



EXECUTIVE SUMMARY

2019 Pediatric Collaborative

Sixteen pediatric organizations convened at the 2019 NRC Health Pediatric Collaborative at Dayton Children's Hospital in Dayton, Ohio. This summary provides a brief overview of the insights shared by presenting organizations.

"We want every child to reach optimal health. If you partner with their families, we can make this happen."

—Deborah Feldman, President and CEO, Dayton Children's Hospital

Creating the finest patient experiences and long-term loyalty

CONSULTANT

Louie Gravance, Disney University Veteran

When it comes to creating magical experiences for children, there's hardly a better place to look than Disney.

Louie Gravance served for years as an instructor at Disney University. Drawing on his wealth of experience, he began his talk with an important reminder for health-system leaders: "All business is show business."

Even in healthcare, excellent customer service is a constant feat of performance. Customers want to be impressed, to have their experiences carefully managed from the time the curtains come up.

Louie's talk centered around how healthcare leaders can create those experiences for patients and their families, and taught some time-tested Disney principles for inspiring the best performances from staff.

The foundational skill behind any great performance, Louie said, is setting the stage for the audience. It's the principle of first impressions.

Health-system leaders already know that first impressions count for a lot. But Louie emphasized that these impressions start with a deep understanding of the customer. In the same way that great performers understand their audiences, high-performing organizations truly grasp their patients' wants and needs.

This understanding matters, because no detail is too small to customize for the patient. Louie encouraged leaders to think about what their patients' ideal first impression "looks like, sounds like, smells like, and feels like."

Disney always underscores these little details, because their leadership knows that a great first impression can drive lifelong—or even generations-long—loyalty from their customers. The kids who first went to Disneyland when it

opened in 1956 are now the grandparents taking their families to Disney theme parks all over the world. More than 60 years of continuously increasing attendance at those parks are a testament to the power of excellent early experiences.

Health systems can capture that kind of loyalty too, Louie said. If organizations meet and exceed expectations from the beginning, patients and family members will keep coming back. Even more important, they'll tell others about their wonderful experiences, and bring new patients into the fold.

However, the process can also work in reverse. Misunderstanding patients' expectations can lead to performances that disappoint, which in turn can erode the goodwill that organizations work so hard to build in their communities.

That's why Louie encouraged health systems to make their care experiences magical.

Ultimately, creating great experiences is about making a promise as a brand—and then keeping it. Disney may be one of the world's foremost experts on this subject, but the benefits of keeping brand promises are just as accessible to healthcare organizations. Setting the stage is how organizations can turn brand promises into brand identities. And it's those identities that win loyalty for a lifetime.

"When you keep your promises, your brand can be used as an adjective. It describes not just what you are doing, but what you are being."

—**Louie Gravance**, Consultant, Disney University Veteran

An organizational shift: Growing engagement with Real-time feedback

RILEY CHILDREN'S HEALTH, IU HEALTH

Tracy Miller, Director of Riley Patient and Family Experience

Riley Children's Health recently went through an organizational shift. While always dedicated to offering best-in-class care for their patients, the organization's leaders could not ignore the burgeoning influence of consumerism on the healthcare landscape. Excellent care alone would not be enough to secure their patients' loyalty. Their patients needed an excellent experience, too. In her talk, Tracy Miller described how Riley Children's Health embraced consumer demands—and made their organization all the stronger for it.

Their efforts began with a target, striving to create a unified "One IU Health Experience." The goal was ambitious: to give patients continuity and excellence in service across the entire IU Health system. The first major change leadership adopted was to amend the organization's principles to include "Whole Person Health" and a personalized approach for each patient. Living up to these new principles, however, would require much more insight into their customers. To offer the customization called for in their strategy, Riley Children's Health's experience team needed to hear from more patients, in more detail, and in a much timelier fashion. To achieve this, they turned to NRC Health's Real-time solution.

Riley Children's Health immediately gained new insight into patient and family feedback within 48 hours of their visit. Going beyond prior mailed paper surveys, the new approach allowed for more modern modalities—email, texting, and interactive voice response (IVR) phone calls. The survey was also reduced to six questions, which invited much higher levels of participation from patients.

To further streamline their data collection, Riley Children's Health also began tracking Net Promoter Score (NPS), rather than overall rating of the facility. As a metric, NPS has a long track record of success in outside industries, and its simplicity makes it easy to report and track results. Leaders at Riley Children's Health were able to see NPS changes at a glance in their key metric

dashboards, which made it easy—both publicly and within the organization—to recognize high-performing providers.

Tracy also shared a case study to showcase why the shift to Real-time and NPS was the right direction for their organization. The insights gleaned from the new satisfaction measures allowed them to peer a little deeper into how consumers perceived their experiences at Riley Children's Health's retail pharmacy. The organization was able to discern patterns in patients' comments and make substantial changes to the pharmacy's operations, ultimately boosting its NPS by over 13 points.

Leaders at Riley Children's Health have learned that through Real-time's robust data, they were able to drive change at their organization and create personalized experiences for their consumers. Larger n-sizes and higher completion rates assured providers that feedback data was valid and meaningful, and they took what they saw to heart as they strove to improve their service.

Overall, the changes Tracy has observed are remarkable. Now NPS goals are a fundamental part of the strategic goals of every department at Riley Children's Health, and every team meeting at the organization begins with reprising their "why"—their promise to patients and their families. It's been a total transformation: one oriented around a spirit of service, and of connecting the organization's entire team to its commitment to hearing the voice of their customer.



Competing with the Amazon “wow” factor: Achieving digital excellence to enhance the healthcare journey

DAYTON CHILDREN’S HOSPITAL

Kelly Kavanaugh, VP and Chief Strategy Officer,
Grace Jones, Consumer Branding Director

It’s impossible to overstate the Amazon effect. The company’s ethos of customer obsession has spurred it to success across several industries, disrupting each with its hyper-simplified consumer-interaction model. Kelly Kavanaugh and Grace Jones pointed out how Upward Customer Experience Sentiment surveys report that, across all of Amazon’s services, the experience is consistently “convenient, excellent, great, fast, and easy,” whereas the same surveys for healthcare have customers grumbling that their experiences are “expensive, scary, slow, and frustrating.”

Now that Amazon is increasingly setting its sights on healthcare, is it any wonder that many healthcare leaders are perceiving a competitive threat?

Grace and Kelly believe that perception is valid. They observed that today’s health systems are no longer competing for the best experience in their respective categories; they’re competing for the best experience a consumer has ever had. Since Amazon so often sets the tone for excellence in consumer experience, Grace and Kelly urged leaders to examine the elements of the company’s success, and work to integrate them into their own digital interactions with patients.

According to Grace and Kelly, the secrets to Amazon’s digital success boil down to “Five Brass Rings” of digital excellence.

High-performing digital health experiences are:

- Discoverable and valid
- Frictionless and seamless
- Informed and guided
- On-demand and anticipatory
- Friendly and personalized

To cultivate these five traits in an organization is no small feat. It requires a deep, moment-to-moment understanding of patients’ care journeys: from the moment a care need arises, to the

moment a patient types their symptoms into a search bar, to the moment they land on a provider’s website, to the moment they try to schedule an appointment.

Grace and Kelly said that there are 80 of these “micromoments” where health systems have opportunities to optimize their patients’ digital experiences. If they’re to compete with the likes of Amazon, health systems cannot afford for any of these micromoments to be painful or confusing for their patients. At every phase of the digital care journey, leaders have to look for ways to make each moment reach for the Five Brass Rings.

Particularly important for leaders to keep in mind is for whom they are optimizing these digital experiences. Grace and Kelly said that, more often than not, it’s mothers whom health systems should strive to please. They’re the “Chief Health Officers” of their households, making more than 95% of healthcare decisions for their families. Health systems should ensure that the digital path is paved for them.

Grace and Kelly then shared a variety of strategies that Dayton Children’s Hospital uses to make digital experiences great for browsing moms. They explored a number of platforms, including a transparency tool that allows moms to see how long they’ll have to wait to see a provider; another segment of their site that shows validated ratings and reviews for each of Dayton’s providers; video-enhanced physician bios that allow moms to get to know their providers a little better; and a stream of Facebook Live interviews that showcases Dayton physicians’ expertise through in-depth discussions on hot topics in healthcare.

Though a “buy with one-click” button isn’t a realistic aspiration for health systems, digital innovations like this can bring healthcare closer in line with the expectations that today’s patients bring to the marketplace. That, Grace and Kelly said, is the best way to compete in the modern consumerist economy.

N-size matters: Overcoming a culture of resistance at Children's of Alabama

CHILDREN'S OF ALABAMA

Lori Moler, VP of Customer Service

Even among the excellent organizations present at the Collaborative, Children's of Alabama (COA) enjoyed a special distinction: the organization was the 2018 recipient of NRC Health's Excellence in Quality and Service Award. COA earned this recognition because their patients gave them the highest NPS scores among a field of 68 competing organizations. In the Pediatric Collaborative's concluding talk, Lori Moler shared some of the secrets of COA's success.

She began by describing COA's unique role in their community. As the only stand-alone children's hospital in the state, COA has an uncommon mandate to earn the trust of patients and their families. While the organization had long been successful in achieving outstanding clinical quality, Lori and other experience leaders wanted to drive an emphasis on service excellence, as well.

They recognized, however, that this would represent a major culture shift for the organization. They knew that to rally COA's broader leadership to a consumer-centered vision of care, they would need robust data to make their case. NRC Health's Real-time solution supplied the data they needed.

By reaching 100% of COA's patients within 48 hours of their care experience, and by radically simplifying the feedback process, Real-time substantially increased both the value and the volume of COA's patient feedback. In one year, Real-time more than quadrupled the rate of overall feedback collection, garnering 4,800 inpatient responses compared with 1,180 responses from the previous year's on-paper surveys.

Even more importantly, Real-time also automatically identified opportunities for service recovery. The solution spotted service problems immediately after they arose, enabling clinical teams to reach out and correct any missteps or offer additional support. The effect of these interventions was particularly powerful in COA's emergency department, where reported patient grievances declined from eight per year to just one.



These hard-number successes drove the qualitative cultural change that Moler and her team were looking for. After seeing Real-time's results, COA's executives and board leadership fully committed to making consumerism a fundamental part of their vision. For the first time in the organization's history, they agreed to integrate Patient and Family Experience Scores into COA's strategic plan.

That culture change, Lori believes, is at the heart of COA's NPS success. Using Real-time feedback garnered a new focus on service, with everyone working together to use credible, actionable, and representative data to hear the true voice of the customer—and strive to meet them where they are.

To hear more about NRC Health Transparency and Real-time, please contact your Customer Success Manager, or request a demo today. To see a copy of all presentations and resources from our Pediatric Collaborative, please click the following link: nrchealth.com/pediatric-collaborative-resources-2019/