



PATIENT JOURNEY MAPS

Clínica Las Condes (CLC)

OCTOBER 2016



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Manager Patient Experience

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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.



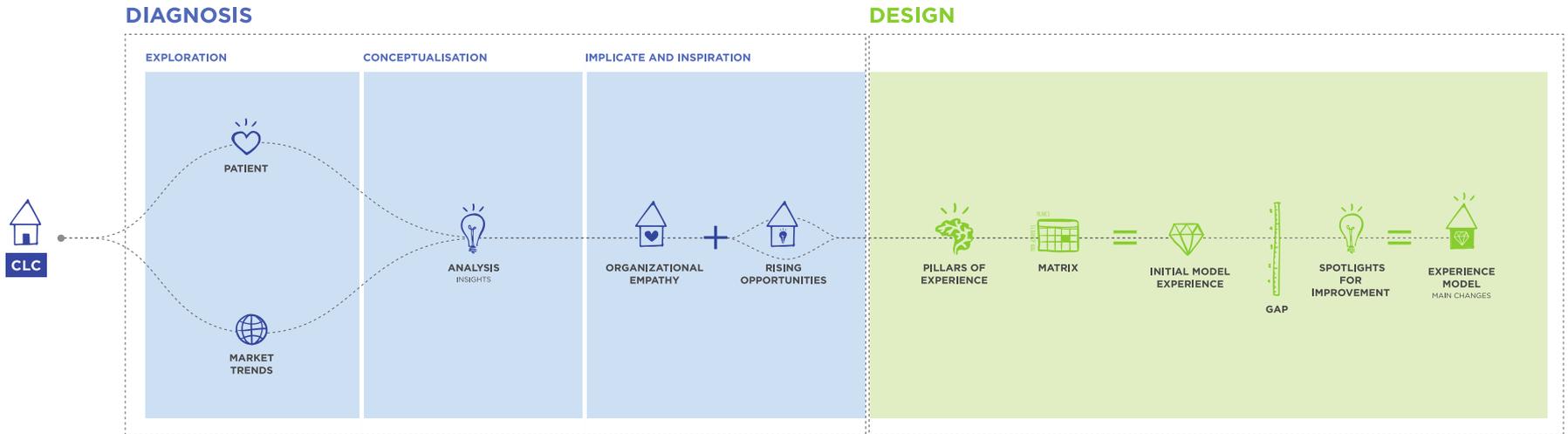
Our Development plan, CLC 2020, establishes Patient Experience as one of our strategic goals.



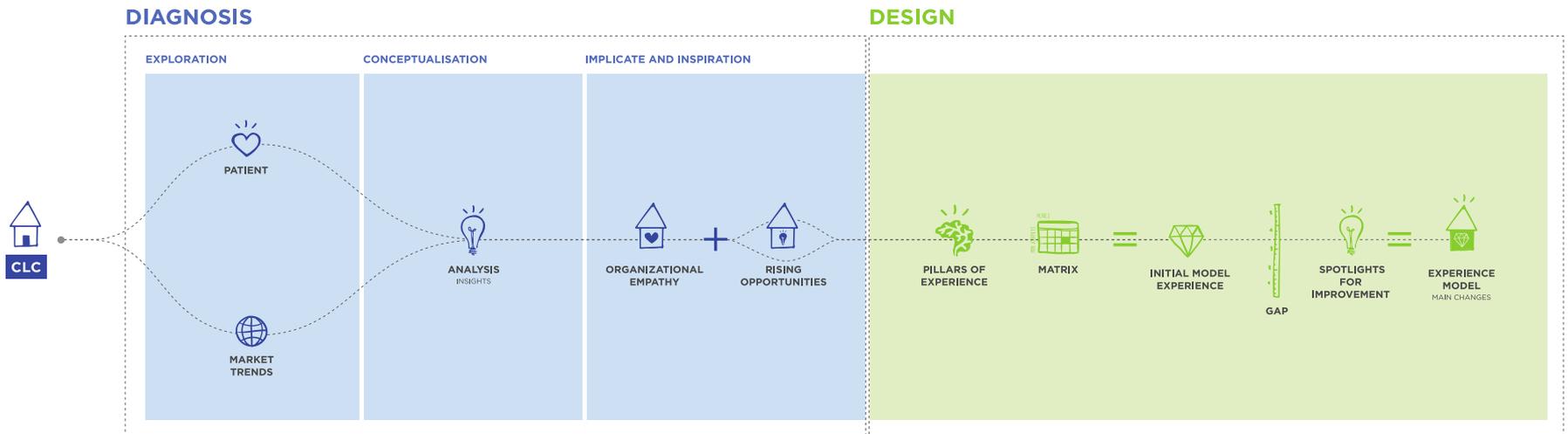
02 Design Process

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

Design Process



Design Process



4 journeys
CLC



Medical Appointment



Exams

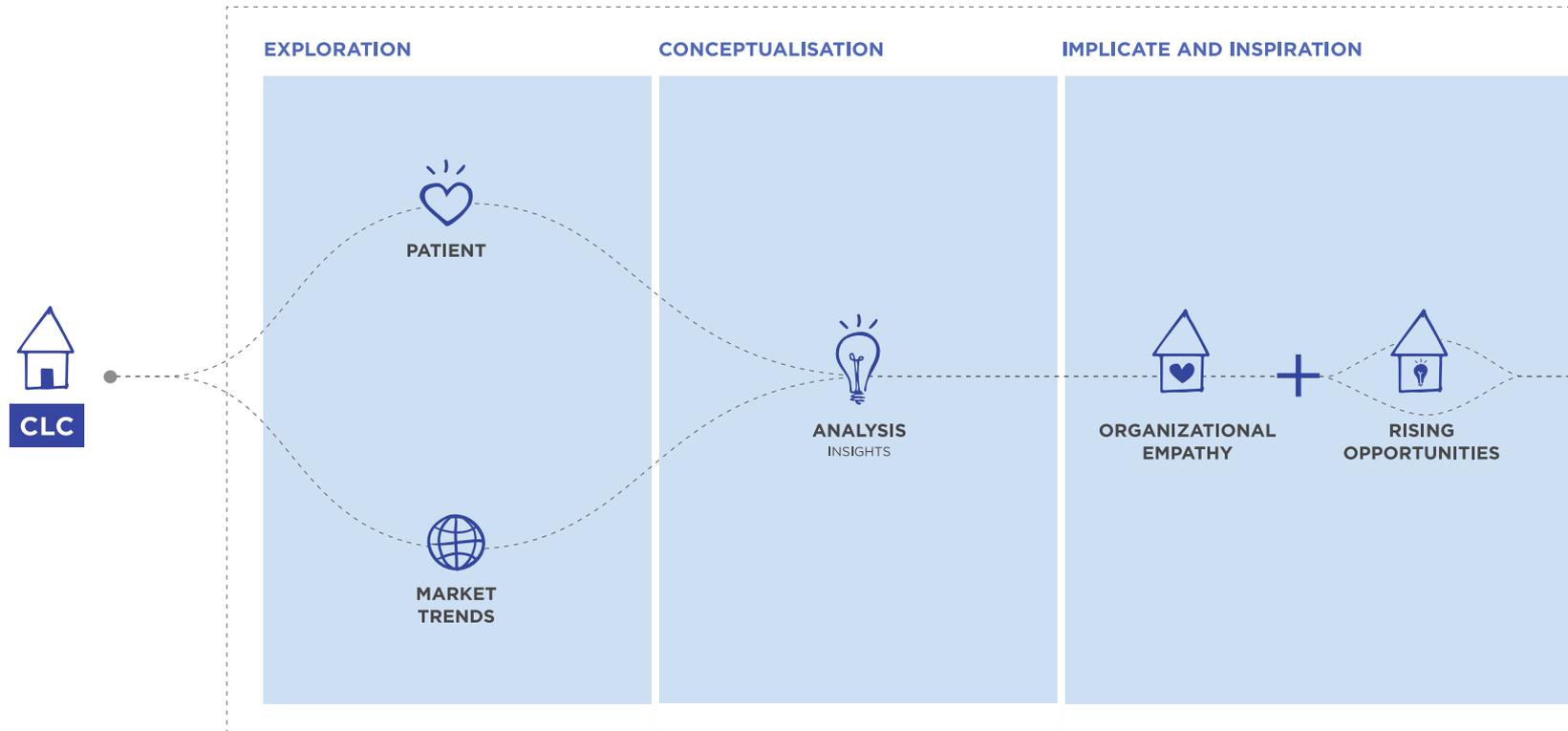


Hospitalization

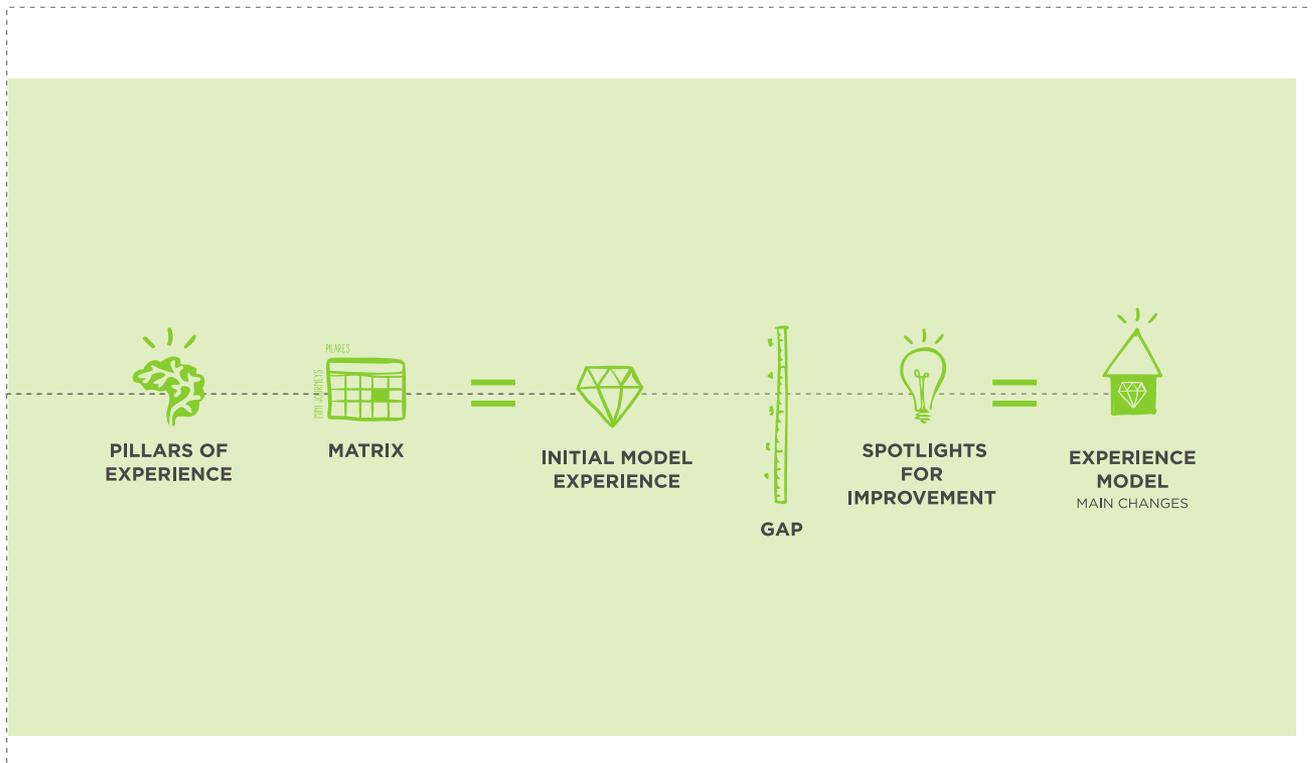


Emergency

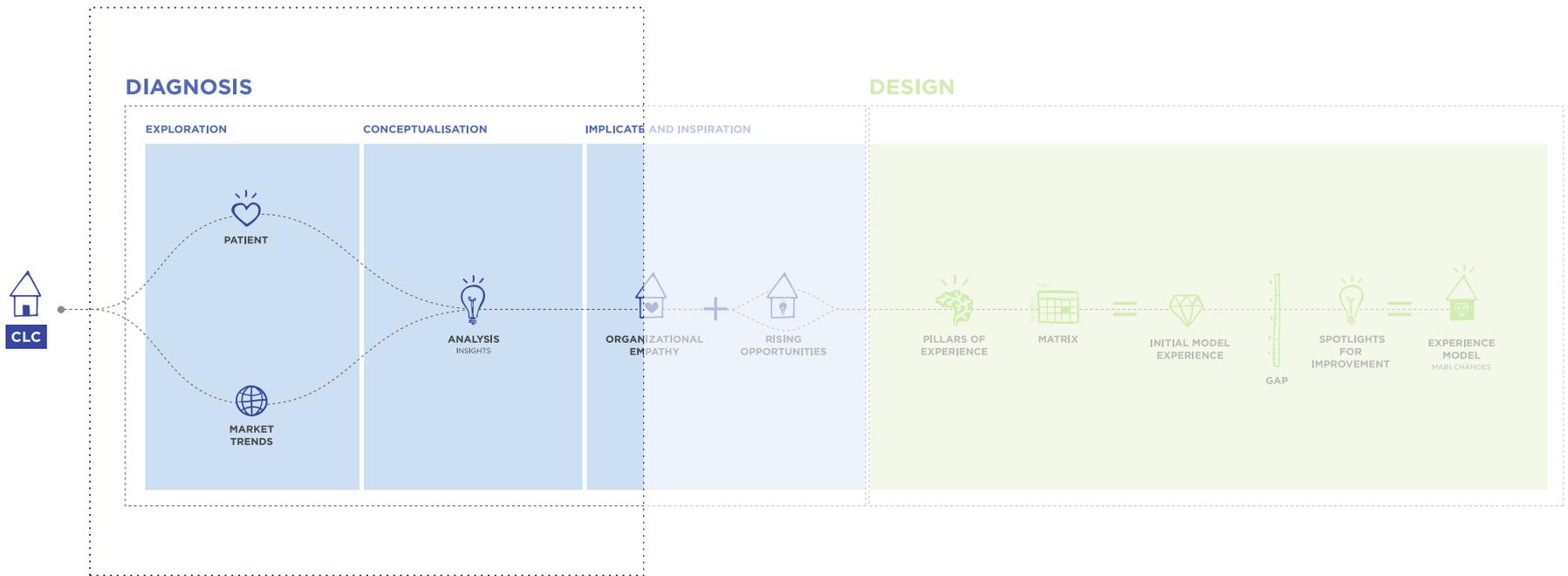
DIAGNOSIS



DESIGN



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

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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.

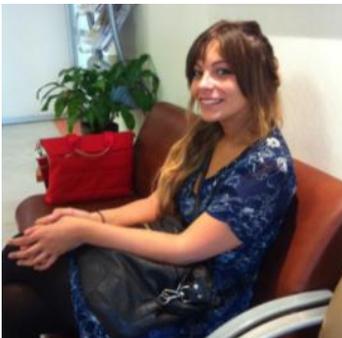
MINIGROUPS

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

CONCEPTUALISATION

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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

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PRIORIZATION

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

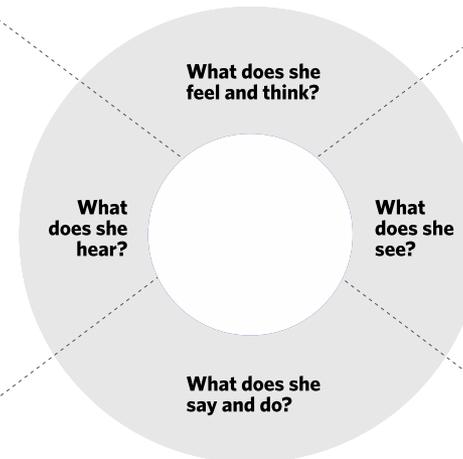


She tries to complement and reconcile family and work and in some cases she is thinking about returning to work.

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.



- Magazines, for example Housing and Decoration.
- Paula Magazine.

- 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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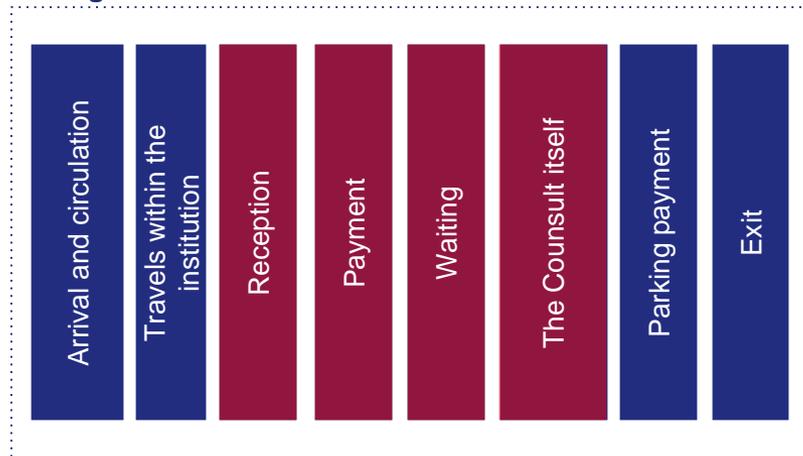
PRIORIZATION

PILOT



Customer Journey Map MEDICAL APPOINTMENT

During



CONCEPTUALISATION Design Process

EXPLORATION

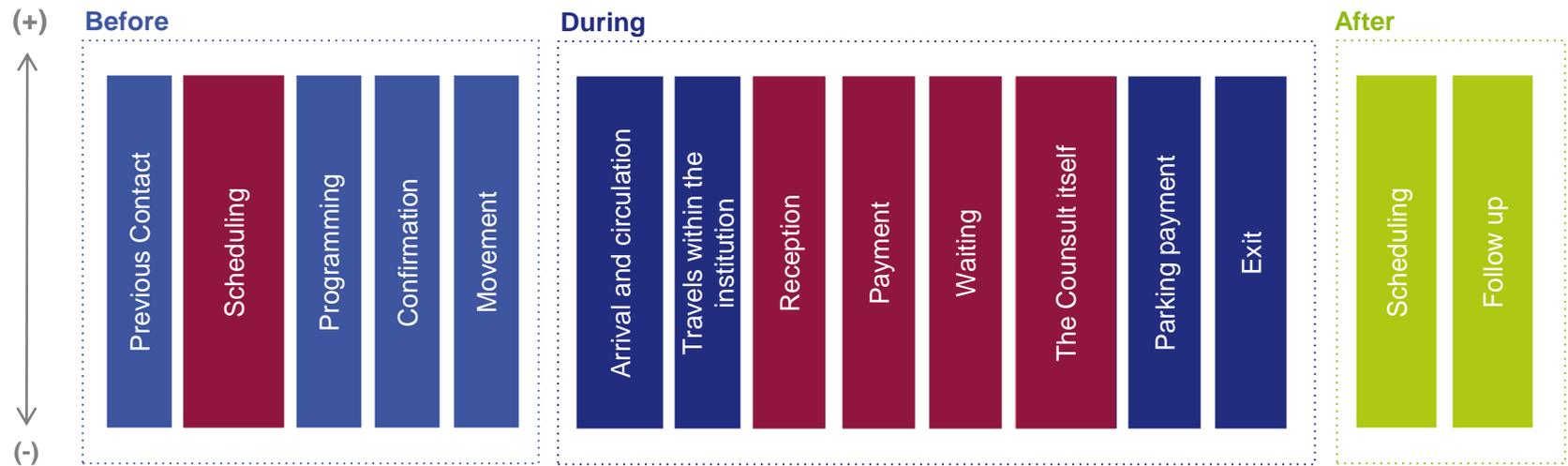
CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

Customer Journey Map MEDICAL APPOINTMENT



 Moment of truth

CONCEPTUALISATION Design Process

EXPLORATION

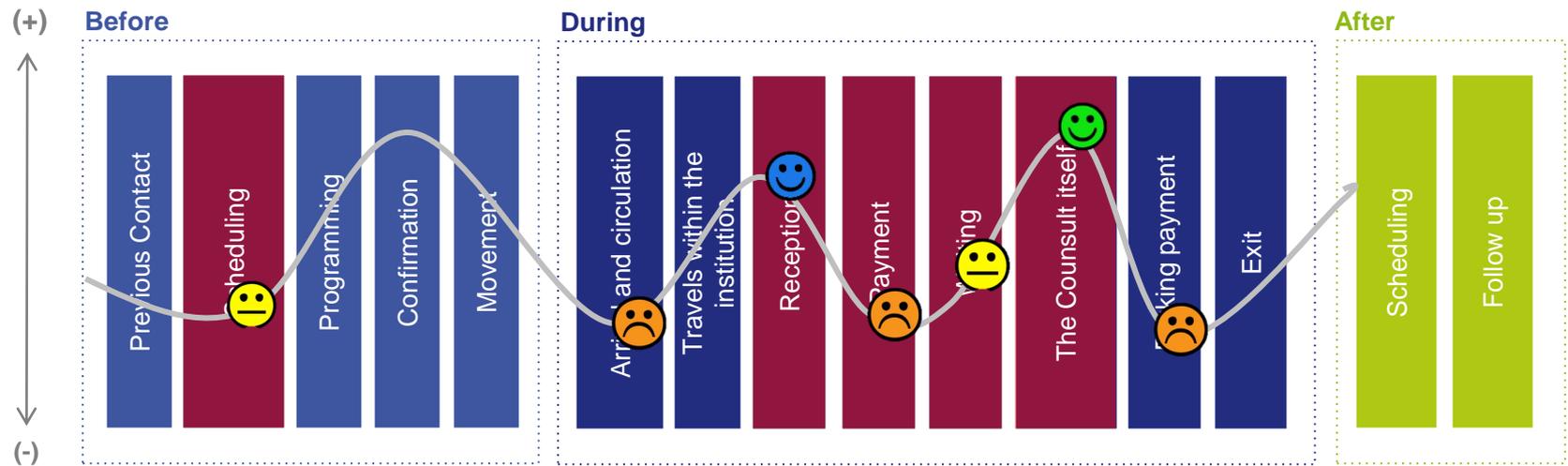
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DESIGN

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PILOT

Customer Journey Map MEDICAL APPOINTMENT



 Moment of truth

CONCEPTUALISATION Design Process

EXPLORATION

CONCEPTUALISATION

DESIGN

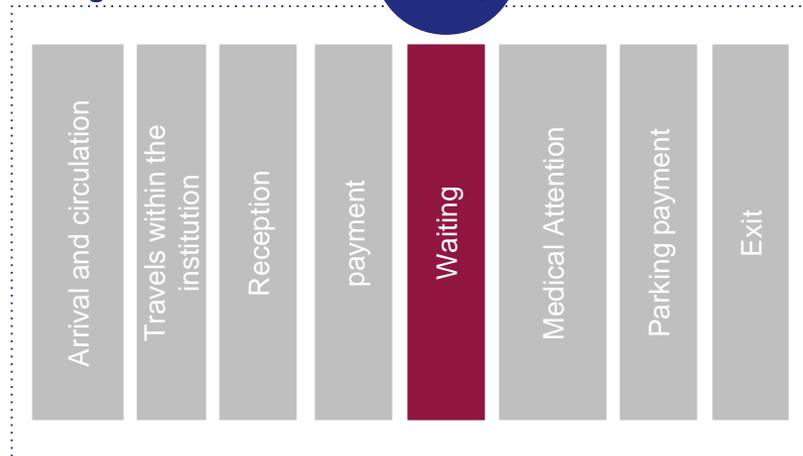
PRIORIZATION

PILOT



Customer Journey Map MEDICAL APPOINTMENT

During



CONCEPTUALISATION Design Process

EXPLORATION

CONCEPTUALISATION

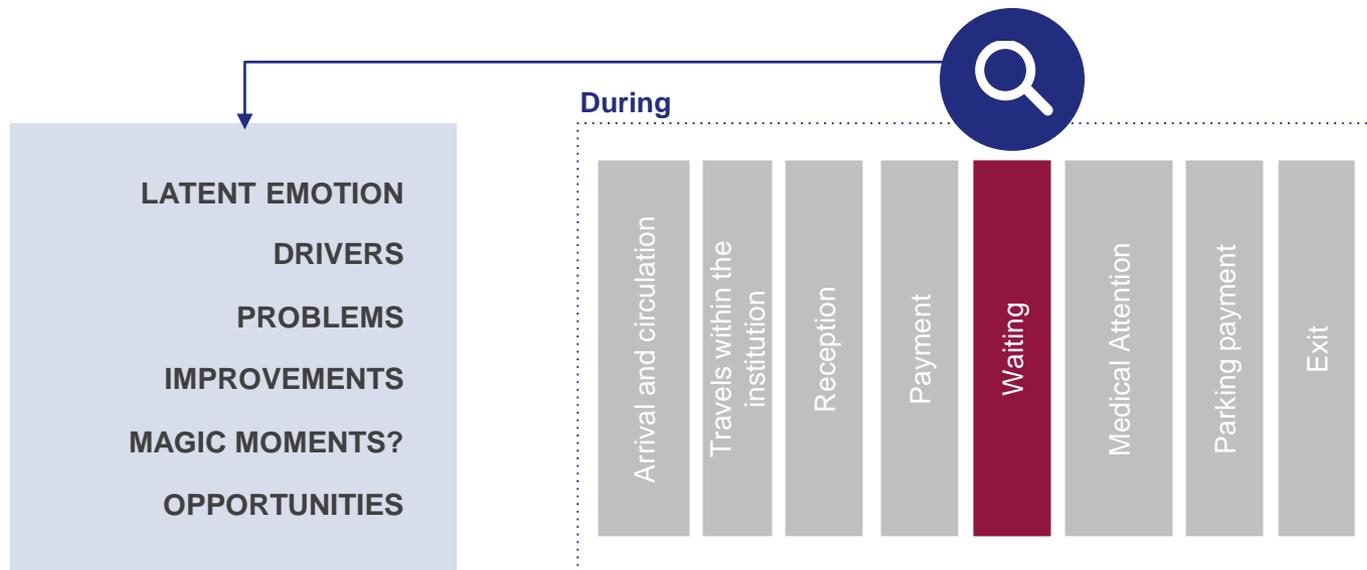
DESIGN

PRIORIZATION

PILOT



Customer Journey Map MEDICAL APPOINTMENT



CONCEPTUALISATION Design Process

EXPLORATION

CONCEPTUALISATION

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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

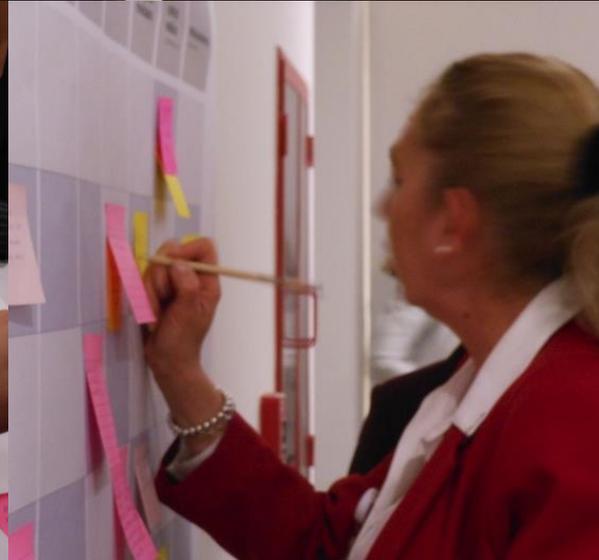
EXPLORATION

CONCEPTUALISATION

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PILOT



Criteria for Design Experience

01

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

- + Satisfaction
- + Referrals

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 Design Process

EXPLORATION

CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

Journey Maps medical appointment: viewing the Patient Experience



BREAKS in the EXPERIENCE

DESIGN Design Process

EXPLORATION

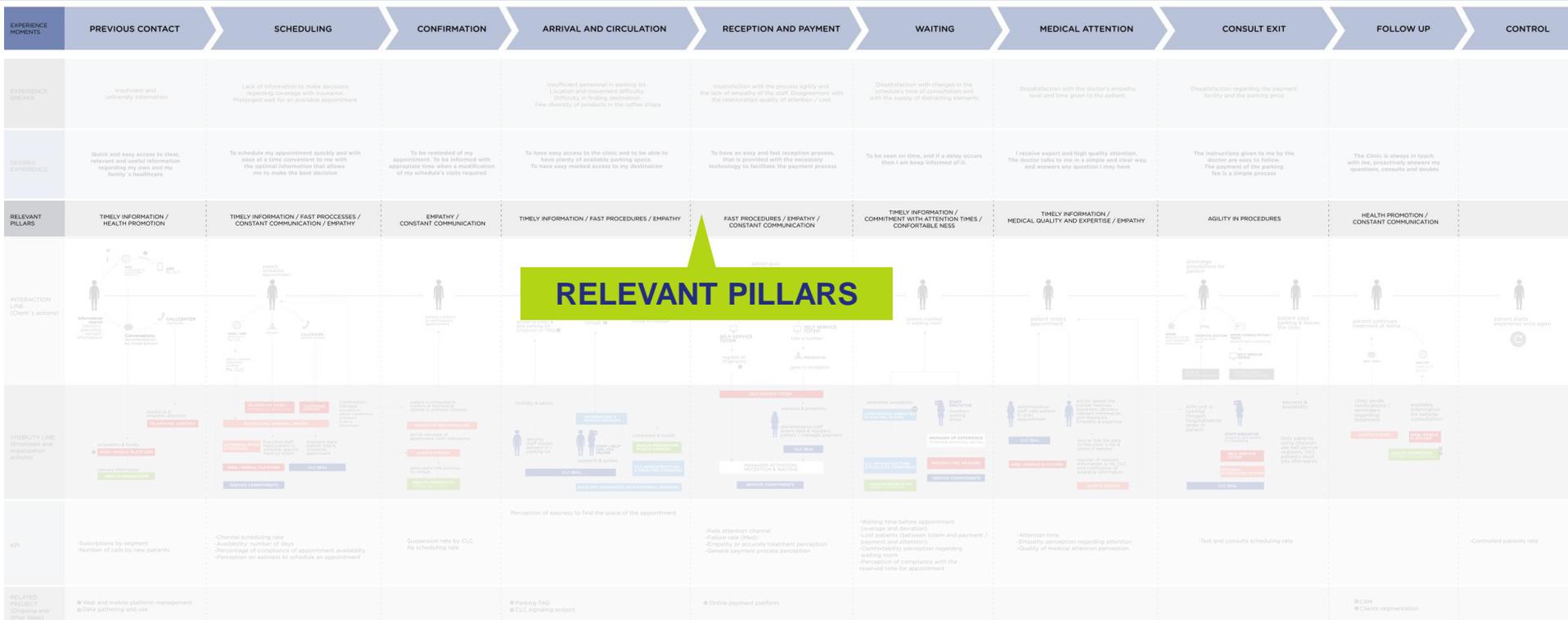
CONCEPTUALISATION

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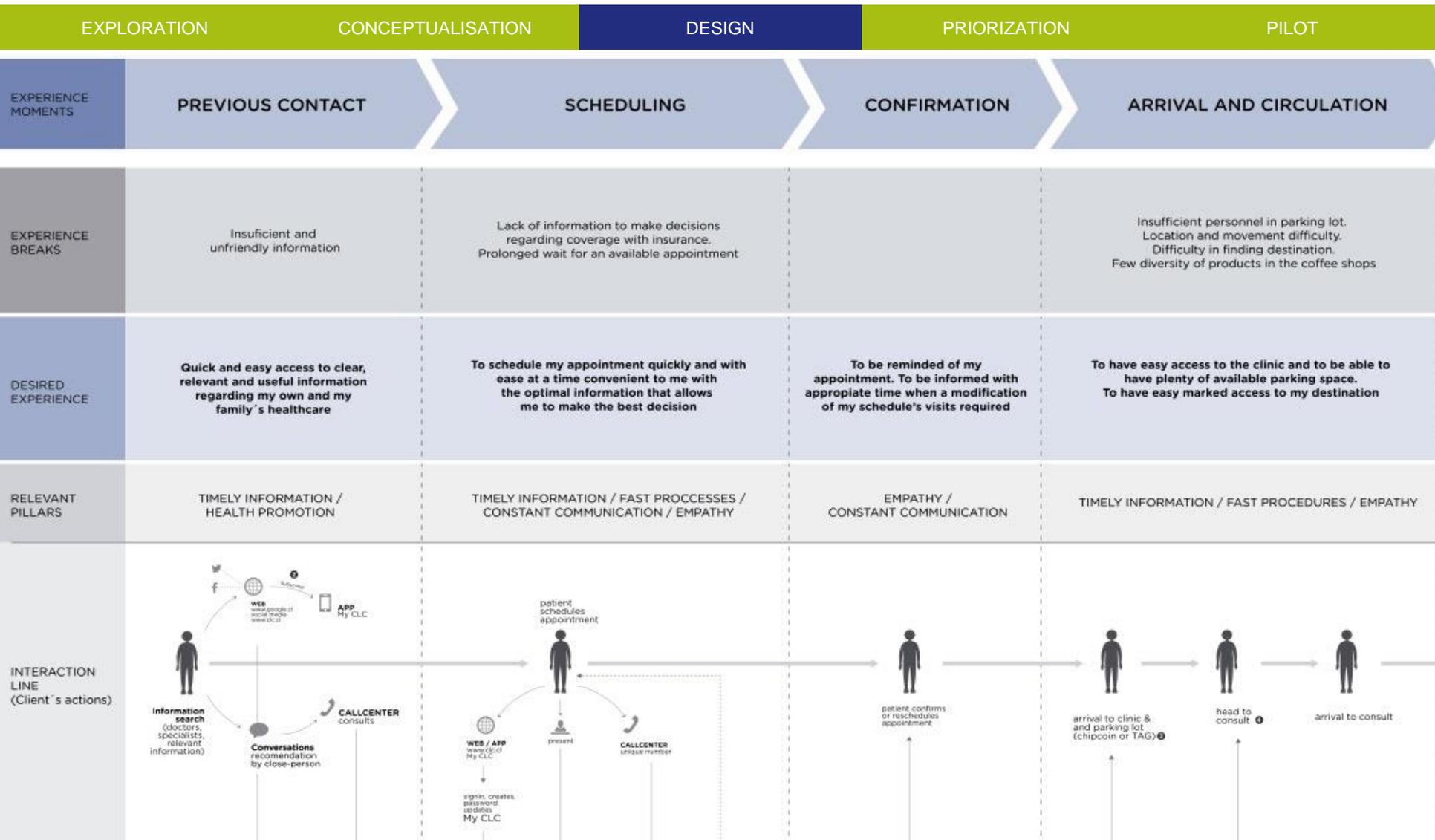
PILOT

Journey Maps medical appointment: viewing the Patient Experience



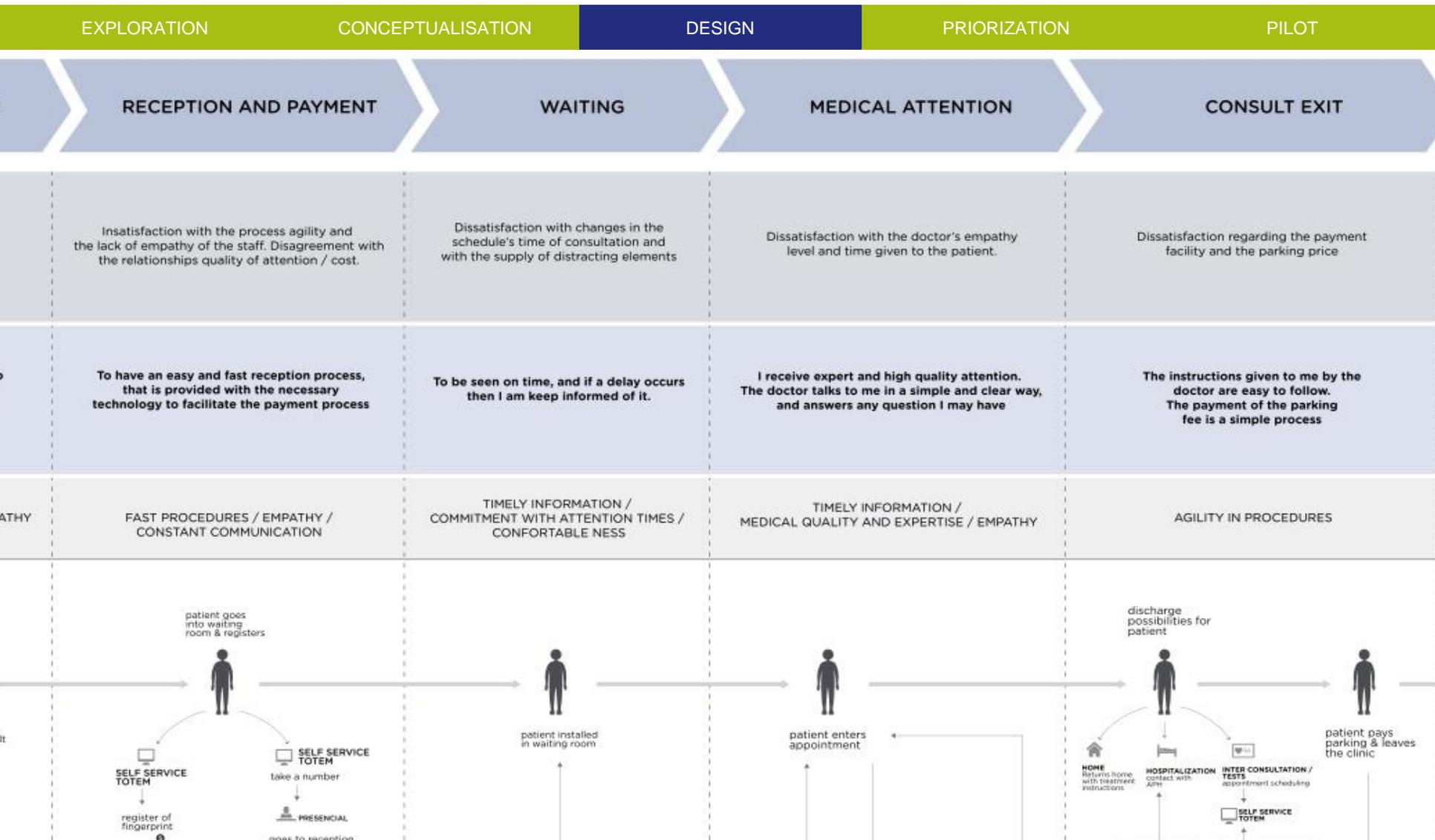
RELEVANT PILLARS

DESIGN Design Process



DESIGN

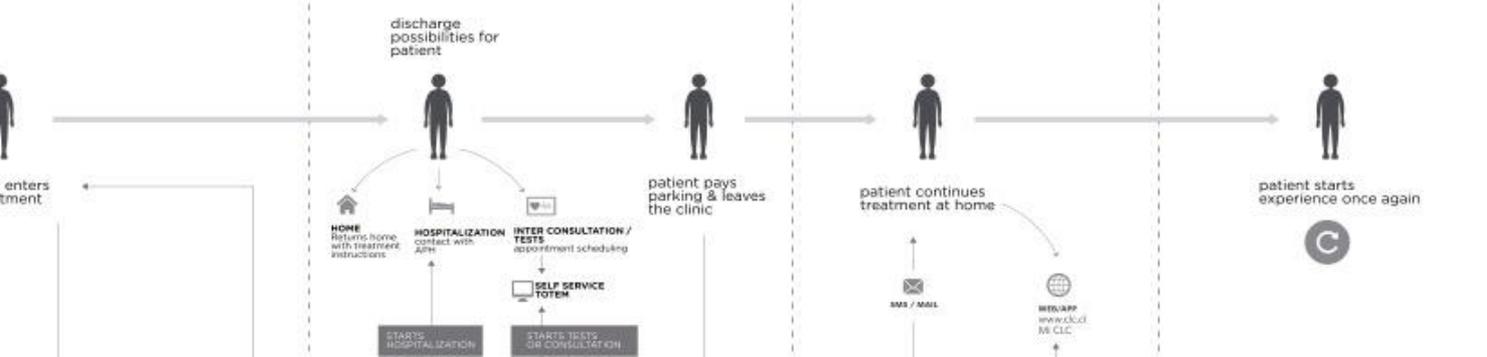
Design Process



DESIGN Design Process



| | | | |
|--|--|---|--|
| <p>attention with the doctor's empathy and time given to the patient.</p> | <p>Dissatisfaction regarding the payment facility and the parking price</p> | | |
| <p>Expert and high quality attention. Talks to me in a simple and clear way, answers any question I may have</p> | <p>The instructions given to me by the doctor are easy to follow. The payment of the parking fee is a simple process</p> | <p>The Clinic is always in touch with me, proactively answers my questions, consults and doubts</p> | |
| <p>Timely information / Quality and expertise / Empathy</p> | <p>AGILITY IN PROCEDURES</p> | <p>HEALTH PROMOTION / CONSTANT COMMUNICATION</p> | |



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

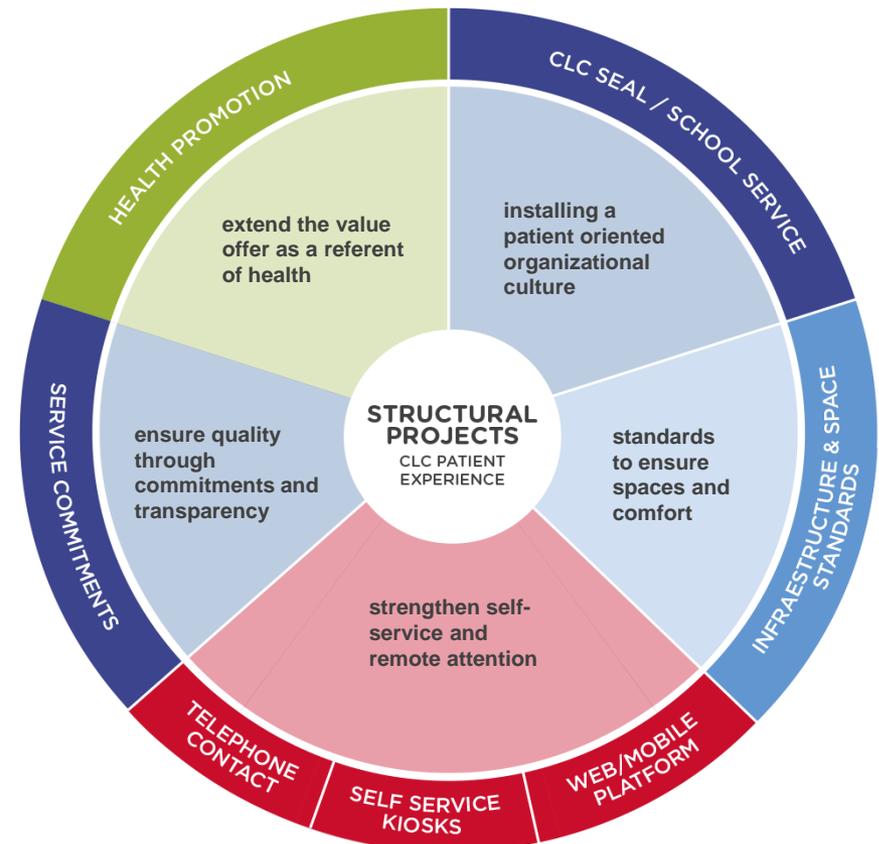
 Initiatives

7 Structural projects

That point directly to the Experience pillars

9 Support projects

14 Specific projects about the different journeys



DESIGN Design Process

EXPLORATION

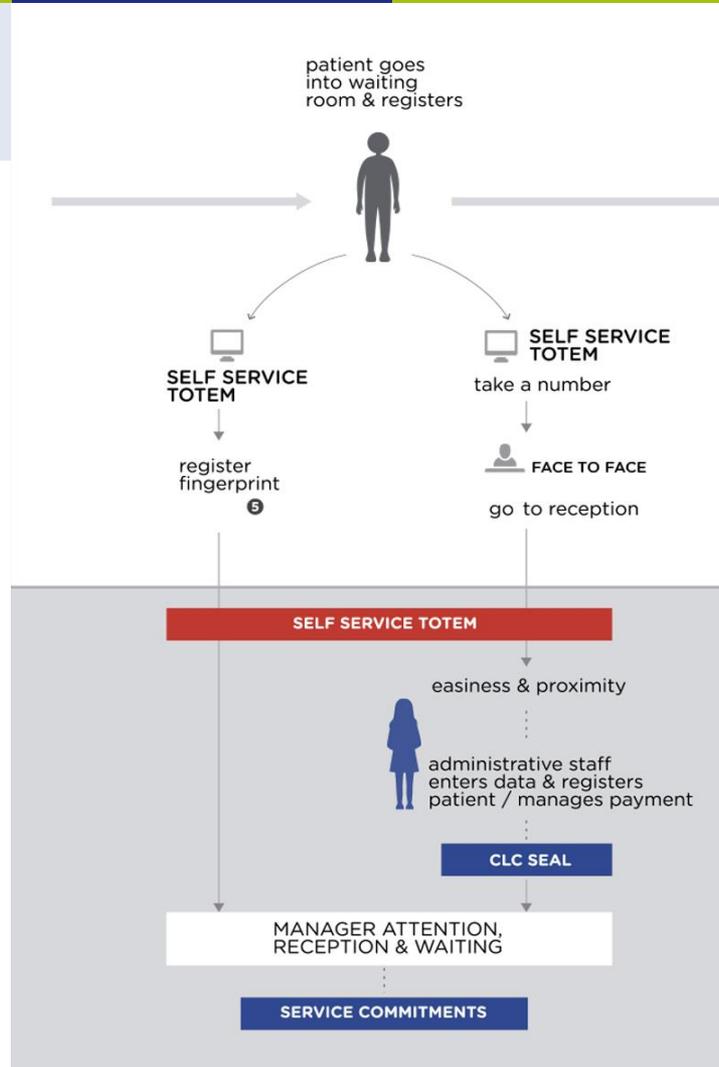
CONCEPTUALISATION

DESIGN

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Projects & Initiatives



DESIGN Design Process

EXPLORATION

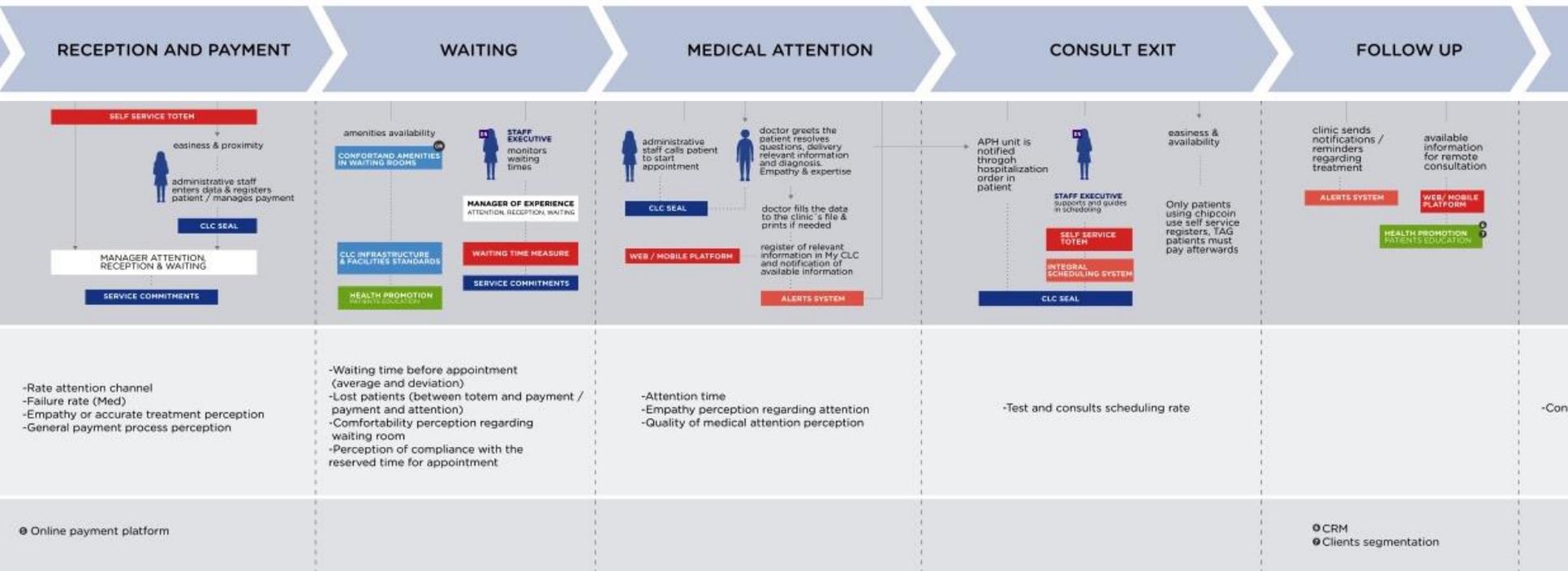
CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

Projects & Initiatives



PRIORIZATION Design Process



EXPLORATION

CONCEPTUALISATION

DESIGN

PRIORIZATION

PILOT

01. Defining the beginning

PRIORIZATION Design Process

EXPLORATION

CONCEPTUALISATION

DESIGN

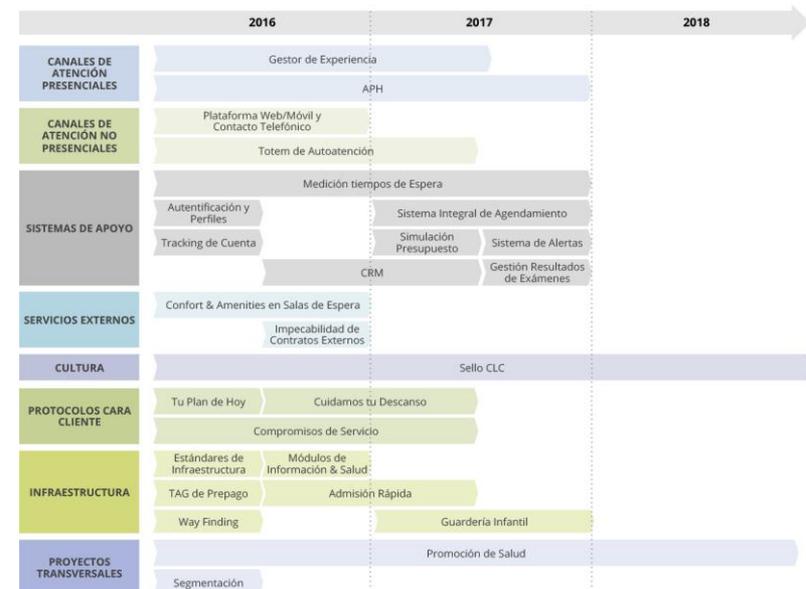
PRIORIZATION

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

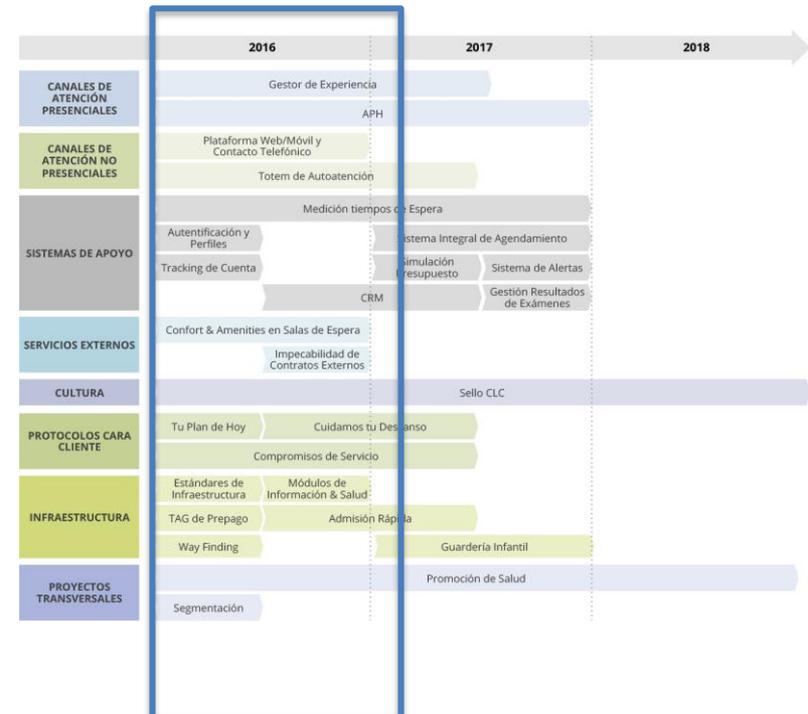
PRIORIZATION

PILOT

Defining the beginning

Create a Pilot:

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



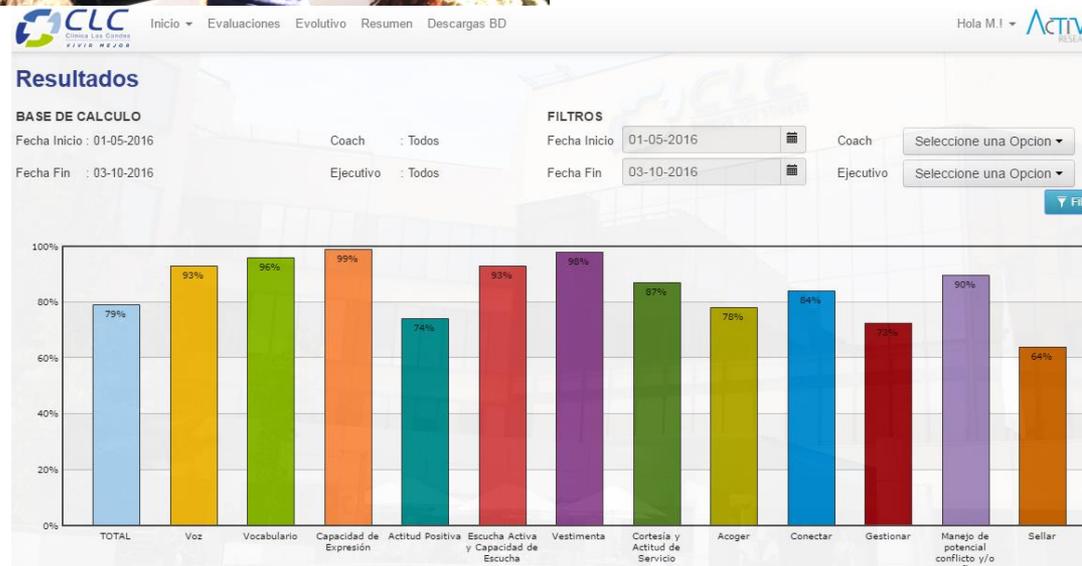
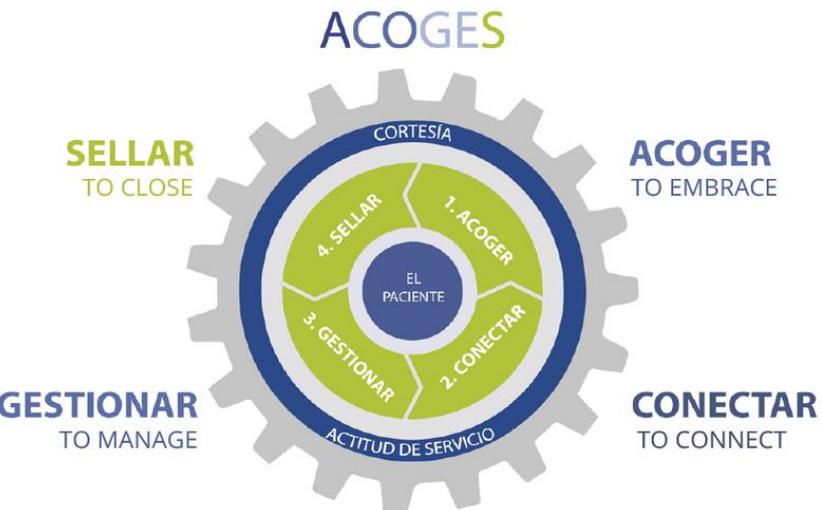
03

Some Results

DESIGN Some Results

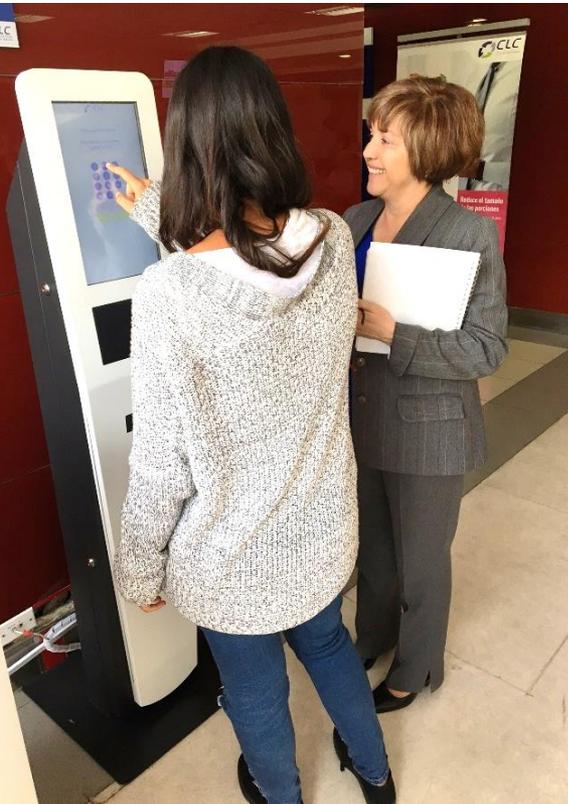
CLC Seal "ACOGES"

3.800 hours of training



DESIGN

Some Results

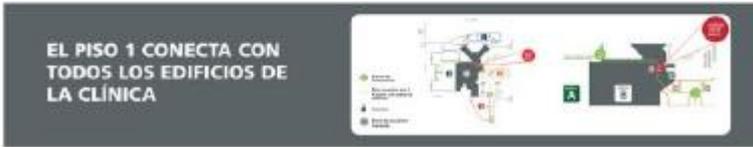


- Self - Service Kiosk
- Manage experience in the waiting areas

DESIGN

Some Results

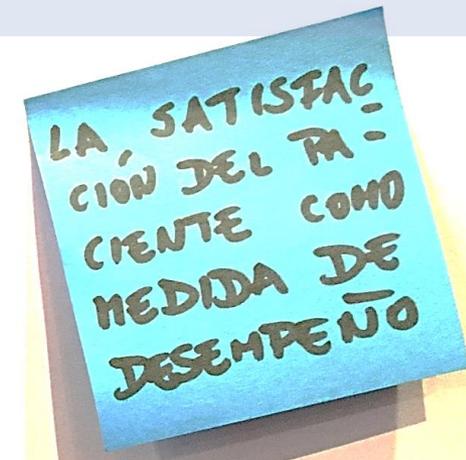
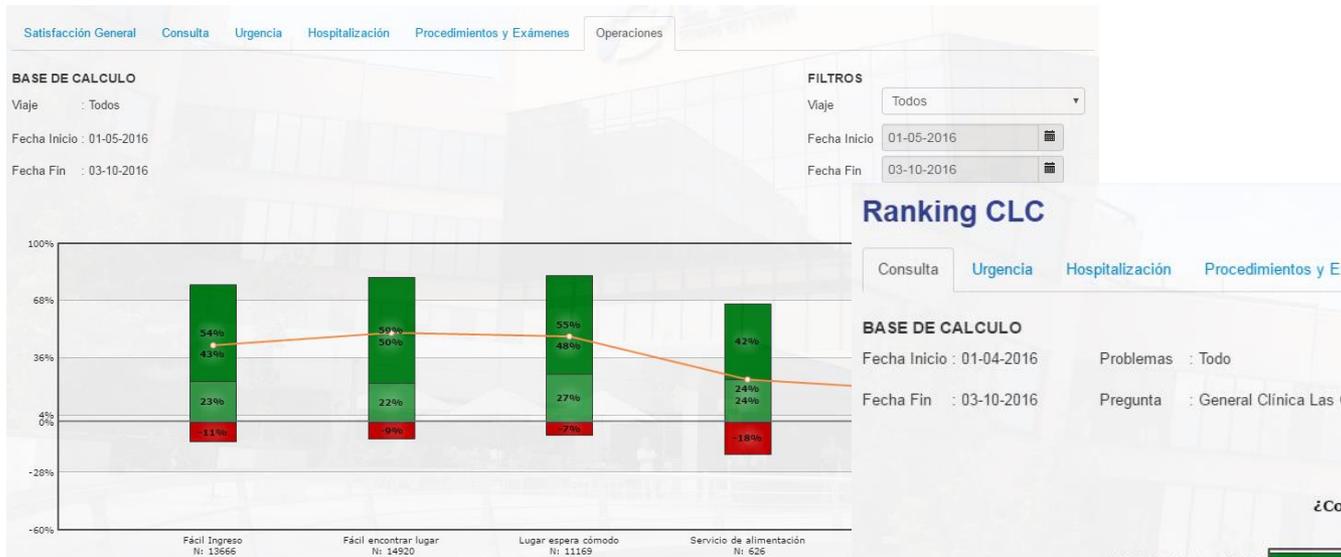
Wayfinding Project



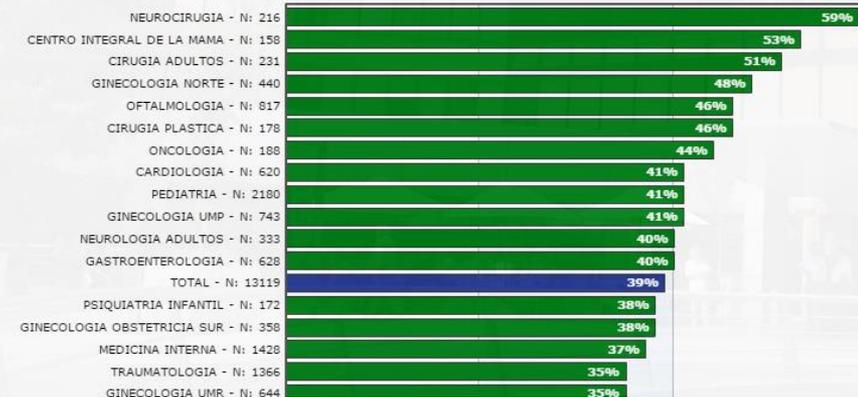
Some Results

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

