

# Patient Experience

*Delivering safe, high-quality, patient-centric care*

## Michigan State Quality Collaborative

James Merlino, MD

Chief Innovation Officer

April 11, 2025

- *The ‘NEW’ Joint Commission*
- *Lessons people teach us*
- *What is important for people*
- *Thinking about patient Experience*

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# The Joint Commission



Driven by a desire to improve quality of care,  
five major organizations came together in 1951



American College of Surgeons



American College of Physicians



American Medical Association



American Dental Association



American Hospital Association



“

It's our responsibility to drive value, agility, burden reduction and innovation with the organizations we serve.”

**Jonathan B. Perlin, MD, PhD**

*President and CEO, The Joint Commission*



# Approach Tailored to Organizational Needs

Whether a single site of care or a complex system

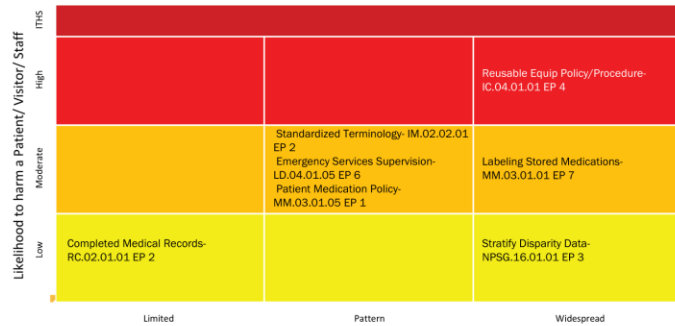


## Improved Information Sharing

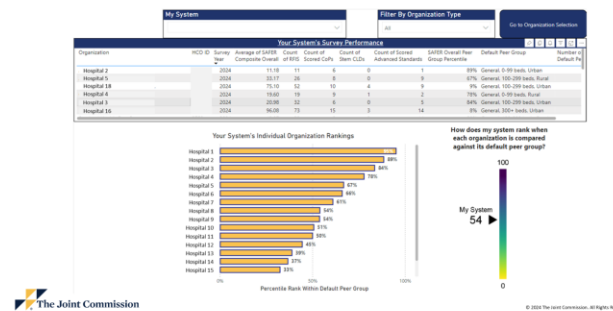
## Benchmarking

## Continuous Engagement

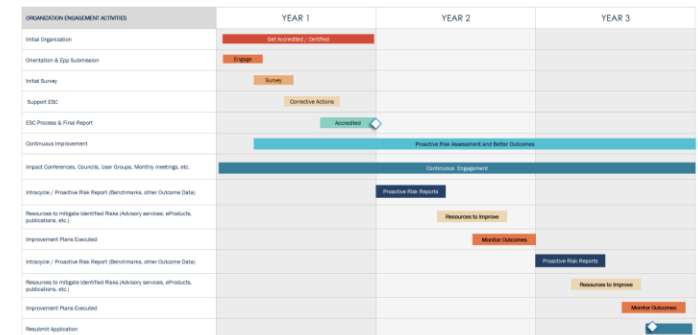
### A More Effective SAFER® Matrix



### Comparative Data at the System Level



### Engagement Calendar

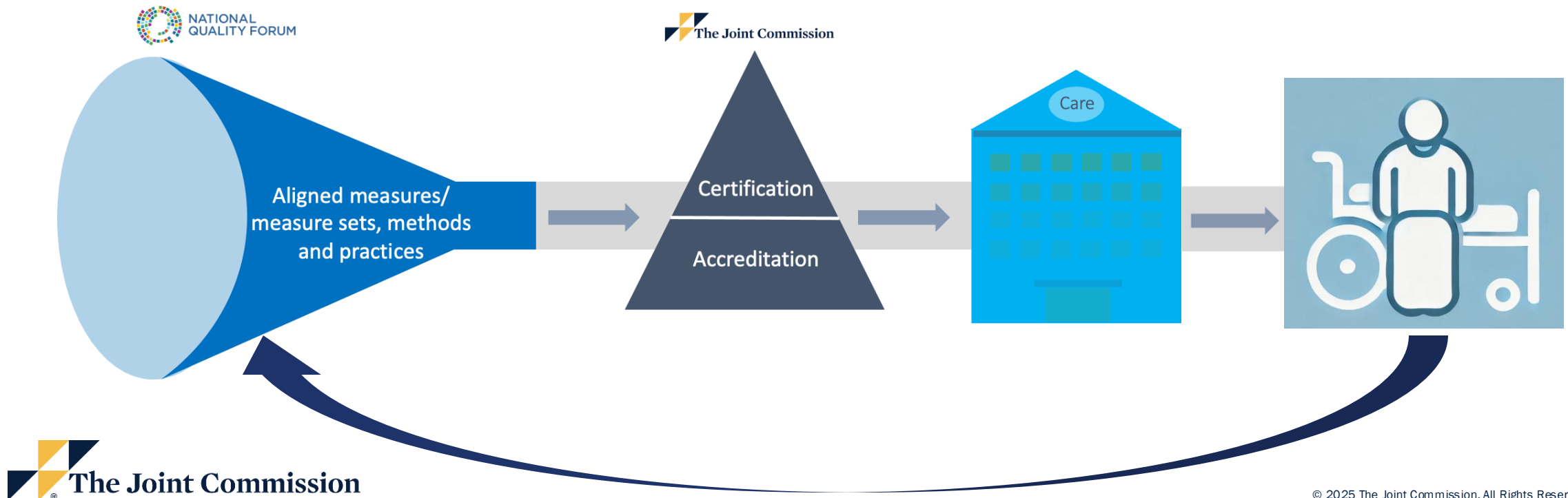


# Value Chain Alignment

An Affiliation with the National Quality Forum



For Payors	For Clinicians	For Provider Institutions	For Patients
Lower Medical Losses	Lower Measurement Burden	Access to Payer Performance Incentives	Better outcomes



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# People teach us things



# AVOIDABLE SUFFERING





**Healthcare  
is hard**



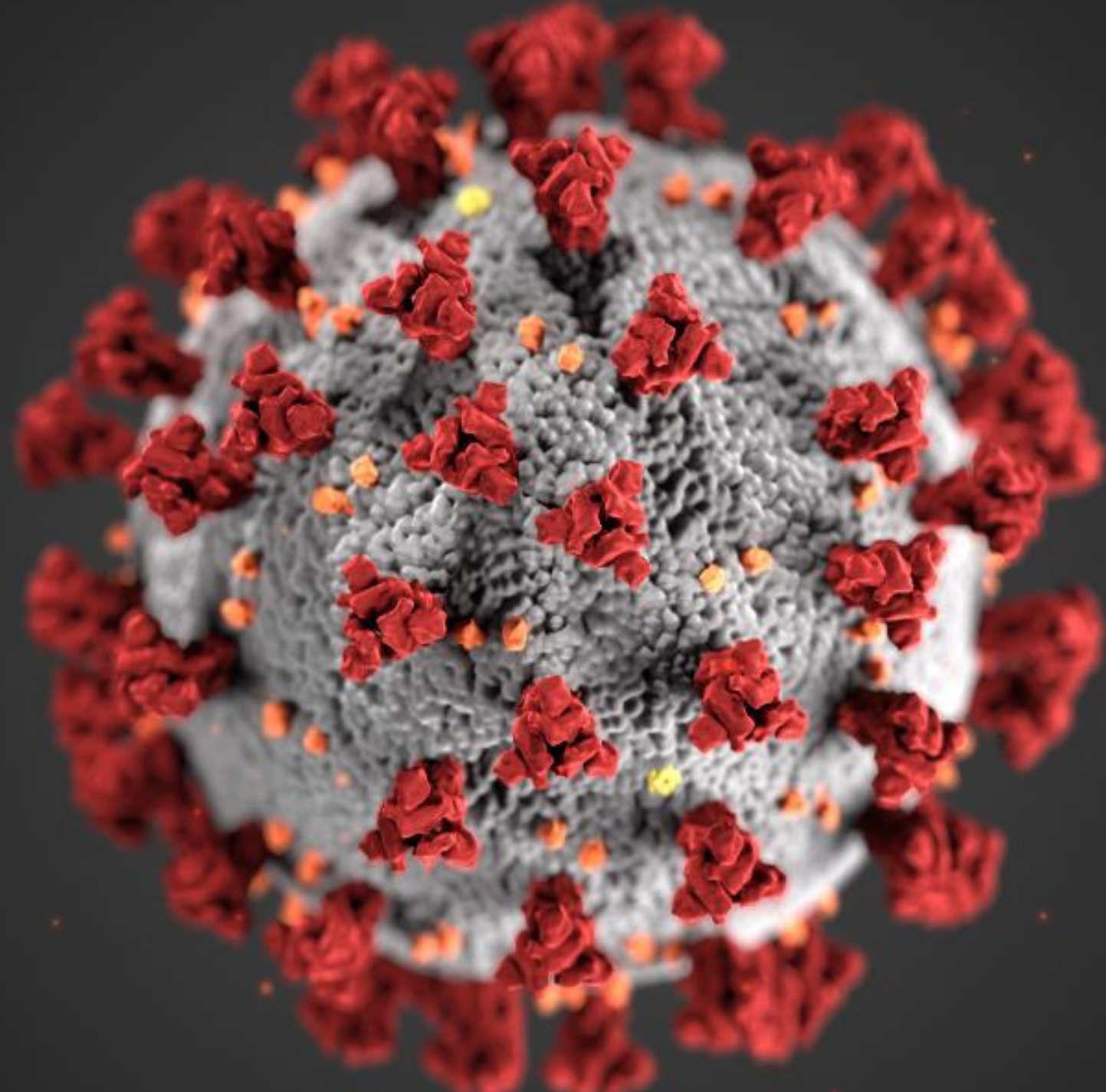


**HOW TO BUILD SUPERIOR  
PATIENT EXPERIENCE THE  
CLEVELAND CLINIC WAY**

**James Merlino, MD**

Chief Experience Officer of Cleveland Clinic

**4.2 Million  
440,000  
3rd**





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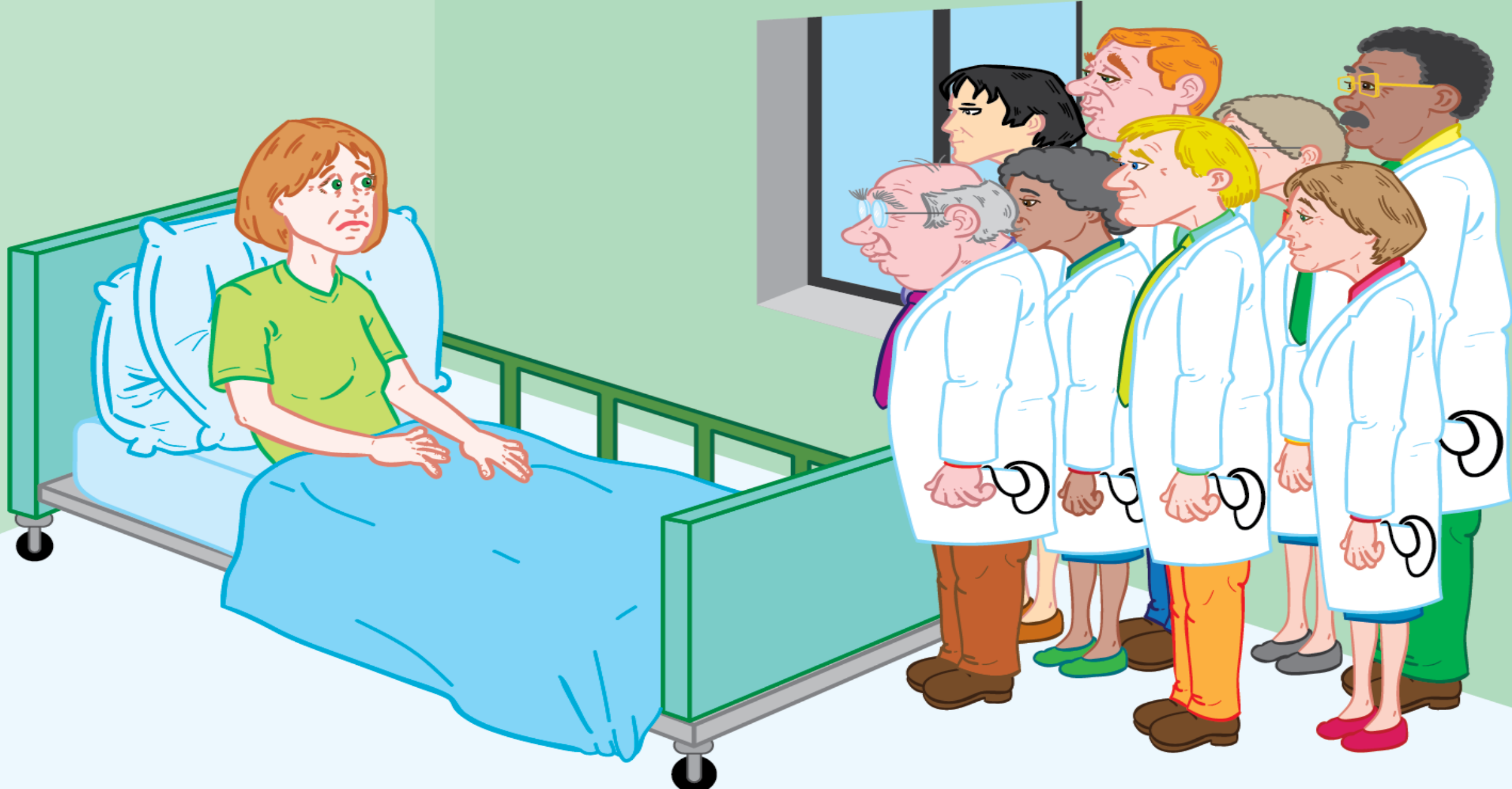
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# Emotions

**STRESSFUL**  
**ANXIETY**  
**FEAR – TERROR**  
**UNCERTAINTY**  
**CONFUSION**

# Desires

**RESPECT**  
**COMMUNICATION**  
**HAPPY PEOPLE**  
**EMPATHY**

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# Competence, Coordination & Empathy

937,000 Ambulatory visits - 84.3% Recommend

Confidence in  
Provider



**98.1%**

Team works  
Together



**99.2%**

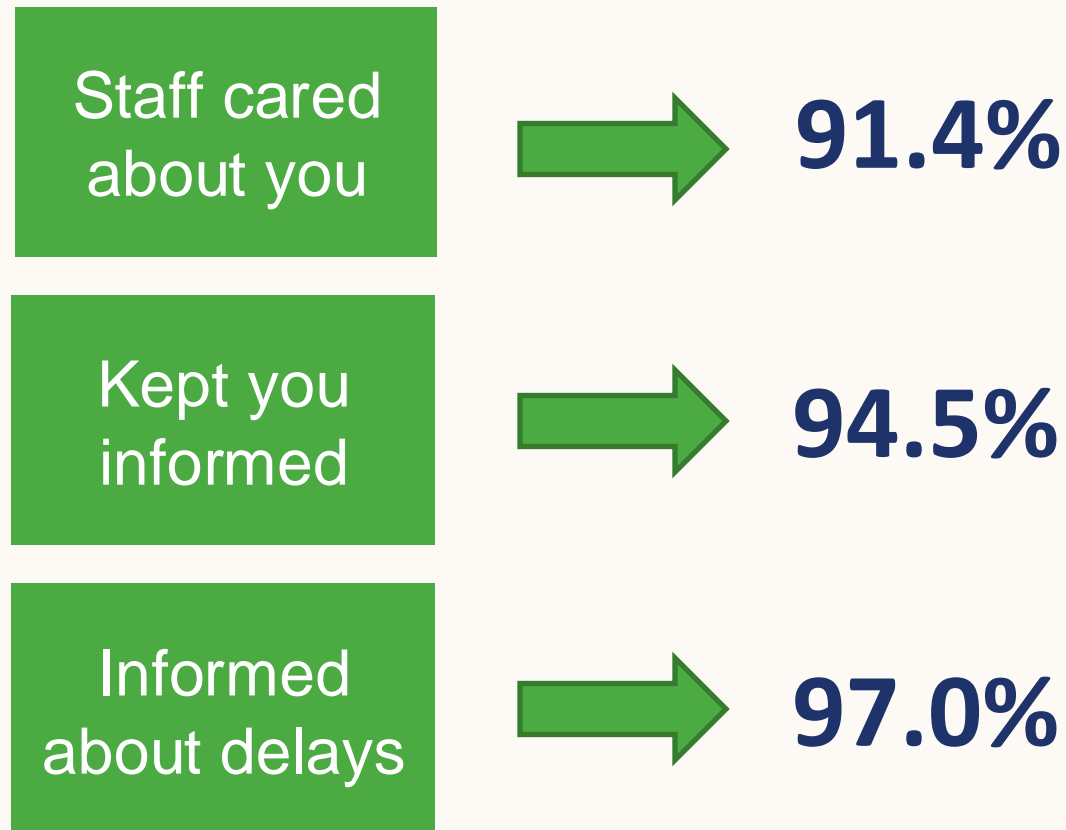
Concern for  
Worries



**99.4%**

# Empathy, Information & Delays

1,200,000 ED visits – 65.0% Recommend



# ***HCAHPS Relevance***

- **Nurse Communication**
- **Doctor Communication**
- **Medication Communication**

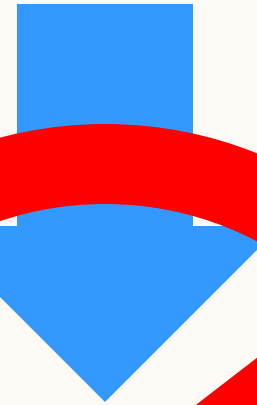


**Safety**  
**Quality**  
**Experience**

# Experience drives safety & quality

- ***Experience is top Quartile...***
  - CLABSI, CAUTI, MRSA, C. Diff - lower
  - PSI, 30-day readmission, LOS - lower
  - ***Cost of care (MSPB) - lower***
  - ***Margin - higher***

# Patient Experience

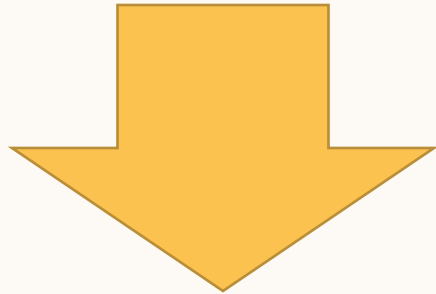


~~Satisfaction~~



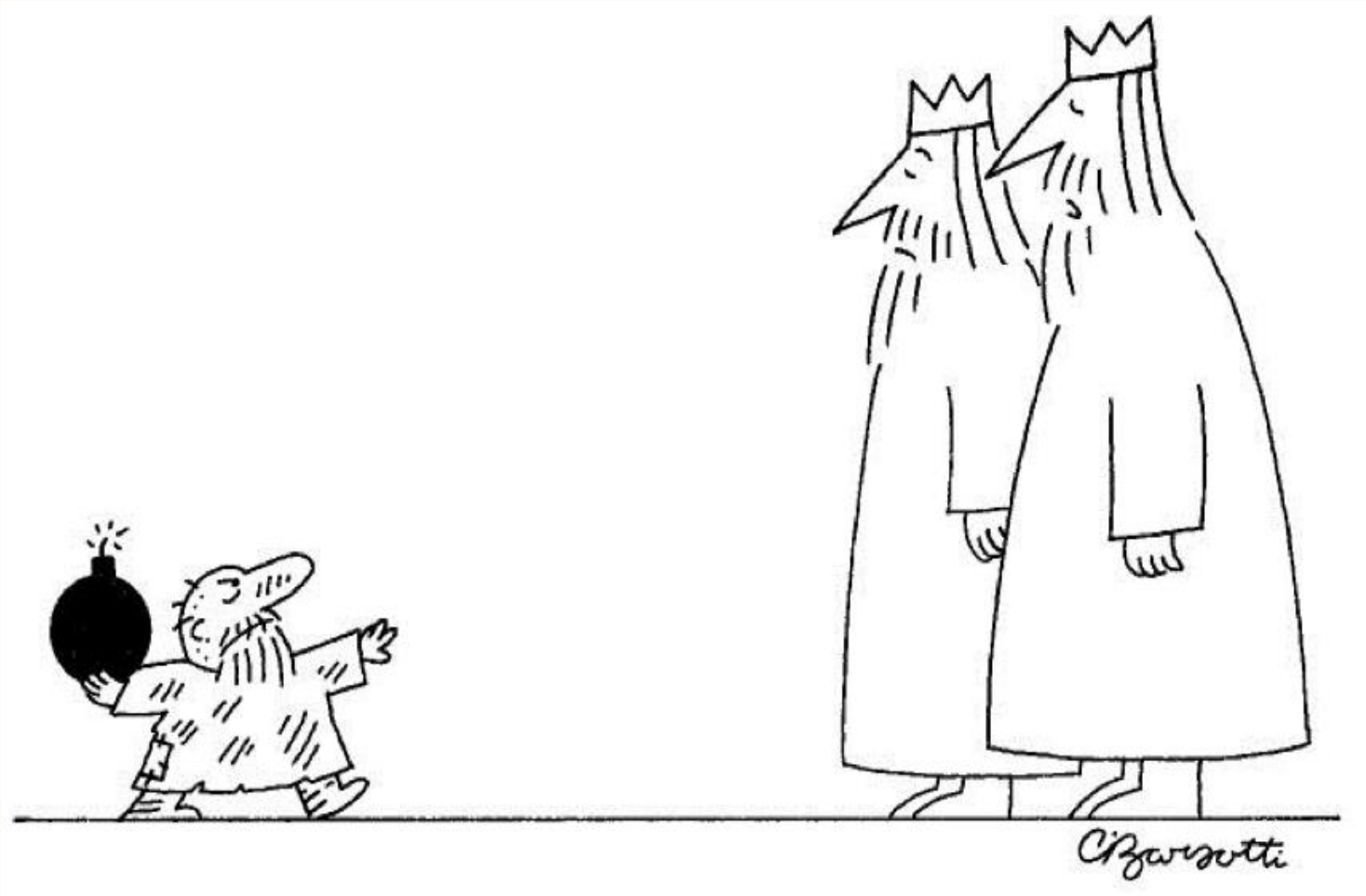
# ***Prioritizing our thinking***

**Integrated  
Perspective**



**Patient  
Experience**

- **Safe Care**
- **High Quality Care**
- **Patient Satisfaction**
- **High-Value Care**



**Must be for you – My patients love me**





# Academic boxing

- “Never sure who my doctor was...”
- Surgeon never saw me – until I was very critical”
- “Never saw my surgeon – only the fellow”
- “Doctor had attitude”
- “Doctor was rushed”
- “Too many doctors – I never new who was in charge”
- “....group was backing out of the door as my wife was asking questions – very rude”

**Is patient experience a strategic priority**

**Define it**

**Develop a narrative**

**Integrate the narrative into communication strategy**

**Form a cross functional team to lead it**

**Focus your data**

**Strategic talent management**

**Provider strategy**

**Focus tactics / fix broken things / new best practices**

**Initiative fatigue**  
**No support of leaders or Board**  
**Inconsistent messaging**  
**Lack of buy in**  
**Physicians not included**  
**Poor execution / talent**  
**Accountability**  
**Derailers hold us hostage**

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# Why should we care?

- **It's the right thing to do**
- **It's defines who we are and what we do**
- **It's how you would want us to treat you**
- **It's what patient's expect**
- **Safety, quality, and experience**