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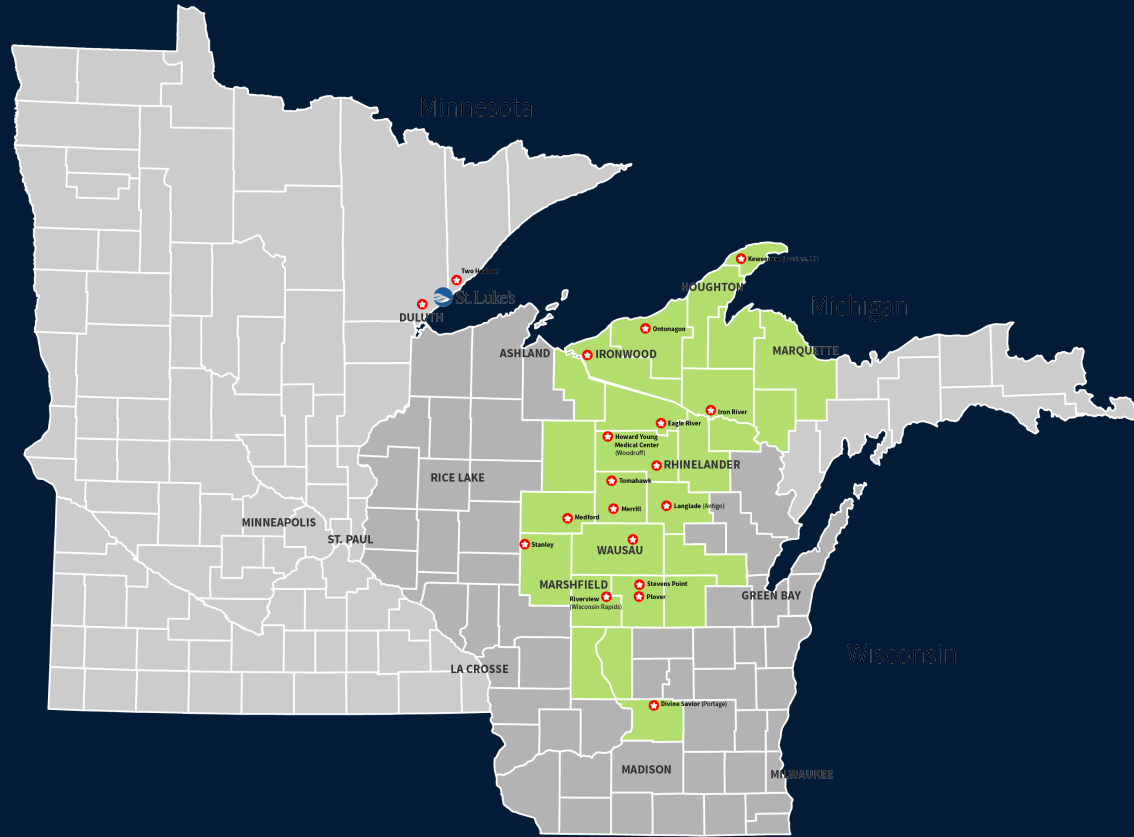
# Data, It's Not Just For Dashboards: Operationalizing Data for Improved Patient Experiences

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# Aspirus Health

- Soon to be nineteen hospital system covering three states, headquartered in Wausau, Wisconsin
- Combination of PPS and CAH hospitals
- About two million patient encounters a year



# Agenda

- What is wrong with most data displays
- Using Data to Inspire Change
- Using Data to Connect to Purpose
- Using Data as Proof of Concept
- Using Data to Highlight Perception vs Reality
- Using Data to Build New Stakeholders

# What is wrong with most data displays?

- At best, they are good operational snapshots, but
  - They are static
  - They are broad
  - They are pass/fail
- At worst, they are the world's worst Christmas decorations

# What is wrong with most data displays?

Goal		2/3 66.7%		4/6 66.7%		4/9 44.4%		75.0%		91.0%		17.1%		21.4%	
Year to Date		2	3	4	6	2	9	76.2%		85.8%		14.9%		18.6%	
		66.7%		66.7%		22.2%									
Monthly Results	Jul-22	3	3	3	6	4	9	9	11	349	407	19.5%	22.3%		18.6%
		100.0%		50.0%		44.4%		81.8%		85.7%					
	Aug-22	2	3	3	6	3	9	7	11	289	322	21.5%			
		66.7%		50.0%		33.3%		63.6%		89.8%					
	Sep-22	3	3	3	6	5	9	8	9	274	328	19.3%			
		100.0%		50.0%		55.6%		88.9%		83.5%					
	Oct-22	3	3	3	6	4	9	9	12	289	336	18.0%			
		100.0%		50.0%		44.4%		75.0%		86.0%					
	Nov-22	2	3	3	6	2	9	10	13	321	383	17.6%			
		66.7%		50.0%		22.2%		76.9%		83.8%					
	Dec-22	2	3	3	6	1	9	8	9	308	369	17.5%			
		66.7%		50.0%		11.1%		88.9%		83.5%					
	Jan-23	1	3	3	6	3	9	9	14	273	322	16.4%			
		33.3%		50.0%		33.3%		64.3%		84.8%					
	Feb-23	1	3	3	6	4	9	10	13	342	401	15.2%			
		33.3%		50.0%		44.4%		76.9%		85.3%					
	Mar-23	2	3	3	6	4	9	6	8	277	329	13.8%			
		66.7%		50.0%		44.4%		75.0%		84.2%					
	Apr-23	1	3	4	6	2	9	8	11	437	513	14.2%			
		33.3%		66.7%		22.2%		72.7%		85.2%					
	May-23	2	3	4	6	2	9	5	6	369	410	15.1%			
		66.7%		66.7%		22.2%		83.3%		90.0%					
	Jun-23	2	3	4	6	1	9	10	15	419	475	14.9%			
		66.7%		66.7%		11.1%		66.7%		88.2%					

# What story does this visual tell?

- Past, or future?
- Destination, or journey?
- Win & losses, or scores?
- Getting better or worse?

# What is wrong with most data displays?

- Data should
  - Give direction
  - Drive change
  - Inspire and motivate
- This may seem obvious, except that when you see most data displays



# Using Data to Inspire Change



# What is the #1 Answer?

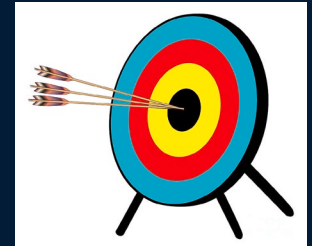
FY2023	Inpatient	ED	Clinic LTR	Provider LTR
10 Best Possible				
9				
8				
7				
6				
5				
4				
3				
2				
1				
0 Worst Possible				

# Culture of Positivity

## The Reality of the Ratings

Response	LTR Provider	LTR Clinic
10 Best Possible	69.43%	70.19%
9	16.43%	14.99%
8	6.89%	6.45%
7	1.86%	2.10%
6	0.80%	1.05%
5	0.97%	1.93%
4	0.80%	0.40%
3	0.35%	0.24%
2	0.35%	0.32%
1	0.71%	0.73%
0 Worst Possible	1.41%	1.61%
<b>Promoters (9s &amp; 10s)</b>	<b>85.87%</b>	<b>85.17%</b>
<b>Neutral (8s &amp; 9s)</b>	<b>8.75%</b>	<b>8.54%</b>
<b>Detractors (0s thru 6s)</b>	<b>5.39%</b>	<b>6.29%</b>

- Biggest criticism of the measurement is that it feels like a Pass/Fail test. But it isn't.
- It is NOT about fixing problems.
- It is about consistency with small but significant things.



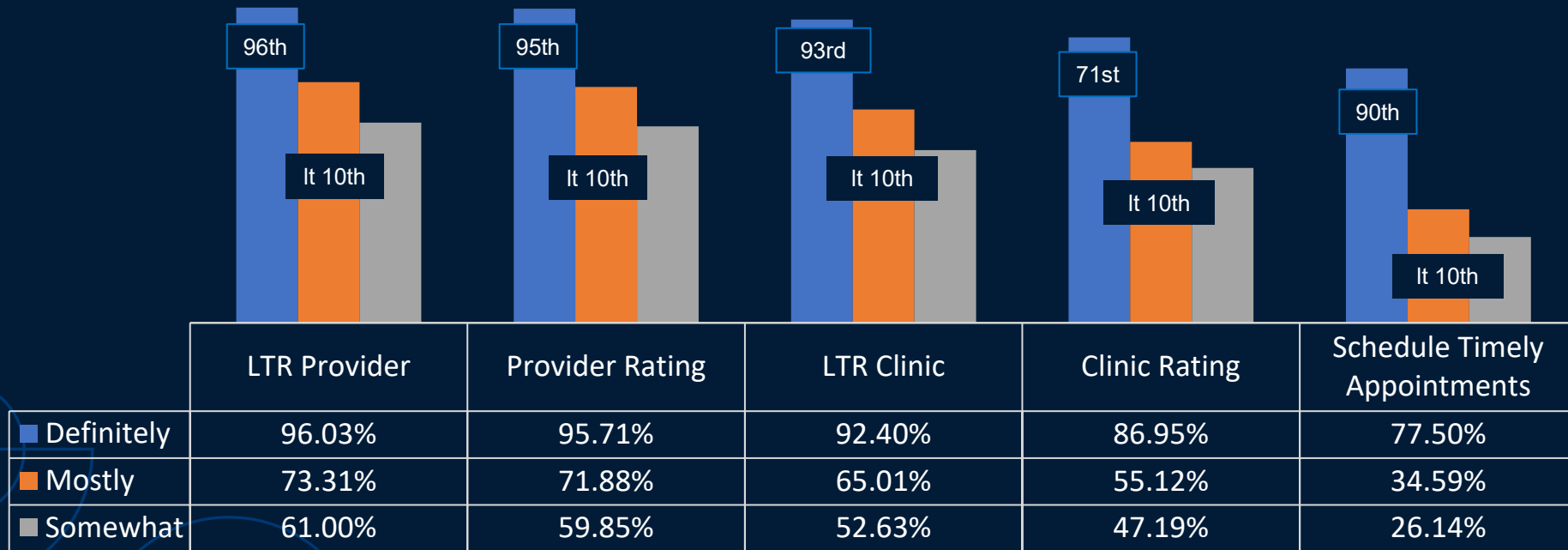
# Using Data to Connect to Purpose



# Importance of Connection to Purpose

- Front-line staff want to do a good job but are focusing on multiple targets.
- Given that most efforts are designed to turn 8s into 9s, focusing on patient experience elements become challenging because it doesn't feel like they are making a difference.
- The solution is to both appeal to specific anecdotes as well as broad trends in the data.

# Impact of Teamwork on Clinic Scores



# Only Posting Useful Data

Location	Provider							
QUESTION: Care Team Good Communication								
Location	YTD	Last 3 Months	Last Month	n-size	Score	Bench mark	Gap	
WOODRUFF OB/GYN - MAPLE ST	92.9	97.1	100.0	73	91.8	85.5	6.3	<div></div>
RHINELANDER BEH HLTH EAGLE RIVER	90.9	100.0	100.0	10	90.0	85.5	4.5	<div></div>
STEVENS POINT GEN SURG BREAST CENTER	84.0	88.9	66.7	19	89.5	85.5	4.0	<div></div>
TICK-BORNE ILLNESS CENTER	86.5	84.1	80.0	76	89.5	85.5	4.0	<div></div>
RHINELANDER ORTHOPEDICS WOODRUFF	85.4	73.3	0.0	37	89.2	85.5	3.7	<div></div>
RHINELANDER ORTHOPEDICS CRANDON	90.9	80.0	100.0	9	88.9	85.5	3.4	<div></div>
ELCHO CLINIC	88.0	88.9	82.3	372	88.7	85.5	3.2	<div></div>
IOLA FAMILY PRACTICE	89.3	92.9	100.0	113	88.5	85.5	3.0	<div></div>
MEDICAL ONCOLOGY CLINIC	88.2	89.1	87.3	350	88.0	85.5	2.5	<div></div>
BEH MED - RHINELANDER	85.7	77.8	80.0	16	87.5	85.5	2.0	<div></div>
RHINELANDER BEH HLTH WOODRUFF	87.1	93.8	85.7	24	87.5	85.5	2.0	<div></div>
SENTRY INS	89.0	90.2	93.8	55	87.3	85.5	1.8	<div></div>
ENDOCRINOLOGY - ANTIGO	85.7	92.3	75.0	23	87.0	85.5	1.5	<div></div>
RHINELANDER N SHORE AUDIOLOGY TMHWK	85.7	91.7	83.3	22	86.4	85.5	0.9	<div></div>
SPINE AND NEURO - ST POINT PMR	86.2	88.2	83.9	206	86.4	85.5	0.9	<div></div>
OB/GYN - MERRILL	86.7	83.3	100.0	14	85.7	85.5	0.2	<div></div>
EYE CENTER - IRONWOOD	86.5	89.7	93.3	320	85.6	85.5	0.1	<div></div>

# Using Data as a Proof of Concept

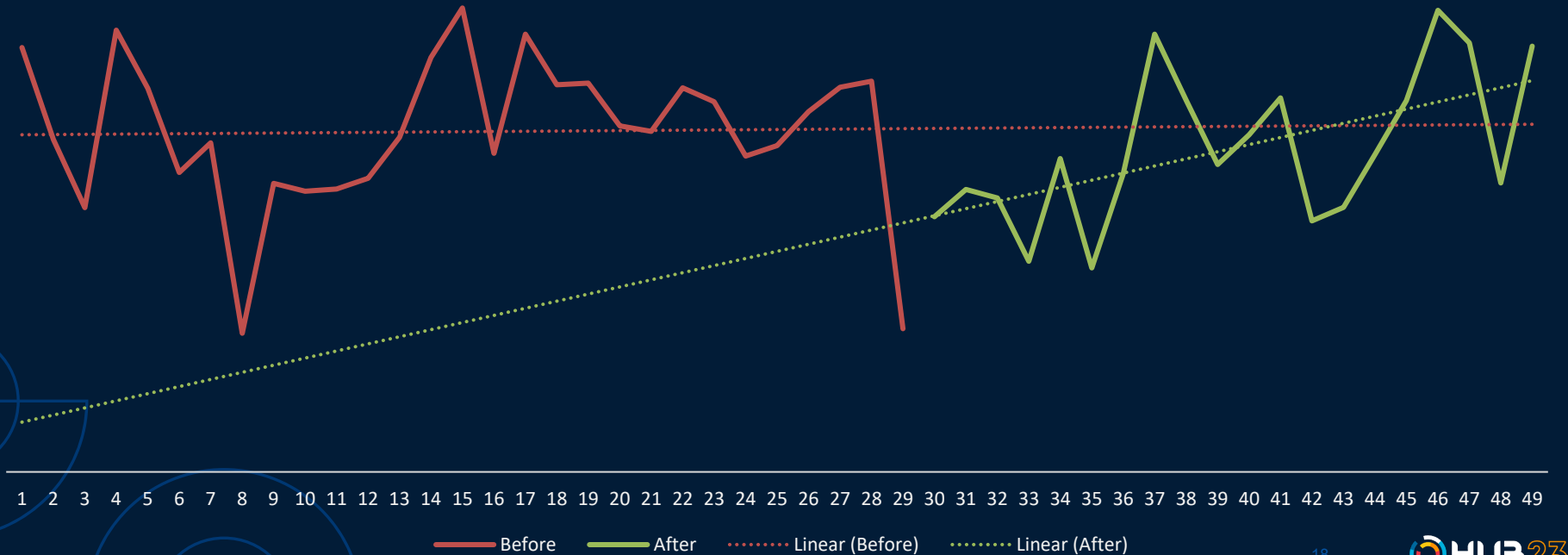




# System Changes Need Support for Execution

- Due to its size, footprint and varied business units, Aspirus functions in a federal model.
- This means system directives that business units must integrate in alignment with their broad design.
- This also means business units are encouraged to create and pilot processes that could be shared system-wide.
  - Promotes innovation
  - Decreases 'initiative fatigue' by developing proof of concept before systematizing

# Pre-Test/Post-Test Proof of Concept Impact of TeamWorks



# Using Data to Highlight Perception vs Reality



# The Difference Between a Log and a PX Survey

- Both a logbook and a patient experience survey are important
  - A logbook can promote short-term accountability
  - A patient's recollection can illustrate the success
- But they are different measures
  - The “Discharge Instructions Gap”

# Leader Rounding on Patients

Leader Round	Log	Survey	Difference
ASH	138.89%	33.33%	-105.56%
AOH	88.57%	33.33%	-55.24%
AMR	105.41%	61.54%	-43.87%
AIW	93.41%	64.29%	-29.12%
AIR	94.03%	65.00%	-29.03%
ATH	122.61%	100.00%	-22.61%
AWH	57.66%	35.89%	-21.77%
ALH	76.97%	67.39%	-9.58%
<b>System</b>	<b>53.32%</b>	<b>47.93%</b>	<b>-5.39%</b>
AKH	42.95%	39.39%	-3.55%
HYM	52.78%	56.82%	4.04%
ARN	32.37%	37.63%	5.26%
ADS	27.99%	39.62%	11.63%
AER	40.26%	53.85%	13.59%
ASP	29.77%	49.50%	19.74%
AMH	36.88%	62.00%	25.12%
ARH	29.79%	61.68%	31.89%

- Aspirus has a process for patient rounding. This gets documented in two ways
  - Rounding log filled out upon completion of the round
  - A question on the HCAHPS survey asking the patient if such a round occurred
- Everyone cares about the log data since it is immediate and can be traced back to an individual leader.
- But when you review patient recollections, a different story can emerge.
- Which number is more important?

# Using Data to Build New Stakeholders



# Building Stakeholders

- The problem with modern surveying is that it is difficult to create stakeholders in the data. Either:
  - You are using a CAHPS survey and are loathe to add questions to a lengthy survey.
  - You are using a Real-Time survey and face opposition if you want to move an 8-question survey to a 10-question survey.
- Using subsets of verbatim comments can help define relationships and targets for groups who don't necessarily see themselves as patient-facing.

# Impact of COVID Vaccinations on Patient Perceptions

Covid/Vaccine Comments	ED	Clinic
July	0.38%	0.18%
August	1.71%	0.30%
September	4.92%	0.68%
Top Box Overall	57.32%	87.28%
Top Box Commenters	<b>8.70%</b>	<b>65.63%</b>

- After the COVID honeymoon, we saw our scores dip.
- We reviewed patient comments about COVID and vaccinations. The comments were on both sides of the debate, but both sides were blaming us.
- Everyone ‘thought’ there was something here, but this data provided the burning platform to aggressively message in the ED.
- It also forced the clinics to confront the fact that this was not really their biggest problem.



# Impact on Central Scheduling on Clinic Scores

- We have a central scheduling model, which has had growing pains.
- By searching verbatim comments for comments like “phone” “hold” “schedule” or “call” and attaching those comments to LTR we can show a department the impact they have on patient experience.
- For those who think these are not big numbers
  - How many of your clinics missed goal by a percentage point or two?
  - What about patients who felt that frustration, but did not use of the magic words?

Clinic LTR	No Phone Comment	Made Phone Comment	Overall Impact
ADS CLINIC	79.53%	40.91%	-1.52%
AIR CLINIC	83.51%	71.43%	-0.35%
AIW CLINIC	87.04%	77.78%	-0.25%
AKH CLINIC	86.56%	81.82%	-0.18%
ALH CLINIC	86.57%	90.00%	0.07%
AMH CLINIC	79.72%	50.00%	-0.86%
AOH CLINIC	93.67%	50.00%	-1.15%
ARH CLINIC	86.04%	73.53%	-0.35%
ASH CLINIC	83.13%	50.00%	-3.90%
AWH CLINIC	88.74%	71.62%	-0.55%
ARN CLINIC	84.14%	59.41%	-1.30%
NHB CLINIC	90.26%	68.86%	-0.54%

# Conclusion

- Too often organizations use their PX data as a scorecard, but don't push the data further.
- Posting relevant data and focusing on using the data to illustrate wins makes the data part of a cause/effect relationship.
- It also makes the data feel less punitive.
- Some requires some data skills but befriend a numbers nerd.

# Questions?