



Case Study: **Next Level Health Care**

COMPANY DESCRIPTOR

A critical component of successful messaging, and one that effectively distinguishes a healthcare brand from its competition, is translating *who* the organization says it is into what patients and employees actually *experience*. Next Level Urgent Care (NLUC) was founded on the belief that it is possible to provide high-quality, cost-effective medical care for all who need immediate attention for non-life-threatening illnesses and injuries.

Since its founding in 2013, NLUC has experienced significant growth, opening more than 50 clinics in Houston, Austin and San Antonio by the close of 2022. Tailored organizational and audience-specific messaging formulated by Newman & Newman had been implemented by NLUC and its employer-solutions program, Next Level PRIME, for increased awareness and appreciation of its medical services, patient-first culture, and passion for redefining the patient experience.

Newman & Newman not only formulated actionable strategies to more closely align our brand messages with what employees and patients experience, they developed skills training to enhance our success. For Next Level to deliver the patient experience we're committed to, our employees need to feel valued and given tools to succeed.

Juliet Breeze, M.D.
Chief Executive Officer & Founder
Next Level Urgent Care

INTERNAL FOCUS | EMPLOYEE RETENTION

All incoming phone calls to NLUC are received and processed by Advocates in its Patient Communications Center (PCC). From the beginning, customer service and enhanced communications have been cornerstones for how NLUC defines its brand of personalized care. Ensuring the PCC team's role in fulfilling those expectations was central to engaging Newman & Newman's Experienced Messaging™ services.

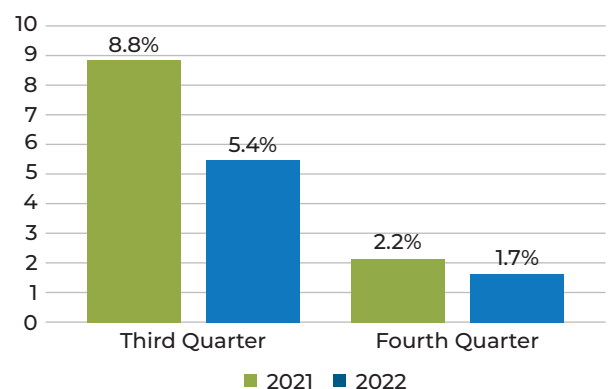
A variety of methods were used during the five-week assessment to evaluate consistency of patient experiences with NLUC's brand messaging, including in-person employee interviews, online surveys of patients and team members, onsite observations of team performance and the work environment, as well as comprehensive review of existing communication tools regularly used to update Advocates.

While results for patient experience were positive, findings revealed the greatest vulnerability to be employee turnover from inconsistencies in what PCC team members were experiencing and NLUC brand messaging. Newman & Newman recommendations for implementation were organized into three categories of opportunity: *Channels of Communication*, *Information Management*, and *Environment/Wellbeing*. Interest in improving Advocate communication skills also resulted in development of custom, department-wide Experienced Messaging™ workshops conducted in May 2022.

RESULTS

- 95% of surveyed participants Agreed or Strongly Agreed that workshops equipped them with tools and knowledge to excel in their position and would recommend the training to their NLUC colleagues.
- Following the May 2022 workshops, the PCC experienced a 39% reduction in employee turnover in its third quarter and a 23% reduction in the fourth quarter, compared to the same periods in 2021.
- Recommendations have been provided for refresher workshops to extend impact.

Employee Turnover Comparisons for Quarters Following Workshops





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EXTERNAL BRAND EXPERIENCE | PATIENT SATISFACTION

Given the significant growth Next Level Urgent Care (NLUC) was experiencing, leadership was concerned with maintaining its high patient satisfaction scores for clinic visits while upholding expectations established by its brand messaging. Results that Newman & Newman's Experienced Messaging™ services produced for the Patient Communications Center also generated interest in what a provider-focused engagement could accomplish.

The Assessment Process began with reviewing two months of patient survey comments and conducting input meetings with NLUC leaders (physicians, other clinicians and directors responsible for provider performance).

While negative patient comments typically centered on communication issues such as *not being heard* and *feeling rushed*, providers reported that when patients registered a negative experience, 90% of the time it was a surprise to the clinician who had a very different impression of the exchange. Onsite clinic observations also identified a significant opportunity for provider/tech working relationships to influence patient satisfaction. So, what began as a provider-focused initiative was expanded to include clinic techs as well.

Custom curriculum for communications workshops that addressed assessment findings was developed to ensure experience consistency with brand messaging and support the work of NLUC's talented and highly committed provider/tech teams.

Newman & Newman's assessment process produced particularly insightful recommendations for optimizing our patient experience. The workshop curriculum they created was customized to address our specific needs.

I am confident that the training they provided our clinical team has had a direct and positive impact on our patient satisfaction scores. In addition, Newman & Newman helped to increase our team cohesiveness and communication. I could not be happier with the results.

Robbyn Traylor, M.D.

Chief Medical Officer Acute Care Services
Next Level Urgent Care

RESULTS

- 50% of NLUC clinics that had one or more providers and techs attend a workshop in October experienced a subsequent increase in their Net Promoter Scores (NPS) between November and December. 20% of those clinics raised their scores as much as nine percent.
- 98% of providers and 97% of techs in attendance Agreed or Strongly Agreed the workshops equipped them with tools and knowledge beneficial to their role at NLUC. 96% of combined participants also rated the workshops as Very Good or Excellent.



- Because patient resistance to NLUC's antibiotic stewardship policies had the potential of challenging satisfaction, an information card was produced for onsite use. In addition to serving as a valuable patient education tool, the card provided language and tone for providers to use in successfully addressing the issue with patients.
- Strategies for train-the-trainer workshops have been provided for long-term sustainability of improved patient communications.