



SHSMD26 CONNECTIONS

Health Care Marketing, Strategy & Communications

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(Return on Human Experience)

Guiding Principles for Experience Excellence

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Our Objective Today

Grounded in the book *Return on Human Experience*, this interactive workshop introduces a clear, practical framework for advancing human experience across healthcare settings. Designed for both patient experience leaders and professionals from marketing, consumer experience, and related fields, this session bridges disciplines to align around a shared, human-centered approach. Through real-world examples, peer exchange, and guided reflection, participants will explore how to apply proven principles in their own organizations, leaving with actionable ideas and a clearer path forward.

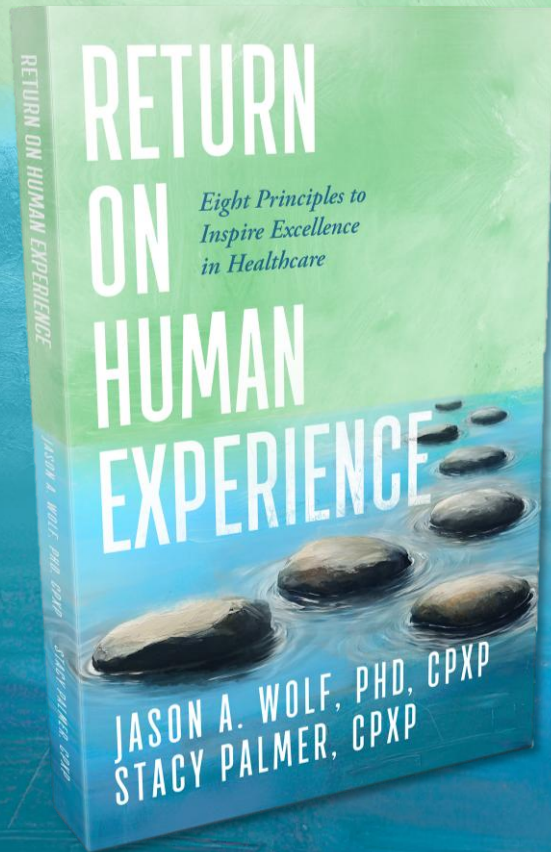
Learning Objectives:

- Define human experience as a strategic driver of outcomes across clinical, operational, and consumer touchpoints.
- Explore the principles that underpin experience excellence and how they translate across roles and disciplines.
- Apply practical strategies to advance experience efforts in your organization.

RETURN ON HUMAN EXPERIENCE

Guiding Principles for Experience Excellence

"If every organization were to embrace the real value of an investment in experience and engage in these principles as a road map for action, the result would be transformational for the entire industry on a global scale."



Framing Human Experience

PATIENT EXPERIENCE

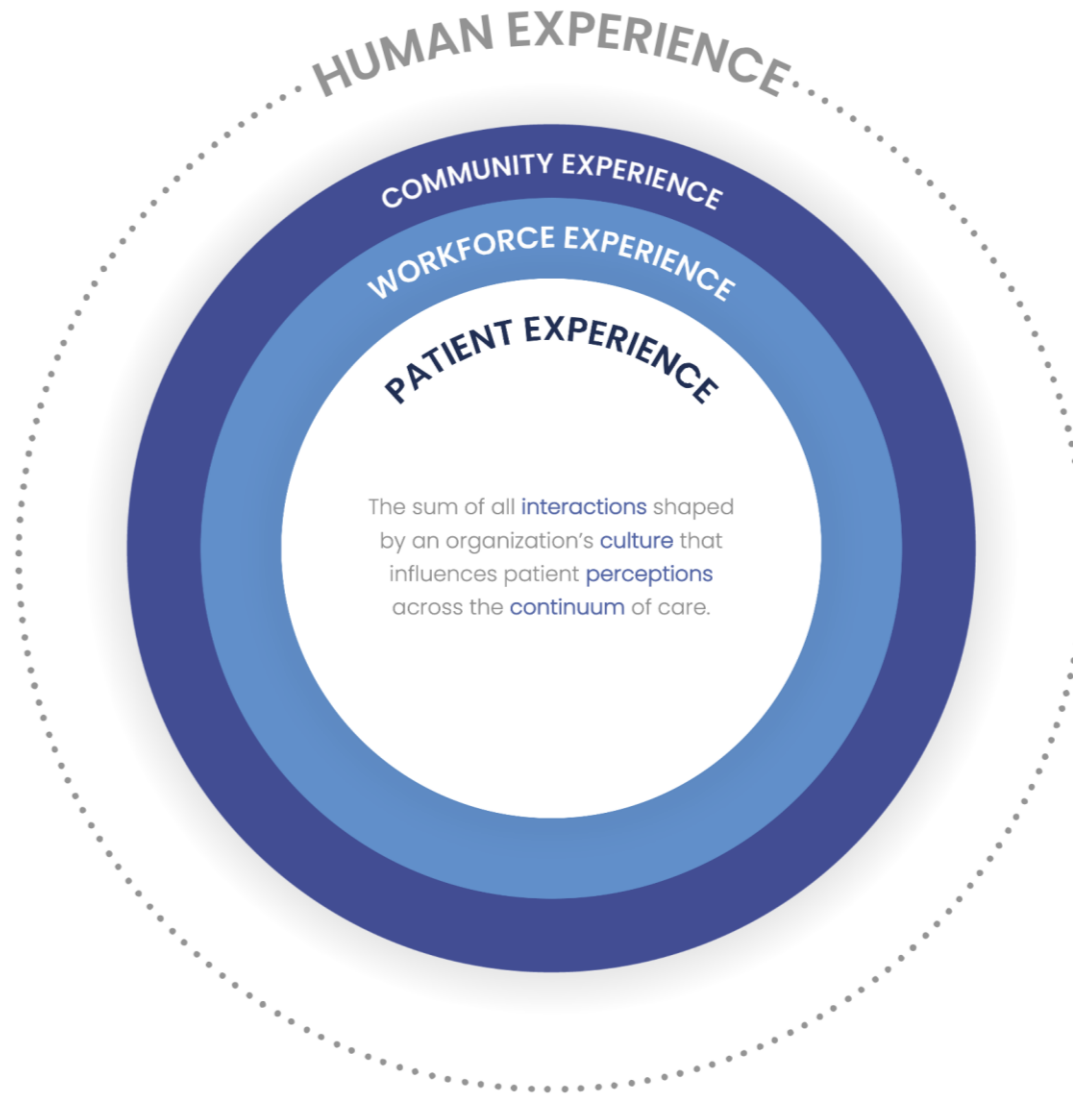
PATIENT EXPERIENCE

The sum of all **interactions** shaped by an organization's **culture** that influences patient **perceptions** across the **continuum** of care.

PATIENT EXPERIENCE

The sum of all **interactions** shaped by an organization's **culture** that influences patient **perceptions** across the **continuum** of care.

The **human experience** encompassing patient, workforce and community experiences – is away from the traditional definition of patient experience but positive and natural expansion of it.



A focus on **experience**
leads to positive outcomes

and generates
measurable value.





Community/Consumer Value

Access & Community Wellbeing | Ensured Equity

- Improved community trust
- Increased access to care
- Decreased health disparities
- Boosted external ratings



Patient, Family & Care Partner Value

Clinical Outcomes | Positive Engagement

- Improved clinical outcomes
- Increased quality and safety
- Strengthened patient partnership
- Sustained high reliability

VALUE CASE for HUMAN EXPERIENCE



Workforce/Team Value

Vibrant Culture | Team Wellbeing

- Improved workforce engagement
- Increased workplace safety
- Enhanced workforce wellbeing
- Elevated team member attraction/retention



Organizational/Business Value

Brand Strength | Operational Efficiency

- Improved financial strength
- Increased loyalty and market share
- Reduced cost of care/cost avoidance
- Recognized provider of choice





Choice...





Human beings caring for human beings



Defining Experience is Step One

GUIDING PRINCIPLE

Develop a formal definition
for what experience is
to their organization.



VETERANS
EXPERIENCE
OFFICE



Patient Experience is the sum of all **interactions** shaped by the organization's **culture**, that influence **Veterans' and their families' perceptions** along their health care journey.

Elevating the Human Experience

Our guide to action for patient, family, carer, volunteer and caregiver experiences



Our Guide to action on a page

Human experience is defined as the sum of all interactions, shaped by our culture, that influence patient perceptions across the continuum of care.

Adapted from the Beryl Institute



OUR VISION

A sustainable health system that delivers outcomes that matter most to patients and the community, is personalised, invests in wellness, and is digitally enabled.



PURPOSE OF THIS GUIDE

This *Guide to action* outlines what the NSW health system can do together, in partnership with patients, families, carers and caregivers, to consistently create positive, personalised experiences.



OUR ASPIRATIONS ARE FOR OUR HEALTH SYSTEM...

To be designed collaboratively, in **partnership** with patients, carers, caregivers and the wider community to deliver care that meets needs, expectations and preferences of patients, families and carers.

Evolves to view **consumers as 'makers and shapers'** of services and policy, as well as the 'users and choosers'.

Embrace **value-based healthcare** which includes providing high quality care, experiences, and outcomes that matter to patients, families and carers.

Care for the **whole person**, considering their culture and educational background, social and economic circumstances, and support networks.

Use **timely feedback and data** to measure progress and continue to understand what is working well, and what could be done differently or where there are opportunities to do it better.



WHICH WE WILL CHANGE BY INVESTING IN...

01 Leadership, accountability and governance

02 Culture and staff experience

03 Collaborative partnerships

04 Innovation and technology

05 Information and communication

06 Measurement, feedback and response

07 Environment and hospitality



SO THAT OUR PATIENTS, FAMILIES, CARERS AND STAFF...

Are shown compassion, respect and kindness

Have trust and confidence in their care providers and the quality of their care

Are involved in shared decisions and receive care and treatment that is personalised

Receive clear information and effective communication

Have timely access to coordinated care and smooth transitions

Receive healthcare in clean, safe, comfortable, culturally-appropriate environments

Defining Patient Experience

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Abstract

In recent years, perceptions of performance and quality of healthcare organizations have begun to move beyond examining the provision of excellent clinical care, alone, and to consider and embrace the patient experience as an important indicator. There is a need to determine the extent to which clear and formal definitions exist, have common overarching themes, and/or have unique, but important constructs that should be considered more widely. In this article, we provide a 14-year synthesis of existing literature and other sources (2000-2014) that have been used to define patient experience. A total of 18 sources (articles or organizational websites) were identified that provided a tangible, explicit definition of patient experience. A narrative synthesis was undertaken to categorize literature (and other sources) according to constructs of the definitions provided. The objectives of the synthesis were to: (1) identify the key elements, constructs, and themes that were commonly and frequently cited in existing definitions of 'patient experience,' (2) summarize these findings into what might be considered a common shared definition, and (3) identify important constructs that may be missing from and may enhance existing definition(s). The overarching premise was to identify and promote a working definition of patient experience that is applicable and practical for research, quality improvement efforts, and general clinical practice. Our findings identified several concepts and recommendations to consider with regard to the definition of patient experience. First, the patient experience reflects occurrences and events that happen independently and collectively across the continuum of care. Also, it is important to move beyond results from surveys, for example those that specifically capture concepts such as 'patient satisfaction,' because patient experience is more than satisfaction alone. Embedded within patient experience is a focus on individualized care and tailoring of services to meet patient needs and engage them as partners in their care. Next, the patient experience is strongly tied to patients' expectations and whether they were positively realized (beyond clinical outcomes or health status). Finally, the patient experience is integrally tied to the principles and practice of patient- and family- centered care. As patient experience continues to emerge as an important focus area across healthcare globally, the need for a standard consistent definition becomes even more evident, making it critical to ensure patient experience remains a viable, respected, and highly embraced part of the healthcare conversation.

Keywords

Patient experience definition, patient experience, patient- and family- centered care, patient satisfaction, continuum of care, organization culture, patient voice, healthcare, literature synthesis, definitions, domains, constructs

Note

The views expressed in this manuscript are those of the authors and do not necessarily reflect the position or policy of the Department of Veterans Affairs or United States Government.

Introduction

A Critical Inquiry

There has been a rapid expansion in the use of the term "patient experience" in the general healthcare vernacular and in the realm of both clinical practice and research. This has been driven by both shifts in public policy that

have put the experience of patients front and center with public reporting that has an impact on incentives or reimbursements and a significant transition in healthcare with an evolving and engaged patient and family population and the corresponding emergence of a consumer mindset. In the wake of this expansion, there has been an increasing acknowledgement that patient experience is now a top priority for healthcare leaders.^{1,2}

Reexamining "Defining Patient Experience": The human experience in healthcare

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Abstract

In 2014, the authors came together with the explicit purpose of understanding how people were defining patient experience.¹ Our broad review and analysis of the literature led us to a few critical points. One, as our review showed, there was an absence of a commonly used definition around patient experience in healthcare. Two, while consistency in the use of one definition was not revealed, there was great alignment around central components seen as critical to patient experience. Three, we highlighted the recurrence of key concepts from the literature that are also found in the definition offered by The Beryl Institute that include: 'sum of all interactions,' 'the influence of organizational culture,' 'patient perceptions,' and the importance of considering experiences 'across the continuum of care.' While this initial inquiry took place seven years ago, we would suggest that these core definitional concepts are no less relevant today and, in fact, may have grown in significance, as those in healthcare have come to better understand the scope and scale of experience. Hence, the purpose of this paper is to assess how the definition has evolved to encompass novel and timely viewpoints that complement the original definition and understand how - and in what ways - the definition has advanced. The definition of patient experience was a significant milestone. It provided simple language for the truly complex nature of what patient experience is and has ultimately served as a foundation for framing the human experience in healthcare. The human experience in healthcare integrates the sum of all interactions, every encounter among patients, families and care partners and the healthcare workforce. It is driven by the culture of healthcare organizations and systems that work tirelessly to support a healthcare ecosystem that operates within the breadth of the care continuum into the communities they serve and the ever-changing environmental landscapes in which they are situated. The human experience in healthcare ultimately is the fruit born from the core of patient experience itself.

Keywords

Patient experience, defining patient experience, human experience, interactions, culture, perceptions, continuum of care, environmental landscape, workforce experience, community experience, systemic racism, health inequity

Looking back to look forward

In 2014, the authors came together with the explicit purpose of understanding how people were defining patient experience.¹ Our broad review and analysis of the literature led us to a few critical points. One, as our review showed, there was an absence of a commonly used definition around patient experience in healthcare. Two, while consistency in the use of one definition was not revealed, there was great alignment around central components seen as critical to patient experience. Three, we highlighted the recurrence of key concepts from the literature that are also found in the definition offered by The Beryl Institute that include: 'sum of all interactions,' 'the influence of organizational culture,' 'patient perceptions,' and the importance of considering

experiences 'across the continuum of care.' These concepts are essential to creating a consistent view of patient experience in order to provide greater focus and clarity of action in addressing experience improvement overall.

While this initial inquiry took place seven years ago, we would suggest that these core definitional concepts are no less relevant today and, in fact, may have grown in significance, as those in healthcare have come to better understand the scope and scale of experience. Hence, the purpose of this paper is to assess how the definition has evolved to encompass novel and timely viewpoints that complement the original definition and understand how - and in what ways - the definition has advanced. We open by asserting our belief that the definition framed in 2014



Summary - Definition

Key Takeaways

- A clear and shared definition of experience serves as a "true north" in guiding all organizational efforts.
- A definition must reflect the comprehensive and integrated nature of the healthcare experience to inform and guide strategy.
- A definition must be more than words; it is an active and strategic way to engage people in working towards a common purpose.

Impact

- Stronger alignment around common purpose
- Increased connection between purpose and action
- Expanded understanding of what experience encompasses

DISCUSSION

How does your organization define patient experience and how do you ensure it is understood across all levels of the organization?



Accountable Leadership is Essential

GUIDING PRINCIPLE

Identify and support accountable leadership with committed time and focused intent to shape, guide and execute experience strategy.



In my journey to leadership, I had to look back on this - I



**To Care is Human
A Conversation with Garrett South**



THE BERYL
INSTITUTE

Transforming the Human Experience in Healthcare

The Human Experience Imperative:
Practical insights for executives on organizational
strategy, structure and impact

Authors

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Jason Wolf, PhD, CPXP, President & CEO, The Beryl Institute



The Human Experience Imperative: Practical insights for executives on organizational strategy, structure and impact

1

An investment in experience leadership and structure is a must

“Experience structures need to be integrated in how an organization operates, and experience leaders must be fully engaged in strategy development.

Their efforts impact not only how patients and care partners are engaged but also help set the cultural framework that supports a strong and positive culture of experience for both those receiving and those delivering care.”

2

An experience leader/office should drive both the development and execution of strategy and culture.

“If organizations seek to make culture and experience a strategic priority, a commitment to experience needs to be a strategic anchor.”

3

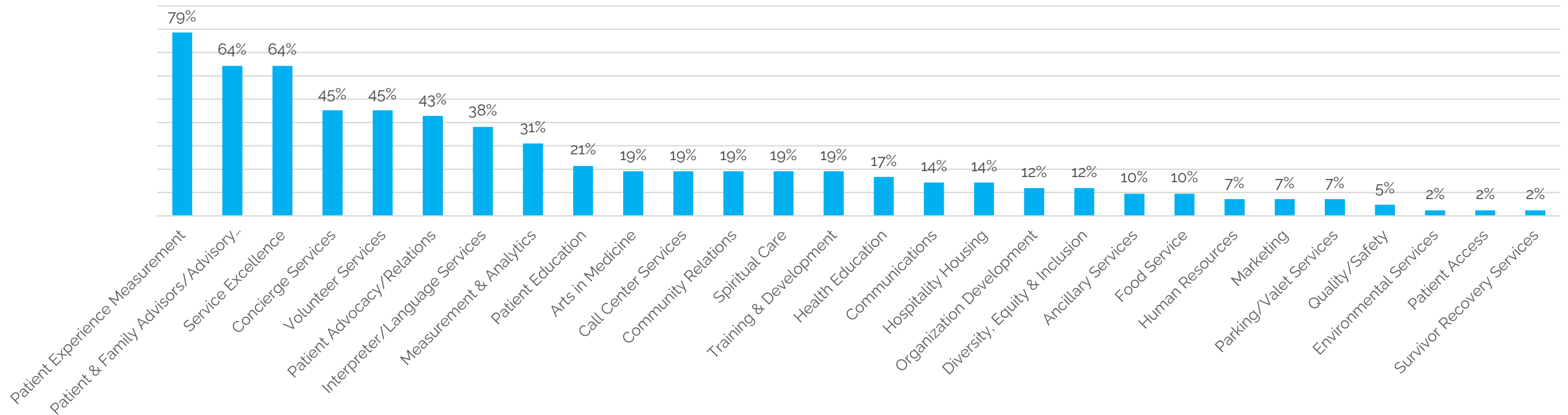
An experience leader/office must address more than just metrics.

"Improving survey scores, such as on mandated surveys, is not an experience strategy. It is simply an indicator that an experience strategy may have some impact."

4

An experience leader/office must have operational accountability and reach.

Experience structures should encompass operational functions that can impact experience outcomes.



Operational areas part of the experience structure

Summary – Accountable Leadership

Key Takeaways

- Experience leaders must have operational accountability and influence and reside in, or have direct access to, the C-suite to ensure alignment and integration with all organizational efforts.
- Experience leaders must be directly engaged in an organization's strategic planning process to ensure that experience is a primary driver of desired outcomes.
- While experience leadership is a must, the presence of an individual leader does not relieve all members of an organization from the responsibility of delivering a positive experience.

Impact

- Elevated strategic commitment to experience
- Integrated approach across the organization
- Expanded accountability for experience goals

DISCUSSION

What is the structure for experience leadership at your organization and how has it impacted your ability to achieve experience objectives?



Culture is the Foundation for Action

GUIDING PRINCIPLE

Establish and reinforce
a strong, vibrant and positive
organizational culture.



Our brand promise is being here for good, you know, to make good things happen. In order to do



To Care is Human Podcast
A conversation with Dennis Pullin, President and CEO of Virtua Health

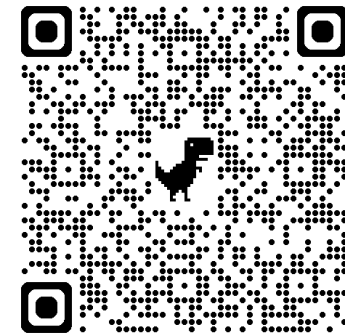


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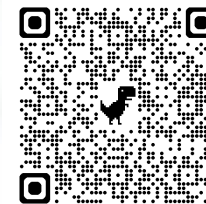
The State of Human Experience 2025

Thriving in the Face of
Change

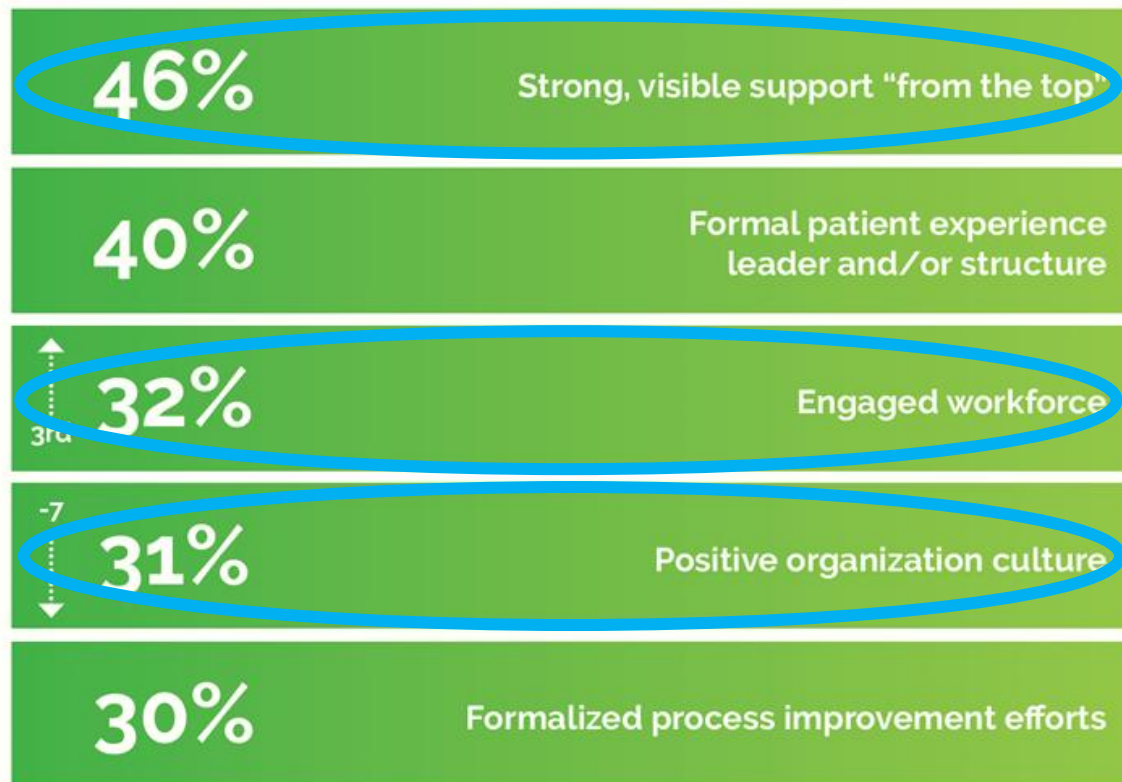
Jason A. Wolf, PhD, CPXP
President & CEO, The Beryl Institute



Culture and Leadership are significant drivers of experience efforts



SUPPORTS



ROADBLOCKS



Which of the following are most important for achieving a positive Patient Experience? Please select the top 3.

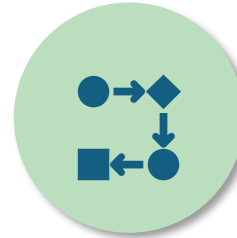
Culture Considerations



Remain focused on purpose, leadership and engagement



Ensure the space to provide feedback without fear of reprisal



Create opportunities for input and rapid change.
Build for agility



Celebrate victories and act quickly to address misses, sharing lessons learned and avoiding blame



Reinforce accountability and inspire ownership



Commit to collaboration and break down silos

Summary - Culture

Key Takeaways

- A strong, positive culture is the result of intentional choice and is cultivated through deliberate action and consistent reinforcement.
- The commitment of leadership to model expected behaviors and actions is essential to establishing and sustaining a positive organization culture.
- A strong organizational culture serves as the foundation from which people make choices and shapes their interactions with others.

Impact

- Increased workplace safety
- Sustained high reliability
- Boosted external ratings

DISCUSSION

What steps has your organization taken to intentionally build and reinforce a positive culture?



People are the Primary Drivers of Experience

GUIDING PRINCIPLE

Understand and act on the
needs and vulnerabilities
of the healthcare workforce

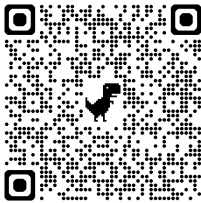


**We all have that intrinsic
goodness that desire and
the who want to help and**

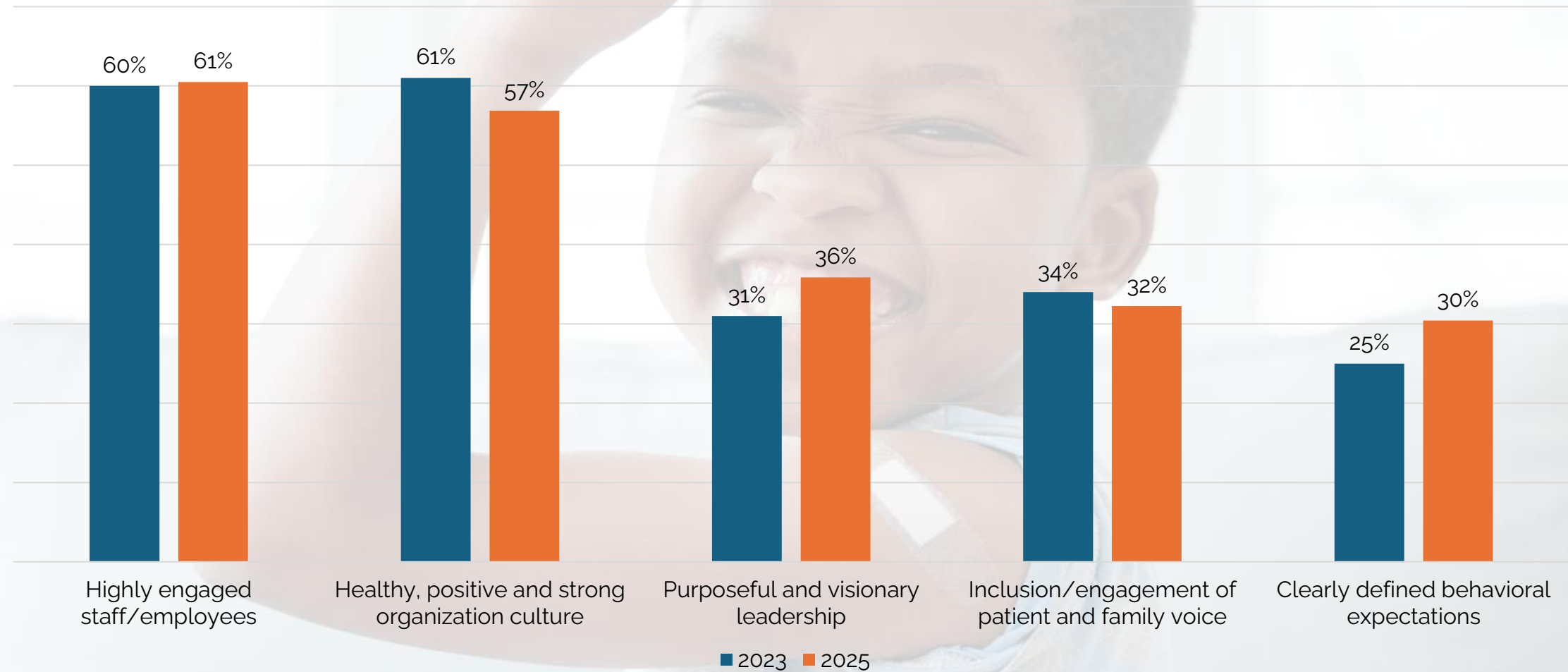
**To Care is Human Podcast
An Interview with Jennifer Purdy**



Highly engaged staff and positive culture remain most important items in achieving positive patient experience

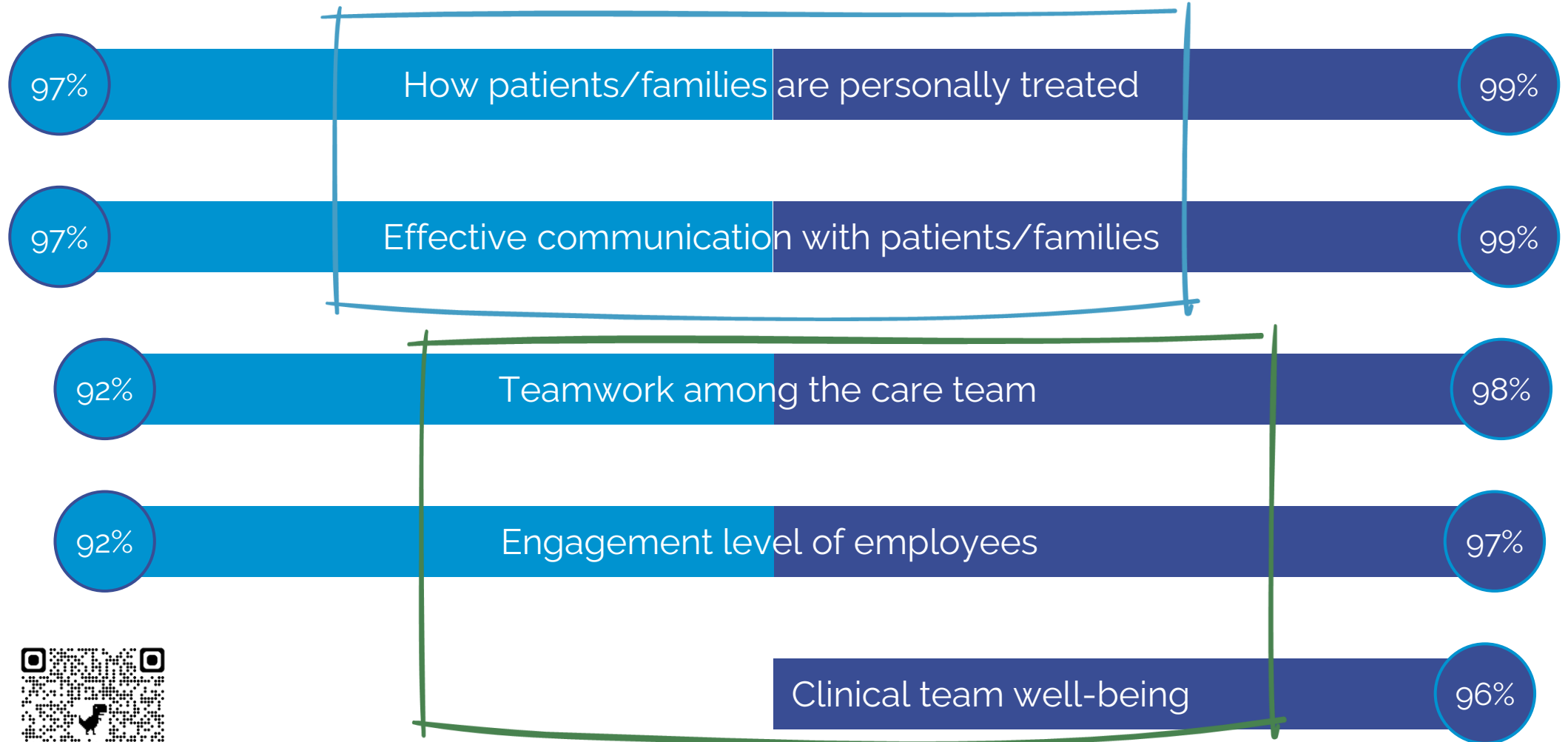


Which of the following are most important for achieving a positive Patient Experience? Please select the top 3.



General Respondents

High Performers



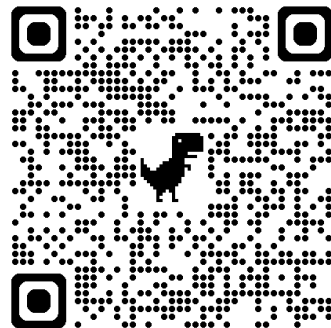
To what extent do you believe the following items have an influence on patient experience? (% Great + Greatest)



Caring for the Workforce: Five Strategic Areas to Address Well-Being in Healthcare

Contributors

Atrium Health Navicent
Department of Veterans Affairs/VISN 12
ECU Health
Northwestern Medicine



Key Headlines

1

Improving workforce well-being cannot be achieved through individual programming. **It requires a holistic approach to physical and mental health** supported by leadership and organizational commitment.

2

Investing in workforce well-being means **building a dedicated infrastructure of expertise coupled with cross-departmental partnerships and support programs**. In most organizations, experience departments are leading the way.

3

Organizations focusing on workforce well-being are seeing the impact of their efforts in **improved employee engagement, higher patient experience scores and happier organizational cultures**.