Creating a Digital Patient Experience Strategy from Scratch

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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 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
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
Understanding the industry and beyond
Defining our vision

Phase 2
Roadshow
Sharing findings and gaining feedback

Phase 3
Alignment
Determining our priority areas
Creating a portfolio

Phase 4
Execution
Developing solutions and continuing momentum
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**
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

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

Interviewed our own patients
How mature is your institution’s current digital patient experience strategy?

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

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

A Patient Journey Framework

Based on standard industry consumer journey

DISCOVER

ENGAGE

TREAT

TRANSITION

GIVE + REVIEW
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POLLING QUESTION

In which phase do you currently offer the most capabilities?

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

https://live.eventbase.com/polls?event=himss19&polls=5186
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!

- Surgery
- OB/GYN
- Pediatrics
- Orthopedics
- Radiology
- Medicine
- Oncology
- Strategy + Planning
- Finance
- Ambulatory Administration

...and more!
Phase 2: Roadshow

...and with our vendor partners

and others.
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
Leadership Alignment

✓ Unified framework
✓ Community buy-in
✓ Cross-functional expert feedback

Finalized Roadshow Proposal

Enterprise IT Board
*Our highest governing body for information technology*
Phase 3: Alignment

Priority Areas

- Patient Access
- Virtual Health
- Radiology
- Procedural
- OB/GYN
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

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

KEYS TO SUCCESSFUL DELIVERY
Phase 4: Execution

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
Phase 4: Execution

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.
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

Continued Success

What’s Next?
Audience Engagement Section
Where do you see your organization struggling to get buy-in from stakeholders and leadership as you develop a unique digital patient experience?
How can this framework apply to health systems that differ in size and market from NYU Langone Health?
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?
In what ways will momentum pose a challenge for your institution?
Questions

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- Please remember to complete the online session evaluation