



SHSMD26 CONNECTIONS

Health Care Marketing, Strategy & Communications

American Hospital Association Conference
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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.

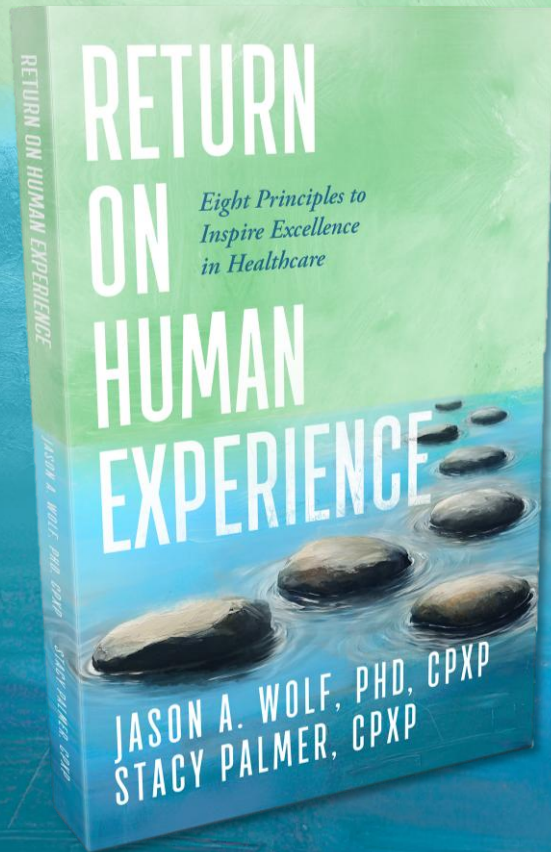
Learning Objectives:

- 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

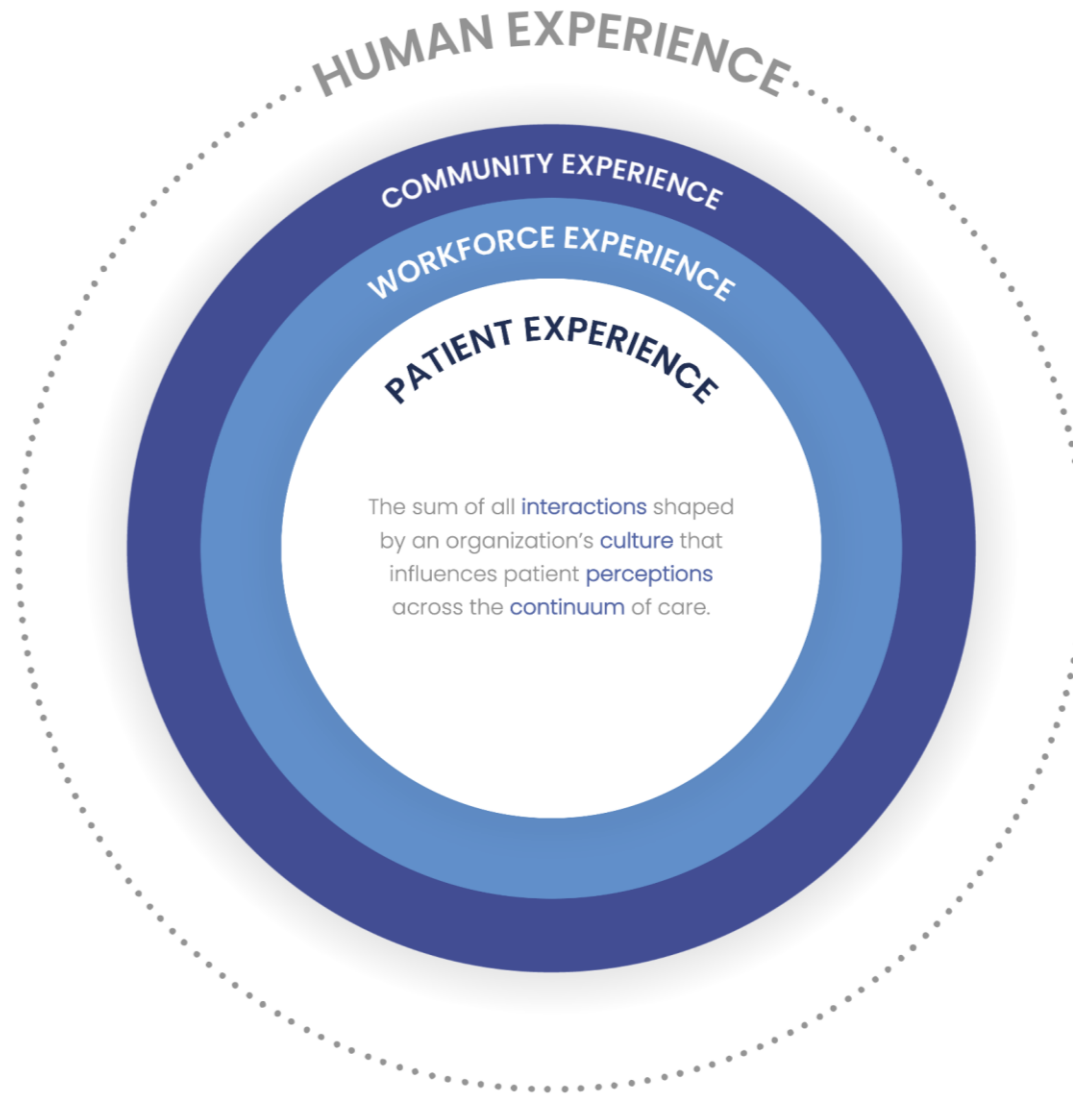
The sum of all **interactions** shaped by an organization's **culture** that influences patient **perceptions** across the **continuum** of care.

PATIENT EXPERIENCE

HUMAN 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

Brian Carlson, Vice President, Patient Experience, Vanderbilt University Medical Center
Jennifer Carlton, Patient Experience Officer, BJC Healthcare
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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

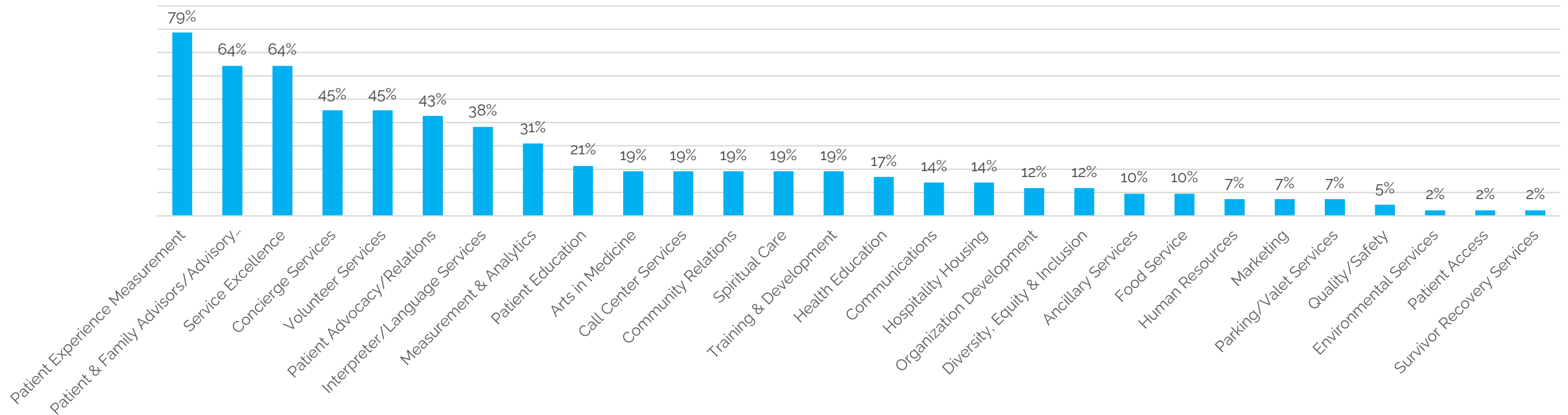
An experience leader/office must address more than just metrics.

"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

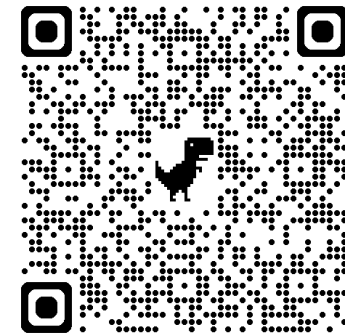


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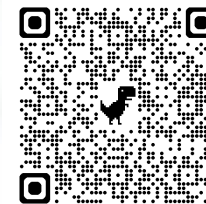
The State of Human Experience 2025

Thriving in the Face of
Change

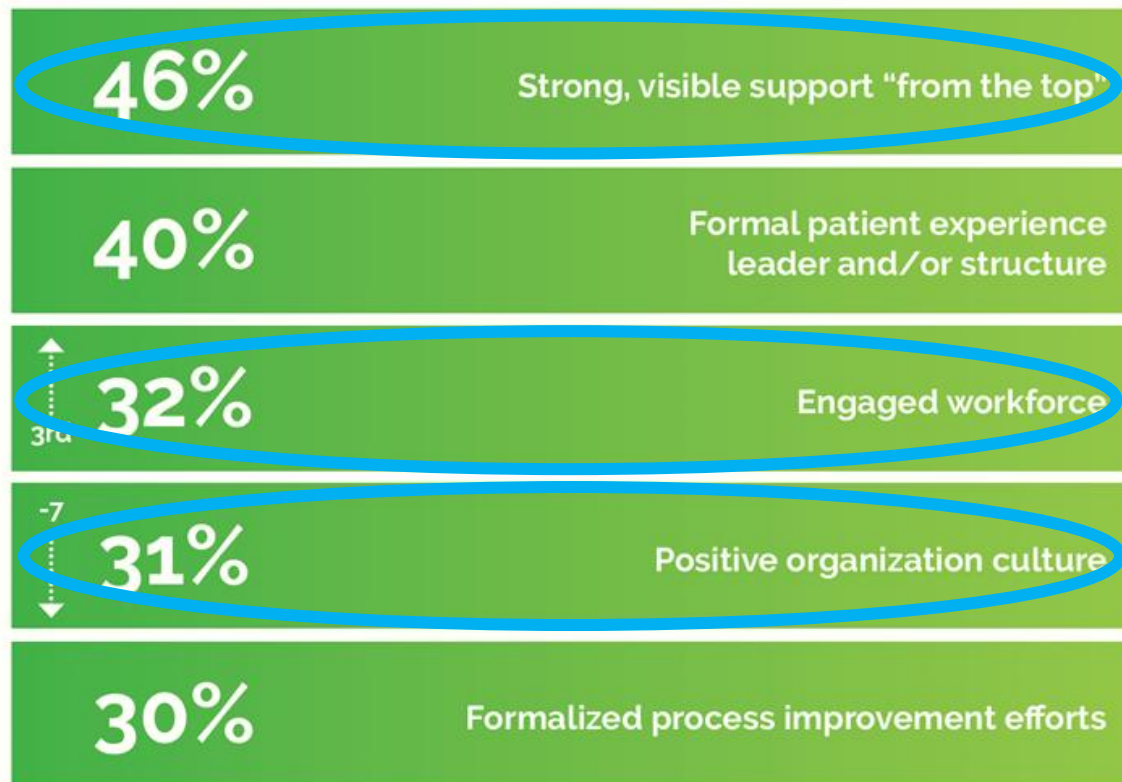
Jason A. Wolf, PhD, CPXP
President & CEO, The Beryl Institute



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.

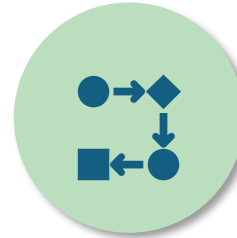
Culture Considerations



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

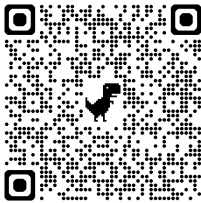


**We all have that intrinsic
goodness that desire and
the who want to help and**

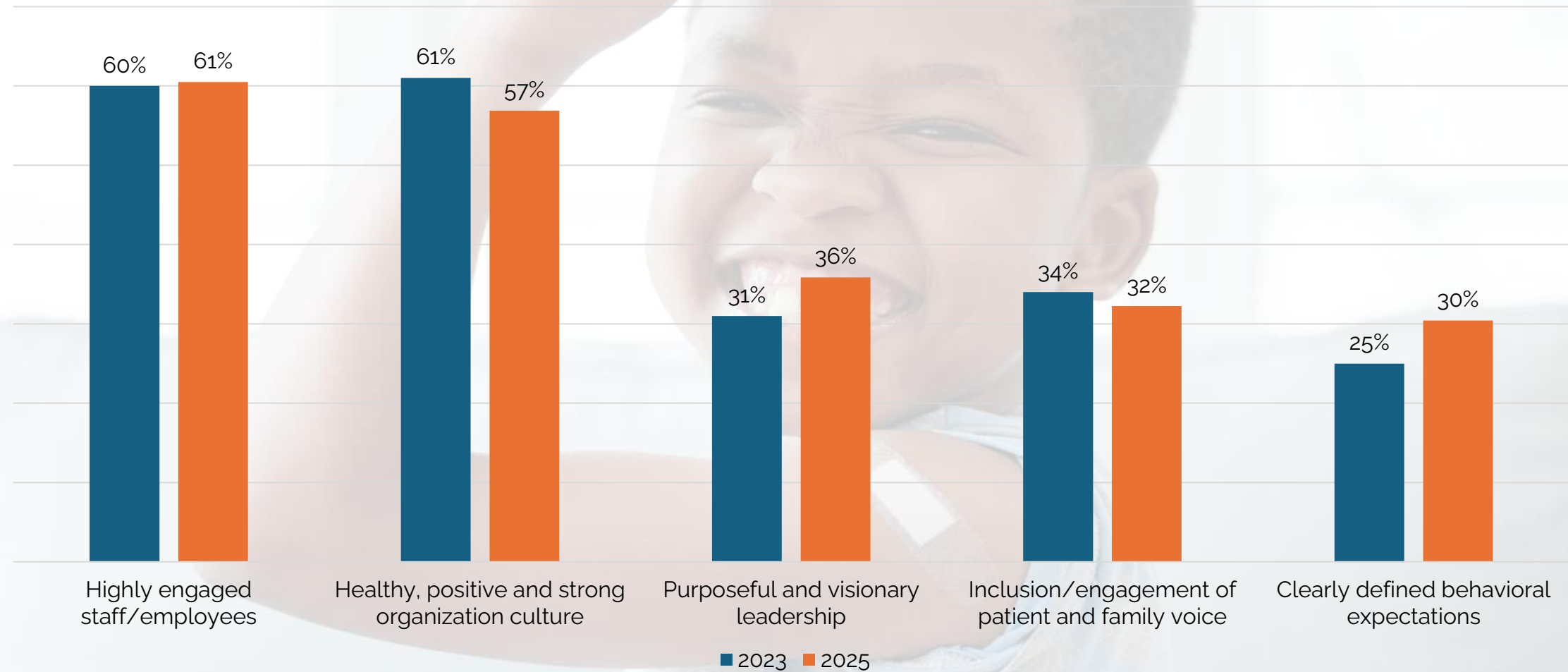
**To Care is Human Podcast
An Interview with Jennifer Purdy**



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

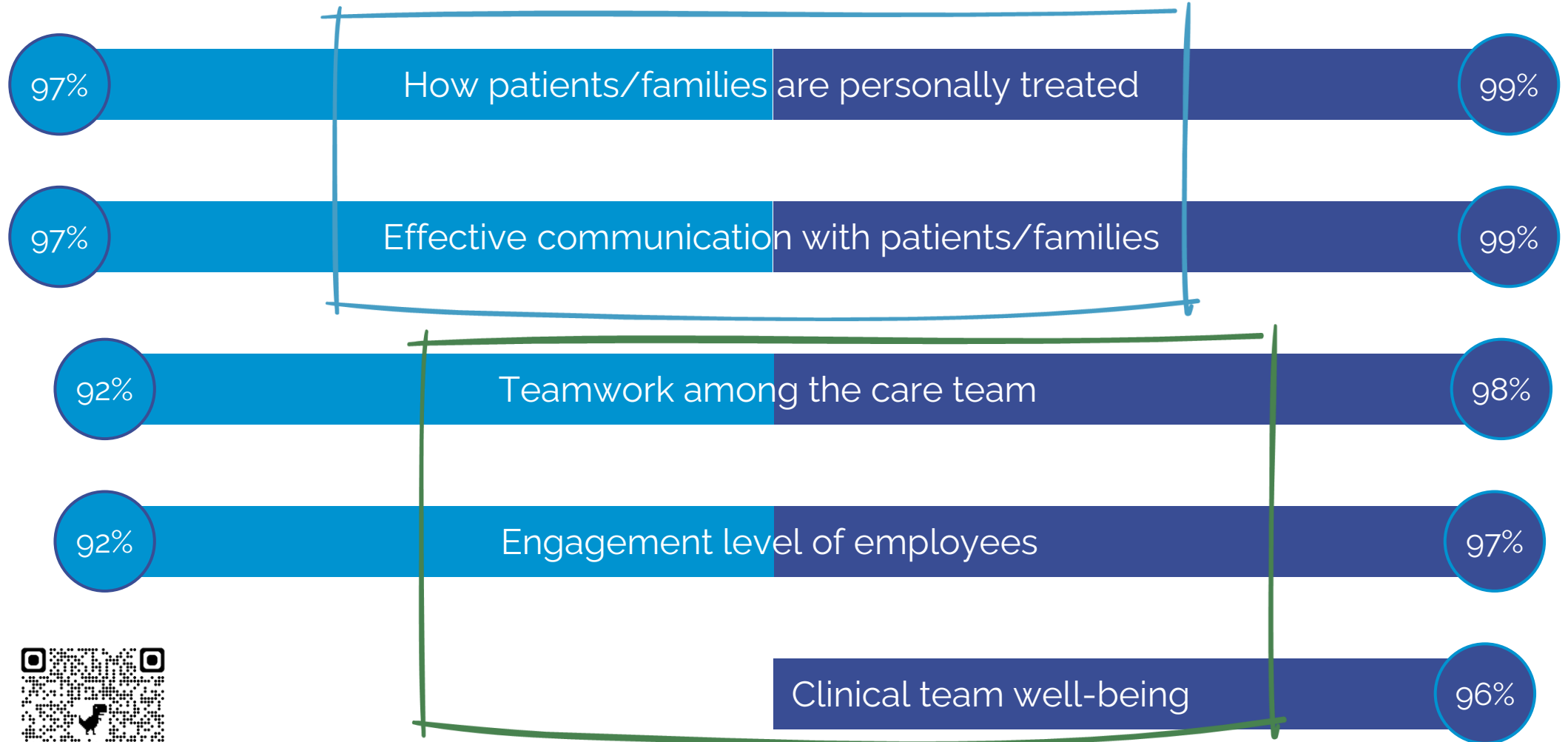


Which of the following are most important for achieving a positive Patient Experience? Please select the top 3.



General Respondents

High Performers



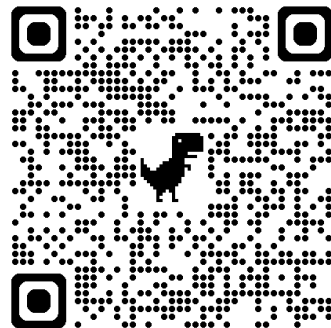
To what extent do you believe the following items have an influence on patient experience? (% Great + Greatest)



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**.

Summary – Supporting the Workforce

Key Takeaways

- The healthcare workforce is the primary conduit through which any experience is delivered.
- Organizations must support and care for their workforce to foster engagement, wellness, and growth.
- Active engagement of the healthcare workforce is vital and involves not just listening to their concerns but also taking meaningful actions based on their feedback.

Impact

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

DISCUSSION

In what ways does your organization work to understand and act on the needs and vulnerabilities of your workforce?

Engaging Patients & Care Partners is a Must

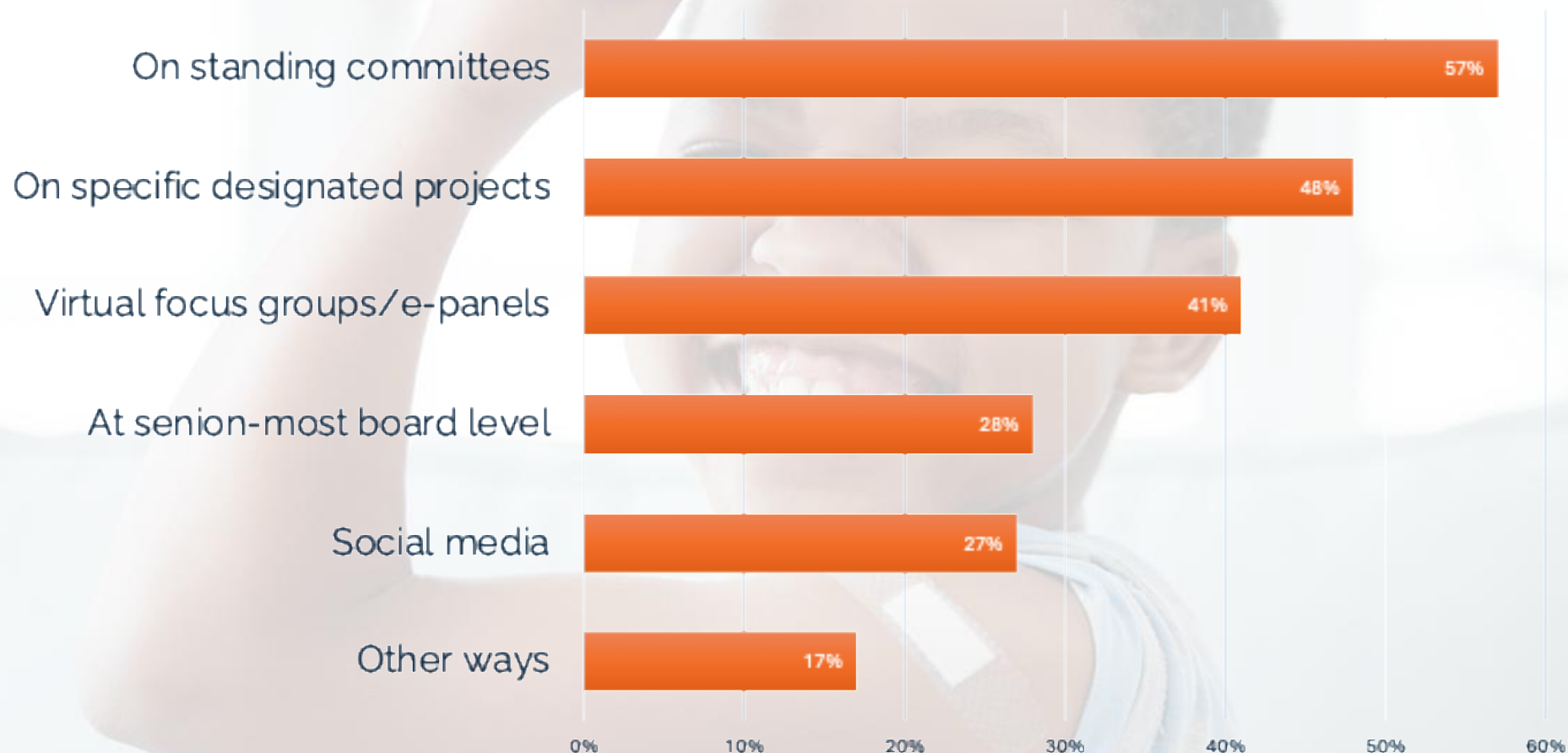


GUIDING PRINCIPLE

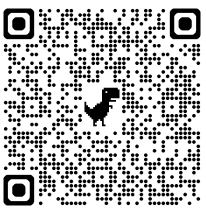
Implement a defined process for formal, intentional, and continuous partnerships with patients, families, and care partners.



Organizations are engaging patient, family & care partner voice in multiple ways



In what ways, other than a Patient & Family Advisory Council, does your organization engage patients and family advisors?

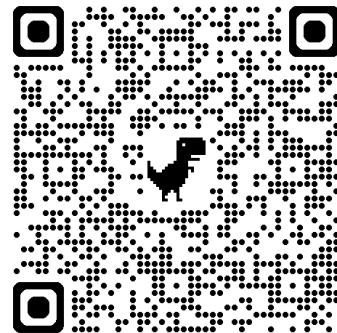




Listening Organizations: Elevating the
Human Experience in Healthcare through the
Lived Experience of Patients & Families

Contributors

Children's Mercy Kansas City
Duke Health
ECU Health
Institute of Patient- & Family-Centered Care
Kaiser Permanente
New South Wales Health
NHS England
Pediatric Hospital
PFCCpartners
SingHealth Patient Advocacy Network



6 Actions of a Listening Organization

- 1 Ask for feedback with deliberate intention
- 2 Build advisory programs with inclusive and diverse representation
- 3 Seek out innovation & technology
- 4 Share knowledge through structural alignment & collaboration
- 5 Provide patients and families with education, training & peer support
- 6 Embed PFCC core concepts into organizational culture

Summary – Patient/Care Partner Engagement

Key Takeaways

- Patients and care partners must be intentionally and actively engaged as co-designers in the care process and included as key members of their care team.
- Healthcare organizations must understand and address what matters most to patients and their care partners and ensure their voices are integral in the decision-making process.
- Formal partnership roles for patients and care partners should be established to ensure active participation in the design and improvement of healthcare services overall.

Impact

- Strengthened patient partnership
- Improved clinical outcomes
- Increased quality and safety

DISCUSSION

How does your organization partner with patients, families, or care partners today?

Share examples of meaningful change your organization made based on their input.

All Touch Points & Every Interaction Matter



GUIDING PRINCIPLE

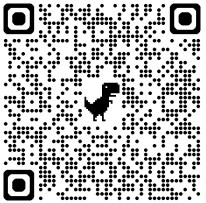
Acknowledge the healthcare experience reaches beyond clinical interactions to all touchpoints across the continuum of care.



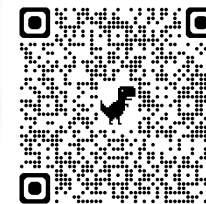
Experience is now seen with a fully integrated focus.



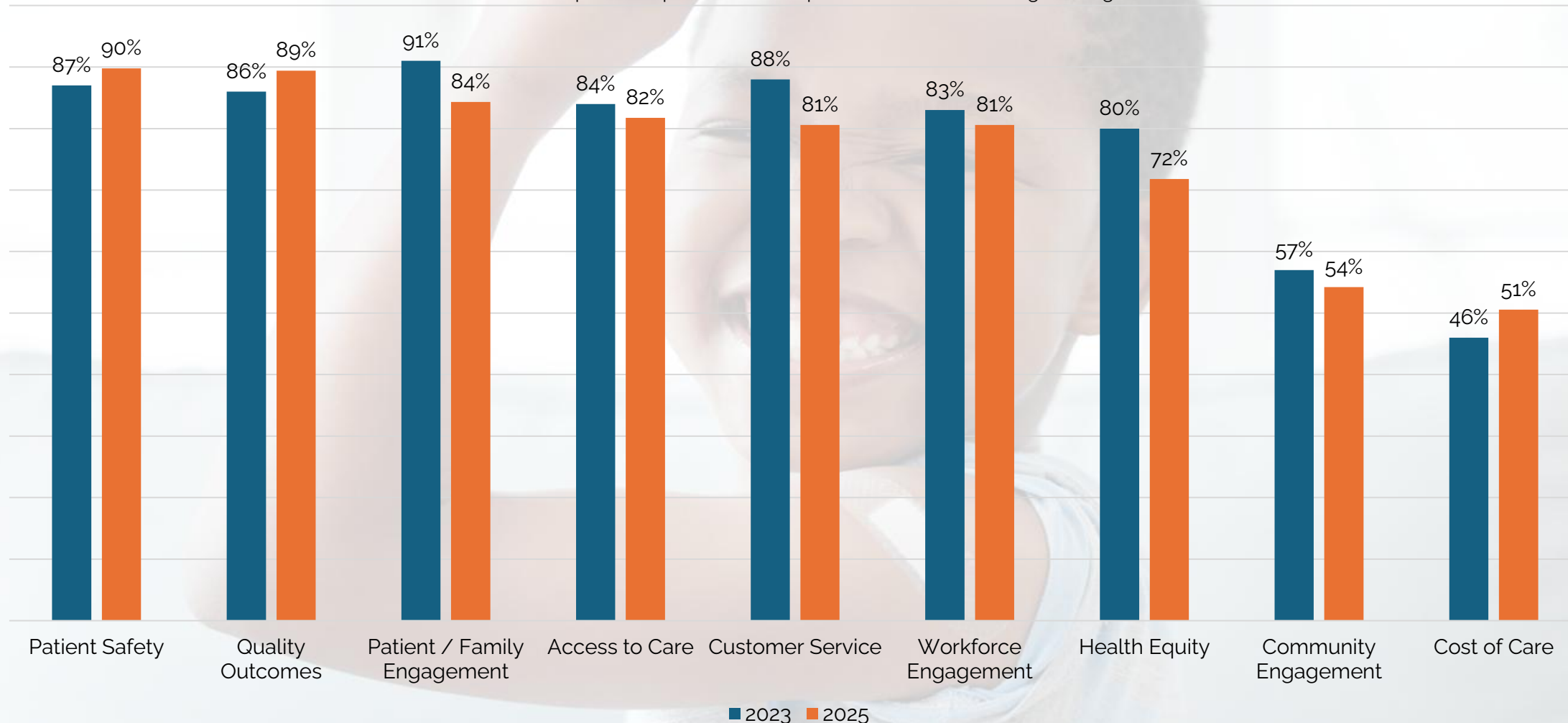
To what extent do you believe the following influence patient experience outcomes? (To a great extent)



The integrated nature of experience solidifies, with a focus on quality and safety seen as integral to experience



To what extent should patient experience encompass each of the following? (To a great extent)



Summary – All Touchpoints

Key Takeaways

- Experience encompasses the entire journey from when a patient first learns about a healthcare organization to well after their clinical encounter.
- It is important to address the transitions between care settings and non-clinical interactions as critical touchpoints in someone's overall experience.
- Proactively anticipating patient needs and addressing potential issues before they arise reduces the need for service recovery and leads to a more positive experience.

Impact

- Improved transitions of care
- Consistent brand experience
- Increased loyalty and market share

DISCUSSION

What actions are you talking to ensure your experience efforts consider all touchpoints across the continuum of care?



Equity and Access are Non-Negotiable

GUIDING PRINCIPLE

Ensure an active
commitment to both
health equity and
access to care.



**That the foundation of the
system was not meant to
serve all the people it's**



**To Care is Human Podcast
An Interview with Nikki Montgomery**





The Impact of Bias on Health Equity and the Human Experience

Contributions by:

Karen Bonner - Buckinghamshire Healthcare
Jennifer Carron Passon - BJC Healthcare
Irfan Dhallia - Unity Health Toronto
Naté Guyton - University of Maryland Medical Centers, Midtown Campus
Maxine Legall - Jewish Board
Dwight McBee - Jefferson Health
Kodi B. Pride - Consultant
Brittany R. Randall-Pope - Ohio Guidestone
Kimberly Richardson - Black Cancer Collaborative
Standing Committee on Equity & Inclusion, The Beryl Institute
Allysa Ware - Family Voices

Commentary by:

Nikki Montgomery
Executive Director of Madvocator Educational and Healthcare Advocacy Training
Program Manager, Family Voices National

1

Impact of bias is both
physical and emotional

2

Loss of trust is a major
consequence of bias

3

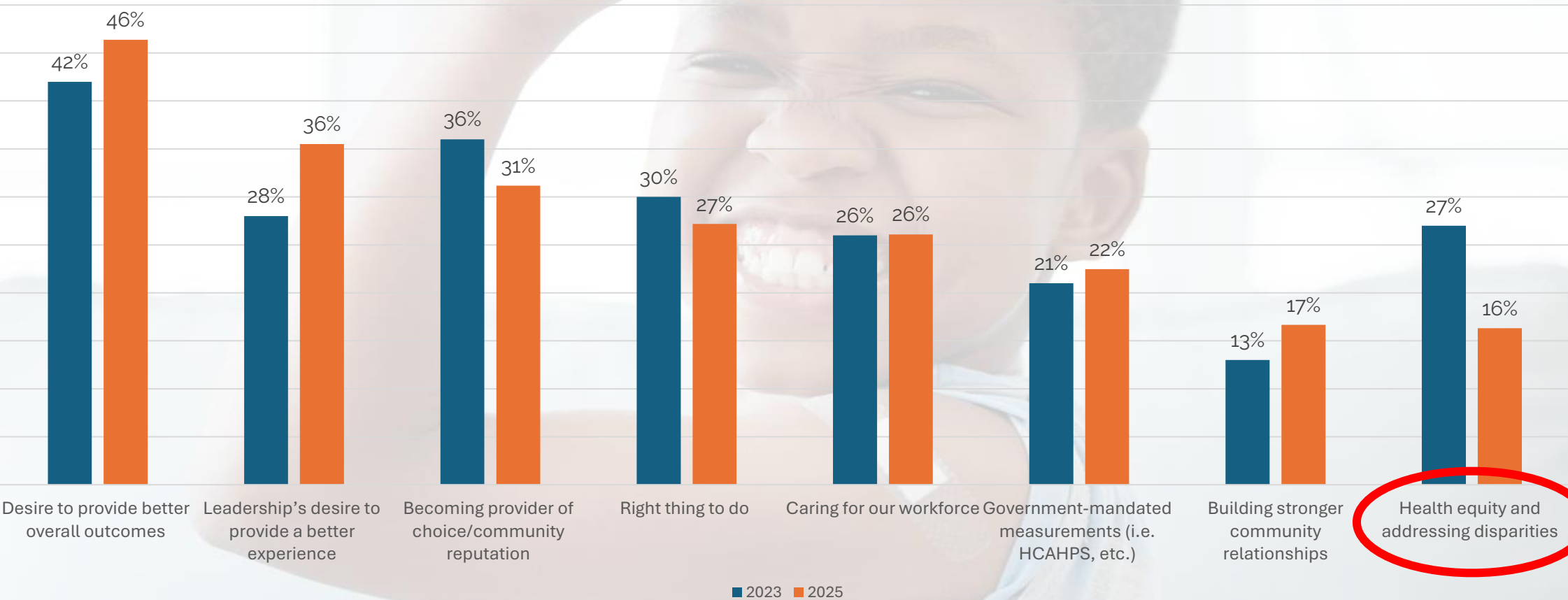
Addressing bias will improve
the experience for all



Health equity impacted by current climate



"Please select the top three factors that are driving your organization toward taking action on Patient Experience:



Summary – Equity and Access

Key Takeaways

- A commitment to actively eliminating disparities and making high-quality care available to all individuals must be an essential part of any experience strategy.
- It is crucial to recognize and address both personal biases and systemic barriers to equitable care to ensure excellence in patient care and positive outcomes.
- Effective communication is essential for equitable care, including consideration of language used and health literacy to ensure patients understand and can be active partners in their care.

Impact

- Reduced barriers to care
- Decreased health disparities
- Improved community trust

DISCUSSION

How are your experience efforts helping to ensure equity and reducing barriers to access?



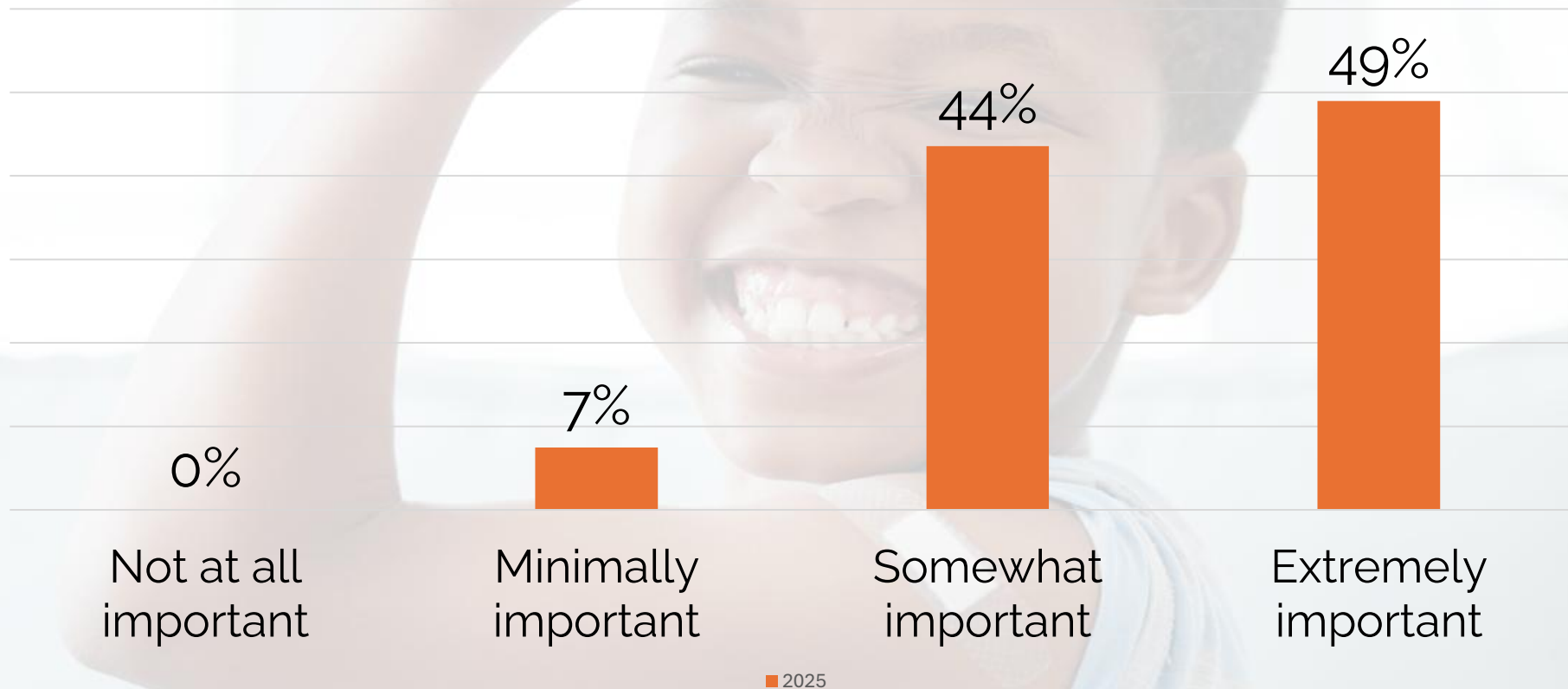
Communities Reflect and Inspire Experience Outcomes

GUIDING PRINCIPLE

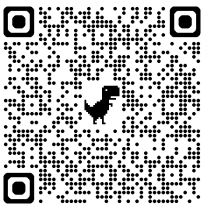
Expand focus on health outcomes beyond treating illness to promoting health and well-being of communities.



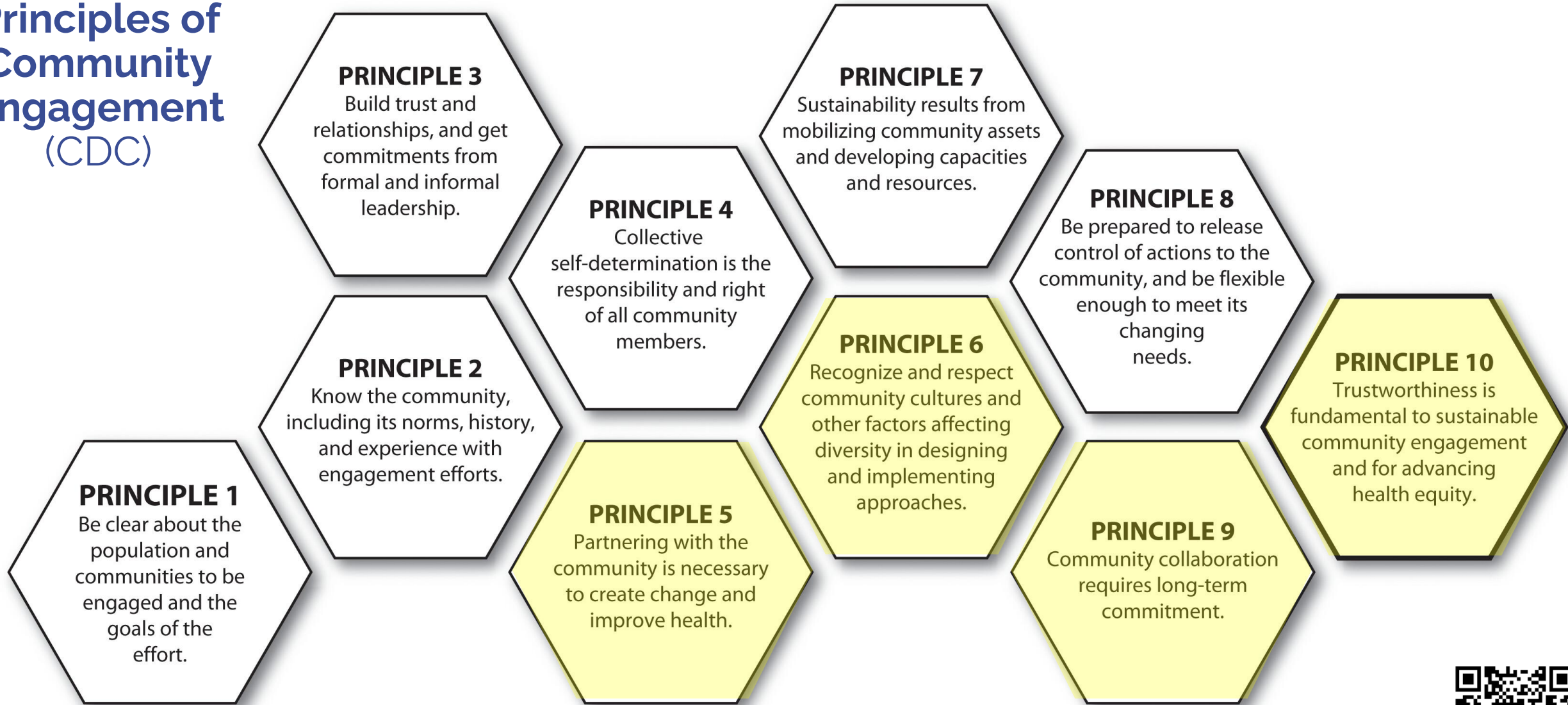
Community experience seen as important to experience strategy



How important do you think community experience is to an organization's overall experience strategy?



Principles of Community Engagement (CDC)



Michener JL, Williams A, Oto-Kent D, Aguilar-Gaxiola SA. Community engagement: a foundation for health equity and resilience. Am J Public Health. 2025;115(S2):S104–S109



Summary – Community Well-being

Key Takeaways

- Healthcare organizations are community-based, and the totality of the experience they provide to both patients and their workforce shapes the stories people share.
- Healthcare organizations must build experience strategy with a clear understanding of the role they play in, and the impact they have on, the communities they serve.
- Addressing health and wellbeing at the community level leads to more efficient healthcare delivery, reduction in cost, and a better overall experience.

Impact

- Reduced cost of care/cost avoidance
- Increased community engagement
- Recognized provider of choice

DISCUSSION

What are you doing to promote the health and well-being of your community?

Guiding Principles – Additional Resources



Resources by Principle

Self-assessment

Overview Video



Of the Eight Guiding Principles, which one do you see as **the most foundational** for transforming human experience in healthcare?

Develop a formal definition of experience that is understood and shared by all.

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

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

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

Implement a defined process for formal, intentional, and continuous partnerships with patients, families, and care partners.

Acknowledge the healthcare experience reaches beyond clinical interactions to all touchpoints across the continuum of care.

Ensure an active commitment to health equity and access to care.

Expand focus on health outcomes beyond treating illness to addressing the health—and well-being of communities.

Which principle do you believe presents the **greatest challenge in real-world application** and what could you do to address it?

Develop a formal definition of experience that is understood and shared by all.

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

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

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

Implement a defined process for formal, intentional, and continuous partnerships with patients, families, and care partners.

Acknowledge the healthcare experience reaches beyond clinical interactions to all touchpoints across the continuum of care.

Ensure an active commitment to health equity and access to care.

Expand focus on health outcomes beyond treating illness to addressing the health—and well-being of communities.





Choice...





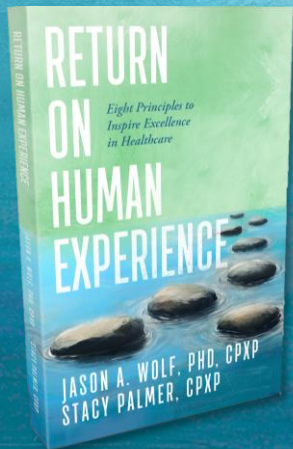
Human beings caring for human beings

Unless someone like you cares a whole awful lot,
Nothing is going to get better. It's not.
-DR. Seuss, The Lorax



RETURN ON HUMAN EXPERIENCE

Eight Principles to Inspire Excellence in Healthcare



Thank you!

Three Key Take-Aways

1. The importance of addressing experience from the lens of human experience, how you (must) define it, and then begin to build integrated and understandable strategies around this idea
2. In addressing the guiding principles for experience excellence, we begin to lay the foundation for focused and sustained experience success. This effort is about more than survey results, it is around integrating strategy and culture, and caring for patients, our workforce, and the communities we serve in a more connected way.
3. A commitment to an integrated view of experience and understanding our own organization's opportunities can help ensure a focus on the outcomes that matter in creating a positive place to work, a high-quality place for care, a community-focused commitment, and a measurable impact on the bottom line to ensure vibrant and sustainable organizations.

SHSMD26 CONNECTIONS

Health Care Marketing, Strategy & Communications

American Hospital Association Conference
September 27-29 ⚓ Baltimore

Questions?

- Please be sure to complete the session evaluation on the mobile app!

About Jason A. Wolf, PhD, CPXP

President and CEO, The Beryl Institute, and Founding Editor, Patient Experience Journal

Since 2010, Jason Wolf, President & CEO of The Beryl Institute, has transformed the organization into the premier global community dedicated to transforming the human experience in healthcare. He pioneered the framework for the field of patient experience, and today, the Institute engages over 65,000 individuals across more than 85 countries. A passionate champion and globally recognized expert on patient experience improvement, organization culture, and sustaining high performance in healthcare., Jason's driving purpose is unleashing the potential within all of us and elevating the idea that at the heart of healthcare we are ultimately human beings caring for human beings.

He has published 100s of papers and articles on experience and authored three books: *Transforming the Future of Healthcare: Reflections on a Decade of the Experience Movement*, *Return on Human Experience: Eight Principles to Inspire Excellence in Healthcare*, with Stacy Palmer, and most recently *Human Experience in Action*, a new edited publication including insights from over 40 senior experience leaders.

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Bibliography/References

All references are identified via direct links (QR Codes) to all resources cited on the slides for this session.

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