



# PATIENT JOURNEY MAPS

Clínica Las Condes (CLC)

OCTOBER 2016



## **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



# Schedule

## Background

## Design Process

- Exploration
- Conceptualization
- Design
- Priorozation
- Create a Pilot

## Some Results

## Learning Points

01

02

03

04

# 01

## Background

## BACKGROUND

# Reasons to know our patients needs



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

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



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



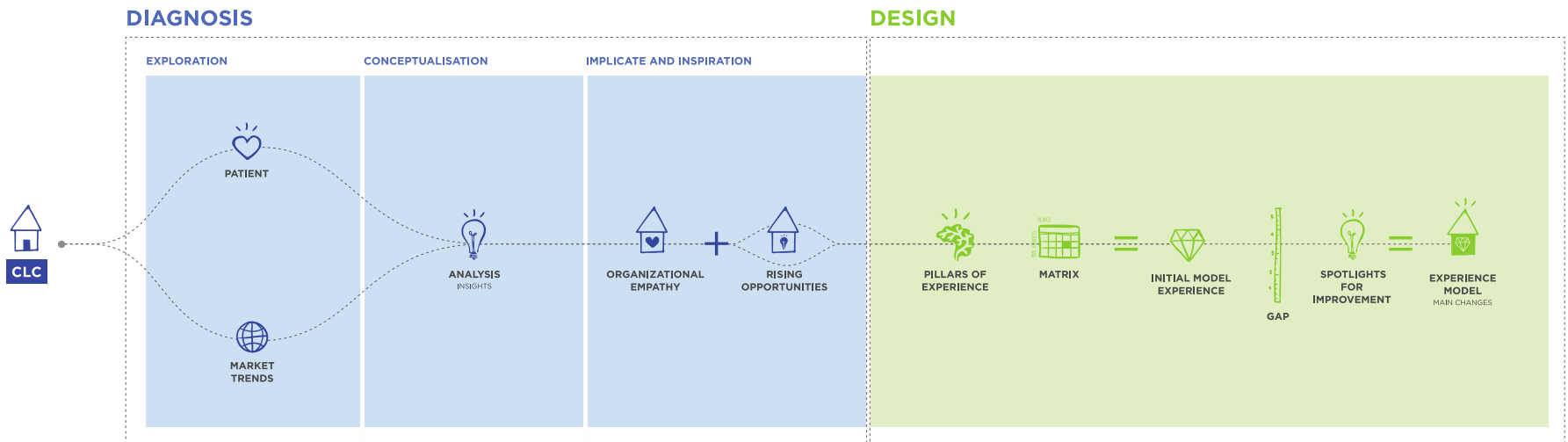
# 02 Design Process

- Exploration
- Conceptualization
- Design
- Priorization
- Create a Pilot



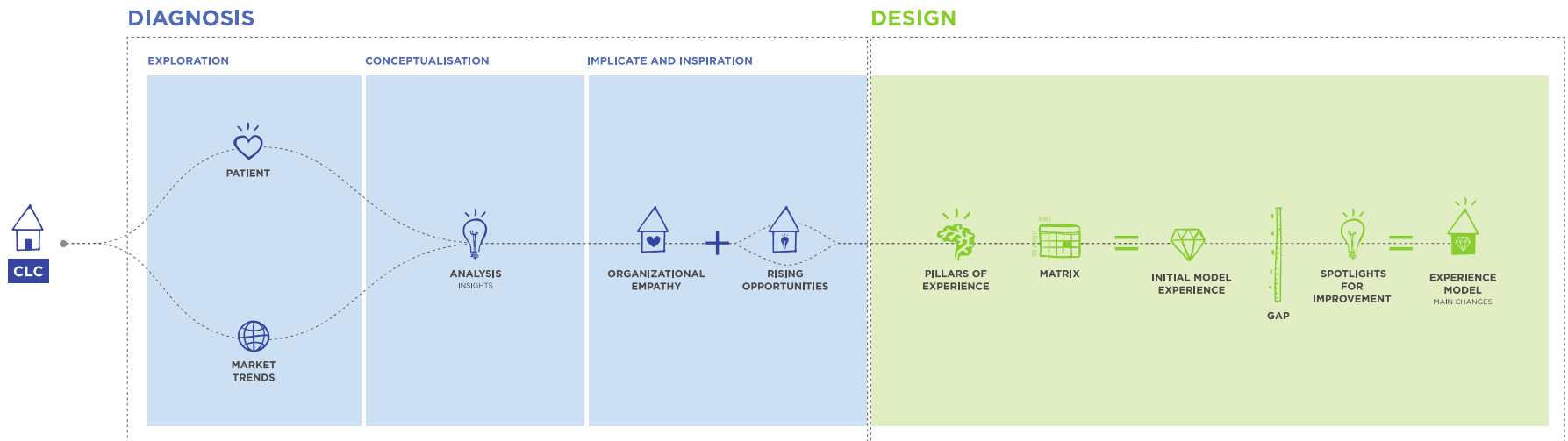
## BACKGROUND

# Design Process



BACKGROUND

# Design Process



**4 journeys**  
CLC



**Medical  
Appointment**



**Exams**



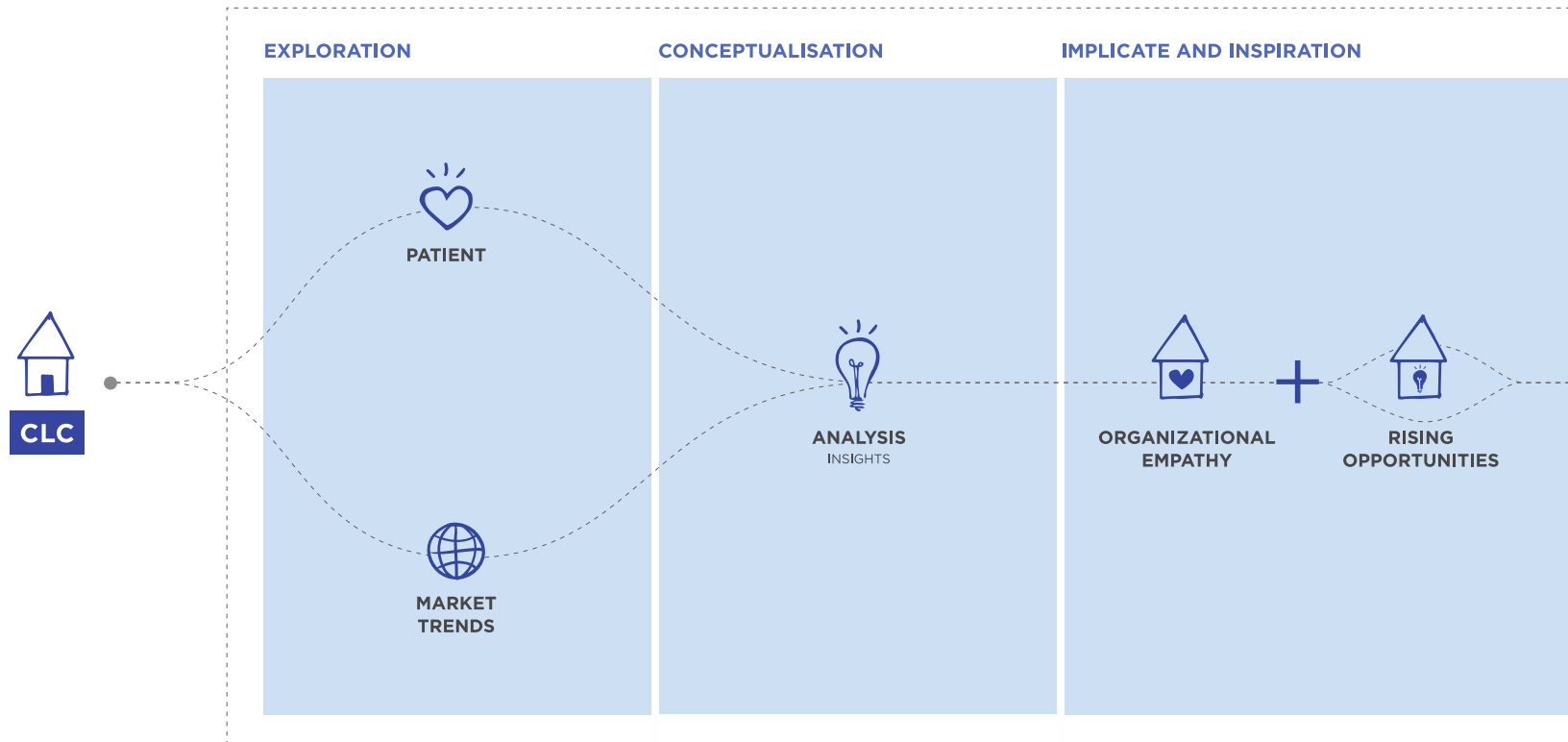
**Hospitalization**



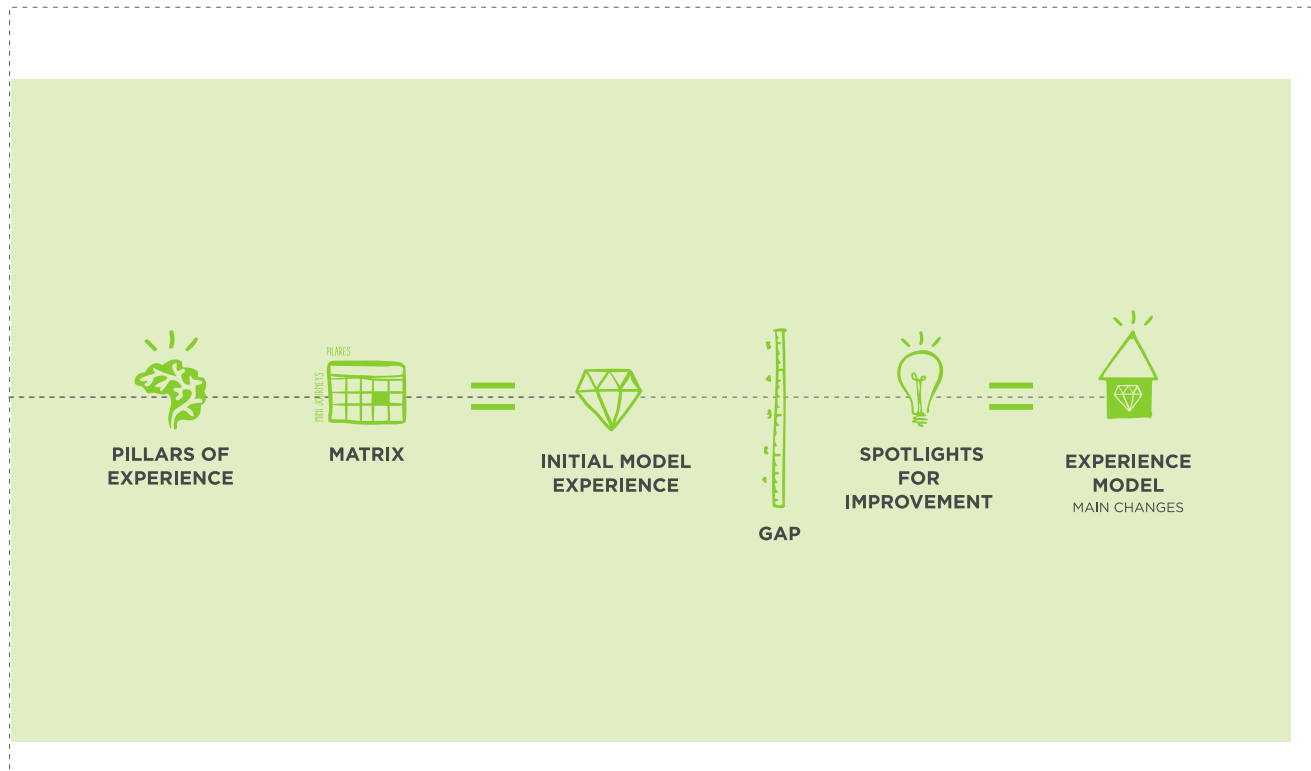
**Emergency**



## DIAGNOSIS

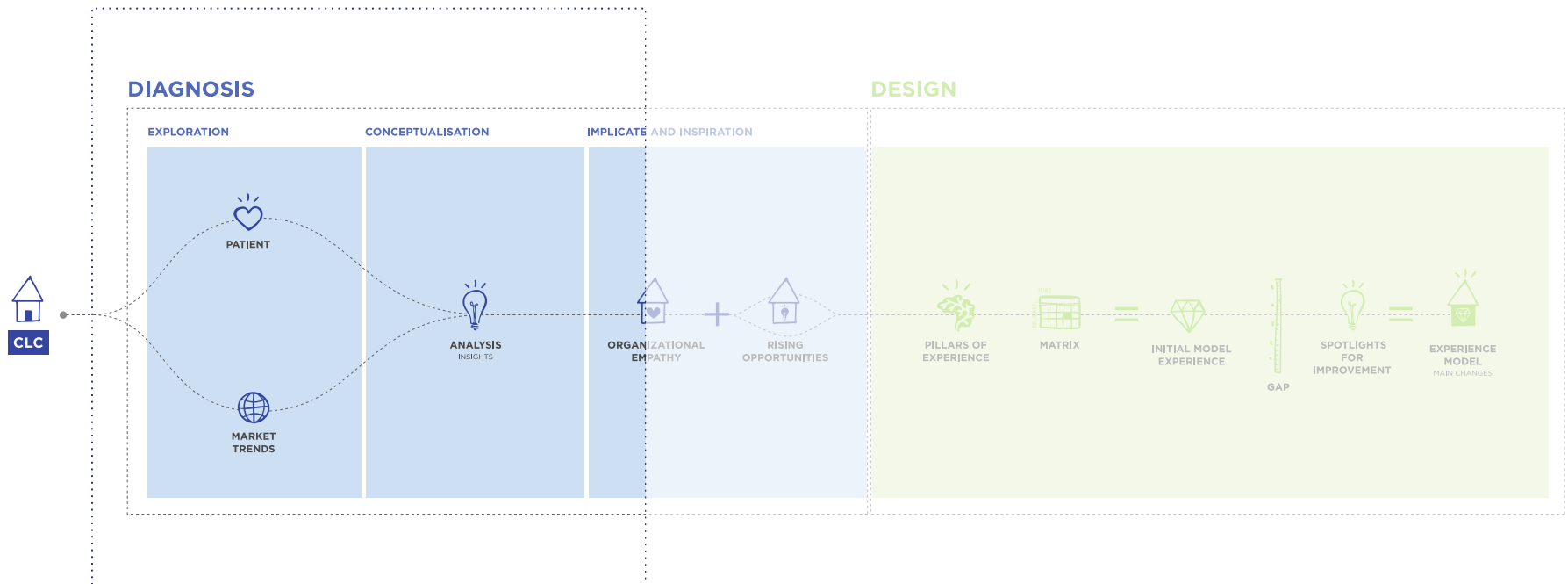


## DESIGN



BACKGROUND

# Design Process



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

EXPLORATION

# Design Process



EXPLORATION

CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

**01.** Objectives

**02.** Qualitative research

**03.** Quantitative research

## 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.

# EXPLORATION

## Design Process

EXPLORATION

CONCEPTUALISATION

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PILOT

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

# 01.

## JOURNEYS AND MINI JOURNEYS

Accompaniment  
Post care Interviews  
Observations

# 02.

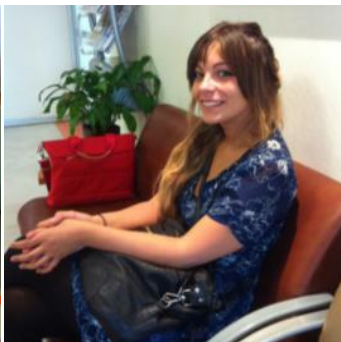
## MINIGROUPS

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 SESSIONS

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



# EXPLORATION

## Design Process

EXPLORATION

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PILOT

**Quantitative Research:** the figures give us the prioritization...

# 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.



# CONCEPTUALISATION Design Process

EXPLORATION

CONCEPTUALISATION

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PILOT

## TOOLS

**01.** Empathy Map

**02.** “Customer” Journey Map

# CONCEPTUALISATION

## Design Process

EXPLORATION

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### 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 does she feel and think?

What does she see?

- Magazines, for example Housing and Decoration.
- 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.

 pains

 drivers

 opportunities

# CONCEPTUALISATION Design Process

EXPLORATION

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DESIGN

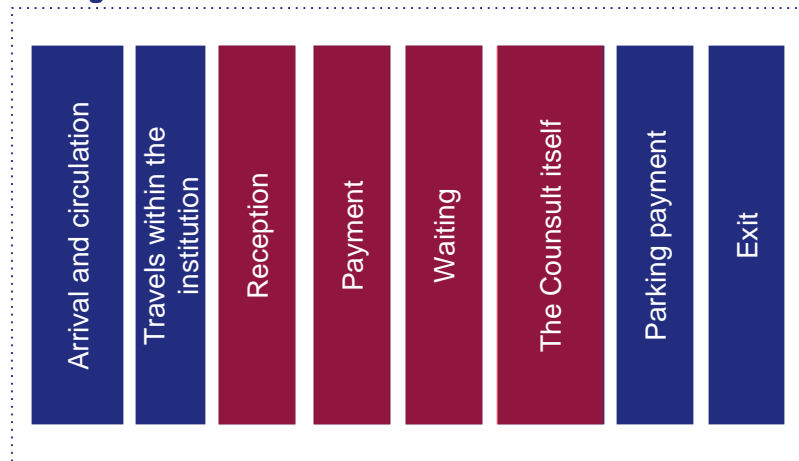
PRIORIZATION

PILOT



## Customer Journey Map MEDICAL APPOINTMENT

During



# CONCEPTUALISATION

## Design Process

EXPLORATION

CONCEPTUALISATION

DESIGN

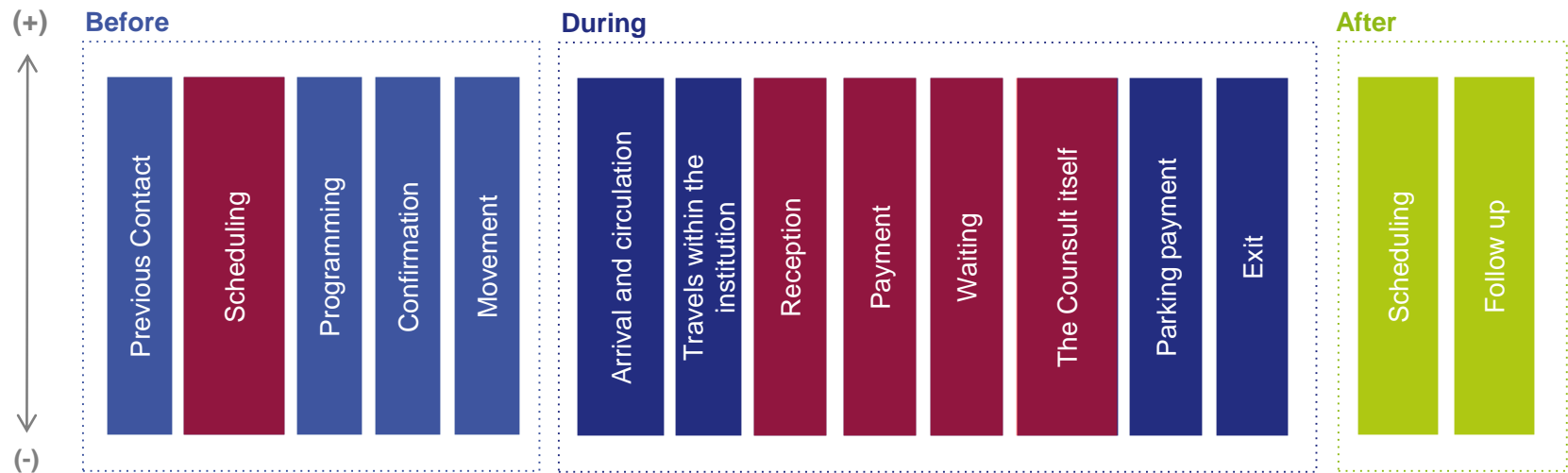
PRIORIZATION

PILOT



### Customer Journey Map

#### MEDICAL APPOINTMENT



 Moment of truth

# CONCEPTUALISATION

## Design Process

EXPLORATION

CONCEPTUALISATION

DESIGN

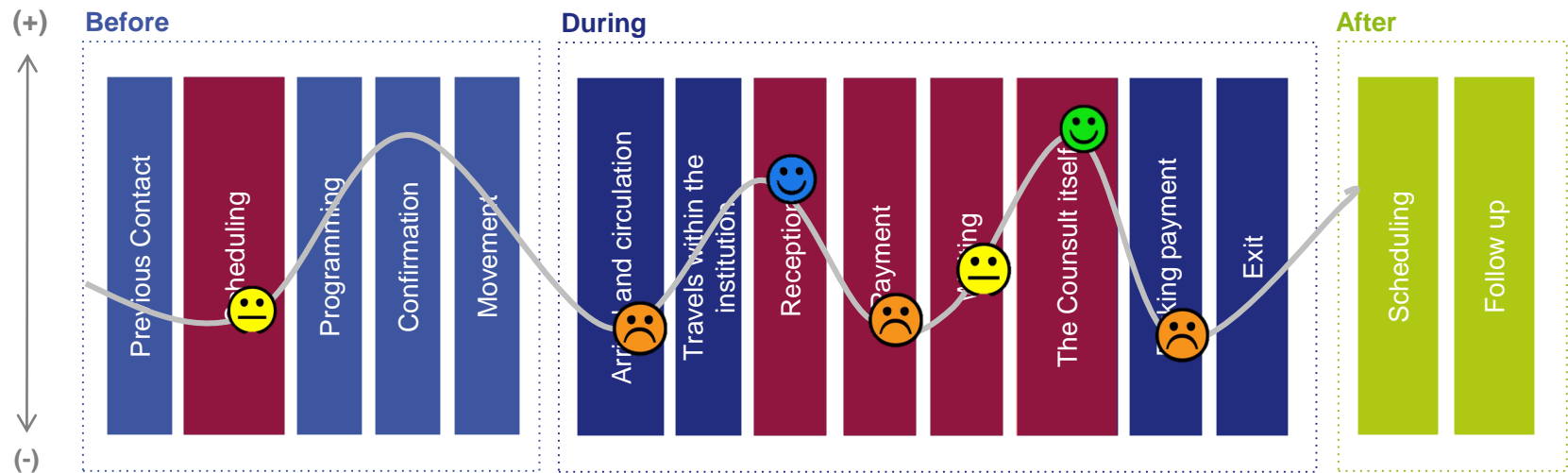
PRIORIZATION

PILOT



### Customer Journey Map

#### MEDICAL APPOINTMENT



 Moment of truth

# CONCEPTUALISATION Design Process

EXPLORATION

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## Customer Journey Map MEDICAL APPOINTMENT

During



Arrival and circulation

Travels within the  
institution

Reception

payment

Waiting

Medical Attention

Parking payment

Exit

# CONCEPTUALISATION Design Process

EXPLORATION

CONCEPTUALISATION

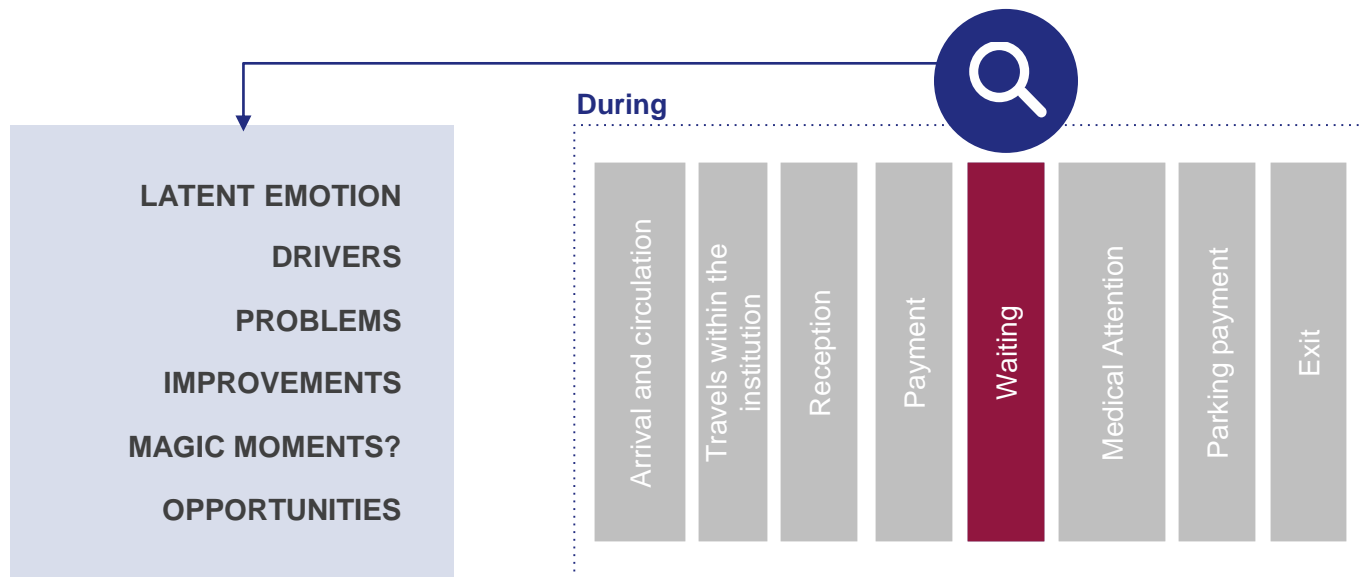
DESIGN

PRIORIZATION

PILOT



## Customer Journey Map MEDICAL APPOINTMENT





# CONCEPTUALISATION Design Process

EXPLORATION

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## 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

# Design Process



EXPLORATION

CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

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

# IMPLICATE & INSPIRATION Design Process

EXPLORATION



CONCEPTUALISATION



DESIGN

PRIORIZATION



PILOT



EXPLORATION

CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

## Criteria for Design Experience

**01**

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

- + Satisfaction
- + Referrals

**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

**03**

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

**04**

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

**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

**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 Design Process

EXPLORATION

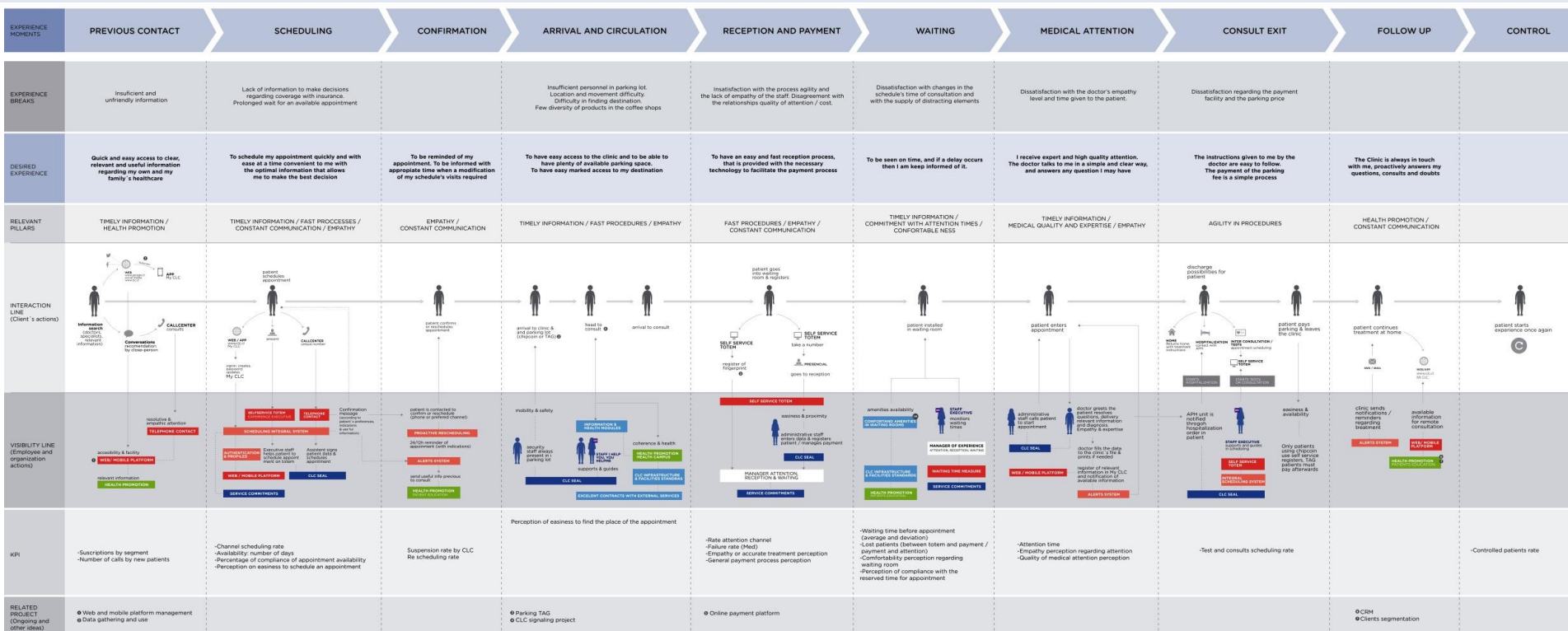
CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

## Journey Maps medical appointment: viewing the Patient Experience





## BREAKS in the EXPERIENCE

## DESIRED EXPERIENCE



# DESIGN Design Process

EXPLORATION

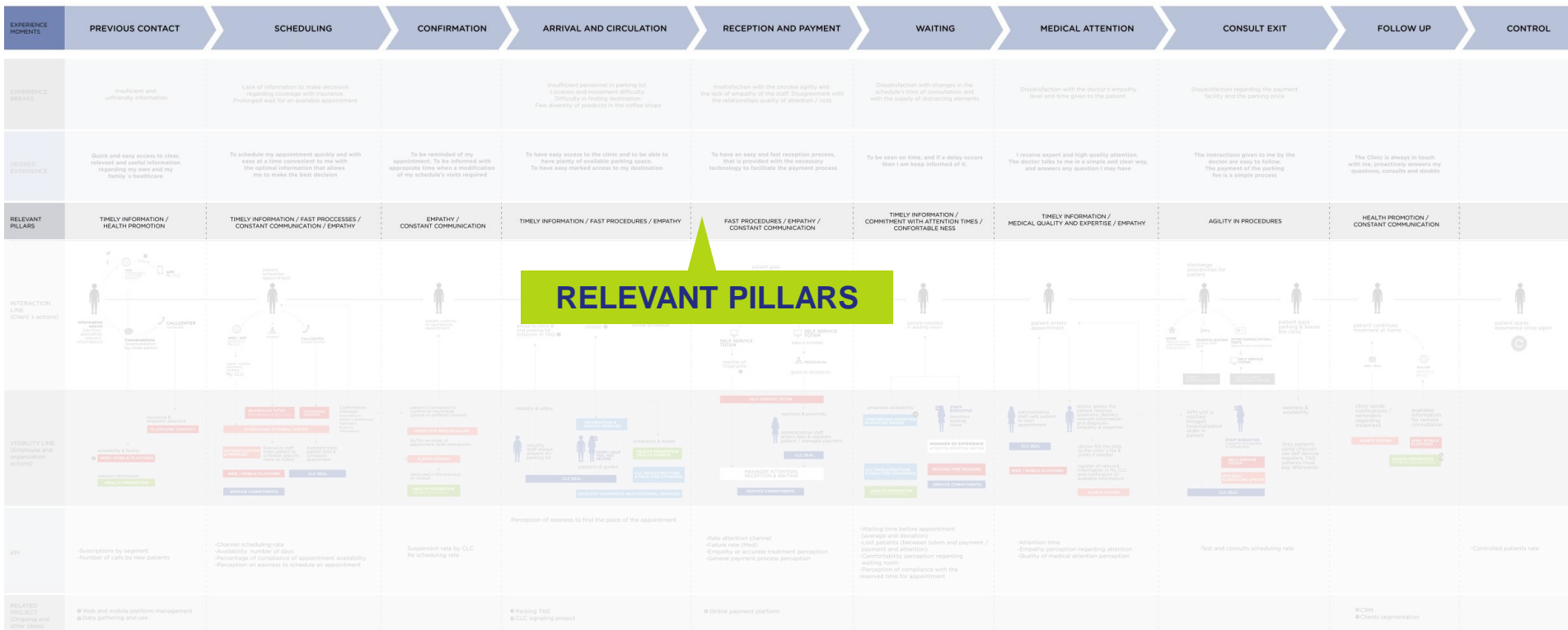
CONCEPTUALISATION

DESIGN

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PILOT

## Journey Maps medical appointment: viewing the Patient Experience



### RELEVANT PILLARS

# DESIGN Design Process

EXPLORATION

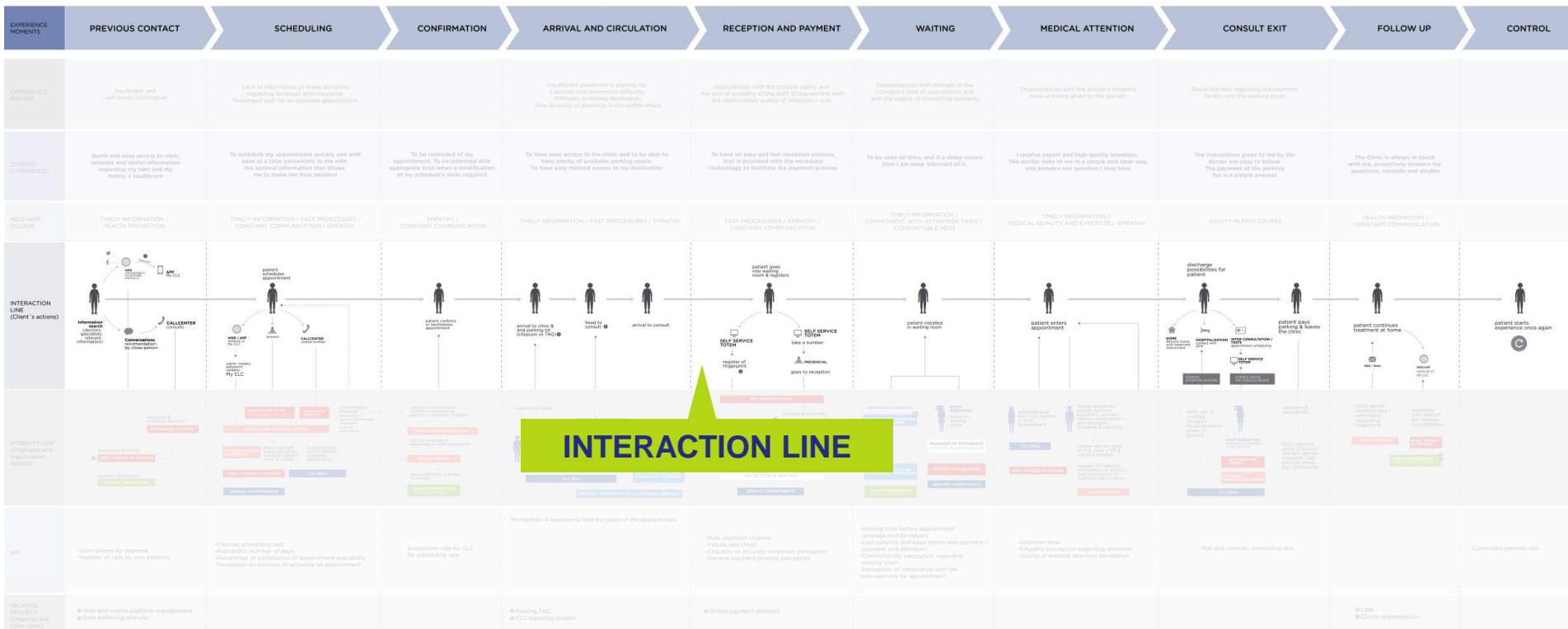
CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

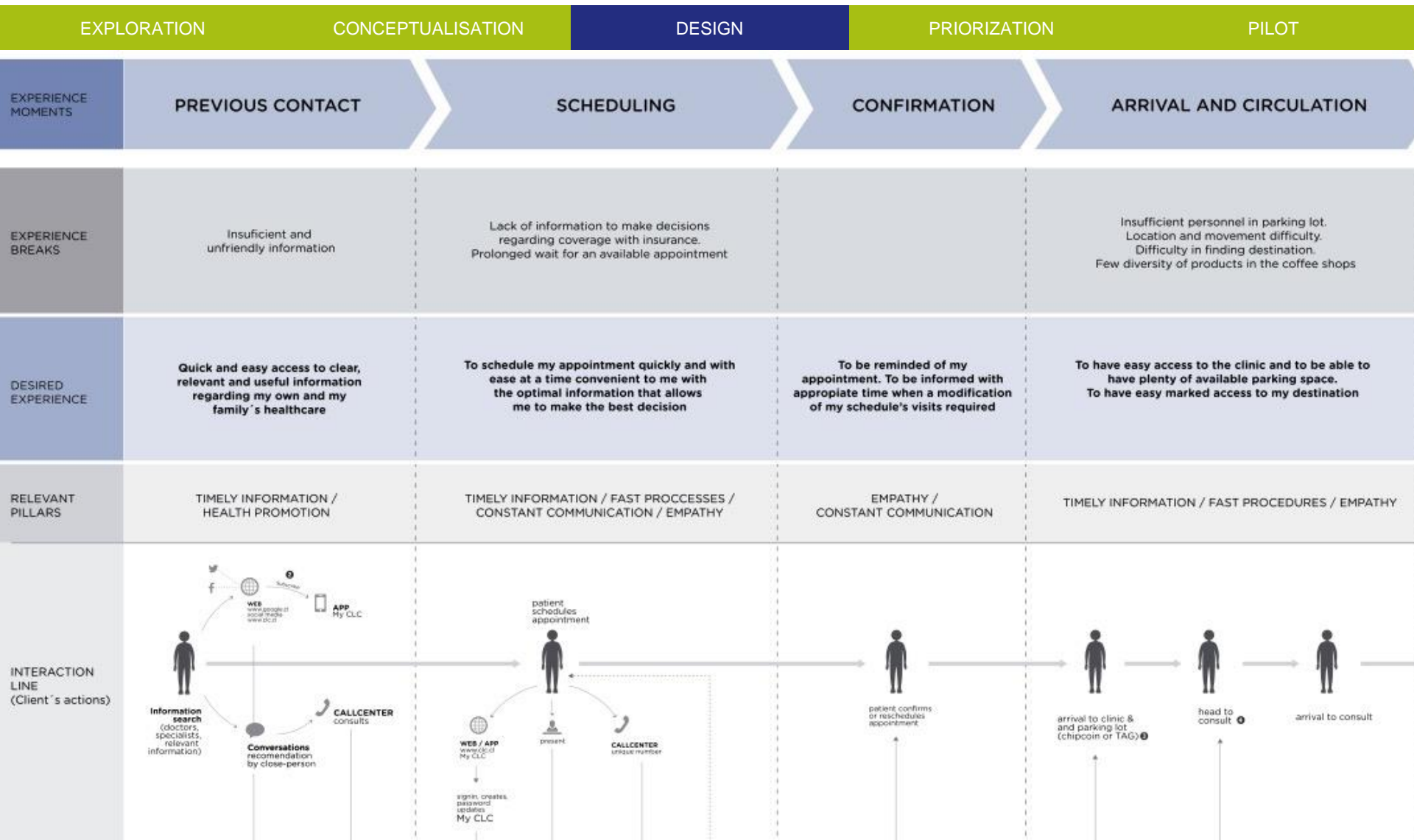
## Journey Maps medical appointment: viewing the Patient Experience



INTERACTION LINE

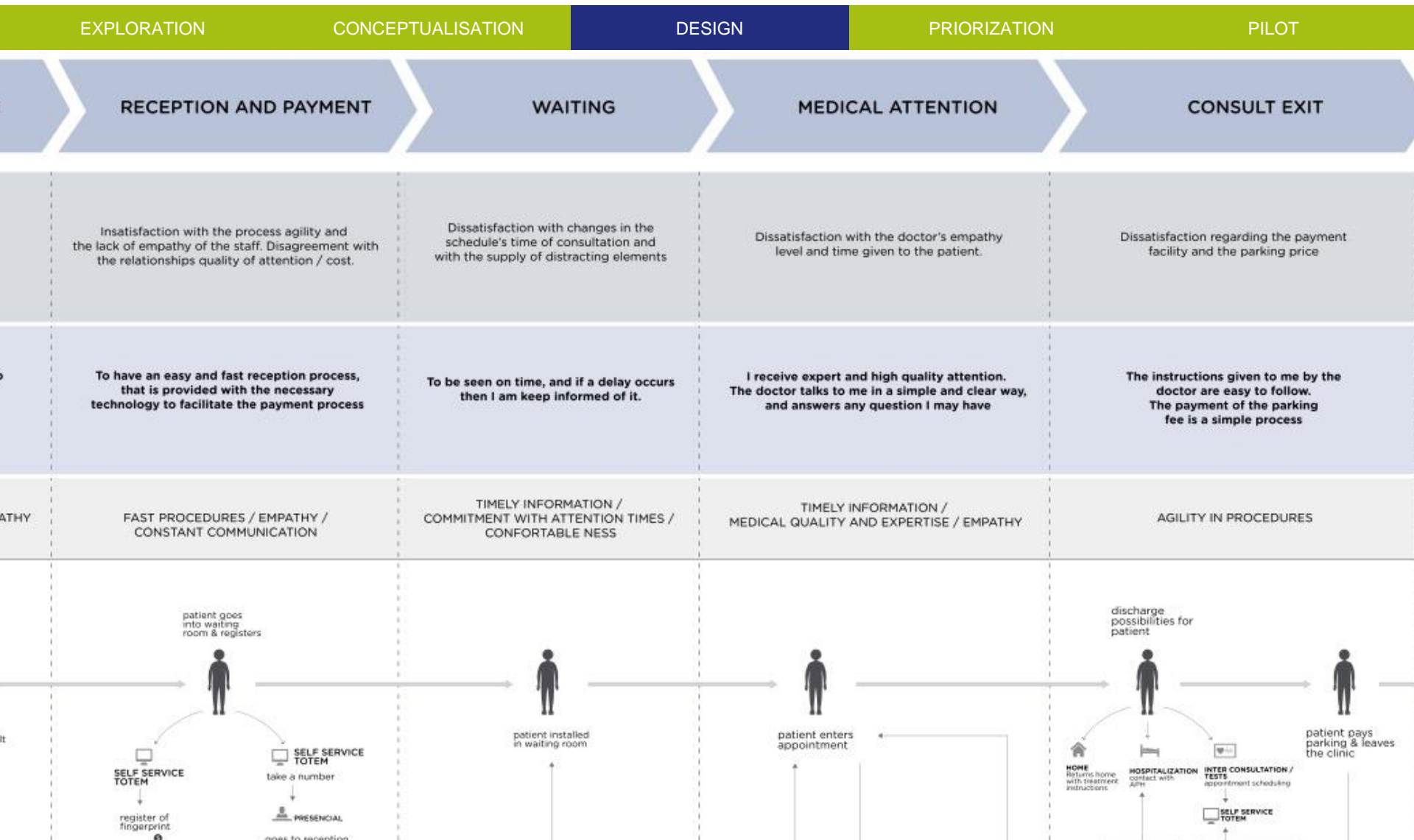
# DESIGN

## Design Process



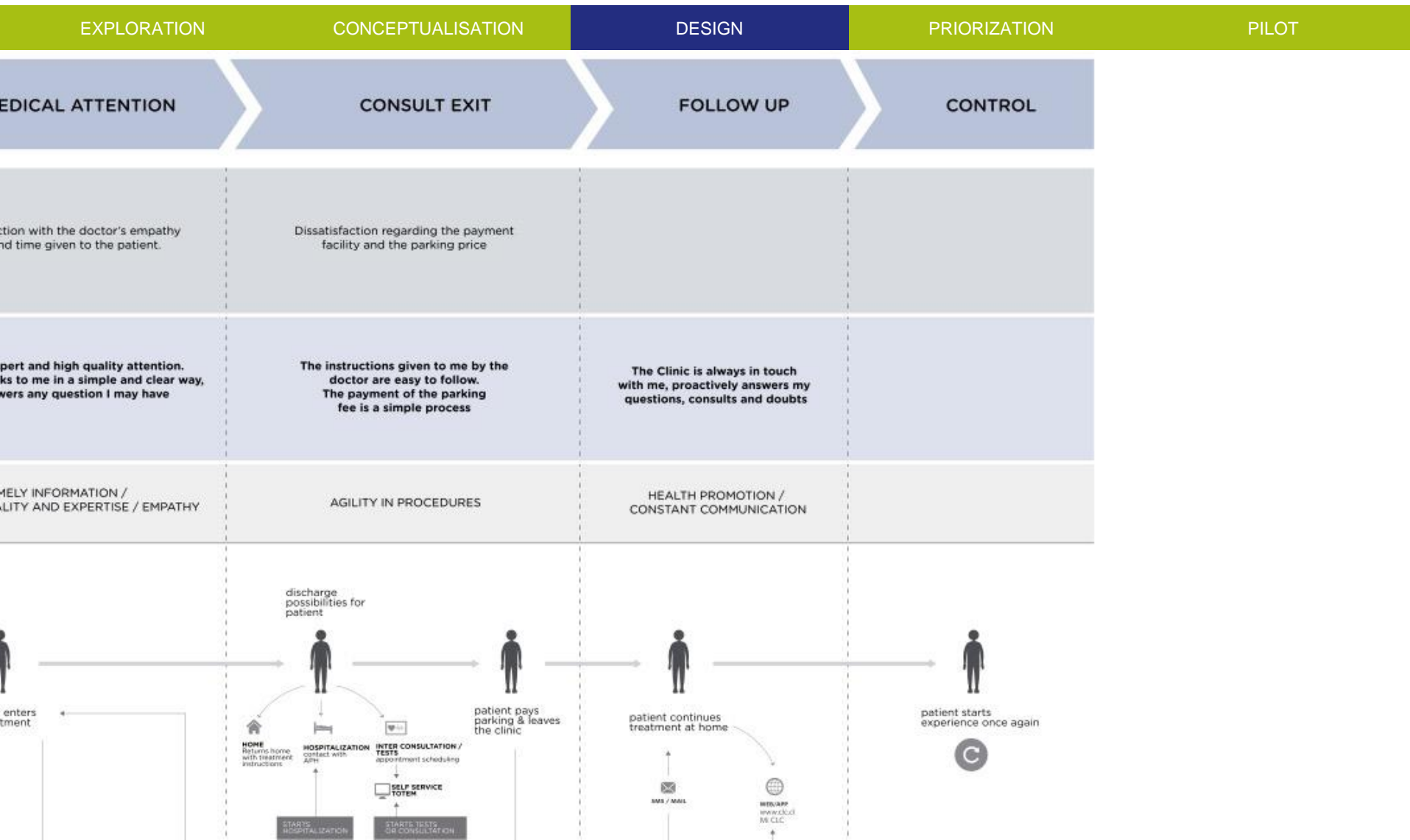
# DESIGN

## Design Process



# DESIGN

## Design Process



## Projects & Initiatives

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

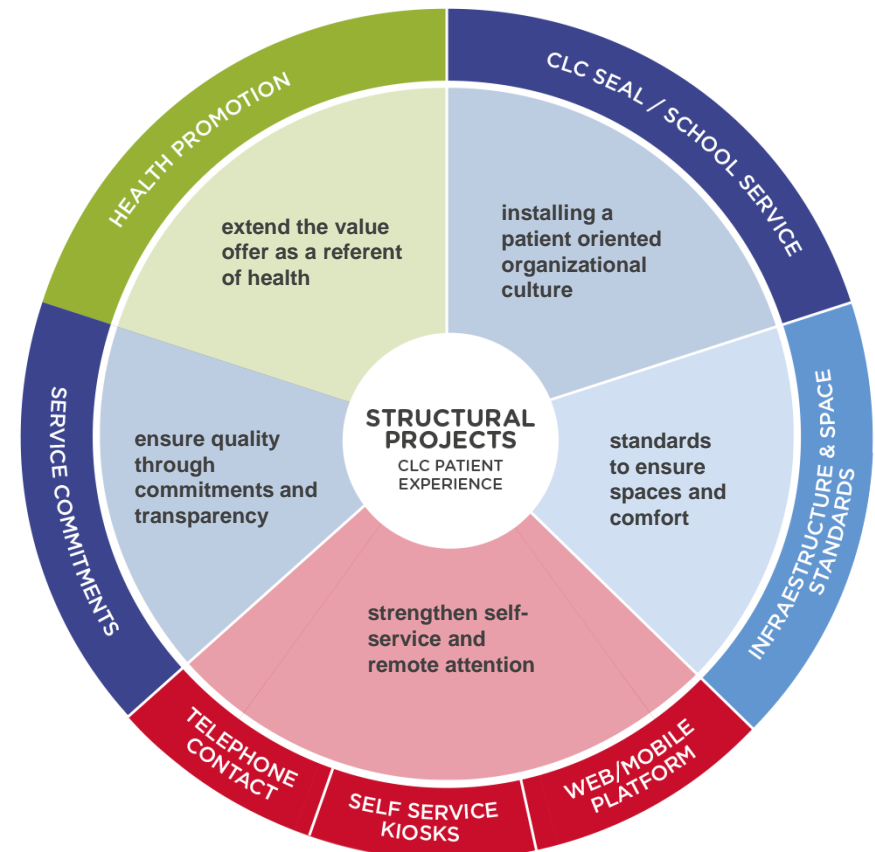
**30** Initiatives

### 7 Structural projects

That point directly to the Experience pillars

### 9 Support projects

### 14 Specific projects about the different journeys



DESIGN

# Design Process

EXPLORATION

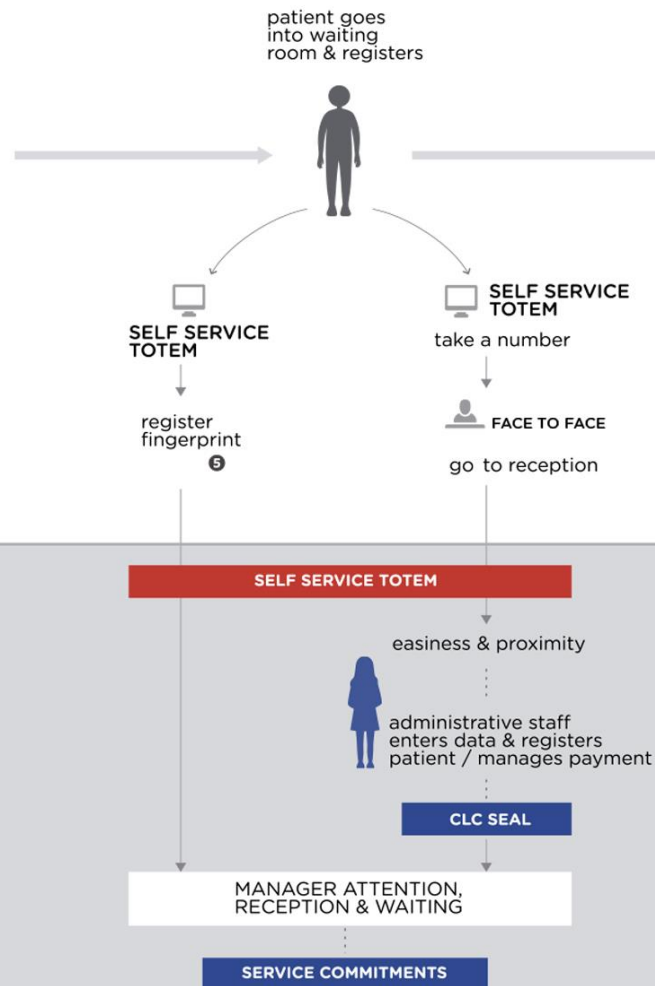
CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

## Projects & Initiatives





# DESIGN Design Process

EXPLORATION

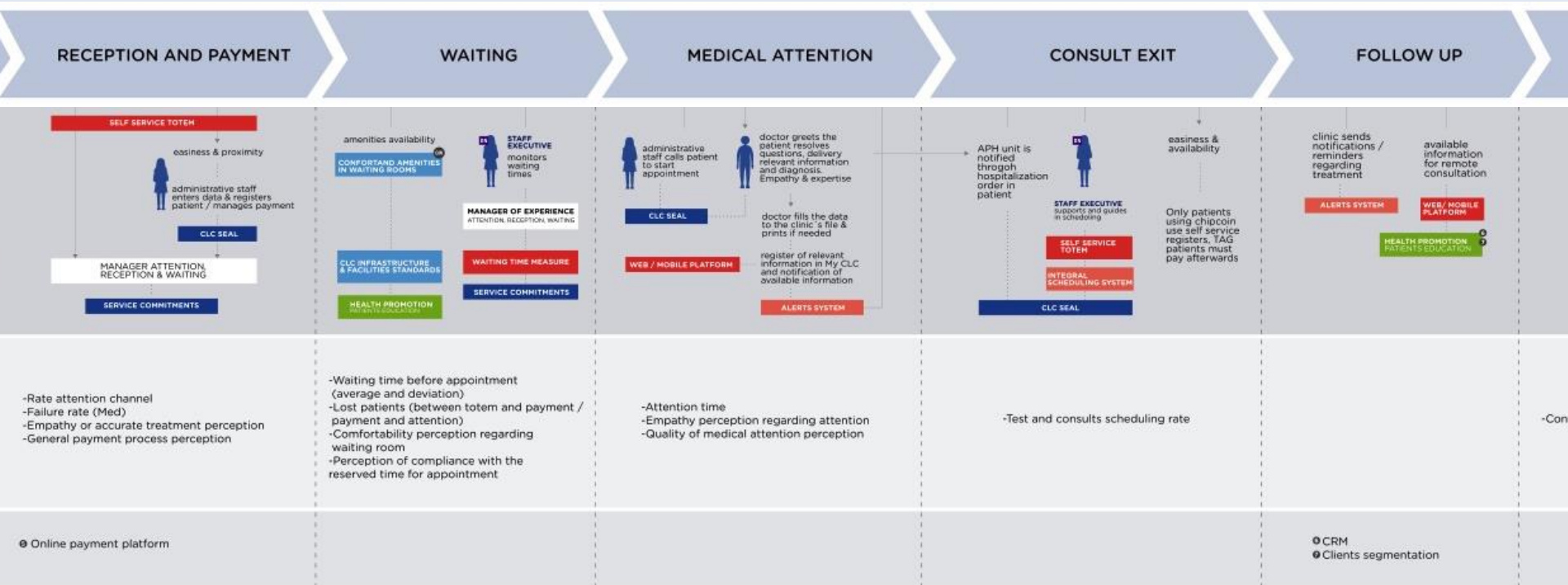
CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

## Projects & Initiatives



PRIORIZATION

# Design Process



EXPLORATION

CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

## 01. Defining the beginning

# PRIORIZATION Design Process

EXPLORATION

CONCEPTUALISATION

DESIGN

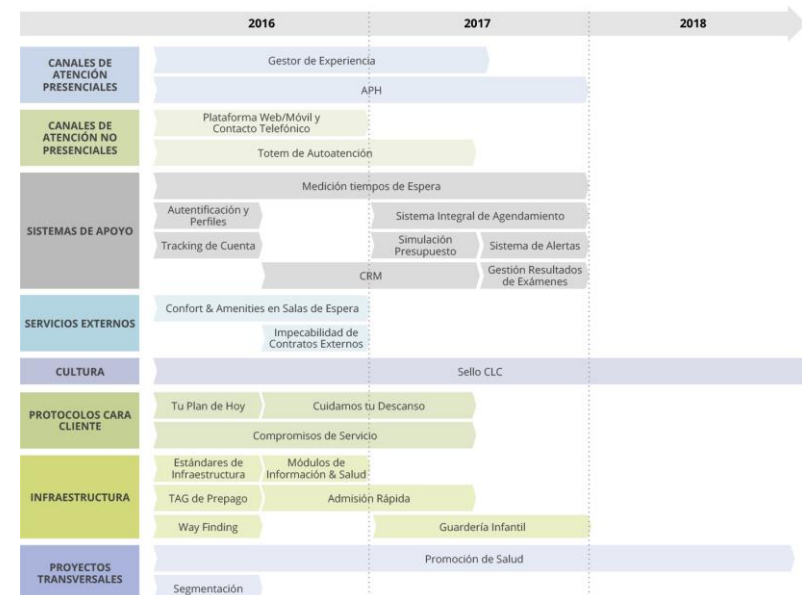
**PRIORIZATION**

PILOT

## Defining the beginning

### Criteria to prioritization:

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



# CREATE A PILOT

## Design Process

EXPLORATION

CONCEPTUALISATION

DESIGN

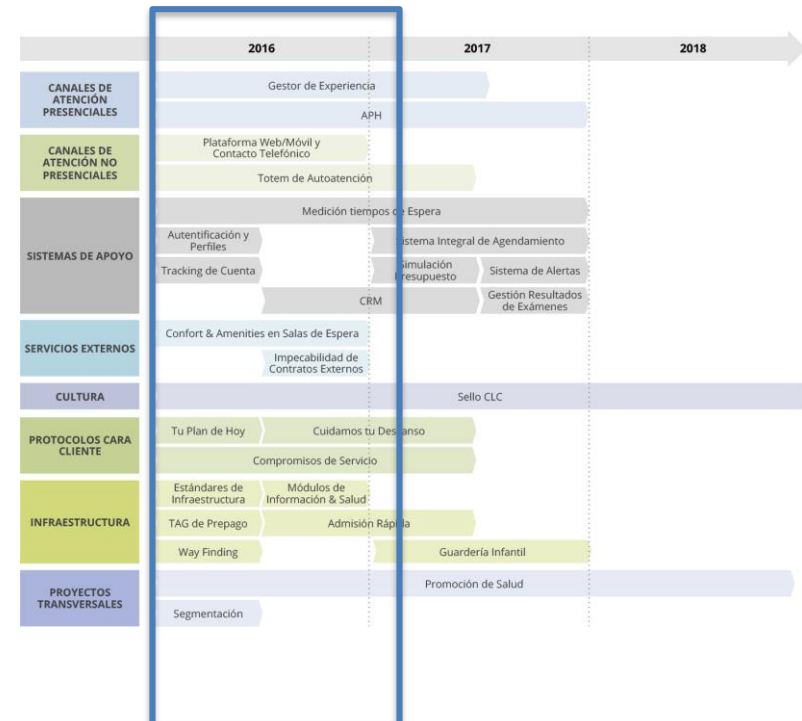
PRIORIZATION

PILOT

## Defining the beginning

### Create a Pilot:

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



# 03

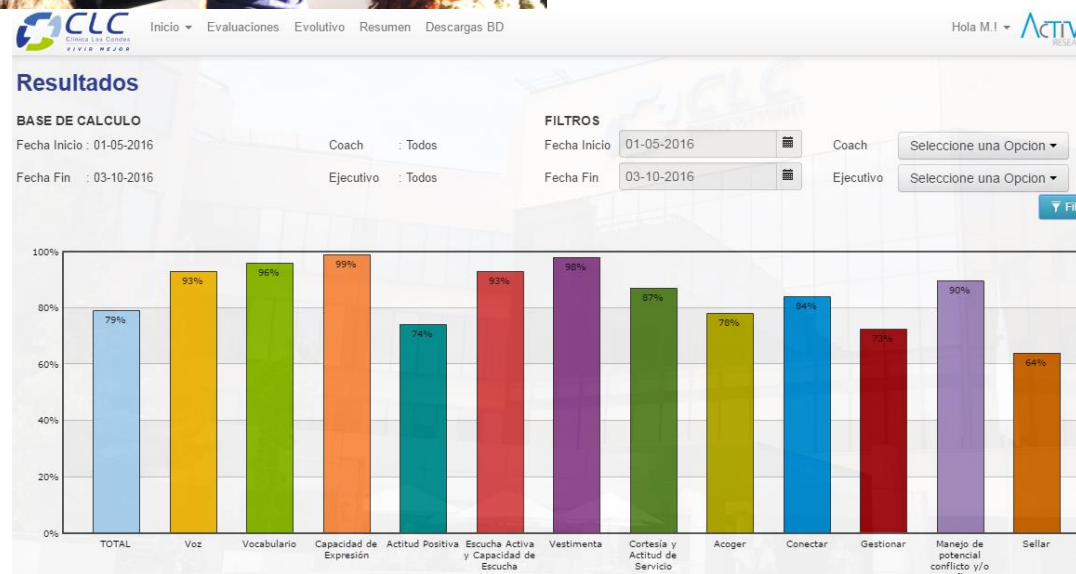
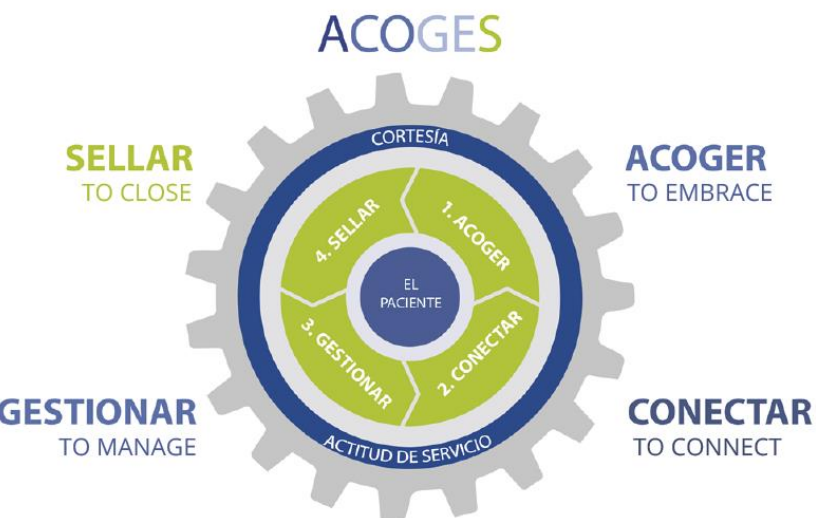
## Some Results

# DESIGN

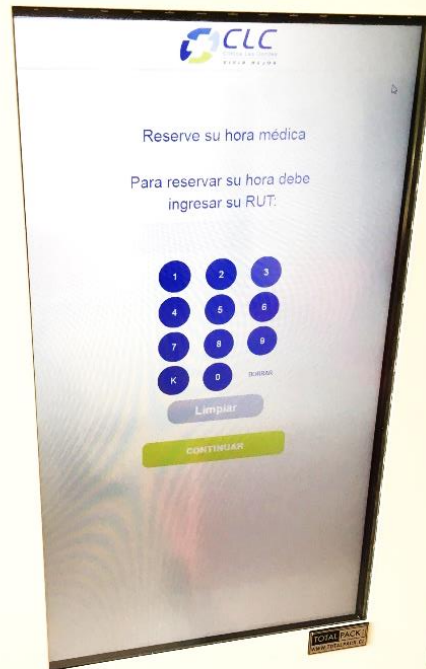
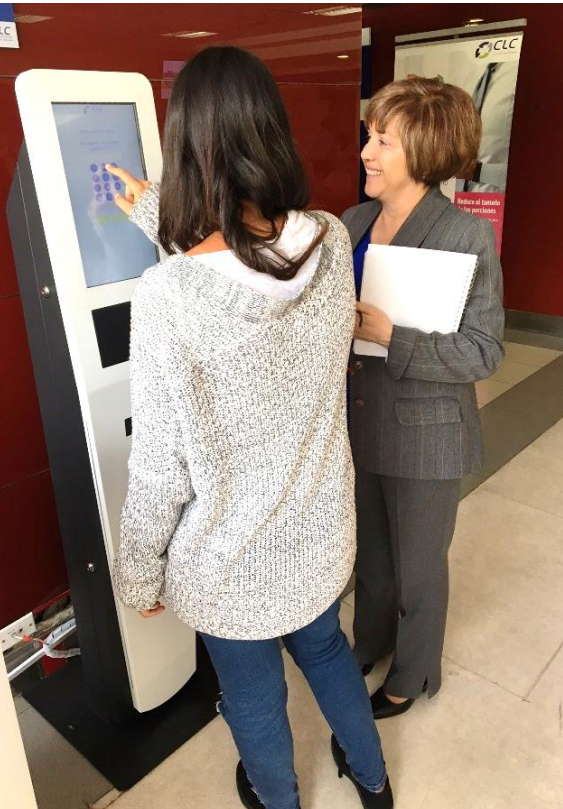
## Some Results

### CLC Seal "ACOGES"

3.800 hours of training



## DESIGN Some Results



- Self - Service Kiosk
- Manage experience in the waiting areas



# DESIGN

## Some Results

### Wayfinding Project



EL PISO 1 CONECTA CON  
TODOS LOS EDIFICIOS DE  
LA CLÍNICA



EL PISO 1 CONECTA CON  
TODOS LOS EDIFICIOS DE  
LA CLÍNICA



EL PISO 1 CONECTA CON  
TODOS LOS EDIFICIOS DE  
LA CLÍNICA

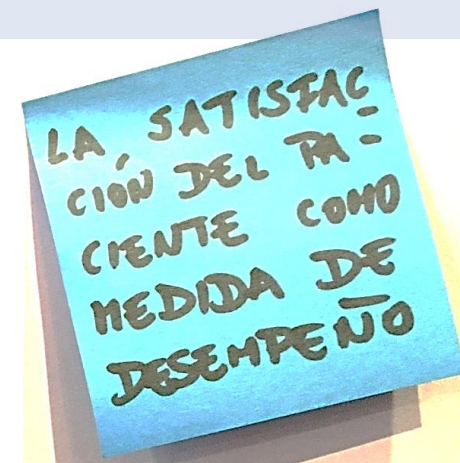




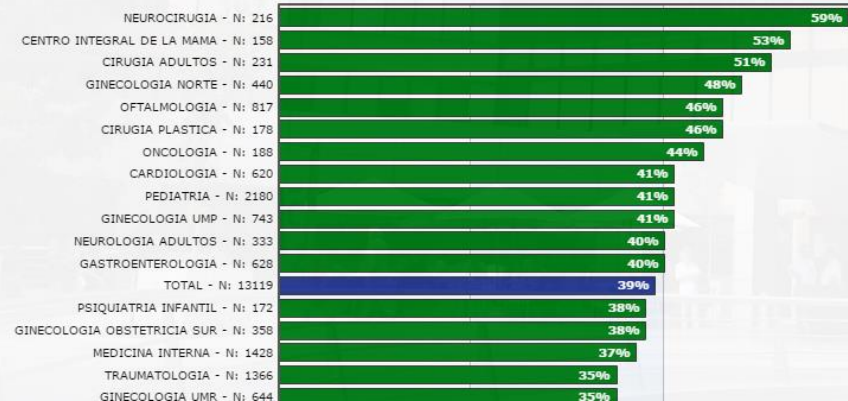
# Some Results

**WE BELIEVE IN THE VALUE OF METRICS  
¡WE MEASURE EVERYTHING!**

**Patient Satisfaction – Online Metrics**



**¿Con qué nota evaluaría en general a Clínica Las Condes?**  
01-04-2016 - 03-10-2016



# 04

## 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 responsibilities.

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



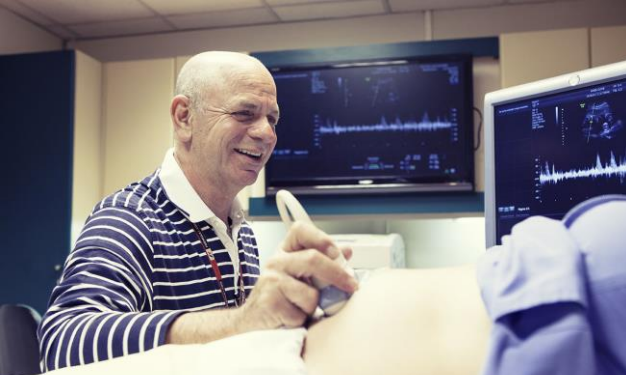
### METRICS AND INITIATIVE OBJECTIVES

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

