



AAMC – GIA

Defining your Role in the Patient Experience

Gelb
An Endeavor Management Company



Objectives

- Develop a case for change for marketing organizations to support patient experience strategies
- Understand how your peers have overcome internal challenges to improvement
- Receive key concepts on bringing marketing into the clinical operations conversation
- Review key tools you can implement in your organization, regardless of budget

Defined

The sum of all **interactions**, shaped by an organization's **culture**, that influence patient **perceptions** across the **continuum** of care.

-The Beryl Institute



About Gelb

WE WORK WITH NATIONALLY-RECOGNIZED INSTITUTIONS:

- 5 “Honor Roll” institutions
- 5 out of the top 10 cancer programs
- 3 out of the top 4 pediatric hospitals
- 3 out of the top 10 cardiovascular programs

NATIONAL BENCHMARKING STUDIES:

- Patient experience management
- Marketing practices
- Physician relations programs
- International programs

Ranked as one of top 50 Healthcare Consulting firms by Modern Healthcare

Panelists



Alicia Jansen

**Associate Vice
President, Marketing**

**UT MD Anderson
Cancer Center**



Brian Carlson

**Director of Patient
Experience and Access**

**Vanderbilt University
Medical Center**



90%

of respondents strongly agree or agree that
patient experience is a strategic
imperative

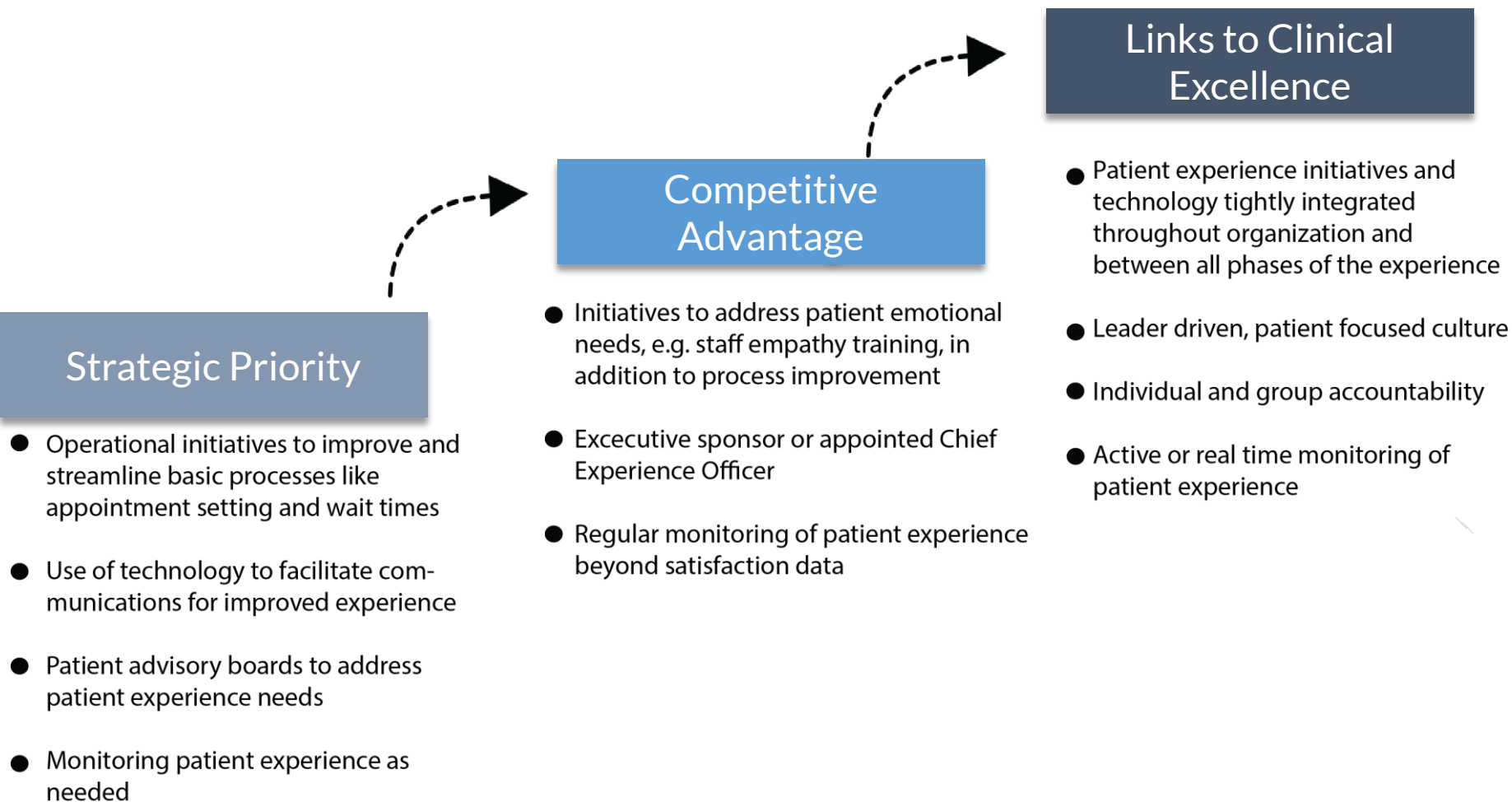
77% link to revenue | 87% word of mouth



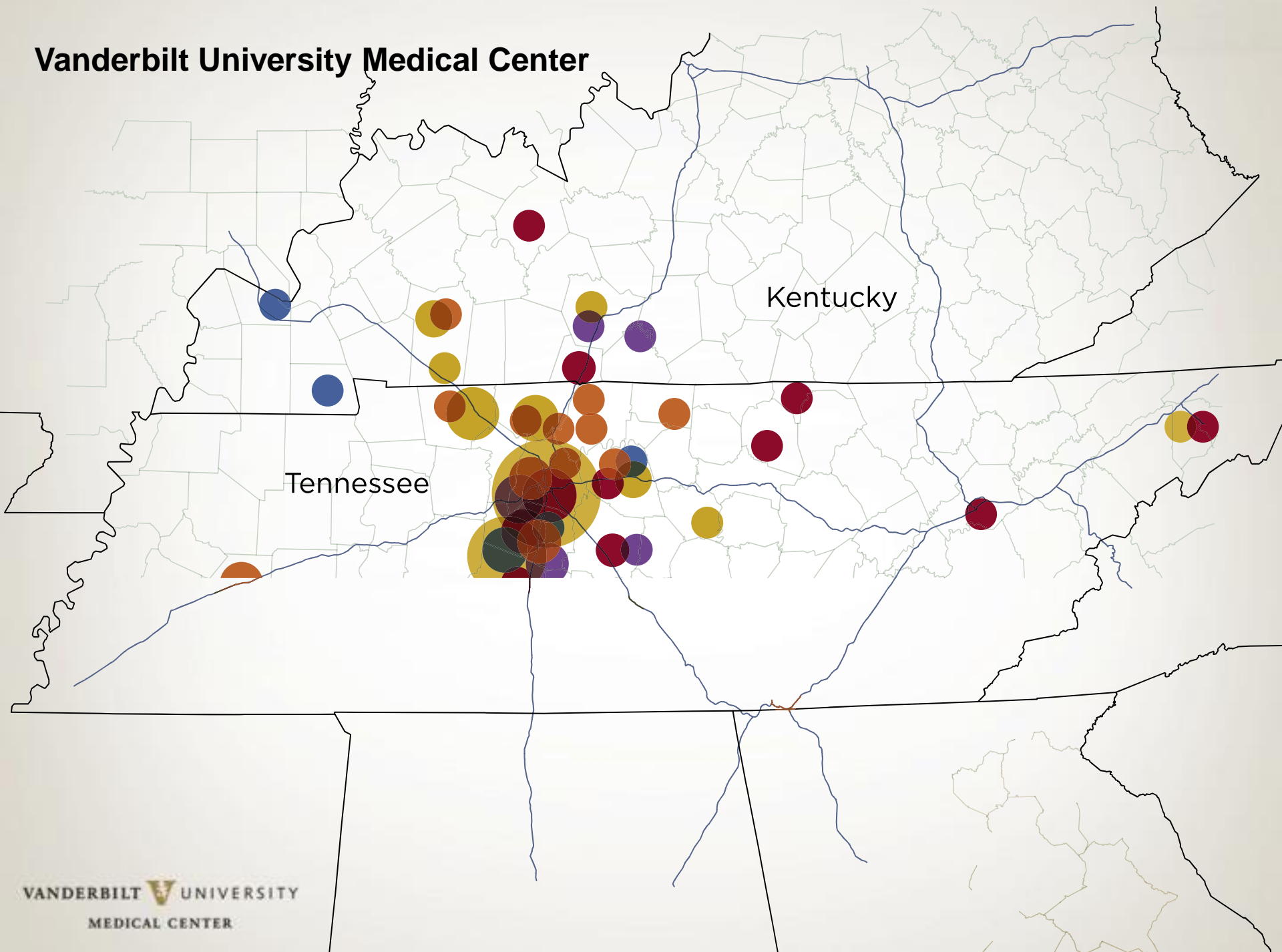
FUNCTIONAL

EMOTIONAL

Patient Experience Maturity



Vanderbilt University Medical Center



What is the problem we are trying to solve?



Operations engaging with Marketing



Marketing providing voice of the customer

Alignment with expectations creates an exceptional experience and a sustainable competitive advantage.

Objective

Facilitate the alignment among cross functional teams to design and implement the ideal experience for patients and referring providers



Persona: Surgical Patients

Have had surgery at the Spine Center

"This is truly debilitating and I have high hopes that Vanderbilt can help (even though others have not). I have trust in my surgeon at the Spine Center, but if problems arise I am not sure who to contact for help."

Three Takeaways

1. What is the problem we are trying to solve?
2. What is operations' plan/areas of focus to grow the business?
3. What is the “market” demanding and how does operations need to change?

Strategic Marketing ~~Cancer~~

Strengthen the brand

- Manage brand with Cancer Network members and consulting relationships
- Increase brand awareness
- Manage organizational sponsorships/partnerships

Verify effectiveness

- Determine financial ROI of marketing initiatives
- Monitor campaign effectiveness
- Track interest to patient conversion

Create choice for MD Anderson

- Market clinics and institutional priorities
- Increase market share for key business areas

Enhance the quality of business decisions

- Employ external databases to understand market opportunity and trends
- Develop business plans and snapshots for achieving clinical growth plans



Understand the patient and community needs

- Conduct patient and community research
- Understand the patient experience
- Determine optimal segmentation and influence decision drivers

Strategic Thinking

Why should
Marketing be
involved in the
patient
experience?



Our Pool of Knowledge

50,000

- Number of people whom we have spoken to since 2002

11,000

- Average number of contacts our call center gets monthly

13,000

- Number of participants on our website survey

23M

- Unique website visitors tracked and pathed

Thousands &
Thousands

- Comments from Patient Satisfaction Surveys



Our Pool of Knowledge

- ForeSee Survey results
- Brand Tracker
- Campaign concept testing
- Patient experience maps
- Press Ganey comments
- Focus group findings
- Segmentation studies
- Online reviews
- Patient Advocacy interview
- askMDAnderson reports
- Web usage reports
- Social media reports
- Tower Strategies analysis
- Google and outside studies
- Truven
- American Hospital Directory



What do I do next?

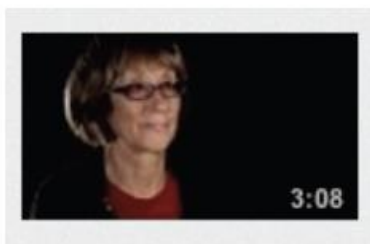
- Patients feel overwhelmed when making the first appointment
- Patients do not retain information during their initial stages of the disease
- Many can not remember if they were given certain documents and often explain how they were bombarded with paperwork
- Getting the most relevant information to the patient at the right time is the key. Setting expectations at each step is critical.



“I’m normally an information seeker but when I heard “cancer” I shut down. I only wanted to hear what MD Anderson had to say about my treatment” – PreCare Focus Groups

Patients seek video reviews and testimonials to learn about hospitals and treatment options

heart surgery testimonials



"Faces of Heart Diseases"



*"Aortic Valve Surgery:
Patient Testimonial"*

What they watch

43% Patient testimonials

32% Patient-generated content

Why they watch

64% Obtain information about hospitals

56% Understand complicated treatments
and procedures

Newly Diagnosed Shopper– Key Findings

Lodging is the most commonly searched term on MDAnderson.org.

Google 2013

90% of patients said that a list of accepted insurance plans is a key feature when researching healthcare facilities.

Google/Compete Hospital Study 2012

There is confusion about not understanding **how long you need to be in Houston** for 1st appointments. (i.e., you need to be here for 3-7 days)

PreCare Interviews

61% of patients visited 2+ hospital websites before converting. They put a lot of time and consideration into their research.

Google/Compete Hospital Study 2012

Patient Experience

Focus – Access & Flow

Strategic Planning



Problem

- Different processes and workarounds depending on clinic



Strategy

- Cross functional teams between Operations, Marketing, Communications, Nurses, Physicians, Call Center, Performance Improvement, and IT departments



Solution

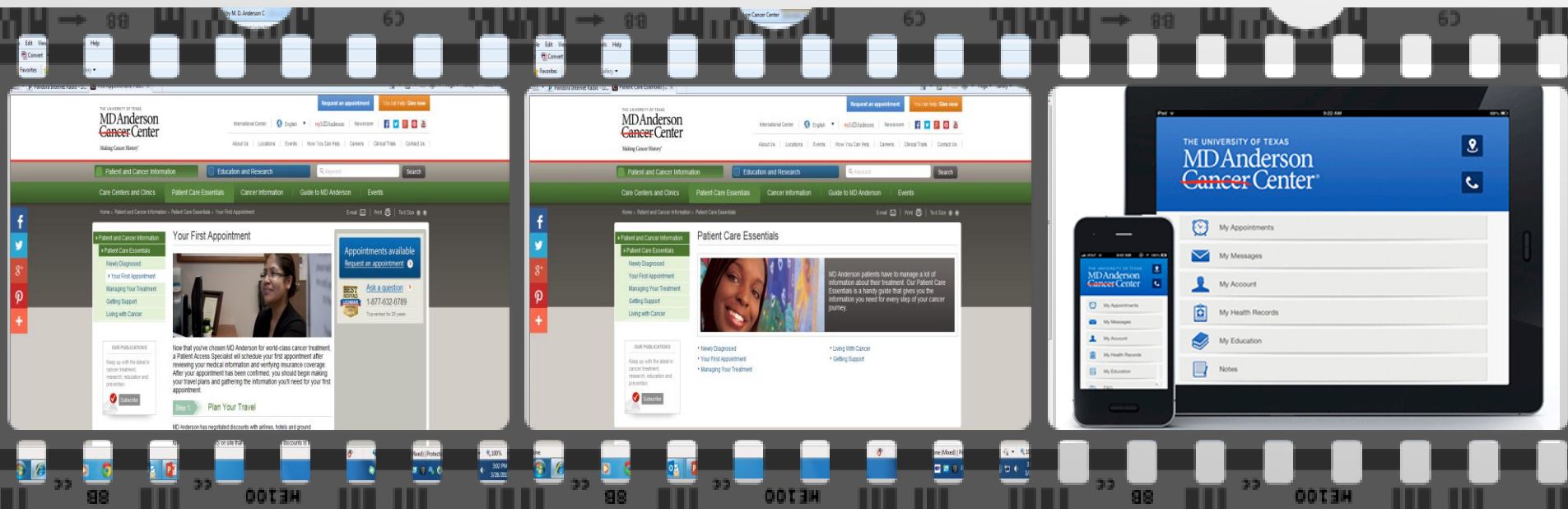
- Online registration with Epic
- Re-visioning patient experience
- Website blow-up

Patient Experience

Focus – Access & Flow



Blow up website and start from scratch!



- Audience focused approach vs. Internal whining
- Update patient portal
- Integrate and personalize pages
- Incorporate iPads into patient first visit to make it easier to check-in, update records, understand next steps

My New BFF

Cross functional teams to solve problems



Regularly scheduled meetings for joint updates

My New BFF

Happy Hours and Dinners!



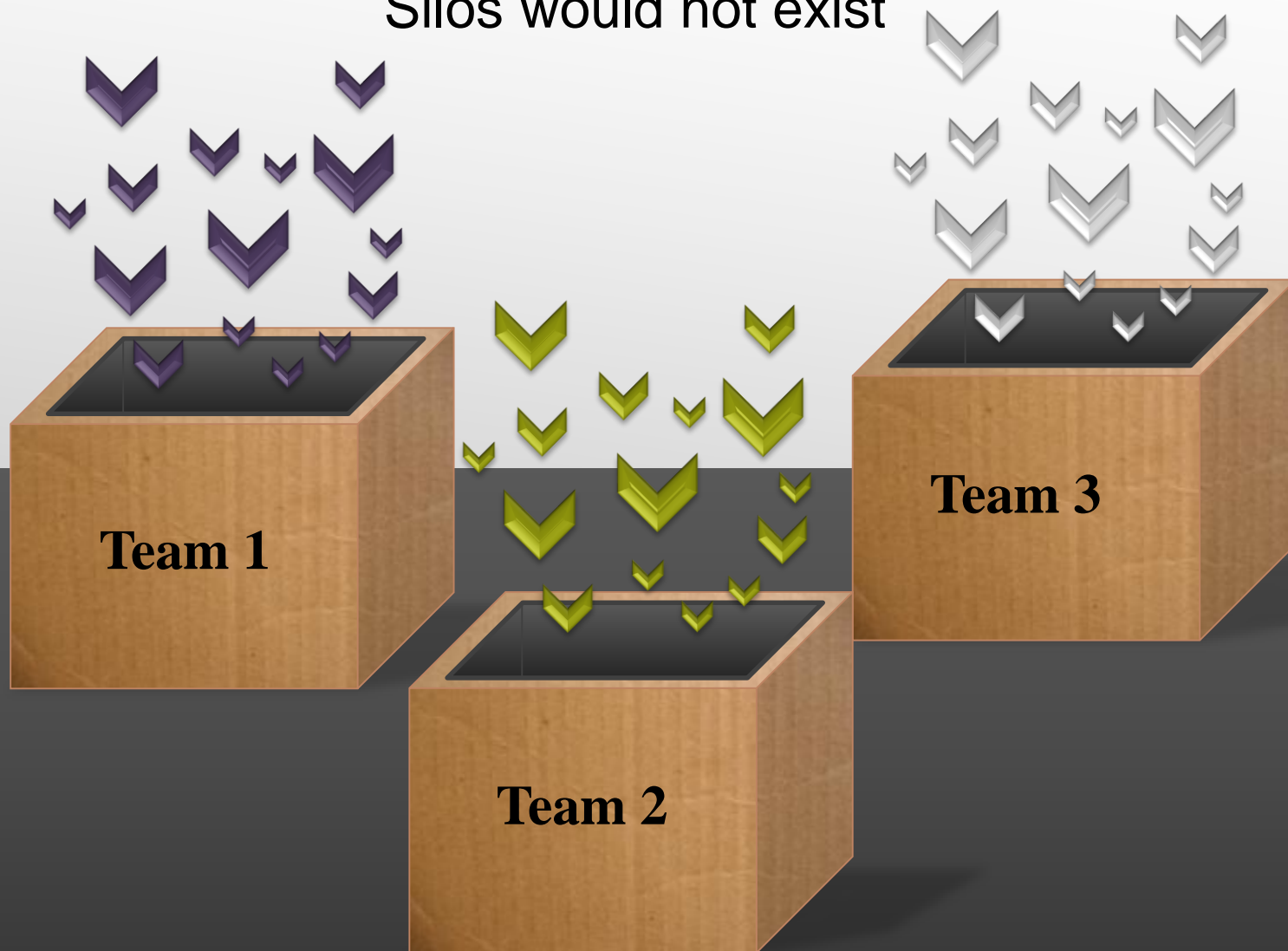
If I Ruled the World

Cross functional teams would be intuitive



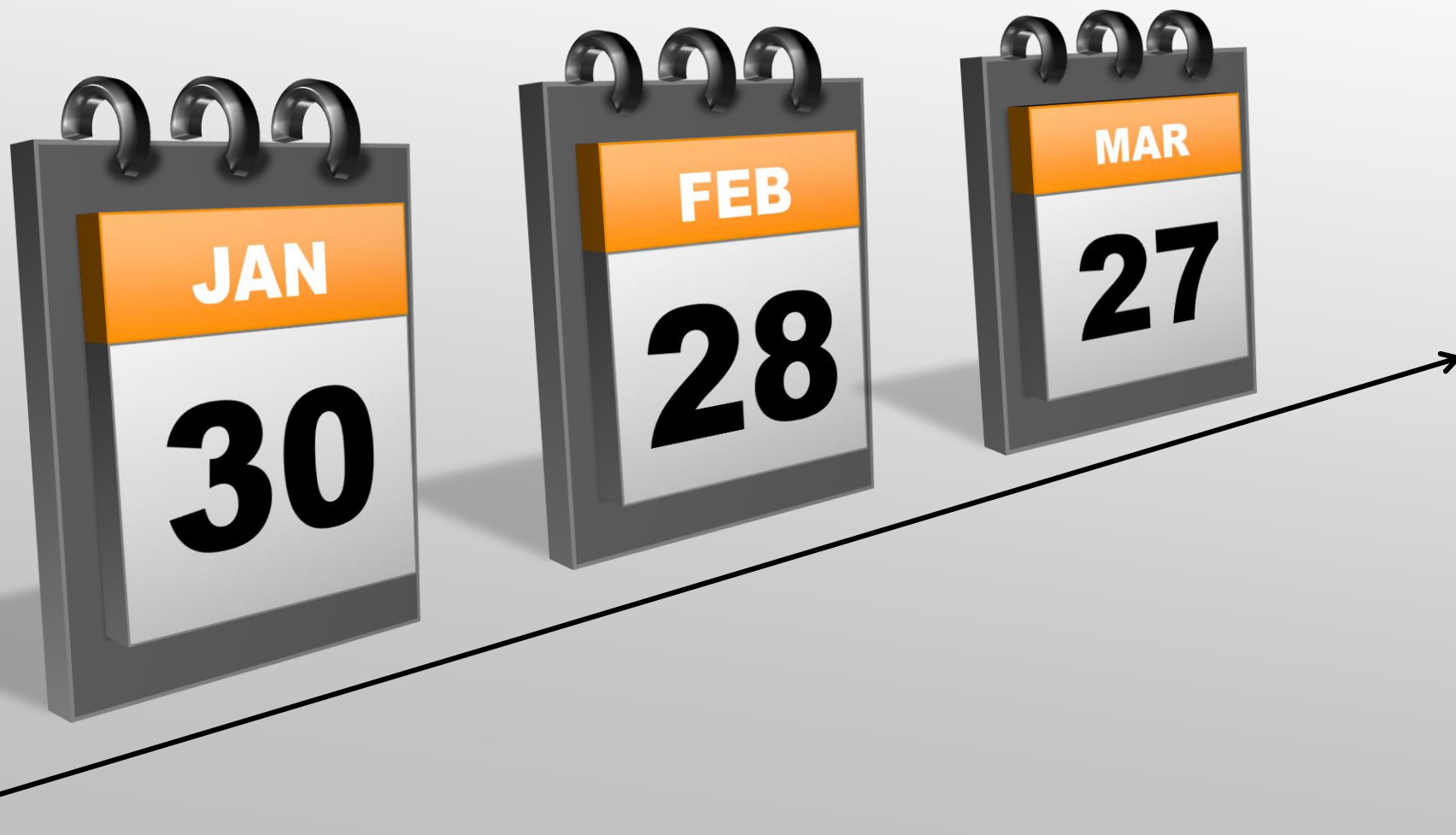
If I Ruled the World

Silos would not exist



If I Ruled the World

Annual priorities would be set as a team



If I Ruled the World



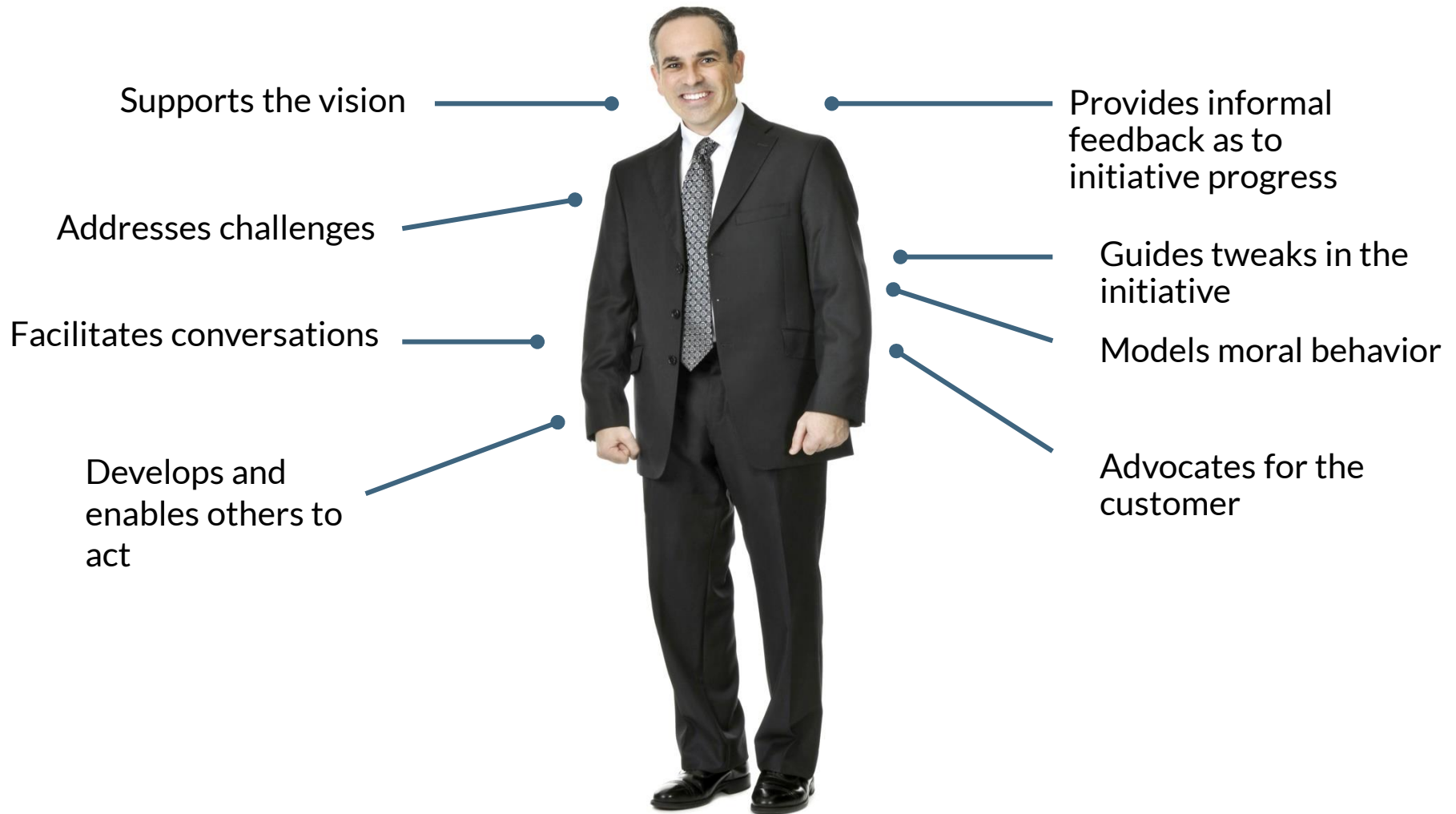
Joint team building activities



Conversation



Role of the Champion



Resources

MARKETING RESEARCH MADE EASY



LISTEN



DEFINE



PROMISE



DELIVER



REINFORCE

Quick and inexpensive techniques
to capture the voice of the customer

For the complete presentation visit:
http://www.endeavormgmt.com/marketing_research_made_easy

Gelb
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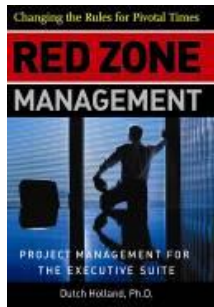
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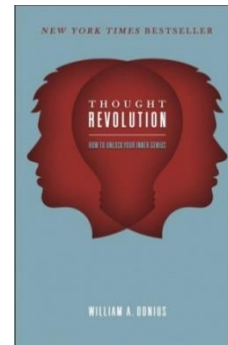
RESOURCES

Our Thought Leadership



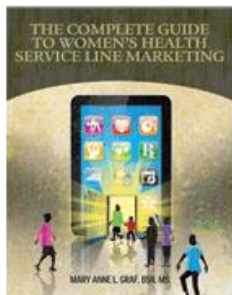
Red Zone Management

The Playbook for today's troubled business environment...when all businesses find themselves in the Red Zone. The Principles of Red Zone Management clearly spell out the proven management roadmap for making changes during these turbulent times.



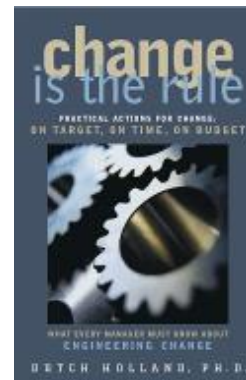
Thought Revolution

Demonstrates how to tap into the right brain – the place where intuition and creativity exist – in a simple, easy and dramatic fashion.



The Complete Guide to Women's Health Service Line Marketing

Written by affiliate Mary Ann Graf, this is THE handbook on how to organize marketing efforts for clinical service lines. Chapter 7 features our extensive work with Texas Children's Hospital.



Change is the Rule

This book is considered by many to be the most useful and practical explanation of how changes are managed in the modern organization.



Change Management Toolkit

Purchased by more than 200 firms for use in guiding their Change Management projects. Including detailed, proven and tested tools and templates to ensure change success.

Real-Time Monitoring

Dashboard Solutions



Physicians 360



Patients 360



Marketing 360

Physicians 360

<http://vimeo.com/112767931>

Patients 360

<http://vimeo.com/114725576>

Marketing 360

<http://vimeo.com/114726829>

Physician Relations Resources



[Referring physician experience management overview](#)



[Ohio State University Medical Center](#)



[Cleveland Clinic](#)



[MD Anderson](#)



[Texas Children's](#)



[University of Michigan Health System](#)



[Experience Mapping Workshops](#)



[Building Enduring Relationships with Referring Physicians](#)



[Healthcare Growth Playbook](#)



[Marketing in the Era of Health Reform](#)



[Message Mapping – Creating a Communication Roadmap](#)

Patient Experience Resources



[Patient Experience management overview](#)



[Froedtert Health Emergency Department](#)



[2012 Benchmarking Study with Beryl, APQC](#)



[Linking Marketing and Operations](#)



[MD Anderson](#)



[University of Michigan Health System](#)



[2012 Patient Experience with Beryl, APQC](#)



[Patient Experience: The Key to Marketing Effectiveness](#)



[Experience Mapping Workshops:](#)



[Path to Care: Patient Experience Management](#)



[ISHPMR Creating Patient Enchantment](#)



[Business Case Development through Empathy – Froedtert](#)



[Using Patient Stories to Create a Culture that Cares – MD Anderson](#)



[VOC for Marketing Gelb-MDACC](#)

Brand and Marketing Resources



[Healthcare Brands](#)



[Healthcare Marketing Strategy](#)



[Froedtert Health](#)



[Barnes Jewish](#)



[MD Anderson](#)



[Texas Children's](#)



[Segmentation and Marketing Strategy](#)



[Healthcare Growth Playbook with Strategic Marketing Planning Template](#)



[Message Mapping](#)



[Brand Architecture](#)



[Brand Book](#)



[Marketing in the Era of Health Reform](#)



[Social Media in Healthcare](#)



[Advertising Testing Techniques](#)

Experience Management Best Practices



Internal

- Conducting weekly meetings between faculty and service staff
- Enhancing the role of volunteers, including recruitment & their role in the patient experience
- Offering amenities to paramedics
- Sharing best practices across multiple departments
- Including front-line staff in operational redesign, particularly for call center and scheduling
- Implementing real-time organizational effectiveness feedback system
- Developing uniform customer service standards across roles
- Providing scripting for organizations, especially front line staff



Patients

- Implementing weekly progress meetings
- Creating non-traditional support groups
- Improving waiting areas by providing laptops for checkout, pagers for patients and separate areas for adults and children
- Customizing welcome packets based on geography and personal preferences
- Offering patient advocates, particularly for destination and international patients
- Screening interviewees to share their story for inclusion in marketing materials
- Implementing real-time feedback system for patients and referring physicians
- Mapping out the experience by setting expectations for every step and reiterating during steps



Referrers

- Including referrers on advisory boards
- Sending "thank you" notes and/or calling to thank them for every referral
- Adding photos and sub-specialty focus to faculty directory
- Promoting availability of diagnostic center for undiagnosed patients
- Revamping follow-up notes to include a concise summary upfront
- Creating opportunities for on-site CME, backstage tours, and meet and greet with faculty
- Courtesy calls for a personal touch and rapport with physicians

Patient Experience Maturity

Strategic Priority

- Operational initiatives to improve and streamline basic processes like appointment setting and wait times
- Use of technology to facilitate communications for improved experience
- Patient advisory boards to address patient experience needs
- Monitoring patient experience as needed

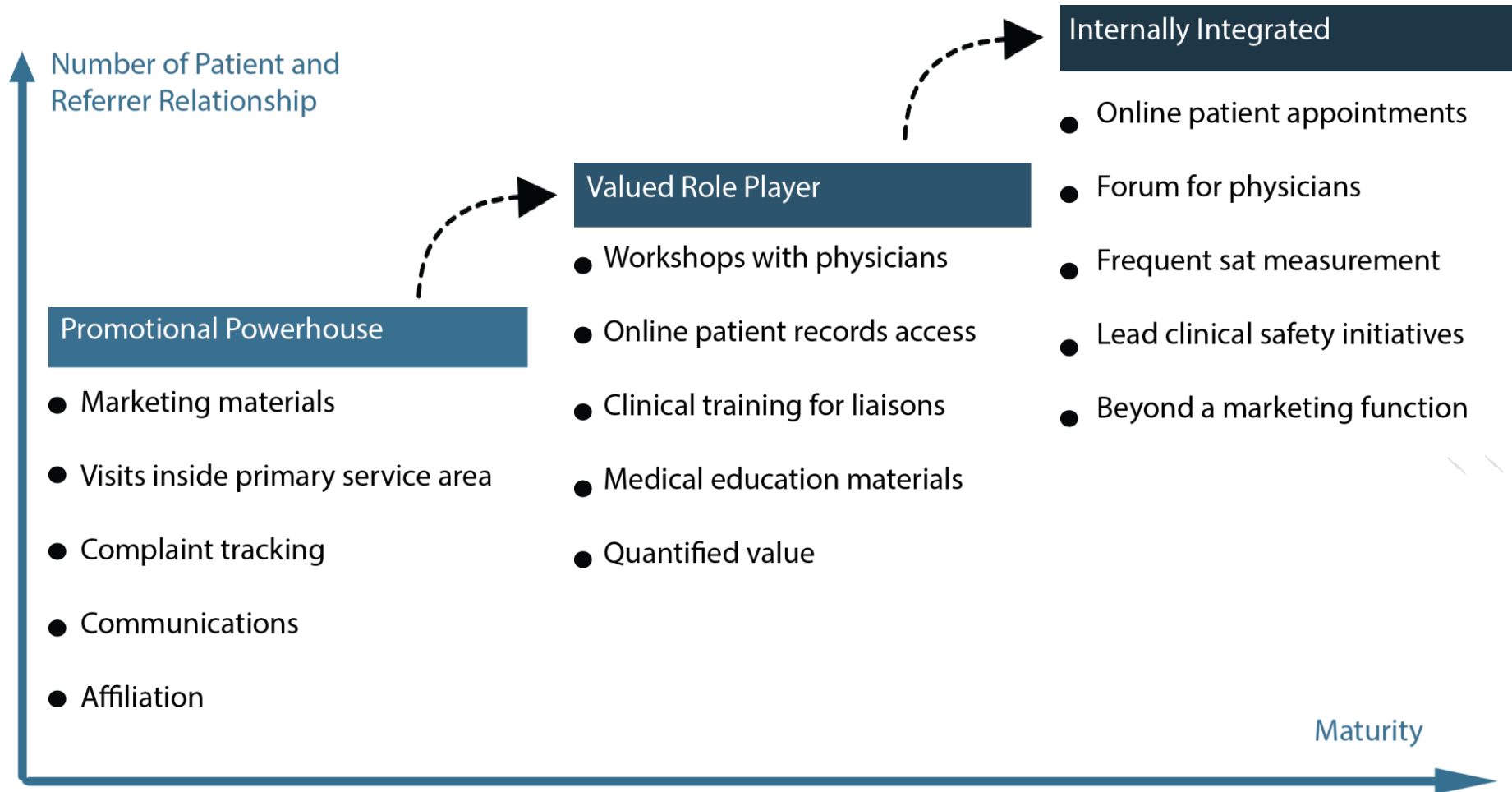
Competitive Advantage

- Initiatives to address patient emotional needs, e.g. staff empathy training, in addition to process improvement
- Executive sponsor or appointed Chief Experience Officer
- Regular monitoring of patient experience beyond satisfaction data






Links to Clinical Excellence

- Patient experience initiatives and technology tightly integrated throughout organization and between all phases of the experience
- Leader driven, patient focused culture
- Individual and group accountability
- Active or real time monitoring of patient experience

Physician Experience Maturity



Access Center Best Practices

	Educate	Evaluat	Schedul	Visit /	Follow-
Enchant	 <ul style="list-style-type: none"> Interactive web design with chat access Mobile friendly content 	 <ul style="list-style-type: none"> Patient and Family Centered Care Models Templates for patient tracking from central data base Seamless EHR transfer What if personalized financial impacts 	 <ul style="list-style-type: none"> Self Service/Real Time Scheduling Customized communication Intelligent queuing Intelligent complex appointment coordination Demonstrated concern for needs/problems 	 <ul style="list-style-type: none"> Retinal identification for intake to clinic Valet voucher, assigned first visit escort Concierge Program Intelligent on-site queuing Intelligent on-site complex appointment coordination 	 <ul style="list-style-type: none"> Telemedicine and Telecommunication options Automated lab reporting Customized communication
Engage	<ul style="list-style-type: none"> Community based education Proactive outreach (patients/physicians) 	<ul style="list-style-type: none"> Collection of Medical Records Staff tracking tools Live answer to all calls (instant queue) Single Contact Resolution/real-time recovery Personalized on-line access to info 	<ul style="list-style-type: none"> Central database to track staff availability & patient needs Single contact resolution, real time recovery Vehicles for feedback collection and action 	<ul style="list-style-type: none"> Mobile appointment status updates Suggestions for activities, restaurants, rest areas, quiet areas. 	<ul style="list-style-type: none"> Sponsored support options Dedicated single point of contact Holistic therapy options Journey coordinators
Satisfy	<ul style="list-style-type: none"> Patient friendly static websites Diagnosis Based Ed Materials Friendly knowledgeable staff 	<ul style="list-style-type: none"> Efficient registration Accurate insurance verification/financial clearance 24 hour call back standard/tracking metrics Abandon metrics, complaints, kudos shared with faculty and front end 	<ul style="list-style-type: none"> Financial Counselors available for consultation Friendly knowledgeable staff 	<ul style="list-style-type: none"> Service Standards for Patient Interaction, Service Excellence First visit greeting Clear way-finding Quiet spaces available Friendly knowledgeable staff 	<ul style="list-style-type: none"> Service Standards for Patient Interaction, Service Excellence Friendly knowledgeable staff

Our Team Leaders

John McKeever, MBA, Executive Vice President

- Nationally recognized expert in healthcare strategy, particularly experience management

Nicole Coy, MA, Experience Practice Lead

- Has led scores of projects with our healthcare clients over the past 10 years

Shannon Frazier, MBA, Digital Insights and Dashboards Practice Lead

- Over 10 years of business management experience; has installed systems for over 25 healthcare clients

Mike Taylor, MBA, Senior Advisor - Research

- JD Power pedigree with decades of research experience

Ed Tucker, MPH, FACHE, Senior Advisor – Healthcare Strategy

- Over 30 years of experience in executive roles in major healthcare systems including the VA and Texas Medical Center

Jill Secord, RN, MBA, Senior Advisor – Clinical Operations and Business Development

- Over 38 years of experience as nurse, lean certified internal consultant and former Executive Director of Destination Programs at University of Michigan Health System

Carol Packard, PhD., Senior Advisor – Organizational Development

- Over 20 years experience in organizational development including system-wide Service Excellence programs



Gelb

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We create leaders

Our consultants are focused on making sure you achieve your strategic goals, both individually and for your company. We deploy industry experts and impart world-class processes to enable your success. Through insights, we help you overcome barriers to realize the business results you're seeking. We call this insight-driven transformation.

Our mission is to serve as a catalyst for our clients' endeavors to design and implement practical business solutions. Organizations involved in strategic transformations must balance the need to sustain current business while evolving into the future desired state.

In 2012, Gelb Consulting became an Endeavor Management Company. Combined with our Gelb Consulting experience (founded in 1965) we also offer clients unique capabilities that focus their marketing initiatives by fully understanding and shaping the customer experience through proven strategic frameworks to guide marketing strategies, build trusted brands, deliver exceptional customer experiences and launch new products. Our experienced consultants and analysts use advanced marketing research techniques to identify customer needs and spot high potential market opportunities.