

Every Moment Matters.

Northwell Health's Pragmatic Approach to Elevating Patient Experience

**Sven Gierlinger,
SVP Chief Experience Officer**

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My personal *story*



Hospitality & Healthcare

“A hospital is
NOT a hotel.”

“We take
care of sick
people. **They
don’t come
here to have
a good time.**”

The Healthcare Credo



THE RITZ-CARLTON

e

Healthcare is a place where the genuine care and comfort of our **patients** is our highest mission.

We pledge to provide the finest **personal service** and facilities for our **patients** who will always enjoy a **warm, relaxed, yet refined ambience**.

The **Healthca** experience enlivens the senses, instills well-being, and fulfills **re** even the **unexpressed wishes and needs** of our **patients**.



23
hospitals
830+
ambulatory
facilities



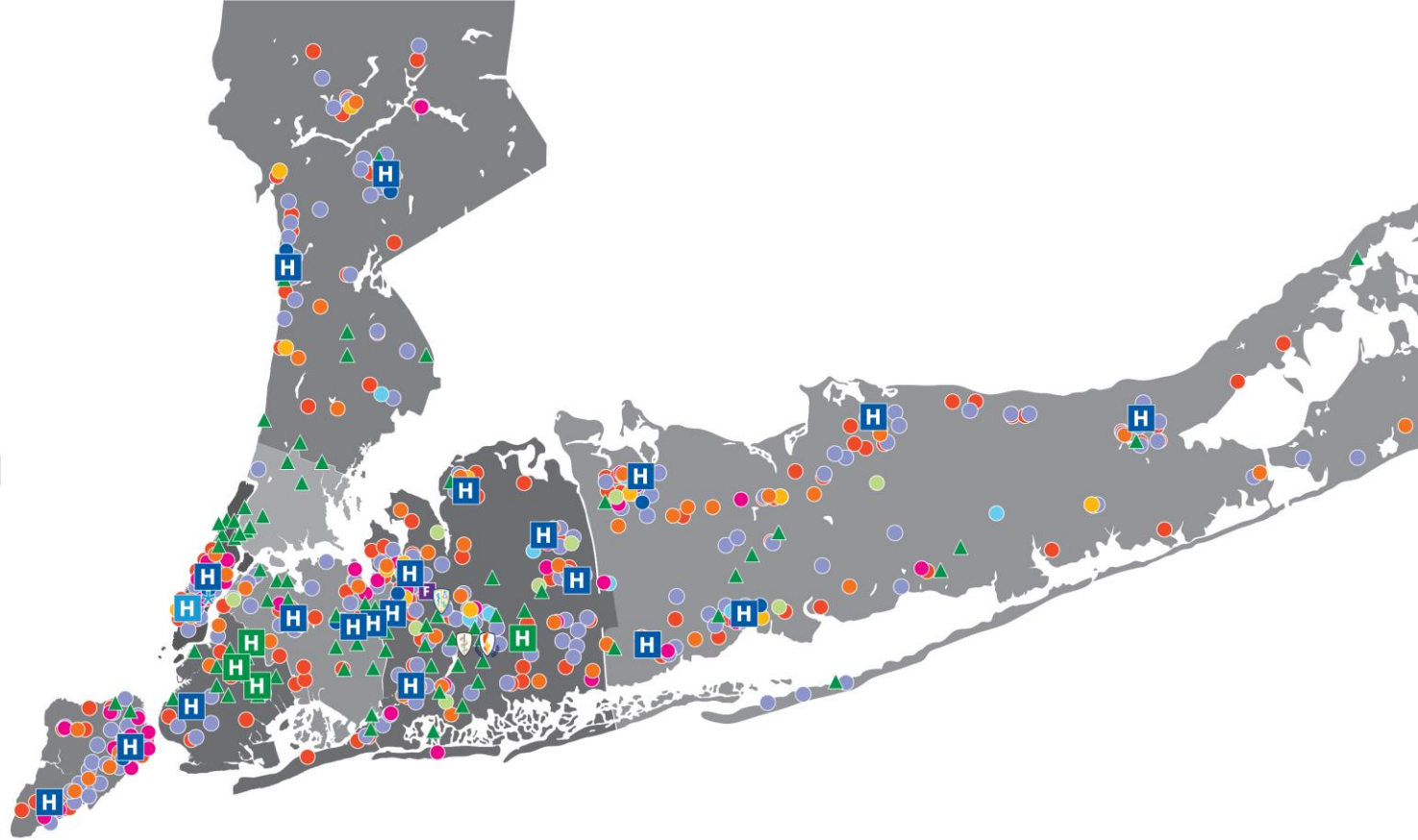
\$14
billion
annual
operating
budget



5.5
million
patient encounters



31%
inpatient
share of
market



80,000
employees

over 4,500
employed physicians

14,000
affiliated physicians



1,900
residents
and fellows in
160 programs



4,000
researchers

2,500
clinical
research
studies conducted



Consumerism

in health care requires new thinking, new culture and new practice.

“We must realize we are now in the customer service business.”

“We are in competition for the customers’ attention and satisfaction.”

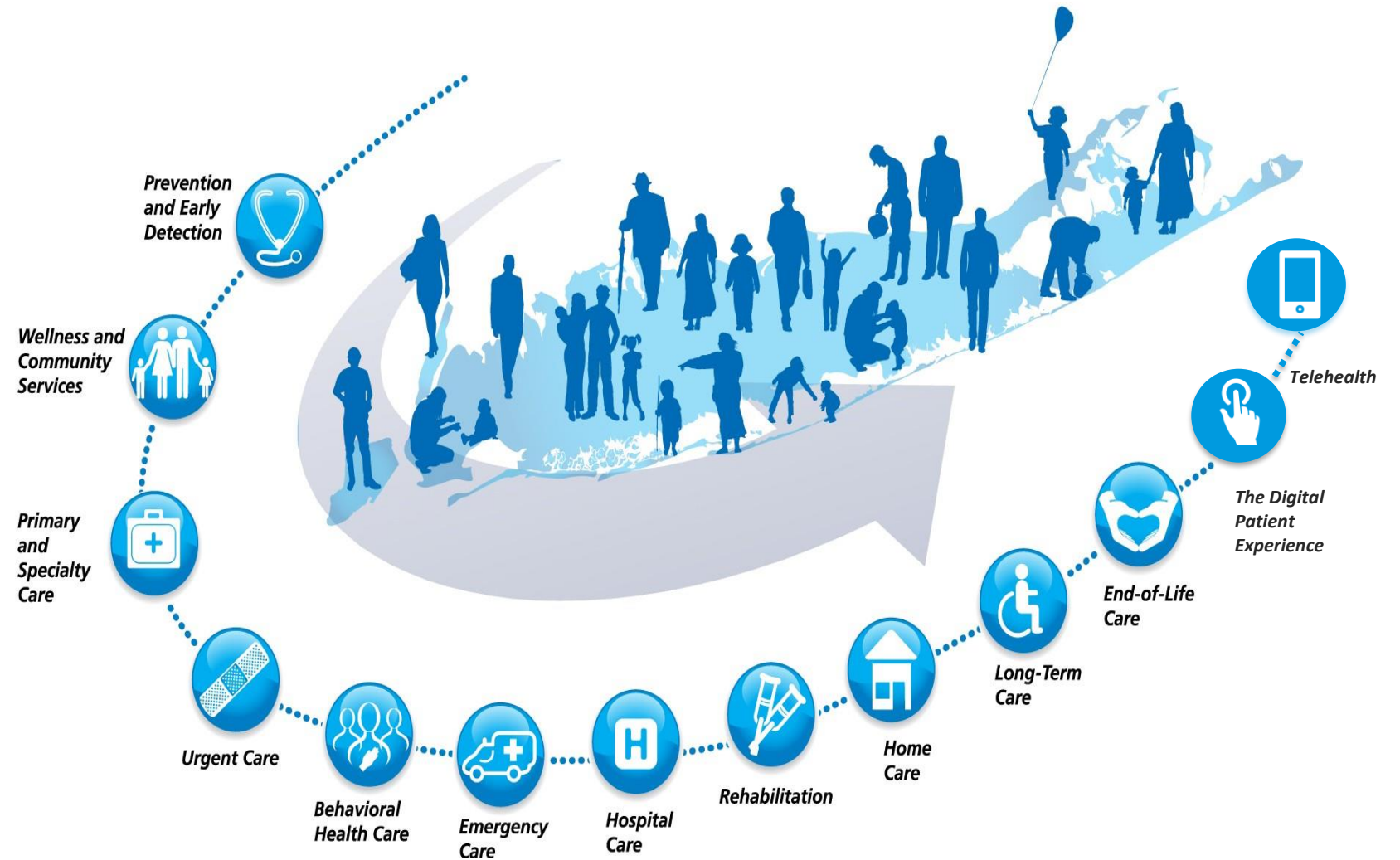
“What they want versus what we provide.”

“We have a technologically empowered new generation of customers.”

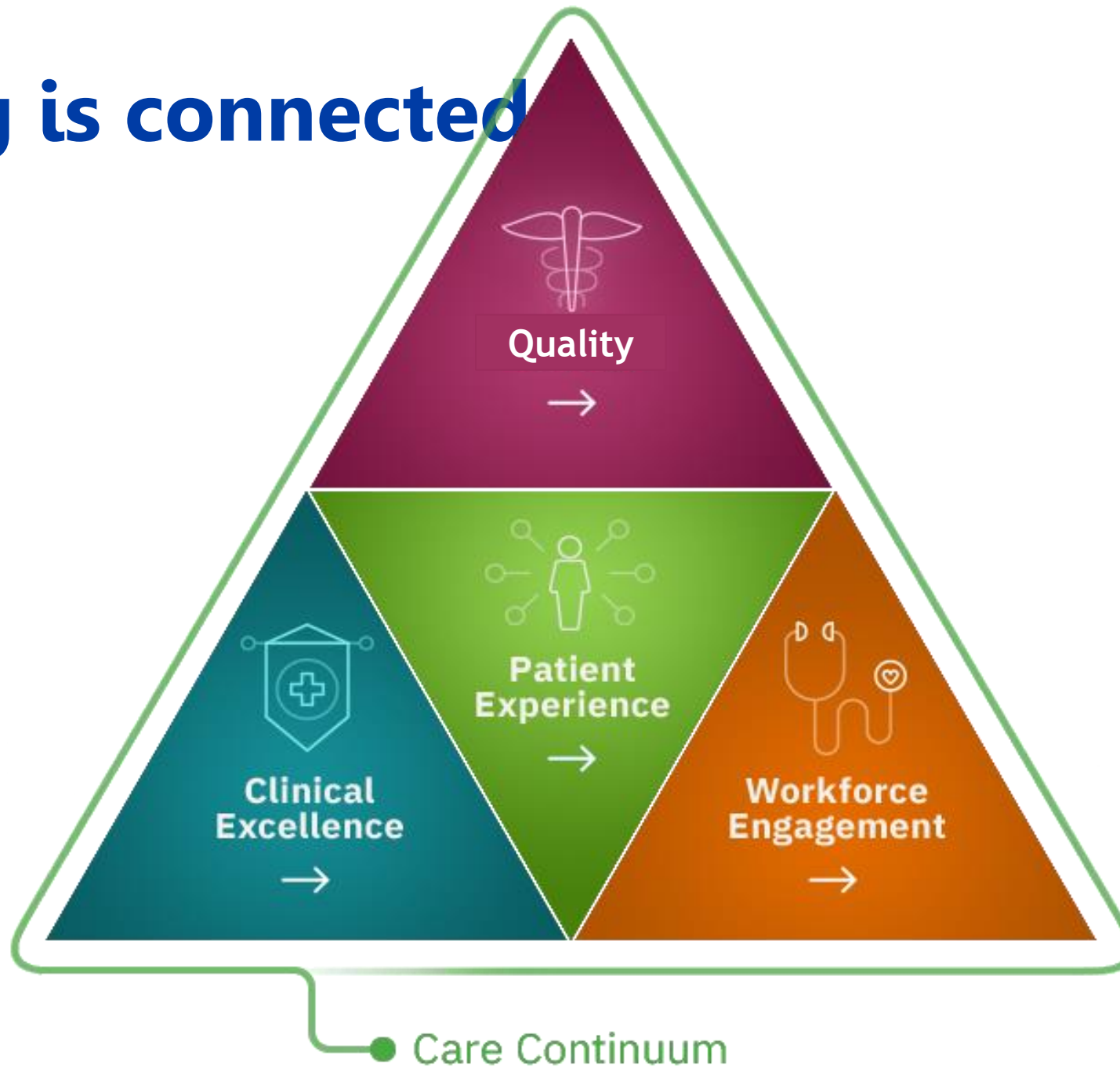


Patient Centric View

*Northwell has built the
Continuum of Care
Around the Patient*



Everything is connected



Holistic Approach: PX Ecosystem

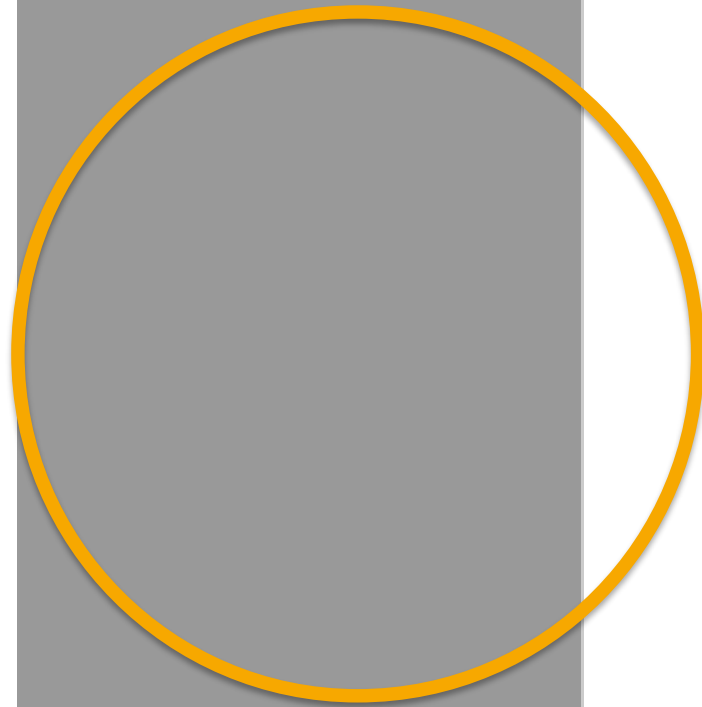
Northwell's Mission: To improve the health and quality of life of the communities we serve through world-class service and patient-centric care.

Every moment matters

Culture of C.A.R.E. is our promise to patients and customers



PX Strategy

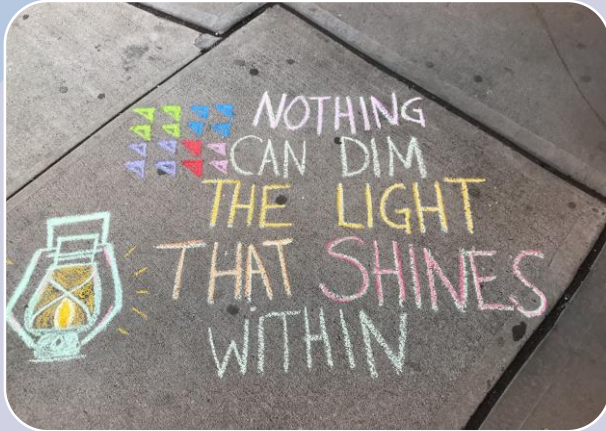


Cultivate a structure for responsibility and ownership





Leadership Drives



Culture of C.A.R.E Framework

(Connectedness,
Awareness, Respect &
Empathy)

Education,
Messaging,
Competenci
es &
Recognition

“Every Role
Every
Person
Every
Moment
Matters”

Power of Storytelling

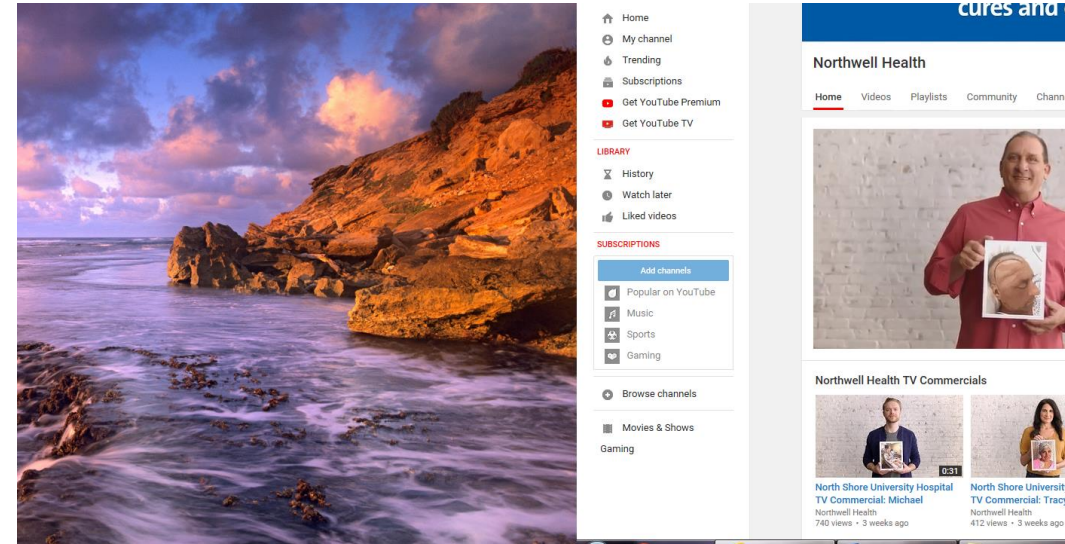
Top-Down Commitment: Leading with Patient Stories

COO Monthly Executive Directors Meeting



Stories Brought to Life on Screen

Patient Video/Commercial Testimonials: Empathy & Compassion



Teams Share & Learn from Stories

Weekly Huddle Communication Topics

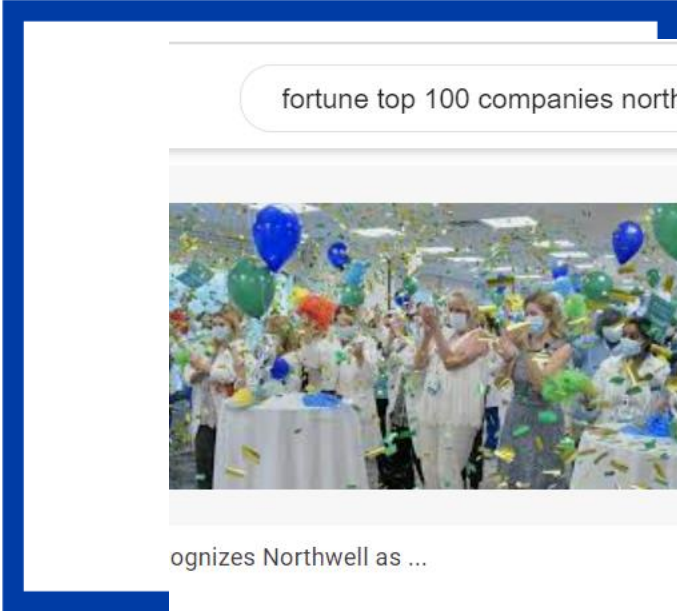




 Northwell
Health

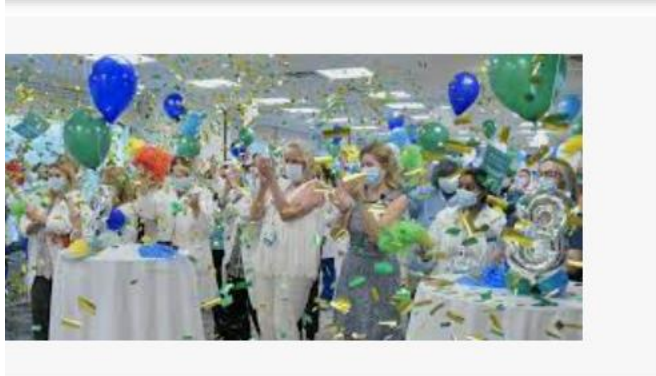
 Northwell
Health
Physician Partners

Sewit Teckie, MD



ognizes Northwell as ...

fortune top 100 companies northwell 2022



Fortune 100 Best Companies to Work For ...
greatplacetowork.com



PX Strategy

Cultivate a structure for responsibility and ownership



'Voice of the Customer'

Listening Strategies





Truly Listening:

Journey Mapping, In-Home Interviews & Intercept Conversations

An Immersive Approach

Questions

- What do our patients really want?
- How do patients view patient-centered care?



The 5 Things Patients Want

Northwell Research Findings

Partnership in their care

Personalized Communication

Setting Expectations & Following Through

Help with the Next Step of their Journey

Access, Access, Access

Relationship Centered Communication for Providers

Program Overview



Vision, Leadership & Collaborations

Sponsored by Office of Patient Experience
Selection of Key Partners (ACH & Hofstra SOM)



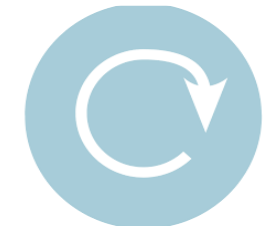
Experiential Curriculum

Empathy Microskills and 3 Function Approach
Build the Relationship | Assess & Understand | Collaborate



Faculty Train-the-Trainer

42 Faculty Members
Diverse roles, specialties, geography & cultures



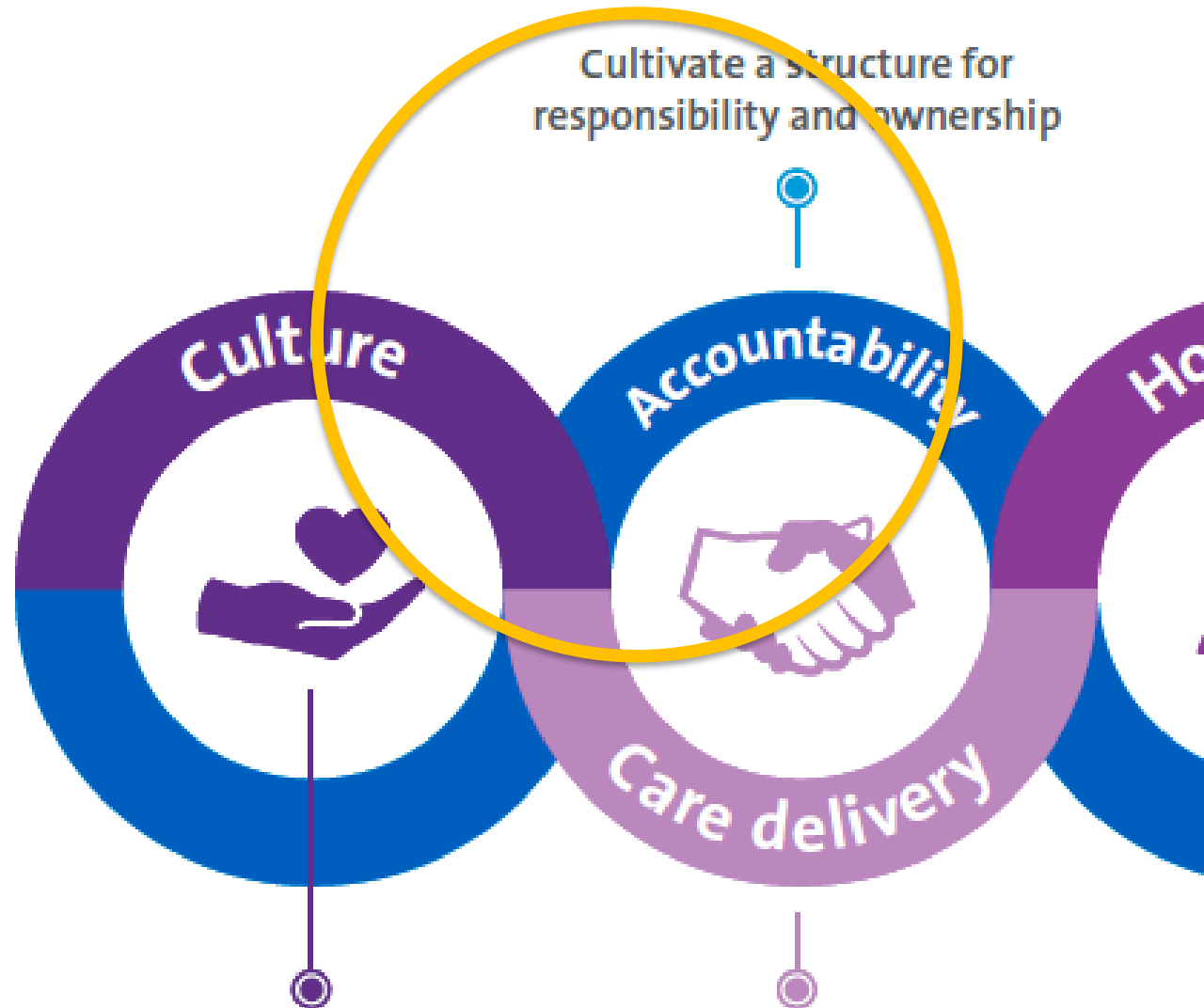
Sustainment Methodologies

Transition to virtual education during COVID
Communities of Learning & Practice, Coaching & CEP



**2,800+ Physicians and
ACPs educated**

PX Strategy



Infusing Hospitality



**Food Transformation
Journey**



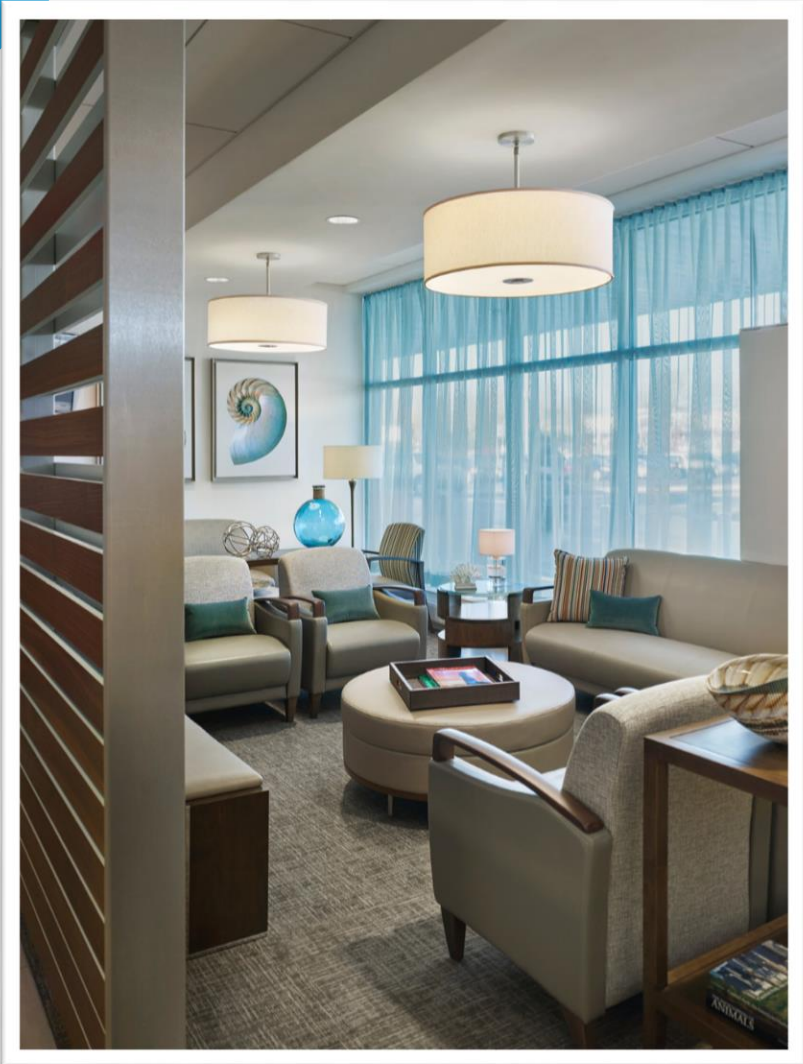
Talent Pipeline



**Hospitality-
Influenced Design**

Facility Experience

& Co-Design



Cancer Center | First Impressions



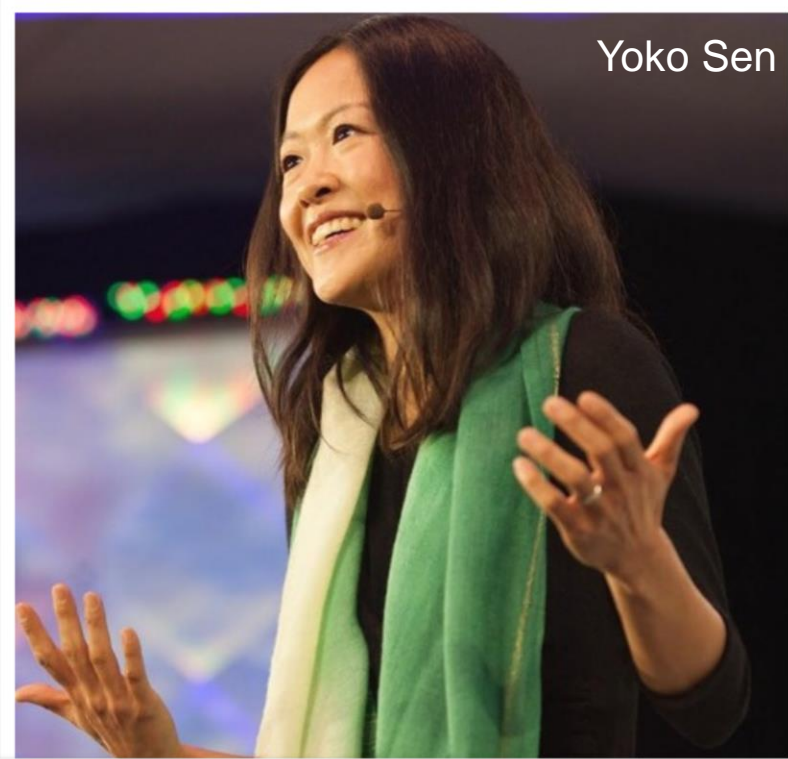
Pediatrics
Operating
Room



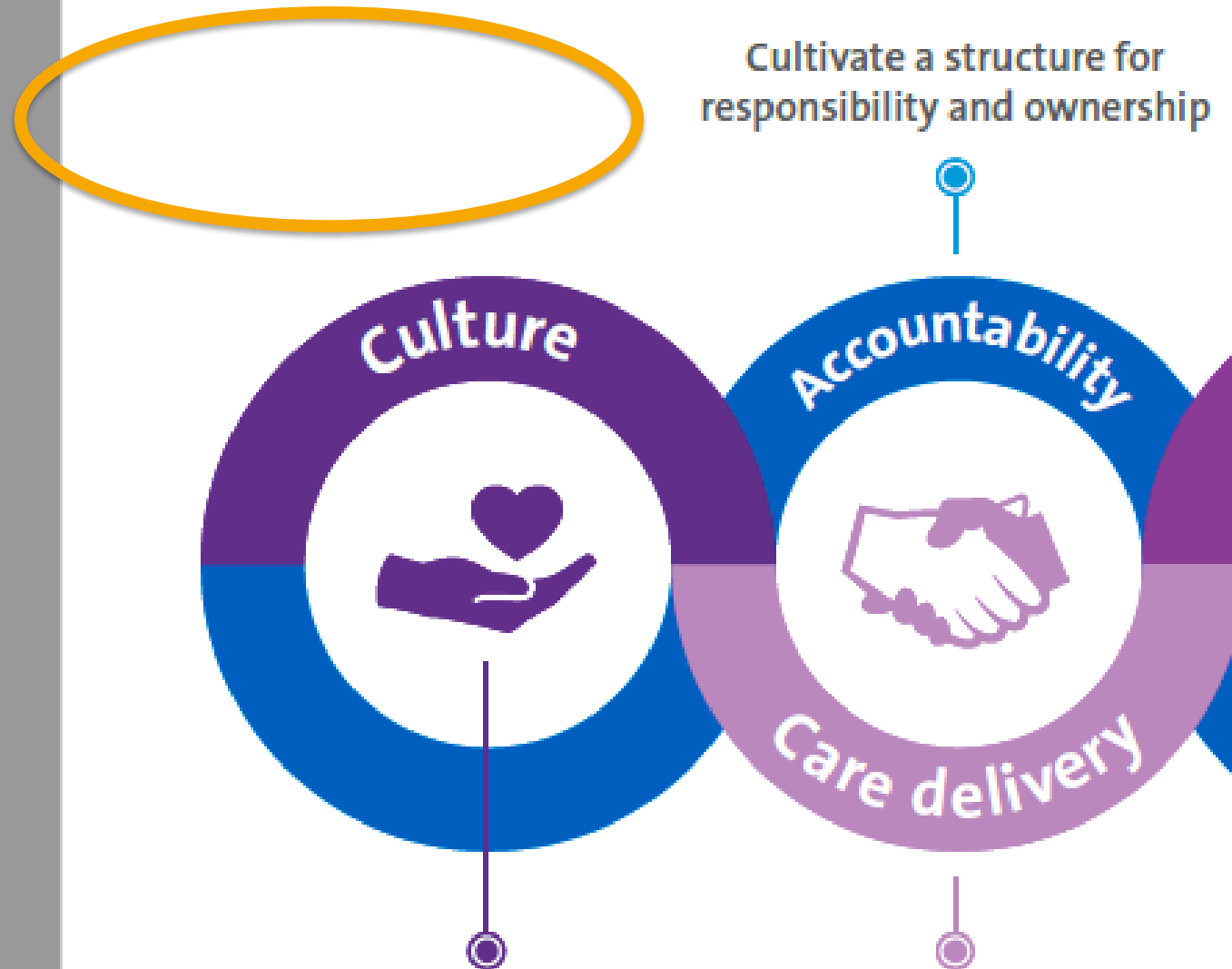
Labor & Delivery Suite | Instilling Calm

Enlivening the Senses via Sound

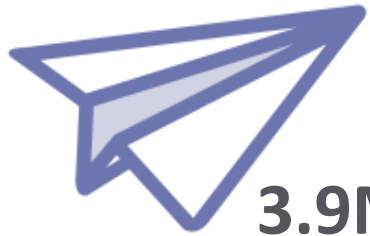
- Collaboration with Yoko Sen, Sound Alchemist
- Healthcare Environment Soundscapes
- Public Space Music Playlists
- Alarm Management Focus Group & Research



PX Strategy



2021 PX Surveying



3.9M Encounters Surveyed
57% Increase over 2020



500K Responses
59% Increase over 2020



2.5M by SMS/Text
+ 83% vs. 2020



1.4M by U.S. Mail
+ 26% vs. 2020



1.7M by Email
+ 121% vs. 2020



180K from SMS/Text
+ 102% vs. 2020 | 8.6% response rate



228K from U.S. Mail
+ 23% vs. 2020 | 16.9% response rate

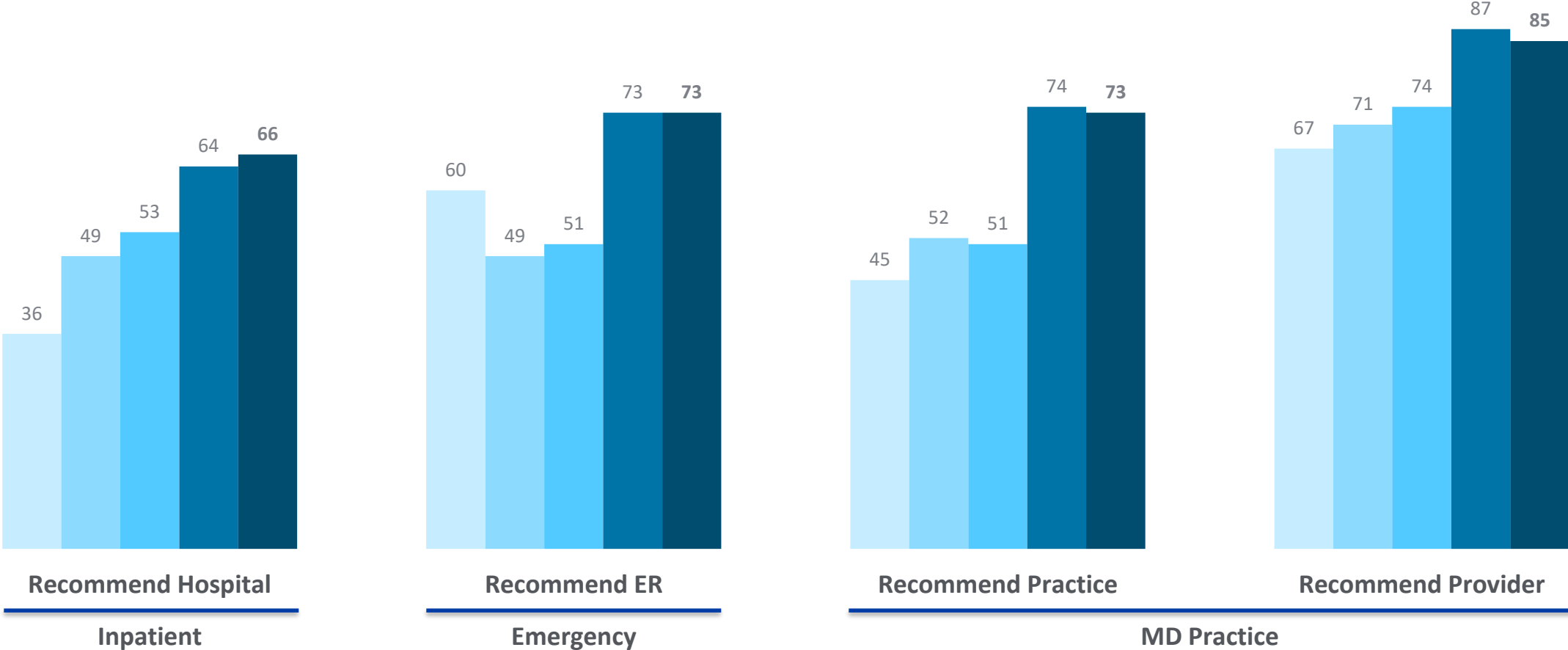


92K from Email
+ 130% vs. 2020 | 5.4% response rate

Driving Higher Patient Loyalty

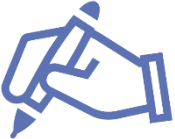
National Percentile Ranks for Recommend Measures

2017 2018 2019 2020 2021



In their own words...

Qualitative Feedback



200K Surveys w/ Comments

30% Increase over 2020



400K Total Comments

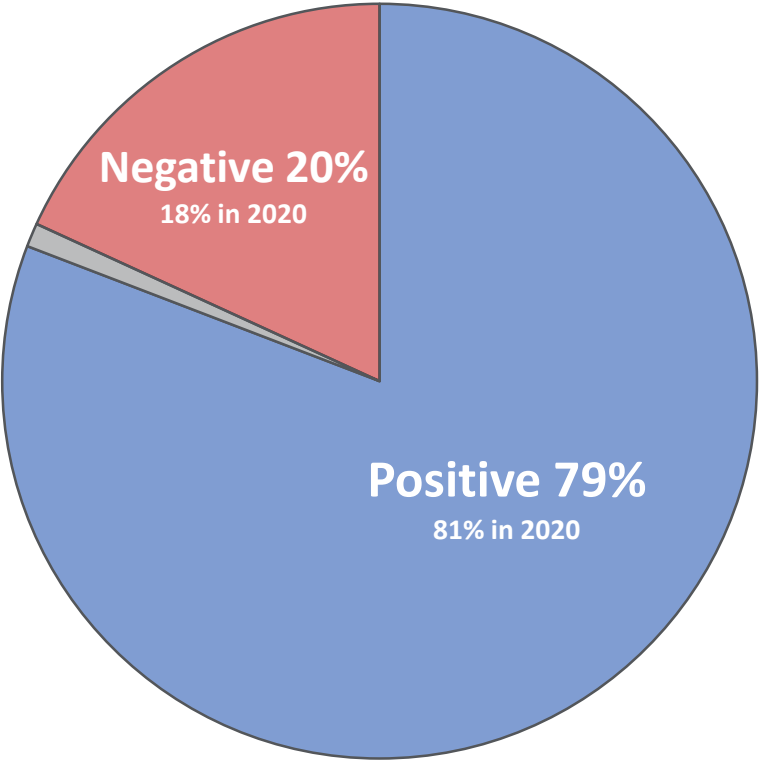
34% Increase over 2020



703K Insights

28% Increase over 2020

2021 Sentiment of Insights



57%

Distribution of Insights by Service

13%

11%

9%

4%

1%

1%

1%

1%

2%

MD Practice

Inpatient

Imaging

ER

Ambulatory
Surgery

IP Behavioral
Health

OP Oncology

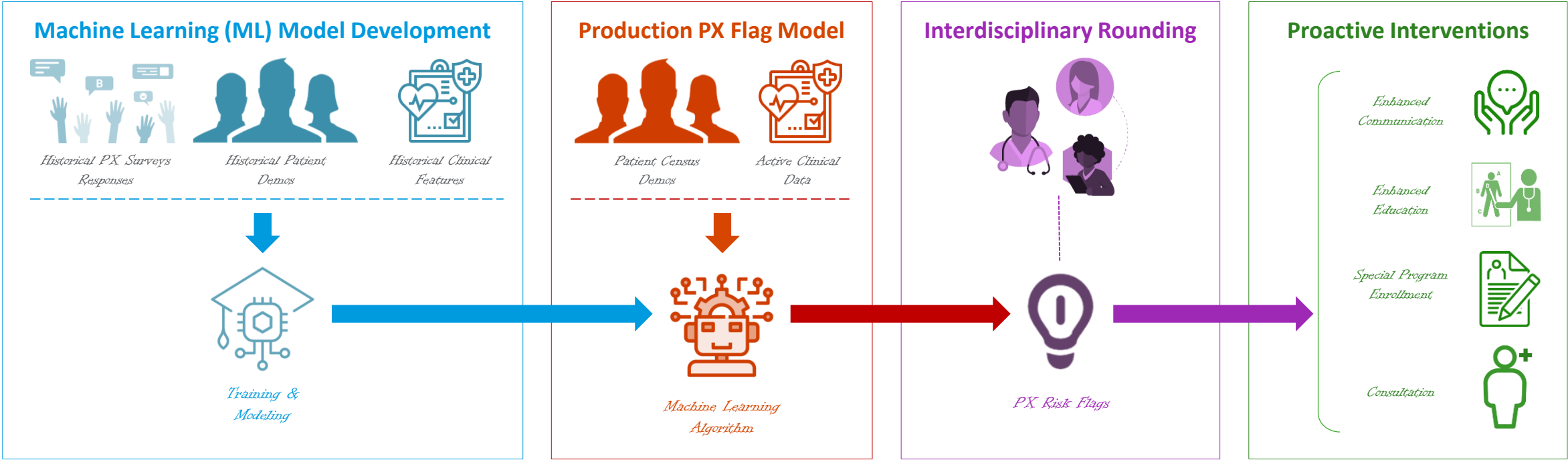
Home Health

Outpatient
Rehab

Other

Predictive Analytics

Integrating Predictive Modeling into Clinical Workflows



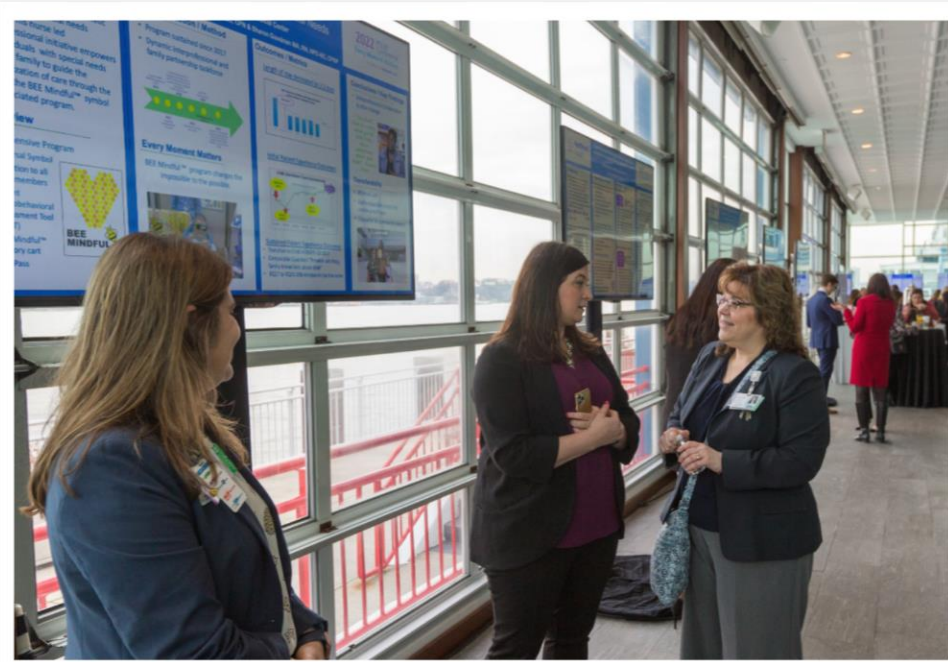
Recognizing PX Exemplars



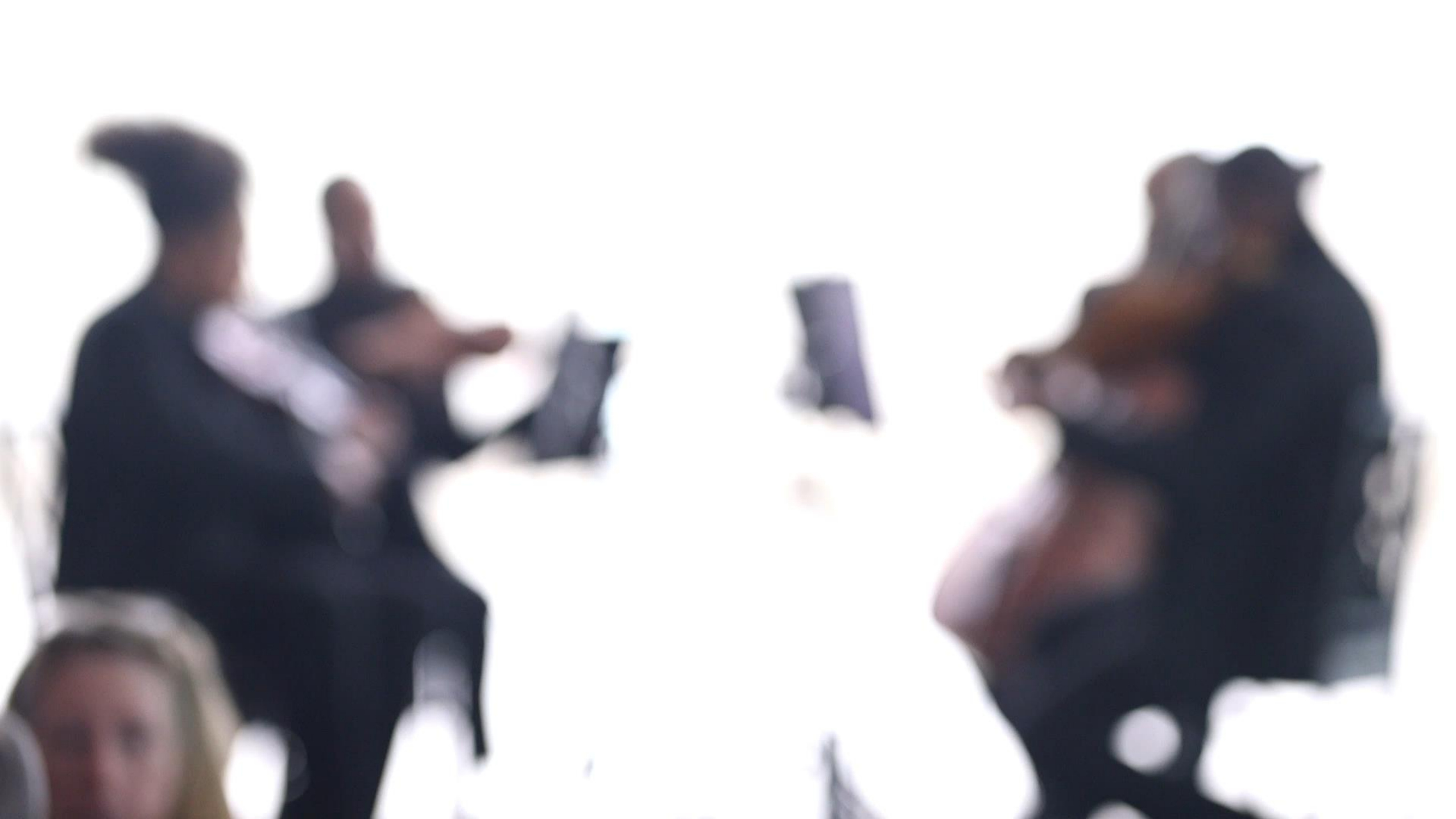
North Star 90 & Rising Star Awards



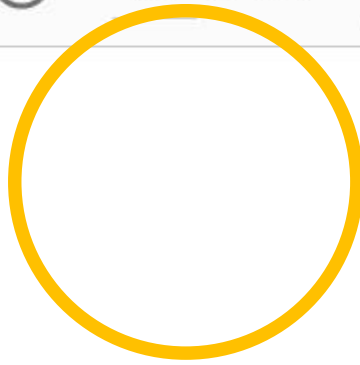
Every Moment Matters: PX Conference



Academic Posters

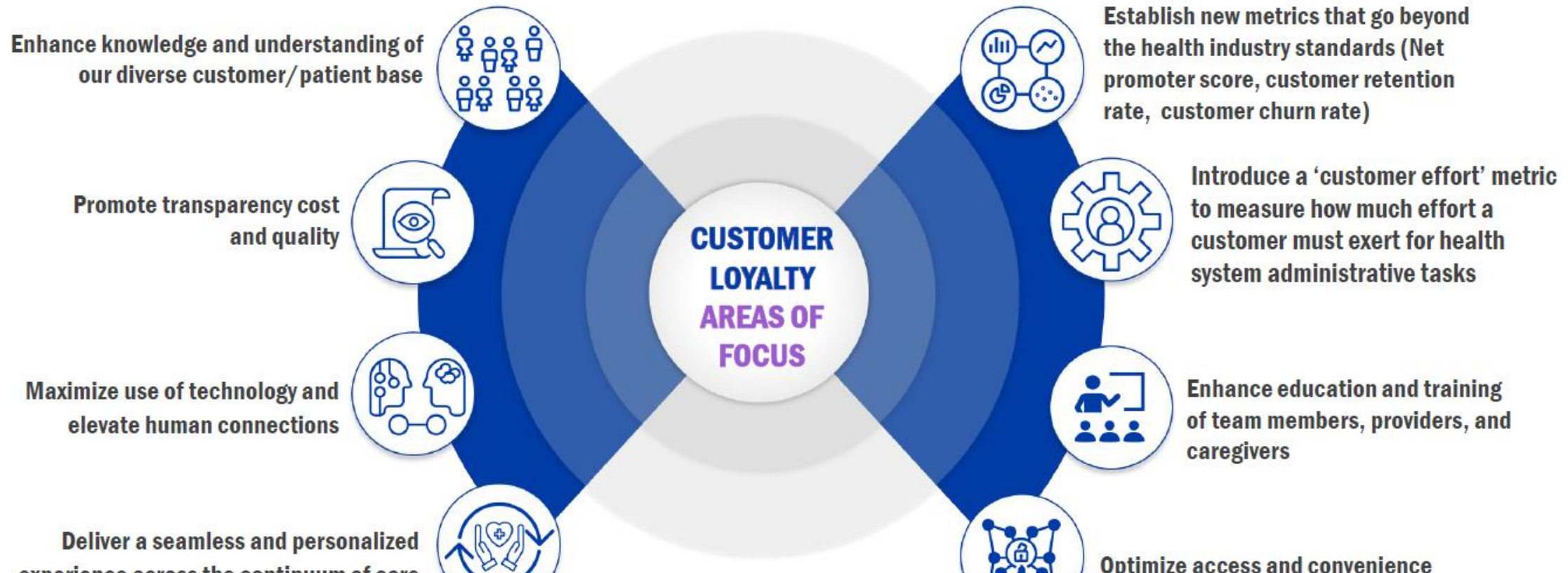


Looking Ahead...



Creating Life-Long Customer Loyalty

PRIMARY AREAS OF FOCUS



“A customer is the **most important visitor** on our premises. They are not dependent on us. We are **dependent on them**. They are not an interruption in our work. They are the **purpose** of it. They are not an outsider in our business. They are **part of it**. We are not doing them a favor by serving them. They are **doing us a favor** by giving us an opportunity to do so.”

- Mahatma Gandhi

Thank you.

Questions/Comments?



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