Using the Voice of the Customer to Inform Marketing Efforts
Agenda

- Marketing’s Role
- Overview of Experience Mapping
- MD Anderson case study
- Tools for Implementation
Purpose

• Marketing must differentiate itself from others while focusing on the customer and areas of growth

• They also must demonstrate value by illustrating what activities and strategies improve ROI

• Ultimately, making advocates out of patients, families and referring physicians is the most cost-effective means to achieving marketing goals
Healthcare is Different

• Patients are not choosing to be patients like they choose other services

• Yet, patients have less information about health services despite its high importance

• And patients actually “stay” overnight for the service, a unique hybrid

• Consequently, there is a tremendous emphasis placed on trust in the organizations and with people they interact
MARKETING’S ROLE & APPROACH
Our mission is to eliminate cancer in Texas, the nation, and the world.

Making Cancer History

Patient Care - Research - Education
Marketing at MD Anderson

Enhance Business Decisions
- Financial ROI
- Campaign effectiveness
- Project management & metrics

Measure Success
- Demand generation for institutional priorities
- Service line marketing

Enhance Business Decisions
- Market intelligence
- Trends, data, competitive tracking
- Business planning support

Develop and Manage the Brand
- Global partnerships
- Brand management
- Sponsorships
- Brand advertising

Understand the Customer
- Customer, community research
- Voice of the patient
- Customer experience

Global leader in cancer
- Demand generation for institutional priorities
- Service line marketing

Manage Growth
- Demand generation for institutional priorities
- Service line marketing
Linking Strategy and Measurement

**Next Steps - Conversions & Brand Tracking:**
Campaign impact is tracked monthly and measured after one year to ensure messages are resonating.

**Creative Production and Placement:**
Final creative is developed (print, television, radio and online ads) and placed within targeted media channels.

**Validation:**
The rough creative is tested again in focus groups or online concept testing surveys.

**Creative Brief & Development:**
The messages with the most potential are integrated into a creative brief, and creative concepts are developed.

**Voice of the Customer:**
Experience Mapping interviews to capture patient stories and insight.

**Message Map:**
Message mapping workshop is conducted based on brand research and stakeholder meetings.

**Refinement:**
Key positioning statements and support points are developed and are tested within focus groups.

**Message Testing:**
Qualitative findings help to develop key messages/support points which are tested quantitatively (online surveys).
Making Experience Mapping a Standard

- Conducted prior to every marketing campaign
  - 2-3 clinics and initiatives per year
  - Insight into patients as well as potential operational issues
  - Positions Marketing as a strategic partner vs order taker

- Link to Campaigns
  - Opportunity to identify compelling patient stories
  - Defines marketing messages and differentiators to highlight

- Insight Dashboard
  - Insights are easily searched and shared
“Your premium brand had better be delivering something special, or it's not going to get the business.”

Warren Buffett
Experience Management

• Aligns with the brand – you set expectations at every interaction (from when they conduct research on your Web site, call to make an appointment, or visit your facility for the first time)

• Creates meaning – staff provides and patients walk away with a lasting impression (good or bad)

• Aims to provide superior value – you need to attract market share

• Is deliberate – this is most important!

• Drives profitable growth – it’s always easier to create an advocate out of an existing patient than convince others
The Patient Experience is Holistic

“Organizations that simply tweak design elements or focus on the customer experience in isolated parts of their business will be disappointed in the results.”

Leonard Berry, Ph.D., Texas A&M University, Author, *Discovering the Soul of Service* and *Management Lessons from Mayo Clinic*
The Importance of Touchpoints

• A touchpoint is the interaction between your hospital and those you serve; this is how customers recognize your promise

• Like a door enables one to access a room or building, a touchpoint enables customers to access an organization - but it’s hard to manage them all, so you need to make some trade-offs

• For example…
  – Does the messaging and promise of your marketing materials match up to the experience you provide?
  – How easy is it for patients to get in touch with the right person to schedule an appointment or ask a question about follow-up care?
  – Which aspects of your facility do patients find to be impressive, and which aspects cause frustration? (parking, waiting areas, inpatient rooms, etc.)
Experience Map

Need
- Symptoms
- Diagnosis
- Evaluation of healthcare providers

Influences
- Physician/OB
- Internet research
- Family/friends
- Others

Referral
- Physician referred
- Physician directed
- Self referred

Scheduling
- Choose healthcare provider
- Financial paperwork
- Medical paperwork
- Scheduling first visit

Arrival
- Parking
- Getting to the Gynecologic Oncology Center
- Checking-in
- Waiting area
- Initial treatment plan
- Additional lab and diagnostic testing
- Clinic staff interactions

Visit
- Surgery scheduling and intake
- Inpatient room
- Nursing care
- Physician care
- Chemotherapy
- Radiation therapy

Follow-up
- Call-backs for assistance
- Communication with referring physician regarding progress
- Follow-up visits
- Support groups and wellness services

Touchpoints
To help customers recall their experiences across multiple Touchpoints, we use an Experience Map.
Experience Mapping is an in-depth qualitative research technique that utilizes a visual cue (the experience map) to help patients, family members, and/or referring physicians recall specific episodes in their journey.

This technique allows us to assess the customer’s entire experience, rather than one encounter:
- Expectations prior to their first encounter with you
- Multiple activities throughout their journey (e.g., parking, check-in, exams, follow-up)
- Multiple touchpoints, or ways in which they interact with you (e.g., materials, conversations, website)
- Recognizes changes in attitudes, if any, throughout their experience

The experience map provides a framework for action:
- Each step has experience stewards (e.g., nursing, auxiliary) who are responsible for delivery
- Every steward can appreciate the relationship of their actions to the remainder of the patient journey
- Interactions or “touchpoints” are categorized at each step
What Do You Know?

• Review existing patient source and utilization information. This includes, but is not limited to:
  – Call center statistics
  – Secret shopping reports
  – Patient satisfaction data
  – Physician satisfaction data
  – Time and motion studies
  – Utilization stats
  – Focus groups
  – Etc…

• Important to synthesize

• What is the data telling you?

• If you could change 3 things tomorrow for greatest impact, what would they be?
How Do Patients Describe the Experience?

- On-site interviews are ideal in that they provide visual cues for recall.
- Phone interviews are useful for providing feedback after the patient’s journey has been completed or when the patient does not live close to the healthcare facility.
- Interviews with different patient groups reveal unique needs.
- Reflect other key metrics (like HCAHPS).
- A composite view of the total patient experience is attained.
What Do THEY See?

Uncomfortable beds

Curtains that don’t close

Too Busy?

Children’s wing that is not child-friendly
Don’t Forget the Front Line!

• Conduct small group interviews with front-line, auxiliary, nursing, and clinical teams

• Elicit their feedback on barriers inhibiting their ability to deliver the ideal experience

• Gain their support for change from the beginning
And Other Stakeholders

- Physicians’ offices are a key touchpoint in setting expectations for patients and families

- Conduct interviews with physicians and their office staff to understand referral motivations

- Determine the communications given to patients prior to their visit
Building Empathy

- Review each step
- Use audio/video clips
- Share information using a narrative tone
- What would the patient say if he/she was in the room?
Translating Insight into Action

- Maintain momentum for action planning and improvement

- A platform to:
  - Motivate stakeholders to take ownership of this vision
  - Communicate your vision for the ideal experience
  - Develop an action plan for sustained success
Workshop Discussion Areas

• In what areas can we deliver an exceptional experience?

• What are ways to surprise our guests that we currently do not do?

• What should be done more consistently that should be reinforced?

• What are the expected behaviors that we currently do not deliver consistently?

Review for each step

- Need (decision)
- Scheduling
- Arrival (first visit)
- Treatment
- Follow Up
Workshop Activity

- Develop an action plan for success by reviewing recommendations and assessing their feasibility

- What are alternatives to recommendations if the ones offered are not feasible?

- What resources are needed to implement recommendations?

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Feasibility</th>
<th>Alternative</th>
<th>Needed Resources for implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review the current website to identify ways to customize images and messaging to patients</td>
<td>□ Yes</td>
<td>□ No</td>
<td></td>
</tr>
</tbody>
</table>
Observations

• Staff participation is critical to transform the bad to good:
  – “I waited all day and had so many appointments”
  – “It was coordinated so well that I got everything done on one day”

• Remember that functional needs are different from emotional needs –
  – You are giving them information
  – But do they feel like you really care about them?

• Link to your lean process once you define the ideal
“Your most unhappy customers are your greatest source of learning.”

Bill Gates
Campaign Objectives

• Reinforce MD Anderson’s brand image and increase consumer awareness
  – Increase brand presence in competitive market
  – Bust myths and misperceptions about obtaining care at M. D. Anderson
  – Continuation of “Making Cancer History®” brand advertising

• Support institutional business goals
  – Demand generation for featured clinical areas and key technology
## Case Study - Gyn Clinic

Experience Mapping revealed high and moderate performing phases

<table>
<thead>
<tr>
<th>Phase</th>
<th>Performance</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td><img src="https://via.placeholder.com/15" alt="High performance" /></td>
<td>High levels of patient satisfaction, as community physicians recommend their patients seek care from MD Anderson. Little online research is conducted upfront, preferring to reinforce the referral with advice from family and friends.</td>
</tr>
<tr>
<td>Scheduling</td>
<td><img src="https://via.placeholder.com/15" alt="Moderate performance" /></td>
<td>Scheduling tasks are often handled by the referring physician or their office. Appointments are secured quickly, much to the relief of anxious patients, and helpful information is mailed to them. Trouble occurs when patients try to contact the center with scheduling issues for subsequent visits. Patients who utilize MyMDAnderson (patient portal) report higher levels of satisfaction.</td>
</tr>
<tr>
<td>First Visit</td>
<td><img src="https://via.placeholder.com/15" alt="High performance" /></td>
<td>Patients were impressed with the appearance of the facilities and amenities. Their only complaint centered upon long waits they must endure prior to their appointments.</td>
</tr>
<tr>
<td>Treatment</td>
<td><img src="https://via.placeholder.com/15" alt="Moderate performance" /></td>
<td>Patients are treated well by staff and faculty but they do report issues post-treatment, many because of pre-existing conditions. There is also opportunity for improving communication during the inpatient stay.</td>
</tr>
<tr>
<td>Follow-Up</td>
<td><img src="https://via.placeholder.com/15" alt="High performance" /></td>
<td>Patients felt well informed, educated and are comfortable returning home. However, very few take advantage of tools such as support services, which could be crucial to a smoother recovery.</td>
</tr>
</tbody>
</table>
The Gyn clinic recognized the importance of delivering information at specific touchpoints

**Action Plan: myMDAnderson Registrations**

*Patients have a difficult time getting through on the phone after the first appointment. Those who utilize myMDAnderson did not report as many issues*

- Orient both the clinic and inpatient staff to sign up patients for myMDAnderson and encourage patients to sign up so they know about follow up and other appointments.
  - Presented Customer Insight to key inpatient leadership and staff in a brainstorming session
  - Upon new patient registration each patient is asked for their email address and signed up for myMDAnderson, clinic reports 90% of new patients are registered
  - Enhanced signage for myMDAnderson in the waiting area outside the Gyn Center

**Action Plan: Follow-Up Communications**

*Ensure patients remain connected to the clinic and institution after treatment ends*

- Create a community of uterine cancer survivors that will assist in program growth and support.
  - Sent out group emails to patients using myMDAnderson. Maintained the connection to patients, even when they live far away.
Marketing found powerful patient stories

“My doctors back home gave me ONLY a few weeks to live. That’s when I made the ONE decision that saved my life. I went to MD Anderson. That was seven years ago. And counting.”

KATHERINE HALE
uterine cancer

THERE’S ONLY ONE YOU. AND THERE’S ONLY ONE MD ANDERSON.

When Katherine Hale was diagnosed with uterine cancer, she knew that she wanted to seek out the best. MD Anderson. Katherine’s team of doctors worked with her to determine the best course of action. At MD Anderson, our experienced cancer specialists have the options they need to customize an individual treatment plan. It’s an approach that saved Katherine’s life. If you’re facing cancer, call us directly at 1-877-MDA-6789, or visit MakingCancerHistory.com.
Measurable Results

- Campaign Conversions
  - Online self-referrals completed
  - Call center volume
  - Donations received online
  - "Tell Us Your Story" submissions

Visitors were provided an opportunity to share their stories, make a contribution, or complete a self-referral to become a patient.
Using the Framework to Show Results

- Advertising
  - Television
  - Radio
  - Online
  - Print
  - Sponsorships

- Awareness
  - Houston: 3% lift to 86%
  - Nationally: no change

- Interest
  - Call center volume increased 31%
  - 19,000 Microsite visits per month

- Choice
  - More than 800 online self-referrals after online ad exposure

- Advocacy
  - $500,000+ online donations received from individuals exposed to the campaign
  - Significantly increased patient volume, institution met business goals
  - Average of 5 "Tell Us Your Story" online submissions per month
  - Visitors from all states in US
  - All featured service lines increased in patient volume
## Case Study- Pediatric Proton Therapy

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<th>Phase</th>
<th>Performance</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need</td>
<td>![Green]</td>
<td>Parents are desperate to find alternative treatment for their children and conduct their own research or learn from family/friends about proton therapy treatment. It is sometimes mentioned by their local doctor.</td>
</tr>
<tr>
<td>Scheduling</td>
<td>![Yellow]</td>
<td>Local physicians/oncologists rarely refer to a specific hospital and instead mention various centers that offer proton therapy treatment. Some mention MD Anderson’s Proton Therapy Center and the hospital’s reputation, expertise. PTC is quick to respond and is closer for most, which helps make it an easy choice.</td>
</tr>
<tr>
<td>Arrival</td>
<td>![Green]</td>
<td>Simulation helps relieve parents’ anxiety and parents are warmed by the staff’s optimism and reassured by the facilities’ state of the art, clean appearance. Questions are answered, further relieving anxiety.</td>
</tr>
<tr>
<td>Treatment</td>
<td>![Yellow]</td>
<td>While simulation alleviates some stress for parents – the anxiety persists. But staff is good at reiterating steps and explaining. Waiting area, however, is a bit frustrating for some as several things exacerbate an already difficult time for children including others eating, adult patient emergencies and longer waits when mechanical breakdowns occur.</td>
</tr>
<tr>
<td>Follow Up</td>
<td>![Yellow]</td>
<td>Parents are confident in going home to care for their children and usually have follow-up plan in place which they tend to handle from long distance via their local physician or oncologist. They express regret in not being able to continue some kind of continued connection with PTC as experience was such a positive one.</td>
</tr>
</tbody>
</table>

![High performance] ![Moderate performance] ![Low performance]
Impact Beyond Marketing

Pediatric Patient Needs
- Toys, children’s television shows and other entertainment
- Story time and play time with child life specialist
- No food
- Reading materials for parents
- Access to other parents of other pediatric patients

versus

Adult Patient Needs
- Reading materials
- Peace and quiet
- Access to other adult patients
- Internet access
Kids waiting area was expanded and customized
Kids waiting area was expanded and customized
Initiated relationship building strategies
Significantly expanded online marketing efforts

Campaign results
(first 4 months)

• Paid search click-through average 9,000/month
• Call center volume increase
• 12 pediatric online self referrals
“A brand for a company is like a reputation for a person. You earn reputation by trying to do hard things well.”

Jeff Bezos
Getting Started

• **Project initiation**
  – A kick-off meeting, led by Gelb Consulting and Marketing teams, is held to review the Experience Mapping process and discuss the project plan
  – Gelb reviews the typical patient experience, current care center materials and state of the clinic/sensitivity

• **Project planning**
  – MD Anderson teams determine interview screening criteria (patient growth areas, clinical trial participants, etc.)
  – Care Center develops patient lists for sample recruitment, and provides optimal interview times for both patients/employees
  – Care Center staff will reserve clinic areas for in-person interviews, if applicable

• **Development of study materials**
  – Gelb creates recruiting script(s) and discussion guide(s) for Care Center review and approval

• **Recruiting**
  – Care Center identifies support staff to contact patients and schedule interviews using a scheduling template, provided by Gelb

• **Data collection**
  – Gelb conducts all interviews (in-clinic or by phone)
  – Once data has been collected, the Care Center provides Gelb demographic information of the patients interviewed

• **Analyze and present results**
  – Gelb compiles a presentation-style report highlighting conclusions from all sources, and presents this on-site to the Care Center

• **Action planning workshops**
  – Workshops with front-line staff and physicians to form operational and service results
Lessons Learned

- Support and buy-in from the entire care team is necessary – patients must feel comfortable with your presence on-site

- During recruiting, staff support is crucial – patient participation is more likely if the initial request for an interview comes from staff

- Rely on the care team to help determine who the “right” patients are for the process – what does their typical patient “look” like? What kind of patients would they like to attract? Which patients are having experiences that could be improved upon and better promoted?

- Plan the key messages that you want to communicate to patients and referring physicians and repeat those key messages throughout their experience - it may seem redundant to you, but it’s not to them

- Patients require multiple methods of learning
  - Spoken to emphasize
  - Written to reinforce
  - Digital to recall
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