to see what changes need to be made to set and measure up to the patient experience standard.

## Organizational Structure

Organizational culture is the first step in leading and driving positive change. This applies from the CEO all the way down to employees, clinical staff, support staff, care staff and technology staff. A committed investment should be made in defining and designing the patient experience standard. From here, this strategy needs to convert into an action plan which involves:

- Setting up champions – start with quick wins!
- Setting up roles and responsibilities – existing resources, including ICT
- Setting up incentives
- Setting up performance criteria
- Setting up measurement tools
- Setting up technology strategy
- Setting up communication strategy
- Providing role training (or postgrad training)
- Providing health literacy and decision support tools
- Executing on the plan
- Monitoring & Controlling outcomes.
- Reviewing the successes (and failures)
- Refining and improving the plan – permanent improvement
- Conducting third party audits and reviews

## Healthcare Operations

As part of Healthcare Operations (and specifically to the objectives of creating the patient experience), measurement tools and measurement dimensions are needed. This can include commercial measures relating to the improvement of (and corelation to) patient experience (i.e. revenue, sales, profit, costs, market share and risk contention).

To achieve the correlated achievements stated above, the healthcare operates requires enablers which can include:

- Investment and Funding
- Human Capacity (Resources)
- Programmes (that are specifically designed to achieve patient experience outcomes)

**NHS Case Study (Reference 8: NHS, 2013)**
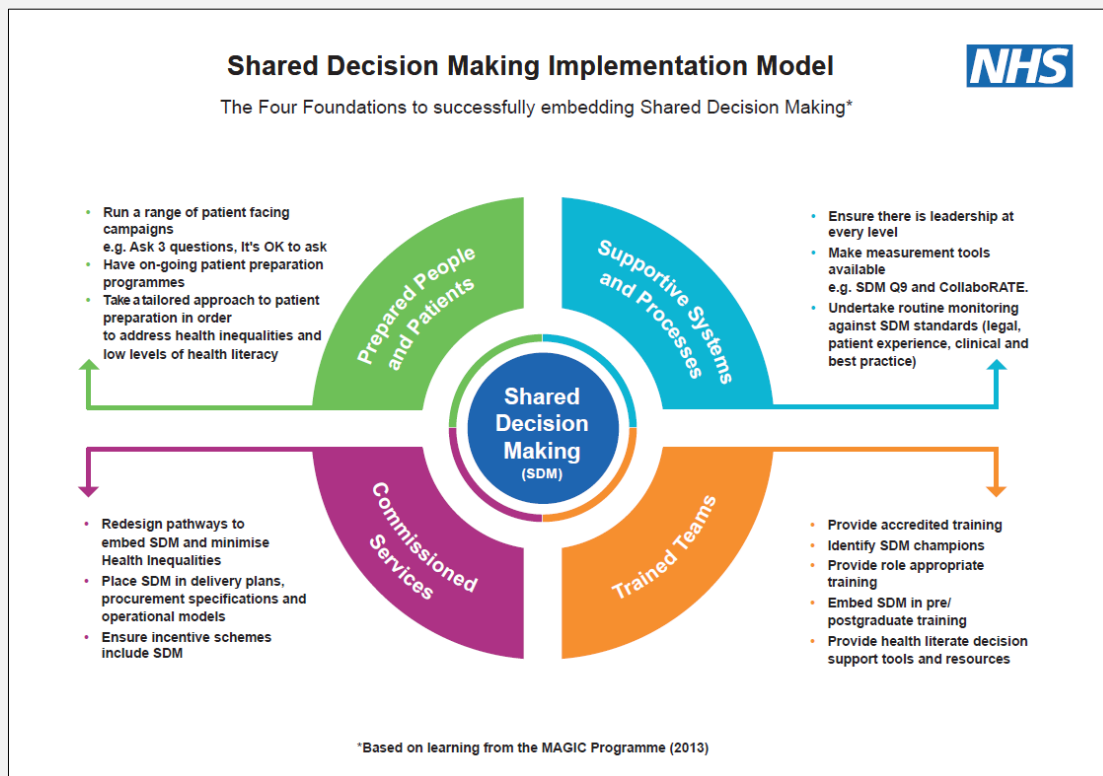


The UK NHS (National Health Services) is one such program for developing prepared people and patients. This consists of running campaigns, questionnaires, programs – all of which are addressing patient experience, addressing inequality and healthcare literacy. The focus on social needs is quite important to note.

The NHS has further developed leadership, measurement tools and collaboration networks (e.g. Digital Health Collaboration Working Group). A key part of the NHS work is the shared decision-making Guide (or SDM Q9). Programs such as Future NHS also aim to create a collaborative platform based on common themes and collaborators.

Routine Monitoring is also included, specifically around:

- Legal
- Patient Experience
- Clinical
- Service Provider best practices

A direct impact can be made to healthcare operations such as creating newly commission services, redesign of care pathways, embedding shared decision making, minimizing health inequalities, improved delivery plans, improved procurement specifications, new operational models, and lastly incentive schemes.

**Healthcare Service Providers**

Healthcare Service Providers (Physicians, nurses, and admin staff) play a tactical role in establishing and upholding the patient experience standards, as they are the first point of contact with the patient and are the first to develop the relationship (or sustain and existing relationship) with the patient. Critical to any successful patient experience is the specific training and tools required to support their valuable work including communication tools, data collection, satisfaction rating, and payment processing – all need to be seamless and support the clinical patient experience.

Closing linked to this is the medical outcomes, processes, and metrics such as:

- Care pathways
- Consultation
- Diagnosis
- Treatment
- Ward rounds
- Data & communication metrics
- Case Notes
- Post Care & Feedback

At this point a robust and modern EMR (electronic medical record) is critical for both service provider and patient and should have a built-in ability to collect data relating to patient experience (that corelates to health outcomes). Additionally, the EMR could also store qualitative data around:

- Stress
- Anxiety
- Apprehension

With specific intervention, staffing and improvement programs.

**Healthcare Service Provider Training**

Some examples of training to support patient experience investment for service providers could include:

- Skills development programs
- Emotional resilience
- Empathy training
- Customer service training
- Communication, Information & Digital Literacy
- Language, Norms, and culture
- Working with disabilities
- Mentorship program
- Setting and managing patient expectations
- Being patient with patients

## Healthcare Services

Healthcare Services refer to a range of services (and design thereof) to support the patient experience journey. These include physician services primarily, but also administrative services (reception, appointments, follow-ups, re-scheduling, communications, notifications, reminders, and span across the in-patient and outpatient journey creating a rich tapestry of data that is critical to measuring patent experience from multiple dimensions:

- Time Dimension – Booking availability, waiting time, blockers, delays, throughput.
- People Dimension – first impression, personal touch, care, sensitivity
- Process Dimension – layout, format, process, sequence, signage, directions, ease-of-use
- Technology Dimension – Mobile, Web, Messaging, Portals, Search, Directories, Financial
- Medicinal Dimension – Prescription, Medication, Pharmacy, Delivery

## Healthcare Facilities (Points of Care)

Despite the increase in the digital experience, virtual consultation, remote care and home care, at some point patients do have to spend a significant amount of time at a physical healthcare facility, and there are many types of patient experience factors that can include patient experience score (over and above the clinical experience. These support the overall experience, and a great deal of care is required to set and maintain high standards such as cleanliness, food quality, hygiene, safety, aesthetics, family support, parking, bathrooms, hospitality and concierge.

During times of anxiety and stress related to the healthcare experience, sensitivity to these metrics for patient experience can often be negatively amplified.

# References

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- **[1] Global News Wire (2022).** Global Mobile Cloud Market Report 2022 to 2028: Various Healthcare Apps Gaining Popularity is a Growth Factor

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