

# The Mayo Clinic Experience



>> Inspiration Days 2022 >>  
>> walkerproject >>

8/25/2022  
Tripp Welch  
Vice Chair- Quality



# PRIMARY VALUE

The needs of the patient come first

# MISSION

Inspiring hope and promoting health through integrated clinical practice, education and research

# VISION

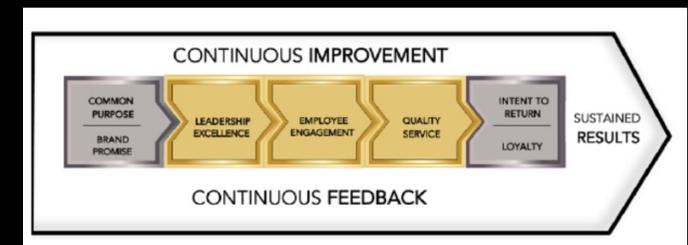
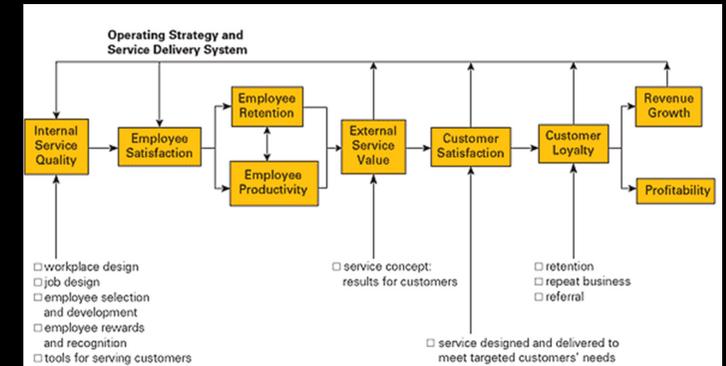
Transforming medicine to connect and cure as the global authority in the care of serious or complex disease

# IDENTITY

Delivering an unparalleled experience with the most trusted clinical expertise and knowledge.



# Mayo Clinic's Interpretation of The Service Profit Chain



Adapted from James Heskett et al "Putting the Service-Profit Chain to Work"  
Harvard Business Review 2008

## Patient Loyalty

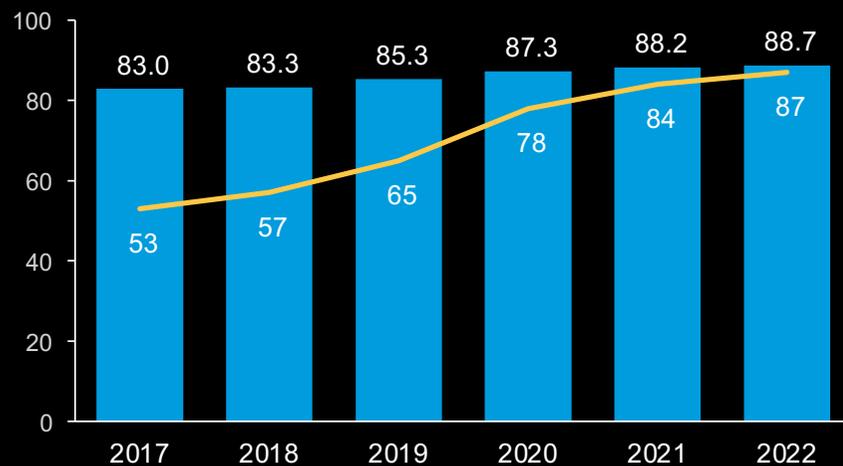
# Likelihood to Recommend

- Indicates patients' trust and loyalty and our primary value that the "needs of the patient come first"
- Happens when we have earned patients' trust
- Reflects the extent to which providers have met patient needs



# Results

## Outpatient Clinic LTR



■ Top Box    — Percentile

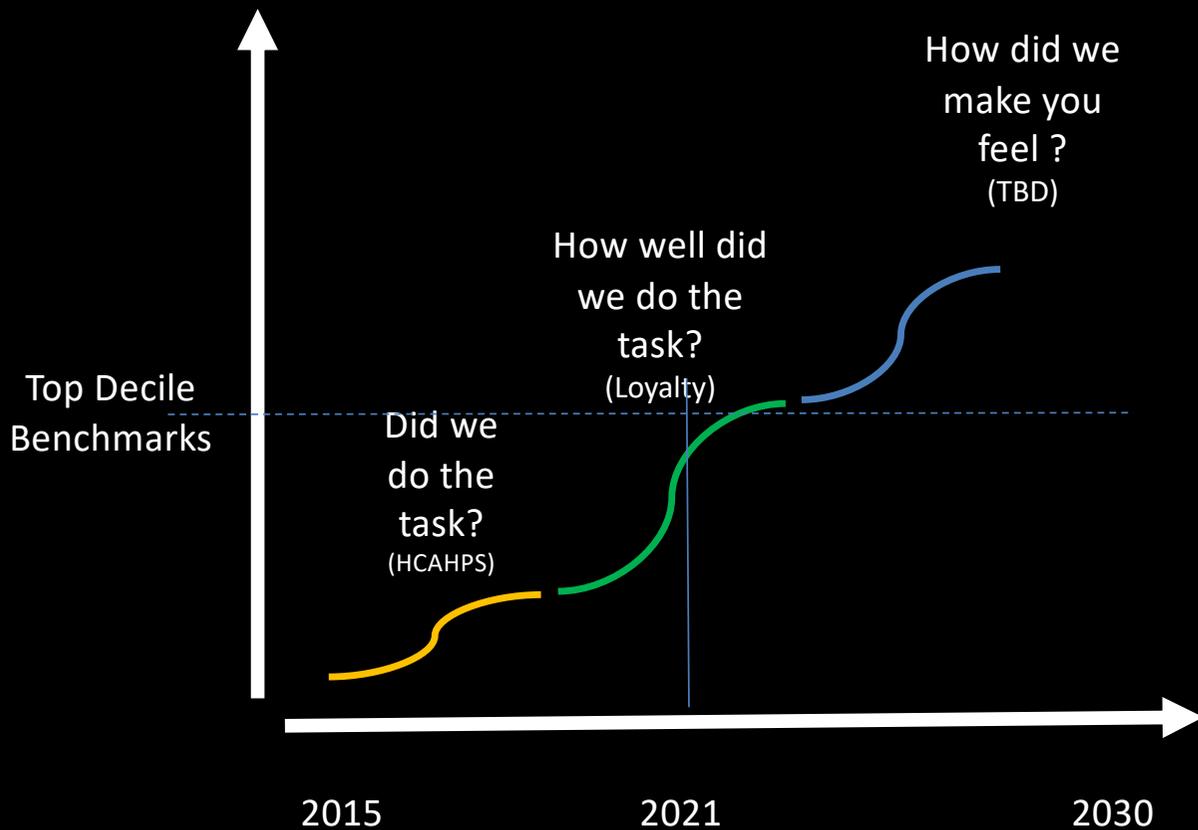
## Inpatient LTR



■ Top Box    — Percentile

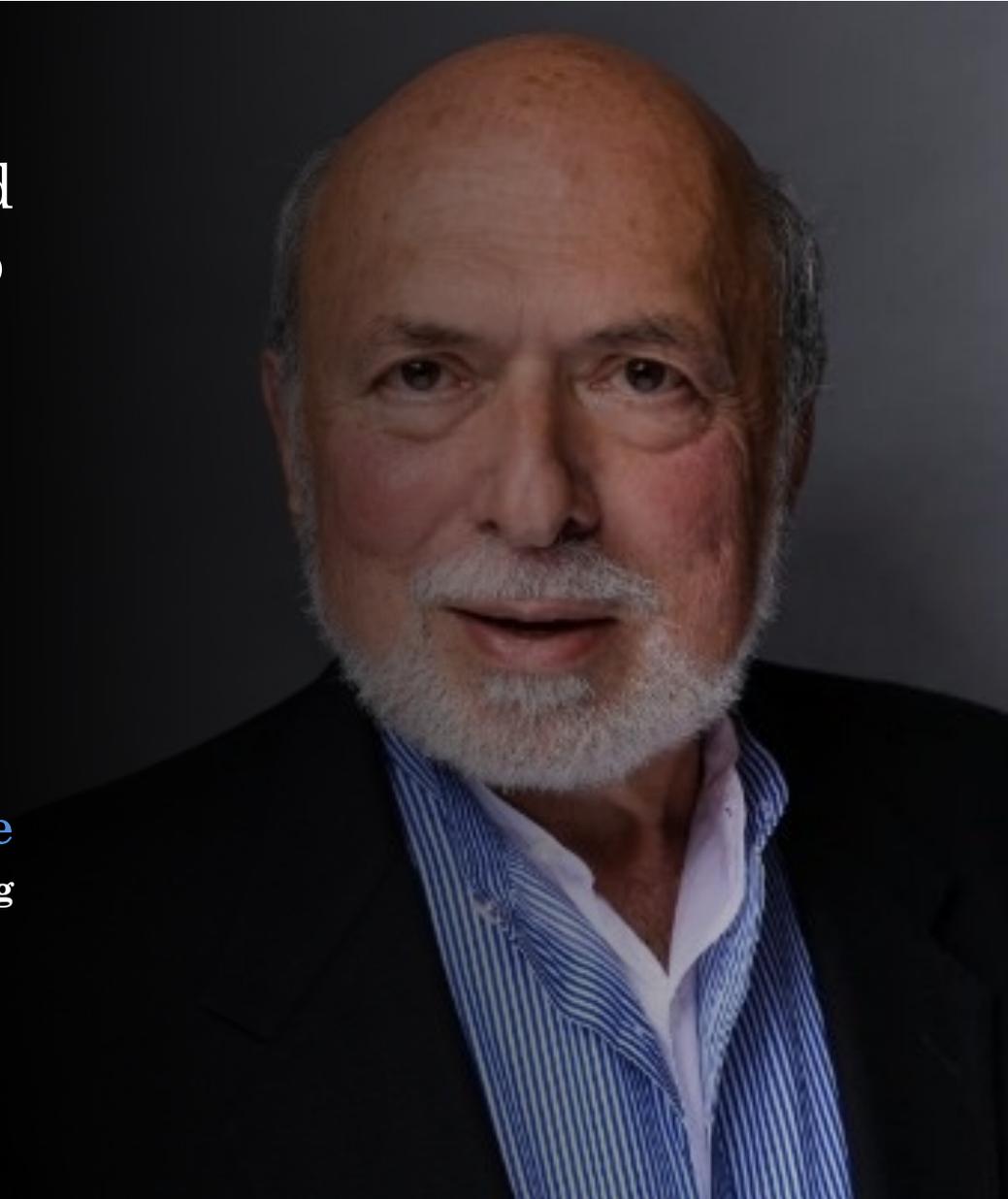
Extracted 10/3/2021  
Mayo Clinic Experience Research

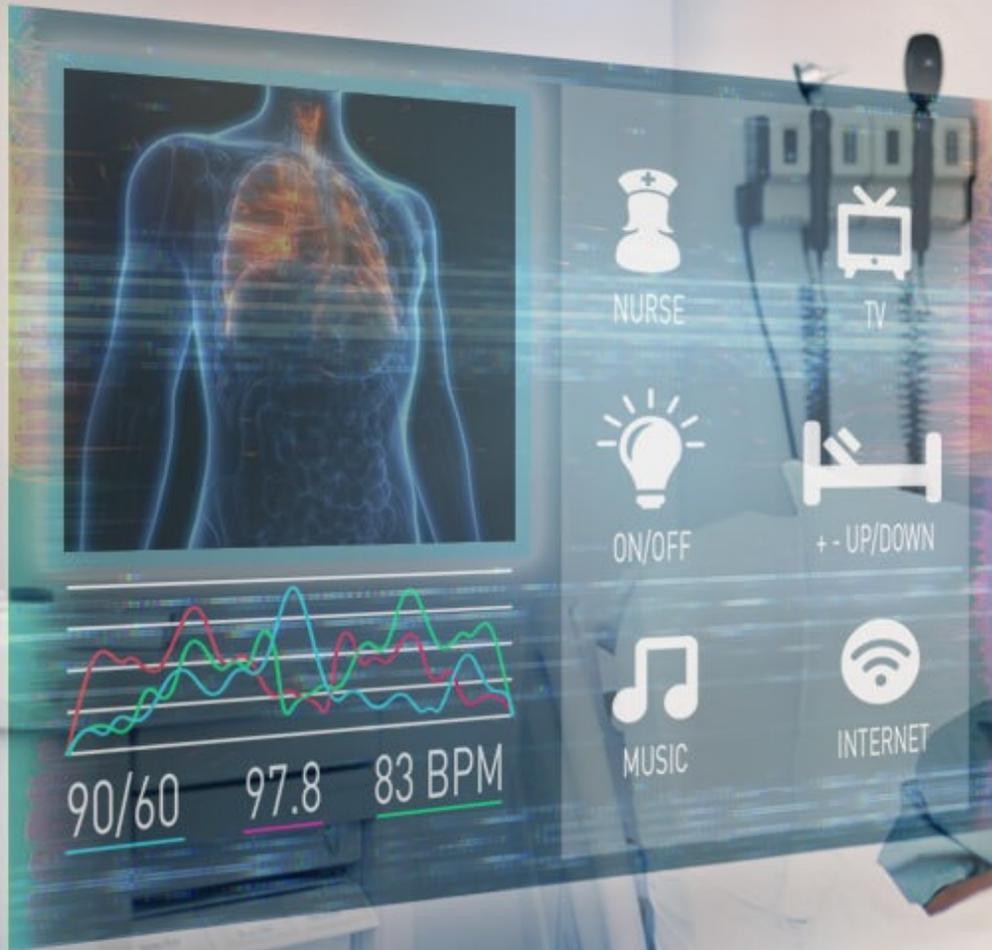
# Evolution of Experience Measurement



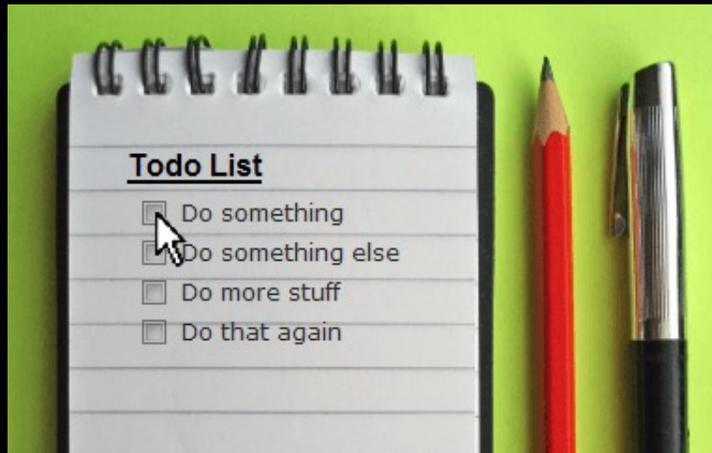
“Most companies are still using old processes and not able to adjust to new experience rules. Everything we learned is rooted in industrial age. That age is over. The new order is about sensing emotion and responding.”

**Lou Carbone**  
CEO Experience Engineering





# From Tasks to Emotion Likelihood to Recommend



include any other hospital stays in your answers.

**YOUR CARE FROM NURSES**

1. During this hospital stay, how often did nurses treat you with courtesy and respect?

1 Never  
 2 Sometimes  
 3 Usually  
 4 Always

2. During this hospital stay, how often did nurses listen carefully to you?

1 Never  
 2 Sometimes  
 3 Usually  
 4 Always

4. During this hospital stay, after you pressed the call button, how often did you get help as soon as you wanted it?

1 Never  
 2 Sometimes  
 3 Usually  
 4 Always

9. I need help with the call button

1 Never  
 2 Sometimes  
 3 Usually  
 4 Always



Rethinking:  
**Promises**

"You don't have  
to be on this  
world very long to  
understand the  
impact of a  
broken promise"

Alex Sheen



# Promises Experience Triangle

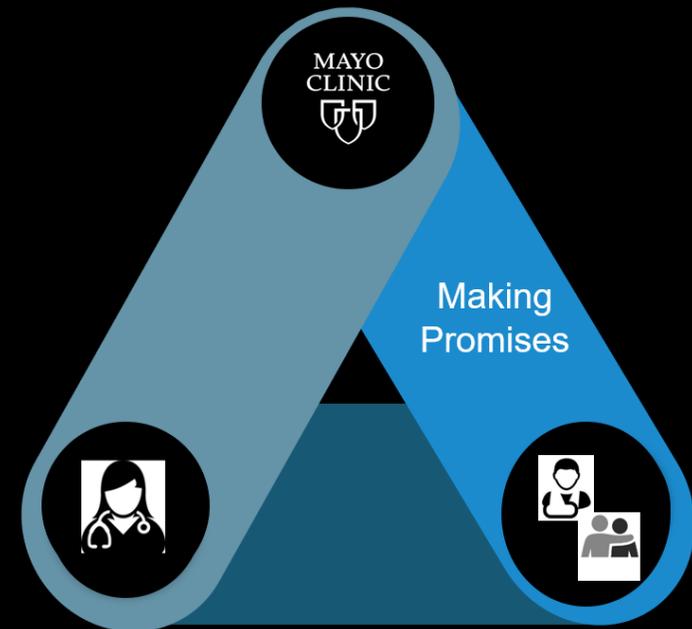


Source: Adapted from Bitner (1995), Kotler (1994), Gronroos (1990).

# Making Promises

## Understanding customer needs and managing expectations

- Traditional marketing communications
- Advertising
- Internet and web site communication
- Social media communication
- Brand management
- Word of mouth
- Market insights



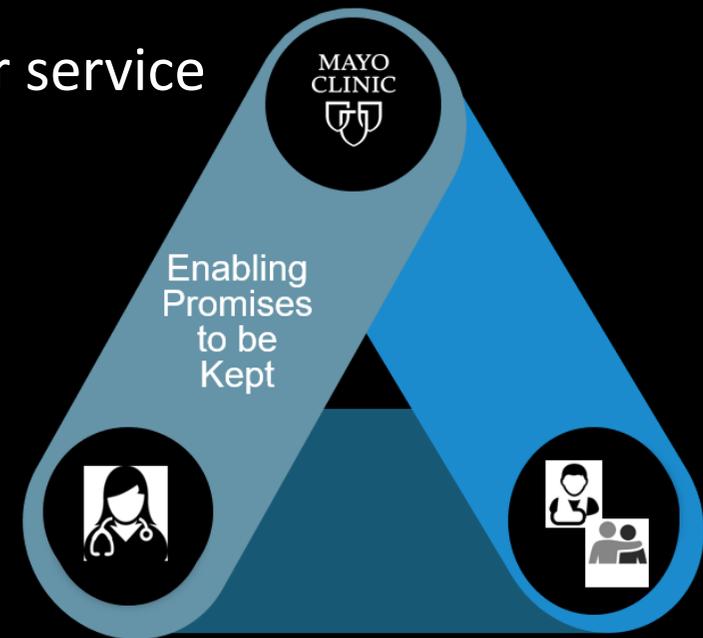
# Making Promises Excellence

Deliver the best outcomes  
and highest quality service  
through the dedicated  
effort of every team  
member



# Enabling Promises to be Kept

- Hiring the right people
- Training and developing people to deliver service
- Empowerment
- Appropriate technology and equipment
- Support systems
- Rewards and incentives



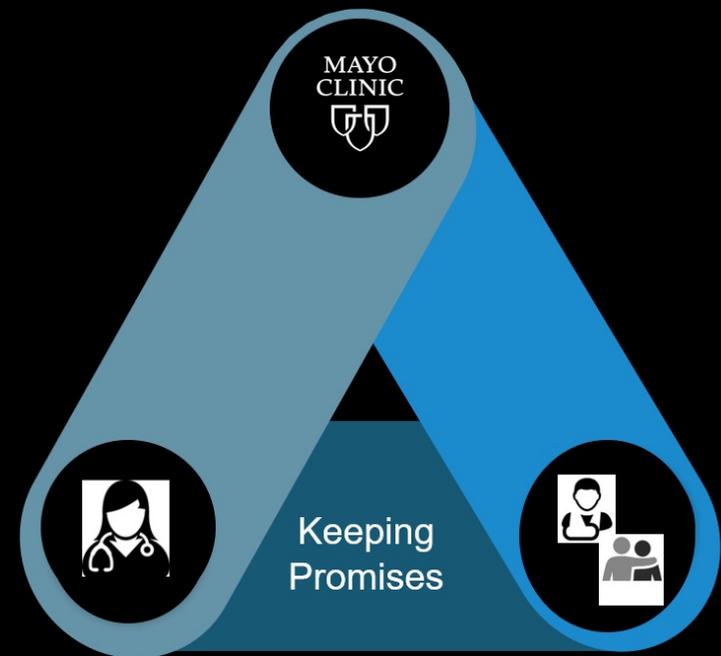
# Enabling Promises Teamwork

Value the contributions of all, blending the skills of individual staff members in unsurpassed collaboration



# Keeping Promises

- Service delivery
  - Reliability, responsiveness, empathy, assurance, tangibles, recovery, flexibility
  - Face-to-face, telephone and online interactions
- Provider-customer relationships and trust
- Customer interactions with sub-contractors or business partners
- The “moment of truth”

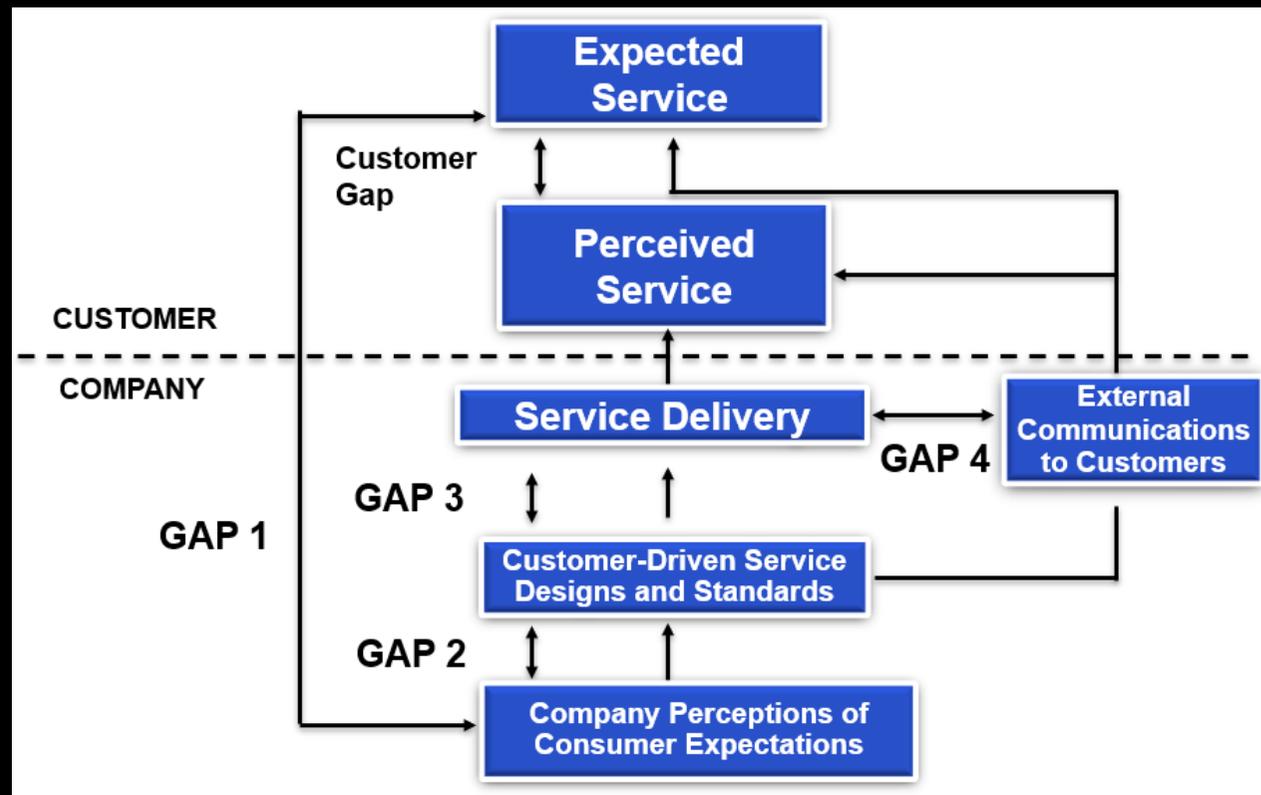


# Keeping Promises Compassion

Provide the best care,  
treating patients and  
family members with  
sensitivity and  
empathy



# The Gaps Model: Aligning the Service Triangle



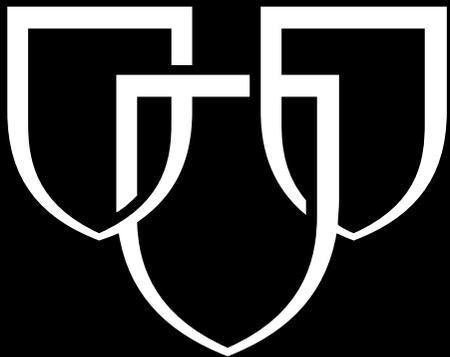
# Mayo Clinic Experience

When every patient  
and employee believes  
we have delivered on  
the promise of our  
primary value,  
“the needs of the  
patient come first”





MAYO  
CLINIC



## WE ARE THE MAYO CLINIC EXPERIENCE

It is not just our patients' experiences that matter, but their care partners, our community, and our teams' experiences as they apply to practice, research and education.

## Challenges

# Our Burning Platform

- External/internal systems and processes have taken us away from human connection and made us transactional
- Our frontline teams are feeling less empowered and engaged with our mission and purpose
- Many staff have lost their “why”
- We need to re-center the narrative and story of patient care to elevate our values, purpose, and connection to each other



# Strategic Plan

## Mayo Clinic Experience

People,  
Innovation &  
Environment



Inspire and  
unleash the  
creative  
potential of our  
staff

Cure



Enhance human  
connection and  
compassion while  
alleviating  
avoidable  
suffering

Connect



Build trusted &  
loyal relationships  
with our patients,  
their families &  
each other

Transform



Elevate the voice  
of our trusted  
partners to co-  
design the next  
generation Mayo  
Clinic Experience

# Operational Structure

## Mayo Clinic Experience



# Experience Triangle

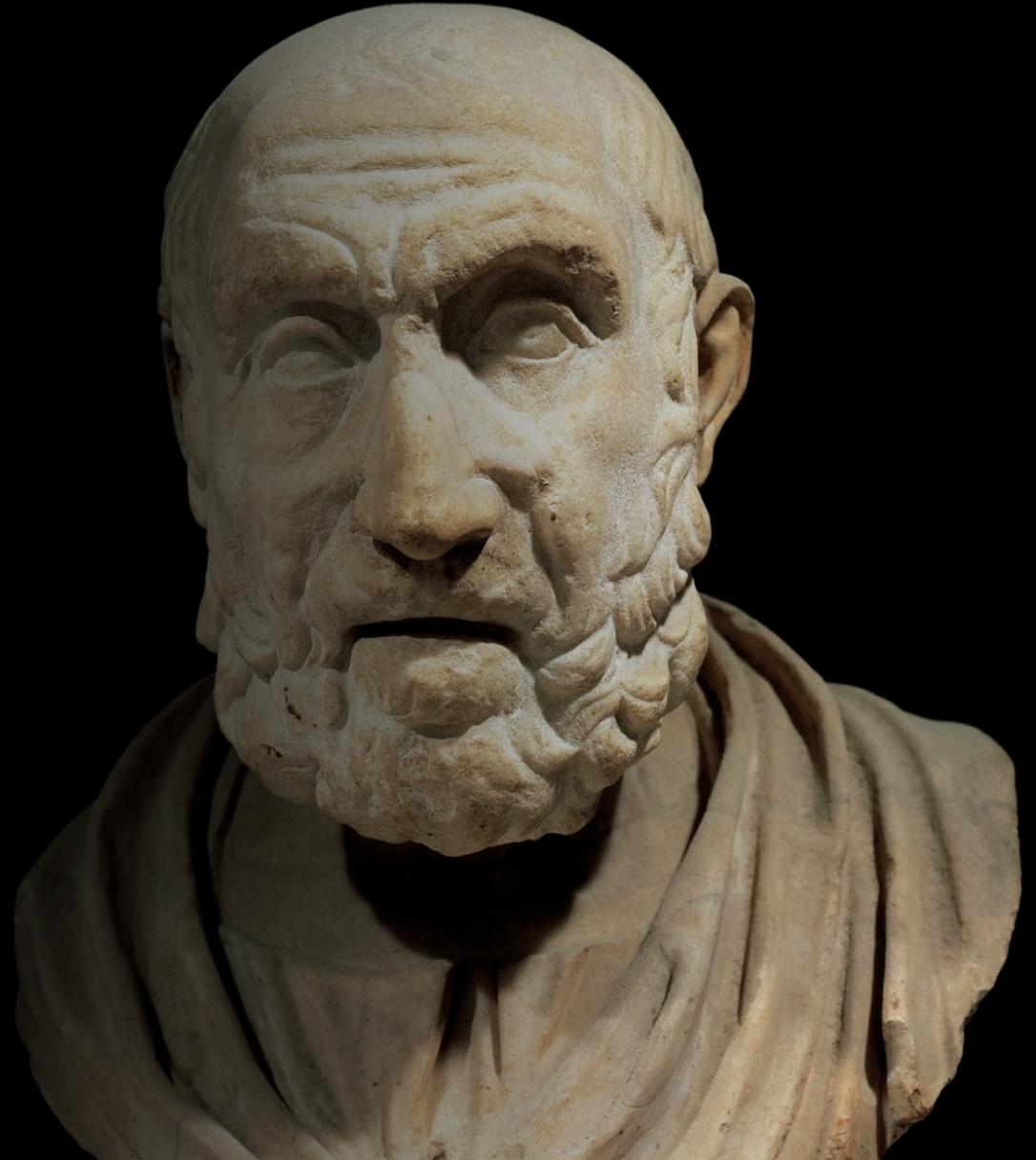
# Office of Mayo Clinic Experience



Source: Adapted from Bitner (1995), Kotler (1994), Gronroos (1990).

“I will remember that there is an art to medicine, and that warmth and empathy may be more important than the surgeon’s knife or the chemist’s drug.”

**Hippocratic Oath**  
Modern Version



People may think  
we are in the  
business of  
healthcare...

...We are really in  
the business of  
hope.



# Comments & Questions

