



# Cleveland Clinic Experience

**Engaged employees lead to satisfied patients.**

Learn how Cleveland Clinic Experience aims to enhance and transform the culture of Cleveland Clinic by integrating exceptional employee and patient experiences to achieve future success.

In September 2010, Cleveland Clinic's entire workforce began participating in "Cleveland Clinic Experience," an enterprise-wide initiative developed to enhance and transform the culture at Cleveland Clinic by integrating exceptional employee and patient experiences.

This formula was used to identify the initiative:

Exceptional Employee Experience  
+  
World Class Patient Experience  
= Cleveland Clinic Experience

"Caregivers from all disciplines and locations across the enterprise participate in interactive learning sessions to discuss our mission, values, what it means to be a caregiver and our expectations of how we serve our patients and each other," Dr. Merlino explains.

Employees are now called "caregivers" because every person who works at Cleveland Clinic, regardless of job title, has an important responsibility, along with the organization, to positively impact the patient experience.

Research conducted by the Gallup organization has shown a strong correlation between overall employee engagement and patient satisfaction.

In the name of empathy, patient satisfaction and employee engagement, "Cleveland Clinic Experience" was introduced in 2010 to continue building a strong base of engaged and committed caregivers who are dedicated to fulfilling Cleveland Clinic's mission of putting Patients First.

## Objectives

The objectives of Cleveland Clinic Experience are to provide an opportunity for all caregivers to align themselves with Cleveland Clinic's mission, values, expected service behaviors, Respond with H.E.A.R.T.® service recovery model (see page 7) and serving leadership principles in order to put Patients First and deliver World Class Care.

## Development Team

Cleveland Clinic Experience was developed by Cleveland Clinic employees from all levels and departments across the enterprise. It is a collaborative effort between the Office of Patient Experience, the Office of Learning and Performance Development, the Digestive Disease Institute, the Operations Division, Human Resources, Marketing and many other departments.

## Interactive Learning Sessions for All Caregivers

Cleveland Clinic Experience consists of three interactive learning sessions. All caregivers are expected to attend the "Exploring Cleveland Clinic Experience" session, a three-hour interactive learning session that uses a learning map as a visual aid to assist table facilitators in guiding small group discussions. Nearly 500 participants attend the sessions at a time and tables of 8 to 10 caregivers from different backgrounds, departments and locations

share ideas and opinions. Everyone has the opportunity to have their voice heard. The dialogue focuses on Cleveland Clinic's mission, values, expected service behaviors, service recovery and supporting each other.

Cleveland Clinic Experience represents the first time that all Cleveland Clinic caregivers, including physicians, were brought together in the same setting to participate in the learning sessions. Participants have provided many comments about the positive impact of such a diverse group of professionals represented in the table discussions.

For example, one female physician who participated first commented that the session content "Seemed like common sense." However, later she pointed to the caregiver side of the learning map and said, "This is me coming to work. I'm rushing to drop my kids off and I'm thinking about my cases for the day. I don't have time to stop and smile and say hi to people in the hallway." At the end of the session she mentioned that she didn't realize the effect she had on others, while she definitely had a great effect on everyone at her table. Her goal was to smile and say hello to others more often.

At the end of the "Exploring Cleveland Clinic Experience" sessions, all participants are invited to wear a CAREGIVER badge backer to represent their support of the Cleveland Clinic Experience initiative. Session evaluations represent a positive response rate of nearly 90 percent.

## Interactive Learning Sessions for Leaders

In addition to the "Exploring Cleveland Clinic Experience" session, leaders attended two other sessions. The four-hour preparatory session, "Cleveland Clinic Experience: Leading the Way," featured serving leadership principles as well as employee engagement and performance management topics.

The "Coaching for Outstanding Performance: Sustaining Cleveland Clinic Experience" eight-hour session demonstrated practical coaching and sustaining techniques for leaders. This session includes a discussion about how to role model the expected service behaviors and uphold Cleveland Clinic's values. Leaders also learn how to hire for culture and fit, manage performance and reward and recognize their staff.

## Participation

- More than 300 caregivers were trained to facilitate the "Exploring Cleveland Clinic Experience" sessions.
- More than 2,000 leaders attended the introductory "Leading the Way" session.
- Nearly 35,000 caregivers have participated in the "Exploring Cleveland Clinic Experience," interactive learning sessions, including caregivers at Cleveland Clinic Canada. The program is also being introduced at Cleveland Clinic Florida locations, Cleveland Clinic Lou Ruvo Center for Brain Health, as well as Cleveland Clinic Abu Dhabi and Sheikh Khalifa Medical City, Abu Dhabi.
- More than 1,350 managers have attended the Coaching session.

## Sustainability

Cleveland Clinic Experience, our cultural transformation, is now part of new caregiver, nursing and resident orientations. This Spring, the principles of Cleveland Clinic Experience were an integral part of the performance management process.