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.

Bárbara Boekemeyer
Manager Patient Experience

No conflict of interest
Schedulle

Background

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

Some Results

Learning Points
Background
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.
Design Process

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

Design Process
BACKGROUND
Design Process

4 journeys
CLC

- Medical Appointment
- Exams
- Hospitalization
- Emergency
BACKGROUND

Design Process

DIAGNOSIS

EXPLORATION

CONCEPTUALISATION

IMPLICATE AND INSPIRATION

PATIENT

ANALYSIS

INSIGHTS

ORGANIZATIONAL

EMPATHY

MARKET

TRENDS

RISING

OPPORTUNITIES
BACKGROUND

Design Process

DESIGN

PILLARS OF EXPERIENCE  =  MATRIX  =  INITIAL MODEL EXPERIENCE  =  GAP  =  SPOTLIGHTS FOR IMPROVEMENT  =  EXPERIENCE MODEL MAIN CHANGES
75% Of the project duration was taken by research on the needs of the Patient
**EXPLORATION**  
**Design Process**

<table>
<thead>
<tr>
<th>EXPLORATION</th>
<th>CONCEPTUALISATION</th>
<th>DESIGN</th>
<th>PRIORIZATION</th>
<th>PILOT</th>
</tr>
</thead>
</table>

01. Objectives  
02. Qualitative research  
03. Quantitative research
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 them more human.
EXPLORATION
Design Process

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 branches, bathrooms, access point, halls, and reception and waiting areas.
EXPLORATION

Design Process

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

600

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.

FACE TO FACE INTERVIEWS AT PATIENTS HOMES

STRUCTURE QUESTIONARY

EXPLORATION CONCEPTUALISATION DESIGN PRIORIZATION PILOT
CONCEPTUALISATION
Design Process

TOOLS

01. Empathy Map
02. “Customer” Journey Map
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.
CONCEPTUALISATION
Design Process

Customer Journey Map
MEDICAL APPOINTMENT

During
- Arrival and circulation
- Travels within the institution
- Reception
- Payment
- Waiting
- The Consult itself
- Parking payment
- Exit
CONCEPTUALISATION

Design Process

Customer Journey Map
MEDICAL APPOINTMENT

Before
- Previous Contact
- Scheduling
- Programming
- Confirmation
- Movement

During
- Arrival and circulation
- Travels within the institution
- Reception
- Payment
- Waiting
- The Consult itself
- Parking payment
- Exit

After
- Scheduling
- Follow up

Moment of truth
CONCEPTUALISATION
Design Process

Customer Journey Map
MEDICAL APPOINTMENT

Before
- Previous Contact
- Scheduling
- Programming
- Confirmation
- Movement

During
- Arrive and circulation
- Travels within the institution
- Reception
- Payment
- The Consult itself
- Making payment
- Exit

After
- Scheduling
- Follow up

(+)
(-)

Moment of truth
CONCEPTUALISATION

Design Process

Customer Journey Map
MEDICAL APPOINTMENT

During

Arrival and circulation
Travels within the institution
Reception
Payment
Waiting
Medical Attention
Parking payment
Exit
CONCEPTUALISATION
Design Process

Customer Journey Map
MEDICAL APPOINTMENT

LATENT EMOTION
DRIVERS
PROBLEMS
IMPROVEMENTS
MAGIC MOMENTS?
OPPORTUNITIES

During
Arrival and circulation
Travels within the institution
Reception
Payment
Waiting
Medical Attention
Parking payment
Exit
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”
01. Workshop
02. Criteria for Desing Experience
03. Journey Maps
04. Projects and initiatives
# Criteria for Design Experience

<table>
<thead>
<tr>
<th>01</th>
<th>Developing a good patient experience directly impacts on the growth of the clinic + Satisfaction + Referals</th>
</tr>
</thead>
<tbody>
<tr>
<td>02</td>
<td>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</td>
</tr>
<tr>
<td>03</td>
<td>Experience is always systemic: It is the result of interactions with multiple contact points.</td>
</tr>
<tr>
<td>04</td>
<td>Management experience seeks to not only meet expectations but also exceed them. Seeks to surprise the patient and be memorable.</td>
</tr>
<tr>
<td>05</td>
<td>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</td>
</tr>
<tr>
<td>06</td>
<td>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.</td>
</tr>
</tbody>
</table>
Journey Maps medical appointment: viewing the Patient Experience
Destination: Design Process

Journey Maps medical appointment: viewing the Patient Experience

**BREAKS in the EXPERIENCE**

- **EXPLORATION**
  - Previous Contact
  - Scheduling
  - Confirmation
  - Arrival and Circulation

- **CONCEPTUALISATION**
  - Reception and Payment
  - Waiting
  - Medical Attention
  - Consult Exit

- **DESIGN**
  - Journey Maps: medical appointment

- **PRIORITIZATION**
  - Pilot
Design Process

Journey Maps medical appointment: viewing the Patient Experience

DESIGN
CONCEPTUALISATION
EXPLORATION
PRIORIZATION
PILOT

PREVIOUS CONTACT SCHEDULING CONFIRMATION ARRIVAL AND CIRCULATION RECEPTION AND PAYMENT WAITING MEDICAL ATTENTION CONSULT EXIT FOLLOW UP CONTROL

DESIRABLE EXPERIENCE

patient experience

medical appointment

viewing the patient experience
Journey Maps medical appointment: viewing the Patient Experience
Design Process

### Journey Maps medical appointment: viewing the Patient Experience

<table>
<thead>
<tr>
<th>Process</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPLORATION</strong></td>
<td>Prioritize and collect data on the current appointment experience using questionnaires, interviews, and observation.</td>
</tr>
<tr>
<td><strong>CONCEPTUALISATION</strong></td>
<td>Analyze and interpret the collected data. Identify patterns and opportunities for improvement.</td>
</tr>
<tr>
<td><strong>DESIGN</strong></td>
<td>Develop concepts and designs to address the identified issues. Consider user needs, experiences, and perspectives.</td>
</tr>
<tr>
<td><strong>PRIORITIZATION</strong></td>
<td>Evaluate the designs and concepts against the identified priorities. Select the most effective solutions for implementation.</td>
</tr>
<tr>
<td><strong>PILOT</strong></td>
<td>Test the selected designs in a controlled environment to collect feedback and refine the final solution.</td>
</tr>
</tbody>
</table>

**INTERACTION LINE**

*Image of a journey map showing the patient experience from previous contact to follow-up.*
## Design Process

### Exploration
- **Experience Moments:**
  - Previous Contact
  - Scheduling
  - Confirmation
  - Arrival and Circulation

### Conceptualisation
- **Expereince Breaks:**
  - Insufficient and unfriendly information
  - Lack of information to make decisions regarding coverage with insurance. Prolonged wait for an available appointment
  - Insufficient personnel in parking lot. Location and movement difficulty. Difficulty in finding destination. Few diversity of products in the coffee shops

### Design
- **Desired Experience:**
  - Quick and easy access to clear, relevant and useful information regarding my own and my family’s healthcare
  - To schedule my appointment quickly and with ease at a time convenient to me with the optimal information that allows me to make the best decision
  - To be reminded of my appointment. To be informed with appropriate time when a modification of my schedule’s visits required
  - To have easy access to the clinic and to be able to have plenty of available parking space. To have easy marked access to my destination

### Priorisation
- **Relevant Pillars:**
  - Timely Information / Health Promotion
  - Timely Information / Fast Processes / Constant Communication / Empathy
  - Empathy / Constant Communication
  - Timely Information / Fast Procedures / Empathy

### Interaction Line
- **Client’s Actions:**
  - Information search (Doctors, specialists, expected information)
  - Conversations recommendation by close-person
  - Callcenter contact
  - Patient schedules appointment
  - Web/app my clc
  - Arrive to clinic and parking list (chip-on or IAG)
  - Head to consult
  - Arrive to consult
DESIGN

Design Process

EXPLORATION  CONCEPTUALISATION  DESIGN  PRIORIZATION  PILOT

RECEPTION AND PAYMENT  WAITING  MEDICAL ATTENTION  CONSULT EXIT

Insatisfaction with the process agility and the lack of empathy of the staff. Disagreement with the relationships quality of attention / cost.

Dissatisfaction with changes in the schedule's time of consultation and with the supply of distracting elements

Dissatisfaction with the doctor's empathy level and time given to the patient.

Dissatisfaction regarding the payment facility and the parking price

To have an easy and fast reception process, that is provided with the necessary technology to facilitate the payment process

To be seen on time, and if a delay occurs then I am kept informed of it.

I receive expert and high-quality attention. The doctor talks to me in a simple and clear way, and answers any 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

FAST PROCEDURES / EMPATHY / CONSTANT COMMUNICATION  TIMELY INFORMATION / COMMITMENT WITH ATTENTION TIMES / COMFORTABLENESS  TIMELY INFORMATION / MEDICAL QUALITY AND EXPERTISE / EMPATHY  AGILITY IN PROCEDURES

patient goes into waiting room & registers

patient installed in waiting room

patient enters appointment

discharge possibilities for patient

patient pays parking & leaves the clinic
DESIGN

Design Process

EXPLORATION          CONCEPTUALISATION          DESIGN          PRIORIZATION          PILOT

MEDICAL ATTENTION   CONSULT EXIT   FOLLOW UP   CONTROL

Decision with the doctor’s empathy and time given to the patient.
Dissatisfaction regarding the payment facility and the parking price.

Expert and high quality attention, talks to me in a simple and clear way, answers any 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.

Timely information / Quality and expertise / Empathy
Agility in procedures
Health promotion / Constant communication

...
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 Process

Projects & Initiatives
Design Process

**Projects & Initiatives**

**EXPLORATION**
- Reception and Payment
  - Self-service kiosks
  - Business & security
  - Manager attention: reception & waiting
  - Service commitments
- Waiting
  - Amenities availability
  - Staff executive: monitoring waiting times
  - Manager of experience: attention reception, waiting times
- Medical Attention
  - Administrative staff: patient to start appointment
  - Doctor grants the medical history, diagnosis, patient and hospitalization, patient & services
- Consult Exit
  - APM unit is read and filed through hospitalization center in patient
- Follow Up
  - Clinics sends notifications / reminders regarding treatment
  - Available information for remote consultation

**CONCEPTUALISATION**
- Reception and Payment
  - CMS platform
  - CRM platform
  - Service commitments
- Waiting
  -在线支付平台
  - Experience monitoring
- Medical Attention
  - EMR / mobile platform
  - APM system
  - CMS platform
- Consult Exit
  - Alert system
  - Health promotion

**DESIGN**
- Reception and Payment
  - CMS platform
  - CRM platform
  - Service commitments
- Waiting
  - Online payment platform
  - Experience monitoring
- Medical Attention
  - EMR / mobile platform
  - APM system
  - CMS platform
- Consult Exit
  - Alert system
  - Health promotion

**PRIORITIZATION**
- Reception and Payment
  - CMS platform
  - CRM platform
  - Service commitments
- Waiting
  - Online payment platform
  - Experience monitoring
- Medical Attention
  - EMR / mobile platform
  - APM system
  - CMS platform
- Consult Exit
  - Alert system
  - Health promotion

**PILOT**
- Reception and Payment
  - CMS platform
  - CRM platform
  - Service commitments
- Waiting
  - Online payment platform
  - Experience monitoring
- Medical Attention
  - EMR / mobile platform
  - APM system
  - CMS platform
- Consult Exit
  - Alert system
  - Health promotion

- Rate attention channel
- Failure rate (Med)
- Empathy or accurate treatment perception
- Patient payment process perception
- Waiting time before appointment
  - (average and duration)
- Lost patients between: totem and payment / payment and attention
- Comfortability perception regarding waiting room
- Perception of compliance with reserved time for appointment
- Attention time
  - Empathy perception regarding attention
  - Quality of medical attention perception
- Test and consults scheduling rate

**CLC Clínica Las Condes**

**VIVIR MEJOR**
01. Defining the beginning
Criteria to prioritization:
01. Importance to the Patient
02. CLC evaluations
03. Benchmark
CREATE A PILOT
Design Process

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 training
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 Satisfactions – Online Metrics

Some Results

WE BELIEVE IN THE VALUE OF METRICS
¡WE 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 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
Bárbara Boekemeyer
bboekemeyer@clc.cl

- PATIENT JOURNEY MAPS
Clínica Las Condes