Improving Patient Experience Through Real-Time Physician Engagement

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Nemours. Children’s Health System

THE BERYL INSTITUTE — Patient Experience Conference 2019
Nemours at a Glance

- Nonprofit devoted to children’s health, providing care, research and education
- Enduring legacy of Alfred I. duPont

Patient Care by the Numbers:

<table>
<thead>
<tr>
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<th>Description</th>
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<tbody>
<tr>
<td>470,000</td>
<td>Patients/1.8 million annual encounters</td>
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<tr>
<td>847</td>
<td>Employed physicians</td>
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<tr>
<td>218</td>
<td>Researchers</td>
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<tr>
<td>90</td>
<td>Pediatric care locations in five states</td>
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<tr>
<td>42</td>
<td>Specialties and subspecialties</td>
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<tr>
<td>50</td>
<td>Employed hospitalists</td>
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<tr>
<td>19</td>
<td>Collaborating hospitals</td>
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“Help me receive exactly the care I need and want, when and how I need and want it.”
Goal: Improve Patient Experience in Real Time

- Feedback delays with current tools impede patient engagement
- Check-in paperwork, post visit surveys, 3rd Party feedback
- Data gathered not specific, actionable in real time
- Patient expectations, physician engagement, behavior modification
- Often viewed as punitive instead of constructive

Behavior Categories

Be Kind and Considerate

Involve You in Making Medical Decisions

Keep You Informed about Progress and Delays

Work Together as a Team
Real-Time Specific Expectations and Vital Behaviors – Differentiator

What is most important to you today?

Be Kind & Considerate
- Use your preferred name(s)
- Introduce myself and my role
- Look at you when we talked
- Listen carefully to what you said
- Give you enough time when you needed it
- Respond to your requests in a timely manner
- Treat you with respect
- Show compassion

Involve You in Making Medical Decisions
- Help you share your “story” to create a complete picture of what might be going on
- Involve you in a discussion of possible diagnoses
- Encourage you to ask questions
- Discuss your preliminary diagnosis and tests needed for a final diagnosis
- Involve you in deciding which treatment plan is best for you
- Address your concerns about the treatment plan

Keep You Informed about Progress and Delays
- Give you an estimate of how long you might be here today
- Update you every 30 minutes about care progress and delays
- Explain what was happening next in an easy-to-understand way
- Tell you who you would meet next and why
- Explain discharge instructions so that you know what to do at home

Work Together as a Team
- Talk about team members in a way that let you know you were in good hands
- Talk about the hospital in a way that let you know you were in the best place for care
- Demonstrate that I had heard your “story” from other team members
- Explain why I asked you to repeat parts of your “story”
- Refer to team members by their names
Using PX Data Real Time

Patient Preferences
- Pre-Visit Survey
- Care Team Link
- Post-Visit Survey

Real-Time Feedback

Care Team Self-Management
- Behavioral Goal-Setting
- Daily Experimentation

Leadership
- Targeted Rounding
- Barrier Removal
- Team Huddles
- Behavior Alignment with Results/Outcomes
Daily Huddle Report: Engaging Providers
Survey Completion Trend Line
Improving Patient Experience Through Real-Time Physician Engagement

There’s An APP for That

**The App**

- **Extraordinary Patient Feedback**
  - Re-engineered survey process that engages all patient families in providing real-time, actionable feedback to individual Nemours’ Associates.

- **Real-Time Service Adjustments**
  - Guided behavior change process that helps Associates use patient feedback to deliver excellence daily.

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- **Improved Patient Experience**
- **Increased Employee Engagement**

Nemours. Children’s Health System
Engaging Providers – The Pilot Program

Pre-Visit Survey Flow
- Welcome by animated character
- Patient family identifies which of the four behavior categories is most important for them for their visit and why
- Enter the child’s preferred name

Post-Visit Survey Flow
- Animated character acts as a guide
- Rate the care team on the vital behaviors in the behavior category they prioritized
- Rate Nemours on “Likely to Recommend”
- Identify care team members for excellence by selecting pictures
- Provide ratings and comments to one Associate on vital behaviors
- Choose to provide ratings and comments on another Associate (randomly selected)
- Provide a thank you note to a particular Associate or to the whole care team
- Future: Service Recovery Question

Behavior Categories
- Be Kind and Considerate
- Involve You in Making Medical Decisions
- Keep You Informed about Progress and Delays
- Work Together as a Team
What We Heard from Physicians and Associates

“The real time feedback brought the joy back to practice.”

“The information allowed me be better prepared for each patient visit.”

“It improved our team approach to the patient visit.”

“It made me feel more appreciated to be included in the comments.”
Technology Supporting Engagement

- Pilot combining Technology and behavioral science
- Collected point of care data
- Converted data to actions to improve patient and provider experience
- Satisfied patients, engaged employees, all feeling supported and valued in-the-moment
- A winning combination!
Learnings

- Real-time data compliment to huddle board – reinforces engagement of all Associates/providers
- Increase in teamwork
- Personalize data, connect to purpose
- Effective in identifying barriers and challenges real time
- Creates opportunities for physician development and relationships
- On the spot service recovery
- Improves patient/provider relationship
Future Capabilities and Next Steps

- This one division, one location pilot was deemed a success and worth pursuing further
- Conducted with a startup company that lost its funding
- Currently evaluating to determine if we will continue on our own and how to redeploy
- Working through technology and resource constraints to determine support for independent internal development
Questions?