



Exploring the Link Between Health Care Strategy and Experience of Care Webinar Toolkit

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Contact the Ovation Healthcare Team to Learn More at info@ovationhc.com or visit ovationhc.com

Strategic planning & development

What We Do

Ovation Healthcare's strategy team prioritizes your hospital's growth and operational excellence.

Ovation Healthcare's strategic planning and development solutions position your hospital and health system for growth using analytically based, stakeholder driven, and tactically focused strategic positioning. We help you keep healthcare local while strengthening your organization to best serve your community.

Our services include:



Community Health Needs Assessment

We help hospitals extract more value and insights regarding the health needs of local communities while meeting IRS and state-specific requirements to complete an assessment every three years.



Medical Staff Development Planning

To meet market needs and revenue forecasts, we use a rigorous process to identify which types of clinicians a hospital needs to recruit and when to best achieve organizational strategic objectives and effectively meet community need.



Strategic Planning

Every hospital needs a road map for the organization's desired future and identified ways to achieve its goals as well as quarterly reports that measure progress. We also conduct analytic analyses on a range of topics including market/situational assessment, strategic positioning, service line assessment and ambulatory services deployment.

Clinical Services Overview



Our solutions include:

Our team of experts uses best practices and processes to empower hospitals, health systems, and the community to achieve optimal outcomes. Their expertise covers the entire care continuum with services ranging from quality, regulatory, behavioral health, operations, care and utilization management, and leadership development.

Operations

- Capacity Management Assessment, Implementation, and Coaching
- Surgical Services Assessment, Implementation, and Coaching
- Emergency Department Assessment, Implementation, and Coaching
- Laboratory Assessment, Implementation, and Coaching
- EHR Conversion Support
- Workforce Efficiency Analytics and Advisement

Education and Development

- Leader Academy
- Executive Leader, Senior Leader, Frontline Leader Executive Coaching/Coaching & Development
- Ovation Healthcare's Learning Institute Symposiums and Conferences

Behavioral Health

- Behavioral Health Quality/Regulatory Readiness
- Behavioral Health Operations Assessment, Implementation, and Coaching
- Deemed Accreditation Surveys

Quality/Patient Safety

- Quality Program Assessment, Implementation, and Coaching
- Patient Safety/High Reliability Assessment/Culture of Safety
- Risk Program Assessment
- STARS Recovery
- Leapfrog Assessment Support
- Employee Engagement Survey Readiness
- Critical Event Recovery

Regulatory

- Regulatory Readiness Assessment
- Medical Staff Bylaws Review
- Infection Prevention Program Assessment

Case Management/Utilization Review

- Case Management Assessment, Implementation, and Coaching
- Patient Throughput and Cost Analysis

Patient Experience

- Culture Assessment and Strategic Development
- Leadership Education and Training
- Evaluation and Implementation of Evidence-Based Best Practices



For more clinical services information, visit: [Cadence.OvationHC.com](https://www.Cadence.OvationHC.com)





High Praise and Success

In the words of our clients:

“Cadence Clinical Services has assisted in improving the way quality is measured and reviewed. Huron Regional Medical Center has expanded their quality and safety programs with the help of Cadence Clinical Services. The training they provided our directors has also improved the way HRMC does and looks at quality and safety.”



DeeAnna Opstedahl, RN, MSN, CNOR

VP of Nursing,
Huron Regional Medical Center

“The Cadence Clinical Services mock survey team is second to none. They thoroughly understand The Joint Commission regulations; they’re tough as nails; and just as they did three years ago, they set us up to succeed.”



Meg Davis

Chief Nursing Officer,
Newberry County Memorial Hospital

“As someone who is new to the role of quality leaders, I am very appreciative of Cadence Clinical Services’ leadership support and mentoring. I feel like I have a whole team of support guiding Huron Regional Medical Center and me as we strive to improve our quality and patient safety.”



Destiny Finn, RN

Director of Quality and Risk Management,
Huron Regional Medical Center

“Both of our consultants have been available whenever we need them. No matter the question, they are quick to respond with the resources we need. They found what would work best for our hospital and tailored the program to our needs.”



Serenity Johnson,

Quality Improvement Manager,
Salina Regional Health Center

Exploring the Link Between Healthcare Strategy and Experience of Care

Kristine Keefer Wolff, DNP, RN, NEA-BC, LCC - Chief Clinical Officer

Riley Griffin, MBA - Consultant, Strategy

Gina Lehman, MSN, RN, CPXP, LCC - Senior Consultant, Clinical Services

May 2025




Today's Moderator:



**Kristine Keefer Wolff,
DNP, RN, NEA-BC, LCC**

Chief Clinical Officer

 Kwolff@ovationhc.com

Dr. Kristine Keefer Wolff is a Healthcare Executive with 25+ years of system and business unit level healthcare experience with a history of creating and improving workplace culture, employee engagement and patient outcomes. She is known as a transformational leader skilled at relationship building with internal and external partners. She is also experienced in labor relations and building shared governance models.

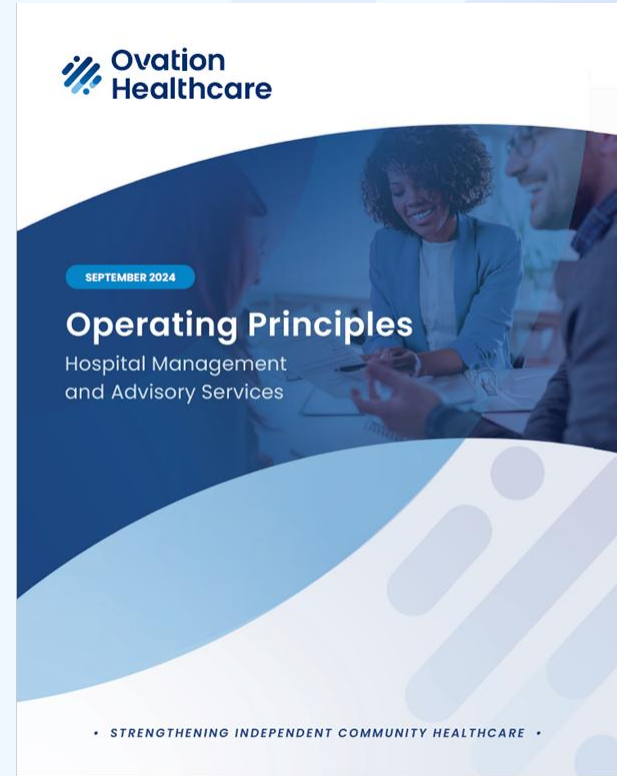
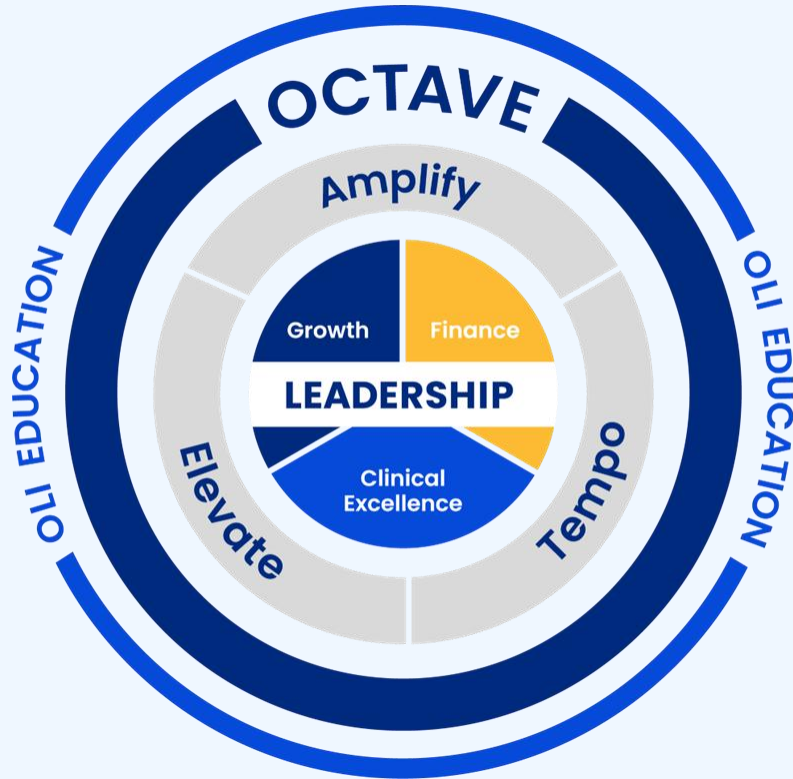
Kris is known for building and leading teams in a collaborative and supportive environment. She has worked in many complex settings, always striving for the best possible outcomes by keeping the patient as the guidepost. She is committed to mentoring and developing others to support their leadership development journeys and understands that by building stronger leaders, we will realize stronger patient experiences and outcomes.

Kris holds a Doctorate of Nursing Practice degree from the University of Pittsburgh and is certified as a Nurse Executive-Advanced, Board Certified professional through the American Nurses Credentialing Center and also as a Leapfrog Certified Coach through The Leapfrog Group.

Ovation Healthcare



Connective Tissue To Best Practice & Performance



Ovation is Focused on Supporting Hospital Families



01

Support Independence through Ovation's Shared Services



02

Invest in Creating Revenue for our Hospitals



03

Prepare for Technology Beyond EHR



04

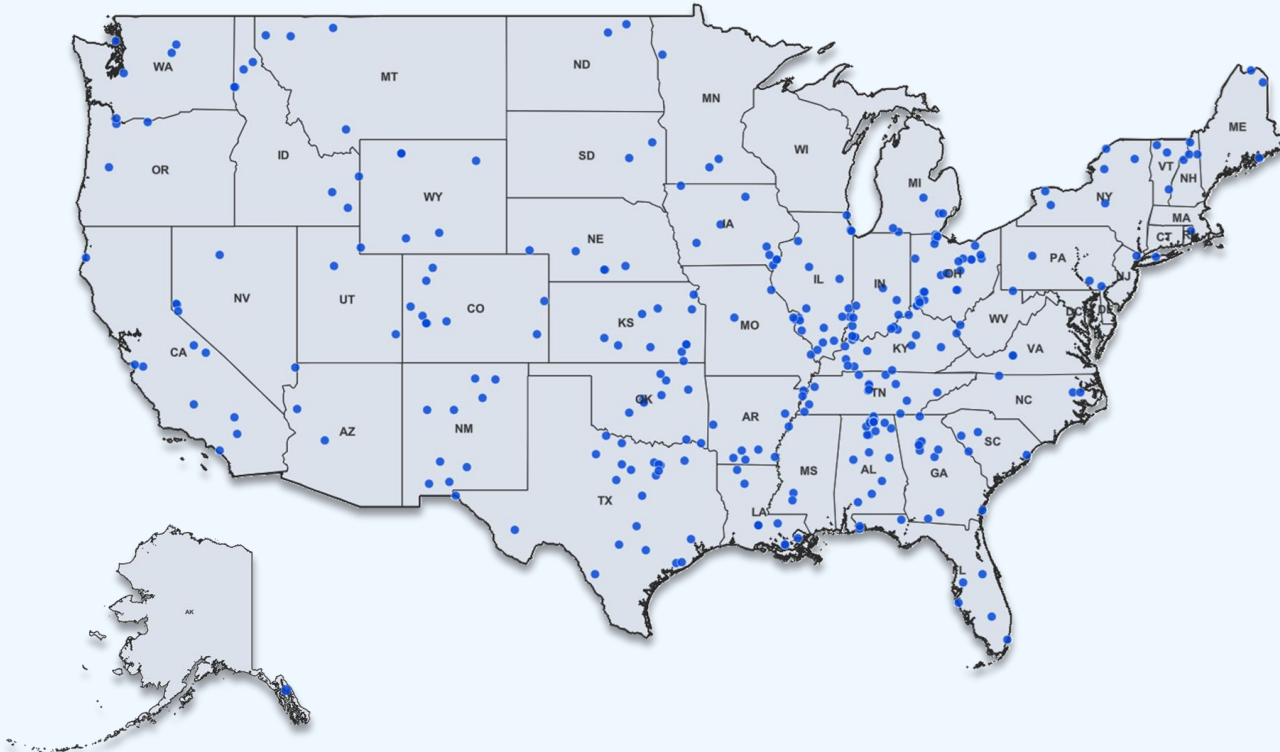
Influence Policy for Independent Hospitals



05

Develop Next Generation of Hospital Leadership

Our Growing Community of Hospitals



\$90B Client NPR

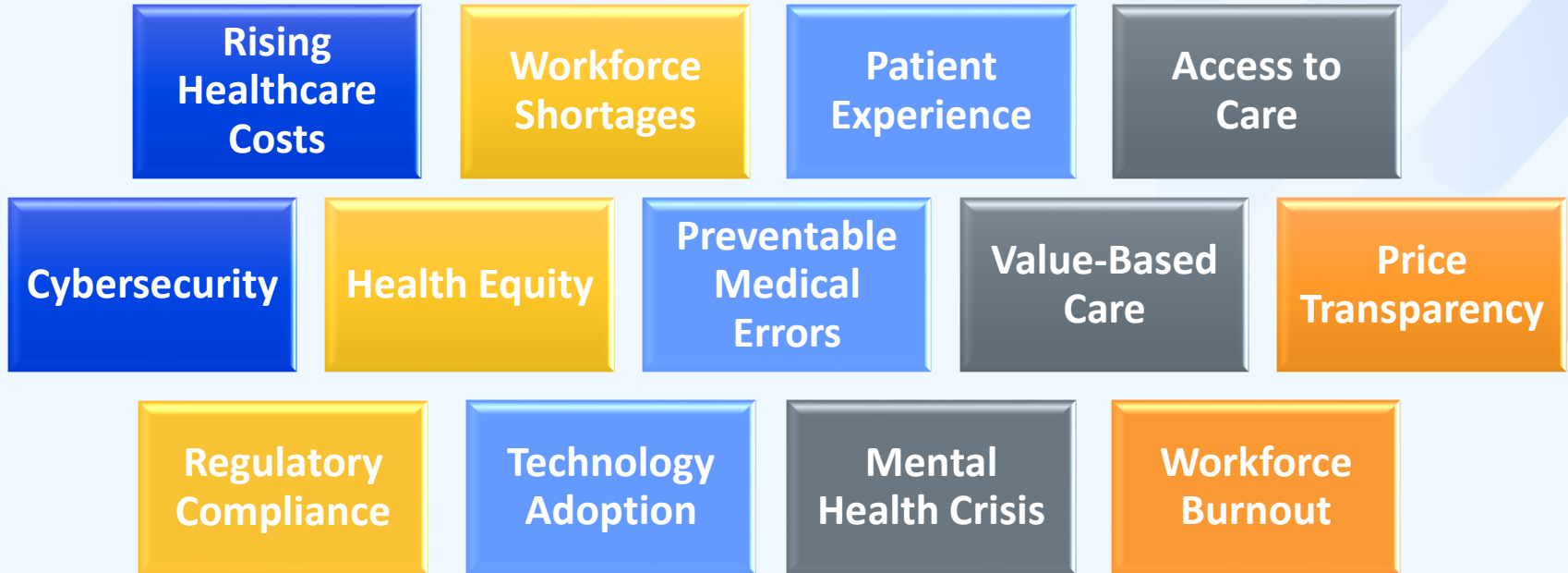


375+ Clients



47 States

Healthcare Challenges Today:



Where the Research Has Shown a Positive Clinical Connection to Experience of Care:

Patient Safety Indicators

Are associated with general patient experiences (HCAHPS Measures)

Patient Reports of Events

Are associated with global rating of care and respect and dignity questions

Technical Quality of Care

Is associated with patient communication with clinicians, experience of nursing services, and discharge planning questions

Survival 1-yr Post Discharge

Is associated with patient-centered care, access, courtesy, information, coordination, patient preferences, emotional support, family involvement, and physical comfort

Medical Compliance

Is associated with patient's faith in their doctor and the patient-provider relationship that exists

Medication Adherence

Is associated with level of physician support, participation in decision-making and information on side effects

measures

Today's Facilitators:



Riley Griffin, MBA

Consultant, Strategy

 riley.griffin@ovationhc.com

Riley is passionate about keeping healthcare local and works directly with client organizations to identify opportunities for both growth and improvement. In his previous role at a community hospital in Central Texas, Riley gained valuable experience with strategic planning, market analysis, and process improvement. As a Consultant for Ovation, Riley combines his well-developed analytics skillset with a fresh strategic perspective to help organizations achieve long-term success and viability.

Today's Facilitators:



Gina Lehman
RN, MSN, CPXP, LCC

Senior Consultant, Cadence
Clinical Services

✉ gina.lehman@ovationhc.com

Gina has over 25 years of healthcare experience in clinical, leadership, and advisory roles, and she possesses a strong background in strategic organizational development, program and process improvement, operational oversight, and patient experience consulting. Gina is passionate about the integration of quality, safety, and experience elements in patient care delivery, and has served as a trusted partner with various organizations to positively impact performance and achieve sustainable results through a coordinated and strategic approach.

Gina has presented at national and regional conferences on various patient experience topics and has conducted virtual and in-person workshops and education sessions to help organizations strengthen and engage their teams, prioritize their improvement efforts, implement targeted solutions, and create a culture of accountability in order to optimize their outcomes across the healthcare continuum.

Learning Objectives:

After attending this webinar, participants will be able to:

Discuss the connection between an organization's experience of care and quality and safety outcomes

Discuss the business case for aligning an organization's experience of care with the overall strategic direction

Identify at least one best practice for integrating experience of care into organizational strategic planning efforts



Today's Agenda:

- Introduction to Strategy and Experience of Care
- Why Link Experience of Care and Strategy Together?
- Practical Steps for Integrating Experience of Care into Strategic Planning
- Leadership's Role in Instilling a Patient-Centered Culture
- Key Takeaways



What Even is “Strategy”?

What is Strategy?

A good strategy provides a *clear roadmap*, consisting of a set of *guiding priorities*, that defines the actions people in the business should take (and not take) and the things they should prioritize (and not prioritize) to achieve desired goals and *navigate the future*.

But What Does That Mean?

Now that we know what strategy is, it's important that we understand what strategy **isn't**.

Some things to consider:

- A plan is **not** a strategy
- Strategy is **not** the actions you take day to day
- Strategy evolves as market conditions evolve

Understanding these differences will help us as an organization to start to **think strategically**.



How to Think Strategically

Thinking strategically involves stepping away from everyday tasks and considering the organization's long-term goals. We achieve this by:

- Staying alert to the current state of our industry, our customers, and our competitors
- Considering decisions (even small ones) in the context of the broader organization's goals
- Continuing to think towards the future rather than only reacting to the present



What is “Experience of Care”?

The Beryl Institute

Defining the Experience of Care

The **Patient Experience** is the sum of all interactions, shaped by an organization's culture, that influence patient perceptions across the continuum of care.

The **Human Experience** is grounded in the experiences of **patients & families**, **members of the healthcare workforce** and **the communities they serve**.



<https://www.ahrq.gov/cahps/about-cahps/patient-experience/index.html>

The IHI's Framework for High Performing Healthcare:



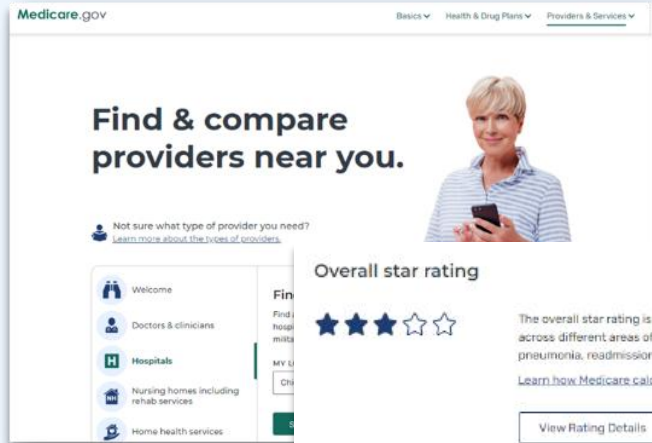


Improved Clinical Processes and Outcomes

The Clinical Case for Improving Patient Experience

- Positively correlates to:
 - Improved processes of care for both prevention and disease management
 - Better adherence to medical advice and treatment plans
 - Better health outcomes
- Reveals system problems that may have broad implications for clinical quality, safety, and efficiency

Healthcare Consumerism



Medicare.gov

Basics Health & Drug Plans Providers & Services

Find & compare providers near you.

Not sure what type of provider you need? [Learn more about the types of providers.](#)

- Welcome
- Doctors & clinicians
- Hospitals
- Nursing homes including rehab services
- Home health services

Overall star rating

★★★★☆

The overall star rating is based on how well a hospital performs across different areas of quality, such as treating heart attacks and pneumonia, readmission rates, and safety of care.

[Learn how Medicare calculates this rating](#)

[View Rating Details](#)

Patient survey rating

★★★★☆

The patient survey rating measures patients' experiences of their hospital care. Recently discharged patients were asked about important topics like how well nurses and doctors communicated, how responsive hospital staff were to their needs, and the cleanliness and quietness of the hospital environment.

[Learn how the patient survey rating is measured](#)

[View Survey Details](#)

Cardiologists > PA > Pittsburgh, PA > Dr. Gre [redacted]


Dr. [redacted], MD

healthgrades | Choice

Cardiology • Male • Age 70

Dr. [redacted], MD is a cardiology specialist in Pittsburgh, PA and has over 41 years of experience in the medical field. He graduated from Thomas Jefferson University in 1982. He is affiliated with ...

★★★★☆ 4.6 (10 ratings) [Leave a review](#)



LEAPFROG HOSPITAL SAFETY GRADE

A B C D F



What is Patient-Centered Care?

- Respect for patients' values, preferences, and expressed needs
- Coordination and integration of care
- Information, communication, and education
- Physical comfort
- Emotional Support - relieving fears and anxiety
- Involvement of family and friends

Q: Why Link Experience
of Care and Strategy
Together?



The Business Case for Patient Experience

How does a patient-centered approach impact the broader performance of Healthcare Organizations?



Patient Loyalty

- A focus on patient experience leads to **higher patient retention rates**, as patients with positive experiences have a higher degree of trust in the provider or facility and are more likely to return for care in the future.



Positive Referrals

- Patients who have a positive experience with a provider or organization are **more likely to recommend** them to their family and peers, leading to new referrals.
- A reputation of positive patient experiences increases an organization's likelihood of attracting new patients.



Financial Performance

- Studies have shown that higher patient experience ratings tend to accompany higher levels of profitability. This stronger financial performance can be attributed to higher patient volumes and loyalty, as well as reduced costs from lower readmission rates and malpractice lawsuits.

Patient Experience Considerations for Strategy Professionals



Consumerism

As consumers have more information available to them than ever before, and more choices in where they receive care, it is important to gain a deep understanding of patient preferences and expectations and develop strategies that align to those.

Staff Recruitment and Retention

Positive patient experiences/satisfaction rates are directly linked to employee satisfaction. Fostering an environment where all staff are aligned around the mission of patient-centric care plays a pivotal role in attracting top talent and retaining valuable team members.

Integration of Initiatives

Patient experience should not be approached as a singular initiative on the strategic plan. Rather, a patient-centered approach should be a leading driver of an organization's strategic decision making and planning efforts.

Strategy Considerations for Patient Experience Professionals



Reimbursement Implications

Understand how insurers tie reimbursement to patient satisfaction metrics (HCAHPS, etc.). Also, consider the way PX professionals can contribute to positive performance in the form of patient retention and loyalty.

Cultural Impact

Patient experience leaders must take the first steps in weaving patient-centered tactics into the everyday operations of the organization. This includes close collaboration with senior leadership to inform strategic initiatives.

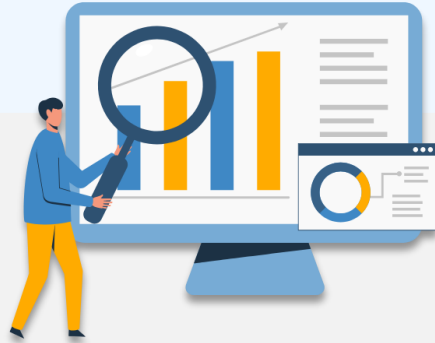
Workforce Considerations

As recruitment and retention continue to be a top strategic priority for organizations across the country, it is important to consider how patient experience initiatives will support ongoing initiatives for workforce development.



What Does This Look Like in Practice?

Utilizing Data to Make Patient-Centered Strategic Decisions



Data plays a pivotal role in helping leaders make and implement patient-centered decisions. It provides key insights into patient preferences and expectations and is a valuable tool for identifying gaps in care, opportunities for greater efficiencies, and ensuring the organization's strategic plan is aligned with patient needs.

Experience of Care Data Examples



Patient Survey Data

Data from patient surveys allows hospitals and health systems to benchmark their patient experience against other facilities across the state/nation. These surveys have many strategic implications, particularly as it relates to outreach and building trust within the community.



Net Promoter Score (NPS)

NPS data can be used to identify patterns/areas of improvement in experience of care. Healthcare organizations can then evaluate these opportunities in the context of broader organizational goals and develop tactics for improvement.



Employee/Clinician Surveys

Frontline staff and clinicians provide unique perspectives on experience of care, and soliciting their feedback helps to ensure that potential initiatives are "right" for the organization and will further the organization's broader goals.



Qualitative Data from Onsite Assessments

Leading organizations utilize both quantitative data as well as qualitative data gathered during onsite observations. The information gathered during these onsite sessions ensures that any strategic decisions around experience of care are actionable and feasible for the current state of the organization.

Strategic Planning

Strategic planning is an important process to set clear vision and direction for your organization. This process will identify key inputs and outline priorities that will ultimately assist your hospital in reaching its goals.

Planning Process:



Kick Off & Information Gathering

Determine project scope, outline timeline, and gather data for review.



Data Analysis & Discovery

Analyze market data and gather key stakeholder input for key themes.



Collaborative Visioning & Forming Priorities

Identify key priorities and develop a plan to reach collective goals.



Board Review & Approval

Present plan to Board for alignment with Hospital mission and gain approval.

Experience of Care Assessment Engagement

Assessment & Review of Current Strategy



**Leadership Interviews
& Focus Group Sessions**



Data Review & Analysis



**Onsite Observations of
Identified Best Practices
& Culture Assessment**



Leadership's Role in Patient-Centered Culture

Leadership's Role in Instilling a Patient-Centered Culture

The leadership team is responsible for fostering a patient-centered culture that spans across the entire organization and aligning strategic priorities and tactics around that culture.

Specific roles of leadership include:

- **Set the tone**
 - Leadership has the responsibility to “go first” in bringing a patient-centered culture to the forefront
- **Engage with experience of care data**
 - Utilizing quantitative and qualitative insights to inform the organization’s decision-making and chosen initiatives around experience of care
- **Support clinicians and front-line staff**
 - Equipping those on the front-lines with the right tools and training is essential in hardwiring patient-centered activities across every area of the organization





Key Takeaways

Key Takeaways



Ensure all Experience of Care initiatives align with overall strategic direction



Actively engage with Experience of Care/Patient Satisfaction data to inform strategic initiatives



Promote Executive Leadership's role in championing Experience of Care programming

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Questions?



THANK YOU



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