

An Organizational Shift: Growing Engagement with Real Time Feedback

Tracy Miller-Director, Patient and Family Experience

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Riley Hospital for Children
Indiana University Health

Overview

- Share our journey with the new Real-time feedback tool
- Highlight best practices of our Year One
- Share “show and tell” of my tool box





16,000
ADMISSIONS



456
BEDS

200 PRIMARY CARE + **400** SPECIALTY CARE

physicians across 40 specialties

CHILDREN'S HEALTH SYSTEM OF



Indiana University Health

AFFILIATED WITH



SCHOOL OF MEDICINE
INDIANA UNIVERSITY

Indiana's largest
and most skilled
pediatric system
serving

19
COMMUNITIES



8th ranked
CHILDREN'S HOSPITAL
for research funding

(JAMA PEDI 2018)

220
RESIDENTS
AND FELLOWS



Riley Children's Health
Indiana University Health

About me...



Strengths:
Positivity
Harmony
Empathy
Achiever
Responsibility



BUTLER
UNIVERSITY

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OUR PROMISE:

The Best Care, *Designed for You*

HOW WE DELIVER:

Leading-Edge Medicine

Our constant pursuit of excellence through leading-edge medicine and the latest scientific innovation ensures you will receive the most advanced knowledge, advice, and treatment

Most Skilled Professionals

Our nationally recognized team of highly-skilled physicians and healthcare providers means that you can have peace of mind knowing you made the right choice

Whole Person Care

Our dedicated professionals care for you as a whole person by taking time to listen, understanding who you are, and treating you with empathy and respect – whether you are sick or healthy

Personalized Approach

Our commitment to your individual needs enables us to adapt our approach in a way that is right for you and your lifestyle

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From Satisfaction to Experience



“Patient experience is the sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care.” –*The Beryl Institute*



Riley Hospital for Children
Indiana University Health



6 WEEKS LATER



1-2 DAYS LATER



Customer-Validated Survey Questions

1. On a scale of 0 – 10, where 0 is “not likely” and 10 is “extremely likely,”

How likely is it that you would recommend this (hospital or provider office) to a friend or family member?

1a. What is the primary reason for your score?

2. Did we listen carefully to you?

3. Did we treat you with courtesy and respect?

4. Did we spend enough time to discuss what matters most to you?

5. Do you have confidence and trust in us?

6. Do we make it easy for you?

Survey is on a 4 point scale: No to Yes Definitely
*All questions are highly correlated.



Measuring the Patient and Family Experience

On a scale of 0-10, where 0 is “not at all likely” and 10 is “extremely likely,” “How likely is it that you would recommend this hospital (provider office) to a friend) or family member?”



DETRACTORS



NEUTRAL



PROMOTERS



Net Promoter Score
“Experience Score”

The Beauty of Real-time!

Key Metric Dashboard

Subscribe

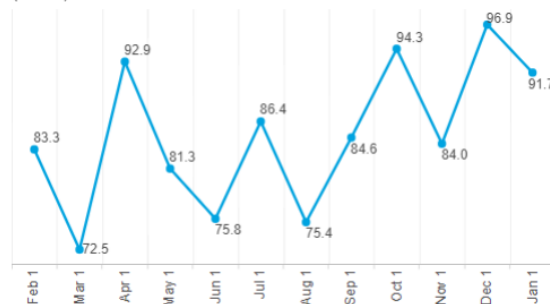
Export

Feb 01, 2018 - Jan 31, 2019

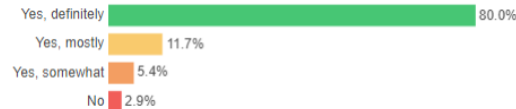
EXPERIENCE SCORE

84.6

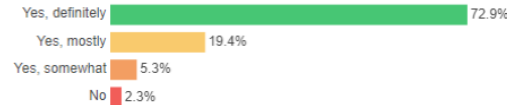
(n=732)



TIME SPENT WITH PATIENT



MAKE IT EASY



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Recognition Is Key!

TOP PERFORMER



Riley 8 East

MOST IMPROVED



AHC Peds - Riley Speech

#Wedelieverwednesday

Verizon 2:50 PM

< #wedelieverwednes...



Top Latest People Photos Videos



Tracy E.S. Miller @tra... · 1/17/19

#WeDeliverWednesday is topped off with a trophy presentation (with candy no less!) to the @RileyChildrens @IUHealthTeam emergency department for most improves in patient experience last month! Go team!



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Riley Patient and Family Experience Tracker

January 3, 2019

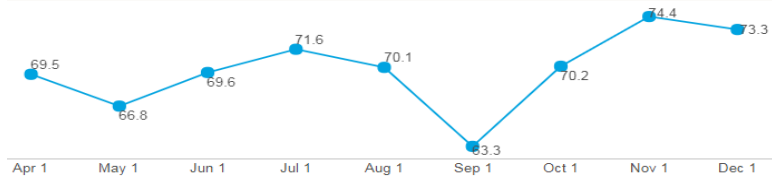
Goal
67.88

Overall Riley Experience IP/OP

> 4/1/18

69.9

N=6,364



Goal

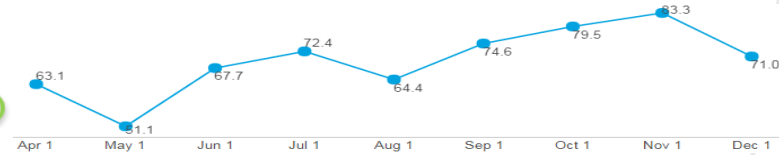
51.84

> 4/1/18

67.5

N=664

Retail Pharmacy



Goal

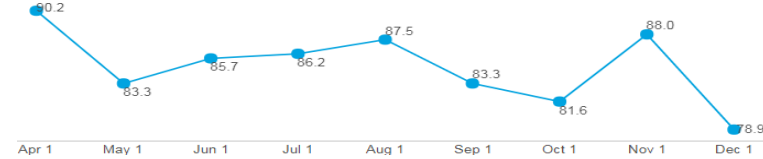
87.87

> 4/1/18

85.1

N=422

PPCU



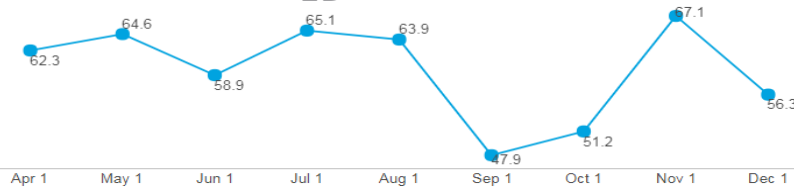
Goal
60.06

> 4/1/18

60.3

N=2,002

ED



Goal

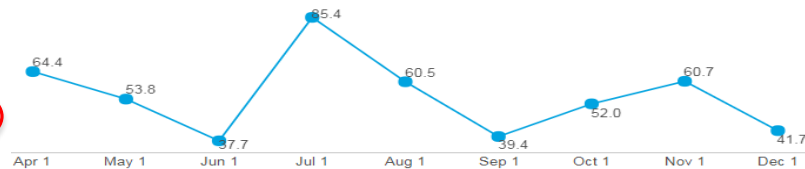
59.02

> 4/1/18

56.0

N=327

Post Partum



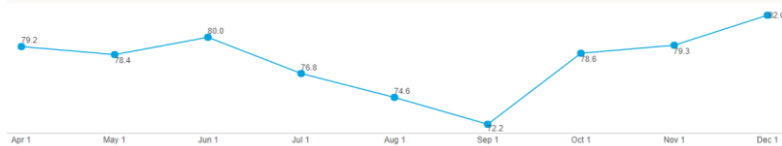
Goal
78.81

> 4/1/18

78.0

N=1,139

Radiology



"Skilled, competent providers give confidence that my child is well cared for."

Voice of Patients and Families—Oct. 23-Nov 26

"From the moment we walk into the facility, everyone that we great is kind & helpful. We couldn't be where we are today without Riley."

"The care my son received and myself for that matter was exceptional."

"The midwife and delivery nurses were so fantastic! They were so respectful of our birth plan and were kind. "

"I am very grateful for the treatment for us as parents."

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"Too hard to maneuver and it is surely not made for people with disabilities-
too hard, too difficult to get around."

Voice of Patients and Families—Oct. 23-Nov 26

"The office staff doesn't communication
and doesn't look at the notes- even
called in the wrong prescription."

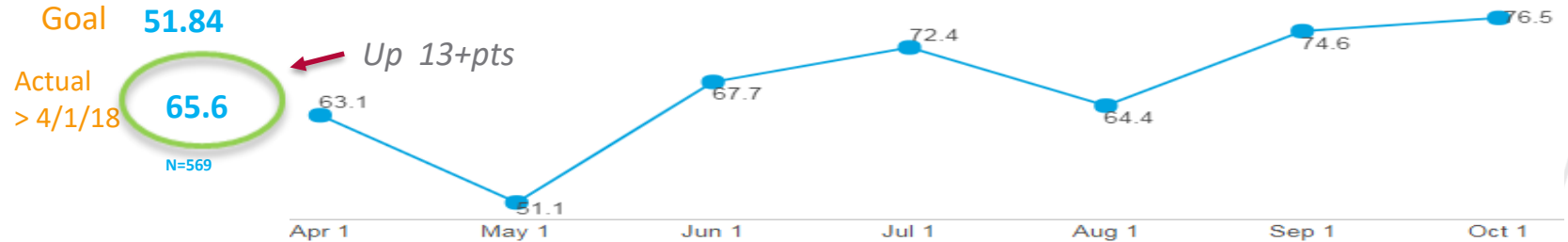
"I noticed a lot of inconsistencies between
nurses and physicians."

"Disorganized scheduling."

Communication,
scheduling, and just being
able to reach somebody
was difficult."



Case Study—Riley Retail Pharmacy



Key drivers of success:

- Embracing the new real-time feedback and making a conscious team decision to provide a better experience
- Identifying gaps and adjusting retail processes to improve experience
 - Shifting more staff to window when three or more in line
 - Hiring the right person vs. filling a vacancy
- Acknowledging great work and improvements made
- Using huddle to keep patient experience as a focus
 - Discuss “good listening/active listening”
 - Review experience trend line in daily huddles
 - Discuss issues at huddles where all staff can provide input

The Results Are In!

Overall Riley Experience IP/OP

Goal

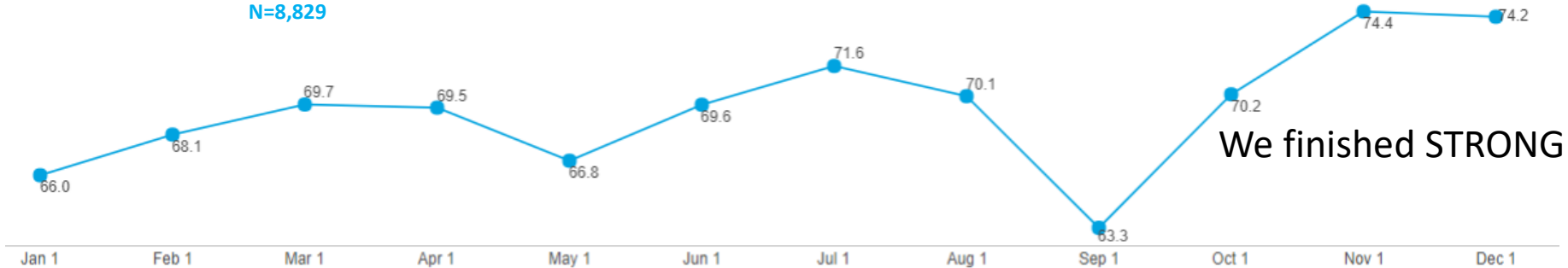
67.88

> 4/1/18

69.99

+2.11!

N=8,829



We finished STRONG



Riley Physician office visits are included in the IUHP tracker

What we learned about the key drivers of experience this year?

“Did we spend enough time on what matters most to you? “

Riley **68.4** vs. IUH 75.5

“Did we make it easy?”

Riley **62.0** vs. IUH 64.6

How likely are you to recommend us to others?

Riley **69.99** vs. IUH 69.84

← Listening Carefully
Courtesy and Respect
Building Relationships
Communication
Waiting
Wayfinding
Answering questions

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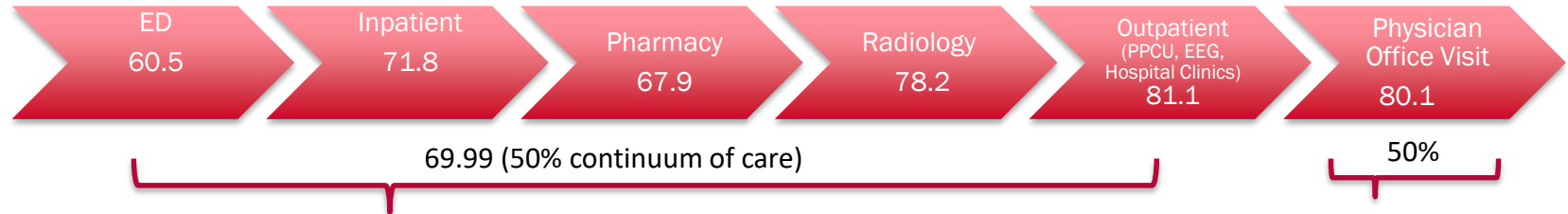


Feedback From My Customers:

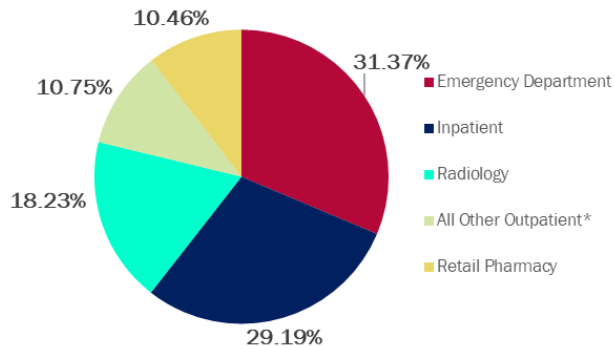
- Started with the “why” in every presentation or conversation
- Coaching, not doing—training and empowering local leaders to own their data and implement best practices
 - 1:1 time with each leader to learn tool and set filters and automatic reports
 - Gave them my cell number so they could call me when they got stuck
- Shared data analytics to understand key drivers in experience
- The data is terrific! Focused!
 - Transparency and timeliness of feedback
 - Large number of responses—n-size and % completion rates



What Will Year Two Look Like?



Where are the majority of touchpoints (volume)?



In Closing...

- Be positive
- Be service-oriented
- Focus on coaching vs. doing—EMPOWER others
- Connect each role in the organization to the experience
- Reward results!

