



# HeartBeat

ON THE QUALITY PATIENT EXPERIENCE™

*Insights, tips, tools and resources to help you achieve the unparalleled patient, family and employee experience*



RESHAPING  
THE CULTURE  
OF CARE



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### Soapbox: Word Matters, or Words Matter

By Wendy Leebov, Ed.D., Partner; Language of Caring, LLC

Not surprisingly, I am drawn to reading about the necessity for and the challenges of patient engagement, as well as employee and physician engagement.



The literature on patient engagement is packed with references to the importance of patient "compliance" or "adherence." These words make me squirm. Neither "compliance" nor "adherence" seems like an effective descriptor of the goal of patient engagement. They do not trigger the quality of partnership we need with patients and families in order to support their achievement of optimal health and health outcomes.

You may think, these are just words, but I'm fanatical about words, because the words we use shape our beliefs and impact our actions.

I think we need to shift, first from a focus on "compliance" to the far better term "adherence." But that shift isn't enough. We then need to shift from "adherence" to "commitment". Finally, a shift should be made from "commitment" to "engagement." Compliance, adherence, commitment and engagement mean very different things. As my grandson would say, the differences between these terms are *ginormous* (gigantic + enormous = *really big*).

#### Starting with Patient Self-Care

- **Compliant** patients do what their doctors tell them to do. They tend to be passive.
- **Adherent** patients reach clarity with their doctors about what they need to do. They agree on a plan and take the first steps.
- **Committed** patients own the goal. They really "get" in their head, heart and gut the importance of following through on their plan. They have a sense of ownership and control. Their intention to follow through is strong.
- **Engaged** patients proactively maintain the behaviors and find ways to increase their knowledge and confidence. Their actions align with their intention. They follow through, whether or not someone is checking on them and whether or not they find it difficult.



Having read many studies on the probability that patients will achieve their goal under these four scenarios, here's my summary:

Probability of Behavior Change/Stick-to-itiveness/Success				
	Low	Medium	High	Very High
<b>Patient engages</b>				★★★★
<b>Patient commits</b>			★★★	
<b>Patient adheres</b>		★★		
<b>Patient complies</b>	★			

“Engaged employees and physicians are proactive. They not only intend to perform well and contribute, they also take actions to do so...”

**Parallels with *Employee and Physician Engagement***

- **Compliant** employees and physicians do what their bosses tell them to do, whether they want to or not. You can often tell that their hearts are not in it.
- **Adherent** employees and physicians are reactive. They are clear about what they need to do and they take the first steps, not necessarily willingly. When something better comes along, they might embrace that since it energizes them.
- **Committed** employees and physicians own the goal. They really get in their head, heart, and gut the importance of performing well. They have a sense of ownership and control. They want to contribute, and are more likely to do so. These folks are cheerleaders for the organization and its mission, and want to do right by patients, families and each other. They have the best intentions, although they might lack the skills or self-discipline to follow through on their commitment.
- **Engaged** employees and physicians are proactive. They not only intend to perform well and contribute, they also take actions to do so, finding ways to increase their knowledge and confidence. They apply themselves and follow through, whether or not someone is checking on them and whether or not they find it difficult. They make the right things happen.



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“Physicians need to make sure people really understand what they’re hearing and know what to do.”

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### So what?

Seems like a no-brainer that we don’t want to settle for compliant and adherent patients, employees or physicians. Patients, the organization and the members of our teams will contribute the most and benefit the most if they are at least committed and preferably fully engaged.

What can we do to build commitment and engagement? A lot has to do with how we communicate.

### To engage patients:

- Invite them to tell their story. Listen without interrupting.
- Ask open-ended questions not yes-no questions. Elicit people’s thinking, not just agreement.
- “Teachback” is important to achieve effective compliance and adherence. Physicians need to make sure people really understand what they’re hearing and know what to do. Physicians need to go further than that to enlist commitment and engagement. They need to invite patients to share their feelings about the suggested plan and their other ideas. They also need to troubleshoot with them the barriers that might hold them back.
- Physicians need to partner with the patient on setting concrete goals and frontally asking for the patient’s commitment to the first steps.
- They need to follow-up. Ask, “How’s it going? What’s making this difficult for you? What would help? How can I help?”

### To engage employees:

1. Tell your people what needs to be done, and why.
2. Coach them through the process of discovering how to accomplish the task.
3. Develop a sense of collaboration on the project. Use words like “we”, “us”, and “together” instead of “you”, “I”, and “they.” These words show that you want to work together to achieve this desired result.
4. Provide corrective feedback when needed. Provide positive feedback when little wins are achieved along the way.
5. Ask questions like:
  - What’s your thinking about this?
  - What are your feelings about this?
  - How likely is it that you will act on this?
  - What stands in the way?
  - What do you see as the barriers? And how could we get around them?
  - What do you suggest?
  - How can I help?
6. Thank your team for helping make a difference.

The German philosopher Johann Wolfgang von Goethe said: “Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness.” Go for the gold—commitment and engagement!



QUOTEWORTHY

**The Power of Stories:**

- “There is no greater agony than bearing an untold story inside you.”

**Maya Angelou**

*I Know Why the Caged Bird Sings*

- “After nourishment, shelter and companionship, stories are the thing we need most in the world.”

**Philip Pullman**

- “The destiny of the world is determined less by the battles that are lost and won than by the stories it loves and believes in.”

**Harold Clarke Goddard**

*The Meaning of Shakespeare, V.2*



STAFF  
MEETING  
IDEA

Engage your team in thinking about cultural differences and actions they can take to be sensitive and respectful.

- **Show** the YouTube video *Cultural Awareness for the Healthcare Professional*.
- Invite reactions.
- Brainstorm: “What concrete actions can we take to show sensitivity and respect to the wide diversity of patients, coworkers and families we relate to in our work world?”
- Ask each person to share one personal commitment to one behavior they want to keep top of mind.



### Compelling Physician Engagement, Resilience and Leadership Webinar

Presented by: Dr. Jeremy Blanchard, MD, MMM, CPE; CMO of St. James Healthcare in Butte, Montana, part of Sisters of Charity of Leavenworth Health.

This webinar will help you to:

- Assess the state of medical staff engagement in your organization using Dave Logan’s “Tribal Leadership” model
- Identify emerging role demands in physicians’ lives
- Pinpoint concrete tactics for collaborating with physicians to develop and support them as leaders and partners in providing superior patient care
- Learn concrete strategies for engaging physicians in skill-building and team learning to build healthy encounters and effective, satisfying relationships with coworkers, patients and families

[Click here](#) to listen now to the recorded webinar.

[Click here](#) to download the presentation slides.



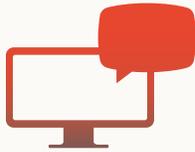
### Yelp reviews help consumers make decisions!

A new study in *Health Affairs* suggests that Yelp user reviews of hospitals may be more helpful to consumers than HCAHPS. Researchers compared 17,000 Yelp reviews of 1,352 US hospitals to HCAHPS reviews. The results showed that hospitals with at least 3 Yelp reviews had Yelp ratings nearly identical to the more formal HCAHPS hospital rating.

The article also suggests that, in some ways, Yelp performed better.

- On Yelp, people address factors excluded from HCAHPS — comfort, billing experience, and cost of visit, and these factors strongly correlated with the overall Yelp rating.
- HCAHPS surveys are given to patients only. Yelp includes reviews from caregivers and family members.
- Yelp reviews also include feedback on everybody—in every role.
- Yelp reviews aren’t all about complaints either! The study showed an equal distribution of positive and negative reviews.

The public is looking more and more at on-line reviews. This is not only inevitable. It’s helpful!



## LANGUAGE OF CARING WEBINAR SERIES PRESENTS...

WEDNESDAY,  
May 25, 2016  
1-2 PM  
(EDT)

### “Coach Me to a 5!”: How to Foster a Feedback-Rich Culture for Continuous Improvement

Imagine an organization where open, thoughtful and helpful performance coaching conversations happen every day. What if these conversations focused on performance improvement and enhanced our interactions with each other as peers/colleagues, providers and patients? Attend this webinar to learn strategies, success factors, and tools that foster a feedback-rich culture that produces improvements in performance, productivity, job satisfaction and the patient and family experiences.

#### Highlights:

- Strategies that create and sustain a feedback-rich culture
- Success stories/case studies from other organizations who have successfully installed ongoing approaches to effective performance feedback
- Feedback tools and resources to use with colleagues, providers and patients

**SPACE IS LIMITED  
REGISTER NOW!**

INDIVIDUAL **\$49**

GROUP (PER CALL-IN LINE) **\$199**

If your system wants to purchase several call-in lines, [contact us](#).

#### WHO SHOULD ATTEND?

- *CNOs, CHROs, Patient Care Managers, Patient Experience Leaders and Team Members, Educators, Training and Organization Development Faculty*

#### WEBINAR FACULTY



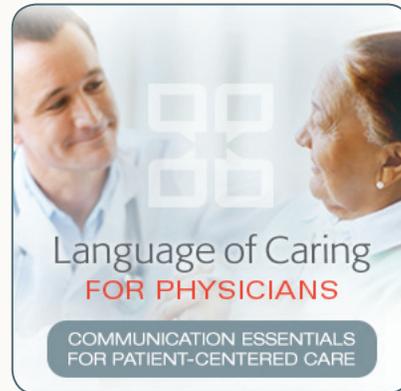
Presented by the Language of Caring team:  
**Dorothy Sisneros**, Partner and SVP-Client Services  
**Philippa Kennealy, M.D.**, Senior Physician Coach  
**Janice Ganann**, Senior Coach



## Are Language of Caring Programs Right for Your Organization? REGISTER FOR A FREE 45-MINUTE WEBINAR OVERVIEW TO FIND OUT.



AND



Overview of Language of Caring for Staff and Language of Caring for Physicians:  
Either May 13 OR May 24, 2016 from 12pm-12:45pm (EDT)

REGISTER NOW- SPACE IS LIMITED!

**Interested in a free, 30-minute private consultation and webinar for your organization? Sign up here.**

- Discover how these blended learning programs are helping organizations achieve breakthroughs in the patient experience and patient/family-centered care, as measured by CAHPS improvement
- Learn how these programs work and their specific components
- Preview our awesome Client Portal for easy access to videos, all materials and and sustainability resources
- Get to know our implementation services that help you jumpstart your strategy and accelerate your results
- Ask your questions!

**SIGN UP TODAY!**

SPACE IS LIMITED

### Contact Us!



314 300 7701



Jill Golde, MS, Dorothy Sisneros, MS, MBA and Wendy Leebov, EdD—partners at Language of Caring.

### Spread the Resources

- Forward this month's Heartbeat email to others.
- Share and tweet the following link:

*Word Matters or Words Matter*

<http://languageofcaring.com/wp-content/uploads/2016/05/word-matters-or-words-matter.pdf>

Join our LinkedIn Group **“Quality Patient Experience and HCAHPS Improvement”** and add to the rich discussions.

**PLEASE FOLLOW US!**



# Language of Caring

*Achieving an unparalleled patient experience and a culture of caring through exceptional communication.*