



Life After Relaunch
**Renewing Your Strategy
for Digital Customer Engagement**

Featured speaker:

Stephen Strong
Director of Digital
Northwestern Medicine

Moderated by:

Jeff Cram
Co-Founder
Connective DX

Sponsored by

CONNECTIVE DX



Does any of this sound familiar?

“We lack an overall digital strategy. Projects are often independently planned and rolled out without coordination.”

“We have a lot of data but struggle to use it effectively.”

“Everyone has an opinion about the website!”

“We aren’t taking advantage of the technology that we currently own.”

“We lack the in-house resources and funding we need to manage our ongoing digital projects.”

“Urgent projects almost always take priority over more strategic initiatives.”


Balancing Strategic & Operational

Strategic Initiatives

- Large scale redesign projects
- New technology platforms (CMS, CRM, etc.)
- Location & reputation management
- Journey mapping
- Mergers & acquisitions
- Customer/patient data strategy
- Enterprise-wide content strategy
- Mobile applications
- Customer insight programs
- Strategic roadmaps
- Change management & governance

Ongoing Digital Operations

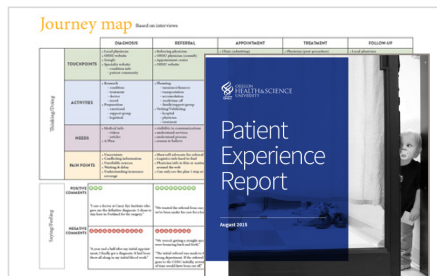
- Digital marketing & campaigns
- Site enhancements & maintenance
- Content development & blogging
- Software upgrades
- Ongoing reporting and dashboards
- Social media & monitoring
- End user training
- Vendor & agency management
- Internal presentations
- A/B testing
- Technical support

The background of the slide features a photograph of four large, cylindrical industrial silos or grain elevators. They are arranged in a row and are illuminated from below, creating a strong silhouette effect against the dark, twilight sky. The silos have a corrugated metal texture and conical tops. A horizontal metal structure, possibly a conveyor or support beam, runs across the top of the silos. The foreground is a dark, flat field, and the overall scene is dimly lit, suggesting dusk or dawn.

Most companies are not organized to plan, deliver and manage connected digital experiences. Organizations are typically siloed, with uncoordinated projects and unevenly distributed capabilities.

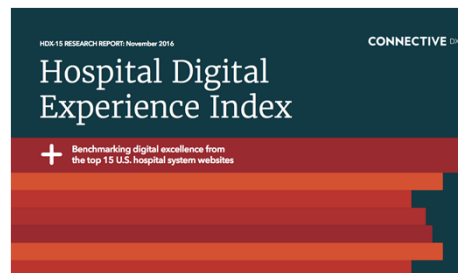
About Connective DX

A digital experience and technology partner that helps healthcare organizations embrace the power of digital, align around the patient, and take control of their future.



Patient experience focused

Dedicated healthcare practice working with leading providers and payers for more than a 15 years.



Benchmarking digital excellence

Researching leading digital experience practices across top health systems nationally.



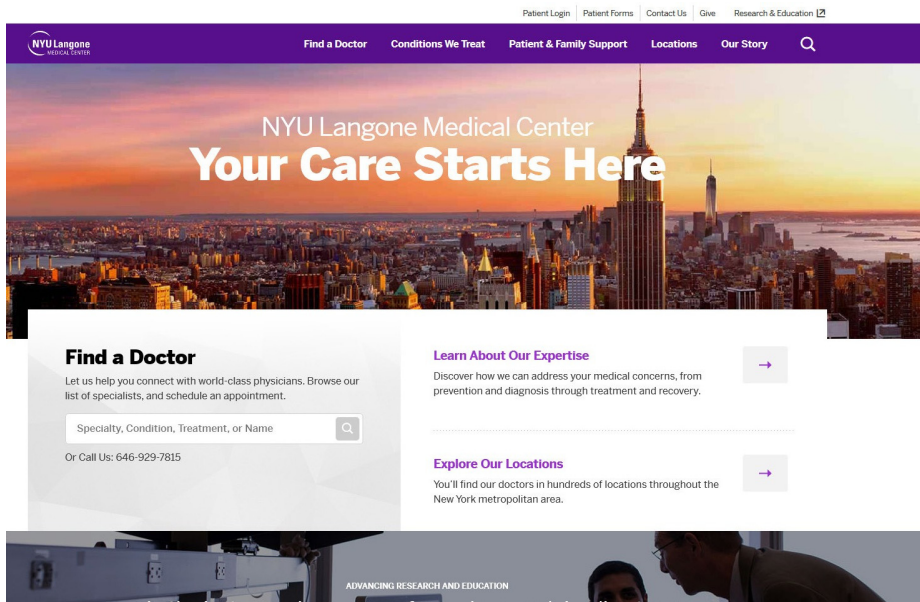
Teaching & enabling

Leading workshops and sessions at industry events including HCIC & SHSMD.

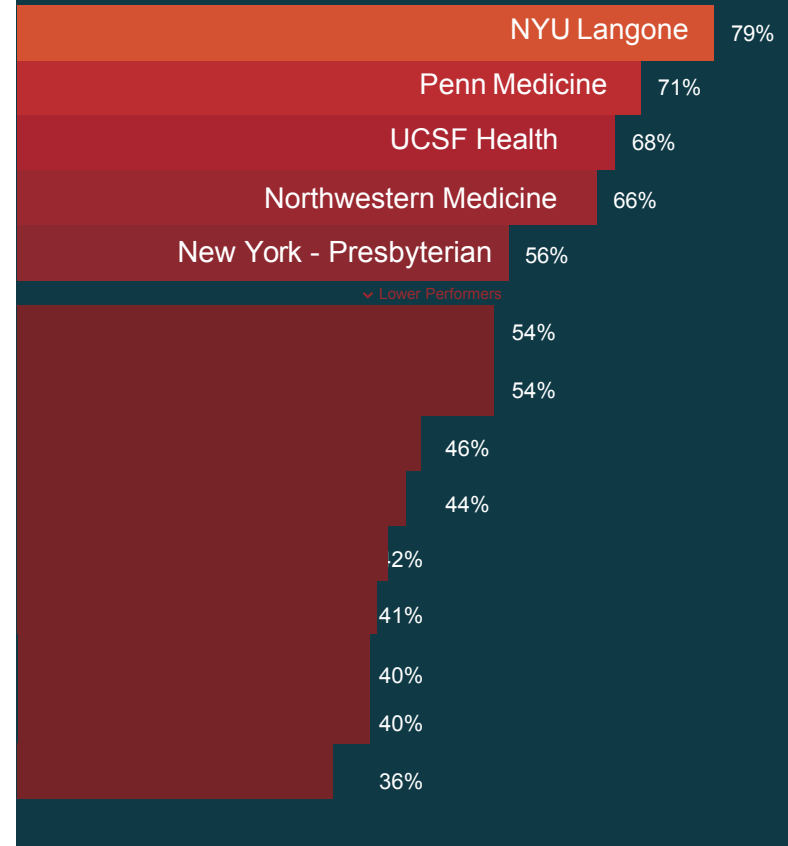


- Brand clarity
- Plain language
- Geographic complexity
- Home page routing

Brand and content clarity



Leaders in branding and content clarity among top U.S. hospitals





Life After Relaunch: Renewing Your Strategy for Digital Customer Engagement

Stephen Strong
Director of Digital, Northwestern Medicine
stephen.strong@nm.org



Northwestern Medicine

NM.org

- 9 Illinois hospitals
- Academic and Community Care
- 4,000 physicians and 30,000 employees
- Northwestern Memorial Hospital ranked 1st in Illinois by USN&WR
- New site launched September 2016



Stephen Strong

Director of Digital

- Been launching websites since 1995
- New to Healthcare
- Joined Northwestern 3 weeks after the site launched
- Spent the last year receiving NM.org feedback from 4,000 physicians

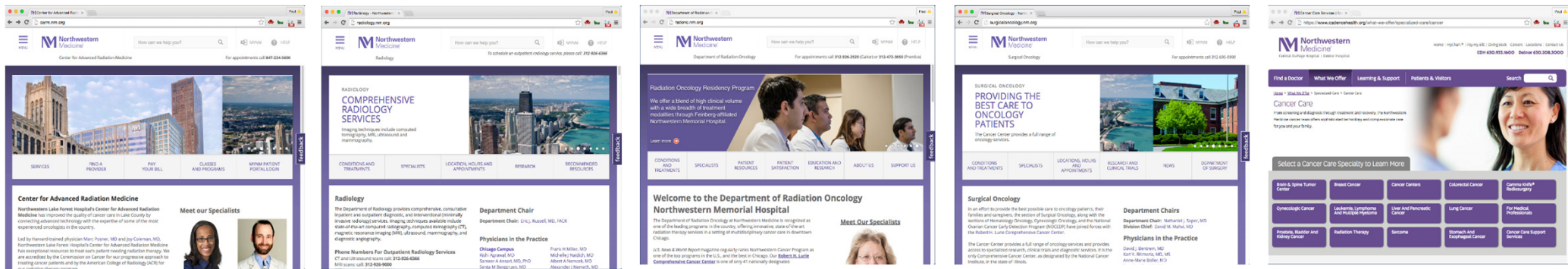
Steps To a Successful Year One

1. Manage feedback, priorities and quick fixes
2. Create roadshow presentations to listen, show progress and get credit
3. Leverage analytics and user testing for impactful enhancements
4. Eventually stop fixing and start evolving



NM.org Before Redesign

- 250+ individual websites lacking consistent infrastructure
- 6,800+ pages of content with limited content strategy
- Challenging navigation & user experience
- SEO challenges
- Inconsistency in branding voice & tone
- Limited mobile presence
- Limited analytics
- Internal-focused experience
- Inconsistent approach to service lines



12 websites with Cancer Treatment information prior to relaunch

Launch Day = *"It's live! We did it!"*



Day #2 = "Oh @\$%&!"

MONTH
1

© Mike Baldwin / Cornered



After Your Site Launches...

MONTH
1

Expect Feedback

Lots and Lots of Feedback

Create Many Paths for Feedback

Public Option

Northwestern Medicine

How may we help you?

DOCTORS ▾ LOCATIONS CONDITIONS AND CARE AREAS PATIENTS AND VISITORS ACADEMICS CONTACT US ▾

Patients and Visitors

Northwestern Medicine offers a host of information and resources to help make your patient or visitor experience exceptional.

I Am Having Surgery
Be sure to follow your doctor's pre-surgery guidelines, which may include special instructions

Accessibility Resources
Northwestern Medicine is dedicated to providing accessible care to our

Appointments
Connect with Northwestern Medicine any time, with our convenient appointment scheduling.

Request Appointment →

Find Doctors →

feedback

Employee Option

SITE FEEDBACK

Please provide as much detail as possible. Every effort will be made to address your request in a timely manner.

***Required**

Name *
First Last

Email *
- ## -

Phone Number *
- ### -

Issue Type *
Please Choose ▾

Website Impacted *
Please Choose ▾

Affected URL(s) *

Issue Details (required) *

Your Department *
Please Choose ▾

Attachments (content, visuals, screenshots, etcetera) (optional)
Choose File | No file chosen

Submit Feedback

Website Feedback

Use this form to report any problem you experience with our website.

For Physician Profile Updates
Please send requests for physician profile updates to: profileupdate@nm.org for Central/North physician profiles, and FADupdates@cadencehealth.org for West physician profiles.

For questions unrelated to this website, please [click here](#).

*“My Department Chair is complaining so please fix it” option:
webmaster@nm.org*

Collect It & Structure It

Feedbackify!



Progress Trackers

- Resolved
- In Progress
- Waiting on More Input
- Under Consideration
- Requires Business Decisions

| Description | Physician/Group | Actions Taken / Planned |
|---|---|--|
| CMO - Second Opinion | Kevin P. Bethke, MD Associate Clinical Director Lynn Sage Comprehensive Breast Center | Some Second Opinion updates have been made, including revising page and adding a phone number right rail element, but this area could continue to be developed |
| Head and Neck Program Updates | Dr. Sandeep Samant | Redirect error was resolved. Some slight content revisions were made, as well as efforts to reconcile legacy content with new site offerings. Some instructional videos from legacy site were added to the new site as well. Notification for an upcoming symposium was added. |

| Description | Physician/Group | Actions Taken / Planned | |
|--|--|--|---|
| Physician search does not identify specific skills & distinctions | | | |
| Primary specialties & clinical info on physician profiles | Content: New - list of docs at each outpatient office | Dr. Lorrie Elliott | Pending business decision on physician listing in new design |
| Geo-search should be prioritized by proximity to user | Dr. Karl Bilimoria feedback - Search by disease; better specialties; adding academic credentials | Dr. Karl Bilimoria | Some of this is reflected in the Feinberg School of Medicine Faculty Profiles already |
| DHC Master Website Feedback - conditions, esophageal program to add hiatal hernia and GERD | Gretchen Parker feedback - strateg | Gretchen Parker - Cancer Strategy Lead | Information about CCF doctors available to the public that we don't |

| Description | Physician/Group | Actions Taken / Planned |
|--|---|---|
| FAD - sort button is small and on left side | Lyle Berkowitz, MD, FACP, FHIMSS Director of Innovation, Northwestern Memorial Healthcare | KH reached out to Dr. Berkowitz to address specific concerns |
| DHC Master Website Feedback - having something under the teams like the old site did would be great, or maybe a separate page of staff clicking their NM profile so we know what they treat for. | Dr. Stephen Hanauer, Dr. John Pandolfino, Dr. Nathaniel Soper | Needs discussion with leadership, business decision in terms of Meet the Team concept in future updates to design |

| Description | Physician/Group | Actions Taken |
|---|---|---|
| Dr. Karl Bilimoria feedback FAD by disease | | |
| Dr. Karl Bilimoria feedback academic credentials (of Surgery, Chief of End Surgery, etc.) | | |
| Content - BCVI Pulmonary Vascular Disease - Incorrect info on Program Pages | Dr. Stuart Rich | Reviewed legacy content and contrasted with new site offerings to see if there were any gaps. |
| BCVI - cardiovascular professionals section | BCVI | Made the necessary updates and are reaching out to LC for the left rail revisions requested. |
| Bariatric Surgery Updates - Bariatric surgery is not included within Digestive Health but rather under "Weight management/Surgical Weight Loss" | Dr. Eric Hungness, Dr. Alexander Nagle | Added Bariatric area of care card to the DHC portion of the website |
| BCVI - missing Mended Hearts web page | | Mended Hearts was added to the new site |
| Pulmonary Vascular Disease Revisions/Updates | Dr. Stuart Rich | Content comparison between legacy and new nm.org sites indicates that content is nearly identical. Will review again and seek feedback from lead around specific areas |
| Update to Parkinson's Disease Page | Neurosciences | Revisions to the Huntington's, Epilepsy, and Parkinson's pages were undertaken to remediate concerns raised, using the legacy content that was available in the archive |
| BCVI - cardiology grand rounds | BCVI | Digital team routinely updates (weekly), by request of service line marketing lead |
| BCVI - Pulmonary Vascular Disease Program pages - web page does not inform of what I do | Dr. Stuart Rich | Cross-linkage has been added. |
| DHC Master Website Feedback - Bariatric Program content | Dr. Stephen Hanauer, Dr. John Pandolfino, Dr. Nathaniel Soper | Updated per direction from Drs. Hungness and Nagle |
| No linkage between Neurosurgery & Spine Center | Mike Doyle / Horwood, Hannah - Department of Neurosurgery | Cross-linkage has been added. |

Get Credit For Listening & Quick Fixing

111 discrete pieces of feedback logged

90% Resolved or Engaged in Solution (all others under consideration)

90% of all feedback acknowledged directly with each physician

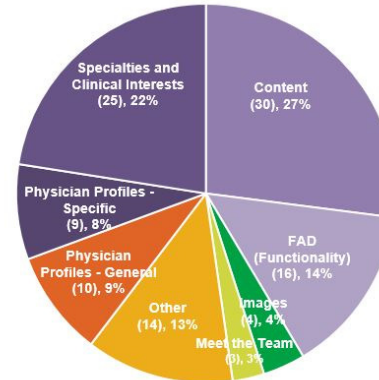
50% of feedback is about Find a Doctor / Physician Profiles

*Specialty Fields
Clinical Interests
Search Results*

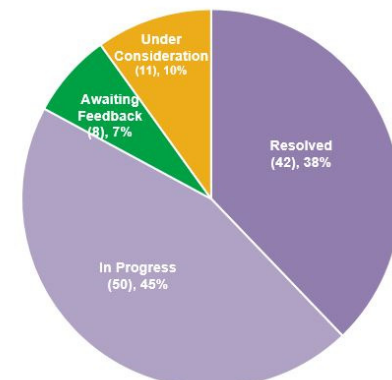
25% Content-Related Requests
*Want to Represent the AMC
Broaden Conditions / Treatments Options*

54% related to Find A Doctor search tool and content
30% related to specialty line content

Types of Feedback*



Feedback Status*



Some feedback needs to be debated and approved/declined. Set guidelines for who decides:

- Digital = best practices
- Marketing = voice of the consumer, align with broader marketing strategies
- Senior Leadership = business decisions, clinical decisions, “not Marketing decisions”

Month 2 – 3 = *“Is the site fixed yet?”*

MONTH
2 – 3

Implement “easier” updates (content, functionality)

Establish Year 1 Priorities

1. Listening Roadshow
2. Priorities Roadshow

Listening Roadshow

50 meetings with physician groups and leadership over first 3 months

| Doctor / Administrator | Service Line | Date(s) | Outcome |
|--------------------------|-----------------------------------|-------------|---|
| Dr. Stephan Schuele | Neurosciences | 10/27 | • Content: Updated Epilepsy website with legacy content where possible |
| Dr. Jerome Robins | Fertility & Reproductive Medicine | 10/27 | • Content: Rolled back legacy fertility and reproductive medicine website (fertility.nm.org) |
| Dr. Leon Platanias | Oncology | 10/28 | • FAD concerns |
| Dr. Anish Kadakia | Orthopaedic Surgery | 10/31 | • FAD concerns |
| RMG Exec Committee | Orthopaedic Surgery | 11/1 | • FAD concerns |
| Community Services Dept. | Community Services | 11/1 | • Content: Met with Community team, gave greater visibility to Community Initiatives on homepage footer; working with Community team to revise and update Community section to better represent the offerings |
| Nick Rave | Oncology | 11/2 | • FAD concerns • Content: general concerns |
| Dr. Terrance Peabody | Orthopaedic Surgery | 11/2 | • FAD concerns |
| Dr. Ted Schaeffer | Urology | 11/3, 11/14 | • FAD concerns • Content: scheduling follow up meetings to expand content |
| Dr. David Walega | Anesthesiology Pain Medicine | 11/3 | • Content: Where possible, updated content on Pain Medicine section on nm.org site to reflect legacy content |
| Dr. Nicholas Volpe | Ophthalmology | 11/3, 11/23 | • FAD concerns • Content: scheduling follow up meetings to expand content |
| Dr. McCarthy and team | Cardiovascular | 11/7 | • FAD concerns • Content: Agreement to hire contract medical writer to assist with expansion of relevant clinical content offerings on the site |

- Get credit for listening
- Identify common areas of concern
- Remember who to notify when issues are resolved

Priorities Roadshow

- Identify key areas of pain and how to fix them
- Focus on larger enhancements that will have a broader impact
- Set realistic timeframes

Doctor Search Within Site

Filtered search from service line pages

Filtered search from service line pages

Integrate doctor search into main site search engine

Northwestern Medicine

Find A Doctor Tool

Find doctors by name or top specialty. You can also

Test search conditions / C / etc.

View All button

Replace with Clinical Interests

Remediate Specialties & Clinical Interest terms

Profile Data Updates

- profileupdate@nm.org for Central/North physician profiles
- FADupdates@cadencehealth.org for West physician profiles

Northwestern Medicine

Find A Doctor (FAD) Search Results

Appointment Indicators

- Added to doctor cards and as a search filter option
- Indicators already exist on doctor profiles

Expand Specialties up to 3 per doctor

- Listed in order they appear in MSO database

Northwestern Medicine

Screengrabs are your friend!

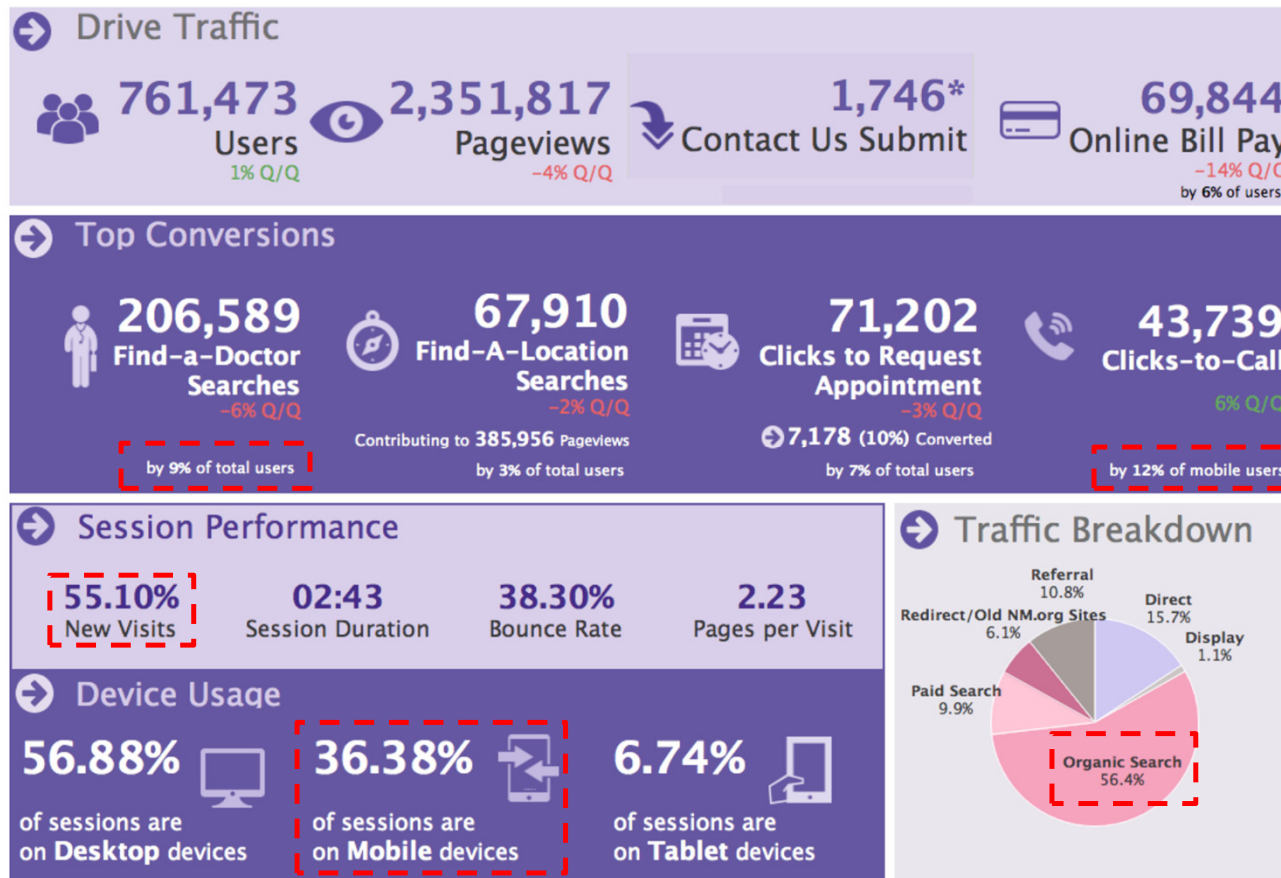
Month 4 – 6 = *“It’s only been three months?”*

MONTH
4 – 6

Get Work Done

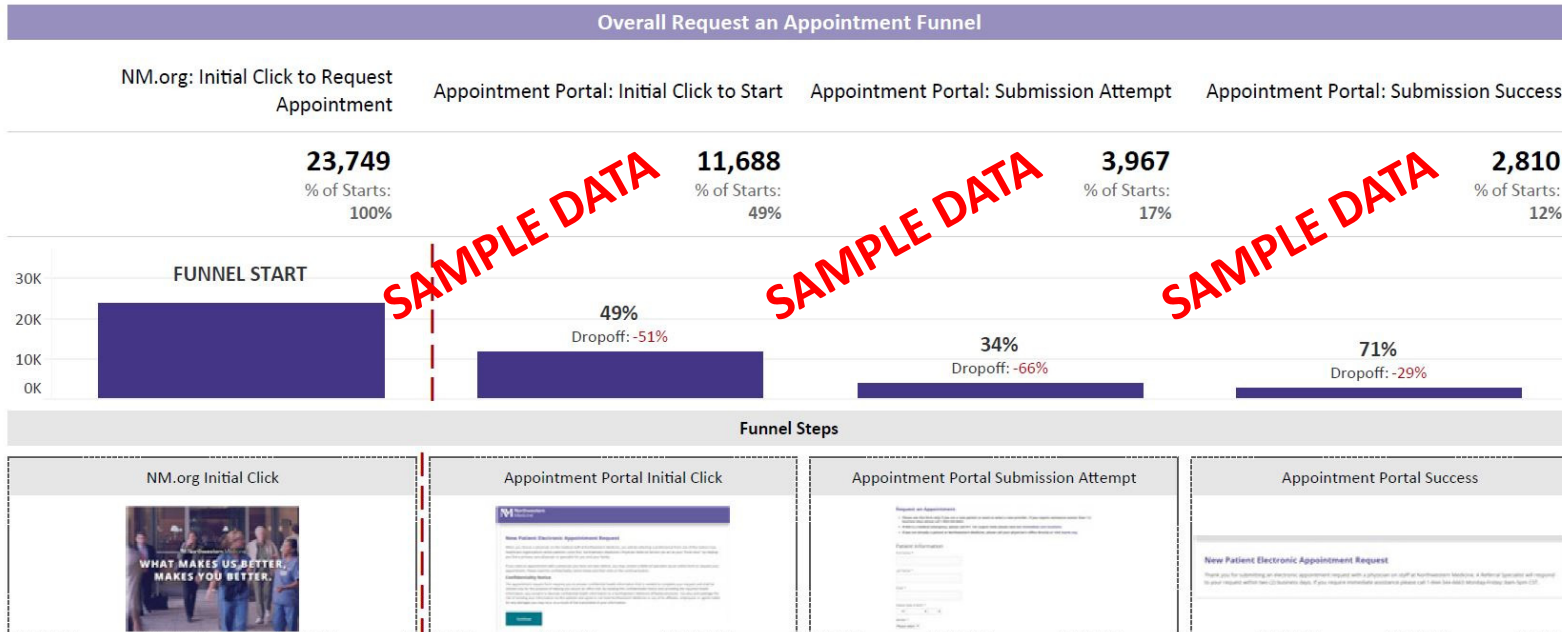
Listen & Learn

Listen & Learn = Website Analytics



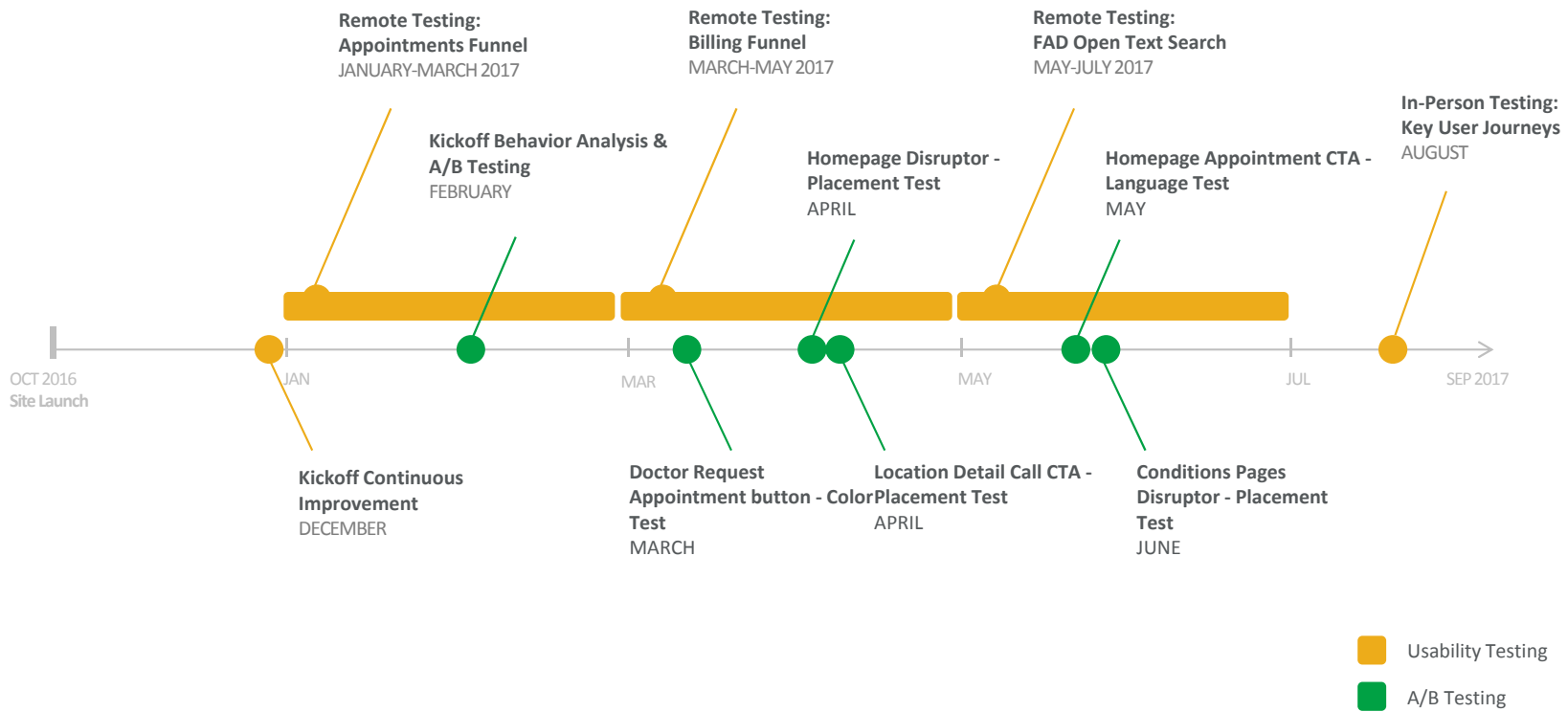
- Simplify your reports
- Automate monthly
- Look for patterns over time
- What data stories do you want to tell?

Data Story = Convince Legal to Eliminate the “Disclaimer” page



Establish Analytics & Measurement Plan

MONTH
4 – 6



Make Changes Without Asking Permission: A/B Tests for Continuous Improvement

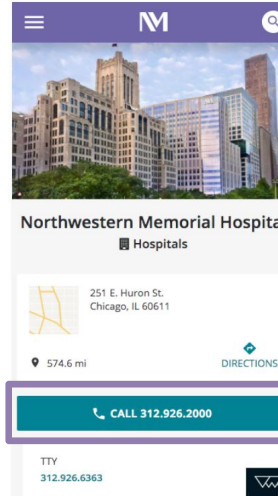
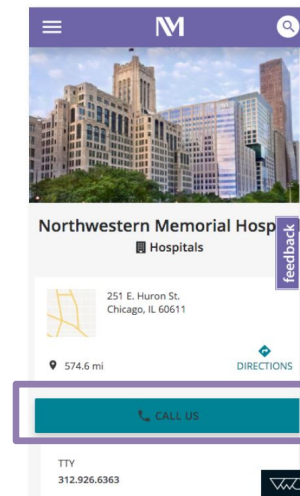
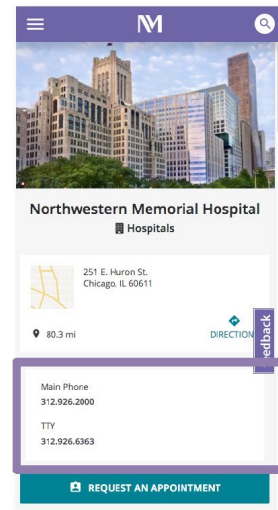
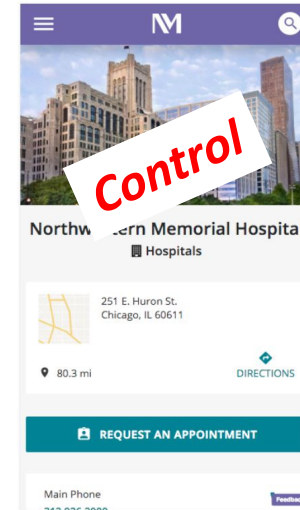
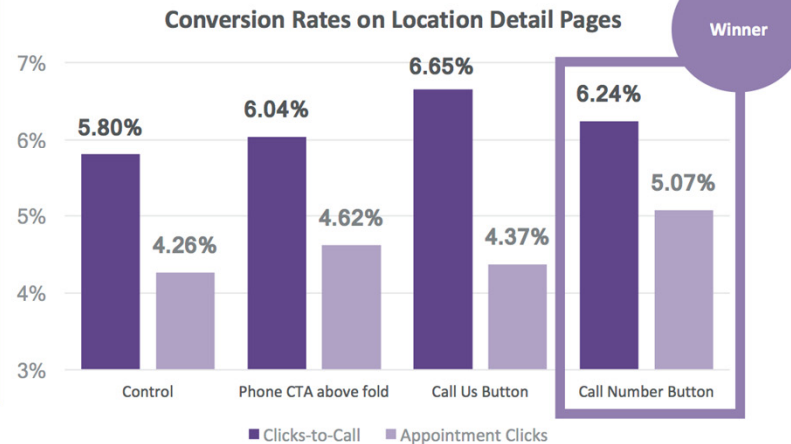
Action: Move up Phone Number on Location Detail Pages

Making phone number more visible on mobile increases clicks-to-call

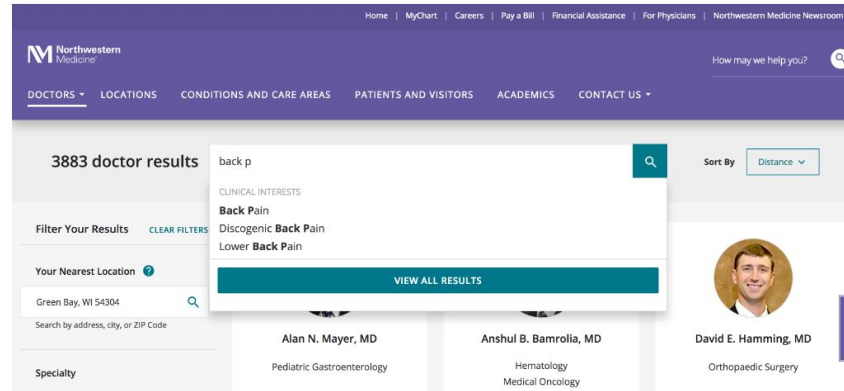
INSIGHTS:

We also tested if the placement of the phone CTA to be above the fold equates to higher call volume on mobile, and its effect on request appointment clicks.

Our hypothesis was validated within test results with the "Phone Number Call" Button having the best combination of both conversion rates for clicks-to-call and request appointment clicks.



Quick Online Usability Tests Prior to Launching Functionality



Task 1: Find a dermatologist
You're looking to find a dermatologist. Using the search box, type in "derm" and use the search functionality to find dermatologists.

Participant paths to success:

```

    graph LR
      A[Doctors Landing Page] --> B[FAD OTS Functionality]
      B --> C[Search Results Page]
      D[Doctors Landing Page] --> E[Search Results Page]
      E --> F[Specialty Filter Page]
    
```

INSIGHTS:

- 3 of 8 desktop and 2 of 5 mobile participants selected Dermatology from OTS
- 2 of 8 desktop and 1 of 5 mobile participants selected Dermatology from the Specialties tab on the search results page
- 2 users arrived on the search results page, identified the doctors weren't dermatologists but took no additional action

Task 2: Find a doctor
Your doctor retired and you need to find a new one. A friend recommended his doctor, Dr. Brian Becker. Starting on this page, find information on Dr. Brian Becker.

Participant paths to success:

```

    graph LR
      A[Doctors Landing Page] --> B[FAD OTS Functionality]
      B --> C[Search Results Page]
      C --> D[Dr. Becker's Detail Page]
      E[Doctors Landing Page] --> F[Search Results Page]
      F --> G[Dr. Becker's Detail Page]
    
```

INSIGHTS:

- 2 of 8 desktop and 0 of 5 mobile participants selected Dr. Brian Becker from OTS
- All participants found Dr. Brian Becker on the search results page
- 6 participants searched by "Brian Becker," 3 by "Becker," 2 by "Becker from OTS" and 2 started with "Dr. Brian Becker"

Task 3: Find a doctor by specialty or clinical interest
You've been experiencing persistent back pain and would like to see a doctor about it. Your insurance is through Coventry Health Plan PPO, and you're looking for a doctor in-network. From this page, find a doctor who fits this criteria.

Participant paths to success:

```

    graph LR
      A[Doctors Landing Page] --> B[FAD OTS Functionality]
      B --> C[Search Results Page]
      C --> D[Insurance or Clinical Interest Filter]
      D --> E[Dr. Detail Page]
      F[Doctors Landing Page] --> G[Insurance or Clinical Interest Filter]
      G --> H[2nd Insurance or Clinical Interest Filter]
      H --> I[Dr. Detail Page]
    
```

INSIGHTS:

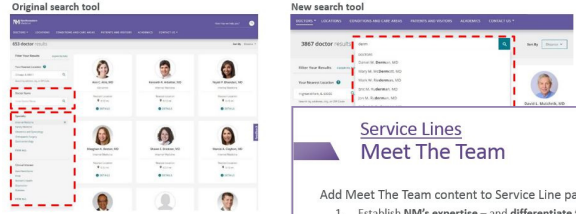
- 3 of 8 desktop and 3 of 5 mobile participants filtered first by Insurance
- 2 of 8 desktop and 0 of 5 mobile participants filtered first by Clinical Interest: "Back/Neck/Spine," "Back Pain"
- 2 of 8 desktop and 2 of 5 mobile participants search first by Clinical Interest filters selected: "Back/Neck/Spine," "Back Pain"
- Specialty Interest filter selected: "Internal Medicine," "Orthopedic Medicine"
- Conditions and Care Areas selected: "Pain Management," "Back Pain", "Orthopedics"

Month 6 – 8 = Get Projects Live! Get Credit for Progress!

Find A Doctor Improvements

Open Text Search for Specialties & Clinical Interests

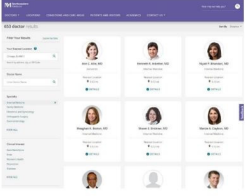
- Improving keyword search process
 - Allow text searches for specialties and clinical interests, not just doctor names
- Project Status
 - Usability Testing of new search experience completed in June
 - New search went live 6/27



The image shows two side-by-side screenshots of the 'Find A Doctor' search interface. The left screenshot, labeled 'Original search tool', shows a grid of doctor profiles with a red dashed box highlighting the search filters. The right screenshot, labeled 'New search tool', shows the updated interface with a more prominent search bar and expanded filter options.

Find A Doctor Search Results

- Adding medical group (NMG, RMG, independent, etc.)
- Adding Feinberg title
- Went live 8/9



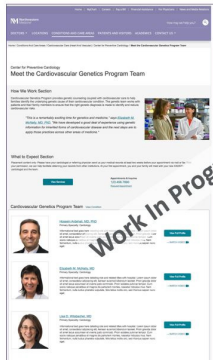
The image shows a screenshot of the search results page, displaying a grid of doctor profiles with their names and titles. Below the grid, there are four categories: 1) Employed Faculty, 2) Employed / Non-Faculty, 3) Independent Faculty, and 4) Independent / Non-Faculty. Specific doctor profiles are visible, including Patrick M. McCarthy, MD, Aaron A. Bare, MD, Daniel P. Dalton, MD, and John A. Lombardi, MD.

Service Lines

Meet The Team

Add Meet The Team content to Service Line pages

- Establish NM's expertise – and differentiate from competitors – by showcasing our physician experts within Service Line pages
- Humanize the Service Line content sections
- Develop system-wide approach for Meet The Team content, enabling faster implementation across entire site
- Solicit senior-level physician input on MTT content strategy, ensuring that final solution has support from Service Lines prior to site development
- Service Lines decide who to show in their sections. Utilize links to Find A Doctor search to show "all doctors who treat this"




The image shows a screenshot of a 'Meet the Team' page for the Cardiovascular Genetics Program. It features a list of team members with their photos and names. A diagonal watermark 'Work In Progress' is overlaid on the page.

Other Site Content

Large Integration

Kish website integration

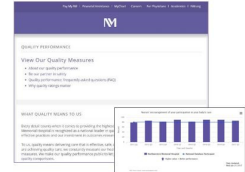
- Discovery has begun to assess KishHealth.org content and functionality
- Recommendation on how to integrate website to be delivered by end of June
- Goal to integrate Kish site into NM.org by end of calendar year



The image shows a screenshot of the KishHealth.org website, featuring a banner with the text 'WHAT MAKES US BETTER, MAKES YOU BETTER.' and the Northwestern Medicine logo.

Quality website integration

- Discovery has begun to assess Quality.NM.org content and functionality
- Recommendation on how to integrate content and data chart tools into NM.org to be delivered by July
- Integration timing dependent on Discovery findings



The image shows a screenshot of the Quality.NM.org website, displaying a bar chart and various data points related to quality metrics.

Month 9 – 12 = *“We’ll that’s all on track. Now what?”*

MONTH
9 – 12

Plan for Year Two

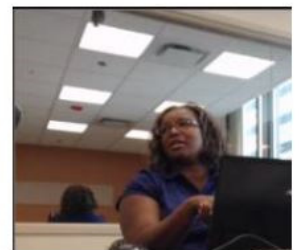
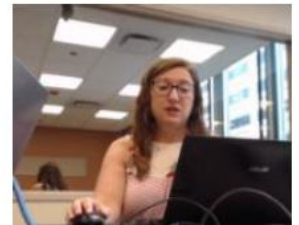
- Formal Usability Testing
- Strategy Roadshow

Formal Usability Testing to Establish Priorities

MONTH
9 – 12

2 Days + \$40K = Tons of Benefits

1. Hear directly from consumers on your site's performance
 - "Hey, our site isn't as bad as some people think!"
 - "I can't believe no one saw that submit button!"
2. Provides consumer consensus to answer internal debates
 - "Yes, *Doctors Near Me* is important to consumers..."
3. Identify the "We really need to fix this as soon as possible" items
4. Invite stakeholders beyond Digital to watch focus groups



"I shouldn't have to scroll to find hours, I don't want to have to hunt for it."

"This is almost too confusing. There are four different variations on cardiology. Which one should I choose?"

"I don't want to be tempted by someone who isn't accepting new patients!"

"These search results are pretty comprehensive."

Strategy Roadshow = Lead How Your Site Evolves

MONTH
9 – 12

FY18 Search Engine Marketing

NM.org

- Continue optimizing Service Line copy to improve search engine authority and increase organic search traffic
- Expand “Locations” pages to include offices and departments within larger buildings, resulting in more search engine results for those types of searches

Local Search Strategy

- Hiring vendor to increase address accuracy of all buildings, departments and employed physicians in online directories, as well as improve prominence of rankings in search results



Paid Search Reboot

- Substantially increase paid search budget from FY17 to FY18
- Review search campaigns across Service Lines (keywords, search results copy, etc.)
- Revisit user experience: landing page destinations, call to actions, performance metrics

FY18 Patient Advocacy

NM.org – Doctor Ratings & Reviews

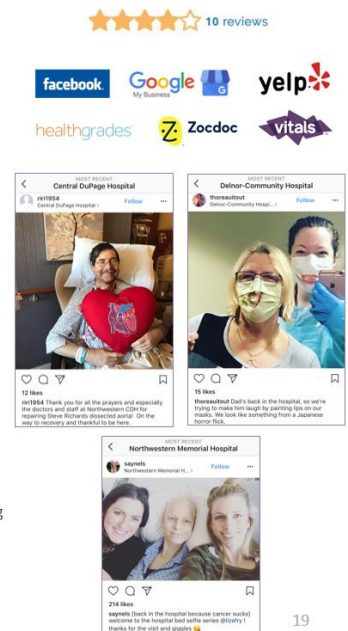
- Add ratings and reviews to 30 surgeon profiles in FAD as part of Patient Experience Transparency (PET) pilot program
- Targeting October launch

3rd Party Review Sites

- Formalize reputation management strategy and NM responsibilities
- Onboard review monitoring vendor
- Establish process for proactively responding to negative reviews
- Create strategy for encouraging patients to provide online reviews, balancing out overall ratings

Social Media

- Patient Stories are posted into social media every day
- Monitor user generated content (UGC) via social listening
- Establish process and channels to amplify positive user content

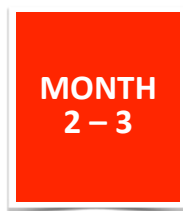


If possible, tie into broader marketing or digital programs

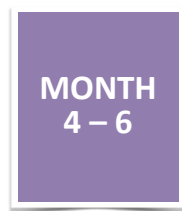
Your Path to Surviving Year One



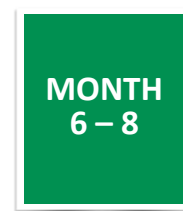
- Feedback process
- Quick fixes
- Content vs Functionality
- Steward business decisions



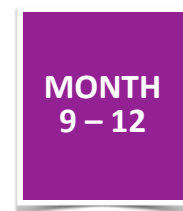
- Listening Roadshow
- Priorities Roadshow



- Get work done!
- Analytics stories
- Test & Learn plans



- Get work live!
- Progress Roadshow



- Formal usability testing
- Year 2 Strategy Roadshow

Thank You!

Contact Information



Stephen Strong
Director of Digital
Northwestern Medicine
stephen.strong@nm.org

A few closing thoughts...

Creating connected patient experiences means connecting your organization

"We view the hospital's website as the first step in a digitally enabled patient experience. Patients should have one journey of care which incorporates everything we do."

SPECTRUM HEALTH

Spectrum Health CIO, Patrick O'Hare



Investing in Organizational Capabilities

Strategic Initiatives

- Large scale redesign projects
- New technology platforms (CMS, CRM, etc.)
- Location & reputation management
- Journey mapping
- Mergers & acquisitions
- Customer/patient data strategy
- Enterprise-wide content strategy
- Mobile applications
- Customer insight programs
- Strategic roadmaps
- Change management & governance

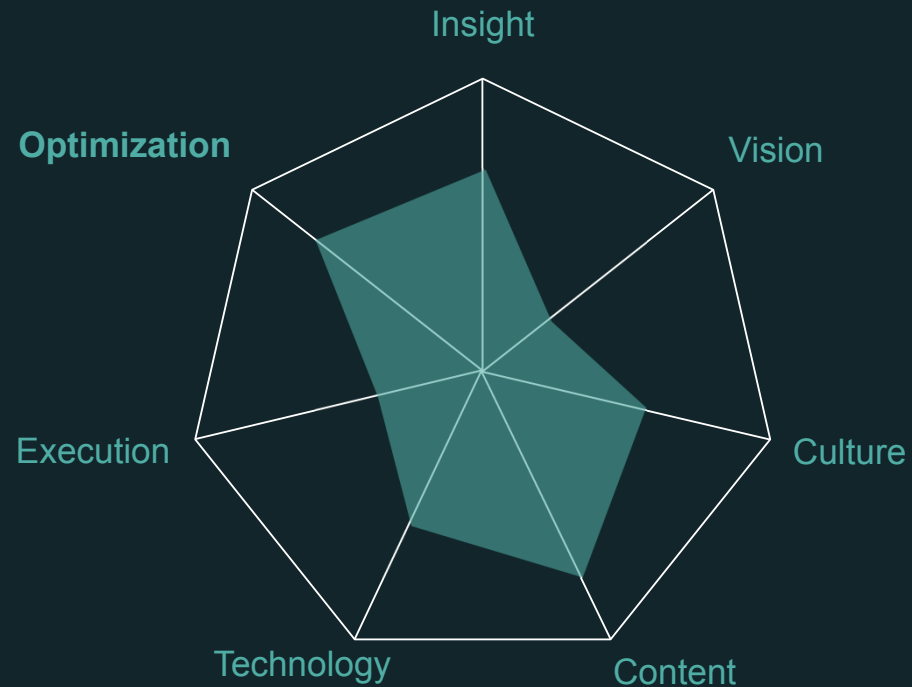
Ongoing Digital Operations

- Digital marketing & campaigns
- Site enhancements & maintenance
- Content development & blogging
- Software upgrades
- Ongoing reporting and dashboards
- Social media & monitoring
- End user training
- Vendor & agency management
- Internal presentations
- A/B testing
- Technical support

Organizational Competencies

DX7

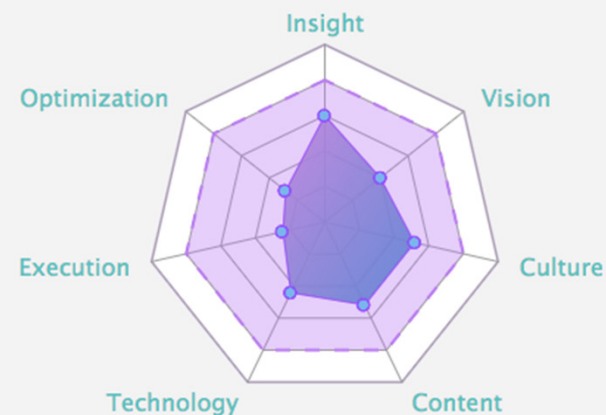
Digital experiences are the result of seven organizational capabilities.



Assess your digital capabilities

If you're leading change, you need to understand your organization's digital capabilities. And to realize the promise of Digital Transformation, you'll need to connect those capabilities across your entire company. That's the real work of digital transformation and it requires courage and clarity.

The Digital Capabilities Assessment will map your current capabilities across the seven core competencies of successful digital organizations. Take the complimentary assessment now to see what's possible today, where to focus next, and how to achieve greatness for your company.



TAKE THE NEXT STEP

Learn your organization's digital strengths, and how to leverage them to achieve great heights.

ASSESS YOUR CAPABILITIES >

Take the Assessment at: transform.connectivedx.com

Let's discuss!

Contact Information



Stephen Strong
Director of Digital
Northwestern Medicine
stephen.strong@nm.org

Sponsored by
CONNECTIVE DX

More information at
www.ConnectiveDX.com

Jeff Cram
jcram@ConnectiveDX.com
617-401-2295



Download the Report at
bit.ly/HDX-15