Improving Service in Cancer Care

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Cancer is always a life-changing event
Cancer care is a high-emotion service.

The Question

How can we **improve** the service experience of adult cancer patients and their families as they make the journey from diagnosis onward?

An Ongoing Quest to Look for Answers

INTEGRIS
HOSPICE of the VALLEY
Main Entrance
LYNN COMMUNITY
HEALTH CENTER
MARIN
CANCER
CARE
MAYO CLINIC
MAYO CLINIC
150 Years
NATIONAL
CANCER
INSTITUTE
9609
Henry Ford
HEALTH SYSTEM
JOSEPHINE FORD
CANCER INSTITUTE
North Shore-LIJ
CANCER
INSTITUTE
Monter Cancer Center
SETON
BREAST CARE CENTER
Intermountain Medical Center

5 C's of Cancer Service

- **Coordinating** Cancer Services
- Orchestrating Experience **Clues**
- Enabling **Connection**
- Valuing Care **Continuity**
- Creating **Community** Partnerships

Orchestrating Experience Clues

Managing the many clues or "signals" patients and families perceive as they experience the service to evoke positive feelings such as trust and hope.

The more important, variable, complex, and personal the service, the more clue-sensitive customers are likely to be.

THREE CATEGORIES OF CLUES

Functional

+ Clues emitted by the functionality of the good or service

Mechanic

+ Clues emitted by stimuli associated with things – *sights, smells, sounds, textures.*

Humanic

+ Clues emitted by stimuli associated with people – *choice of words, tone of voice, level of enthusiasm, appearance, body language.*

Functional: Clues emitted by the functionality of the good or service.

"My first time I was in the chemo chair I was armed with what the nurse taught me. I remember feeling positive and strong . . . . Being prepared made it much better."

– cancer patient

"It is a powerful thing to say to patients that their treatment plan will be reviewed by multiple clinicians and their care will be coordinated."

– health system president

"When you have cancer, you don't want to hear that 'We can get you in in two weeks.'"

– oncologist

Mechanic: Clues emitted by stimuli associated with things – sights smells, sounds, textures.

"You can go through the building and you don't think there are 10 patients in it. But right now there are probably 100 patients in the facility. It was designed to create a sense of **privacy**."

– cancer center president

"The doctor **draws** everything on a piece of paper and gives it to me to take home."

– cancer patient

"We do a lot of little things. We put **music** (Spotify) in machine so patients hear music of their choice. At the end of the course of treatment, patients hit a gong to celebrate completion."

– oncologist and chair, radiation medicine

Humanic: Clues emitted by stimuli associated with people -- choice of words, tone of voice, level of enthusiasm, appearance, body language.

"I could barely stand up when I finished my 34th radiation treatment. My goal was to walk out of the room under my own power. The technician said to me 'I know these treatments are going to help you!' That is exactly what I needed. You can't script kindness. And I walked out under my own power."

– cancer patient

"Nurses look at the computer too much. It seems that the solution to everything is in the computer when sometimes holding your hand is what you need the most."

– cancer patient

"Patients are ultra-sensitive to the doctor's words as clues to whether they will live or die."

– cancer patient

"Nurse Nancy is very kind and sympathetic. She hugs me. She told me: 'Don't worry, the tumor is not so big.' . . . She didn't use medical words; she uses easy words to understand."

– cancer patient

Coordination

Functional Clue

Multidisciplinary Cancer Clinic at Intermountain Medical Center

Coordination

Functional Clue

Cancer Medical Home at Integris Cancer Institute

Full-service cancer center (with a fully-integrated proton beam facility) that also offers family medicine, cardiology, dermatology, rehabilitation, and other services.

"A lot of cancer patients coming here don't have a family doctor or they need to see a dermatologist for possible skin cancer or they need a cardiology visit. Cancer feeds these other practices and it is easier for care coordination."

– *Integris Cancer Institute president*

Functional, Mechanic, and Humanic Clues

Kaiser Permanente's "Embedded" Infusion Pharmacy

Connection

Functional and Humanic Clues

Hospice of the Valley's Off-Hours Call Center

Continuity

Functional and Humanic Clues

Seton Cancer Care's Survivorship Navigation and Clinic Services

Continuity

Functional and Humanic Clues

ProHealth's Care Support

In-Home Palliative Care Service

ProHealth
Home Care Services, Inc.
We Care...to keep you at home

Community

Mechanic and Humanic Clues

SETON CANCER CARE'S "BIG PINK BUS"

Community

Mechanic and Functional Clues

Seton Breast Care Center

"We cannot always control the clinical outcome, but we can control the patient experience."

~ Team Leader, The Cancer Team

Bellin Health Systems

Clues

*"I wear the **heart** as a symbol of compassion. I truly love my patients. I often give them hugs when I see them and say goodbye."*

– Dr. David Gullion, medical oncologist, Marin Cancer Care

Cancer touches us all – sooner or later, directly or indirectly. What an opportunity we have to improve the journey that patients and families make.