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**Nemours. Children's Health System**



**Nemours/A. I. duPont Hospital for Children**  
Wilmington, Del. | 250 beds

**NEMOURS PATIENT CARE – IN FIVE STATES**

- 300,000 Patients/1.3 million annual encounters
- 1,500 Residents, fellows, students
- 602 Employed physicians
- 206 Researchers
- 46 Pediatric care locations
- 19 Collaborating hospitals




**Nemours Children's Hospital**  
Orlando, Fla. | 137 beds

**NEMOURS PREVENTION & POPULATION HEALTH**

- 22 States impacting > 900,000 children
- Childhood obesity
- Asthma management
- Reading readiness

**NEMOURS CENTER FOR CHILDREN'S HEALTH MEDIA**

- 55 Children's hospitals
- 250 Community hospitals
- 300,000,000 Site visits annually



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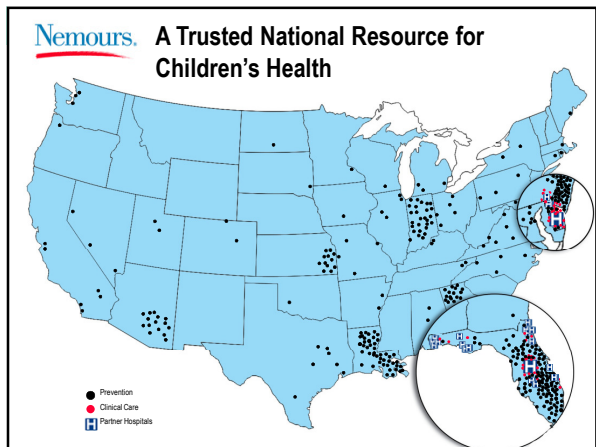
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Health Systems deliver two things of value:

1. Service
2. Health Outcomes



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**Nemours' Brutal Reality—2005**

- Patient Satisfaction Survey Results in the Bottom Quartile
- Outcomes Best Described as “Anecdotal”



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**Early Lessons 2005 - 2007**

- Embedding “Courtesy” or “Customer Service” Behaviors into our interactions with patients did not result in significant improvement
- Outcomes and Service are two sides of the same coin



Hired a Consultant



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2008 – 2009: Recognition that Patient Experience required a culture change effort and needed to be at the nexus of our strategy and tactics



Superior Patient Experience  
 1. Service Consistency  
 2. Associate Experience  
 3. Transparent Outcomes

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### Strategic Destination

By 2015, Nemours will be a leading health system for children, as defined by being in the top five percent of institutions for patient satisfaction, as well as in health and quality outcomes

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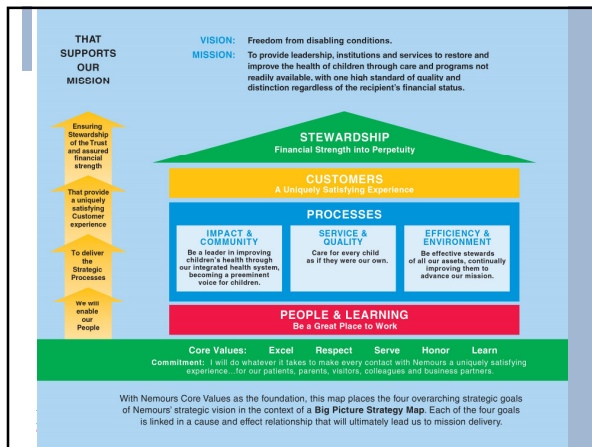
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## Overarching Design Drivers

- **Immersion of Children and Families from design through occupancy**
  - Drove room design, which in turn determined external envelope
  - Space and features allowing families to function intact as families during a hospital stay



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## Actions

- Established very active Family Advisory Councils
- Identified evidence-based best practices for customer service
- Focused on patient experience and required Associate behaviors; Ensure everyone got their data in usable format
- Visibility of results; monthly action plans based on survey data
- Developed alignment process from senior management to middle management to Associates
- Created standards and layered into performance management:
  - desired results + desired behaviors = high performance
- Single platform electronic infrastructure
- Revised Physician Compensation structure: 40% of incentive is based on patient satisfaction, quality & safety
- Publish outcomes on web

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## Results

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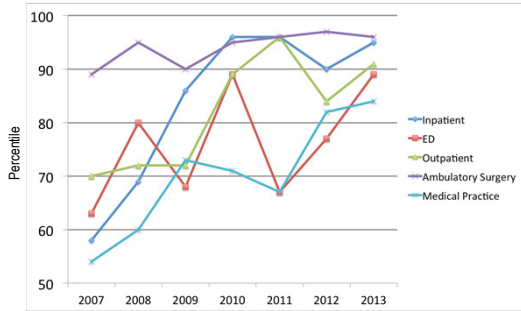
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### Likelihood to Recommend



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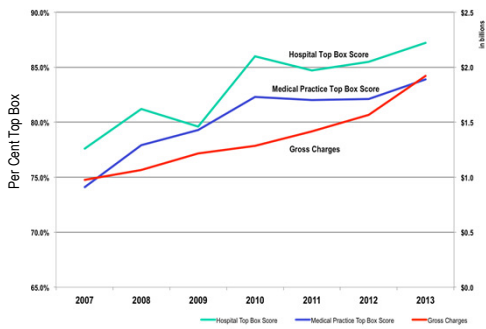
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### Relationship Between Satisfaction and Revenue



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### Committed to Quality & Safety

- Immunization rates for primary care >95%
- Inpatient medication closed loop bar-coding rate - >95%
- Overall medication error-free rate (not reaching the patients) – 99.65% of dosages administered
- Outpatient electronic prescription rates (direct to pharmacy) 90-95%
- Most consistent top tier Quality and Safety of any Pediatric hospital system in the US News Survey – 2 years running
- Leapfrog scores two years running in top percentile
- HIMMS Stage 7 Inpatient and Ambulatory recognition for EHR use and outcomes

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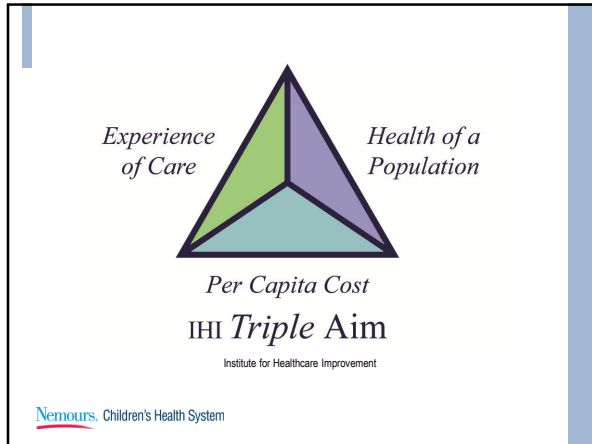
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The fundamental core of Nemours' strategy for the next five years is **maximizing value for children and families**: best outcomes for the lowest cost possible.

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NEMOURS COMPASSION CARE  
 ASSURANCE PEACE ADVICE  
 INFORMATION  
 JOY RELIEF  
 CONFIDENCE HOPE  
 TRUE NORTH SERENITY  
 ATTENTION CARE  
 ADVICE UNDERSTANDING  
 Help me receive exactly the CARE I need and want, when and how I need and want it.  
 CARE SERVICES  
 NURTURING HOPE

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**NEMOURS**  
**True North**

*"Help me receive exactly the care I need and want,  
 how and when I need and want it."*

Child and Family Experience	
QUALITY AND SAFETY	Error Free; Zero Defects; Perfect Care
DELIVERY	No Delays
COST	Achieve Greatest Value at Lowest Cost
PEOPLE	100 Percent Engagement

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**NEMOURS**  
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*Help me receive exactly the care I need and want,  
 how and when I need and want it.*

Child And Family Experience	
Quality & Safety	Error Free; Zero Defects; Perfect Care
Delivery	No Delays
Cost	Achieve Greatest Value At Lowest Cost
People	100% Engagement

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Breakthrough Goals
Growth Integration



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### Summary of Lessons Learned

- Patient Experience and Health Outcomes are truly linked
- Making substantive, sustainable improvements in patient experience/outcomes requires culture change
- All supporting systems must be involved: performance management, strategy management, compensation, incentives, onboarding
- Must take the long view
- Never, ever waver

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Nemours.

**OUR PROMISE:**  
TO TREAT EVERY CHILD AS IF THEY WERE OUR OWN.

**OUR COMMITMENT:**  
TO DO EVERYTHING IN OUR POWER TO HELP CHILDREN GROW UP HEALTHY.

Questions?



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