

Patient Experience Consultant Q&A

RFP 2016-016

Is the engagement specifically to help establish an action plan or does it include the plan and implementation? The patient experience consultant is expected to build an infrastructure that engages staff; and promotes a sustainable culture of service excellence that will result in positive patient experiences throughout our continuum of care. Therefore, consultants are expected to both develop and lead the implementation of an action plan to achieve the goals specified in our RFP.

Please provide the following numbers for NUMC:

- **How many senior leaders are there?** We have approximately 34 and this census includes the President & CEO; the department chairs, the Executive Vice Presidents and the Vice Presidents.
- **How many mid-level managers are there?** Approximately 97
- **How many physicians are employed at NUMC?** 227

What if we cannot satisfy the requirement specified under II-C-6 A & B? Can other statements be provided in place of financial statements? Yes

Does this project focus on NUMC alone? Yes, AHP and the LIFQHC will not take part in this endeavor.

Please provide the following staff information for NUMC:

- **How many hospitalists?** 13
- **How many physicians with privileges?** 227
- **How many nurses on staff?** Approximately 800
- **What's the average daily staff on duty?** Per 24 Hours there's 330

Information regarding patient volume:

- **Average daily occupied bed census?** Approximately 360
- **Average Daily ED visits?** Approximately 200

Do you have Vision Mission and Values statements beyond what is on the NuHealth website? No, our mission, vision and values are clearly communicated on our website for the public to view.

Is this project listed on the organizations top strategic objectives? Yes

The RFP references a "cultural transformation initiative." Can you please describe the nature of the cultural transformation initiative? Is the patient experience project one and the same? If not, what is the cultural transformation initiative? Yes, the cultural transformation initiative is the patient experience initiative; which is to transform our culture into one of service excellence for positive patient experiences throughout our continuum of care. While actions have been taken to improve patient satisfaction, we expect the patient experience consultant to provide us with a plan to accomplish this initiative and achieve results that are sustainable.

Do we have an official patient engagement plan/strategy? Can we obtain a copy? There is a patient engagement plan/strategy, which may be shared during our interview stage of the RFP process.

How does the organization envision the patient experience initiative integrating with NuHealth's LEAN program and other CQI initiatives? How many FTEs are dedicated to LEAN and/or CQI? We currently have 2 FTE dedicated to the cultural transformation initiative and all culture transformation initiatives are presently organized and facilitated by lean.

Are there in-house resources available for Data Analytics and Service/Patient Experiences? Yes

Will this be the first time the organization has pursued development of an infrastructure for supporting positive patient experiences? No.

Are key stakeholders (physicians, clinical leaders, senior staff, etc.) on board with designing, developing, and deploying the service excellence infrastructure? How many FTE's do you envision being dedicated to the effort on an ongoing basis? Yes. All staff at all levels of the organizational hierarchy will be dedicated to the effort.

What are the measurable indicators of success for the project? How will NHCC know the project is complete and successful? Press Ganey Scores will be used as a measurable indicator of success; the goals and milestones toward project completion will be determined.

Is there currently a leadership development program in place that supports education and sustainability of patient experience? If so, please describe it. Patient Experience is covered in our New Employee Orientation Program and resources for ongoing training is available to staff on our corporate' intranet site.

Questions concerning the RFP Procedural Matters:

- ✓ **Can we discuss this initiative with representatives of NuHealth in order to tailor our responses to your needs?** We believe the scope of services as delineated in the RFP has been clearly and completely stated. If further clarification is desired please submit specific questions by August 12th. Answers to RFP questions will be posted in the RFP Q&A section of the NuHealth website.
- ✓ **Can you share your budget for this project?** There is no pre-established budget in this engagement. The budget in this engagement will be determined after all proposals have been reviewed.
- ✓ **Will the selected patient experience consultant be able to access the following—patient satisfaction raw data (i.e., Press Ganey, HCAHPS historical data, internal satisfaction surveys, etc.), previous activities and assessments related to improving patient satisfaction/experience, previous patient complaint documentation, employee satisfaction reports/data, employee incentive program details, past accreditation reports?** The selected patient experience consultant will be provided with all available NUMC Press Ganey, HCAHPS; historical and internal satisfaction survey data, information and documents.
- ✓ **In addition to employees and clinicians, will we have access to patients through a focus group and/or survey process? What is the internal process (legal, risk, otherwise) and timing for setting up and sending customer surveys?** Yes, the selected patient experience consultant will be expected to participate/facilitate rounding and/or survey our patients to assess their needs and expectations
- ✓ **Will there be a PM and other resources dedicated from NHCC to support this initiative?** The selected patient experience consultant will be expected to lead/direct the engagement. Additional NUMC staff will be provided to support specific initiatives.
- ✓ **Has any pre-work been planned or done to kick-start this initiative? If so, which activities?** There has been an ongoing patient satisfaction improvement effort at NUMC for the past 18 months. Most initiatives have been internally driven efforts facilitated by NUMC's LEAN staff. Teams comprised of physicians, nurses and administrators have been assigned to each of the Hospitals patient care areas to develop and implement patient satisfaction improvement initiatives.
- ✓ **Do you have any internal change management or communications or training department that you expect to get involved in this initiative?** Yes, our lean department has been involved with many endeavors aimed at improving the patient experience.

- ✓ **What kind of training model do you typically deploy with staff or have a preference for (e.g., training the trainer versus all staff, in person training versus virtual)?** The hospital has used a train the trainer approach in the past. All training has been in person.
- ✓ **Are you looking to conduct training in any language other than English?** No, not for this patient experience initiative/project; all training can be conducted in English.
- ✓ **Will union leadership be included in the assessment and the discussion on improving patient experience?** Union leadership will be included in all initiatives
- ✓ **How will the unions support this cultural transformation?** We expect union support for all patient satisfaction improvement initiatives
- ✓ **Can you confirm which entities will be included in scope for this project?** The scope of this project only includes Nassau University Medical Center
- ✓ **Will the scope of this initiative include your DSRIP program and PPS partners? Will this be funded by DSRIP?** This project is not a DSRIP initiative. DSRIP funds will not be available for this engagement.
- ✓ **Has a business case or a case for change been established and agreed to by stakeholders? If so, is that something you can share?** While no formal business case has been established, almost all NUMC physicians, administrators and nurse managers are aware of the importance of patient satisfaction and its impact on reimbursement and patient utilization of NUMC's services.
- ✓ **Have you participated in a community health assessment and if so, can you share the results?** Yes, we have. The results/ findings of the community health assessment can be found on our website under the Nassau Queens Performing Provider System (NQP) resources: <http://www.nassauqueenspps.org/resources>
- ✓ **How does NuHealth currently use mobile technology to engage patients?** The use of mobile technology for NUMC's patients is recent and limited to the hospital's transition of care services
- ✓ **Is this anticipated to be a multi-year engagement?** No, not initially. However, depending on accomplishments made at the end of the engagement period, the project could be extended.
- ✓ **We are currently a firm licensed to do business in the State of California. I noticed that we must be licensed in New York. Is there any way for a non-New York entity to do business with the state, or must we file as a foreign LLC before submitting our RFP? Further, may we partner with a New York organization to submit an application, or must all organizations submitting an RFP be New York based?** Proposers do not need to be New York based or to partner with a New York firm; documentation of licensing appropriate for the services proposed is required.