

CASE STUDY



Measuring Client Experience



BACKGROUND

Kindred Hospital Rehabilitation Services (KHRS) is one of the largest providers of rehabilitation therapy in the country, delivering high-quality patient outcomes in 300 hospital-based acute rehabilitation, medical/surgical and outpatient therapy settings and more than 20 joint-venture inpatient rehabilitation hospitals. They see over 160,000 patients per year and are the largest contract manager of hospital-based acute rehabilitation programs in the nation.

Kindred Healthcare's mission is to promote healing, provide hope, preserve dignity and produce value for each patient, resident, family member, customer, employee and shareholder they serve.

"Our passion for delivering outstanding patient care and excellent clinical outcomes is steeped in every action we take. Building a partner-centric approach using the Four Pillars of Excellence and measuring its impact through NPS ensures we continually provide value to our partners."

- Mary Van de Kamp,
SVP Quality, Administration
and Clinical Operations

KHRS Four Pillars of Excellence



THE NEED

Clients rely on KHRS to deliver on their mission of hope, healing, and recovery and as the healing arm for their rehabilitation partners, they have a meaningful impact on their client partners' patients.

In addition to providing transparent, high quality care and excellent outcomes, KHRS was looking for a way to monitor, measure, and continually exceed expectations in all Four Pillars of Excellence. In short, a proven, consistent, client experience process for fostering the patient-centric culture, strengthening partner collaboration, and verifying their satisfaction was desired.

THE SOLUTION

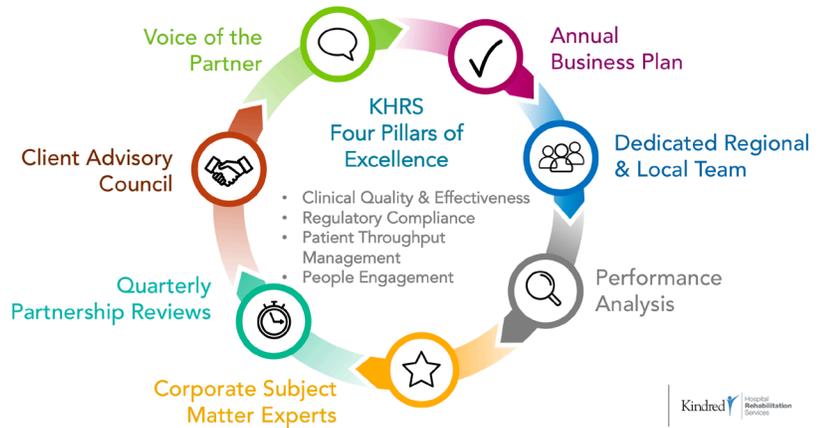
Kindred engaged Butler Street Consulting to build out and lead their Client Experience initiatives. While many components were in place, Butler Street integrated into the KHRS culture and tailored a best-in-class, reinforcing system for client experience.

The elements of the KHRS client experience system include alignment with their clients' annual strategies and assigning accountability and ownership for outcomes. The annual business plan was the catalyst to drive actions, innovation, and performance analysis with the goal of delivering both positive financial and patient outcomes.

Developing a framework around this plan and making it part of the culture include:

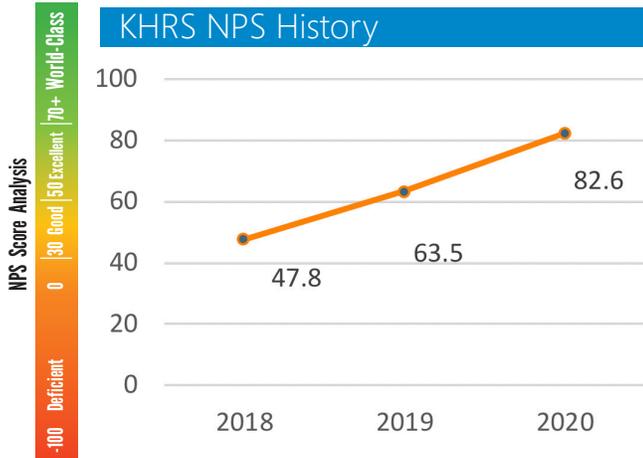
- Standardizing an approach to capture and discuss strategy and performance against the annual business plan on a quarterly basis with key executives
- Integrating the vast Kindred corporate resources, with deep domain knowledge of every aspect of healthcare, as accessible subject matter experts to help their partners
- Creating multiple points of client feedback to drive innovation, uncover areas of gap and strengthen relationships
- Client-centric, partnership dialogue and focus on the Four Pillars of Excellence in every internal leadership meeting allowing Kindred to adjust to the changing environment and needs of their partners quickly

Client Experience



MEASURING THE IMPACT USING NPS® SURVEY

Net Promoter Score (NPS®) is the key measure of your customers' overall perception of an organization's. Because NPS is a leading indicator of growth, it provides the best anchor for a customer experience management program. Measuring the impact and perception of all aspects of KHRS client experience was crucial. Butler Street's research division conducted and analyzed NPS surveys regularly to track trends and detect customer perceptions directly related to KHRS actions. Included was the ability to drill down by multiple segments and address areas of opportunity for improvement, applaud success, and uncover common themes within responses.



Beginning with a benchmark survey in 2018, KHRS received a very solid score of 47.8 and made a company-wide effort to see continuous increased scores. They exceeded trailblazers including Publix (80) and Costco (74) in providing customer experience excellence. KHRS' proven results showed higher client satisfaction and loyalty year after year reaching a **World-Class level of 82.6** by 2020.

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"There is nothing more important to us than the success of our partners. They entrust us to deliver hope, healing and recovery to their patients, and our Net Promoter Scores guide us along the way. Achieving a world-class NPS score shows we are delivering on our promise to our clients. I am so proud of the team, our client-centric culture, and the relationships we have with our partners."

- Laird Smithson, Chief Operating Officer, KHRS

Butler Street is a management consulting, training and research firm focused on client and talent development. Butler Street's approach is designed to advance your client and talent relationships, improve your team's decision making, provide actionable insights and deliver measurable results.

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