



## Delivering healthcare on patients' terms

How leaders can implement organizational and cultural change

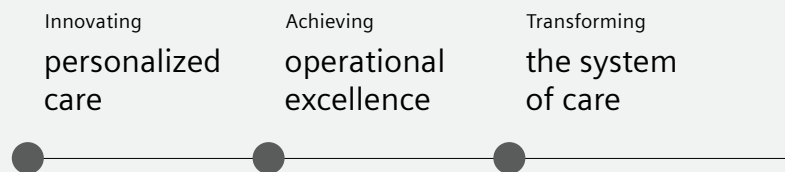
A thought leadership paper on "Transforming the system of care"

# Preface

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# Executive summary

The Lusíadas Saúde group is the third largest healthcare provider in Portugal, encompassing six hospitals and five clinics. In 2020, Lusíadas entered into a partnership with Siemens Healthineers, launching a patient experience strategic initiative with the goal of providing the best care experience possible. This was in response to a growing awareness by healthcare providers around the world that patients are beginning to care as much about the quality of their care experience as they do about the quality of the care itself.

Lusíadas launched the initial phase of the patient experience strategic initiative at two sites in northern Portugal—one hospital and one outpatient clinic—with a specific focus on their digital services. The initial phase was based on four key pillars:

- 1. Integrating the voice of the patient** was a crucial first step in identifying good practices and areas for improvement and promoting a focus on patient centricity in all professional groups. A patient experience team was created, campaigns to reach specific target groups were developed, patient and relatives' expectations and pathways were analyzed. In addition, a patient committee was established to provide patients and healthcare professionals with a forum for exchanging thoughts and ideas.
- 2. Infrastructure and process shifts** were implemented across the board, from leadership to operations. These included having staff wear polo shirts bearing the slogan "how can I help?"

Signage was improved, orientation stations were installed to make basic navigation of the hospital easier, and significant upgrades were made to the look and feel of the hospital facilities. Lusíadas also improved digital services—examples include appointment confirmation via SMS/email, redesigned kiosks, and a partnership with Uber so patients have a way to get to and from the hospital without worrying about parking.

- 3. Culture change** required Lusíadas to organize workshops and training to involve its staff in the changes that were to come. New language was introduced, specialized training was conducted to facilitate communication between patients and healthcare professionals. In addition, the organization's ambitions and the values underlying the transformation were made clear to everyone, in order to establish common ground across the organization.
- 4. Evaluation of the care experience**, determining the level of improvement, has been facilitated through the establishment of key performance indicators (KPIs), digital dashboards, patient-specific surveys, and net promoter score (NPS) measurements.

Patient centricity, organizational shift, measuring improvement, and culture change have proven to be cornerstones and serve as benchmarks for healthcare organizations embarking on a path toward sustainable improvement of the experience of care.

# Introduction

If, in healthcare, the period preceding the COVID-19 pandemic was characterized by the emergence of extraordinary technology, the post-pandemic period seems likely to be defined by the rise of the patient experience. A Siemens Healthineers Insights Series paper entitled “Reframing the patient experience,” released in 2021, argued that patients were emerging from the pandemic with less confidence in their healthcare systems, and more determined than ever to experience healthcare on their own terms. As the paper put it:

**“Expectations must be recalibrated, priorities readjusted and processes adapted ... the critical importance of patient experience has become well-established. Not only is it in the best interests of patients, it is an essential business and strategic priority affecting an organization’s reputation, financial stability, and even health outcomes.”**

Given all this, it is perhaps surprising that most countries around the world have not yet made moves to enshrine the patient experience in their healthcare legislation.

However, transforming health systems is a complex, messy business with no quick or simple solutions. It requires analytical, operational, and political skills and competencies at three different levels: individual, organizational, and systemic, with leaders who can act as catalysts for collective leadership.<sup>1</sup> The effect of this is that today’s healthcare organizations are more or less on their own in figuring out how to adapt their planning to accommodate, improve, and in fact emphasize, the patient experience.

One such organization is Lusíadas Saúde, a healthcare provider in Portugal. The organization has partnered with Siemens Healthineers to create a new framework for delivering the best possible patient care experience. It is still too early to assess the full impact of the initiative in improving the patient and staff experience. However, this is a case where simply looking at the plan itself is instructive, exploring as it does the challenges facing organizations focused on high-quality patient-centered care, and proposing a four-pillar approach to delivering it.



## Lusíadas Saúde

The Lusíadas Saúde group is the third largest healthcare provider in Portugal. Portugal's healthcare system is made up of a national health service and voluntary private health insurance.

*“We had to look at where are you going next; how is our organization going to be prepared for the next generation?”*

**Dr. Vasco Antunes Pereira**  
CEO of Lusíadas Saúde

## **Lusíadas Saúde**

The Lusíadas Saúde group is the third largest healthcare provider in Portugal. Portugal's healthcare system is made up of a national health service and voluntary private health insurance, with the Ministry of Health overseeing primary and secondary care. As of December 2019, Portugal was the twelfth highest spender on health in the EU (9.1% of GDP) with about 70% of the expenditure being public. The Ministry of Health has since then committed to a transformation toward digitalization and person-centered care,<sup>2</sup> and, as a private healthcare organization, Lusíadas has become a leader in implementation. The group encompasses six hospitals and five clinics, which work in a networked model of “expert hub and spokes,” and provides services for the national healthcare system through mutual agreements. Lusíadas Saúde offers services covering specialties that include cardiovascular, surgery, emergency care, gynaecology, and paediatrics.

Since 2017, Lusíadas has made experience of care a focus, capturing patients' net promoter scores (NPS) and employee satisfaction scores. NPS is a widely used market research instrument that involves asking respondents—in this case patients—to rate the likelihood that they would recommend a company, product, or a service to a friend or colleague. Using NPS results, the company began developing improvement measures to address patient needs and expectations.

The results were positive, but not achieved quickly enough. The CEO of Lusíadas Saúde, Vasco Antunes Pereira, reported that the organization looked hard at the rapidly emerging importance of delivering on the patient experience and realized that Lusíadas was going to have to move forward more quickly today, in order to avoid being left behind tomorrow.

The seeds of the patient experience initiative were sown at a meeting in early 2020 convened by Dr. Pereira. He brought together the Lusíadas corporate team, including the chief officers for digitalization and marketing, as well as a physician who had been responsible for certain patient experience initiatives. Also attending the meeting were senior managers from Siemens Healthineers Portugal.

At this meeting, they evaluated Lusíadas' operations based on the scorecard in the Siemens Healthineers Insights paper “Redefining the Patient Experience”. This scorecard, which was referenced earlier in this paper, was designed to help providers plan and execute patient experience improvement programs. This initial meeting was critical, because it was the first time that Lusíadas leadership had voiced the importance of pivoting the organization's focus to the patient experience, and at the same time created the space for everyone to engage in a collaborative exploration of the strategic initiative to come. This transparent, inclusive approach would go on to define the initiative.

There was a corporate-level decision to commit not only to excellence in care, but to providing the best experience possible to all Lusíadas patients. That meant developing a strategic approach, tracking NPS scores across the hospitals, clinics, and digital services, and enabling progress in one unit to be rapidly mirrored across all units. It meant bringing all Lusíadas teams together to build an improved patient experience. It meant putting measures in place to continuously track progress, and it meant combining the very best that technology and human connection have to offer. The overarching goal, as Dr. Joana Menezes, Executive Director of the Hospital Lusíadas Porto puts it, was “to try to bring the voice of our customer into our operations.”

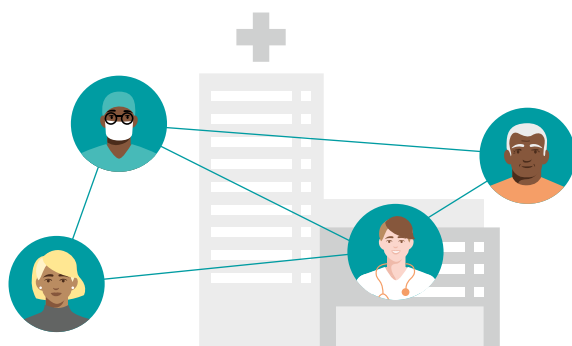
# The challenge

The Portuguese health system is undergoing a transformation.<sup>2</sup> Central to the incumbent government's plans is the improvement of the quality of care, the digital transformation, and the shift toward person-centered care, following the trend of an increasing focus on patients observed around Europe. For organizations like Lusíadas Saúde that are part of the healthcare system, these national plans then become their strategic priorities, too.

Lusíadas Saúde decided to strategically focus on a patient-centric experience. As the only Portuguese group to have already achieved a high level of digitalization (HIMSS Level 6 and 7 certification) in three hospitals, their aim was to enhance the digital transformation that was underway with the patient experience perspective. Dr. Pereira, Dr. Menezes, and their colleagues recognized early on that there are certain challenges facing any organization looking to focus on person-centered care and improve the patient experience. The context for those challenges, as noted earlier, is that there is little government guidance in this area.

The Nordic countries, Australia, the UK, and the U.S. have been measuring the patient experience, but there is still a disconnect between awareness of the issue and finding ways to act on it. In the U.S., hospitals are mainly accredited by the Joint Commission, which also accredits hospitals internationally such as Lusíadas units in Portugal. Even though many U.S. healthcare organizations often score well on best patient experience, studies show that patient experience scores at accredited American hospitals are at best equal, and in some cases somewhat worse, than nonaccredited hospitals and other healthcare organizations.<sup>3</sup>

This is likely because the patient experience has only recently begun to embed itself into broader healthcare culture and to dominate healthcare thinking, and it has not yet been integrated into healthcare policy. For example, the Joint Commission's stated goal is to help "organizations across the continuum of care lead the way to zero harm." This focus on safety and doing no harm is indeed the bottom line for most organizations, but it falls short of committing to a positive patient experience.



## Measurement

of the patient experience is established by governments in the Nordic countries, Australia, UK, and the U.S.

Consequently, in Portugal as in the majority of other countries, hospitals and most other healthcare organizations must arrive at the decision to improve the patient experience by themselves. As the leaders at Lusíadas Saúde identified, they then need to overcome a few fundamental challenges:

### **1 The need to include patients and clinicians in the development of a patient-centred healthcare strategy**

Patients and their families today are demanding to have a say in their own care. This is a basic reality with which all healthcare leaders must contend; not only because patients are unlikely to let them forget it, but because it results in better care. As far back as 2014, a report for the National Library of Medicine highlighted that participation of patients in healthcare had been associated with improved treatment outcomes ... “Emphasizing the importance of [patient] participation in the decision-making process motivates the service provider and the

healthcare team to promote participation of patients in treatment decision making.”<sup>4</sup>

It is also clearer than ever that right alongside patients, clinicians and professionals in healthcare need to be taking part in devising important healthcare strategy. “Clinician engagement is vital for improving clinical quality and patient satisfaction, as well as the job satisfaction of clinicians themselves. Yet nearly half of healthcare organizations (47%) are not very effective or not at all effective at clinician engagement...”<sup>5</sup>

### **2 The importance of coordination and cooperation within and beyond the walls of the organization, including via digital channels**

In the years between 2017 and 2020, Lusíadas was setting out on its patient experience journey and when issues with patient access, user experience, and satisfaction were detected, these were analyzed individually by the respective units or by specific people, with



## 47%

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insufficient alignment and overarching strategy across the organization. As an example, digital services already available in all the units, including Clínica Gaia, for scheduling, check-in, or payment had not been assessed from a patient perspective and, just like the services in the hospital, needed user-friendly improvements. This siloed approach, whether in clinics, hospitals, or digital services, had to be changed to enable patient needs to be properly met wherever they are within the organization—be that physically or digitally.

### **3 Age diversity and cultural competence in healthcare**

The millennial generation is the largest in history, and it is beginning to flex its consumer muscles. In a world of boundless choices and hyperconnectivity, millennials know they have the power to demand a customer experience that suits them and their beliefs—one that emphasizes customer care and satisfaction. As one recent report put it: “Millennials’ influence in healthcare is huge and should not be underestimated. Millennials will want to exert their own behaviors, influence, and expectations on how healthcare should be delivered, provided, and paid for. Power has shifted from companies to Millennial customers who are looking for companies that will help them achieve their outcomes.”<sup>6</sup>

At the same time, however, Lusíadas patients run the gamut of age—older patients occupy the same wards that millennials do, and they bring their own set of expectations and requirements. For the leadership team, this diversity only reinforces the importance of understanding what patients want and need.

Cultural competence in healthcare has been defined as the ability of providers and organizations to effectively deliver healthcare services that meet the social, cultural, and linguistic needs of patients.<sup>7</sup> For an organization such as Lusíadas, in a country like Portugal with its diverse population groups that need to be served, this is a real factor that has to be considered.

The other cultural factor that cannot be ignored is internal. What kind of culture, education, and working style does the organization have when it comes to seeking out the opinion of customers, in this case patients, and when it comes to cooperation between departments? As a country, Portugal has had a tendency to establish what is called a collective-pyramidal structure in healthcare, as opposed to what are known as collaborative-networked, or orderly-future oriented structures.<sup>8</sup> Collective-pyramidal organizational structures are characterized by their hierarchical setup and limited integration of others’ opinions. Clearly, this would have to change at Lusíadas, with employee opinions sought out and valued in order to obtain buy-in for the patient experience initiative.



# The solution

The Lusíadas Saúde patient experience strategic initiative was launched at two sites in northern Portugal—one hospital Lusíadas Porto and one outpatient clinic Clínica Gaia, and included the evaluation of the digital services. The program evaluated the whole patient pathway in detail and redesigned the care strategies to ensure the best patient experience. The entire project is based on four key pillars:

1. Integration of the patient's voice
2. Infrastructure and process shifts
3. Culture change
4. Evaluation of the care experience

## 1 Integration of the patient's voice

As outlined above, the consumer activism of younger patients and the growing cultural diversity in the patient pool makes it increasingly difficult to consider patients

as a homogenous group. To assume that all patients want the same things and will react in the same ways is not accurate, as each patient has individual needs and expectations, and unique psychosocial characteristics. For that reason, Lusíadas undertook early on to put processes in place whereby patients and family members would have the opportunity to speak for themselves—the hospital had only to listen.

Step one involved reviewing vision, mission, and strategy documents to align the organization toward adopting a patient-centric mindset. Communicating with the community became an early and overriding priority. It was seen as critical that the community be told of Lusíadas' commitment to improving the patient experience, and that they also see signs of that beginning to happen.

There was a joint decision to start by focusing on the cardiovascular pathway—this pathway takes patients



*“It was an eye-opening process. From identifying the different groups of people we have in our units to how we invite them to join these committees, to how we provide feedback to them after we implement the measures they recommend, it’s been a whole new experience for us. A really important one.”*

**Dr. Joana Menezes**

Executive Director of the Hospital Lusíadas Porto

and their relatives from Clínica Gaia to Hospital Lusíadas Porto and back, often interacting with digital services. At Clínica Gaia the opportunity was also taken to review the other specialities. For step two of the initiative, dedicated patient surveys were developed and patient needs and expectations were explored by mapping multidisciplinary pathways and analyzing emotional maps. A patient experience team was created, committed to bringing stakeholders (clinicians, nurses, reception staff, physicians at the hospital and clinic, and management) together to identify good practices and areas for improvement. In addition, the team promotes a focus on patient centricity, considering the consumer and psychosocial characteristics of the community served by the hospital, in all professional groups.

Finally, various options were explored that would be most effective in bringing the voice of the patients into the hospital’s operations, and in encouraging patients themselves to play an active role in the newly developed improvement plans. Among the most exciting measures taken, as Dr. Menezes explains, was, for the first time in Lusíadas history, the creation of patient committees.

## **2 Infrastructure and process shifts**

Pillar two focused on making changes in the infrastructure and processes, and on establishing a toolkit, or what Dr. Menezes calls “a black book of good practices.” These were clear signals to both patients and staff that the hospital and clinic were serious about improving the patient experience.

The Porto hospital is designed around three buildings, and over the years many patients had complained of difficulties finding their way around.

Therefore, the signage was redesigned using easy color coding and stations for orientation. These were installed strategically to make basic navigation of the hospital easier. In addition, significant improvements were made to the look and feel of the hospital facilities. Where once they were quite sober, even boring, spaces where patients had little to enjoy or distract them from the frustration that can come from waiting, wood inlays in walls, landscape paintings, workstations, and other conveniences now make patient areas much more pleasant places in which to work, wait, and spend time.

The process of receiving patients and relatives as they come into the hospital was also adjusted to reflect a shift toward a more person-centered environment. One interesting initiative involved healthcare assistants, including staff at check-in and in the corridors, wearing a polo shirt bearing the slogan “how can I help?” Often the first thing patients now see when they enter the hospital is a friendly staff member wearing this shirt and looking for ways to be helpful and initiate friendly communication. Lusíadas Porto Hospital had previously experienced problems with parking and long queues around the entrance, at Clínica Gaia there are no parking lots at all, so they have partnered with Uber to provide patients with an easier and less frustrating way to get to and from the clinic and hospital, then going on to expand the initiative to other units.

Other process improvements in the digital arena included introducing appointment confirmation via SMS/email and redesigning digital kiosk options and workflow to improve user experience. In addition, many staff now carry tablets that have a dashboard built in, containing specific patient flow information, so they are able to immediately help patients get where they’re going, and make sure they know what to expect.

Dr. Menezes freely admits that these changes may seem simple, but they require resources and teams to embrace change, and they are essential for the delivery of person-centered healthcare. For the Lusíadas Porto and Clínica Gaia teams, Dr. Menezes reflects: “These ended up being big changes for our patients. And absolute breakthroughs in the way we look at our operations.”

### 3 Culture change

Why the need for culture change? Because Lusíadas is an organization with thousands of people delivering care to hundreds of thousands of patients. Fundamentally changing the way they do that will require them to fundamentally change the way they think about doing it.



Digital services redesigned



Humanization of spaces for patients



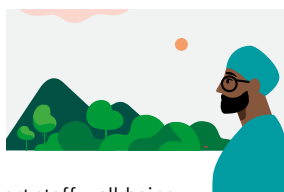
Internal and external communication campaign



Patient and staff experience



Specialized patient-centered communication training



Spaces to support staff well-being



Patient pathway mapping with all stakeholders

*“We were just not obtaining the details needed about our customers’ journeys. So we developed specific surveys to identify patient pain points in the community clinic, hospital, and digital services, and defined KPIs to monitor the change.”*

**Dr. Vasco Pereira Antunes**  
CEO of Lusíadas Saúde

The most important part of changing the culture at Lusíadas Saúde was getting patients and relatives, healthcare professionals, clinicians, managers, together with the Siemens Healthineers project team, to feel part of something big and exciting. From the beginning, the leadership team challenged other teams to assess the patient centricity of their units, to decide how they wanted to be perceived by patients and their families, and to collaboratively contribute to the implementation of the changes that had been prioritized.

It began with the optics. Just as patient spaces were redesigned, so too were areas where hospital staff congregate. An attempt was made to capture a look more akin to a living room or a modern coworking space.

Beyond the optics, however, a great deal of work was done to bring teams together and prepare for the changes to come. CEO Vasco Antunes Pereira remarked that: “trust in a partnership is crucial. Siemens Healthineers and Lusíadas are made of people, and they need to be accountable in the projects each have. At a certain point in the joint project we were such strong partners that we no longer knew where Siemens Healthineers ended and Lusíadas started. It was crucial to be aligned on the scope and the goal. We consider Siemens Healthineers as part of our own team.”

Through various joint workshops and training sessions, a new language was introduced. Lusíadas leadership ambitions were explained in detail with input from all operational teams, the values underlying the transformation were agreed on, and there was an strong focus on establishing common ground across the entire organization. In addition, small project teams were created to focus on one improvement opportunity at a time, brainstorm possible solutions, and test their implementation onsite.

The organization also employed an aspect of the lean management philosophy called the “Gemba walk.” The word Gemba comes from the Japanese term meaning “the actual place.” The Gemba walk is an opportunity for staff to stand back from their day-to-day tasks and walk around their workplace, looking at it from the patient and human perspective, the objective being to understand the value stream and its problems. In this context, staff walked the corridors of the two institutions, seeing, studying, and reflecting on the pathways walked by patients and their family members, from scheduling to post-care follow-up, experiencing everything from waiting to administration to actual hands-on care.

In addition, Lusíadas provided training to the different professional groups in the hospital and the clinic to help them develop empathetic communication skills.

A resilience and stress-relief course was offered to members of the patient experience team to help build the patient experience toolkit. In addition, a specialized training course on the ideal words to use in communication was conducted among teams to help them connect with patients and their families. And finally, Lusíadas launched internal and external communication campaigns to raise awareness and spread the word about the strategic initiative and organizational shift.

Culture change takes time. At this early stage of the Lusíadas reforms, it is still too soon to properly assess the full impact of their far-reaching patient experience initiatives. Early indications, however, appear to be very positive.

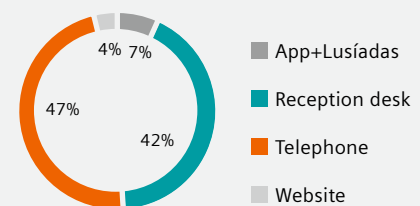
#### 4 Evaluation of the care experience

Key performance indicators (KPIs) are measurable values that demonstrate how effectively a company is achieving key business objectives. They are an integral part of transformation planning in business and government organizations everywhere. The Lusíadas leadership team realized early on that for the patient experience strategic initiative to be successful, they needed to find specific ways of assessing their patient-centric efforts.

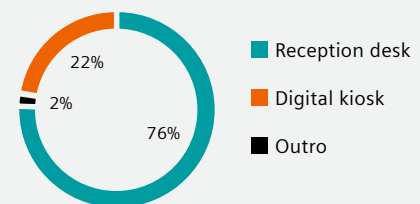
## Experience evaluation

Example of dashboards analyzing patients' experience with digital and onsite services.

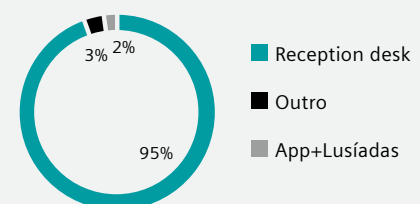
### Scheduling



### Check-in



### Payment



As CEO Vasco Antunes Pereira put it: We understood that we would have to develop some very specific surveys because even though we were already measuring NPS, we were just not obtaining the details we needed about our customers' journeys. So we've developed some specific surveys to help us identify patient pain points, and along with those we've defined some KPIs to help us monitor the before and after of our improvement plans.

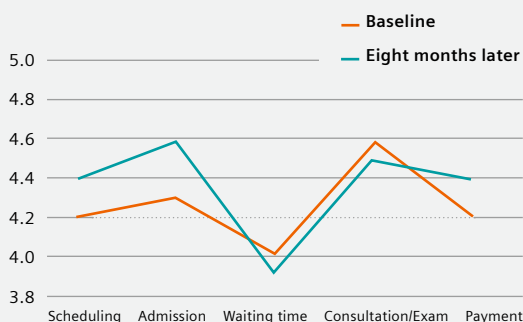
The surveys were implemented at the beginning of the strategic initiative and nine months later, they were integrated with other operational and digital counters into newly developed dashboards focused on the patient and staff experience. The goal was to track, with the following KPIs, just how effective the changes toward a more patient-centered service were:

- Patient access to digital tools for autonomous check-in
- Availability of information about waiting times
- Proactive support from the hospital in helping patients book future appointments
- Support for patients regarding their emotional needs
- Regular measurement of NPS within the hospitals and the outpatient clinics.

Augmenting the percentage of patients using digital tools, such as the app and kiosks, autonomously was targeted to reduce the use of frontdesk or telephone, ease the general workflow, and increase patient satisfaction. With the interventions and changes, after eight months, the patients surveyed were definitely using digital tools for check-in (99%, 98%) at Clínica Gaia and the hospital respectively, and for payment (98%), less so for scheduling (58%, 53%). Promoters of Clínica Gaia, where patients generally start their healthcare pathway, had an NPS increase of 5%. Detractors also marginally increased, mostly related to the increased waiting time, due to healthcare professionals having to leave the clinic to support the hospital during the new emergency phase caused by the resurging number of COVID-19 cases.

Overall satisfaction at Clínica Gaia has been maintained, scoring 4.5 out of 5; 5 being the highest satisfaction, particularly with admission, consultation, quality of the service from the team at the check-in counter, and cleanliness of the facilities. For the hospital, satisfaction improved significantly along the cardiology pathway, especially for scheduling, check-in, and cardiology consultation or procedure. Satisfaction regarding information received about waiting time also increased from 3.7 to 4.3, as it did with the quality of the service from the reception team (4.4, to 4.7), and with the improved proactive responses to emotional needs of patients and relatives (from 57% to 62%).

## Evaluation of patient satisfaction per touchpoint



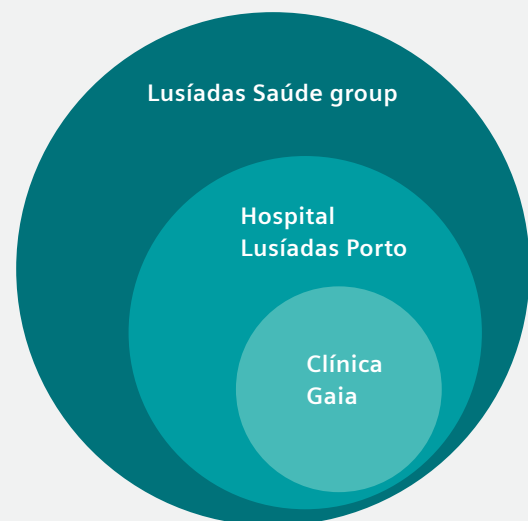
## Next steps

The new patient experience framework that Lusíadas Saúde has developed with Siemens Healthineers has now entered the next phase, which is focused on enrolment across further pathways, as well as other hospitals and clinics in the group.

The Lusíadas patient experience journey began with the tracking of NPS scores, and that continues. In addition, individual patient feedback, surveys, and views from patient committees are all considered. The patient voice is being heard, and will be heard going forward. And, of course, all of the feedback is measured against the KPIs developed for all aspects of the patient pathway.

Lusíadas is involving an increasing number of staff members in patient experience project meetings with Siemens Healthineers, where discussions focus on scaling the Lusíadas approach across the Portuguese health system. They are maintaining the patient committee for specific projects, and are committed to sustainably interacting with that committee as a source of information and improvement.

### The ideal organizational setup



- Leadership
- Cluster team dedicated to the patient experience
- Patient committee

- Experience intervention team
- Front-desk staff
- Physicians
- Nurses

- Experience leader
- Front-desk staff
- Physicians
- Nurses

The strategic initiative continues to focus on staff experience as well, because without staff buy-in, there is no patient experience initiative. Lusíadas has improved staff spaces in order to create better working conditions, and plans to continue investing in training sessions for staff on better communication with patients.

Lusíadas is set to enter a new phase involving the development of a new governance model focused on patient experience, where teams are to be organized in three layers:

- 1** Intervention teams at unit level, tasked with choosing areas for improvement, creating journey maps, dealing with pain points, and defining improvement and corresponding measures
- 2** Dedicated teams at unit or cluster level, depending on the size of the units, focusing on the patient experience, defining road maps for each unit, and organizing all activities with intervention teams

- 3** Mix of corporate roles and unique roles at the corporate level, focused on the patient experience at strategic level, always with an eye on the future.

Serious consideration is being given to establishing the role of chief experience officer. Although this is new for Portugal, the role is common in many other industries and healthcare systems in several countries. They are considered to be extremely valuable from both a customer and employee perspective. All in all, the leadership team is excited about the progress to date, and optimistic that the organization is on the right track.

**“It has been quite a journey. It has not always been easy to convince all the teams that everything must always have the patient as the focal center for all thoughts and actions, but we are steadily moving in the right direction. And we’re not stopping anytime soon,”** says Dr. Menezes.



# Conclusion

Lusíadas Saúde has very clearly taken the idea of the patient-centered care experience to heart. The organization's patient experience initiative is rooted in a basic philosophy that is very hard to dispute: the voice of patients needs to be heard, and the importance of the patient experience must not be ignored.

The leadership team at Lusíadas, in partnership with Siemens Healthineers, have charted a patient experience path that leaders of organizations around the world would do well to consider. While specific details might vary depending on the circumstances, the basic steps to improving the patient experience strategically and delivering healthcare on patients' terms should include:

1. Integration of the patient's voice
2. Infrastructure and process shifts
3. Culture change
4. Evaluation of the care experience

Physicians, nurses, managers, and the whole team at Lusíadas are excited about the results at Clínica Gaia, Lusíadas Porto and across the entire organization. In the words of Dr. Antunes Pereira:

**"When you are so embedded in improving the patient experience, you jump into their shoes. And you feel what they feel. And once you start to feel what they feel, you start being very involved. And that's when you understand that you are improving the care pathway not only redesigning the process in a flow chart, but also redesigning in real time how you connect to the people who come to seek care. That made it all very real for me."**



## Suggested follow-up on

[siemens-healthineers.com/patient-experience](https://www.siemens-healthineers.com/patient-experience)

- Insights Series, issue 39:  
Frictionless care experience:  
A three-dimensional perspective for healthcare: patient, consumer, human  
Available at: [siemens-healthineers.com/frictionless-care-experience](https://www.siemens-healthineers.com/frictionless-care-experience)
- Insights Series, issue 27:  
Reframing the patient experience.  
Available at: [siemens-healthineers.com/reframing-patient-experience](https://www.siemens-healthineers.com/reframing-patient-experience)
- Insights Series, issue 22:  
Strengthening patient trust:  
a priority for healthcare sustainability.  
Available at: [siemens-healthineers.com/patient-trust](https://www.siemens-healthineers.com/patient-trust)



## Information:

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# About the authors



**Vasco Antunes Pereira**  
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Vasco Antunes Pereira is at the moment this paper is published CEO of Lusíadas Saúde, a Portuguese reference group in the health sector. With 11 hospitals and clinics nationwide, including a hospital managed under a public-private partnership, Lusíadas Saúde has more than 7.5 thousand employees in Portugal. Before assuming the position of CEO, Vasco Antunes Pereira was CEO of Hospital de Cascais and member of the Board of Directors of Lusíadas Saúde. With a law degree from Universidade Lusíada, several postgraduate degrees in health at Stanford University and IESE, and an MBA from Georgetown University, he began his career as a corporate lawyer then moved to be head of the legal area at the first PPP experience in Portugal—Hospital Amadora-Sintra. After his MBA he changed roles and lead Strategic Procurement at José de Mello Saúde.



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Filipa Matos Baptista is passionate about codeveloping innovative and complex projects in the healthcare sector focused on patient experience transformation, clinical, operational, and financial value-added solutions. She has more than 15 years experience in the healthcare sector in management and business development, strategic consultancy, biostatistics, and research. Filipa has extensive expertise, having worked in Portugal and Denmark in academia and for a multinational company, then even founding her own biotech startup. She holds a PhD in Epidemiology & Public Health, a postgrad qualification in General Management, and is currently enrolled in a Global Executive MBA at IESE.



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Isabel Nieto Alvarez, MSc., is passionate about innovating and transforming the experience of care to make it human centered. She is an expert in the Siemens Healthineers Global Innovation Network on mental and physical stressors in the experience of care. Isabel leads crossfunctional teams in innovative projects on the patient and staff experience. Prior to her current role, she served as a marketing manager and business developer for the company, and as a university professor focusing on sustainability in healthcare. Passionate about improving the patient and care team experience, she presents and writes globally on the subject. She is a biomedical engineer, holds an MSc in Mind and Body Medicine and Certifications on Leadership in Healthcare without Harm and Design Thinking. Her expertise on mind and body health and neuroscience and medical technology innovation are the cornerstones of her passion.



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Christina Triantafyllou, PhD, Global Head of Improving Patient Experience at Siemens Healthineers. She develops strategic approaches to deliver high value care, by providing patient experience-focused solutions, best practices, and thought leadership content. Christina began her healthcare career at Harvard Medical School, Boston, U.S., then continuing in the Brain and Cognitive Sciences Department at MIT, Boston, finally moving into industry at Siemens Healthineers, Germany. Here, she served as the Director of Global Ultra-High Field MRI Solutions, focusing on business strategy, KOL-based collaborations in innovation/clinical translation, and product management for the first worldwide clinical 7T MRI system. Christina holds a PhD in Medical Physics from King's College, University of London, UK.

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At Siemens Healthineers, we pioneer breakthroughs in healthcare. For everyone. Everywhere. By constantly bringing breakthrough innovations to market, we enable healthcare professionals to deliver high-quality care, leading to the best possible outcomes for patients. Our portfolio, spanning from in-vitro and in-vivo diagnostics to image-guided therapy and innovative cancer care, is crucial for clinical decision-making and treatment pathways.

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