

Winning the Hearts and Minds of Patients

A case study on modernizing the measurement and management of customer experience in healthcare

Published: January 2020



Medallia

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Atrium Health (formerly Carolinas HealthCare System) is one of the nation's leading healthcare organizations, connecting patients with on-demand care, world-class specialists and the region's largest primary care network. Their network has grown to include more than 40 hospitals and 900 care locations ranging from doctors' offices to behavioral health centers and nursing homes.

As a recognized leader in healthcare delivery, quality and innovation, and a foundation resting on providing clinically excellent and compassionate care, Atrium Health was seeking a way to collect, understand, and act on patient experience data in near real-time. Atrium Health chose to partner with Medallia and Ipsos to design and implement a modern experience measurement and management program in 2018, beginning in their Urgent Care facilities.

The Ipsos customer experience program design experts worked with the Atrium Health Medical Group team to design and launch a post-discharge feedback program on the industry-leading Medallia Experience

"The tool has made the ASMD role easier to provide timely feedback on incredible encounters to physicians and APPs."

— ATRIUM HEALTH LEADERSHIP

"When we used our previous vendor, the impact was not as significant to employees or patients, because it was always weeks/months after the visit. 99.9% of the time, it was difficult to recall the visit. Now, it is fresh on everyone's minds. The additional features that were added, such as the ability to escalate a survey to our Directors and ASMD's, is a wonderful addition; sometimes we, as managers, just don't have the answers."

— ATRIUM HEALTH LEADERSHIP

Cloud platform. Receiving patient feedback within one day of the interaction was quite a change given the organization was used to only seeing data weeks after the patient visit. The location teams fully embraced the ability to "close the loop" and now 98% of detractor alerts are resolved within 72 hours. Additionally, several thousand "great job" alerts have been given to frontline staff by satisfied patients, which has boosted morale.

Based on the wealth of relevant experience data, next steps are to identify the key drivers in order to set strategic priorities and performance targets in a data-driven fashion.

Additionally, the text analytics engine will be tuned to provide even deeper insights.

To provide transparency to the local patient population, the Medallia platform allows for posting of feedback directly to Google Reviews. This lets the community know more about Atrium Health and pushes providers and staff to provide the best patient experience possible.

Specific Improvements Based on Patient Feedback

- A comment process flow was created to ensure that any comments of a clinical nature receive a clinical call back.
- Due to challenges surfaced through feedback about the online reservation process, updates were made to the system that resulted in better access and an increase in utilization of the online reservation tool.

"The providers having access to their own surveys and have their own platform is great. My providers are more engaged and know exactly what they need to work on. I can also give real-time feed back to my providers and teammates."

— PRACTICE MANAGER



"I called a patient that had been prescribed a script that they were allergic to and they were very happy that we apologized and were going to follow up with the provider and said they would use our services again. Patients are genuinely happy that we have taken the time to call them back to hear their story."

— ASSISTANT SPECIALTY MEDICAL DIRECTOR

- A Care Provider coaching program was created and is led by Assistant Specialty Medical Directors (ASMD) to address provider clinical concerns.
- Based on an 86% positive comment rate from over 11,000 surveys returned, staff members providing

great care are recognized on monthly calls and a "Patients' Choice Awards" program was created.

Unexpected Insights

- The need for a process for clinical issues and to close the loop with providers.
- Patients really appreciate an email or call.
- Shift-specific data highlights teammates and providers.
- Service Recovery doesn't come naturally, which has resulted in additional training.
- The Ranker tool in Medallia drives friendly competition between locations and staff.

Driven by the success of the Urgent Care project, the program has expanded into the Contact Centers and the other Care Divisions and Service lines that make up the Medical Practice Group, with a pilot for the Emergency Departments now up and running.

Through this program, Atrium Health is well on its way to leveraging their new patient experience feedback ecosystem in achieving their vision to be the first and best choice for health-care in the communities they serve.

"I have received emails back from patients. Letting the teams know what patients are saying validates why they continue to do this job. There are days that can be rough, but knowing you are impacting the experience for our patients shows them they are appreciated!"

— PRACTICE MANAGER

“Closing the loop is great! I often get additional emails from patients after closing the loop. They thank me for sending the follow-up email (closing the loop email) and tell me the great things and people that were involved in their visit. I am able to share these emails with leadership and my teammates.”

— PRACTICE MANAGER

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About Ipsos

At Ipsos we are passionately curious about people, markets, brands and society. We deliver information and analysis that makes our complex world easier and faster to navigate and inspires our clients to make smarter decisions. With a strong presence in 90 countries, Ipsos employs more than 18,000 people and conducts research programs in more than 100 countries. Founded in France in 1975, Ipsos is controlled and managed by research professionals.

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About Medallia

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Medallia captures experience signals created on daily journeys in person, digital and IoT interactions and applies proprietary AI technology to reveal personalized and predictive insights that can drive action with tremendous business results. Using Medallia Experience Cloud, customers can reduce churn, turn detractors into promoters and buyers, and create in-the-moment cross-sell and up-sell opportunities, providing clear and potent returns on investment. Medallia has offices worldwide, including Silicon Valley, Buenos Aires, London, New York, Tel Aviv and McLean, Virginia. Learn more at:

www.medallia.com/healthcare



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