### **Creating a Patient Digital Experience**

NYU Langone Health

AMDIS Physician Computer Connection Symposium June 19<sup>th</sup>, 2019

Dr. Paul Testa, MD JD MPH Chief Medical Information Officer NYU Langone Health **FACTS & FIGURES** 

### NYU Langone Health by the Numbers

**6 M +** Outpatient Visits

9,654 Births

67,800+ Hospital Discharges **Inpatient Locations** 

**1,519** Beds **B** Emergency Departments

**98** Operating Rooms

7M+

172,000+ Emergency Department Visits

Patients in our Electronic Health Record

Represents September 2017–August 2018

**FACTS & FIGURES** 

Staff

4,000+ Physicians and Faculty

159 Endowed Professorships

**7,841** 

516 MD Candidates

**B**5 MD/PhD Candidates

**Students & Trainees** 

260 PhD Candidates **42** PhD Recipients

1,327 Residents and Fellows

As of March 2019

# NYU Langone Health National Recognition and Achievements in IT







# Agenda

- Why develop a comprehensive digital patient experience strategy?
- Phase 1 Discovery
- Phase 2 Roadshow
- Phase 3 Alignment
- Phase 4 Execution



#### **Developing NYU Langone Health's Digital Patient Experience Strategy**



Consumers expectations have changed and their experience in other industries has evolved accordingly.

Consumers want a **personalized**, **digital**, **on-demand** experience.

How can we develop a unique approach to the digital patient experience that differentiates us from our competitors and meaningfully improves the patient experience?



# One patient, one chart

A single EHR connected to everything



### An Integrated Patient Care Environment

Our one patient, one chart philosophy ensures a quality experience across the continuum of care





#### **NYU Langone PDX as a Strategy**

- Centralized programmatic governance within IT
- Scalable technology
- Epic first: one patient, one chart
- Consistent patient digital experience
- NYU Langone Health clinicians
- Known clinical workflows (don't get in the way)



# Approach for Strategic Development





What is the scope and maturity of our offering?

What is the health industry doing?

What are other consumer focused industries doing?

What do patients want?



#### What are *we* currently offering our patients?

To what degree is that offering a consumer-grade experience?

To what degree is that offering enterprise-wide?



Paperless registration

Robust online scheduling

NYU Langone Health App + MyChart



We surveyed other health systems and healthcare companies.

What are you offering your patients?

To what degree are those offerings a consumer-grade experience?

To what degree is that offering enterprise-wide?



Mobile Apps



Telemedicine



Remote Monitoring and Tracking





What can we learn from these offerings and how can we apply that knowledge to developing a comprehensive PDX strategy?

- Customer service focused
- Emphasis on personalization
- Extremely user friendly
- Easy transition to an in-person experience



What do our patients want?

What is specific about the New York area experience that we should consider?



Engaged our patient experience team and reviewed market research

### NYU Langone Health MyChart

Examined MyChart usage data as well as HCAHPS and other patient satisfaction data



Interviewed our own patients



Phase 2: Roadshow

# Turning our research into a clear and meaningful vision





# NYU Langone Health Patient Digital Experience Vision Statement

To deliver an integrated, industry leading, digital patient experience – differentiating NYU Langone Health in the market and exceeding expectations.



#### Phase 2: Roadshow

# A Patient Journey Framework Based on standard industry consumer journey

**GIVE + REVIEW** 



July 2018

#### **Digital Patient Experience Capability Inventory**

DISCOVER	ENGAGE	TREAT	TRANSITION	GIVE & REVIEW
Initial Connection         1.       Learn about NYU Langone Health         Research & Investigation       2.         2.       Find and research potential providers for primary and specialty care         3.       Investigate conditions that NYU Langone treats         4.       Access care journey guides for a condition or procedure with option to personalize         Availability and Wait Times         5.       Understand how long I'll have to wait for emergency care         6.       Understand how long I'll have to wait for ambulatory (including urgent) care (e.g. next available appointment time)	<ul> <li>Appointments and Clinical Trials         <ol> <li>Receive help finding and accessing care</li> <li>Schedule an appointment online and get confirmation</li> <li>Receive appointment reminders</li> <li>Receive notification of appointment opening</li> <li>Receive appointment reminders</li> </ol> </li> <li>Receive appointment reminders</li> <li>Find and enroll in a clinical trial</li> <li>Prepare (billing/reg.)</li> <li>Update and validate my insurance information</li> <li>Sign consents, advanced directives, and other documents</li> <li>Understand costs upfront</li> <li>Receive notification of medical and financial clearance</li> <li>Receive notification if registration profile is incomplete</li> </ul> <li>Prepare (clinical)         <ul> <li>Understand costs upfront</li> <li>Receive notification if registration profile is incomplete</li> </ul> </li> <li>Prepare (clinical)         <ul> <li>Understand my pre/post procedural requirements</li> <li>Understand what to expect during and after a visit</li> <li>Document my questions prior to appointment for my and/or provider reference</li> <li>Complete questionnaires and assessments (including capture and/or validation of patient's PCP)</li> </ul> <li>Share Information         <ul> <li>Assign proxy rights to access my PHI</li> <li>Share health information with my extended care team</li> <li>Share preferences &amp; Personalization</li> <li>Set communication preferences</li> <li>Share preferences on meal, environment, visitors (inclusion and exclusion), etc.</li> </ul> <li>Share personal information with my care team (spiritual, etc.)</li> <li>Outreach</li> <ul> <li>Preceive outreach about gaps in care or clinical trials</li></ul></li></li>	<ul> <li>Arrival &amp; Administration         <ol> <li>Digital check-in prior to or upon arrival to facility</li> <li>Provide outstanding registration information</li> </ol> </li> <li>Patient Participation         <ol> <li>Identify people who enter my room</li> <li>View health data/results obtained during admission</li> <li>Learn about my care team</li> <li>Take notes during my admission/visit</li> </ol> </li> <li>Activity Management         <ol> <li>View my daily care plan/schedule</li> <li>Understand my medications</li> <li>Receive reminders for self-care activities</li> </ol> </li> <li>Remote Care         <ol> <li>Receive reminders of self-care activities</li> <li>Remote care synchronous or asynchronous care from home or NYU Langone facilities (telemedicine)</li> <li>Participation of family and friends in care updates (telemedicine) synchronously or asynchronously with family and friends to locate me</li> <li>Allow family and friends, and care team</li> <li>Allow my transfer team to communicate with my family and friends, and incoming facility</li> </ol> </li> <li>Patient Requests         <ol> <li>Emergency call for help while admitted</li> <li>Receive remokers and get delivery status while admitted</li> <li>Access interpreter services</li> <li>Order meals and get delivery status while admitted</li> <li>Access school/teachers remotely while admitted</li> <li>Access school/teac</li></ol></li></ul>	<ul> <li>Information Sharing</li> <li>57. Receive summary of care and instructions</li> <li>58. Communicate/connect remotely with my care team (ncl. remote monitoring)</li> <li>59. Send images to my care team for a status check (telemedicine)</li> <li>60. Access labs and imaging results</li> <li>61. Import or export data from external tools/wearables into/from NYU Langone medical record (telemedicine)</li> <li>62. Request and receive release of information for my medical record song with a receipt of formedical record song with a receipt of medical record song with a receipt of medical record song with a receipt of formedical record song with a receipt of medical record song with a receipt of formedical record song with a receipt of formedical record song with a receipt of medical record song with a receipt of formedical record song with a receipt of the provide my digital tools</li> <li>61. 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Copyright © 2018 NYU Langone Health		55. Get to my treatment location	81. Arrange for transportation needs post care	Health

#### Phase 2: Roadshow

#### Shared our process, findings, and vision across the institution

Gained Feedback and Built Enthusiasm!





#### Phase 2: Roadshow

...and with our vendor partners



and others.



### **Determining Patient Digital Experience Priorities**

Understanding demographics	Examining institutional data	Stakeholder momentum	Opportunities for scale
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Leadership Alignment

- ✓ Unified framework
- ✓ Community buy-in
- ✓ Cross-functional expert feedback

#### Finalized Roadshow Proposal



Enterprise IT Board Our highest governing body for information technolog



#### **NYU Langone Health Digital Patient Experience**

#### Strategic Areas of Focus



Patient Access

Virtual Health

Radiology

Procedural

Obstetrics



#### Phase 4: Execution



Identified **Operational Sponsors** and IT Leaders to drive design and delivery of innovative solutions in the 5 areas

### Successful Delivery Across Priority Areas

Created **steering committees** for each of the 5 areas



Created an **IT delivery portfolio** to track and manage PDX related initiatives



Reoriented our team around 'products' not singleexecution projects



**Engaged vendor partners** to help us develop new or optimized solutions



#### Phase 4: Execution



Strong visionary champions with clear objectives and deep understanding of patient needs

# KEYS TO SUCCESSFUL DELIVERY



Strong **vendor relationships** to leverage



Enhance the patient experience without burdening the clinician





#### **Patient Access at NYU Langone Health**



#### Phase 4: Execution

#### Successful PDX Strategy Program – Patient Access





#### **Patient Access** – *Recent Results*

- Achieved >50K digital appointments per month in March-May 2019
- Achieved 200% increase in growth in NYU Langone mobile app installations since January 2019
- Rolled out 430 Checkmate Kiosks across 118 FGP practices to date, with more in progress

#### **Features & Capabilities**

- Improved MyChart password reset flow, making it easier for patients to login to MyChart
- Improved digital messaging (texting, emails, push notifications) with patients to further encourage NYU Langone Health app download and usage
- Improved Find a Doctor search engine & design
- Implemented analytics in MyChart Web and the NYU Langone Health app to better understand patient behavior
- Improved call center agent's experience and increased efficiency of patient calls





### **Radiology at NYU Langone Health**



#### Phase 4: Execution

#### Successful PDX Strategy Program – Radiology

#### Radiology Scheduling in NYU Langone Health App

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### **Recently Released Radiology Offerings**

In partnership with Radiology and FGP

#### Radiology **Imaging Exams** Ħ -Schedule an View View Results Imaging Exam Appointments Exam Imaging Contact Us Locations Information Schedule an Imaging Exam

Your doctor has ordered the following 23 exams for vou.

#### CT ABDOMEN PELVIS WITHOUT IV CONTRAST

View Exam Details ¥

Schedule Online

#### In May 2019:

- 37% of patients who visited the mobile app and had an eligible imaging order scheduled their appointment using the app
- 15,702 patients viewed their imaging results within the app
- 2,271 viewed instructions for preparing for their exam
- 722 patients called us from the app

#### **Features & Capabilities**

- Ability to schedule imaging exams and view helpful information about your ٠ appointments, results, and imaging locations
- Directed messaging to encourage patients to schedule their imaging orders via the ٠ NYU Langone Health mobile app
- Standardized patient prep information accessible via MyChart ٠
- Enhanced reporting capabilities to track patient engagement ٠





### Virtual Health at NYU Langone Health



#### Phase 4: Execution

#### Successful PDX Strategy Program – Virtual Health




# **Virtual Health**

#### Growing portfolio of virtual health services in more than 25 areas





Adult Psychiatry

Orthopedics



Ophthalmology



Transplant



FQHC School Based Clinics



Thoracic Surgery



Perelman Department of Emergency Medicine -Cobble Hill



Otolaryngology



Endocrinology



Gynecological Surgery



Growth of Virtual Health Since Program's Inception **7,650+ 380** 

# Completed MyChart Video Visits

Providers with Telemedicine Access

#1

96% connection

success rate

**NYU Langone Amongst the Epic Community** 

**#1** video visit volume



# **Procedures at NYU Langone Health**



### Phase 4: Execution

# Successful PDX Strategy Program – Procedures

### **Our Procedural Patient Experience Vision...**

NYU Langone Health will empower its patients with a highly personalized, transparent procedural experience

based on the individual needs and preferences of patients and their families,

supported by coordinated caregivers, standard processes, and digital offerings across all care settings.



#### Phase 4: Execution

### Four Elements Our Patients Want throughout their Procedural Experience



#### Personalization I'm known...

"Didn't read my history. didn't address my concerns. thinks a bulging disc and pain that keeps me up at night can be addressed by Tylenol. and he was patronizing."

"I did express some anxiety about pain to the anesthesiologist who assured me that I would have very little pain. She said she had her hip surgery here some years ago and it was relatively painless. She really reassured me."

"Physically getting into the office is very difficult. Car's pull up in front of the building to let out patients in wheelchairs and there isn't even a curb cut for wheel chairs...I am on crutches and had a very hard time."



### Navigation I'm prepared...

"I suspected, but didn't know, that I would need a fresh X-Ray for this visit until just before the visit. Helps to know earlier as I drive or take a train into the city and the extra time for the X-Ray affects my travel planning."

"I had **multiple surgeries** and [it] was a much **bigger deal than I expected**"

"Before I was ALLOWED to make an appointment I was told the office had to 'verify' my insurance-my insurance has not changed in over ten years, and I've been getting treatment from NYU Langone offices in the last 12 months. This irritated the hell out of me"



"Overall, I felt the doctor gave me a medical diagnosis, but he did not help at all with an action/treatment plan. He provided no guidance until I asked, and even then he gave a perfunctory answer which was not particularly helpful."

"Nutrition and drugs need to be a bigger conversation - maybe in PAT or with the doctor."

"Nearly impossible to contact the doctor's nurse for an explanation or question. Pass through way too many people who leave you hanging on the phone. Have to call back repeatedly."



### Communication I'm heard...

"Communication among staff is very poor as misinformation regarding a referral was repeatedly given. I had to call over and over because I had been given incorrect information. When the MD called to clear this up, he was not kind either.

"...when your pre-op nurses call and tell people not to wear jewelry they should make a special reminder to take off one's wedding rings. I wore no jewelry but never thought about my wedding rings since they haven't left my hand in 30 years. There was a terrible moment when we thought they'd have to be cut off in order for me to have surgery and that was the worst moment of my entire experience!"



### **Recently Released Procedural Offerings**

In partnership with Hospital Operations, GI/Endoscopy, and FGP

#### PAT Journey and Procedure Pass Optimization

THG Revision Arthroplasty Hip Total - Gen 1320 Cocktail, S., MD	♦ <sup>0</sup> , <sup>0</sup> ∑ <mark>0</mark> , <sup>0</sup> , <sup>0</sup>				
[] Medical Evaluation					
Started	Complete 💋 Not Needed 🔊				
Checkpoints					
Nursing Chart Prep Complete	PAT Nursing Review Complete				
Checkpoint History					

# Transparency for patients on surgical scheduling and status



#### GI Endoscopy Procedure Preparation

/ULangone Health	<u>Notes</u> :				
How to Prepare for Your Colonoscopy with Miralax®					
detailed instructions for before and your colonoscopy. If you have an	arefully to prepare for your scheduled optionoscopy procedure. It has duffer your procedure. We want to make sure you are well prepared for ny questions, please call us at the number your doctor provided. questions abuil your scheduled procedure.				
Before Your Procedure					
You will need to take 4 table type.	trails@(238 grams) accord((brand name, Dubcolase®). is: Do not get the stool softenere single pitcher that holds 2 liters of				
speak with your doctor. Yo medication(s). • Take your medications as	18 or vitamins (respecially diabetes medications or blood thinners), please our doctor will let you know Rivken you should stop taking your prescribed with small sigs of water (if needed) the day of your herwise instructed by your doctor.				
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One Day Before Your Proceed • You can have a light breakt boats without seeds, yogurd ful liquid diet anti you begin afternoor. Examples of ful I cream soups, ice oream, sh pudsing. Do not chew gum corn or any food with see • Drink as much liquid as you	ast för exarbe, ogs, Nat traktigt för som en				
	te Day Before the Procedure)				
<ul> <li>Then add 64 ounces of wate pitcher.</li> </ul>	Sightion Kied of Mijslag® into a large pitcher. er or any dear liquid (for example, apple juice, ginger ale, etc.) to the ed, you can put the solution in the fridge. It may taske better if chilled! -				



### **Procedural** – *Recent Results*

- 61% of patients scheduled for surgery in May had active MyChart account prior to their procedure
- 40% of patients' families are receiving notifications on their status while in surgery
- 32% of endoscopy procedures ordered are leveraging a new SmartSet to facilitate the delivery of standard bowel preps to patients

### **Features & Capabilities**

- Surgical procedure appointments available for patients to see in MyChart
- Standardized patient instructions for GI Endoscopy procedures available in MyChart
- Text messages to remind patients of and prepare them for their upcoming GI procedure
- Text message notifications to keep patient's family up to date during a procedure
- Creation of Dean's Task Force for PAT Journey Redesign and Optimization
- Updated PAT requirements incorporating both patient and procedural factors
- Expanded access to Procedure Pass with enhanced reports, supporting efficient communication across members of the pre-operative team



# **Upcoming Digital Patient Experience Efforts**

#### **Patient Access**



- Continue to improve MyChart & NYULH Mobile app experience, including support for multi-languages
- Continue to enhance NYU's web presence and the online scheduling experience
- Improve the healthcare proxy experience
- Increase access to digital apps and content for patient engagement and education
- Optimize patient messaging
- Deploy Checkmate kiosks across Winthrop and the Cancer Center

Virtual Health



- Fast-track low acuity ED patients to a video visit with a telemedicine provider
- Improve reimbursement to allow access to more patients
- Offer Multi-patient video visits, screensharing, and messaging
- Expand remote monitoring capabilities
- Schedule non-Virtual-Urgent-Care video visit appointments online
- Invite a healthcare proxy on-the-
- fly

Procedural



- Provide informational videos to GI patients preparing for endoscopy procedures
- Enhance family notifications and other patient communications
- Offer home exercise and recovery education for Orthopedic patients
- Redesign the PAT process to benefit both patients and providers

Radiology



- Allow patients to access imaging results and images in MyChart
- Develop predictive models for appointment wait times and noshows
- Implement *Hello Patient* geofencing capability for easy checkin
- Improve radiology specific patient communication
- Allow patients to upload/send imaging orders to Radiology via the NYU Langone Health app

**Obstetrics** 



- Offer remote monitoring for prenatal patients via MyChart
- Offer post-operative video visits for C-section patients
- Provide an improved digital registration experience for parent education classes
- Make Maternal Fetal Monitoring images available through the NYU Langone Health app



# Patient Digital Experience Goals for Jan 1, 2020:





### **Digital Patient Experience Capability Inventory**

DISCOVER	ENGAGE	TREAT	TRANSITION	GIVE & REVIEW
Initial Connection         1.       Learn about NYU Langone Health         Research & Investigation         2.       Find and research potential providers for primary and specialty care         3.       Investigate conditions that NYU Langone treats         4.       Access care journey guides for a condition or procedure with option to personalize         Availability and Wait Times       5.         5.       Understand how long I'll have to wait for emergency care         6.       Understand how long I'll have to wait for ambulatory (including urgent) care (e.g. next available appointment time)	<ul> <li>Appointments and Clinical Trials</li> <li>7. Receive help finding and accessing care</li> <li>8. Schedule an appointment online and get confirmation</li> <li>9. Receive notification of appointment opening</li> <li>10. Receive appointment reminders</li> <li>11. Get real-time notifications/updates on my appointment status (on-time?)</li> <li>12. Find and enroll in a clinical trial</li> <li>Prepare (billing/reg.)</li> <li>13. Update and validate my insurance information</li> <li>14. Sign consents, advanced directives, and other documents</li> <li>15. Understand costs upfront</li> <li>16. Complete and confirm medical and financial clearance</li> <li>17. Receive notification if registration profile is incomplete</li> <li>Prepare (clinical)</li> <li>18. Import medical record information from another institution</li> </ul>	<ul> <li>Arrival &amp; Administration</li> <li>32. Digital check-in prior to or upon arrival to facility</li> <li>33. Provide outstanding registration information</li> <li>Patient Participation</li> <li>34. Identify people who enter my room</li> <li>35. View health data/results obtained during admission</li> <li>36. Learn about my care team</li> <li>37. Take notes during my admission/visit</li> <li>Activity Management</li> <li>38. View my daily care plan/schedule</li> <li>39. Understand my medications</li> <li>40. Receive reminders for self-care activities</li> <li>Remote Care</li> <li>41. Remote engagement with care providers to further understand my condition (e.g. second opinions)</li> <li>42. Receive remote synchronous or asynchronous care from home or NYU Langone facilities (telemedicine)</li> </ul>	<ul> <li>Information Sharing</li> <li>59. Receive summary of care and instructions</li> <li>60. Communicate/connect remotely with my care team (incl. remote monitoring)</li> <li>61. Send images to my care team for a status check (telemedicine)</li> <li>62. Access labs and imaging results</li> <li>63. Request and receive release of information for my medical record along with a receipt of medical record sto DA (direct address)</li> <li>Access to Tools and Services</li> <li>64. Be prescribed and access apps and services to support health management and make informed decisions</li> <li>65. Register for a class</li> <li>66. Access support resources including groups, literature, etc. (telemedicine)</li> <li>67. Get help using my digital tools</li> <li>68. Fill and refill rx</li> <li>69. Receive information on skilled nursing facility, long term care, rehabilitation facility options</li> </ul>	<ul> <li>Give Feedback</li> <li>83. Provide feedback (positive and negative)</li> <li>84. Share my experience and post reviews for the community</li> <li>Give Financial Support</li> <li>85. Donate to NYU Langone</li> <li>86. Fundraise for NYU Langone</li> </ul>
Capabilities not yet offered	<ol> <li>Understand my pre/post procedural requirements</li> <li>Understand what to expect during and after a visit</li> <li>Document my questions prior to appointment for my and/or provider reference</li> <li>Complete questionnaires and assessments (including capture and/or validation of patient's PCP)</li> <li>Receive reminders to complete clinical prep tasks</li> </ol>	<ul> <li>Caregiver Support</li> <li>43. Participation of family and friends in care updates (telemedicine)</li> <li>44. Share my procedure recovery progress with family and friends (e.g., when surgery ends)</li> <li>45. Communicate synchronously or asynchronously with family and friends, and care team</li> <li>46. Allow my transfer team to communicate with my</li> </ul>	<ul> <li>Tracking, Alerts, &amp; Reminders</li> <li>70. Set and review my health goals</li> <li>71. Take/record vitals, activity, etc. from a wearable device and share with my care team (telemedicine)</li> <li>72. Receive follow-up and health maintenance reminders</li> <li>73. Receive medication adherence reminders</li> </ul>	
<ul> <li>Capabilities offered as of July 2018</li> <li>Capabilities which have been newly created or further enhanced since July 2018</li> </ul>	prior to appointment/procedure Share Information 24. Assign proxy rights to access my PHI 25. Share health information with my extended care team 26. Share my appointment information with family and friends	family and friends, and incoming facility Patient Requests 47. Emergency call for help while admitted 48. Request food, water, blankets, gown, etc. 49. Access interpreter services 50. Order meals and get delivery status while admitted 51. Control environment of my room or procedural space	<ul> <li>74. Track and communicate reasons why medication was missed</li> <li>75. Get alerts from my care team based on health tracking data (telemedicine)</li> <li>76. Allow family and friends to provide input on my health status and progress (e.g. fill out a questionnaire about a patient)</li> <li>77. Track my health progress over time</li> <li>78. Receive rewards for improving my condition</li> </ul>	
opyright © 2019 NYU Langone	<ul> <li>Care Preferences &amp; Personalization</li> <li>27. Share preferences on meal, environment, visitors (inclusion and exclusion), etc.</li> <li>28. Share personal information with my care team (spiritual, etc.)</li> <li>Outreach</li> <li>29. Receive outreach about gaps in care or clinical trials</li> <li>Account Management</li> <li>30. Create and manage a personal account</li> </ul>	Education & Entertainment 52. Access school/teachers remotely while admitted 53. Receive integrated patient education (LMS) 54. Play games, listen to music, watch tv, VR, etc. 55. Discuss learning progress with family and friends, and care team Wayfinding 56. Get to my treatment location 57. Find my way within the facilities 58. Allow family and friends to locate me	Finances         79. Pay my bills         80. Understand my payment options or plans         81. Understand and get clarification on billing         Transportation         82. Arrange for transportation needs post care	NYU Langone Health

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# **Continued Success**

# Maintaining Momentum

- ✓ **CROSS POLLINATION** one group sees the success of another and builds on it
- FREQUENT CONVERSATIONS regularly meeting with operational and clinical stakeholders to maintain engagement
- FREQUENT RELEASES small, fast, and iterative keeps operational engagement, and allows us to continually learn and evolve
- SOCIALIZING keeping the organization engaged in PDX with events, newsletters, etc.



# Like Patient Digital Experience (PDX), we're developing a Clinician Digital Experience (CDX) Strategy



Patient Access



Virtual Health Radiology



PDX

Procedural



working together





# Thank you

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