

The Philips logo is displayed in a white rounded rectangle on a blue background. The background of the entire top section is a photograph of a modern blue building with the text 'PERTH RADIATION ONCOLOGY' and 'Genesis Cancer Care' on its facade, partially obscured by green trees.

Consulting

Transformation services

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

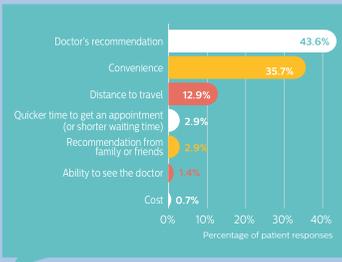


Are/were you accompanied by somebody during your visits?

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 supports the concept that the referring physician is a primary influencer.



Why did you choose to have treatment at this facility?

43% of patients indicated that a doctor's recommendation was the primary reason to choose treatment at GenesisCare. Key perceived differentiators - time to consult/ treatment and access to doctors contribute to a referring doctors recommendation.

Right now - what is your biggest concern/worry?

The biggest concern for patients was their personal health and the desire for their treatment to work. Next to that was their concern for their family carer (9.6%). Financial concerns rated low (3.7%).

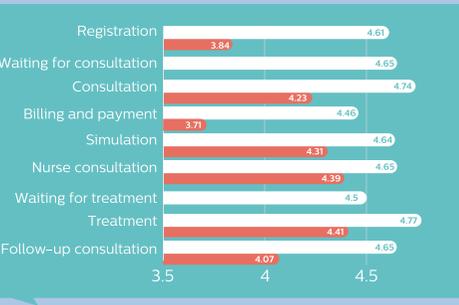
Experience

Which qualities about the physical environment are the most important to you?

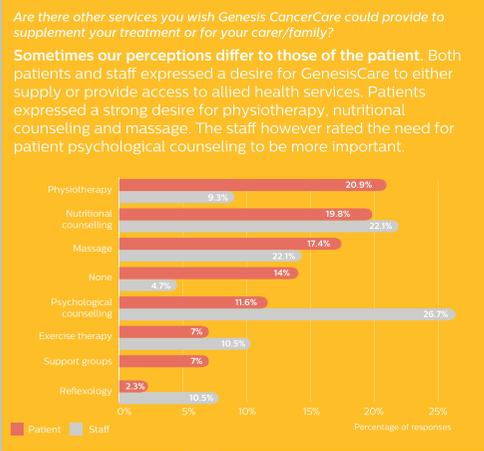
For the patient, the **first impression is the most important** including a **warm and welcoming entrance**. The experience while waiting is also considered very important.

How would you rate the following processes?

We are tougher on ourselves than patients are, particularly when it comes to registration and billing.



Potential Improvements



Please list areas where you would like see improvements at Genesis CancerCare.

Privacy	Information	Environment	Notifications of Delays	Amenities
"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."	"Coffee and new magazines"
Improve Decision Making	Mitigate Delays	Explanation of Processes	Services	Education
"Provide more time to consider financial options."	"Install a backup machine so that when one breaks down the schedule doesn't suffer."	"A prior explanation of the delay between the simulation and start of treatment."	"Nutritional advice"	"Deliver education across all phases of treatment - before, during and after."

If you could use a magic wand to make one improvement in our service, what would it be?

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.

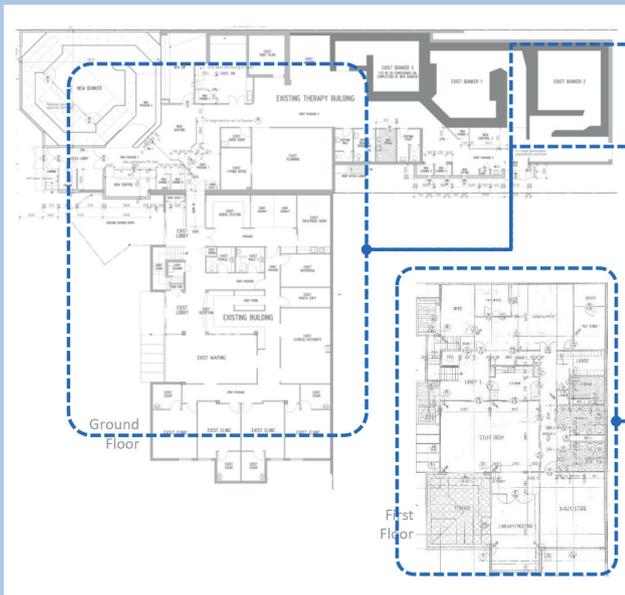
“This project here at Wembley is key, it’s obvious the building needs a refresh. There is no question about that. I think the real key here would be refining our workflows and regain that sense of innovation, making this a place where creation starts and we are able then to elevate and improve care for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

Spatial review



Example of a spatial review of staff experience

Teamwork

Environment does not adequately support teamwork across teams

Formal Collaboration

Adjacencies of certain functions prevent frequent back-stage communication and collaborated effort toward patients

Visibility

Coordination of patient needs outside of scheduled appointments is lacking for doctors Engineering staff lacks visibility of their contribution to success of daily operations

Workspace Quality

Treatment workplace requires ergonomic corrections
Consulting rooms are oversized for the need Reception and nursing care area need better access and proportions
Many offices lack daylight

Informal Collaboration

Staff needs enhanced opportunities for informal collaboration (example facilitation for events and employee engagement programs)

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 the 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 bio 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 		

Examples of visualizations of quick wins to enhance the patient experience.

“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

* Reichheld, Frederick F. (December 2003). “One Number You Need to Grow”. Harvard Business Review

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



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