

Innovations in Experiential Wayfinding Platforms that Drive Patient Engagement and Business Development

Piedmont Healthcare

Katie Logan
Vice President, Experience

Sept. 9, 2019



Society for Health Care
Strategy & Market
Development™

Our Time Together

1. A little about Piedmont Healthcare
2. Our journey to a differentiated experience
3. Innovations in patient-centered care through mobile
4. Implementation and engagement
5. Outcomes and next steps

Learning Objectives

- Define key objectives of an experiential mobile platform that improves overall patient experience and translates digital engagement into business development opportunities
- Demonstrate how experiential wayfinding provides significant motivation to adopt a hospital's mobile platform and the added value of directing patients to one hospital-branded platform with multiple patient engagement opportunities
- Assess ROI and sustained engagement of a mobile app based on real time analytics and digital engagement KPIs

Speaker Biography

- Katie Logan serves as VP of Experience and is responsible for developing and executing Piedmont's experience strategy, leading the practices and innovations that emphasize the consistent delivery of patient-centered care, while transforming access, choice, and overall experience.
- Joining Piedmont in 2009, Katie supported the cardiovascular service line and physician enterprise as VP of Strategy & Professional Services leading business development and strategic planning.
- Prior to being tapped for her current role, served as Piedmont's VP for Marketing and Physician Outreach.
- Prior to Piedmont Katie was a management consultant with KPMG.



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Piedmont Healthcare Overview

- 11 Hospitals
- 2,577 Total Beds
- 5,000+ Providers on Medical Staff
- 18,300+ Employees
- 2,150+ Providers in CIN
 - ~900 – Employed
 - ~1,250 – Independent
- 250+ Ambulatory Locations
 - 1 Freestanding ED
 - 21 Urgent Care Locations
 - 28 Retail Clinics
 - 200+ Physician Offices
 - 30+ Imaging Locations



Piedmont Atlanta
643 beds



Piedmont Fayette
221 beds



Piedmont Mountainside
52 beds



Piedmont Columbus Regional
Midtown - 583 beds



Piedmont Newnan
136 beds



Piedmont Henry
215 beds



Piedmont Newton
97 beds



Piedmont Columbus Regional
Northside - 100 beds



Piedmont Athens Regional
360 beds



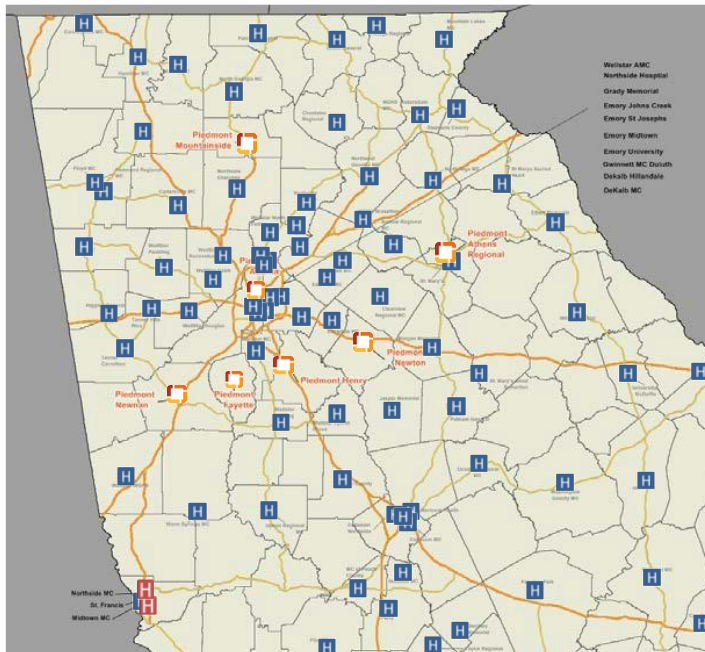
Piedmont Rockdale
138 beds



Piedmont Walton
77 beds

Highly Competitive Acute Care Market

Ongoing market consolidation and competitive landscape drives need to deliver on exceptional consumer experience and differentiated service offerings



- **150+** Hospitals in GA
- **40+** Hospitals in Atlanta Area
- Widespread merger and acquisition activity
- Growth in outpatient and retail settings
- Increase in healthcare consumerism

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Our Purpose and Vision



Strategic Framework 2026

Why do we exist?

To make a positive difference in every life we touch

Where are we going?

We are transforming healthcare, creating a destination known for the best clinicians and a **one-of-a-kind experience** that always puts patients first



Consumerism Drivers of Healthcare

Our work the last three years has focused on the following consumer expectations of their healthcare providers

ACCESS

- Locations
- Scheduling
- Urgent care
- Retail clinics
- Virtual visits

CHOICE

- Patient ratings
- Quality
- Pricing
- Billing
- Hospital + Practice + MD rankings
- Online communities

EXPERIENCE

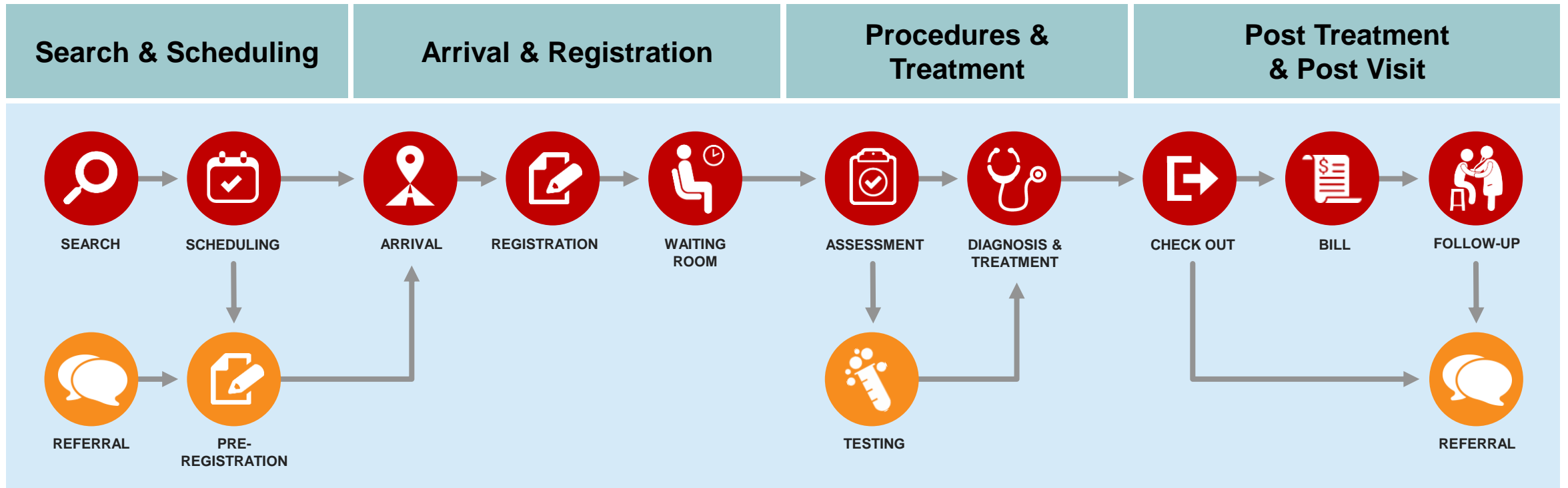
- Service design
- Personalization
- Feedback + resolution
- Retail look + feel
- Wayfinding for campuses
- Concierge
- Online communities

The Piedmont Way

A differentiating Piedmont Way experience will serve to achieve
3 key objectives

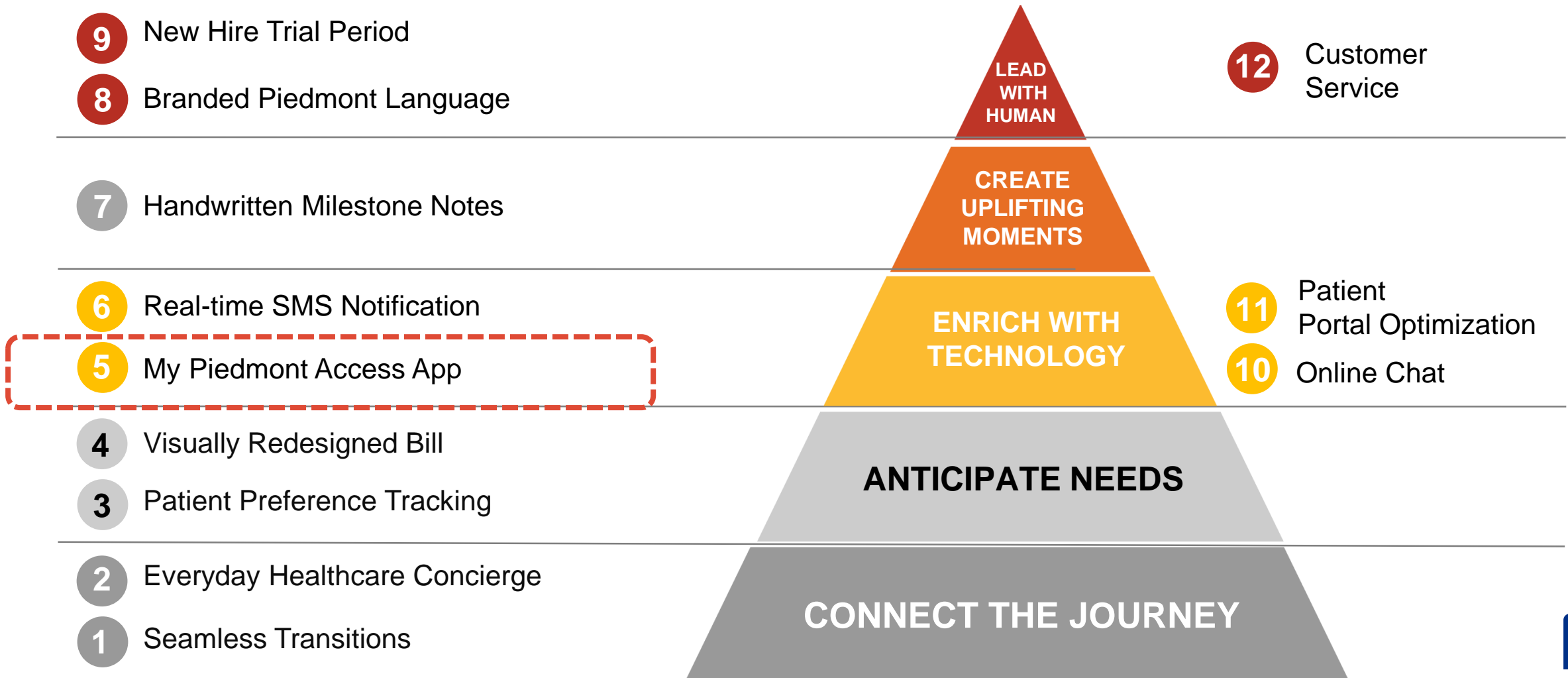
1. Establish Piedmont as a leader in delivering on consumer needs in Atlanta, and nationally in a differentiating way
2. Create an experience-based red thread that ties the system together across points of care and enhances the Piedmont Clinic value proposition in a sustainable manner
3. Improve patient satisfaction scores and conversion rates between points of care within the Piedmont Healthcare system

The Consumer and Patient Journey



Customer Journey

The Piedmont Way

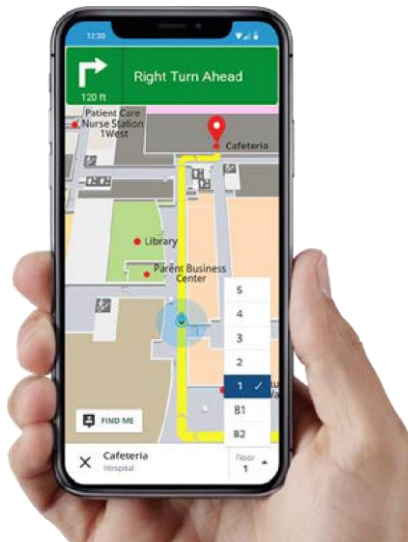


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Identifying a Solution

Through the development of the Piedmont Way, we listened to both patients and employees in various settings to understand areas of opportunity



A mobile solution would:

- Eliminate the hassle of navigating the system and locations
- Improve access to the health system services
- Give a tangible demonstration of our commitment to our purpose
- Provide a tool that enables employees to better deliver our vision of service by helping patients more effectively
- Engages staff and assists in maintaining the Piedmont Way throughout acquisitions and growth

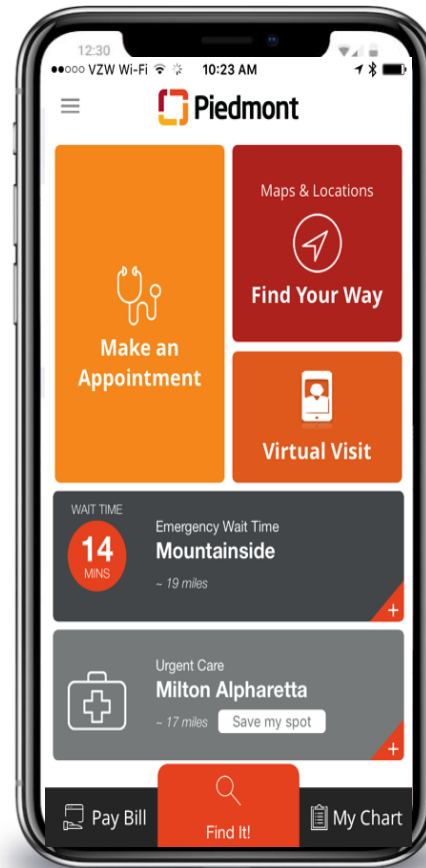
Choosing a Partner

Requirements

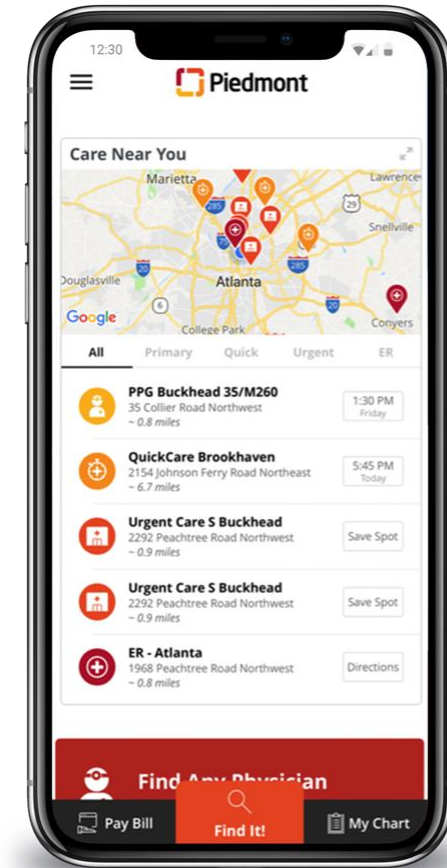
- Partner in ongoing mobile strategy development
- Provide navigation from home to indoor destination
- Ensure consistency across system
- Reduce complexity of campuses
 - Clear and efficient routes – Tunnels, Elevators, Bridges
 - Parking reminders
- Easy to add on/update with rapid growth and expansion
 - New features
 - New locations
 - New construction projects
 - Flexible design as consumer needs evolve
- Ability to integrate with other technology solutions
 - Seamless Transitions appointment scheduling

The Finished Product

Text
SHSMD
to 61653



July 2017

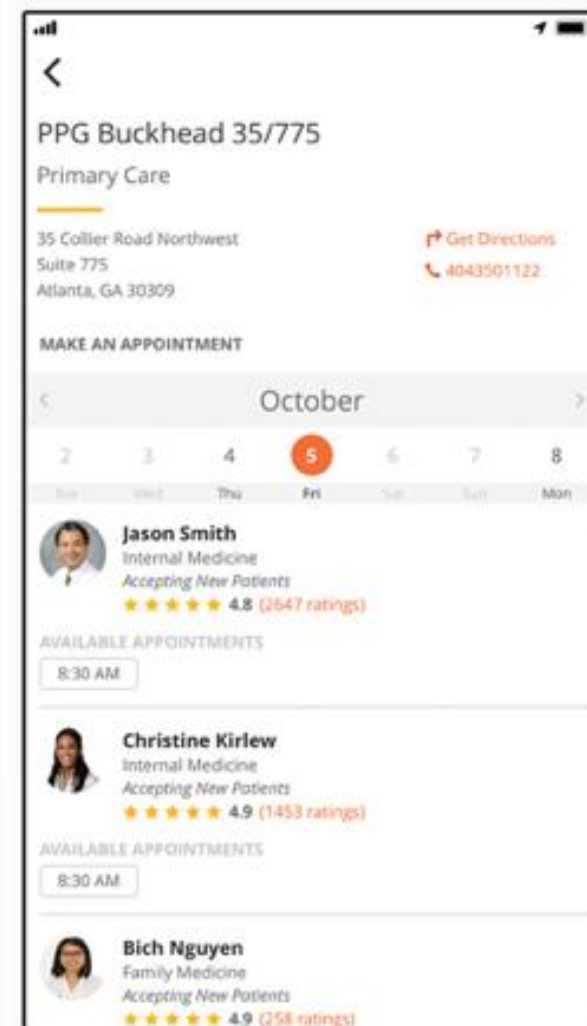
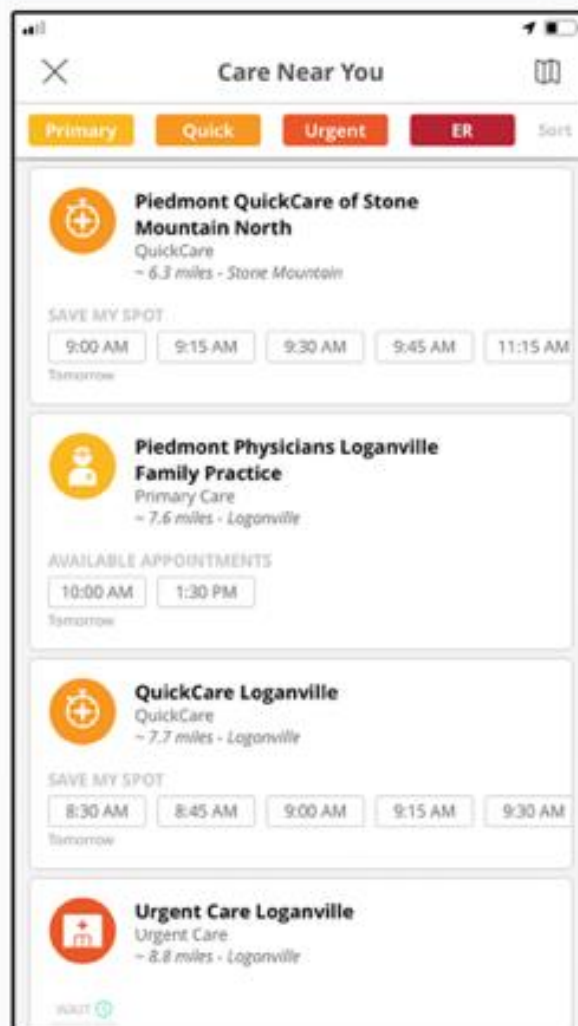
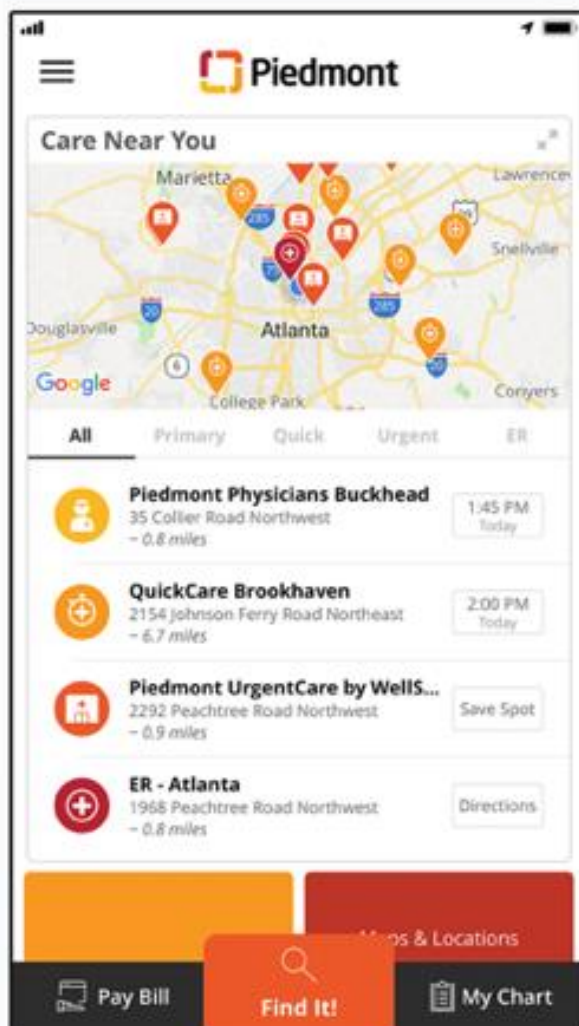


October 2018

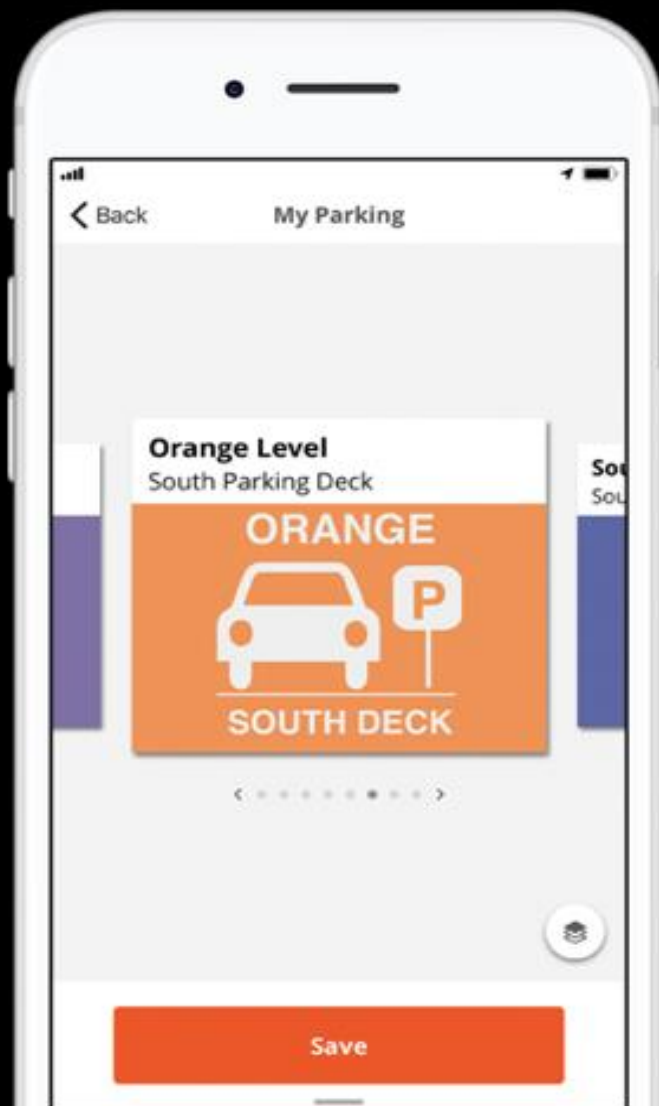
Find Care Now,
Your Needs,
Your Way.

Make Appointments,
Save Your Spot,
See Wait Times.

Choose Your Doctor,
Your Day,
Your Time.



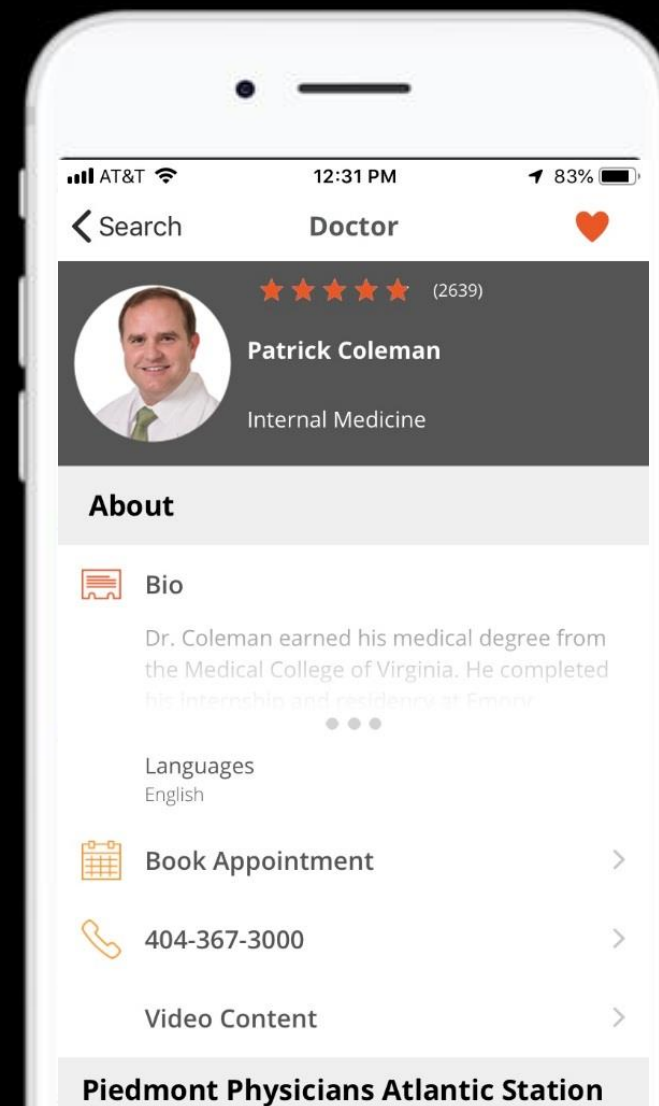
Save Your Parking,
We'll Bring You Back.



Navigate Anywhere With
Real Time, Turn By Turn
Directions



Save Favorites for Easy Access to
Scheduling Directions, and Info



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System Wide Implementation

Big Bang Approach – Phased for Dedicated Entity Attention

- Piedmont Mountainside Hospitals
- Piedmont Newton Hospital

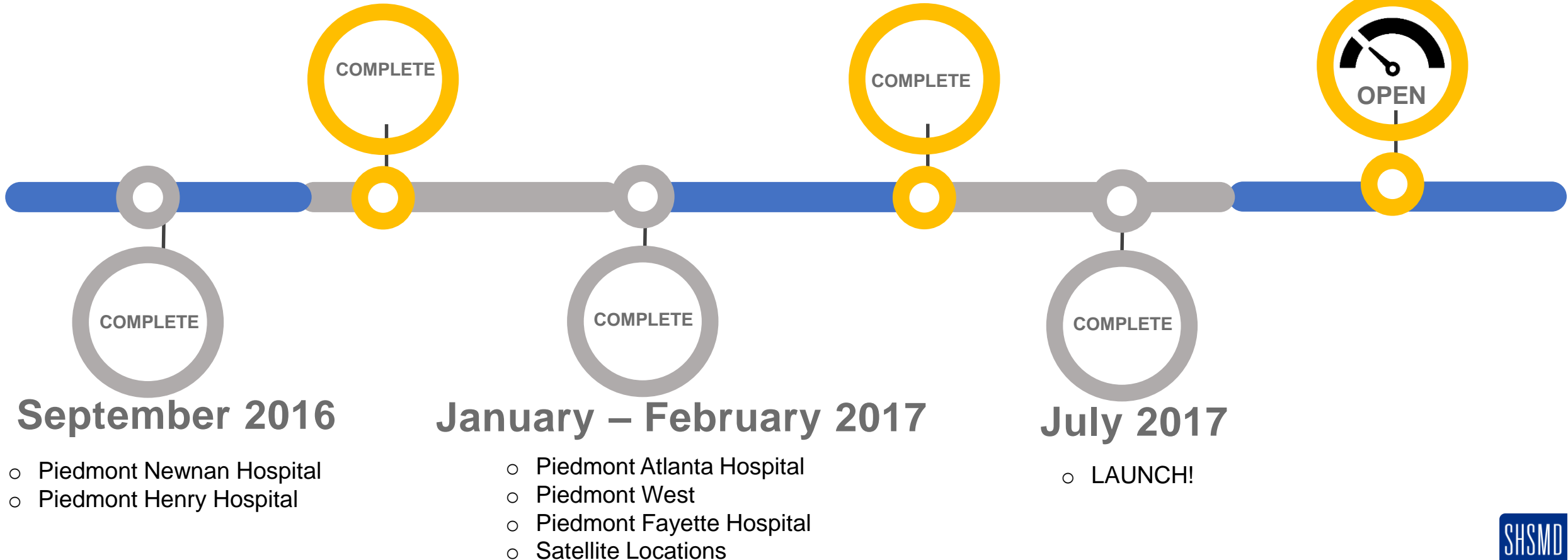
December 2016

- User Acceptance Testing and Refinement

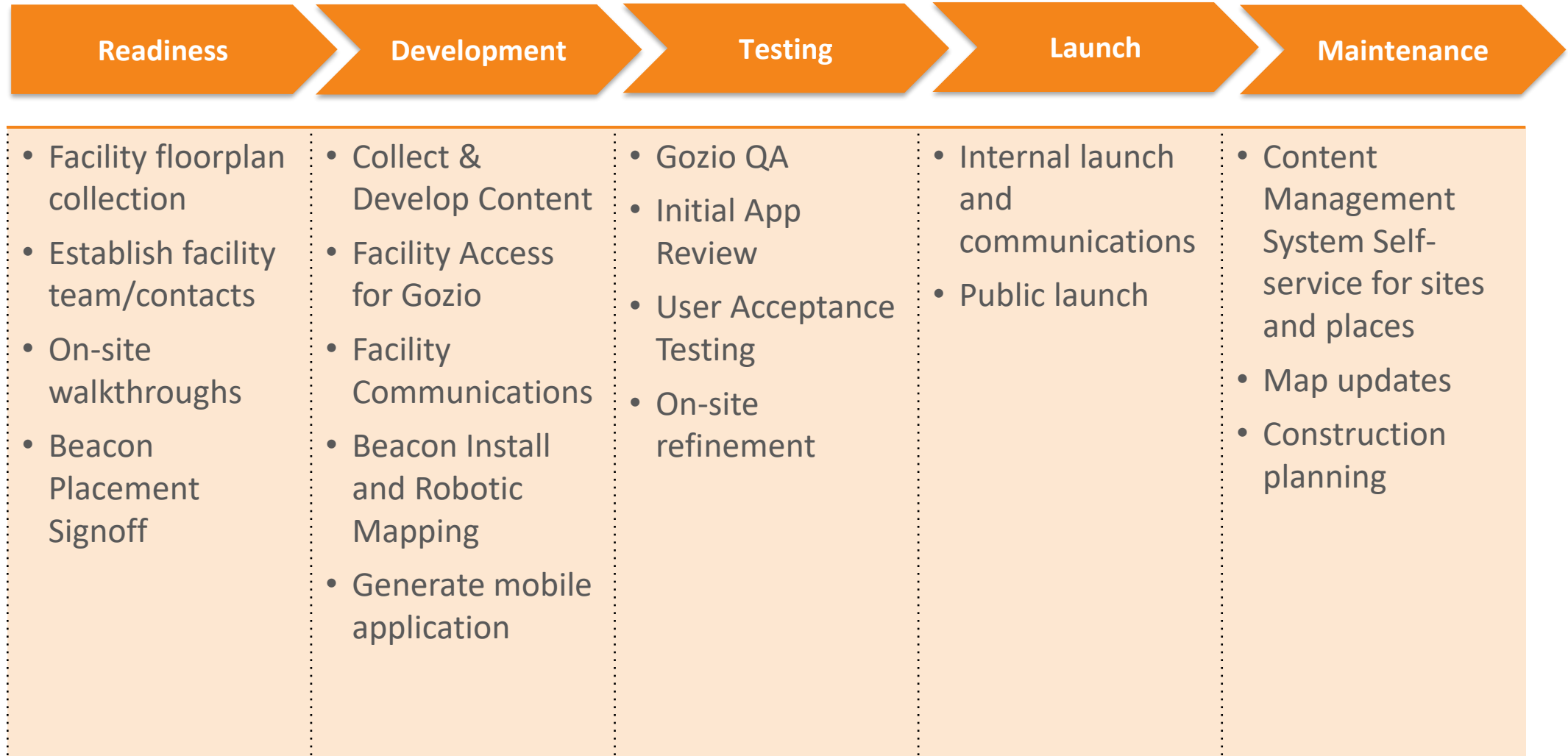
April – June 2017

- Onboarding new locations
- V4 Launch

2018 - Current



Phases of Implementation



Key Considerations



Hold “Executive Roadshow” to gain understanding, generate interest and gather recommendations



Develop entity teams of key wayfinding subject matter experts (clinical and non-clinical)



Hold kick-off meetings to discuss process and generate excitement



Conduct facility walkthroughs with SMEs and consult on wayfinding challenges, fostering local ownership



Conduct User Acceptance Testing with expanded entity teams



Provide mechanisms for all employees to provide input and feedback at launch

Engagement Through Implementation

Generating Excitement with Employees

- The Robot is Coming! – All Employee email
- Take a quick look at his journey through Piedmont Mountainside



Engagement Through Implementation

Magellan Hard at Work

- **5,536,401** sq. n.mapped at our campuses!
- He traveled **132,992** feet or just over 25 miles!
- **1.3M** indoor steps travelled



Engagement at Launch

Marketing Began with Employees

Leveraging Internal Communications

Pre-Launch

- Emails to specific employee groups
- Piedmont Connectors
- Newsletters to all employees to generate “buzz”
- Toolkits and Flyers
- Intranet home page banner and information

Post-Launch

- All employee email discussing connection to vision
- Newsletter reminders and updates
- Contest launch



Download the New Piedmont Now App and Play for a Chance to Win

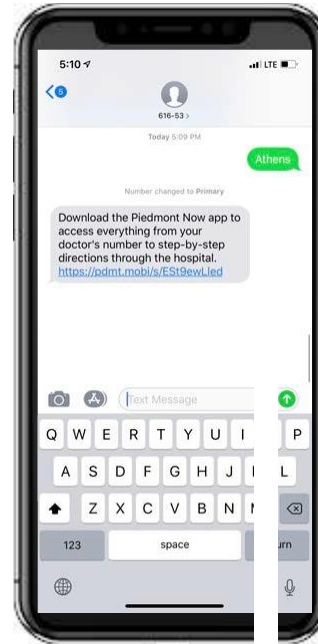
To celebrate the app's relaunch, we're hosting a scavenger hunt and contest to see which entity can get the most downloads. We'll give out a Piedmont swag bag to an entrant from each entity. Plus, we'll raffle a \$100 gift card to participants from the entity with the most downloads. The contest runs from **July 10 to Aug. 4.**

[Learn about the new app features and how to play >](#)

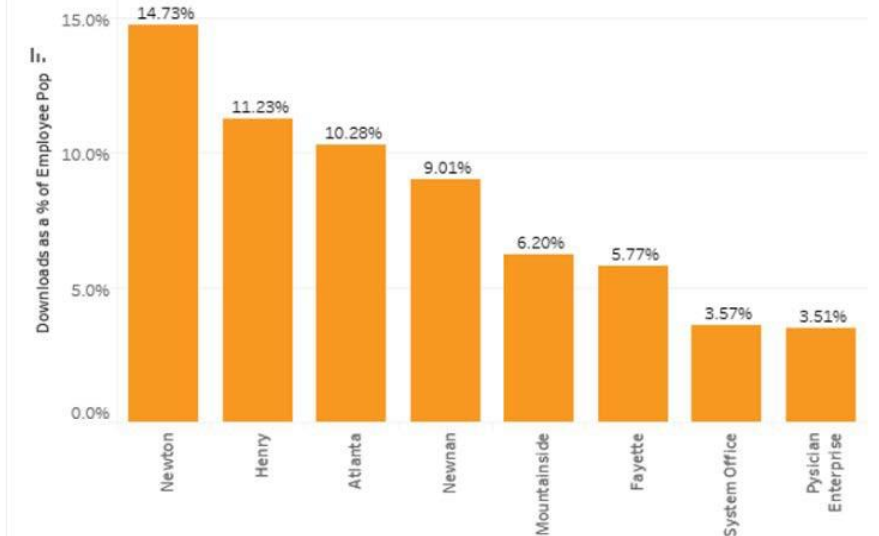
Engagement at Launch

Who should download the Piedmont Now app?

- Your coworkers
- Your friends and family
- Visitors to your hospital
- Patients
- Families and friends of patients
- Vendors



Piedmont Now Mobile App Downloads Contest
Entity Rankings as of: August 4, 2017



How do you download the app?

The app is available in the Google Play store for Android and App Store for iPhone.



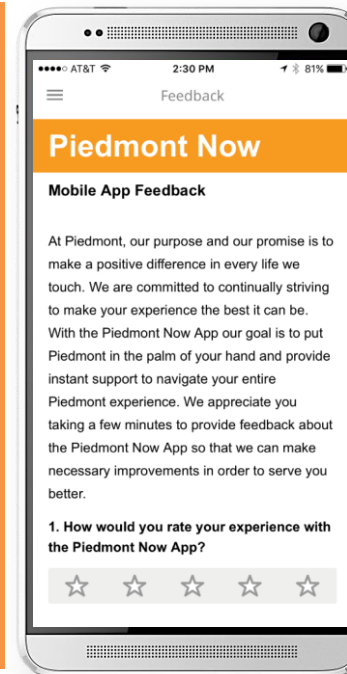
Engagement at Launch

Entity Signage and Text Back Campaign

- Prompting Discussion
- In App Feedback Tool
- IS Ticketing System
- Intranet Posting
- Regular Touchpoints with Entity Champions

Team Talk

How do you like our new app? Take it for a spin. While you're there, participate in our scavenger hunt for your chance to win a Piedmont prize pack. Plus, employees from the entity which gets the most app downloads (in proportion to their size, of course) will be entered to win a \$100 gift card. [Here's how to enter >](#)



Wow! Quick and Easy.
Find it takes you straight to the navigation.
I even entered as generic a term I could think of "Imaging" and it listed every Piedmont Imaging Center with a quick tap to directions with active mapping.
Great job Piedmont!



Piedmont Healthcare Guest Wireless Network

- **Piedmont Healthcare Terms of Service and Acceptable Use Policy for Using the Piedmont Healthcare Guest Wireless Network**

Welcome to the Piedmont Healthcare Guest Wireless Network Access System.

Accessing Piedmont Healthcare Guest Wireless Network from Your Wireless Device

Piedmont Healthcare provides Internet access free of charge in selected areas for the convenience of its patients, visitors and guests with portable computers or devices capable of receiving wireless signals. You will be able to access the Piedmont Healthcare Guest Wireless System from your wireless device when you are within range of an access point. However, the Piedmont Healthcare Guest Wireless System may not be available at all areas within the Piedmont Healthcare facilities or may not always be operational. You are expected to use the Piedmont Guest Wireless System in a legal and responsible manner. By accessing and using the Piedmont Healthcare Guest Wireless System, you acknowledge that you are subject to, and agree to abide by all applicable international, federal, state and local laws, rules and regulations, including without limitation, patient privacy, copyright and intellectual property rights laws.

Piedmont Healthcare is responsible for keeping the wireless service up and running, but we cannot provide technical support for personal computers. Piedmont Healthcare does not assume responsibility for loss, theft, damage or breakage of valuables, including but not limited to, laptops, cellphones, PDAs or other such devices. Piedmont Healthcare may revise this agreement at any time. You must accept this agreement each time you use the service, and it is your responsibility to review it for any changes each time.

Acceptable Use of the Service

Piedmont Healthcare supports the free flow of information and ideas over the Internet. Your access to the service is conditioned on legal and appropriate use. Your use of the service and any activities conducted online through the service shall not violate any applicable law or regulation or the rights of Piedmont Healthcare, or any third party. The use of the service for the following activities is prohibited: Spamming and Invasion of Privacy Sending of unsolicited bulk and/or commercial messages over the Internet using the service or using the service for activities that invade another's privacy. Intellectual Property Right Violations Engaging in any activity that

Agreement

By clicking the "Accept" button below, you are acknowledging that you have read, understood and agreed with the above.

Accept



You have successfully connected to Piedmont-Guest Wi-Fi.

For instant support navigating your entire Piedmont experience, download the free Piedmont Now mobile app.

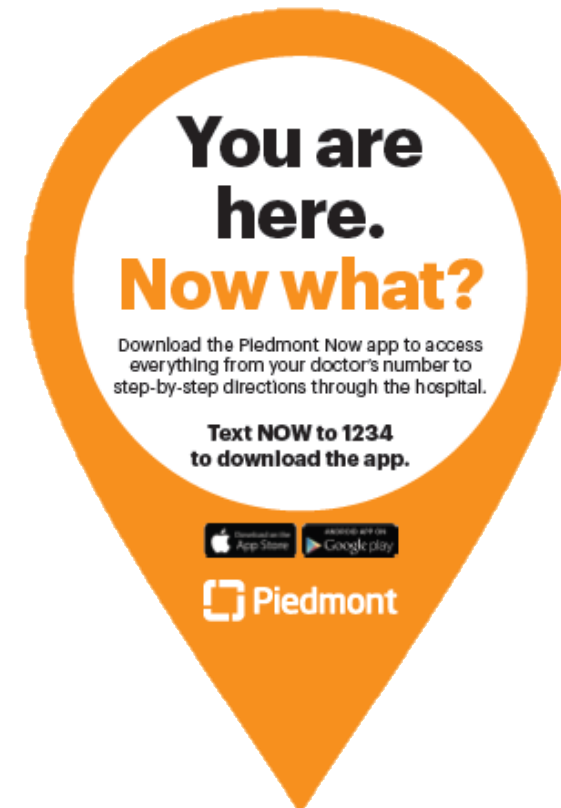
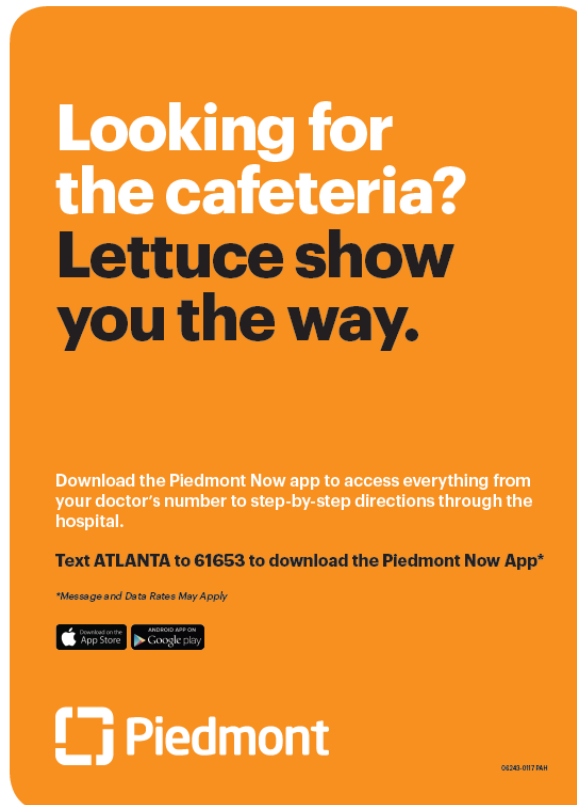


The app provides navigation to all of our locations including indoor directions to departments and services within our hospitals.

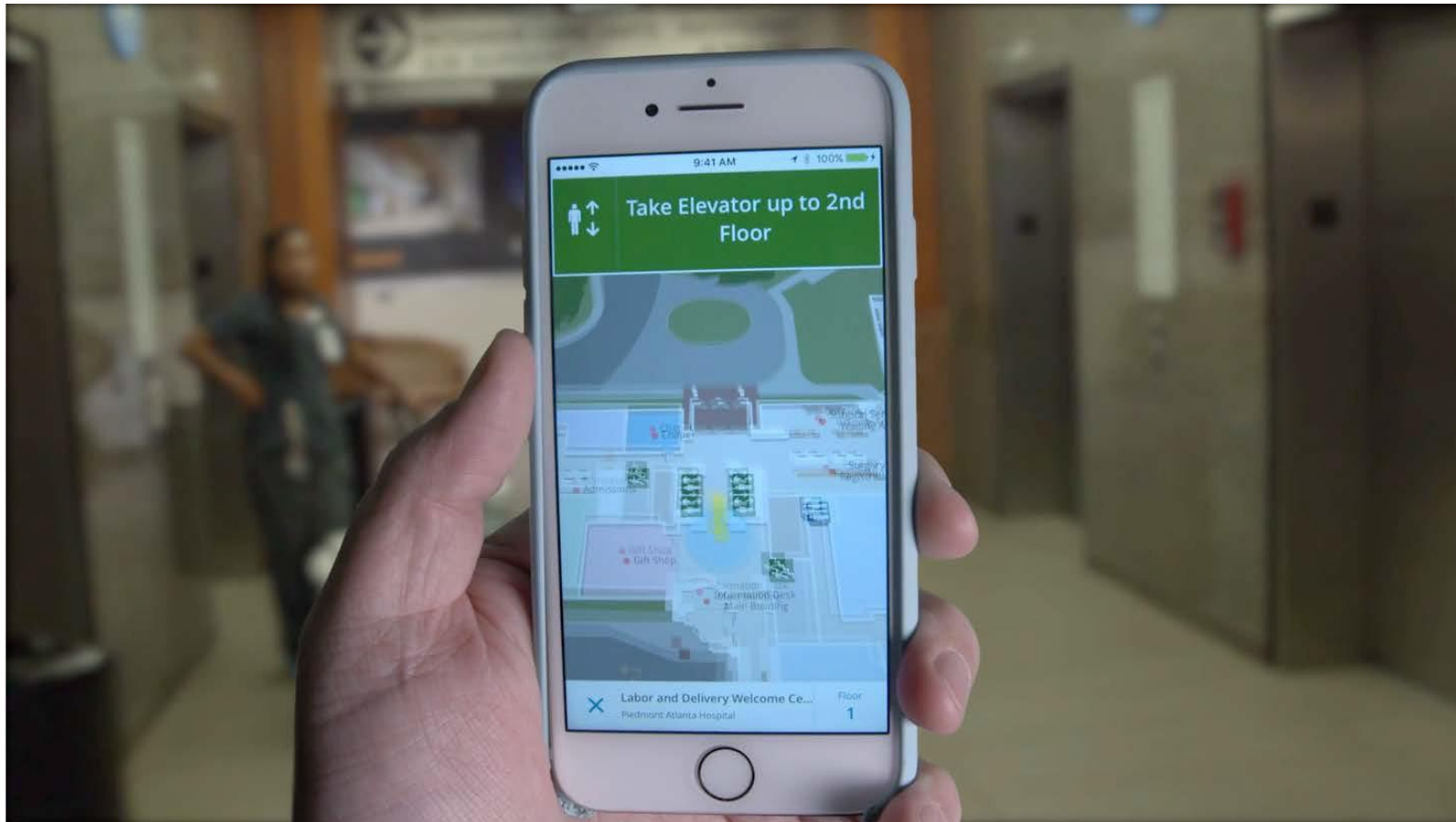
You can also easily look up and schedule with a Piedmont physician, see Emergency Department wait times, find the nearest Urgent Care or Walk-In location and save your spot in the line, launch a face-to-face virtual doctor visit with Piedmont On Call, pay your bill, access your patient information using MyChart, and more!

Engagement at Launch

Entity Signage and Text Back Campaign



Launch Messaging and Marketing



Launch Messaging and Marketing



Public Launch

- Volunteer and Patient Access Engagement
 - Promo Items
- Hospital and Parking Deck Signage
 - Text Back for Download Link
- Practice Promotion
 - Appointment Reminder Cards
 - Appointment Text Reminder Download Links
- On Hold Recording
- Social Media
- Piedmont.org
- Wifi Connection Success Landing Page

**Put Piedmont
in the palm
of your hand.**

With the Piedmont Now app, you can find everything you need from the comfort of your smartphone. Access everything from your doctor's number to indoor navigation at the hospital.

**Text NOW to 61653
to download the
Piedmont Now app***

*Message and Data Rates May Apply.

Download on the App Store | GET IT ON Google play

Piedmont

Marketing – Lesson Learned

Put Piedmont in the palm of your hand.

Find physicians. Schedule appointments. Use indoor navigation at our facilities. All from the comfort of your smartphone.

Text NOW to 61653 to download the Piedmont Now app*

*Message and Data Rates May Apply

Download on the App Store | GET IT ON Google play

Next appointment location:

Next appointment date/time:

Piedmont

© 2015 Piedmont

Welcome to [Insert Deck Name]

You are on level **P7**

Text ATHENS to 61653 to download the Piedmont Now app*

*Message and Data Rates May Apply

Piedmont

On the right elevator?
You can bank on it.

Text ATHENS to 61653 to download the Piedmont Now app*

*Message and Data Rates May Apply

Piedmont

**You remembered your keys.
Now where is your car?**

With the Piedmont Now app, you can find turn-by-turn navigation inside the hospital and back to your parking level.

Text ATHENS to 61653 to download the Piedmont Now app*

*Message and Data Rates May Apply

Download on the App Store | GET IT ON Google play

Piedmont

Welcome to [Insert Deck Name]

You are on level **P7**

With the Piedmont Now app, you can find turn-by-turn navigation inside the hospital and back to this parking level.

Text ATHENS to 61653 to download the Piedmont Now app*

*Message and Data Rates May Apply

Download on the App Store | GET IT ON Google play

Piedmont

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Results

47,153 downloads

95% use app more than once

22% using nine or more times

Top wayfinding destinations: Food, MOB, ED

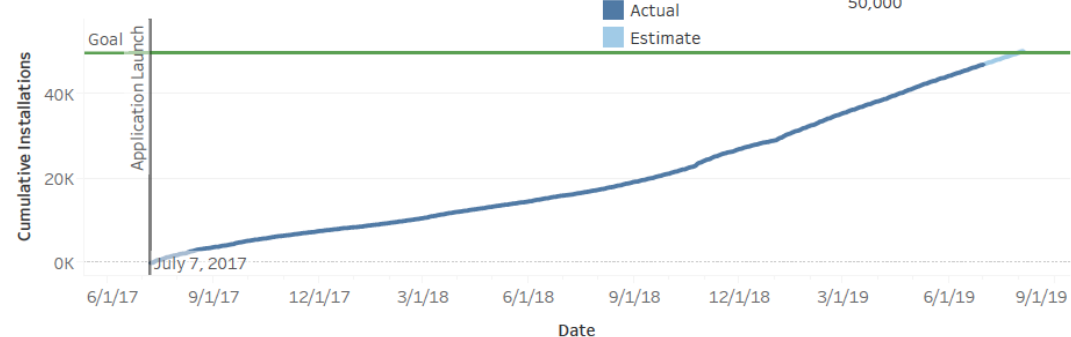
Piedmont Now Mobile App

Updated on: 6/30/2019

Installations (All Time): 47,153

App Store	4.6
Star Rating: Google Play	4.0
In App Survey	3.5

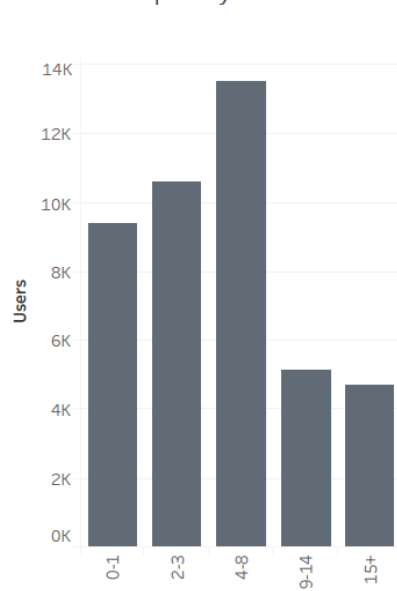
Total Installations with Prediction



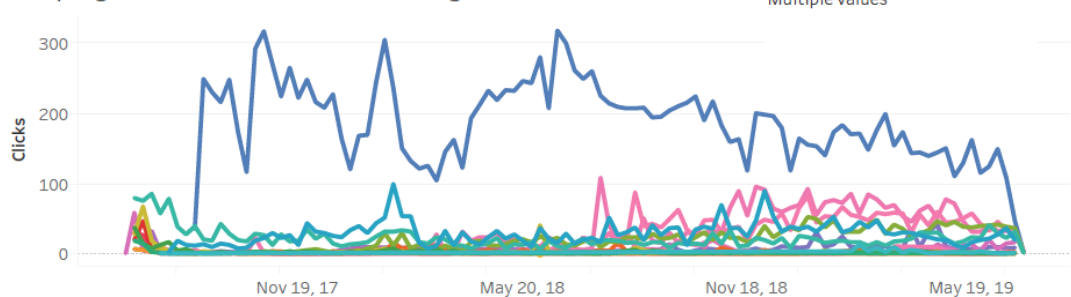
Site Navigation

Site	Sessions	% Total
Piedmont Atlanta Ho..	22,757	76.4%
Piedmont Fayette Ho..	2,185	7.3%
Piedmont Henry Hos..	1,240	4.2%
Piedmont Athens Re..	960	3.2%
Piedmont Newnan H..	519	1.7%
Piedmont Newton H..	451	1.5%
Piedmont Rockdale H..	365	1.2%
Piedmont Walton Ho..	359	1.2%
Oconee Health Camp..	232	0.8%
Piedmont West	157	0.5%
Piedmont Mountains..	118	0.4%
Piedmont Mountains..	48	0.2%
3925 Peachtree Road	28	0.1%
Piedmont Physicians ..	24	0.1%
Piedmont Columbus ..	20	0.1%
Francis Way	18	0.1%
Piedmont Physicians ..	18	0.1%
Conyers Medical Park	17	0.1%
Piedmont Columbus ..	17	0.1%
3525 Busbee Drive	16	0.1%

Session Frequency



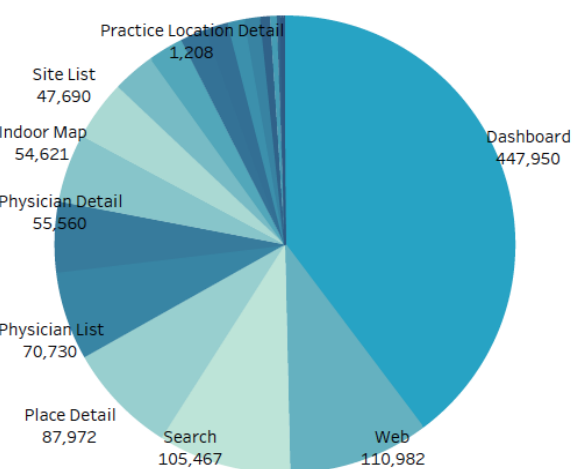
Campaign Redirects to Download Page



Campaign Breakdown

	% Clicks	Clicks
Wifi	42.70%	18,263
Facebook	20.66%	8,837
Piedmont Now Page	6.91%	2,954
Appointment Reminder	6.82%	2,919
Now	5.75%	2,461
Atlanta	5.54%	2,371
Go	4.71%	2,013
Unknown	1.40%	597
Email	1.21%	519
Henry	0.75%	320
NEO	0.68%	292
Fayette	0.65%	276
System Office	0.55%	237
Quick	0.36%	153
Newton	0.26%	112
Newnan	0.22%	96

Screen Views



Top 5 Hospital Destinations

Site	Destination	Count
Piedmont Atlanta Hospital	Au Bon Pain Cafe	2,263
	Collier Cafe - Cafeteria	2,037
	McRae Auditorium	716
	95 Building	683
	77 Building	649
Piedmont Fayette Hospital	Cafeteria	204
	Emergency Department	157
	ICU	85
	1279 Building	84
	Information Desk - West Tow..	76
Piedmont Henry Hospital	Henry Cafeteria	185
	Emergency Department	145
	Foundation Education Center	111
	North Tower Registration	94
	Subway Restaurant	84
Piedmont Mountainside Hospital	Emergency Check-In	31
	ICU	18
	Mountain Thyme Cafe	10

Results

21%
appointment
conversion rate

31% retail
appointment
conversion rate

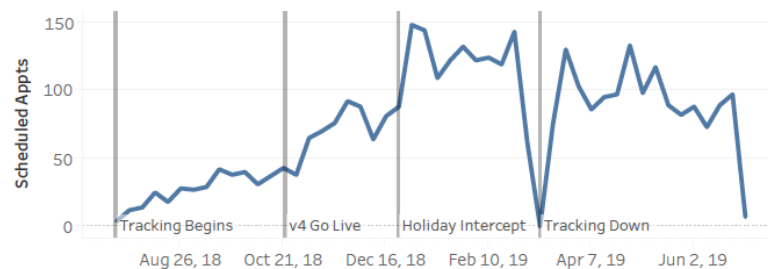
27% book
appointments
from the home
screen

Piedmont Now Mobile App Scheduling Sessions and Booked Appointments

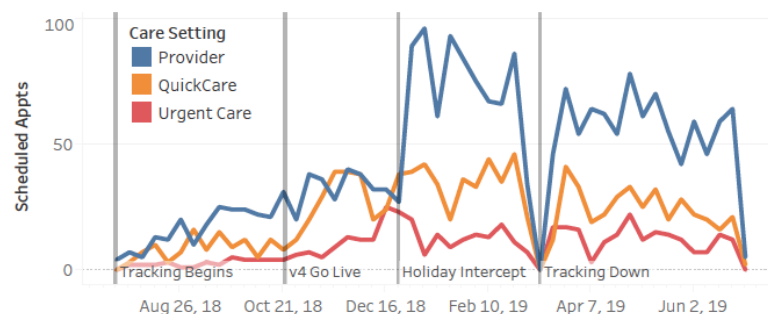
Data updated through: 6/30/2019

Total FY19 Appt
Appointments Booked: 3,734

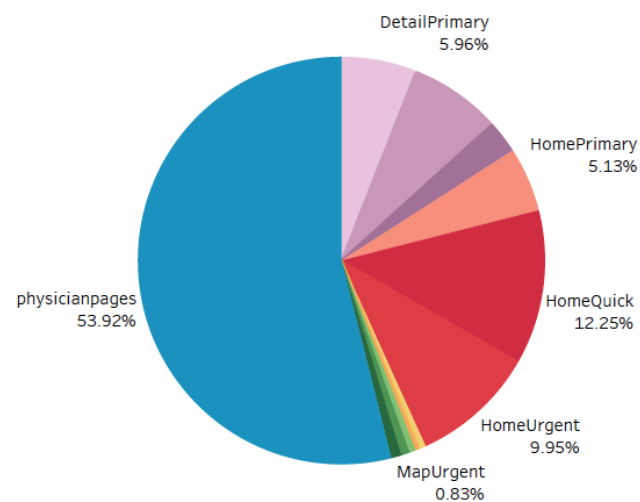
Total Scheduled Appointments



Scheduled Appointments by Care Setting



Scheduling Sessions by Screen Type



Appointment Conversion Rate

	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Total
Scheduled Appt Conversion Rates	19.0%	24.4%	28.3%	16.0%	29.4%	26.1%	29.1%	26.4%	18.2%	24.5%	26.5%	25.9%	25.0%
Scheduled Appts	11	88	140	172	308	353	605	498	322	418	456	363	3,734
Sessions	58	360	494	1,072	1,048	1,350	2,079	1,887	1,770	1,703	1,718	1,403	14,942

Appointment Conversion by Care Setting

		Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Total
Provider	Scheduled Appt Co.	25.0%	22.5%	24.0%	16.6%	23.2%	19.3%	27.7%	22.6%	13.9%	23.3%	23.1%	24.5%	22.0%
	Scheduled Appts	10	51	78	109	146	145	398	288	174	266	270	234	2,169
	Sessions	40	227	325	657	628	752	1,435	1,275	1,254	1,142	1,169	956	9,860
QuickCare	Scheduled Appt Co.	12.5%	30.0%	45.9%	18.6%	48.8%	38.6%	38.4%	38.7%	34.0%	31.3%	36.2%	35.1%	36.0%
	Scheduled Appts	1	27	51	45	125	130	155	153	99	105	121	87	1,099
	Sessions	8	90	111	242	256	337	404	395	291	335	334	248	3,051
Urgent Care	Scheduled Appt Co.	0.0%	23.3%	19.0%	10.4%	22.6%	29.9%	21.7%	26.3%	21.8%	20.8%	30.2%	21.1%	22.9%
	Scheduled Appts	0	10	11	18	37	78	52	57	49	47	65	42	466
	Sessions	10	43	58	173	164	261	240	217	225	226	215	199	2,031
Total	Scheduled Appt Co.	19.0%	24.4%	28.3%	16.0%	29.4%	26.1%	29.1%	26.4%	18.2%	24.5%	26.5%	25.9%	25.0%
	Scheduled Appts	11	88	140	172	308	353	605	498	322	418	456	363	3,734
	Sessions	58	360	494	1,072	1,048	1,350	2,079	1,887	1,770	1,703	1,718	1,403	14,942

Appointment Conversion by Screen Type

		Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Total
Physician Pages	Scheduled Appt Con..	25.0%	22.5%	24.0%	16.6%	23.2%	22.0%	30.1%	22.6%	13.9%	25.1%	25.4%	24.6%	22.8%
	Scheduled Appts	10	51	78	109	146	138	316	232	137	211	226	186	1,840
	Sessions	40	227	325	657	628	628	1,051	1,026	989	839	889	757	8,056
Home Screen	Scheduled Appt Con..	5.6%	27.8%	36.7%	15.2%	38.6%	34.3%	20.3%	21.8%	17.1%	13.3%	17.6%	14.5%	22.9%
	Scheduled Appts	1	37	62	63	162	185	106	94	62	49	70	45	936
	Sessions	18	133	169	415	420	539	521	431	363	368	397	310	4,084
Location Detail Screen	Scheduled Appt Con..						22.9%	40.7%	42.3%	30.8%	37.1%	37.0%	40.3%	37.4%
	Scheduled Appts						24	174	162	114	151	141	122	888
	Sessions						105	428	383	370	407	381	303	2,377
v4 Map Screen	Scheduled Appt Con..						18.8%	15.0%	22.0%	20.9%	15.9%	38.8%	33.3%	23.1%
	Scheduled Appts						6	9	9	9	7	19	10	69
	Sessions						32	60	41	43	44	49	30	299
List View	Scheduled Appt Con..						0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.8%
	Scheduled Appts						0	0	1	0	0	0	0	1
	Sessions						46	19	6	5	45	2	3	126
Total	Scheduled Appt Con..	19.0%	24.4%	28.3%	16.0%	29.4%	26.1%	29.1%	26.4%	18.2%	24.5%	26.5%	25.9%	25.0%
	Scheduled Appts	11	88	140	172	308	353	605	498	322	418	456	363	3,734
	Sessions	58	360	494	1,072	1,048	1,350	2,079	1,887	1,770	1,703	1,718	1,403	14,942

Lessons Learned

Translating Improved Patient Experience, Mobile Solutions, and Wayfinding into Best Practice:

- Innovation linked to strategy, not a solution
- Pain points as the starting point
- Wayfinding as part of a mobile strategy
- Solving for staff and patient concurrently – prioritize your needs
- Involve staff every step of the way – local engagement and excitement is critical

Lessons Learned

Translating Improved Patient Experience, Mobile Solutions, and Wayfinding into Best Practice:

- Continue to evolve messaging, employee communications, and engagement
- Demonstrate ROI through:
 - patient satisfaction scores
 - improved patient retention
 - increased appointments scheduled
 - fewer late patients/no shows
 - employee engagement scores

Questions?

Please be sure to complete the session evaluation on the mobile app!



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