Scan for CEUs

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UMC Health System

Front Door Friction?

Strategies to Drive Double-Digit Improvement

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nrc HEALTH | HUB23

UMC Health System

Established 1978: Academic / County / Only Level 1 Trauma Center for 3.8M

Scope of Care:	
- Sites of Care	62
- Hospital Beds	500
- Employees	4,700
- Medical Staff	775

Patient Encounters:	
- Inpatients	35,600
- Outpatients	282,400
- Babies Born	3,059
- ER Visits	77,500

EMS Impact:	
- Transports	26,100
- Pts. Transferred in	7,460
- Citizens Trained	19,200

UMC Physicians:	
- Providers	127
- Locations	31 Clinics
- Encounters	406,500

UMC SERVICE is our PASSION

THE *Strength* OF OUR CULTURE

LEVEL 1 TRAUMA CENTER
HIGHEST LEVEL

LEVEL 2 PEDIATRIC TRAUMA CENTER

VERIFIED REGIONAL BURN CENTER
AMERICAN BURN ASSC.

LEVEL 4 MATERNAL-FETAL
HIGHEST LEVEL

LEVEL 4 NEONATAL ICU
HIGHEST LEVEL

Ranked among the
TOP 10%
in the nation for
Outstanding
Patient Experience.

★ ★ ★ ★ ★
OUTSTANDING
PATIENT EXPERIENCE AWARD™
2023
healthgrades.

BEST HOSPITALS
WOMEN'S CHOICE AWARD®
FOR PATIENT EXPERIENCE, COMPREHENSIVE BREAST CARE, CANCER CARE, HEART CARE, OBSTETRICS and WOMEN'S SERVICES
2023

The Official Community Choice Awards
★2022★
BEST OF LUBBOCK
aj MEDIA
WINNER

BEST
REGIONAL HOSPITALS
U.S.News & WORLD REPORT
2022-23

KCBD 11 NEWSCHANNEL
BEST OF THE WEST
2023

MAGNET RECOGNIZED
AMERICAN NURSES CREDENTIALING CENTER

IAED
ACE | ACCREDITED CENTER OF EXCELLENCE

AMERICA'S BEST CANCER HOSPITALS
2023
Newsweek
statista

Baby-Friendly USA

Best Companies to Work for in Texas 2022

COMMISSION ON ACCREDITATION OF AMBULANCE SERVICES
CAAS
ACCREDITED

AMERICAN COLLEGE OF RADIOLOGY
ACR
AMERICAN COLLEGE OF RADIOLOGY
BREAST IMAGING CENTER OF EXCELLENCE

RADIATION ONCOLOGY
ACR
AMERICAN COLLEGE OF RADIOLOGY
ACCREDITED FACILITY

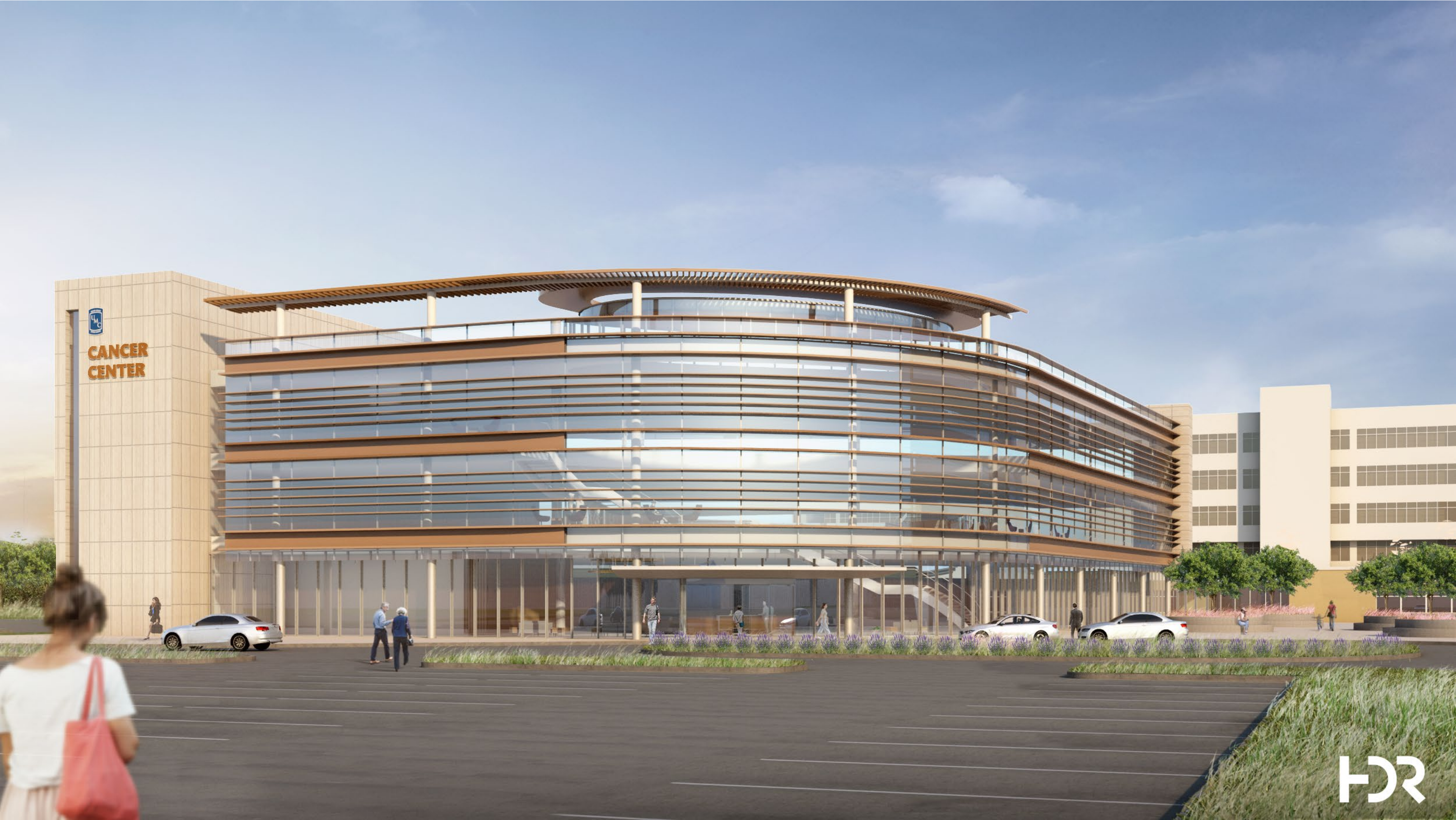
IDSA
ANTIMICROBIAL STEWARDSHIP
CENTER OF EXCELLENCE

ACCREDITED
PRACTICE TRANSITION PROGRAM
WITH DISTINCTION
AMERICAN NURSES CREDENTIALING CENTER

GHX
BEST50
AWARD 2020

HealthCare's most wired®

HEALTH & WELLNESS
EMERGENCY
HILUX


CANCER
CENTER
HDR

Patient Experience

No matter how innovative your strategy, if you can't consistently execute the tactics needed for a solid patient experience, you're in serious jeopardy. Fostering consistency begins with a disciplined approach to culture, aligned to a common vision and hiring people who reflect it.

Our True North:

Likelihood to Recommend

Why:

One Consistent measure across the enterprise (Easy to understand, Easy to Scale)

Directly tied to CMS VBP, Star Ratings, and Hospital Compare

How:

Introduce a framework

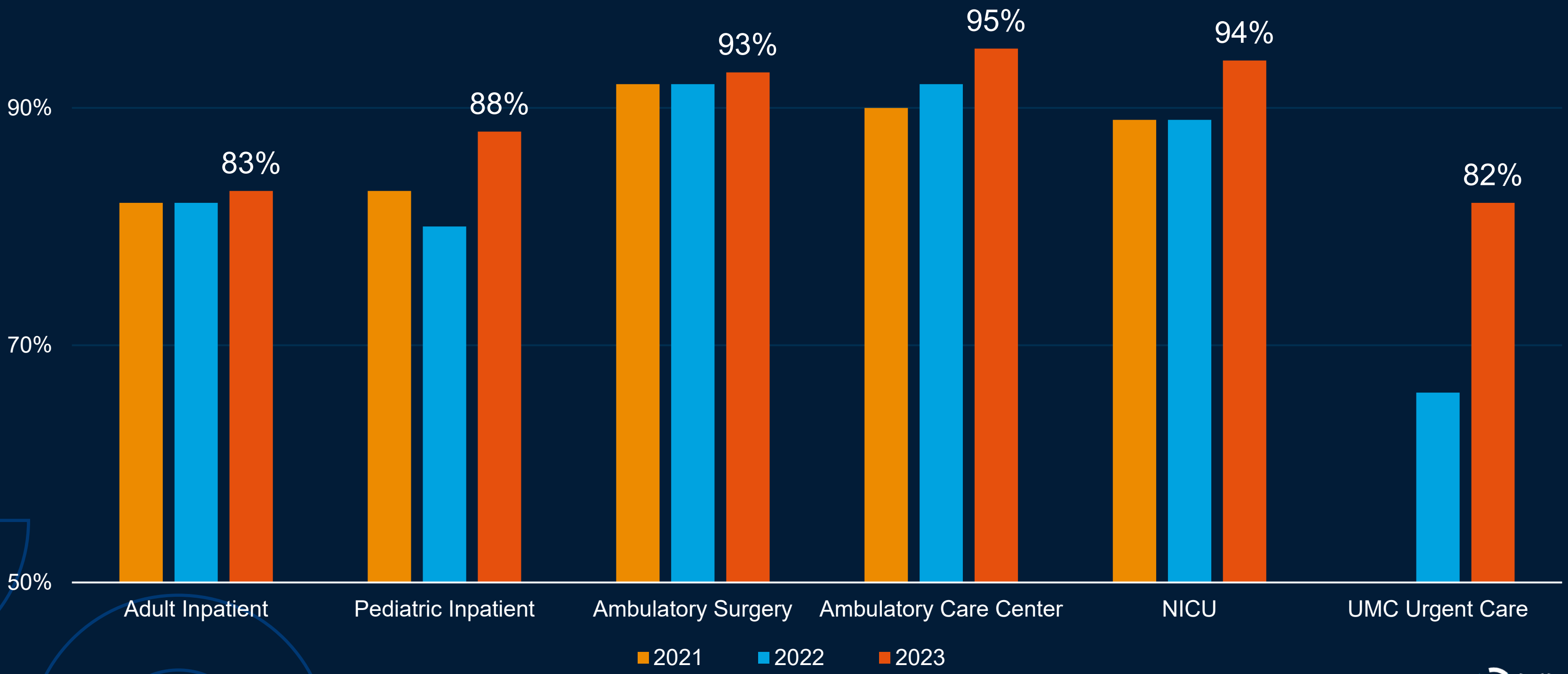
Hire Exceptionally Well

Cast a vision, inspire engagement, coach disengagement

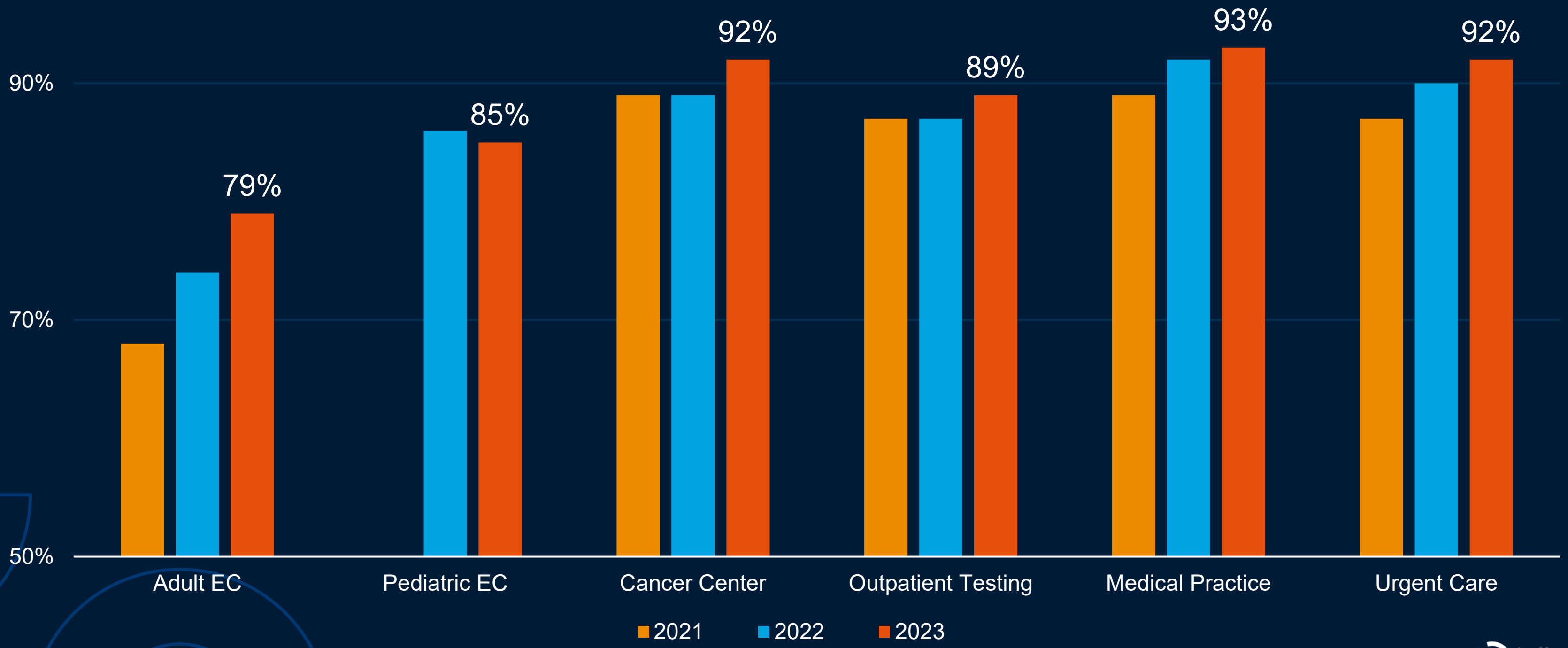
Don't forget the basics

Allow Data to inform your strategic decision

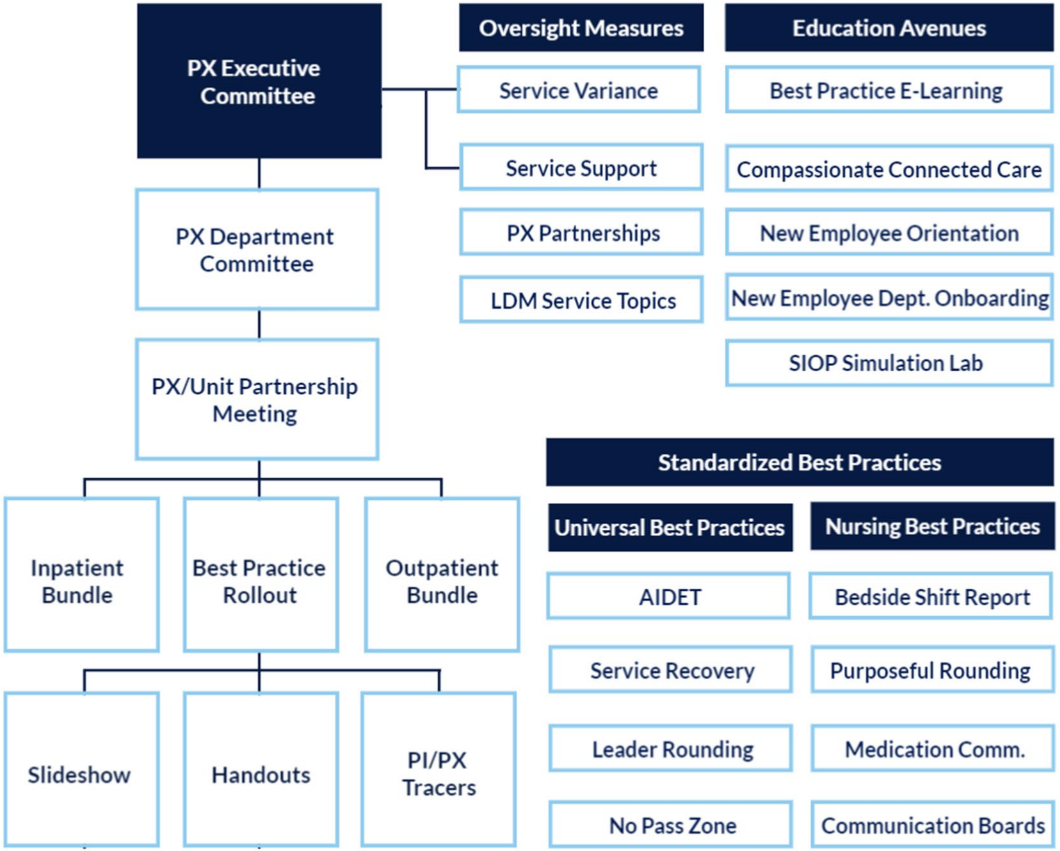
Patient Experience Outcomes



Patient Experience Outcomes



Patient Experience Infrastructure



PX Executive Committee

Oversight Measures
- Service Variance
- Service Support
- PX Partnerships
- LDM Service Topics

Education Avenues
- Best Practice E-Learning
- Compassionate Connected Care
- New Employee Orientation
- New Employee Dept. Onboarding
- SIOP Simulation Lab

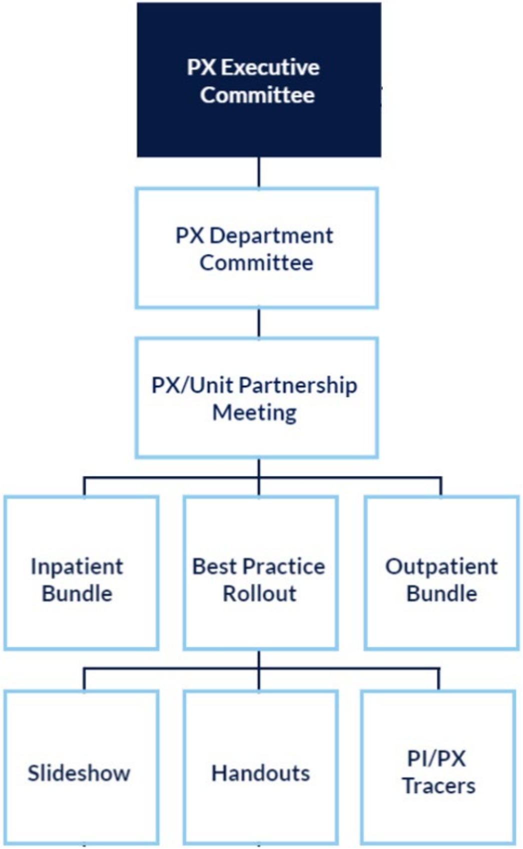
PX Department Committee

PX/Unit Partnership Meeting

- Inpatient Bundle
- Best Practice Rollout
  - Slideshow
  - Handouts
  - PI/PX Tracers
- Outpatient Bundle

Standardized Best Practices

Universal Best Practices	**Nursing Best Practices**
AIDET	Bedside Shift Report
Service Recovery	Purposeful Rounding
Leader Rounding	Medication Comm.
No Pass Zone	Communication Boards


PX Executive Committee
PX Department Committee
PX/Unit Partnership Meeting
Inpatient Bundle
Best Practice Rollout
Outpatient Bundle
Slideshow
Handouts
PI/PX Tracers

Patient Experience Infrastructure

Executive Meeting:

- CEO + CXO + CNO + CMO + Nursing VPs + PX Director
- Meet monthly to make decisions that impact PX across the system
    - *New Services, Accountability Meetings, Innovation Projects*

PX Department Meeting (Committee):

- Monthly meeting between all PX coaches to discuss unit-based efforts
- Share department level initiatives, Hotwash Topics, identify escalation
- Review articles, webinars, and books for continuing education

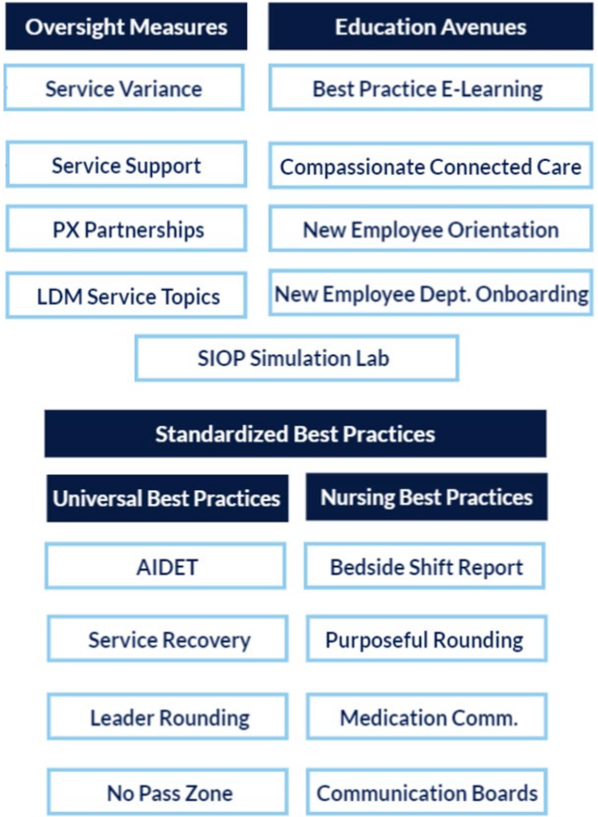
PX/Unit Partnership Meetings:

- Monthly meeting between PX Advisors and Department Leadership
- Focus on Success/Barriers to Patient Experience
- PX Results & Comments are reviewed – Strategies for improvement
    - Gemba Walks, Staff Rounding, Best Practice Implementation

Bundles:

- Inpatient Bundle created
- Outpatient Bundle created

Based on various research articles, books, training workbooks, etc.



Oversight Measures
Service Variance
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Standardized Best Practices

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No Pass Zone

Nursing Best Practices
Bedside Shift Report
Purposeful Rounding
Medication Comm.
Communication Boards

Patient Experience Infrastructure

Oversight Measures:

- Service Variance: As needed – Action Plan Required – Disciplinary Action
- Service Support: Nursing VP led monthly meeting – Providing Guidance
- PX Partnership: Monthly Meetings between PX & Unit Leadership

Education Avenues:

- All Best Practice Resources made available on Intranet (Video/Handout)
- Annual all staff E-learning curriculum for Patient Experience
- SIOP Simulation: Real-life scenarios to educate, validate, and reward

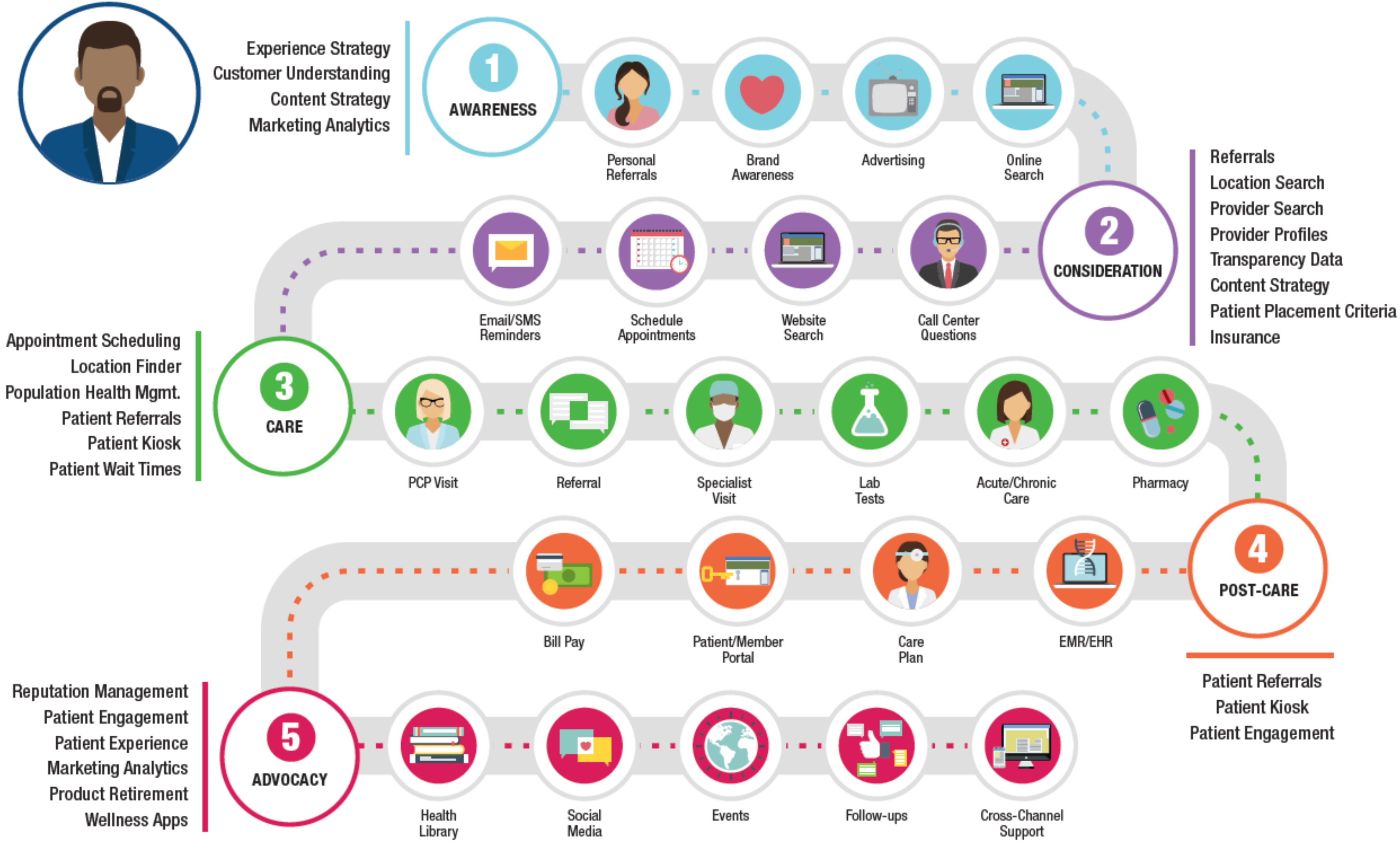
Standardized Best Practices

- Universal BP – Applies to all UMC Employees regardless of role
- Nursing BP – Applies to bedside care providers

Front Door Friction?

Emergency Center

Goal	**Attraction**	**Experience**	**Attachment**
	Reduce barriers & provide accessible care everywhere	Provide highly personalized, world class experience	Build infrastructure that supports lifelong customers
	Re-imagine the physical & digital front door of the health system via wayfinding, signage, & standardized previsit engagement	Close gaps in-between care settings by offering seamless appointment scheduling, and select service line touchpoints	Employ digital community insights panel at least three times to support strategy, marketing, & care offerings
	Make UMC easily accessible with universal digital login, real-time provider data, appointment reminders, MyTeamCare, etc.	Provide price transparency, enhance online bill pay with custom payment plans via website & mobile app	Develop strategic scorecards through Dataroma implementation to measure key drivers for consumerism success
	Enhance current online directory by reducing manual input & expanding patient self-scheduling	Enhance experience within Women's & Children's service line via new website, NICU webcams, and 98th & Frankford Clinic.	Investigate potential service line leakage and enhance "accepting new patients" communication on virtual platform
	Leverage CRM implementation for focused service line marketing to generate consumer engagement	Promote our brand & increase reputation across all digital platforms: Centralized CMS, Healthgrades, Brand Integrity, Standardized Naming Structure	Increase Outpatient Services Utilization: Rx Perks, Breast Imaging, Outpt. GI Center, & Telemedicine
Success:	SIOP → Commercial Payer mix ≥ 30%	Top 10% National Performer in Patient Experience	Improve LTR over 2022; Patient Experience ≥ 90th percentile, all doors
Ideal State: 2025	**Reduce barriers & provide accessible care everywhere.** Provide consumers with intuitive entry points for care through a re-imagined digital & physical front door.	**Provide highly personalized, world class experience** through an integrated care delivery network of digital & physical solutions.	**Build infrastructure that supports lifelong customers.** Be the established regional provider of choice through key strategic partnerships, individualized services & proven clinical quality outcomes.



Experience Strategy
Customer Understanding
Content Strategy
Marketing Analytics

1 AWARENESS

- Personal Referrals
- Brand Awareness
- Advertising
- Online Search

2 CONSIDERATION

Referrals
Location Search
Provider Search
Provider Profiles
Transparency Data
Content Strategy
Patient Placement Criteria
Insurance

- Call Center Questions
- Website Search
- Schedule Appointments
- Email/SMS Reminders

3 CARE

Appointment Scheduling
Location Finder
Population Health Mgmt.
Patient Referrals
Patient Kiosk
Patient Wait Times

- PCP Visit
- Referral
- Specialist Visit
- Lab Tests
- Acute/Chronic Care
- Pharmacy

4 POST-CARE

Patient Referrals
Patient Kiosk
Patient Engagement

- EMR/EHR
- Care Plan
- Patient/Member Portal
- Bill Pay

5 ADVOCACY

Reputation Management
Patient Engagement
Patient Experience
Marketing Analytics
Product Retirement
Wellness Apps

- Health Library
- Social Media
- Events
- Follow-ups
- Cross-Channel Support

What Do Patients Fear?

Fear typically revolves around two aspects: a loss of control and depersonalization

Patients deal with fear in different ways; some crave clarity and information while others focus on external distractions

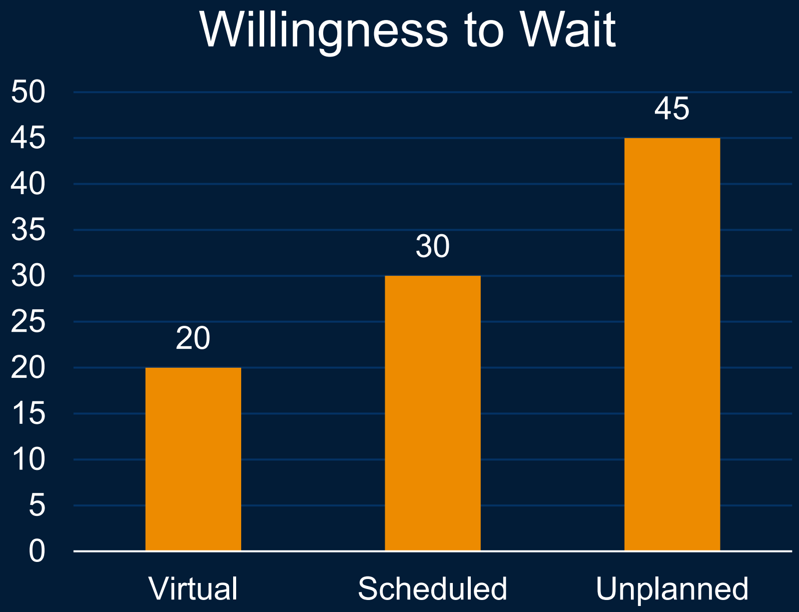
The Patient Empathy Project – Top Patient Fears	
1	Infection
2	Incompetence
3	Death
4	Cost
5	Medical Mix-Up
6	Needles
7	Rude Doctors & Nurses
8	Germs
9	Diagnosis/Prognosis
10	Communication Issues
11	Loneliness

Sodexo: Quality of Life Services

Wait Times have an Impact on Experience

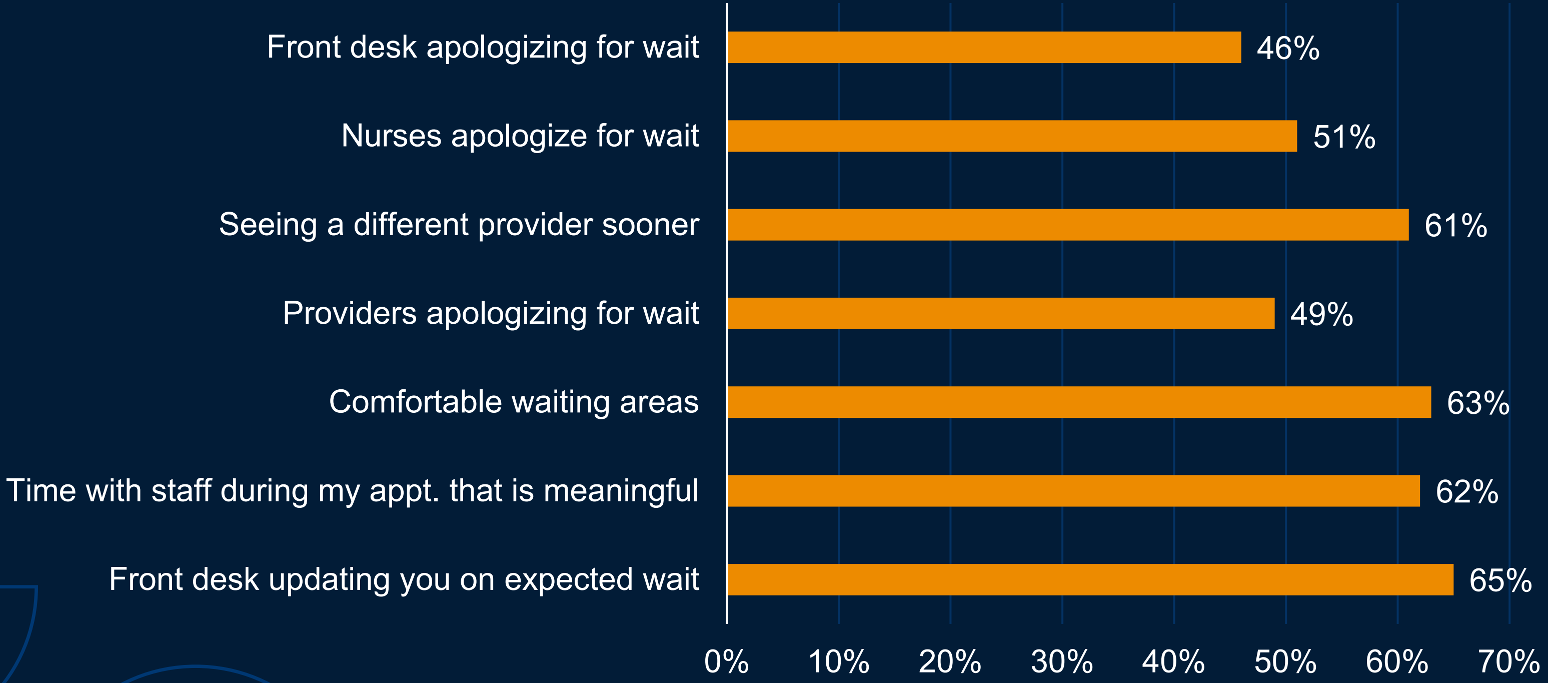
Each wait time has a tipping point that marks the transition from people considering the wait ‘normal’ to be anxious or annoyed to being angry.

Negative experiences with wait time can cause patients to switch providers and greatly downgrade the likelihood to recommend.



Source: NRC Health 2022

How helpful would the following be…



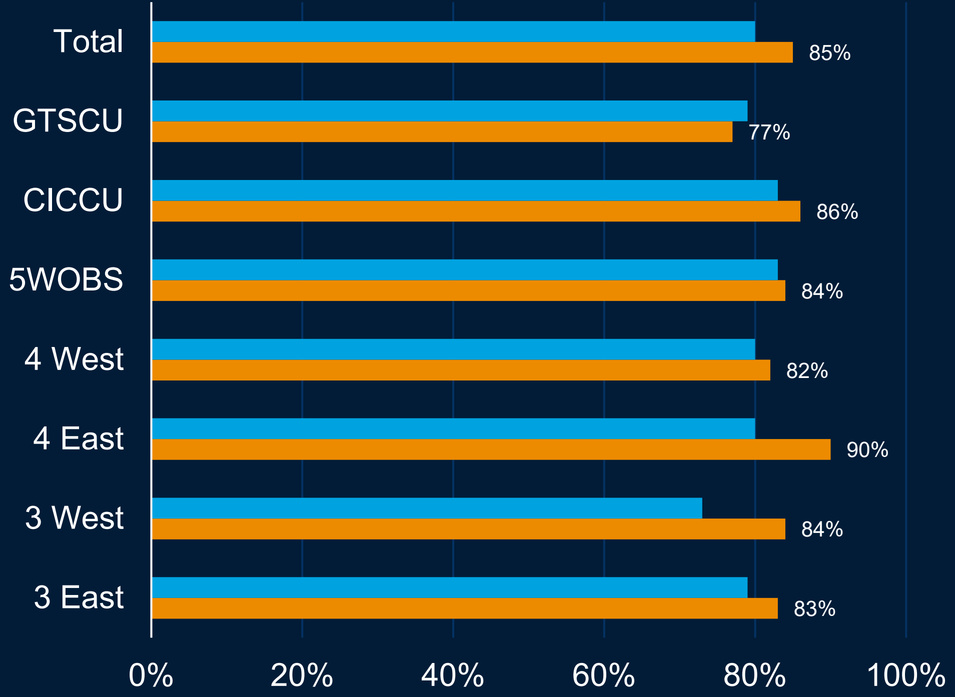
Source: NRC Health 2022

Wait Times have an impact after admission

2,182 Surveys for 2022 Calendar year

- High volume inpatient units impacted the most
- Wait to be seen, wait to be admitted
- Improving the ED has a positive ripple effect
  - Treat & Release – Likelihood to Recommend
  - Treat & Release – Online third-party ratings
  - Admissions – Inpatient Likelihood to Recommend
  - Admissions – HCAHPS Star Ratings

- **5WOBS** was doing something different
  - Expectations vs. Experience
  - Service Recovery + Unit Promise + Leader Rounding



The Partnership Model

- Two FTEs assigned to the Emergency Center
- Flex schedule to cover busiest times for ER Lobby & Wait Times
- Round on Lobby & Boarded Patients – Find ways to provide comfort
- Shadow Physicians & Nursing Staff – Look for the Good
- Attend Staff Meeting – Support PX Conversation
- Hold Monthly Leadership Meetings – Data, Feedback, PI Opportunities
- Be introduced as a Leader on the EC Team
- Support R&R Initiatives – PX Related and Dept. Specific

Framework to Establish Trust

The Behaviors

- Bring Joy and Positivity into work everyday
  - "It's the Best Day of my Life"
- Have Perspective
  - "It's possibly, the worst day of their life"
- Stay in Your Lane
  - Let the Clinicians be clinicians – Focus on Patient Experience
- Dress the Part
  - Suits & Professional Attire every day

Framework to Establish Trust

The Conversation

- Shadowing
  - “I’m not here to do your job”
  - “I’m here to help people see how great you and our health system are”
- Feedback
  - “I wonder how the patient would have responded if you had said….”
  - “I wonder how the patient would have responded if you said it like this…”
- Rounding on Patients
  - Manage Up Always, Service Recover when needed
  - Keep patients/family informed – Reduce Anxiety, Increase Confidence, Provide Comfort

Operational Changes – Impacting Experience

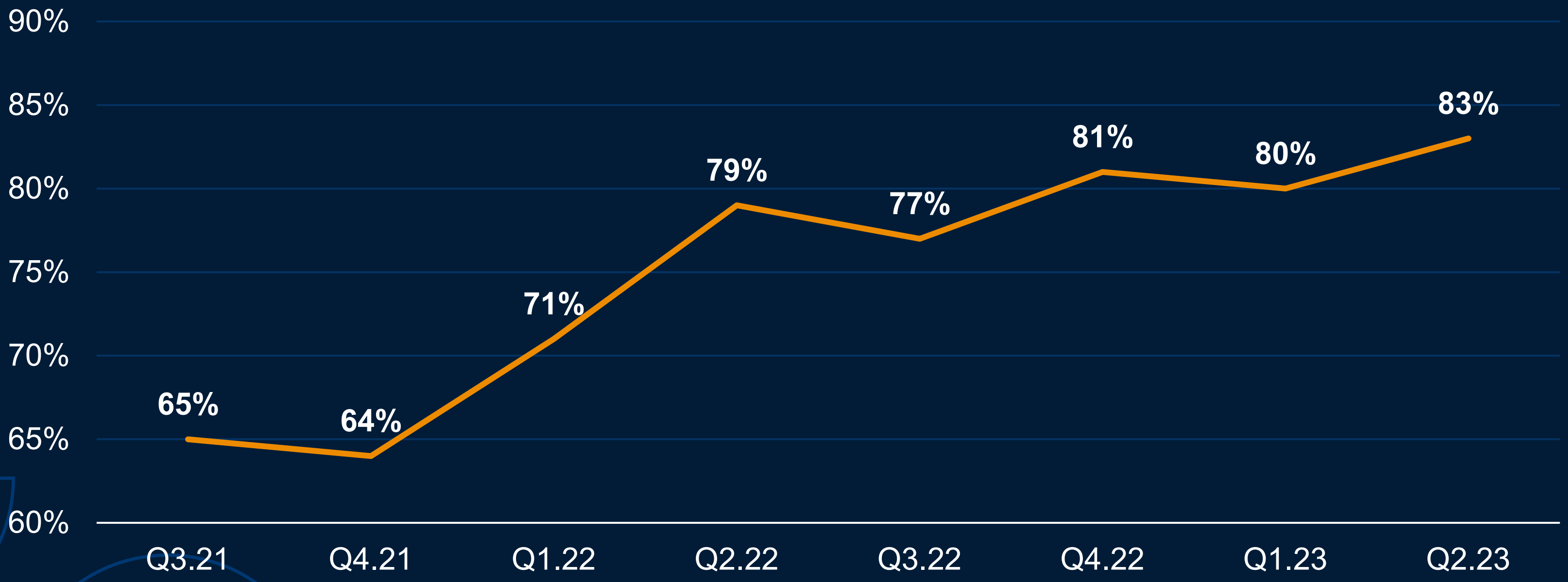
- Physician – MSE upon arrival
  - Provider stationed in Triage to provide MSE screenings upon arrival
  - Patients feel they are seen almost immediately when walking in
- Physician – Pull to Full
  - No unnecessary empty beds within the Emergency Center
  - Patients are there to see a Provider, so let’s work to make that happen quickly
- Physician – Screen & Rescreen
  - Review patient information upon arrival & again at 8 hours
  - For cases that experience escalated feedback, providers respond & reassess

Operational Changes – Impacting Experience

- Nursing – Front Lobby Charge Nurse
  - Dedicated to work solely in the lobby – Intake, Flow, Monitoring Lobby
  - Proactive De-escalation – Get PX involved if/when necessary
- Nursing – Lobby Rounds
  - Round throughout the lobby every 3-4 hours
  - Thank you, Explain the Process, Vitals (2-4 Hours)
- PX Advisor – Lobby Management
  - Cleanliness, Comfort, Advocacy, Meaningful Connections
  - Covering high volume hours, visibly seen throughout ER & lobby

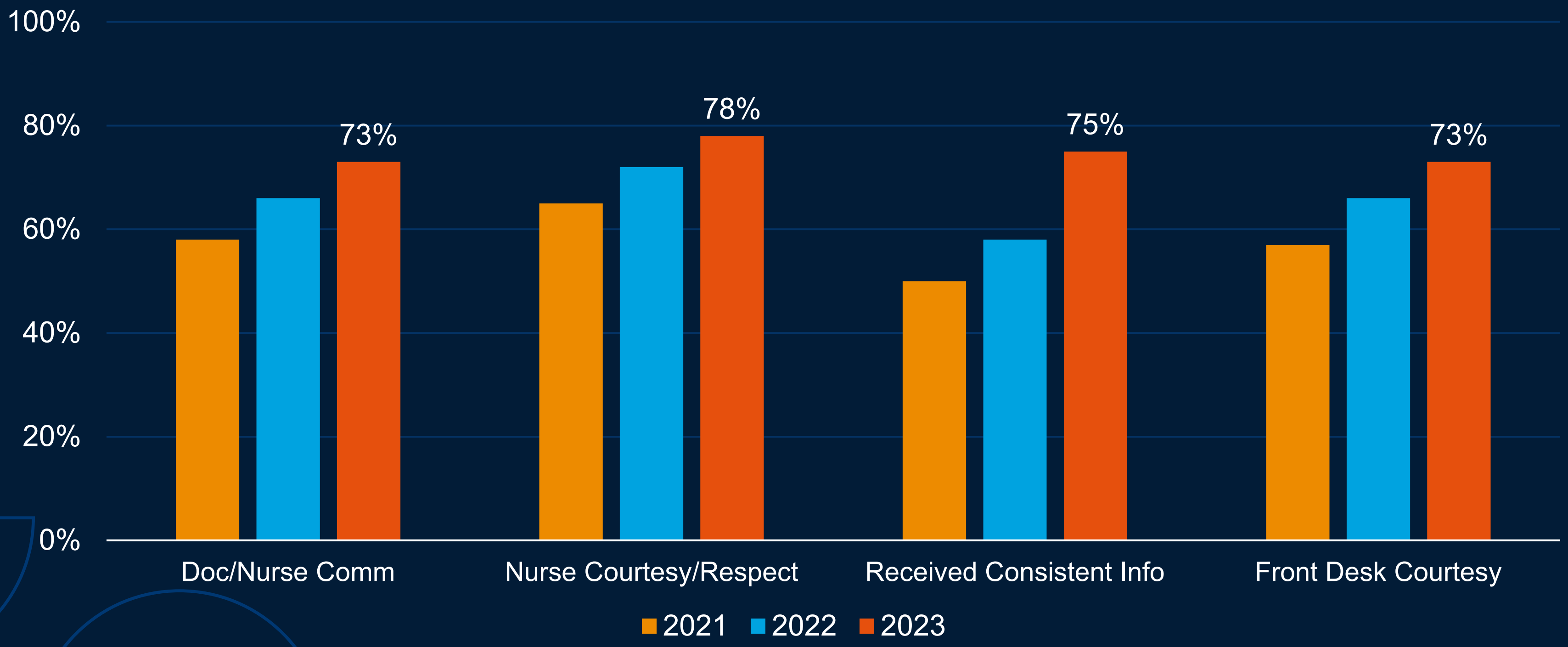
EC – Likelihood To Recommend

Survey Volume = 10,138

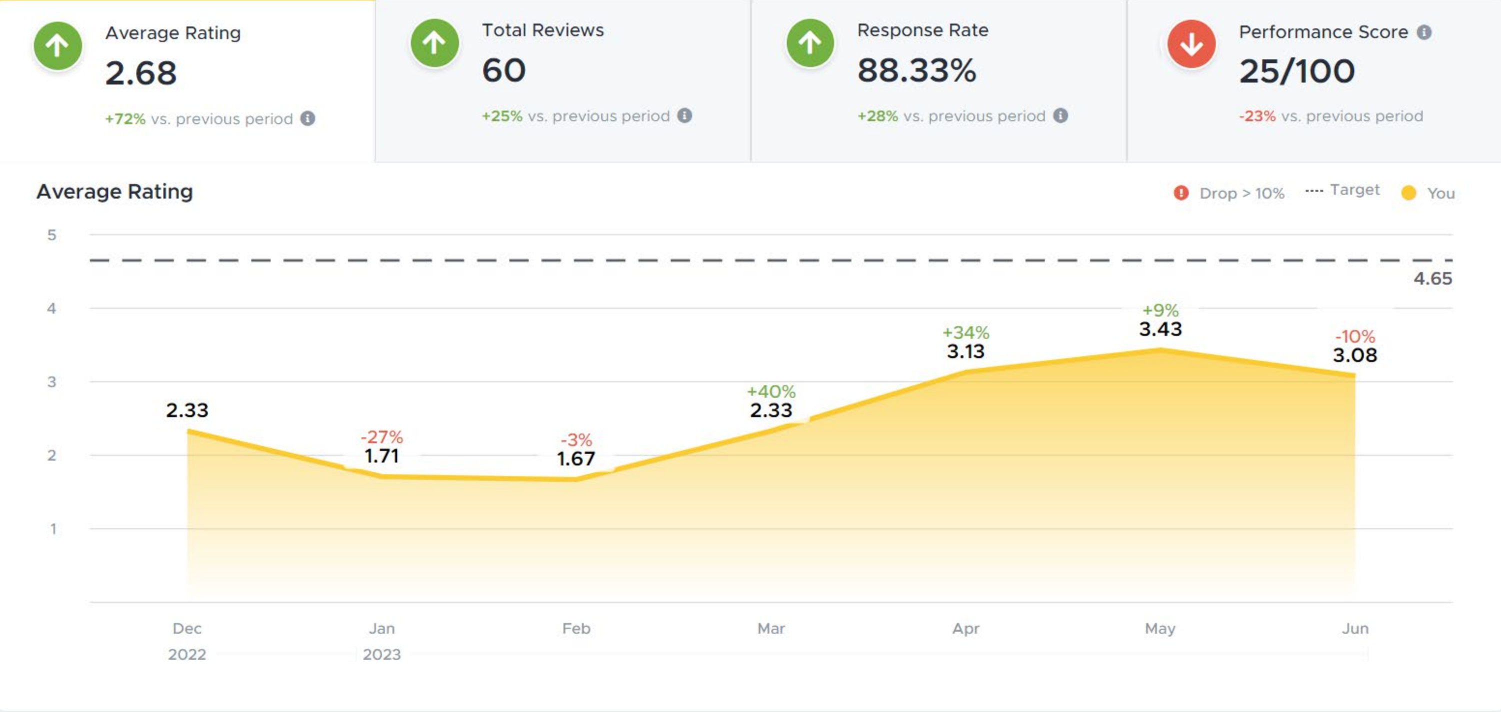


EC – Patient Experience Results

Survey Volume = 10,138



NRC: Smart Request – ER Reputation



Average Rating
2.68
+72% vs. previous period

Total Reviews
60
+25% vs. previous period

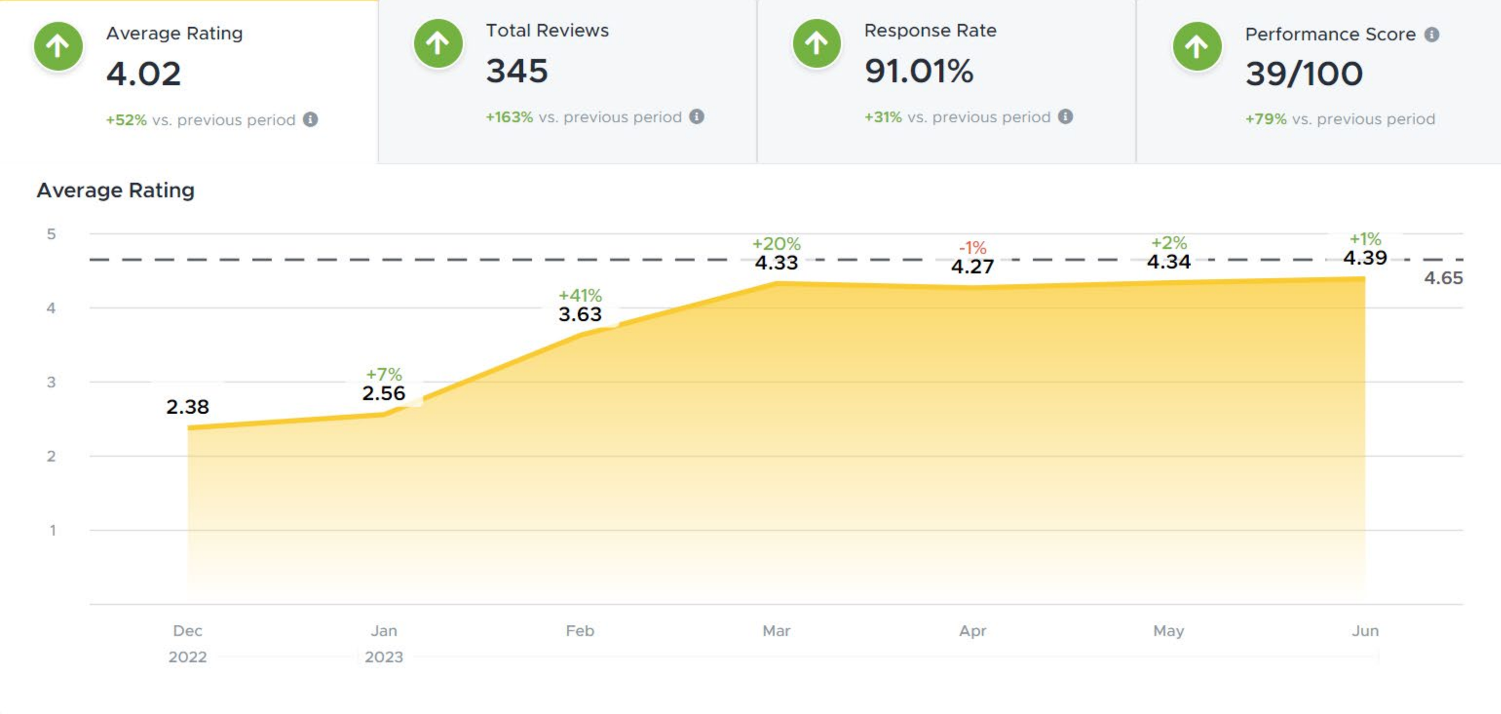
Response Rate
88.33%
+28% vs. previous period

Performance Score
25/100
-23% vs. previous period

Average Rating

Drop > 10%
Target
You
5
4
3
2
1
4.65
2.33
-27%
1.71
-3%
1.67
+40%
2.33
+34%
3.13
+9%
3.43
-10%
3.08
Dec
2022
Jan
2023
Feb
Mar
Apr
May
Jun

NRC: Smart Request – Online Reputation



Average Rating
4.02
+52% vs. previous period

Total Reviews
345
+163% vs. previous period

Response Rate
91.01%
+31% vs. previous period

Performance Score
39/100
+79% vs. previous period

Average Rating

5
4
3
2
1
2.38
+7%
2.56
+41%
3.63
+20%
4.33
-1%
4.27
+2%
4.34
+1%
4.39
4.65
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Thank You

Aaron Davis, FACHE

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