



Driving Engagement in an Ever Changing Healthcare Landscape

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Rethinking Experience Feedback and Measurement

Patient survey experience concerns are being recognized nationally

NM is on the leading edge of experience surveying, evolving the system's approach across all stakeholders: patient, employee, and physician.



Executive Summary

Healthcare is evolving rapidly; NM decided it needed a more contemporary approach to gather feedback

Northwestern Medicine (NM) believes there is a better solution to managing patient, employee, and physician experience consistent with its *Patients First* mission.

The result of these efforts is a new experience management approach, including a highly flexible technology platform, that enables real-time performance improvement.

As of June 2020, NM continues its transition to the new survey platform.

Northwestern Medicine is a premier **integrated academic health system** where the **patient comes first**.

- We are all caregivers or someone who supports a caregiver.
- We are here to improve the health of our community.
- We have an essential relationship with Northwestern University Feinberg School of Medicine.
- We integrate education and research to continually improve excellence in clinical practice.
- We serve a broad community and strive to bring the best in medicine closer to where patients live and work.



1 Million
Patients from USA
+ 80 Countries

#1 Hospital IL & Chicago
U.S. News & World Report Honor Roll

Aa2 / AA+
Credit Rating
over 20 years

**#1 Private Provider
Charity Care**
Chicago & IL

**#1 NIH Funded
Medical School**
Chicago & IL

High Performing Nationally and Locally

NM is leading the charge not only in patient, employee, and physician experience

Northwestern Memorial Hospital



No. 13 on Honor Roll
No. 1 in Chicago
No. 1 in Illinois
11 Ranked Specialties
2 High Performing Specialties
9 High Performing Procedures and Conditions



NM Central DuPage Hospital



No. 6 in Chicago
No. 7 in Illinois
1 Ranked Specialty
3 High Performing Specialties
7 High Performing Procedures and Conditions



NM Delnor Hospital



No. 13 in Chicago
No. 16 in Illinois
1 High Performing Specialty
4 High Performing Procedures and Conditions



NM Lake Forest Hospital



No. 13 in Chicago
No. 16 in Illinois
3 High Performing Specialties
2 High Performing Procedures and Conditions



NM McHenry Hospital



No. 16 in Chicago
No. 19 in Illinois
1 High Performing Specialty
3 High Performing Procedures and Conditions



Typical Patient Survey Process

Standard patient survey processes can result in up to a 1 month delay between a patient visit and receiving feedback



3 Days after
Discharge/
Visit

Patient Records from
the System's EMR Sent
to the Vendor



6 – 10 Day
Lag from the
Current Date

Digital Patient Response Data
Available in the System Data
Warehouse



10 – 28 Days
after
Discharge

Paper Patient Response
Data Available

Typical Patient Survey Process: Vendor Challenges

In addition to a delay in obtaining patient survey data, NM faced challenges with the lack of functionality in the previous survey tool

Robustness of survey data benefits from a vendor's ability to...

Provide branching driver questions to patients, employees, and providers based on their scores

Administer surveys other than via paper or email (e.g. text messages)

Gather real-time feedback (patients) at various points of the year (employees and physicians)

Engagement Approach: Guiding Principles

When embarking on the survey change process, NM kept in mind the following guiding principles:

Address Challenges

- Provide feedback sufficient to drive specific, timely improvement efforts
- Provide [redacted] input ability
- Provide [redacted]
- Stream [redacted]

Short. Modern. Smart.

Address Business Needs

- Allow for [redacted]
- Create [redacted]
- Meet regulatory requirements
- Lead to desired outcomes

Rethinking Engagement Surveys

To redesign its surveying method, NM needed to make thoughtful changes to many aspects of the surveying process

Patients

- Web or text surveys (except where regulated by CMS)
- Reduce number of questions from 26+ to 3 (with additional questions based on LTR score)
- Improve survey timeline (see within 4 hours of check-in)

New Platform

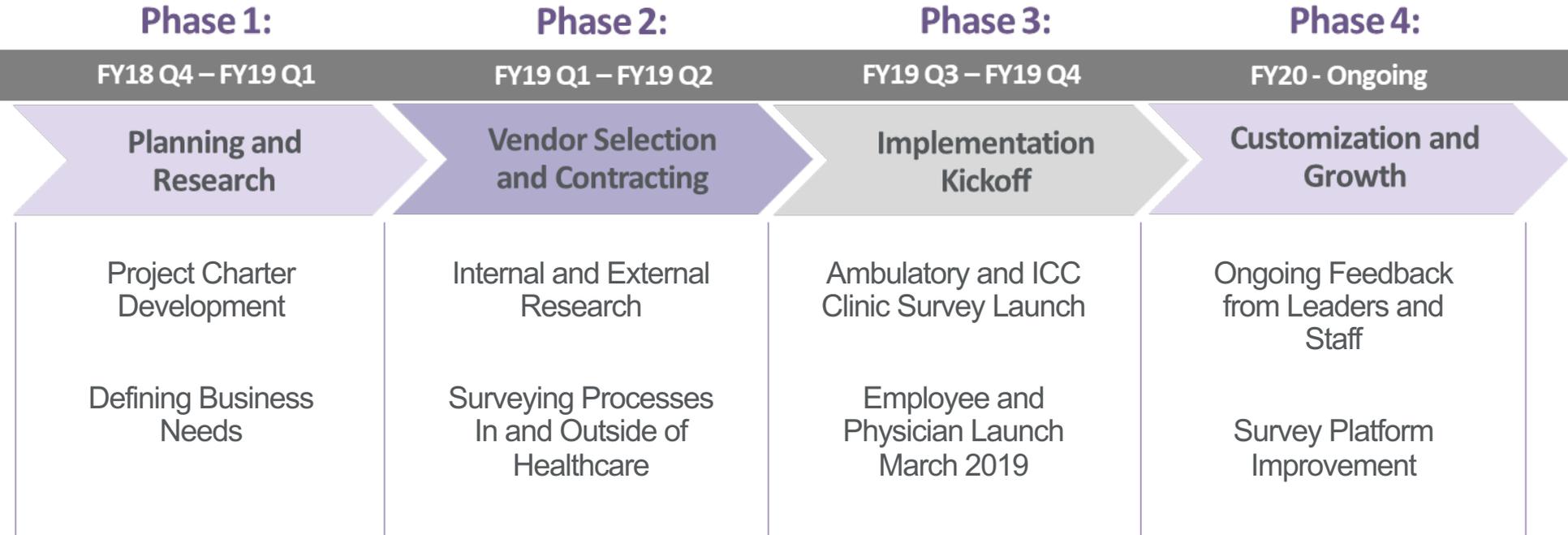
- Refreshed model, constructs, and items
- Ability to conduct surveying in an agile and efficient way
- Use of Net Promoter Score (NPS) for measurement

Employees/Physicians

- Ongoing survey process (from annual to quarterly survey end)
- Reduce number of questions from 25 to 2 (with additional questions based on LTR score)
- Enabling of ad hoc surveying (e.g. COVID)

Four Phase Approach

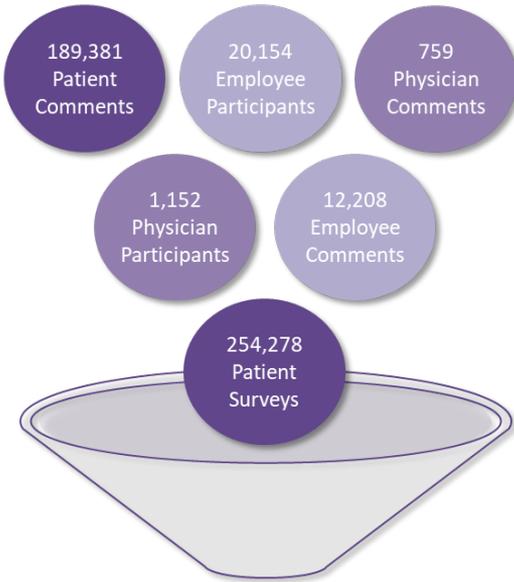
An incremental approach to the survey transition process



Summary of the New Survey Platform To-Date

With the launch at the end of FY19, NM is already seeing great results

Current Response Statistics



Survey Results Overview

FY19 to-date	
Overall Location NPS	>85
Employee Response Rate	>78%
Physician Response Rate	>60%

Future State:

Continuous Improvement

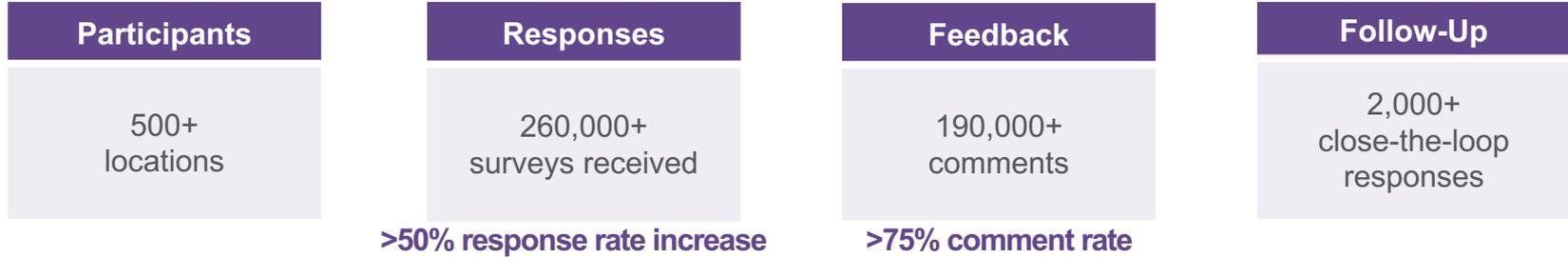
- Work with clinical leadership to continue to improve workflows and closed-loop feedback approach
- Create operational processes to speed improvement cycle
- Evolve and expand into other clinical areas
- Establish a call center as a new avenue to receive feedback

Patient Survey

Overview

Patient Survey: Current State

FY20 Ambulatory and ICC Surveying Progress



	Previous State	Current State
Number of Questions	26+ Questions	3 Questions with Branching Logic leading to 9 Driver Questions
Measurement	5-point LTR Percentile Rank	10-point LTR Net Promoter Score
Mode	Email, Paper	Text, Email
Survey Receipt Timing	3 Days	On Check-Out/within 4 Hours

New survey averages less than 3 minutes

Survey Triggers: Ambulatory and ICC

Surveys are triggered by a face-to-face encounter with a unique provider identifier

Ambulatory:

- Survey is triggered 4 hours after patient check-in

Immediate Care:

- Survey is triggered upon discharge

Note:

- Survey triggers falling during quiet hours are sent out the next day
- Patients receive an email reminder 3 days after initial invitation

Quiet Hours

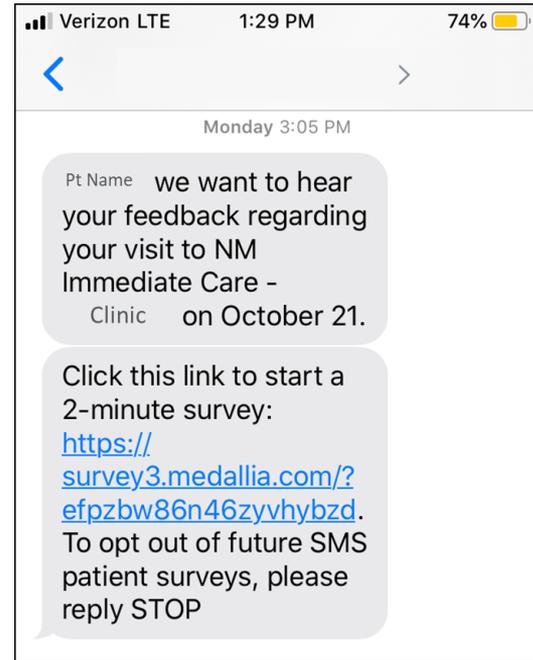
Quiet Hours



Sample Text Message Survey Invitation

Text message surveys offer patients a quick and easy way to respond to the new survey

- Survey link included in text message and when clicked immediately opens survey in web browser.
- If patient has a mobile number on file in EPIC, survey will be sent via text. If no mobile number on file, survey is sent via email.



Sample Email Survey Invitation

Patients who do not wish to receive text messages from their health system may opt out and continue to receive surveys via email

- Email Title: **Please share your feedback - 1-2 minutes**
- Email surveys come from:
Northwestern Memorial Healthcare
- **LTR clinic question embedded within email invitation-** when patient clicks a rating it opens the survey in a web browser and carries that response forward.
- All reminder surveys are sent via email. Reminders go out 4 days after survey is sent if not yet completed.



Dear Pt. Name

Thank you for visiting **NM Hematology/Oncology** on **October 21** with Dr. Name . At Northwestern Medicine, we are committed to providing exceptional care to our patients.

We would love to get your feedback. Please take this 1-2 minute survey about your experience.

How likely are you to recommend NM Hematology/Oncology for care?

Not At All Likely

Extremely Likely

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Sample Patient Experience Survey Questions

Branching logic for ambulatory clinic survey

①
LTR Question
Open Ended Comments



→ Required

How likely are you to recommend NMG CLINIC for care?

Not At All Likely Extremely Likely

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

→ Required

How likely are you to recommend PROVIDER NAME for care?

Not At All Likely Extremely Likely

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Please tell us the reasons for your scores.

Next

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②
Driver Questions
(only asked if LTR clinic score is ≤ 8)

To what extent do you agree with the following statements about your visit to NMG CLINIC?

	Do Not Agree At All	Completely Agree											
My visit was efficient	<table border="1"><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr></table>	0	1	2	3	4	5	6	7	8	9	10	
0	1	2	3	4	5	6	7	8	9	10			
The staff were courteous	<table border="1"><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr></table>	0	1	2	3	4	5	6	7	8	9	10	
0	1	2	3	4	5	6	7	8	9	10			
The team worked well together	<table border="1"><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr></table>	0	1	2	3	4	5	6	7	8	9	10	
0	1	2	3	4	5	6	7	8	9	10			
I'm confident I received the best possible care	<table border="1"><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr></table>	0	1	2	3	4	5	6	7	8	9	10	
0	1	2	3	4	5	6	7	8	9	10			

Back

Next

③
Driver Questions
(only asked if LTR provider score is ≤ 8)¹

To what extent do you agree with the following statements about your interaction with PROVIDER NAME?

	Do Not Agree At All	Completely Agree											
My provider included me in decisions about my care	<table border="1"><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr></table>	0	1	2	3	4	5	6	7	8	9	10	
0	1	2	3	4	5	6	7	8	9	10			
My provider explained things clearly	<table border="1"><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr></table>	0	1	2	3	4	5	6	7	8	9	10	
0	1	2	3	4	5	6	7	8	9	10			
My provider gave me appropriate time and attention	<table border="1"><tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr></table>	0	1	2	3	4	5	6	7	8	9	10	
0	1	2	3	4	5	6	7	8	9	10			

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Finish

Closed Loop Feedback at NM

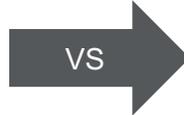
Leveraged to optimize process for responding to patient feedback; CLF has received positive reactions from leaders

Old Patient Follow Up Process

Name	Date	Response
John Doe	2023-10-26	...
Jane Smith	2023-10-27	...
...

> 1,600 comments weekly

Manager determines what needs follow-up
(Duration: **Hours**)



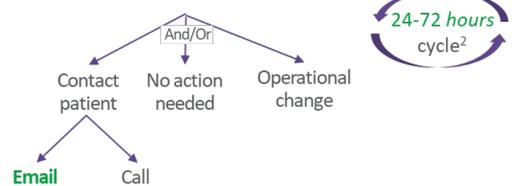
New Patient Follow Up Process

> 2,700 comments weekly



Few Key Focus Areas

- Negative Experience (Phase I)
- "Call Me" (Phase II)
- "No survey" (Phase II)



¹ Patient received survey 3-7 days post visit; comments sent on average 21 days post visit;

² Patient receives survey 4 hours post visit or upon checkout; alert triggered once patient completes the survey

Next Steps: Patient Roadmap

Goal: Implementing a modern survey platform to continue transforming the patient, employee, and physician experiences



Study

FY19: Gathered requirements, studied cross-industry best practice, and evaluated contemporary tools sets



Implementation

FY20: Implementing redesigned surveys and reporting platform across all customer groups



Improvement

FY21: Establish long-term Net Promoter Score goals and outline future state spread across the system



Employee and Physician Survey

Overview

Employee and Physician Survey: Current State

FY20 Physician and Employee Surveying Progress

Participants	Responses	Feedback
System-Wide Participation 26,000+ Employees 1,600+ Physicians	20,000+ Employee 1,000+ Physician surveys received	12,000+ Employee 750+ Physician comments

**78% employee and 60% physician response rate
within 1 week of survey send!**

	Previous State	Current State
Number of Questions	25 Questions	2 Questions with Branching Logic and 10 Employee Driver Questions
Measurement	5-point LTR Percentile Rank	10-point LTR Net Promoter Score
Mode	Email	Email
Frequency	Annual Pulse Check	Quarterly, Ad-Hoc (e.g. COVID-19 response)

**New survey
averages 3
minutes**

Note: Only 1 Employee/Physician Survey has been completed to-date, serving as the inaugural benchmark survey. The next survey, set for June 2020, has been delayed due to COVID-19.

Sample Employee Survey Questions

Condensed portion of the survey; branching and drivers

①

LTR Question
Open Ended Comment Box



On a Scale from 0-10, how likely are you to recommend Northwestern Medicine as a place to work?

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

Please tell us the reasons for your score.

Begin Survey

Back

②

Flex Question (only asked if LTR score from page 1 is 9 or 10)



Do you have time to answer a few more questions?

Yes

No

Continue to

③

Continue to

⑤

Back

Next

③

Questions (only asked if LTR score from page 1 is ≤ 8 or answer to question on page 2 is "Yes")



Thank you for your feedback – it makes us better. To what extent do you agree with the following:

Do Not Agree At All Completely Agree

I have the tools and resources to do my job

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

My team works well together

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

I have input into decisions that affect my daily work

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

I am recognized appropriately for doing great work

0	1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	---	----

I would recommend my manager as a person to work for

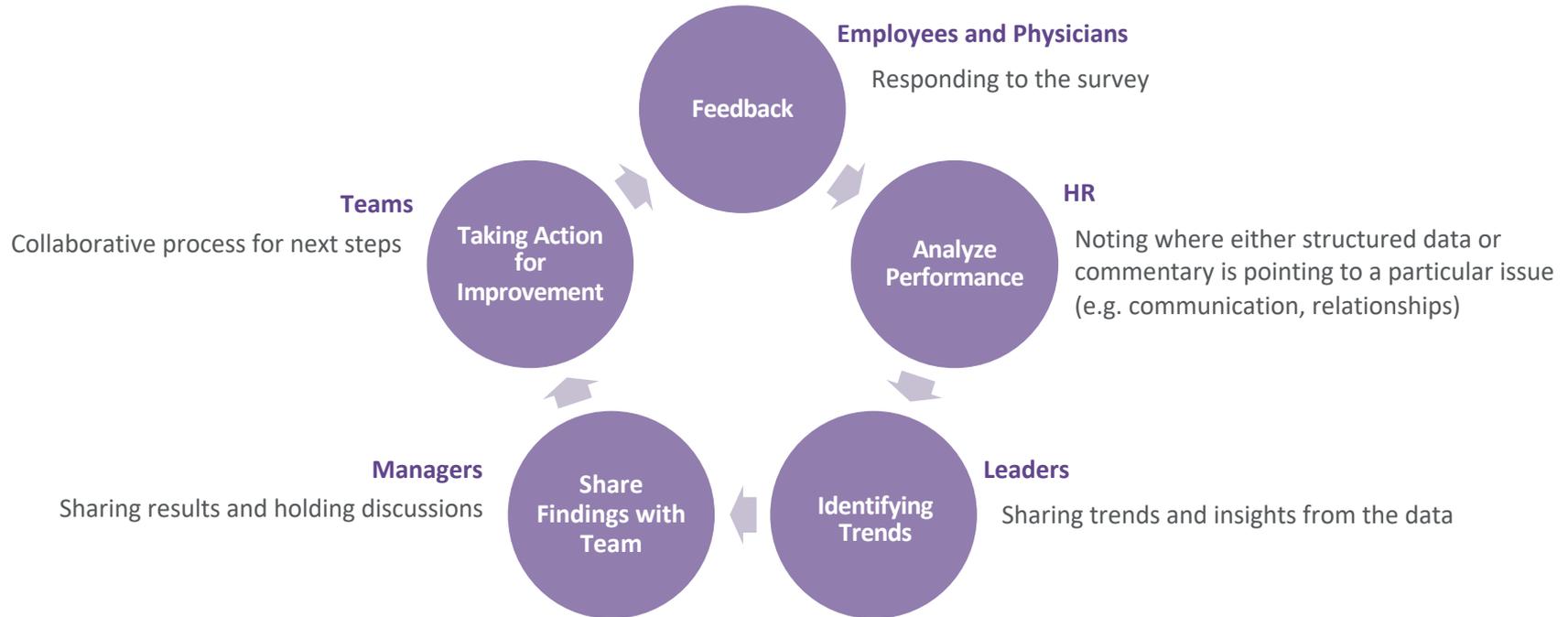
0	1	2	3	4	5	6	7	8	9	10
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Next

Employee/Physician Feedback Loop

Engagement is a continuous process, requiring commitment from one's manager and the organization



Next Steps: Employee and Physician Roadmap

Goal: Implementing a modern survey platform to continue transforming the patient, employee, and physician experiences



Study

FY19: Gathered requirements, studied cross-industry best practice, and evaluated contemporary tools sets



Implementation

FY20: First quarterly survey sent out to employees and physicians in March 2020; launch ad hoc COVID survey; second quarterly survey cycle



Improvement

FY21: Outline future state roadmap to improve Net Promoter Scores and continue to transform the organization

New Platform Provides Agility

Survey enhancements brought on by COVID-19

Patients: Telehealth Survey

Telehealth by the Numbers	
Invitations Sent	>13,000+
Average LTR NPS	>90

During COVID-19, care delivery shifted to a telemedicine model. Current surveys were providing mixed results, so NM worked to develop a telehealth-specific survey to understand these patients' experience.

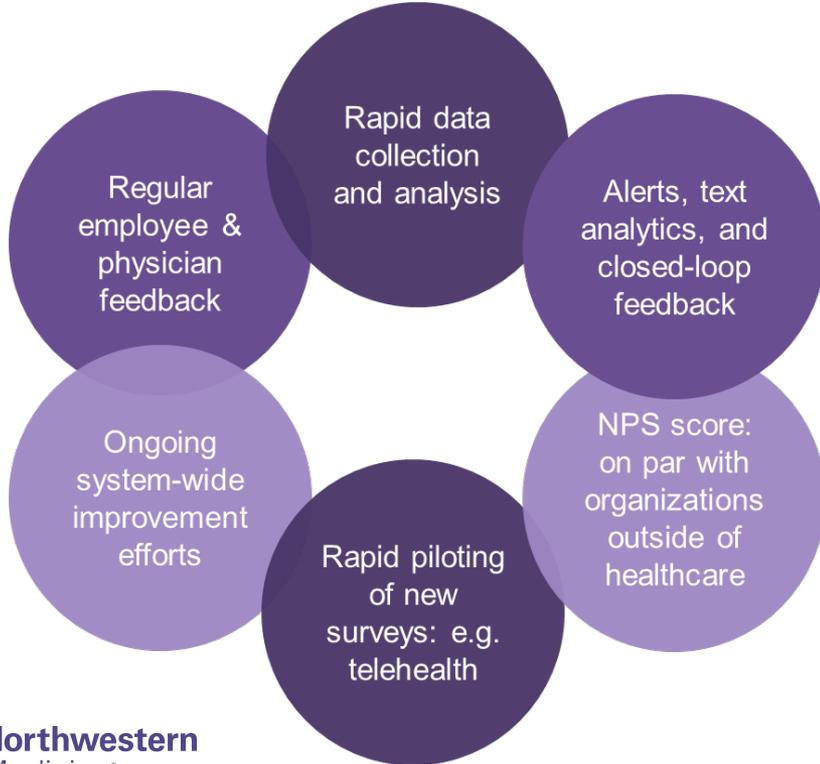
Employees/Physicians: COVID-19 Response Survey

FOCUS SURVEY:
COVID-19 Response
and Reactivation

Survey feedback will help inform NM's COVID-19 response and reactivation efforts as well as future crisis planning.

Summary

A new era of patient, employee, and physician engagement measure at NM



Short.

Modern.

Smart.