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

<table>
<thead>
<tr>
<th>Strategic Initiatives</th>
<th>Ongoing Digital Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Large scale redesign projects</td>
<td>• Digital marketing &amp; campaigns</td>
</tr>
<tr>
<td>• New technology platforms (CMS, CRM, etc.)</td>
<td>• Site enhancements &amp; maintenance</td>
</tr>
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<td>• Location &amp; reputation management</td>
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</table>
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 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 and content clarity

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

- NYU Langone: 79%
- Penn Medicine: 71%
- UCSF Health: 68%
- Northwestern Medicine: 66%
- New York - Presbyterian: 56%

Lower Performers:
- New York - Presbyterian: 22%
- Northwestern Medicine: 44%
- UCSF Health: 36%
- Penn Medicine: 40%
- NYU Langone: 46%
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 @$%&!”

© Mike Baldwin / Coried

Northwestern Medicine
After Your Site Launches...

Expect Feedback

Lots and Lots of Feedback
Create Many Paths for Feedback

Public Option

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 patients and visitors.

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

Employee Option

SITE 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 E4Updates@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

## Progress Trackers

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

## Feedbackify!

### Description | Physician/Group | Actions Taken / Planned
---|---|---
CMO - Second Opinion | Kevin P. Bethke, MD Associate Clinical Director Adventist Comprehensive Breast Center | Some Second Opinion updates have been made, including revising page and adding a phone number for referrals, but this area continues to be evaluated.

### Feedback

**Primary specialty & clinical info on physician profiles**

**Secondary specialty & clinical info on physician profiles**

**Additional notes on specialty & clinical info on physician profiles**

**Patient satisfaction, feedback, and reviews**

**Social media presence**

**Events, speeches, and publications**

**CME and other educational opportunities**

## Workfront

### Description | Physician/Group | Actions Taken / Planned
---|---|---
DHC Master Website Feedback:favid cancer care (Feedback) | Dr. Karl Billimoria | Of academic credentials, Hospital of Surgery, Chief of Endocrinology, etc.)

### Additional Information

- Groth's Parker feedback for cancer care (Feedback)

### Additional Notes

- Comments: Groth Parker Cancer Care (Feedback) and background info on CCN, available in the notes that are now.

## Northwestern Medicine

### Description | Physician/Group | Actions Taken / Planned
---|---|---
CMO - Michael Me Whetstone | [Dr. Michael Me Whetstone] | [Add Cardiology WG 2IC]

### Description

- [Dr. Karl Billimoria feedback by disease]
- [Dr. Karl Billimoria feedback by disease]
- [Add academic credentials, Hospital of Surgery, Chief of Endocrinology, etc.)]

### Additional Information

- Comments: Groth Parker Cancer Care (Feedback) and background info on CCN, available in the notes that are now.

### Northwestern Medicine

### Description | Physician/Group | Actions Taken / Planned
---|---|---
CMO - Insurance accepted display, drive all NMG and HMO to this page | Richard Paul, Northwestern Hospital | [Pulmonary Vascular Disease Reviews, Updates]

### Additional Information

- [Dr. Stuart Filch]
- [Pulmonary Vascular Disease Program pages, web page does not start with main content]
- [Dr. Stuart Filch]
- [Pulmonary Vascular Disease Program pages, web page does not start with main content]

### Northwestern Medicine

### Description | Physician/Group | Actions Taken / Planned
---|---|---
CMO - Medicine accepted display, drive all NMG and HMO to this page | Sarah Ostal | [Add hack physician bio & consider self-editing function]

### Additional Information

- [Dr. Stuart Filch]
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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

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?”

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

<table>
<thead>
<tr>
<th>Doctor / Administrator</th>
<th>Service Line</th>
<th>Date(s)</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Stephan Schuie</td>
<td>Neurosciences</td>
<td>10/27</td>
<td>• Content: Updated Epilepsy website with legacy content where possible</td>
</tr>
<tr>
<td>Dr. Jerome Robins</td>
<td>Fertility &amp; Reproductive Medicine</td>
<td>10/27</td>
<td>• Content: Rolled back legacy fertility and reproductive medicine website [fertility.nm.org]</td>
</tr>
<tr>
<td>Dr. Leon Platania</td>
<td>Oncology</td>
<td>10/28</td>
<td>• FAD concerns</td>
</tr>
<tr>
<td>Dr. Anish Kadakia</td>
<td>Orthopaedic Surgery</td>
<td>10/31</td>
<td>• FAD concerns</td>
</tr>
<tr>
<td>RMG Exec Committee</td>
<td>Orthopaedic Surgery</td>
<td>11/1</td>
<td>• FAD concerns</td>
</tr>
<tr>
<td>Community Services Dept.</td>
<td>Community Services</td>
<td>11/1</td>
<td>• 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</td>
</tr>
<tr>
<td>Nick Rave</td>
<td>Oncology</td>
<td>11/2</td>
<td>• FAD concerns</td>
</tr>
<tr>
<td>Dr. Terrance Peabody</td>
<td>Orthopaedic Surgery</td>
<td>11/2</td>
<td>• FAD concerns</td>
</tr>
<tr>
<td>Dr. Ted Schaeffer</td>
<td>Urology</td>
<td>11/3, 11/14</td>
<td>• FAD concerns, Content: scheduling follow up meetings to expand content</td>
</tr>
<tr>
<td>Dr. David Waleza</td>
<td>Anesthesiology Pain Medicine</td>
<td>11/3</td>
<td>• Content: Where possible, updated content on Pain Medicine section on nm.org site to reflect legacy content</td>
</tr>
<tr>
<td>Dr. Nicholas Volpe</td>
<td>Ophthalmology</td>
<td>11/3, 11/23</td>
<td>• FAD concerns, Content: scheduling follow up meetings to expand content</td>
</tr>
<tr>
<td>Dr. McCarthy and team</td>
<td>Cardiovascular</td>
<td>11/7</td>
<td>• FAD concerns, Content: Agreement to hire contract medical writer to assist with expansion of relevant clinical content offerings on the site</td>
</tr>
</tbody>
</table>

- 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

Screengrabs are your friend!
Month 4 – 6 = “It’s only been three months?”

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

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### Overall Request an Appointment Funnel

<table>
<thead>
<tr>
<th>Step</th>
<th>Starts</th>
<th>% of Starts</th>
<th>Dropoff</th>
</tr>
</thead>
<tbody>
<tr>
<td>NM.org: Initial Click to Request Appointment</td>
<td>23,749</td>
<td>100%</td>
<td>-</td>
</tr>
<tr>
<td>Appointment Portal: Initial Click to Start</td>
<td>11,688</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>Appointment Portal: Submission Attempt</td>
<td>3,967</td>
<td>17%</td>
<td>66%</td>
</tr>
<tr>
<td>Appointment Portal: Submission Success</td>
<td>2,810</td>
<td>12%</td>
<td>79%</td>
</tr>
</tbody>
</table>

---

**Funnel Steps**

1. NM.org Initial Click
2. Appointment Portal Initial Click
3. Appointment Portal Submission Attempt
4. Appointment Portal Success

---

**Notes:**
- SAMPLE DATA
- SAMPLE DATA
- SAMPLE DATA
Establish Analytics & Measurement Plan

Remote Testing: Appointments Funnel
   JANUARY-MARCH 2017

Remote Testing: Billing Funnel
   MARCH-MAY 2017

Remote Testing: FAD Open Text Search
   MAY-JULY 2017

In-Person Testing:
   Key User Journeys
   AUGUST

Kickoff Continuous Improvement
   DECEMBER

Kickoff Behavior Analysis & A/B Testing
   FEBRUARY

Doctor Request Appointment button - Color Placement Test
   MARCH

Location Detail Call CTA - Placement Test
   APRIL

Conditions Pages Disruptor - Placement Test
   JUNE

Homepage Appointment CTA - Language Test
   MAY

Homepage Disruptor - Placement Test
   APRIL

Usability Testing

A/B Testing
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

<table>
<thead>
<tr>
<th>Conversion Rates on Location Detail Pages</th>
<th>Winner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>5.80%</td>
</tr>
<tr>
<td>Phone CTA above fold</td>
<td>6.04%</td>
</tr>
<tr>
<td>Call Us Button</td>
<td>6.65%</td>
</tr>
<tr>
<td>Call Number Button</td>
<td>6.24%</td>
</tr>
</tbody>
</table>

**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.

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Northwestern Medicine®
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:**
- Dermatology landing page
- Search Results Page
- Search Results Page
- Search Results Page
- Search Results Page

**Insights:**
- 2 of 6 desktop and 4 of 6 mobile participants selected Dermatology from EOS.
- 2 of 6 desktop and 4 of 6 mobile participants selected Dermatology from the Speciation tab on the search results page

***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:**
- Doctors Landing Page
- Dr. Becker’s Profile Page
- Dr. Becker’s Profile Page
- Search Results Page
- Search Results Page

**Insights:**
- 2 of 6 desktop and 6 of 6 mobile participants selected Dr. Brian Becker from EOS.
- All participants found Dr. Brian Becker on the search results page
- All participants started with “Dr. Brian Becker” to the “Area” 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:**
- Doctors Landing Page
- In-network
- In-network
- In-network
- In-network

**Insights:**
- 2 of 6 desktop and 6 of 6 mobile participants filtered by insurance.
- 2 of 6 desktop and 6 of 6 mobile participants filtered by clinical interest: “Back/Neck Pain”, “Back Pain”
- 2 of 6 desktop and 6 of 6 mobile participants searched for “Back/Neck Pain”, “Back Pain”
- 2 of 6 desktop and 6 of 6 mobile participants searched for “Back Pain”, “Back Pain”
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

Find A Doctor Search Results

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

Service Lines
Meet The Team

- Add Meet The Team content to Service Line pages
- Establish NMG expertise – differentiates from competitors – by showcasing our physician experts within Service Line pages
- Narrate Mac Team and content sections
- Develop “system-wide” approach for Meet The Team content, enabling better implementation across entire site
- Add barometric level/physician input on MTI 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”

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

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

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

Plan for Year Two

• Formal Usability Testing
• Strategy Roadshow
Formal Usability Testing to Establish Priorities

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

**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
- Targeted 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
Your Path to Surviving Year One

MONTH 1
- Feedback process
- Quick fixes
- Content vs Functionality
- Steward business decisions

MONTH 2 – 3
- Listening Roadshow
- Priorities Roadshow

MONTH 4 – 6
- Get work done!
- Analytics stories
- Test & Learn plans

MONTH 6 – 8
- Get work live!
- Progress Roadshow

MONTH 9 – 12
- 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 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

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**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 Assessment at: transform.connectivedx.com
Let’s discuss!

Contact Information

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More information at
www.ConnectiveDX.com

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

Download the Report at
bit.ly/HDX-15