The Power of the Chief Moment Officer
Beacon Health System | Indiana | 2013

Problem
In hospital and physician office settings there are many reasons why front-line staff get distracted from creating exceptional experiences for every patient and visitor, but one reason could be that he or she hasn’t been given clear expectations about the role that all staff play in a patient’s healthcare experience.

Solution
Beacon Health System, the nonprofit parent organization of Elkhart General Hospital and Memorial Hospital of South Bend, Indiana, implemented a culture-changing effort to help every employee (emphasis on front-line staff) feel empowered and prepared to delight patients and visitors.

Chief Moment Officer is mandatory for new employees as part of orientation. Departments are also selected for more in depth Chief Moment Officer training and update sessions throughout the health system. There are three exceptional experience consultants within the organization who walk staff members through why patient experience is a crucial strategy that leads to:

- enhanced patient compliance with medical treatment
- enhanced patient satisfaction
- enhanced marketplace differentiation
- strong operational performance

Sessions are participative, and following the workshop each employee is given an official CHIEF MOMENT OFFICER card and new status. Employees are then asked to use C.M.O. initials after their names. This is very well-received, especially by front-line, non-credentialed staff who see it as a source of pride and enthusiasm. By attending Chief Moment Officer training, each staff member can walk away with a clear plan on what he/she personally needs to do to delight patients and visitors.

The first impression or last impression staff at the valet parking desk, the reception desk or home care delivery staff are too often taken for granted regarding the influence they have in making or breaking the level of trust and satisfaction a family will have with a physician or a hospital. Through Chief Moment Officer training, systems are in place to gather the rich information on what is happening every day. Leaders can use this information to make it easier for staff to impact patients and visitors in a positive way.

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Outcomes
Recommendation scores have continued to move ahead of state averages despite competitor hospitals with new facilities and private rooms.

Beacon Health System has opened sessions to local businesses who have sent their staff to learn more about building exceptional experiences for their industry, including local car dealerships, the YMCA, local insurance companies, school corporations and United Way staff.

Beacon Health System achieved outstanding financial performance with one of the best years in 2012 and has maintained strong bond ratings with AA- and remained the NRC Consumer Choice Hospital in its market for 10 years.