

2024 VIZIENT CONNECTIONS SUMMIT

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# REFLECTION

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# Patient Outreach: Enhancing the Experience While Achieving Operational Growth

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# Learning Objectives

- Explain the benefits of easy access, automated, patient scheduling
- Describe the impact an invite-to-schedule system can have on hospital business operations and patient access

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# Memorial Hermann Outpatient Imaging Division



## By The Numbers



34 Imaging and Breast Care Centers  
575,000 Outpatient Visits  
9 Modalities



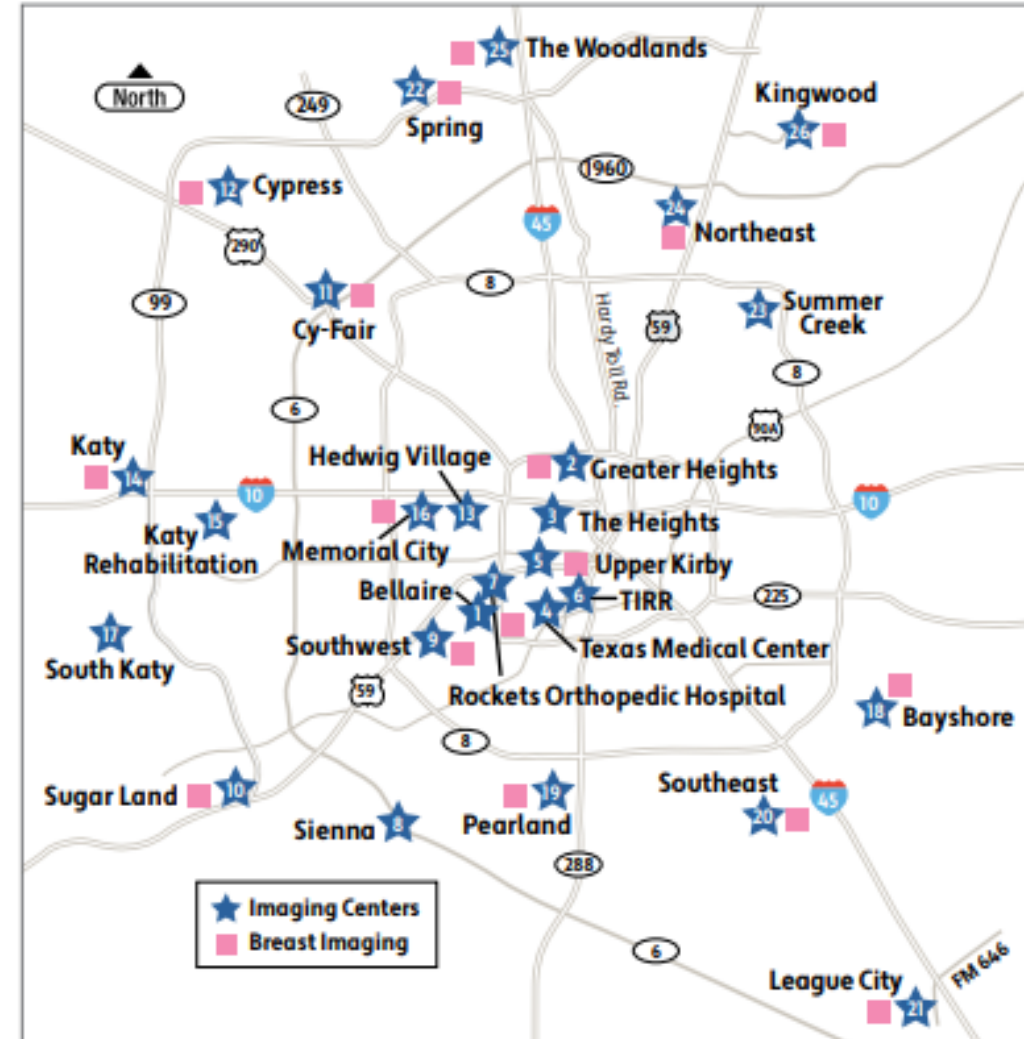
1.1M Contact Center Interactions



4 Radiology Groups  
7K+ Referring Physicians



5+ School Affiliations  
2 Internal Tech Training Programs



# Our Challenge

## 1 Challenge



*Evolve the contact center operating model (people) and workflows (process) to leverage tools (technology) that improve access and the patient's experience.*

- Online scheduling represented 4% of all scheduling activity
- Limited appointment inventory available online (all modalities)
- Enable scheduling beyond normal business hours
- Wait time to schedule via phone (2 minutes)
- Patient must call to cancel and reschedule their appointment

## 2 Goal



*Improve the patient's **access** and **experience**.  
Appropriately leverage **technology** to automate workflows.*

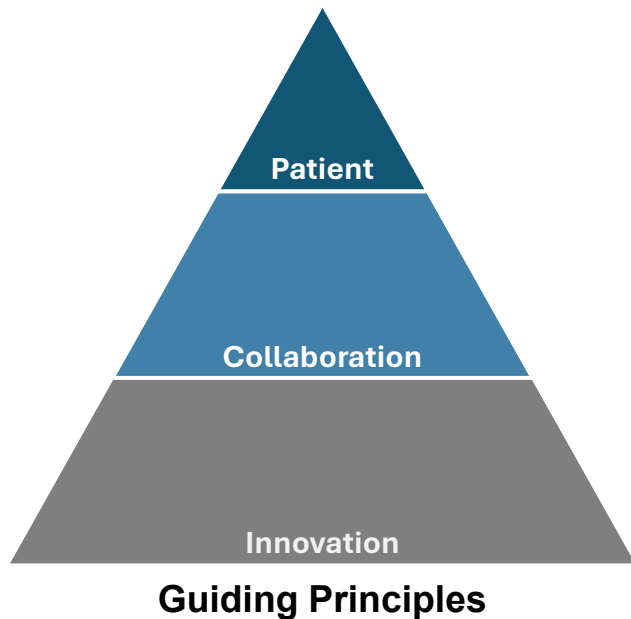
- Create real-time self-service scheduling
- Expand scheduling channels
- Schedule 80% of online appointments within 14 days
- Minimize information requested from the patient
- Improve 'effort' net promoter score (NPS)



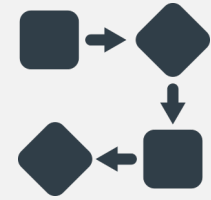
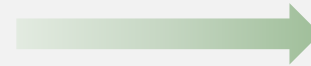
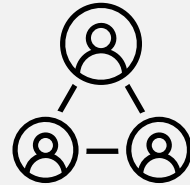
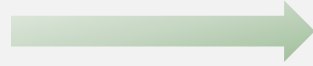
## 3 Approach – ‘Order to Invite’



*Multi-disciplinary team leveraging existing technology to expand digital front door*



<b>Executive Buy-in</b>	<i>Steering committee established with senior executive serving as Chair</i>
<b>Consumer Experience</b>	<i>Leveraged human centered design (HCD) principles</i>
<b>Operational Alignment</b>	<i>Operations executives championed expansion of self-service scheduling model</i>
<b>Technology</b>	<i>Digital / IT resources prioritized and encouraged innovation</i>



*Utilize human centered design principles to ideate and create the future state*

- 1** Inspiration
- 2** Ideation
- 3** Prototyping
- 4** Implementation

*Gather patient priorities via focus groups*

- 1** Preferred Method
- 2** Timing

*Modify verbiage, questions and workflow*

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**Operational Alignment**

*Operations executives championed expansion of self-service scheduling model*



Before



- Driven by **marketing and information systems** executive

- **Independent** model – local facility operations team manages schedule templates

- **Price estimate** available online

- **Agent** interaction required

After



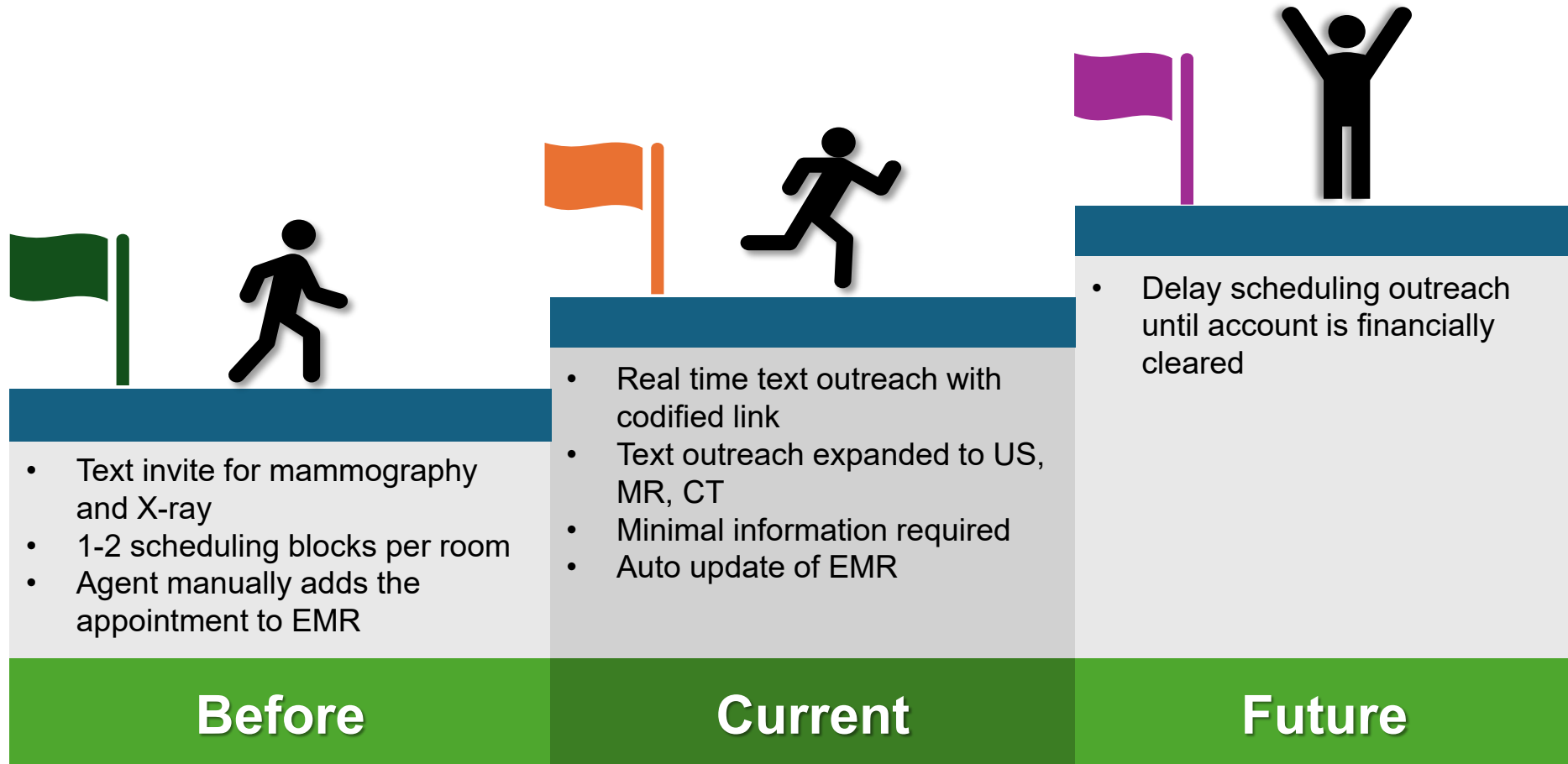
- Driven by **operations** executive
- Strong **multidisciplinary** alignment between teams

- **Franchise** model – Access Governance Council

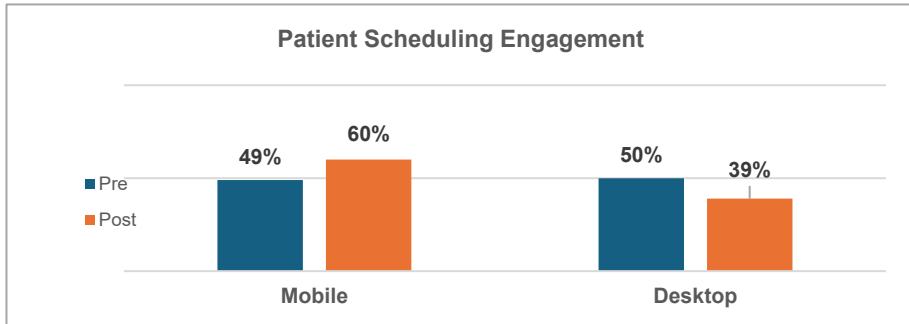
- **Expand** online price estimator **tool** functionality

- **Self-directed** processes available for all scheduling functions

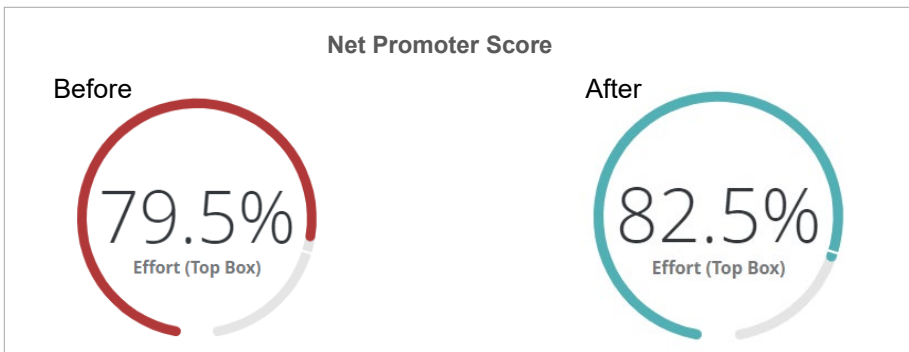
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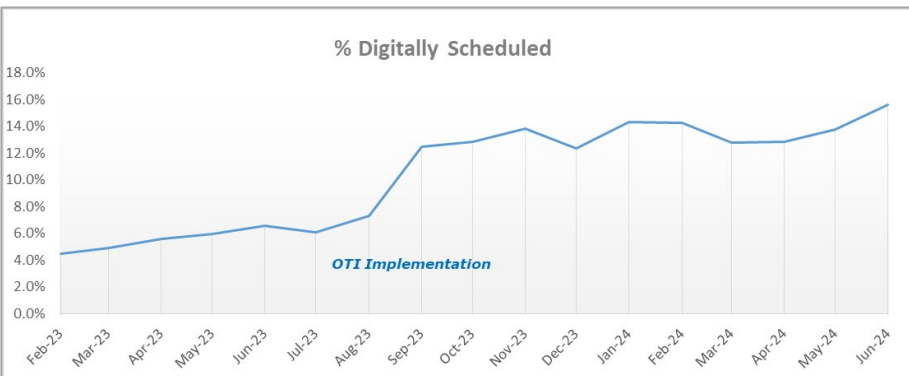
# Outcomes and Impact



- Ability to engage on the go and improved ease of use
- Increased scheduling activity on nights and weekends
- 10% increase in mobile over desktop to schedule appointments



- Qualtrics Net Promoter Score improvement
- Cancel / reschedule functionality available via self-service
- Weekend and extended week-day coverage provided



- 90% patients schedule within 14 days
- 125% improvement in online scheduling volume
- 490+% increase in high dollar modality appointments

# Lessons Learned

- Multi-disciplinary team approach improves decision making
- Diversified industry perspective is beneficial
- Increased digital engagement and patient satisfaction is possible without deteriorating operational performance

# Key Takeaways

- Senior leader and key stakeholder engagement ensures buy-in, support and appropriate prioritization
- Human Centered Design principles help design an experience that patients want and will use
- Operators with retail mindset and the right technology can enhance patient engagement thus improving access
- Adjusting how we interact with patients has a direct correlation with patient acquisition rate

Questions?

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