

HIMSS[®]19

CHAMPIONS OF HEALTH UNITE

Global Conference & Exhibition
FEB 11-15, 2019 | ORLANDO

Creating a Digital Patient Experience Strategy from Scratch

Session 21, February 13, 2019

Nader Mherabi, Chief Information Officer, NYU Langone Health

Caitlin Cronk, Associate Director of Digital Planning and Strategy, NYU Langone Health

Conflict of Interest

Nader Mherabi, Chief Information Officer, NYU Langone Health has no real or apparent conflicts of interest to report.

Caitlin Cronk, Associate Director of Digital Planning and Strategy, NYU Langone Health has no real or apparent conflicts of interest to report.

Agenda

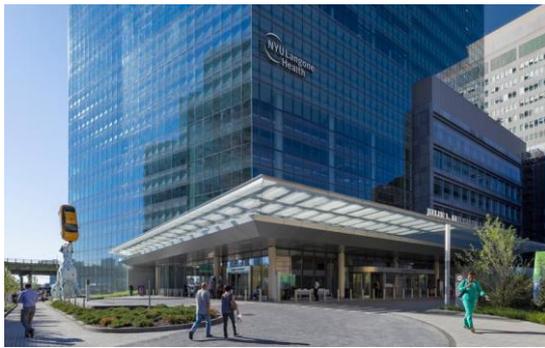
- Why develop a comprehensive digital patient experience strategy?
- Phase 1 – Discovery
- Phase 2 – Roadshow
- Phase 3 – Alignment
- Phase 4 – Execution
- Hear from you!



Learning Objectives

- Provide Learning Objective #1. – Construct a framework for a developing a comprehensive digital patient experience that focuses on capabilities, not products, and considers the institution as a whole while engaging a variety of departments and service lines
- Provide Learning Objective #2. – Recognize the need for robust socialization of the digital patient experience framework with stakeholders across the institution and describe the mechanisms by which we earned cross-departmental stakeholder buy-in to the final strategy
- Provide Learning Objective #3. - Discuss challenges associated with developing a comprehensive digital patient experience strategy and how to successfully overcome those challenges





NYU Langone Health

- Health system based in New York City with locations across the five boroughs, Westchester, Putnam and Dutchess Counties, New Jersey, Long Island and Florida
- 230 locations including 6 inpatient facilities
- 3,600+ physicians serving over 3 million patients a year
- #3 best medical school for research and #15 best hospital in the US
- Among 9 percent of hospitals nationwide to earn a 5-star rating for safety, quality, and patient experience from the Centers for Medicare and Medicaid Services
- Winner of the 2018 HIMSS Davies Award for demonstrating outstanding achievement in utilizing health information technology to substantially improve patient outcomes and value



Why We Developed an Enterprise Digital Patient Experience Strategy

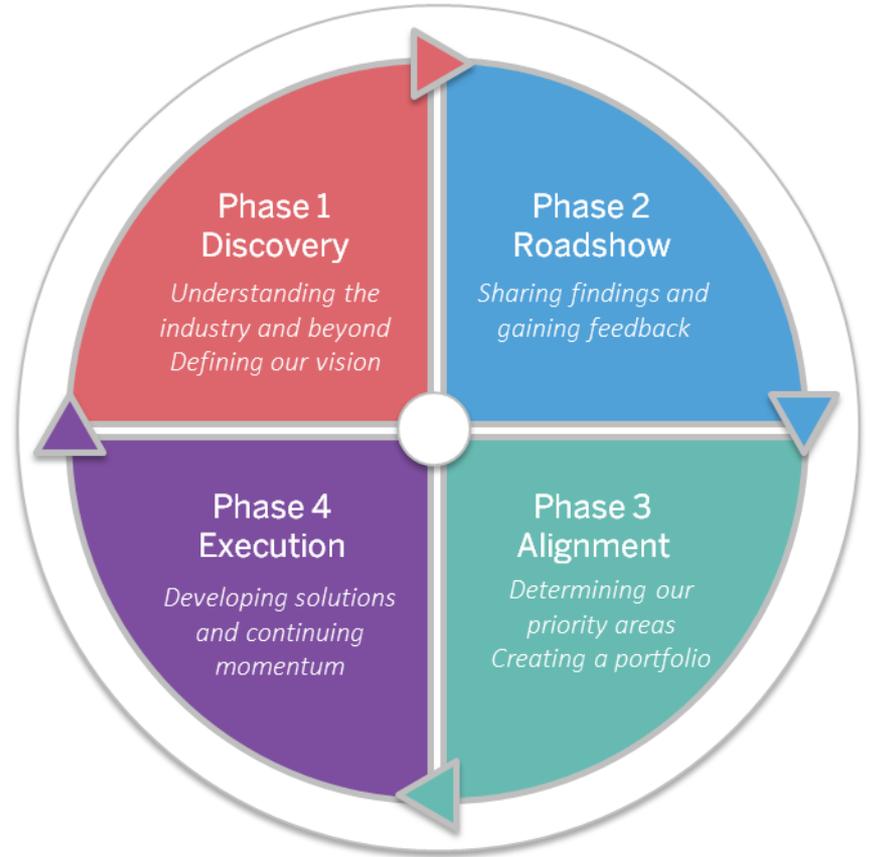


Consumers expectations have changed and their experience in other industries has evolved accordingly.

Consumers want a personalized, digital, on-demand experience.

Our regional market is competitive and healthcare is evolving.

Approach for Strategic Development



Phase 1: Discovery

What is the scope and maturity of our offering?

What is the health industry doing?

What are other consumer focused industries doing?

What do patients want?



Phase 1: Discovery

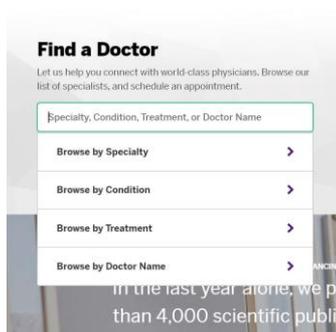
What are we currently offering our patients?

To what degree is that offering a consumer-grade experience?

To what degree is that offering enterprise-wide?



Paperless registration



Robust online scheduling



NYU Langone Health App + MyChart

Phase 1: Discovery

We surveyed other health systems and healthcare companies.

What are *you* offering *your* patients?

To what degree are those offerings a consumer-grade experience?

To what degree is that offering enterprise-wide?



Mobile Apps



Telemedicine



*Remote Monitoring
and Tracking*



Phase 1: Discovery



What can we learn from these offerings and how can we apply that knowledge to developing a comprehensive PDX strategy?

- Customer service focused
- Emphasis on personalization
- Extremely user friendly
- Easy transition to an in-person experience

Phase 1: Discovery

What do our patients want?

What is specific about the New York area experience that we should consider?



Engaged our patient experience team and reviewed market research

**NYU Langone
Health MyChart**

Examined MyChart usage data as well as HCAHPS and other patient satisfaction data



Interviewed our own patients



POLLING QUESTION

How mature is your institution's current digital patient experience strategy?

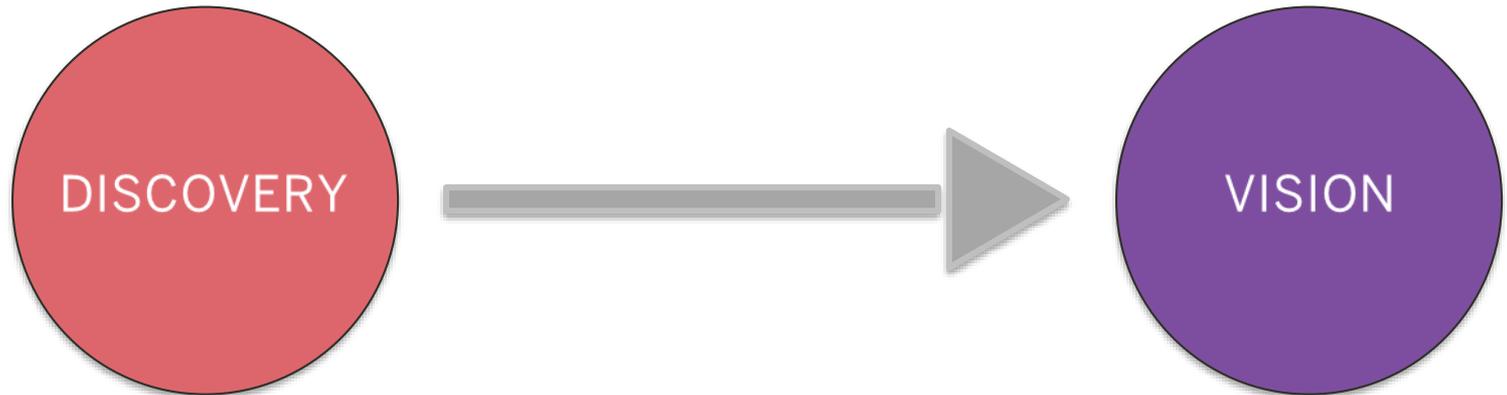
1. Not at all mature
2. Somewhat mature
3. Very mature

<https://live.eventbase.com/polls?event=himss19&polls=5184>



Phase 2: Roadshow

**Turning our research into a
clear and meaningful vision**



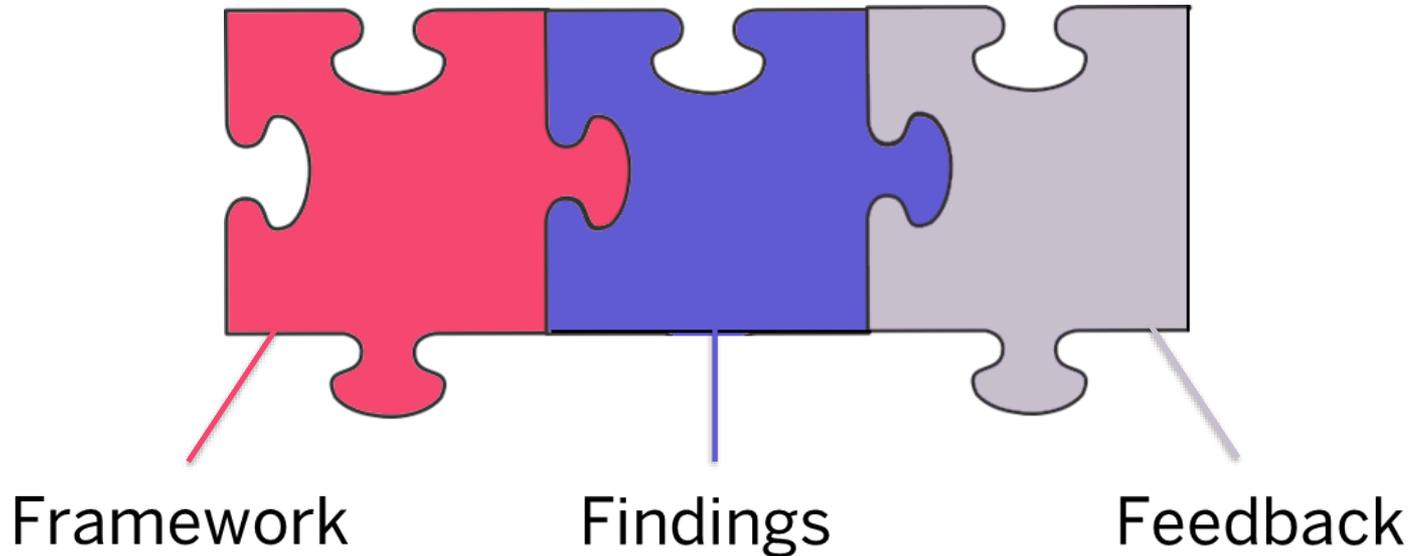
NYU Langone Health Patient Digital Experience Vision Statement

To deliver an integrated, industry leading, digital patient experience – differentiating NYU in the market and exceeding expectations



Phase 2: Roadshow

Sharing Our Discovery



A Patient Journey Framework

Based on standard industry consumer journey

DISCOVER

ENGAGE

TREAT

TRANSITION

GIVE + REVIEW



FOR DEMONSTRATION PURPOSES ONLY TO REPRESENT THE TECHNIQUE USED FOR STRATEGY DEVELOPMENT

NYU Langone Health – Digital Patient Experience Capability Inventory

| DISCOVER | ENGAGE | TREAT | TRANSITION | GIVE & REVIEW |
|---|---|--|--|--|
| <p>Initial Connection</p> <ol style="list-style-type: none"> Learn about NYU Langone Health <p>Research & Investigation</p> <ol style="list-style-type: none"> Find and research potential providers for primary and specialty care Investigate conditions that NYU Langone treats Access care journey guides for a condition or procedure with option to personalize <p>Availability and Wait Times</p> <ol style="list-style-type: none"> Understand how long I'll have to wait for emergency care Understand how long I'll have to wait for ambulatory (including urgent) care (e.g. next available appointment time) | <p>Appointments and Clinical Trials</p> <ol style="list-style-type: none"> Receive help finding and accessing care Schedule an appointment online and get confirmation Receive notification of appointment opening Receive appointment reminders Get real-time notifications/updates on my appointment status (on-time?) Find and enroll in a clinical trial <p>Prepare (billing/reg.)</p> <ol style="list-style-type: none"> Update and validate my insurance information Sign consents, advanced directives, and other documents Understand costs upfront Receive notification of medical and financial clearance Receive notification if registration profile is incomplete <p>Prepare (clinical)</p> <ol style="list-style-type: none"> Import medical record information from another institution Understand my pre/post procedural requirements Understand what to expect during and after a visit Document my questions prior to appointment for my and/or provider reference Complete questionnaires and assessments (including capture and/or validation of patient's PCP) <p>Share Information</p> <ol style="list-style-type: none"> Assign proxy rights to access my PHI Share health information with my extended care team Share my appointment information with family and friends <p>Care Preferences & Personalization</p> <ol style="list-style-type: none"> Set communication preferences Share preferences on meal, environment, visitors (inclusion and exclusion), etc. Share personal information with my care team (spiritual, etc.) <p>Outreach</p> <ol style="list-style-type: none"> Receive outreach about gaps in care or clinical trials | <p>Arrival & Administration</p> <ol style="list-style-type: none"> Digital check-in prior to or upon arrival to facility Provide outstanding registration information <p>Patient Participation</p> <ol style="list-style-type: none"> Identify people who enter my room View health data/results obtained during admission Learn about my care team Take notes during my admission/visit <p>Activity Management</p> <ol style="list-style-type: none"> View my daily care plan/schedule Understand my medications Receive reminders for self-care activities <p>Remote Care</p> <ol style="list-style-type: none"> Remote engagement with care providers to further understand my condition (e.g. second opinions) Receive remote synchronous or asynchronous care from home or NYU Langone facilities (telemedicine) <p>Caregiver Support</p> <ol style="list-style-type: none"> Participation of family and friends in care updates (telemedicine) Share my procedure recovery progress with family and friends (e.g., when surgery ends) Allow family and friends to locate me Communicate synchronously or asynchronously with family and friends, and care team Allow my transfer team to communicate with my family and friends, and incoming facility <p>Patient Requests</p> <ol style="list-style-type: none"> Emergency call for help while admitted Request food, water, blankets, gown, etc. Access interpreter services Order meals and get delivery status while admitted Control environment of my room or procedural space <p>Education & Entertainment</p> <ol style="list-style-type: none"> Access school and teachers remotely while admitted Receive integrated patient education (LMS) Play games, listen to music, watch tv, VR, etc. Discuss learning progress with family and friends, and care team <p>Wayfinding</p> <ol style="list-style-type: none"> Get to my treatment location Find my way within the facilities | <p>Information Sharing</p> <ol style="list-style-type: none"> Receive summary of care and instructions Communicate/connect remotely with my care team (incl. remote monitoring) Send images to my care team for a status check (telemedicine) Access labs and imaging results Import or export data from external tools/wearables into/from NYU Langone medical record (telemedicine) Request and receive release of information for my medical record along with a receipt of medical records to DA (direct address) <p>Access to Tools and Services</p> <ol style="list-style-type: none"> Be prescribed and access apps and services to support health management and make informed decisions Register for a class Access support resources including groups, literature, etc. (telemedicine) Get help using my digital tools Fill and refill rx Receive information on skilled nursing facility, long term care, rehabilitation facility options <p>Tracking, Alerts, & Reminders</p> <ol style="list-style-type: none"> Set and review my health goals Take/record vitals, activity, etc. from a wearable device and share with my care team (telemedicine) Receive information on health maintenance reminders Receive medication adherence reminders Track and communicate reasons why medication was missed Get alerts from my care team based on health tracking data (telemedicine) Allow family and friends to provide input on my health status and progress (e.g. fill out a questionnaire about a patient) Track my health progress over time Receive rewards for improving my condition <p>Finances</p> <ol style="list-style-type: none"> Play my bills Understand my payment options or plans Understand and get clarification on billing <p>Transportation</p> <ol style="list-style-type: none"> Arrange for transportation needs post care | <p>Give Feedback</p> <ol style="list-style-type: none"> Provide feedback (positive and negative) Share my experience and post reviews for the community <p>Give Financial Support</p> <ol style="list-style-type: none"> Donate to NYU Langone Fundraise for NYU Langone |



POLLING QUESTION

In which phase do you currently offer the most capabilities?

1. Discover
2. Engage
3. Treat
4. Transition

POLLING QUESTION

Which phase of the digital patient experience do you think is the most impactful for your organization?

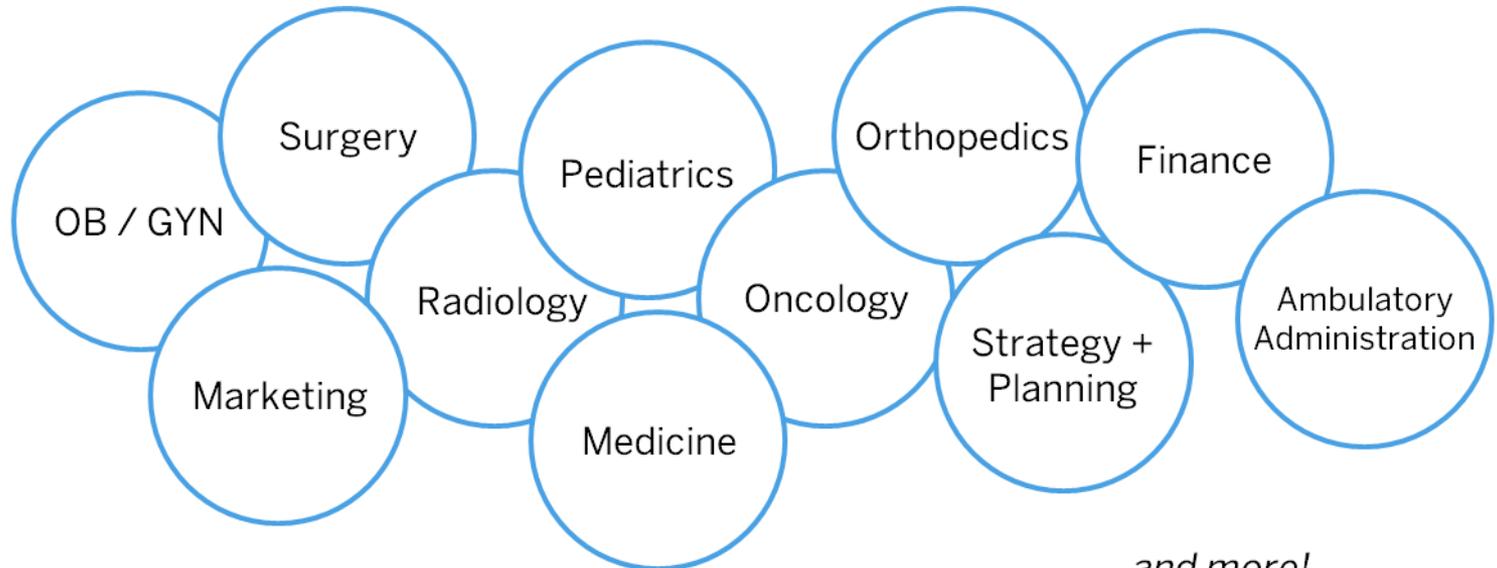
1. Discover
2. Engage
3. Treat
4. Transition

<https://live.eventbase.com/polls?event=himss19&polls=5185>

Phase 2: Roadshow

Shared our process, findings, and vision across the institution

Gained Feedback and Built Enthusiasm!



...and more!

Phase 2: Roadshow

...and with our vendor partners

ThoughtWorks®

accenture

PHILIPS

imprivata™

SAMSUNG

Epic

Oneview

Deloitte.

Hyland®

salesforce



and others.



#HIMSS19

Phase 3: Alignment

Determining Patient Digital Experience Priorities

Understanding
demographics

Examining
institutional
data

Stakeholder
momentum

Opportunities
for scale



Phase 3: Alignment

Clinical

Operations

Leadership

IT

Marketing

Alignment Across Groups



Phase 3: Alignment

Priority Areas



Patient Access



Virtual Health



Radiology



Procedural



OB/GYN

Phase 4: Execution

Successful Delivery Across Priority Areas

-  Identified Operational Sponsors and IT Leaders to drive design and delivery of innovative solutions in the 5 areas
-  Created steering committees for each of the 5 areas
-  Created an IT delivery portfolio to track and manage PDX related initiatives
-  Reoriented our team around 'products' not single-execution projects
-  Engaged vendor partners to help us develop new or optimized solutions



Phase 4: Execution

KEYS TO SUCCESSFUL DELIVERY

1

Strong visionary champions with clear objectives and deep understanding of patient needs

2

Strong vendor relationships to leverage

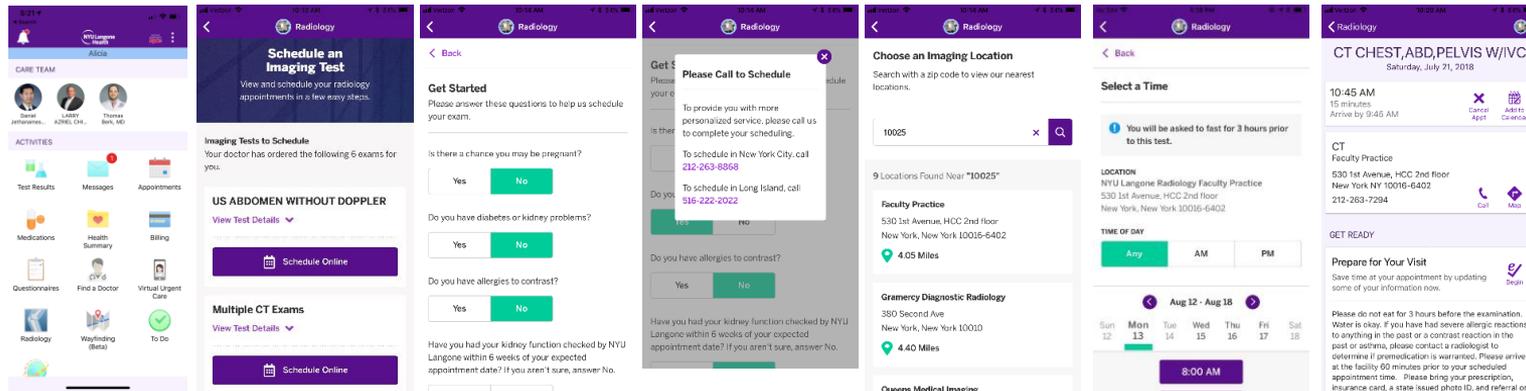
3

Enhance the patient experience without burdening the clinician



Successful PDX Strategy Program - Radiology

Radiology Scheduling in NYU Langone Health App



Phase 4: Execution

Successful PDX Strategy Program – Virtual Health



Virtual Urgent Care for
Adults and Children in
NYU Langone Health App



Phase 4: Execution

Successful PDX Strategy Program – Virtual Health

Telemedicine Services in more than 24 departments



Adult Psychiatry



Orthopedics



Ophthalmology



Transplant



Perlmutter
Cancer Center



Perelman Department of
Emergency Medicine



Pediatric & Adolescent
Psychiatry



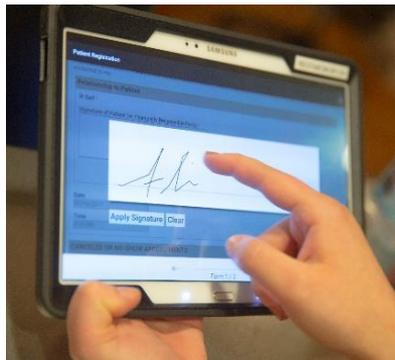
Bariatric
Medicine



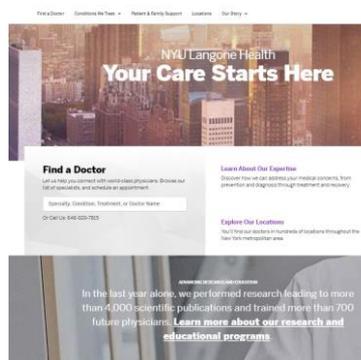
Successful PDX Strategy Program – Patient Access



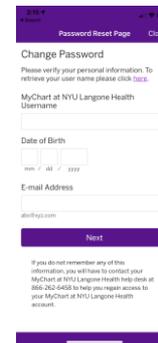
Kiosks for easy check-in



Tablets for paperless registration and clinical consents



Easy online scheduling



Easy MyChart password reset

Continued Success

PDX Initiatives in the Works at NYU Langone Health

OB/GYN



Online education and digital communication for pregnancy journey

PROCEDURAL



Pre-Procedural Preparedness through digital transparency

Continued Success

Maintaining Momentum

- ✓ **CROSS POLLINATION** – one group sees the success of another and builds on it
- ✓ **FREQUENT CONVERSATIONS** – regularly meeting with operational and clinical stakeholders to maintain engagement
- ✓ **FREQUENT RELEASES** – small, fast, and iterative keeps operational engagement, and allows us to continually learn and evolve
- ✓ **SOCIALIZING** – keeping the organization engaged in PDX with events, newsletters, etc.

Continued Success

What's Next?

Continually updating our capability map as we think of other ideas and learn

Always looking ahead to scale and expand our roadmaps

Evolving our development and delivery approach

Evolution of products and partners and execution of additional projects



Audience Engagement Section



HEARING FROM YOU!

Where do you see your organization struggling to get buy-in from stakeholders and leadership as you develop a unique digital patient experience?



HEARING FROM YOU!

How can this framework apply to health systems that differ in size and market from NYU Langone Health?



HEARING FROM YOU!

What are some areas of your business that might be a priority for applying the digital patient experience strategic framework?



HEARING FROM YOU!

Are the digital patient experience tools you offer working harmoniously with the physician experience?



HEARING FROM YOU!

In what ways will momentum pose a challenge for your institution?



Questions

- Nader Mherabi, Chief Information Officer, NYU Langone Health
- Caitlin Cronk, Associate Director of Digital Planning and Strategy, NYU Langone Health

- Please remember to complete the online session evaluation