

**INNOVATIVE CONCEPT:**

Developing and implementing a Data Driven Coaching Model across all parts of a healthcare organization

**BRIEF DESCRIPTION OF PT NORTHWEST:**

PT Northwest is an Oregon based physical, speech, and occupational therapy provider who operates eleven outpatient clinics. In addition, PT Northwest provides the therapy services to two hospitals. Our therapists and athletic trainers also provide services at three universities, five high schools, and two minor league sports teams. PT Northwest began in 1977.

**DESCRIPTION OF HOW THE OPPORTUNITY WAS IDENTIFIED:**

PT Northwest developed and implemented a Data Driven Coaching Model based on three external factors. The first was the passage of the Affordable Care Act (ACA). The ACA significantly cut PT Northwest's reimbursement. PT Northwest had to reinvent itself if it was to continue.

Second, Dr. William Adair, the Vice President of Clinical Transformation at Advocate Health, spoke at the 2011 and 2013 NARA Fall Conferences. At the time, Advocate Health was one of the national leaders on Accountable Care Organizations. Dr. Adair stated the healthcare organizations that would thrive under the ACA would have the best data, and use data to drive improvements across their organization.

Third, PT Northwest was influenced by leading healthcare thought leaders. One of those is Michael E. Porter. His October 2013 *Harvard Business Review* article *The Strategy That Will Fix Healthcare* significantly influenced PT Northwest. Porter advocated that healthcare providers needed to demonstrate value. Utilization of data to drive improvement would be one of the primary vehicles to demonstrate that value.

These points deeply resonated with PT Northwest. It was time to adopt and implement a Data Driven Coaching Model throughout the organization.

A Data Driven Coaching Model is defined as identifying the key performances indicators (KPI) in each area of the organization, systematically collecting data on those KPIs, sharing the data on these KPIs throughout the organization, and working collectively as an organization to coach individuals to achieve these KPIs.

**DESCRIPTION OF HOW THE INNOVATION WAS TESTED:**

PT Northwest knew that a Data Driven Coaching Model would have to start with our clinical outcomes and care pathways. Our therapists thought they were providing quality care, but we could not prove it without the data. After reviewing several clinical outcome platforms, PT Northwest was the first company in the nation to adopt Intermountain Healthcare's Rehabilitation Outcomes Measurement System (ROMS). Intermountain Healthcare is a national leader in utilizing data to drive clinical improvement.

In October 2013, PT Northwest adopted ROMS. PT Northwest was now collecting clinical outcomes at every visit. In addition, PT Northwest was using the clinical care pathways tied to ROMS. The result was a disciplined and systematic approach to patient care. ROMS was an overwhelming success. Those

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results will be discussed later in this application. As a result, PT Northwest looked at how to bring this Data Driven Coaching Model to other parts of the organization.

In late 2014 and early 2015, PT Northwest brought in a business consultant to help identify other KPIs vital to its success. This business consultant implemented several LEAN management principles. Five KPIs were identified. Three focused on quality and two on productivity. They are ROMS admission rate, ROMS classification rate, patient satisfaction percentage, units/visit, and vacancy rate. Vacancy rate is defined as the amount of non-billed time by a therapist. A pilot project was established at several locations. Data on each of these KPIs was shared with PT Northwest staff at their weekly huddles or meetings. Brainstorming sessions were held to see how these KPIs could be achieved. Successes were celebrated. After a successful pilot project, the Data Driven Coaching Model tied to these KPIs was applied throughout PT Northwest.

**THE PROCESS FOR IMPLEMENTATION:**

PT Northwest started the implementation process by going back to a Simon Sinek TED talk called *How Great Leaders Inspire Action*. This TED talk is one of the most watched. Sinek's talk focused on the Why We Do What We Do. The Why for PT Northwest is to restore our patients' active lifestyles and transform their lives. If PT Northwest was going to continue to perform the Why, our organization had to adopt a Data Driven Coaching Model. PT Northwest had to start there.

Then, PT Northwest's Leadership Team started to message that this approach was the future of healthcare. In addition, the Leadership Team was completely transparent on the implementation process. Spirited discussions were had throughout PT Northwest. Open and honest questions were encouraged and addressed. PT Northwest had town hall meetings to discuss the Data Driven Coaching Model. Our business consultant, along with other NARA members, were helpful in providing us with an unbiased outside perspective through the implementation process.

The weekly clinic/department huddles/meetings were started. The KPI data was posted on the clinic/department scoreboard. Different approaches were taken to coach the various individuals, departments, and clinics. By the end of 2015 and into 2016, PT Northwest had fully embraced the Data Driven Coaching Model.

**HOW THE SOLUTION MADE A DIFFERENCE:**

PT Northwest's Data Driven Coaching Model has made a significant difference on multiple fronts.

***Clinical Outcomes & Patient Satisfaction***

PT Northwest improved its clinical outcome change score for 4 out of the 5 aggregated clinical outcome measures across each year since ROMS was implemented. (Table 1)

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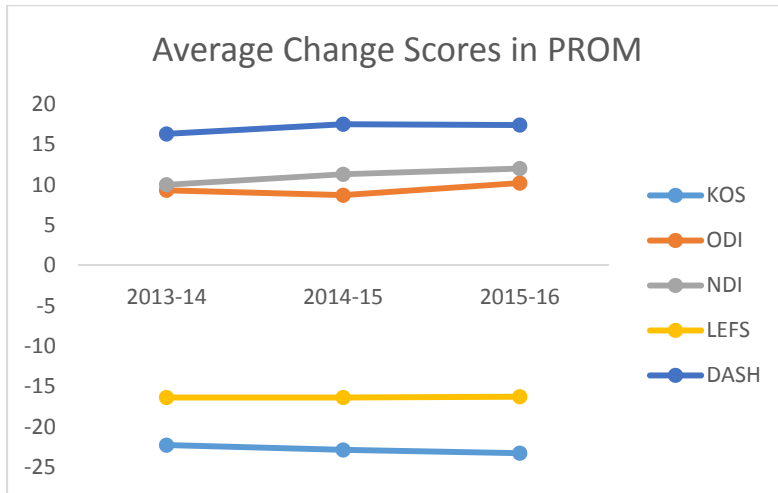


Table 1. Average change score on regional specific PROM (patient subgroups) each year since inception of ROMS. Decreasing (-) change scores on LEFS and KOS scores are interpreted as increasing function. Increasing (+) change scores on ODI, NDI, DASH are interpreted as increasing function.

PT Northwest increased patient volume each year, providing 10.0% more initial evaluations while seeing a reduction of 18.3% in follow-up visits per case. PT Northwest visits per case are now 41.6% under the national average.

PT Northwest sustained high levels of patient satisfaction rating at 97.3% at discharge, while achieving a discharge satisfaction survey return rate of 91.5%.

**Operations & Productivity**

PT Northwest therapists improved capturing their time. Units/visits increased 4.5%.

PT Northwest’s vacancy rate improved by 20.6%. PT Northwest became more efficient, and better utilized our staff.

**Financial**

PT Northwest’s financial margins are now well above the national average. PT Northwest’s Q2 2016 financials were its best in the past five years.

**Employee Satisfaction**

Two years ago, PT Northwest outsourced its annual employee survey to *The Oregonian* newspaper. *The Oregonian* is the largest newspaper in the state. This newspaper publishes its an annual Top 100 Oregon Workplaces.

In 2016, 84% of PT Northwest employees participated in the annual survey. That was a record number.

Last month, *The Oregonian* named PT Northwest as a Top Oregon Workplace.

<http://www.topworkplaces.com/frontend.php/regional-list/list/oregonlive>

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This award proves that a healthcare organization can adopt a Data Driven Coaching Model, and have high employee satisfaction.

***Collaboration Opportunities***

PT Northwest's Data Driven Coaching Model has been well received by other healthcare organizations. Coordinated Care Organizations, Independent Physician Associations, and insurance companies want to partner with PT Northwest because of its approach to healthcare.

**OBSTACLES THAT WERE ENCOUNTERED:**

Change is hard for people. The ACA represented the biggest change in healthcare since Medicare was enacted. The Data Driven Coaching Model represented a significant change. Expectations based on KPIs were now being set. Accountability was being asked of everyone regardless of position. No exceptions were given. Underperforming employees were expected to meet performance standards. Resistance was encountered at all levels.

Gradually, these obstacles were overcome. First, PT Northwest leaders consistently went back to the Why We Do What We Do. Second, employees were encouraged to bring their questions, comments, and concerns. Employees were definitely heard. Third, utilizing well known outside resources, like prominent NARA members, helped alleviate concerns. Finally, the Data Driven Coaching Model started to generate positive results. Success tends to breed success. Now, PT Northwest employees would not go back to life without the Data Driven Coaching Model.

**UNEXPECTED RESULTS FROM THE INNOVATION PROCESS:**

Several unexpected results came from the Data Driven Coaching Model. A culture of accountability and change became engrained at PT Northwest. Data was now being used to drive decisions. Decision making became more objective. Most embraced the sense of shared accountability.

Another unexpected result was our leaders became more willing to make tough decisions. By nature, most therapists are compassionate and shy away from making tough decisions, especially when it comes to their staff. The Data Driven Coaching Model clearly showed our underperforming employees. With the objective data, PT Northwest leaders were more apt to take action on these underperforming employees.

A final unexpected result was increased communication throughout PT Northwest. The weekly huddles/meetings centered on the KPI scoreboards brought PT Northwest clinics and departments together. Individuals at all levels worked collectively to achieve the KPIs. As a result, other positive solutions came from the huddles. For the first time on PT Northwest's annual employee survey, communication was not listed as an area of improvement.

**EXAMPLES OF TOOLS USED TO MEASURE THE SUCCESS OF THE INNOVATION:**

Three key tools are used to measure the success of the Data Driven Coaching Model. They are the Weekly Scorecard, the Clinic/Department Scoreboard, and the Monthly Clinic/Department Scorecard. Each are shown in The Appendix.

**LONG TERM RESULTS OF THE INNOVATION:**

***Potential As A Model***

The Data Driven Coaching Model has become engrained at PT Northwest. Data Driven Coaching is now one of the five parts of the “PT Northwest Way”. It is part of PT Northwest’s culture. PT Northwest is entering a growth phase. The Data Driven Coaching Model can easily be applied to future startups, acquisitions, or collaborative partnerships. The long term results of the Data Driven Coaching Model have been seen in PT Northwest’s improved clinical outcomes, patient satisfaction, productivity, and employee satisfaction. This approach is being applied to other areas at PT Northwest such as compliance.

PT Northwest is not a large healthcare organization. If a healthcare organization the size of PT Northwest can achieve these results through a Data Driven Coaching approach, it is believed other organizations of all sizes can achieve similar benefits as well. Other NARA members have approached PT Northwest about implementing the Data Driven Coaching Model in their organizations. PT Northwest has started to work with several of those NARA members.

***Individuals Involved In The Innovation***

All of PT Northwest’s Ownership and Leadership Teams were involved in developing and implementing the Data Driven Coaching Model. Three individuals played key strategic roles.

Kennedy Hawkins, PT Northwest’s President, provided overall vision, messaged the need for this approach, and brought the organization together around this concept. Tyler Gilmore, PT Northwest’s Director of Clinical Operations & Community Relations, drove implementation at the clinic/department level, and worked with our business consultant to insure success. Matt VanCampen, PT Northwest’s Senior Director of Strategic Operations, was instrumental in providing timely and accurate data required for the various scorecards, along with analysis of the data.

**RESPECTULLY SUBMITTED BY:**

Kennedy I. Hawkins, MBA, JD, LLM  
President

Tyler Gilmore, MAT-ATC, PES, CSCS  
Director of Clinical Operations & Community Relations

Matt VanCampen, MSPT, OCS, CSCS  
Senior Director Strategic Operations



# Weekly Scoreboard KPIs

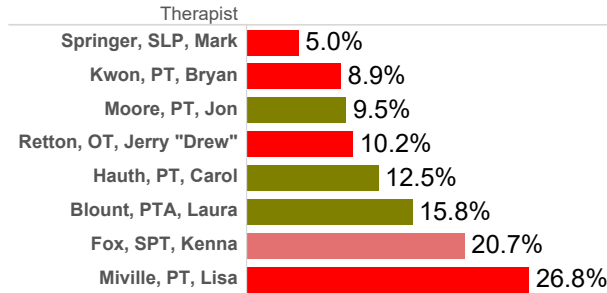
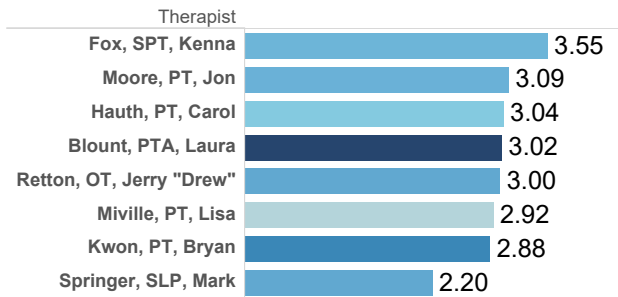
**Units/Visit**  
3.05



**Vacancy Rate**  
14.4%



**Units/Hour**  
4.30



9/12/2016 **Date**  
Stayton **Clinic**

**Week**  
**37**

Sept 12-16, 2016

Unsigned Notes  
1



# Monthly Clinic Scorecard

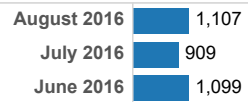
Clinic  
Stayton

Therapist  
All

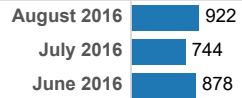
Date  
August 2016

Discipline  
Multiple values

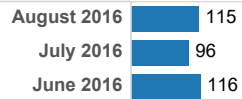
**Appts Scheduled**  
1,107



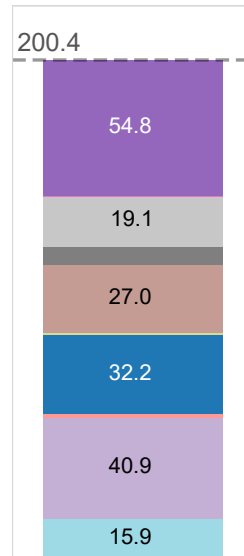
**Appts Arrived**  
922



**Initial Evals**  
115

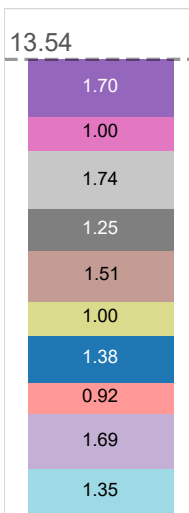


## Visits/Week

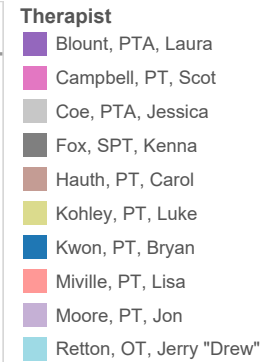
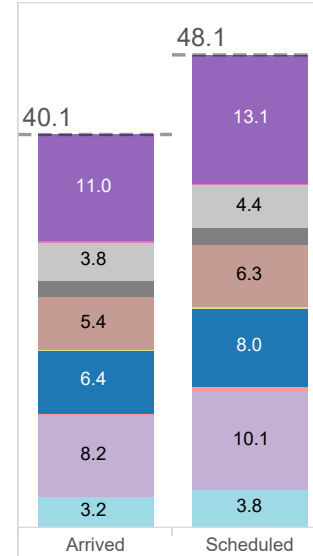


## Visits/Hour

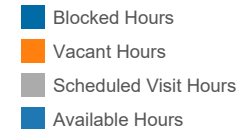
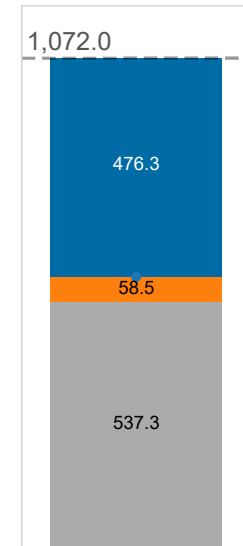
1.55



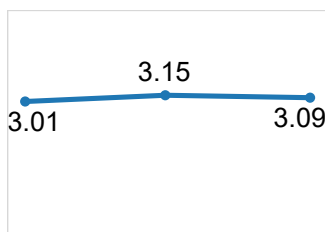
## Visits/Day



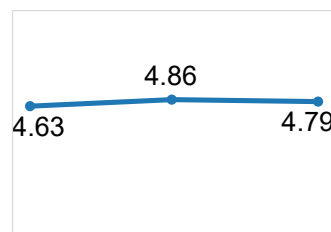
## Clinic Hours



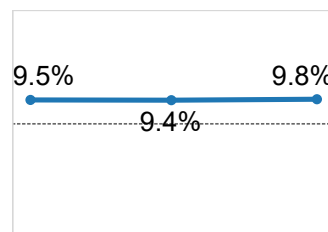
**Units/Visit**  
3.09 ✓



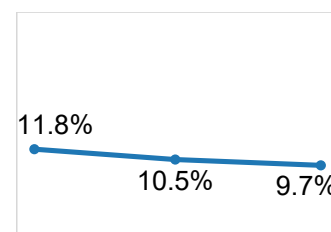
**Units/Hour**  
4.79 ✓



**Vacancy Rate**  
9.8% ✓



**Failed Appt %**  
9.7% !



**Units/Hr**  
(if 10% Vacancy)  
4.78

Trending  
6/1/2016 to 9/30/2016



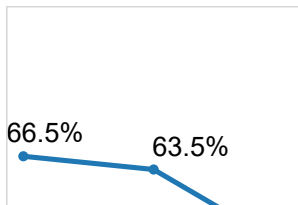
# Monthly PSC Scorecard

**Clinic**  
Stayton

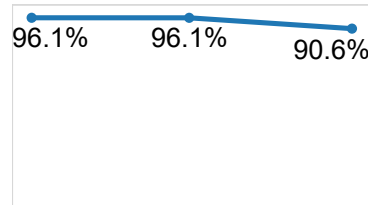
**Date**  
August 2016

**Trending**  
6/1/2016 to 9/30/2016

**Conversion Rate**  
45.8%



**Co-Pay Collection %**  
90.6%



## ROMS

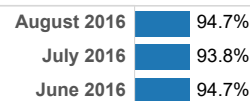
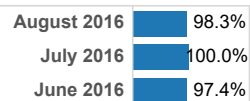
**Admission %**  
*(Cumulative)*  
96.0%

**Classification %**  
*(Cumulative)*  
93.8%

**Discharge %**  
91.8%

**Admission %**  
*(Monthly)*  
98.3%

**Classification %**  
*(Monthly)*  
94.7%



## Patient Satisfaction

**Satisfaction %**  
*@ Initial Eval*  
95.8%

**Satisfaction %**  
*@ Discharge*  
99.1%

**Survey Return %**  
*@ Initial Eval*  
45.2%

**Survey Return %**  
*@ Discharge*  
96.4%

