



OVERVIEW

NextGen Healthcare helps ambulatory care organizations transition to value-based care by empowering them to nurture and build healthier patient communities at a lower cost with its technology-enabled solutions. Named as one of the top five electronic health record (EHR) vendors to partner with in 2016 by Becker's Spine Review, the company's almost 3,000 employees provide software, training and support to approximately 90,000 individual healthcare providers at nearly 7,000 organizations throughout North America.

BREAKING DOWN SILOS TO ACT ON FEEDBACK

When Jacqui Darcy joined NextGen Healthcare as Director of Client Satisfaction, she encountered a multi-divisional organization that did not share a common platform for managing client feedback. The company's client base – primarily healthcare providers, practitioners, and other stakeholders – were being surveyed independently by divisions and departments, with no centralized ownership of customer data. There was no formal structure or process to manage accountability within each team or to collaborate across teams and generate strategic visibility of client feedback throughout the organization.

Darcy had several goals to accomplish quickly. Her first was to establish a uniform, company-wide, comprehensive Voice of the Client (VoC) program to consolidate all client feedback; evaluate captured insights; and use the consolidated data to establish priorities for the company as a whole rather than relying on unconnected pieces of input.

Darcy's next goal was to create a mechanism to measure the client experience and everything that could be part of the client experience across every touchpoint in the company. Her third goal was to drive continuous improvements to significantly increase client satisfaction and loyalty levels. Her additional focus was getting clients' concerns elevated to the right people and to close the client feedback loop.



RESULTS OVER A 12-MONTH PERIOD

- Improved NPS 39% and raised client satisfaction 15%.
- Increased client support satisfaction 15% and enhanced the client care experience 19%.
- 85% of clients would recommend NextGen Healthcare.
- Managed relationship, transactional and ad hoc surveys on a single platform to 55,000 individuals.
- Achieved 35% participation rate on relationship survey and 50% overall client participation.

Before developing a holistic, cohesive and organization-wide VoC program, Darcy worked with executive leadership, senior management, divisional and functional leadership, and account teams to develop a greater understanding of what was important to them in this program.

CONNECTING WITH CLIENTS AT EVERY TOUCHPOINT

After researching and evaluating several options, Darcy's team implemented the MaritzCX platform with MaritzCX Case Management to disseminate surveys and experience evaluations, centralize client feedback and provide frontline workers with real-time information for better decision making to continually improve the client experience.

"MaritzCX has everything we need," Darcy said. "Insight analysis, reporting capabilities and a closed-loop case management process to ensure that client issues are identified, tracked and resolved quickly."

Each year Darcy's team uses the platform to distribute relationship assessment surveys to approximately 55,000 individual client touchpoints. Additionally, her team manages a large number of experience-based listening posts to capture client feedback from all touchpoints across client organizations based on engagement, project milestone or training experience.

“No stone is left unturned,” Darcy said. “For example, we distribute surveys at the end of all Webinars and training events, also after beta testing and product upgrades. And we’ve recently published a Voices Inspiring Progress (VIP) landing page for client communications.”

Though survey participation has been much higher than industry averages (35% for relationship assessments and 50% overall), NextGen Healthcare recently began offering incentives that have increased response by more than 50% from the prior quarter and generated more detailed input from clients.

ACTION PLANS DRIVE POSITIVE CHANGE

Within eight quarters, Darcy and her team (three people), in collaboration with cross-functional teams throughout the organization, have leveraged client feedback and insights to develop more than 40 action plans. These improvement action plans drive organizational change, improve client satisfaction and instill client loyalty. Of the 40 plans, 70% have been implemented. New action plans are continually added based on the opportunities for improvement realized from customer feedback. These action plans are tied to the company’s five Client Experience (CX) pillars, which are based on the overall drivers of CX improvement.

In just 12 months, the organization’s Net Promoter’s Score (NPS) has increased 39% while overall client satisfaction scores (CSAT) have seen a 15% improvement. The VoC team uses the case management process to ensure that client concerns are heard and acted upon immediately. This process empowers frontline workers with a comprehensive view of the client, enabling them to use real-time information to make decisions that improve service and increase client satisfaction.

For example, when clients said they were dissatisfied with the support ticket process, NextGen Healthcare shifted its approach, adopting a new client support service model called “Intelligent Swarming.” The new service model leverages “cluster teams” to draw upon the collective expertise of all staff to solve clients’ support issues. This model was further expanded to restructure the case routing of support tickets to enable clients to work with a consistent team of support analysts. Client experiences with the new support model improved 15% from the prior quarter. VoC-driven changes are making a positive impact on clients.

“Clients appreciate that we’ve eliminated ticket bouncing,” Darcy said. “A single support generalist now owns a support

ticket, with problems escalated to the appropriate specialist, thereby improving ‘first call’ resolution. This enables us to handle support calls faster and better, which saves both time and money. Our first call resolution has improved by more than six percent this past quarter.”

VOC-DRIVEN IMPROVEMENTS CONTINUE

NextGen Healthcare continues investing to deliver great client experiences. For example, the company recently replaced its client support center with a single client portal for service, support, knowledge and training called the NextGen Healthcare Success Community. The Success Community provides a new, more intuitive and user-friendly way for clients to engage and interact with one integrated platform.

More client feedback highlighted the need for a dedicated point of contact for all clients. This began a journey for the organization to place the client at the heart of the business – shifting the company’s business direction and focus toward greater client centricity. Accordingly, the Client Care organization is expanding the number of resources to provide each client with a single point of contact to help ensure their success. This initiative has made immediate and major impact; client satisfaction with client care increased by 19% over the prior quarter.

CLIENT SATISFACTION A TOP PRIORITY

The company has adopted numerous initiatives in direct response to client feedback, and it communicates these improvements to clients regularly, reinforcing the company’s appreciation for collaborative client partnerships that produce important insights. The new client-centric approach has even changed the company’s Management Incentive Program. “Our new CEO, Rusty Frantz, believes that product quality and customer service go hand in hand, and as such, has designated client satisfaction as one of the three primary metrics upon which our management teams are evaluated,” Darcy said.

NextGen Healthcare is driving client-centric change throughout the organization by relying on its highly developed VoC program. The ongoing change and continuous improvement empowers long-term, sustainable client success while simultaneously creating consistently great client experiences every day.

Case studies are illustrative only and do not imply an endorsement of any particular product or service. Each customer’s situation is unique and results will vary.

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