



# Personalizing Care to Improve Outcomes

**04.16.2019**

Featuring:



Dignity Health.



**Docent Health**

# Agenda

- Brief introductions
- Who is Docent Health and what is a Docent?
- Introduction to Dignity Health and CommonSpirit
- About the partnership and program
- Results
- Lessons learned
- Upcoming in the MTP

# Meet our **presenters**



**Christine Brocato**

Director, Strategic Innovation

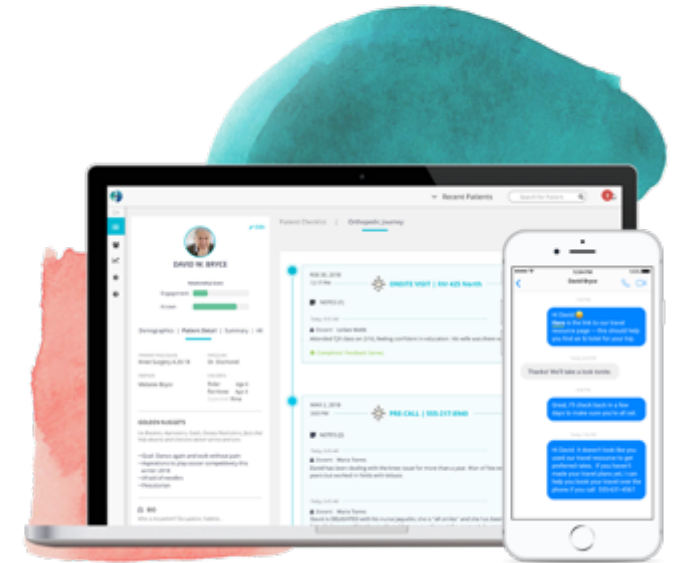


**Addison Hoover**

Sr. Dir., Client Development

# Who is Docent Health?

- **Docent Health, est. 2015**
  - Influenced by consumer industries
  - Concept: address shifts in consumerism by blending technology and human services
- **The problem we were solving:**
  - Patients have growing expectations, but often struggle to navigate healthcare journeys and stay activated in their care
  - Health systems are struggling to drive loyalty and retention by delivering longitudinal relationships



# How Our Technology Works



## 1. Data Collection

- EMR Integration, Patient Surveys, Social Determinants of Health



## 2. Relationship Platform

- Human-Centered Profiles, Interaction History, Segmentation



## 3. Pathway Automation

- Journey Libraries, Next Best Actions, Workflow Management



## 4. Patient Communication

- AI Text Messaging, Live Chat, Surveys & Forms



## 5. Care Team Coordination

- Escalations, Alerts, Operational Reporting

# The Docent “Special Sauce”

- **The Team**

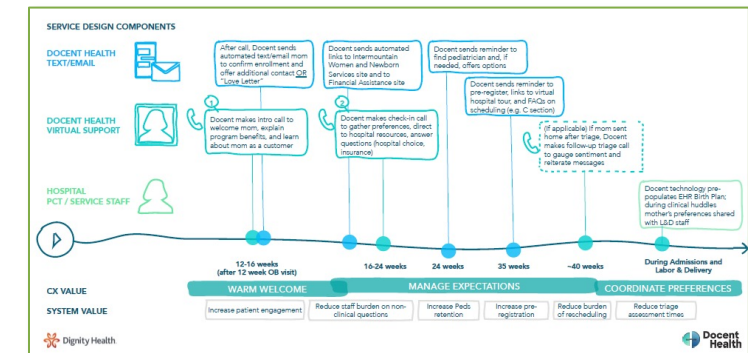
- Non-clinical, hired locally
- High-EQ: focused on hospitality and humanity
- Designed to create consistent, single-point-of-contact throughout a patient’s journey

- **Designed at the Human Scale**

- The technology prompts the *right* action, with the *right* information, at the *right* time
- Maternity starts as early as week 20 (gestational)
- Ortho starts 2-4 weeks pre-surgery
- Continues weeks or months post-discharge



Central California Docent Team



Maternity Journey Map

# Example: Starting a New Patient Journey

## Screen every maternity patient:

- Childbirth preparation
- Prenatal class registration
- Infant care basics
- Breastfeeding basics
- Baby Safe Infant CPR
- Big Brother/Sister Sibling Class
- Hospital knowledge
- Pediatrician selection
- First child or not
- OB tours and preregistration

## Screen every orthopedic patient:

- Pre-surgical education
- Post-surgery plans for home
- Post-acute facility plans
- Home Health knowledge
- Durable medical equipment
- Setting up labs
- Other appointments scheduled
- Transportation arrangements
- Facility/logistical questions
- Caregiver support

## Make it human:

- Emotional biorhythm
- Do you know if it's a boy or a girl?
- Do you know what to bring for your delivery?
- What Baby-Friendly designation means to you and your baby
- Family members attending

## Make it human:

- Emotional biorhythm
- Cancelation risk
- Family support needs
- Dietary requests
- Special circumstances
- Caregiver support
- Preferred communication channel
- Recovery Goals

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## THE RESULT:

Patient Segmentation | Patient Emotions | Clinical and Non-Clinical Escalations | Automated Journey "Next Best Actions  
Text Updates & Reminders | Opportunities for Personalization | Mood | Service Status & Recovery Needs

# What it means...

- **Personalization at scale**
- **Patients who become more engaged and more activated in their care**
- **Care teams with a better, more human picture of their patients**



# Introduction to Dignity Health/CommonSpirit

## Who is Dignity Health?

- 41 hospitals
- 60,000 employees
- California, Nevada, Arizona
- Medicaid patients served: ~740K in 2018
- Based in San Francisco



## Who is CommonSpirit Health?

- Merger of Dignity Health and Catholic Health Initiatives
- 142 hospitals
- 150,000 employees, 25,000 clinicians
- 700 care sites in 21 states
- Based in Chicago



# Our need: scale personalization

*Improving patient experiences by using technology to deliver personalization at scale, and human touch to make it meaningful.*

- **Problem statement:**

- Dignity Health’s initiatives often focused only on highest need patients
- Even the best care coordination, navigation, or patient experience programs are costly to scale or lack the power to truly connect with patients (i.e., mobile apps, new patient portal)

- **Background information:**

- Initially funded via Innovation, Office of Digital, and Patient Experience
- Mix of innovation, project management, and hospital/service leaders

# The Dignity Health & Docent Health Partnership



- **Dignity Health Innovation & Patient Experience**
  - The promise of Hello Humankindness
  - Holistic care, heightened empathy and engagement
- **Team members and key stakeholders:**
  - Chief Strategic Innovation Officer
  - Started in May 2016, driven by Innovation and Patient Experience, with partnership with service line leaders
    - ...then added facility leadership, MD offices, Care Coordination, Physician Marketing
- **Objective**
  - Deliver on the promise of Humankindness
  - Elevate patient experience scores (HCAHPS)



# Implementation approach

- **Approach:**

- Start with key pilot hospitals, roll-out service line at a time, and partner with innovative leaders
- Started with CA/AZ hospitals in Maternity and then Orthopedics, looking for gains in experience, competitive differentiation, and potentially growth

- **Quick Realizations:**

- Patient engagement and feedback was very good
- All markets/demographics responded to the program
- PXS was high, but HCAHPS wasn't moving



PILOT SITE I

Marian Regional Medical Center  
Santa Maria, CA



PILOT SITE II

Chandler Regional Medical Center  
Chandler, Arizona



PILOT SITE III

Memorial Hospital  
Bakersfield, CA

# What does this mean to Medicaid Moms?

## – Adherence to Care Plans

- Pre-natal appointments

## – Awareness and Access to needed information and resources

- Community and facility resources
- Prenatal and birthing prep classes

## – Health Agency and Empowerment

- An advocate for your health
- Increased trust in the health system to surface issues that could be important



# Dignity Health Looked at Other Metrics

- **The Data Realization:**

- Dignity Health made a concerted effort to review a variety of health outcomes at the initial pilot sites
- PXS scores improved at Docent sites (65 baseline to 81 overall), but HCAHPS unimproved

## **MATERNITY**

- Higher proportion of full term births in Medicaid/Medi-Cal pts, **92.5% vs 88.1%**
- Reduction in maternal average LOS, **2.29 vs 2.46 (~0.2 day)**
- **1.8 day** reduction in Medicaid/Medi-Cal neonate w/complications LOS

## **ORTHOPEDECS**

- Reduction in 30 day readmission rates for TJR patients (**3.5% to 1%**)
- **41%** increase in home health utilization, versus SNF
- **1.5 day** reduction in average LOS for Ortho patients (**1.93 vs 3.5**)

# Best practices

- **Learnings**

- Start with the most energized local leaders to incubate ideas
- The hypothesis may be wrong (HCAHPS)
- But delivering on the promise of Humankindness was always the right north star for the partnership
- Understand stakeholders may adapt/expand (i.e., Care Coordination)
- Whenever engaging with a patient, make sure clinicians, care teams, and other providers are part of the planning process
- May need to adapt ratio of in-person/virtual Docents according to use case and demographics



## Questions?



# What's next in the MTP?

- **April 23 – 24** | Join us in Dallas for the Behavioral Health Action Forum
- **April 30** | Baylor Scott & White presents on their CHW program

## Save the date: Maternal & Infant Care Challenge Area key dates!

- **May 13** | Maternal & Infant Care Challenge Area kicks off with a virtual session
- **June 20** | Maternal & Infant Care building the business case virtual session
- **July 16** | Maternal & Infant Care virtual prep for the Action Forum
- **July 23 – 24** | Maternal & Infant Care Action Forum in Philadelphia

All event details can be found on AVIA Connect

STRENGTH IN NUMBERS

The AVIA logo features a stylized green 'A' followed by the letters 'VIA' in a dark grey, sans-serif font. A thin green horizontal line with a small green dot at its right end extends from the left side of the slide towards the 'A' in the logo.

AVIA