

### **PATIENT JOURNEY MAPS**

Clínica Las Condes (CLC)

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### Bárbara Boekemeyer

Manager Patient Experience

Civil Engineer, Federico Santa María Technical University, with over 15 years experience in business services, telecommunications, insurance and healthcare companies. Specialist in design services and customer management.

No conflict of interest

# **Schedulle**



Background

Design Process
Exploration
Conceptualization
Design
Priorozation
Create a Pilot

Some Results

e Results Learning Points

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### Reasons to know our patients needs



It's a "must" to ensure Patient Experience al CLC:

- Clinic Growth goals.
- Not only Focus on processes.



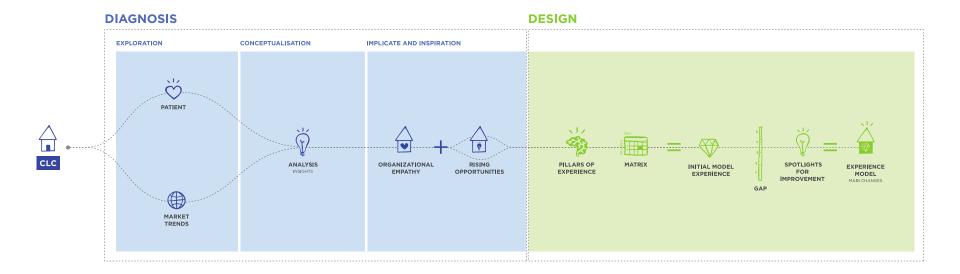
Our Development plan, CLC 2020, establishes Patient Experience as one of our strategic goals.



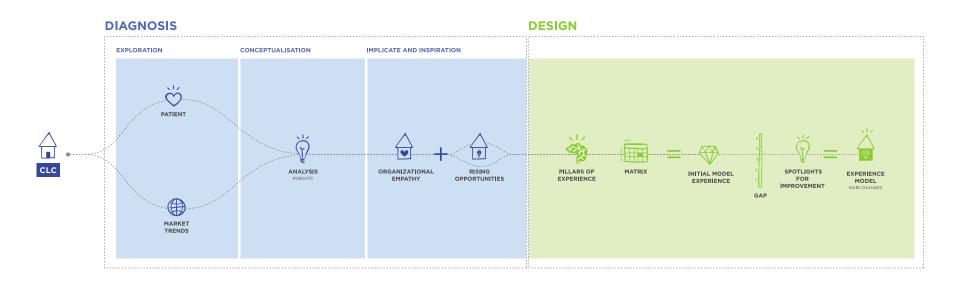


Exploration
Conceptualization
Design
Priorization
Create a Pilot









4 journeys CLC



Medical Exams
Appointment



Hospitalization



n Emergency

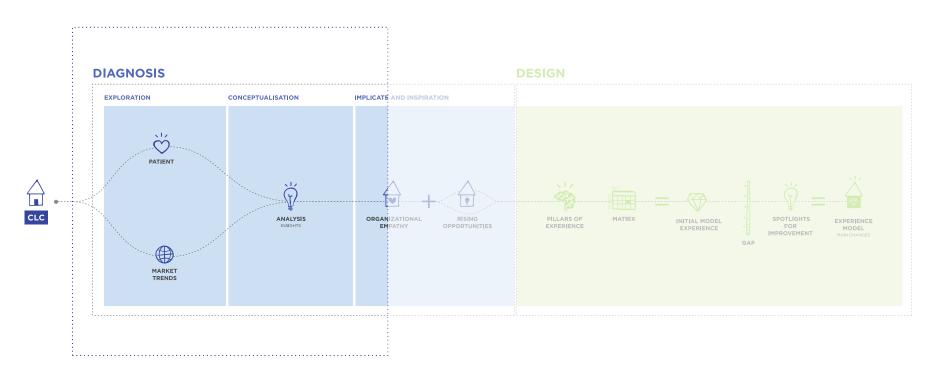


### **DIAGNOSIS EXPLORATION CONCEPTUALISATION IMPLICATE AND INSPIRATION PATIENT ANALYSIS ORGANIZATIONAL** RISING INSIGHTS **EMPATHY OPPORTUNITIES MARKET TRENDS**



### **DESIGN** PILLARS OF **MATRIX SPOTLIGHTS** INITIAL MODEL **EXPERIENCE EXPERIENCE FOR EXPERIENCE** MODEL **IMPROVEMENT** MAIN CHANGES GAP





75% Of the project duration was taken by research on the needs of the Patient



# **Design Process**

- **01.** Objectives
- **02.** Qualitative research
- 03. Quantitative research

### **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

### **Main Objective**

Diagnosis of the initial CLC patient experience and it's differences with the **desired experience** in the various points of contact between he/she and the Clinic.

### **Specific Objectives**

- 1. To characterize qualitatively different segments. Fully understand the drivers of each segment in 3 levels:
  - · Drivers vital for Life Cycle Stage
  - · Health Drivers Stage Lifecycle
  - · Drivers of patient experience
- 2. Knowledge and description of the patient's journeys in our clinic
  - · Which are they?
  - · How are they accomplished?
  - · Contact points.
  - · Drivers.

#### 3. Identify the "moments of truth"

 Gaps between the desired and the real experience, and to know the elements that generate memorable moments.

#### 4. Create record of spaces regarding:

- · How are they used?
- How do they perceived them?
- Space Role
- · Zoom in ease and make then more human.

### **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

Qualitative Research: understanding patient's needs and the emotions...

01.

# JOURNEYS AND MINI JOURNEYS

Accompaniment
Post care Interviews
Observations

02.

#### **MINIGROUPS**

Young Adults (25 a 45 years) with no Children Women (25 a 45 years) starting a Family Women (46 a 60 years) who have the Family Men (25 a 45 years) starting a Family Men (46 a 60 years) who have the Family Mix of Seniors over 60 years

03.

### **OBSERVATION SESIONS**

In CLC and others Clinics/hospitals with similar populations.
Other contact points: parking, cafeterias, insurance on site branchs, bathrooms, access point, halls, and reception and waiting areas.











# **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

Quanlitative Research: the figures give us the priorization...

600

FACE TO FACE INTERVIEWS AT PATIENTS HOMES

STRUCTURE QUESTIONARY

# Men and women between 25 and 75 years.

Residents from different districts of Santiago, that have consulted the Clinics in the last six months.

### **Objectives**

- Reinforce the habits for the use of the clinics and driver preferences.
- Define the level of satisfaction in each Touch Point and identify valued attributes in the Patient Journey.
- Define the impact of each attribute in the global satisfaction.



# **Design Process**

EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

### **TOOLS**

- **01.** Empathy Map
- 02. "Customer" Journey Map

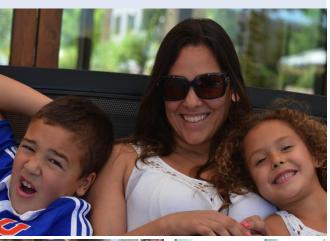
# **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

### **Empathy Map**

Women (25 a 45 years) Starting a Family







She tries to complement and reconcile family and work and in some cases she is thinking about returning to work.

The family group has to be well: she wants to be present while her children are growing.

She wants to see her children adapted to school.

- Friends: remain a vital network.
- Whatsapp groups.
- · Work networks.
- Radios: ADN, Radio Play.
- Children School Networks.



What does she hear? What

and Decoration.

Magazines, for

example Housing

· Paula Magazine.

What does she say and do?

- · Work.
- · Enjoy spare time with family.
  - Outdoor life and sports.
- · Good and Balanced nutrition: with less junk food.
  - · Car pools.



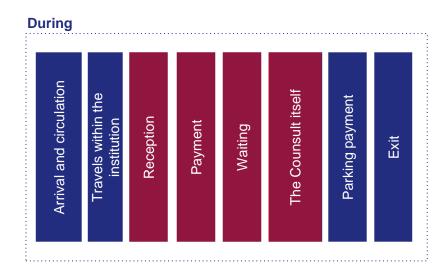






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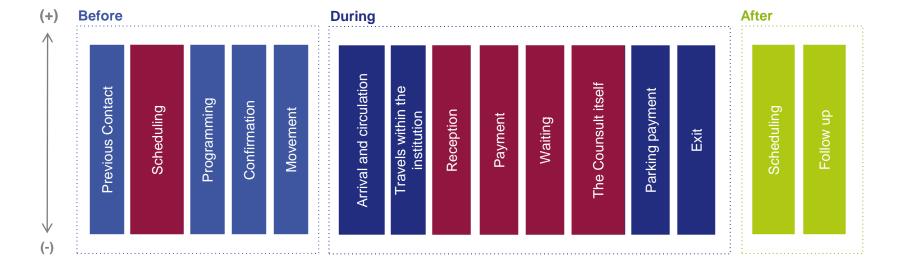






# **Design Process**

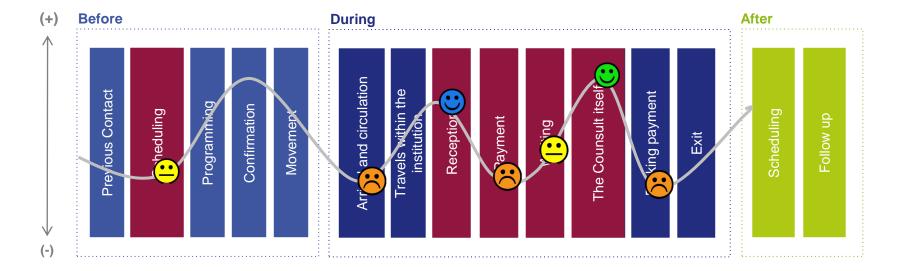






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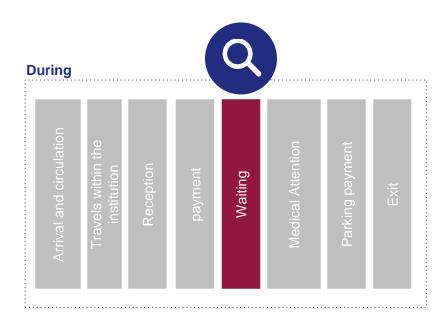






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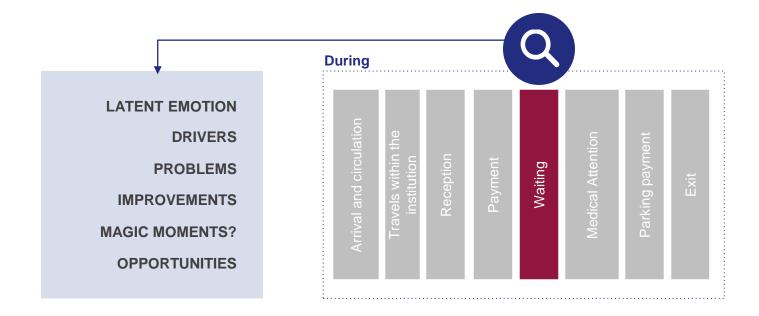






# **Design Process**







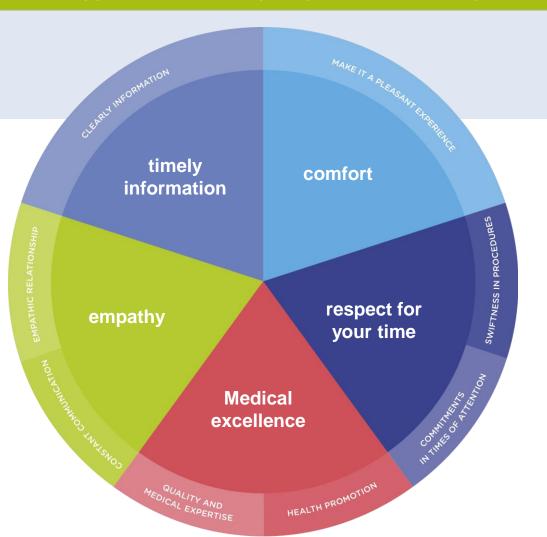
# **Design Process**

EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

### The Pillars of Experience

# Patient care at all time

"The patient should be respected at all times, in a pleasant environment, cared for a high quality, empathic medical team, through swift processes, with the team focused on his/her health and quality of life"



# **Design Process**



- **01.** Workshop
- **02.** Criteria for Desing Experience
- 03. Journey Maps
- **04.** Projects and initiatives

# Clinica Las Condes

# **Design Process**



### **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

### **Criteria for Design Experience**

### 01

Developing a good patient experience directly impacts on the growth of the clinic

- + Satisfaction
- + Referals

### 04

Management experience seeks to not only meet expectations but also exceed them. Seeks to surprise the patient and be memorable.

### 02

Expands range from focusing only on patients to focusing on patients and the general community. Working on: "the before, during and after".

- + Health Promotion
- + Online-offline

### 05

Together with the desired experience we need to incorporate "journey continuity" as a key concept.

- + Manager experience in the waiting areas.
- + Support to the surgical patient

### 03

**Experience is always systemic:** It is the result of interactions with multiple contact points.

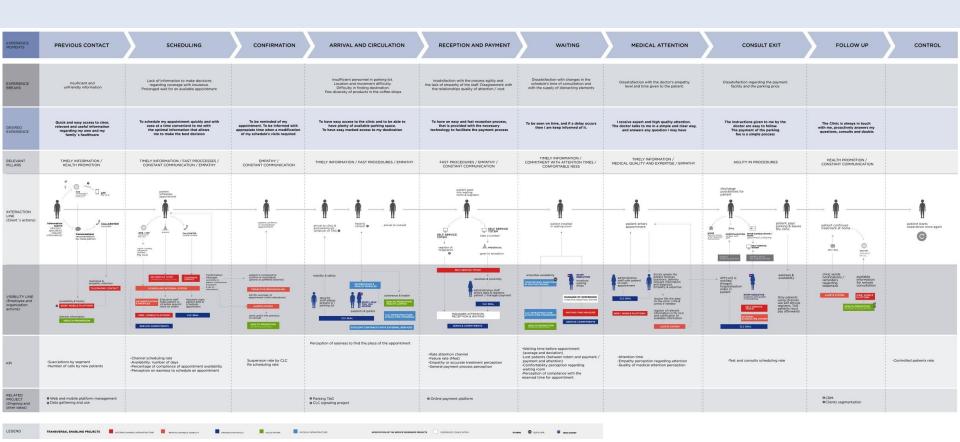
### 06

Managing the CLC experience so that the patient is at the center requires a total transformation of the organization in which people are key to sustaining it.

# **Design Process**



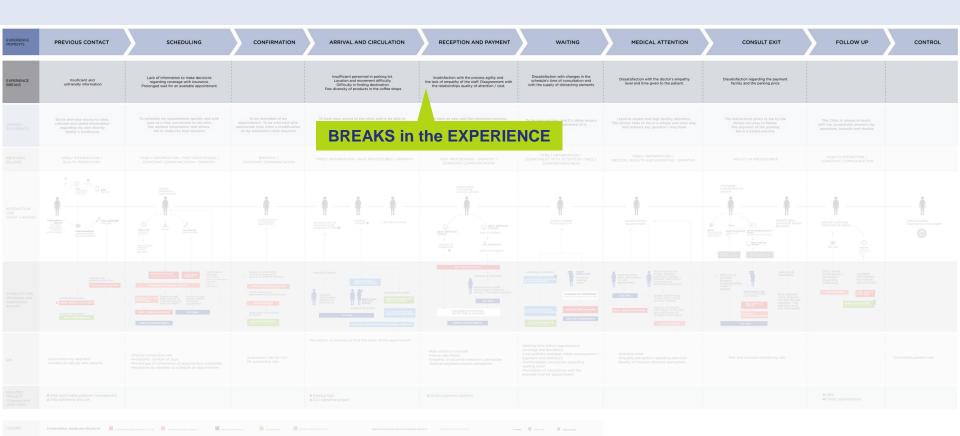
EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT



# **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT



# **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT



# **Design Process**



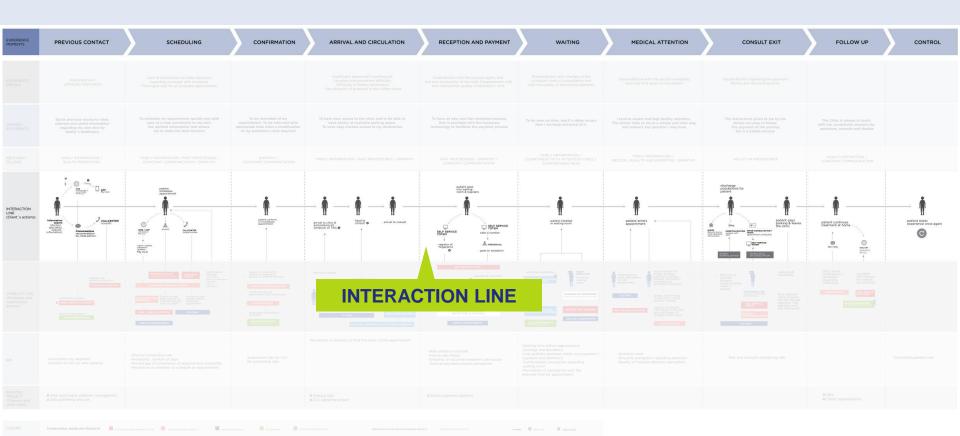
EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT



# **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT







EXPL	ORATION	CONCEPTUALIS	SATION	DESIGN		PRIORIZATIO	N	PILO	Т
EXPERIENCE MOMENTS	PREVIOUS CO	NTACT	SCHEDU	ILING	CONF	IRMATION	ARRIVA	L AND CIRC	ULATION
EXPERIENCE BREAKS	Insuficient an unfriendly inform		Lack of information to n regarding coverage wi Prolonged wait for an avail	ith insurance.			Location - Difficult	t personnel in park and movement diff y in finding destina if products in the c	iculty. ition.
DESIRED EXPERIENCE	Quick and easy acces relevant and useful in regarding my own family's healthd	formation and my	To schedule my appointmer ease at a time convenie the optimal informatio me to make the bes	ent to me with in that allows	To be remin appointment. To t approplate time wh of my schedule's	be informed with nen a modification		ss to the clinic and of available parkin Irked access to my	g space.
RELEVANT PILLARS	TIMELY INFORMAT HEALTH PROMOT		TIMELY INFORMATION / FA: CONSTANT COMMUNICAT		EMPA CONSTANT CO		TIMELY INFORMATION	ON / FAST PROCEE	DURES / EMPATHY
INTERACTION LINE (Client's actions)	Information search (doctors, prelevant information)  Conversation reacons and the conversation recommendate by close-pers	on N	patient schedules appointment procedules appo	LCENTER BUT THERDIST	pelland c prinsiche gegod-tem gegod-tem	sefiums ducas sent	errivel to clinic & and parking lot (chippoin or TAG)	head to consult o	arrival to consult

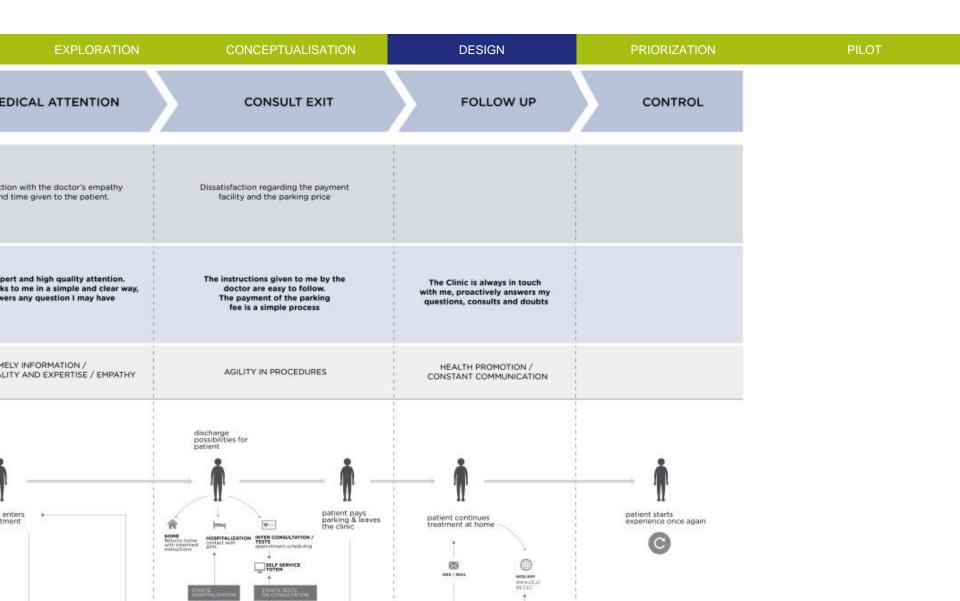
# **Design Process**



	EXPLORATION	CONCEPTUALI	SATION	DESIGN	PRIORIZATION	N PILOT
	RECEPTION AND PA	AYMENT	WAITING	MEDIC	CAL ATTENTION	CONSULT EXIT
	Insatisfaction with the process ag the lack of empathy of the staff. Disag the relationships quality of attenti	reement with SC	issatisfaction with changes in th hedule's time of consultation an I the supply of distracting eleme	d Dissatisfaction w	with the doctor's empathy e given to the patient.	Dissatisfaction regarding the payment facility and the parking price
•	To have an easy and fast receptio that is provided with the nece technology to facilitate the payme	ssary	seen on time, and if a delay oo then I am keep informed of it.	The doctor talks to r	nd high quality attention. me in a simple and clear way, ny question I may have	The instructions given to me by the doctor are easy to follow.  The payment of the parking fee is a simple process
үнта	FAST PROCEDURES / EMPAT CONSTANT COMMUNICATION		TIMELY INFORMATION / MITMENT WITH ATTENTION TIM CONFORTABLE NESS		NFORMATION / AND EXPERTISE / EMPATHY	AGILITY IN PROCEDURES
t,	SELF SERVICE take a	ELF SERVICE OTEM uumber RESENCIAL	patient installed in waiting room	patient enters appointment	•	discharge possibilities for patient pays parking & lea the clinic home heart state of the clinic has been stated with apportment schedules apportme



# **Design Process**



# **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

### **Projects & Initiatives**

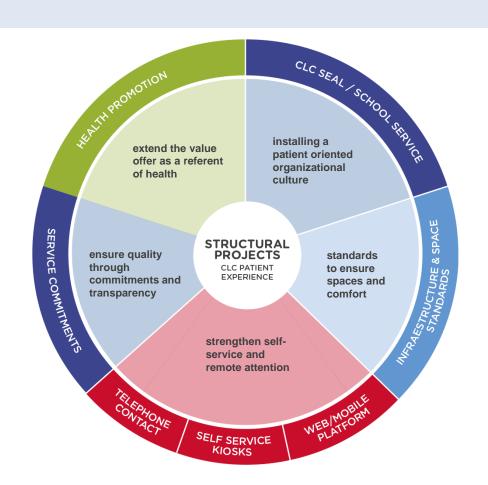
Different areas are worked in a co-creation process to define the initiatives for achieving the final experience.

30 Initiatives

### 7 Structural projects

That point directly to the Experience pillars

- 9 Support projects
- 14 Specific projects about the different journeys





**EXPLORATION** CONCEPTUALISATION **DESIGN PRIORIZATION PILOT** patient goes into waiting room & registers **Projects & Initiatives** SELF SERVICE TOTEM SELF SERVICE TOTEM take a number FACE TO FACE fingerprint 0 go to reception SELF SERVICE TOTEM easiness & proximity administrative staff enters data & registers patient / manages payment CLC SEAL MANAGER ATTENTION, RECEPTION & WAITING SERVICE COMMITMENTS

#### **DESIGN**

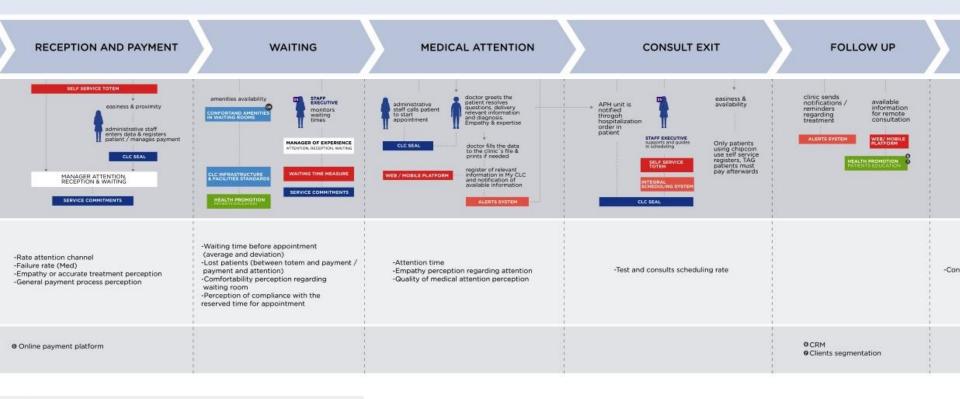
EXPERENCE CONSULTATION

# **Design Process**



EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

## **Projects & Initiatives**



### **PRIORIZATION**



# **Design Process**

EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

**01.** Defining the beginning

#### **PRIORIZATION**

# **Design Process**

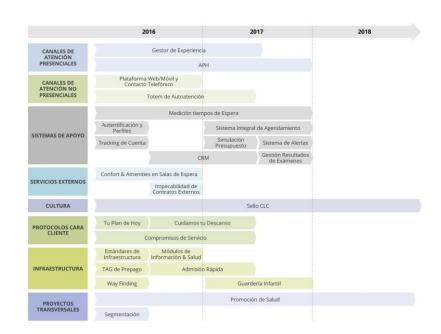


EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

## **Defining the beginning**

## **Criteria to priorization:**

- 01. Importance to the Patient
- 02. CLC evaluations
- 03. Benchmark



#### **CREATE A PILOT**

# **Design Process**

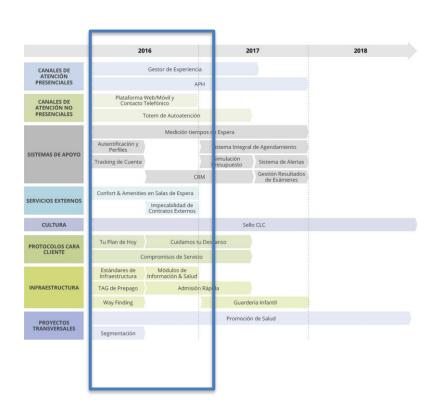


EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT

## **Defining the beginning**

#### **Create a Pilot:**

- 01. Seal CLC
- 02. Manage experience in the waiting areas.
- 03. Self-Service Kiosks
- 04. Metrics.





# **Some Results**

#### **DESIGN**

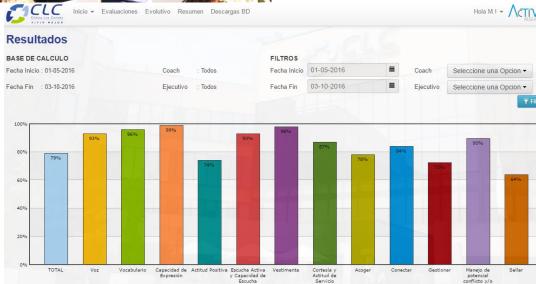
# **Some Results**



CLC Seal "ACOGES" 3.800 hours of trainning







## **DESIGN**

# **Some Results**





- Self Service Kiosk
- Manage experience in the waiting areas

EL PISO 1 CONECTA CON TODOS LOS EDIFICIOS DE

LA CLÍNICA

# **Some Results**



## **Wayfinding Project**







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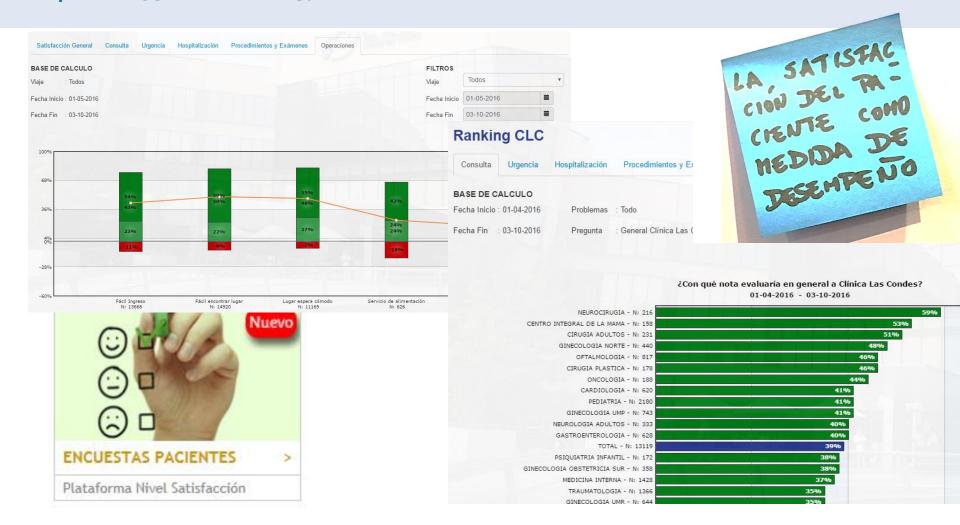




# **Some Results**

# WE BELIEVE IN THE VALUE OF METRICS IWE MEASURE EVERYTHING!

## **Patient Satisfactions – Online Metrics**





# **Learning Points**

# **Learning Points**



## Typical elements of a customer experience transformation:



#### **PURPOSE**

We need to have a clear patient-centered purpose.

 ALIGN US AND GIVE US COHERENCE



#### **GOVERNANCE**

A clear structure to align the priorities and actions.

- RESPONSABILITIES
- COMMITTEES AND WORKING GROUPS
- DYNAMICS OF INTERACTIONS
- WORKS IN THE DIFFERENT LEVEL



#### **INITIATIVE ROADMAP**

A portfolio of initiatives that deliver the desired experience, with clear responsabilities.

- JOURNEY DESIGN: ELIMINATING "PAIN POINTS" AND INJECTING "WOW" MOMENTS
- PROCESS AND POLICY CHANGES
- RAPID TESTING AND LEARNING



# METRICS AND INITIATIVE OBJECTIVES

The ways we know we are making progress

- "HARD" AND "SOFT" MEASURES.
- VISIBILITY AND RECOGNITION



# **Learning Points**

The Experience is made by all of us!





# Thank you

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### **PATIENT JOURNEY MAPS**

Clínica Las Condes

