

# How Boston Children's Hospital's Customer Satisfaction Score Increased 20% Through Digital Optimization

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# Boston Children's Hospital



**Boston  
Children's  
Hospital**

Until every child is well<sup>SM</sup>



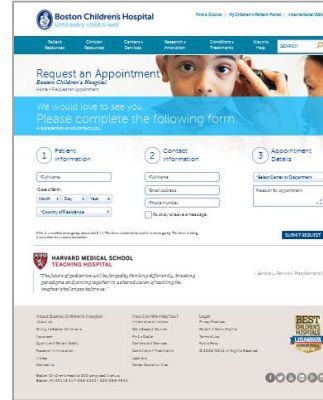
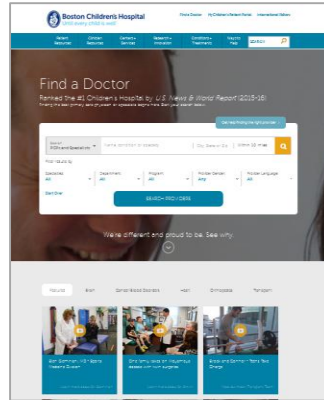
- Founded in **1869**
- A pediatric teaching hospital of Harvard Medical School
- Ranked the **#1 children's hospital** by *U.S. News & World Report* (2015-16)
- **Over 600,000** inpatient and outpatient visits per year
- **Over 55,000** emergency room visits per year

# Boston Children's Hospital

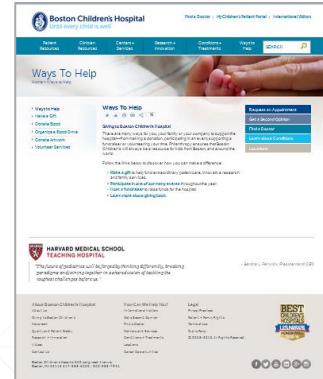
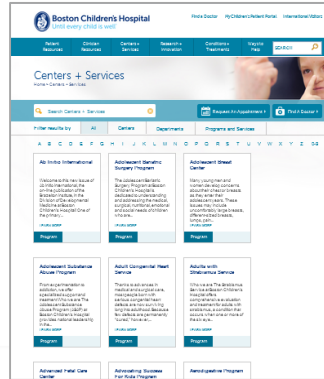
The screenshot shows the Boston Children's Hospital website. At the top left is the logo with the tagline "Until every child is well". To the right are links for "Find a Doctor", "MyChildren's Patient Portal", and "International Visitors". Below this is a teal navigation bar with categories: "Patient Resources", "Clinician Resources", "Centers + Services", "Research + Innovation", "Conditions + Treatments", and "Ways to Help". A search bar is on the right. The main content area features a large image of a doctor examining a child's mouth. On the left, a "How can we help you?" menu lists: "Request an Appointment", "Get a Second Opinion", "Find a Doctor", "Learn about Conditions", and "Locations". Below this is a "What's Happening @ Boston Children's" section with a filter bar for "Organize By" (Featured, Newsroom, Parents' Corner, Ways to Help, Video) and a row of featured content including a "BEST" award graphic and a photo of a child.

- Find a doctor that they want to work with
- Set up an appointment
- Research medical conditions
- Participate in hospital activities

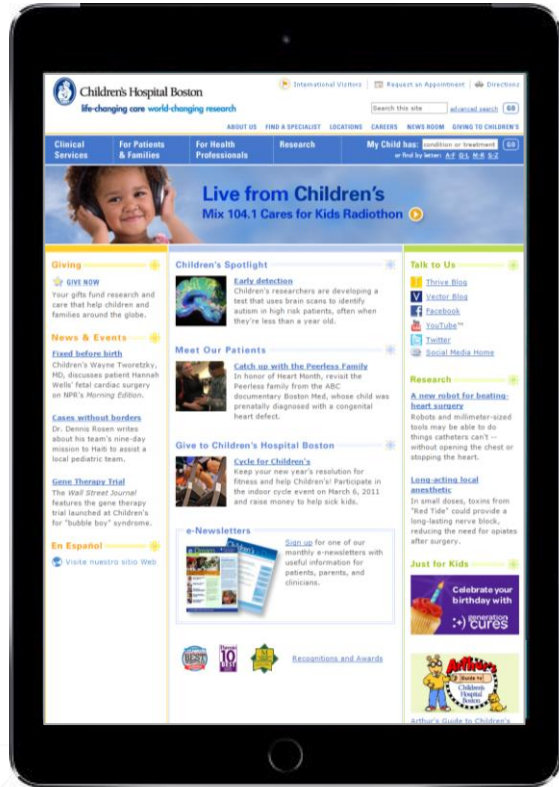
# The Challenge – Complexity of website



- 15,000+ pages
- 4 blogs
- 200+ content editors



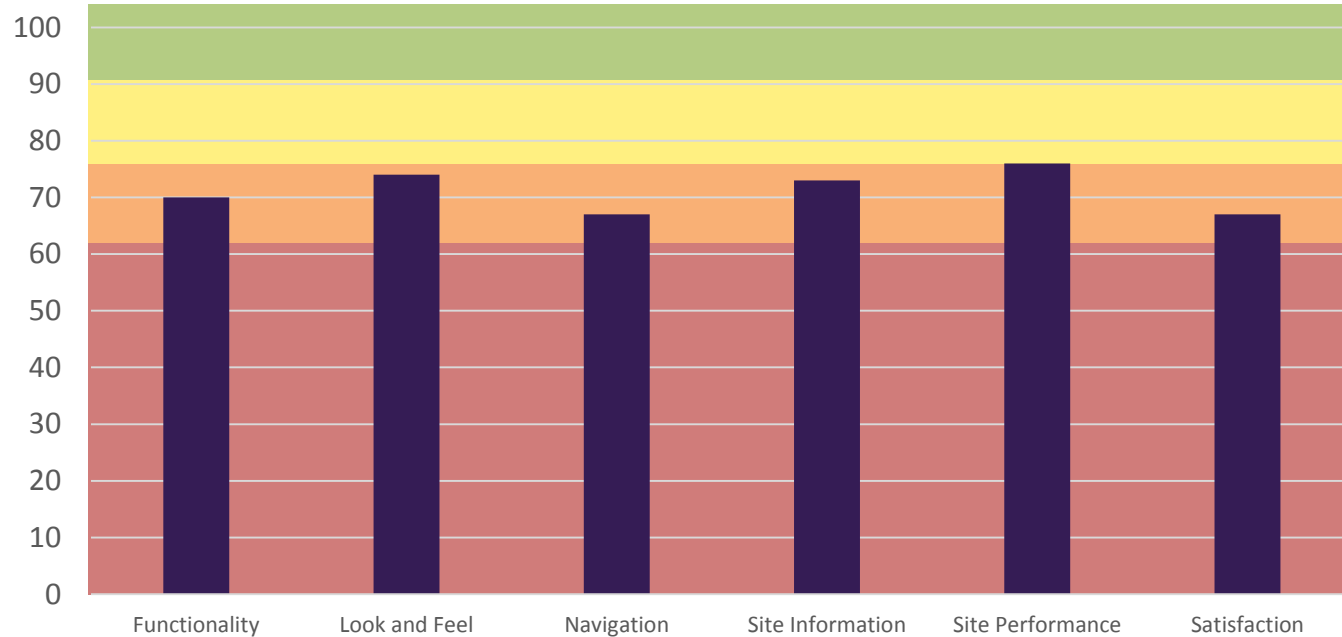
# The Challenge – Poor user experience



- 50% of audience is mobile and tablet

# The Challenge – Poor user experience

April 2014 - Satisfaction (SAT) Scores



# The Challenge – Poor user experience

“The doctors are not listed in alphabetical order. It’s a pain to find the doctor. I kept hitting alphabetize but it just mixed them up”  
– *actual feedback, **sat score 37***

“Couldn't find the doctor I was looking for. I am sure the information is there, just poorly organized or just not user friendly”  
– *actual feedback, **sat score 11***



# Before and After – Improved navigation

**Boston Children's Hospital**  
Until every child is well

Login to MyChildren's | International Resources

Patient Resources | Clinician Resources | Centers + Services | Research + Innovation | KidsMD Health Topics | Ways to Help | SEARCH

## Clinician Resources

Home > Clinician Resources

- Clinician Resources
  - Refer a Patient
  - MyPatients Provider Portal
  - Office of Faculty Development
  - Education and Training
  - Physician Relations
  - Office of Clinician Support
  - Mobility Resources
  - Resources
  - Ethics Advisory Committee (EAC)
  - Family Connections
  - Boston Childrens Alumni

### Clinician Resources

Boston Children's Hospital is committed to improving access to, and communication with, our pediatric specialists and services for community providers.

This section of our website offers:

- help in making referrals
- information on continuing education
- resources for primary care providers
- assistance with information and access for community providers

Important links

- At a Glance 2014
- How to transfer a patient
- Residencies
- Fellowships
- CME/events calendar

Request an Appointment

Find a Doctor

Condition & Treatments

Visitor Information

Innovations at Boston Children's  
Download the full report

**Boston Children's Hospital**  
Until every child is well

MyChildren's Patient Portal | International Resources

Patient Resources | Clinician Resources | Centers + Services | Research + Innovation | Conditions + Treatments | Ways to Help | SEARCH

## Clinician Resources

Home > Clinician Resources

### Your Resources

- MyPatients Provider Portal
- Office of Faculty Development
- Continuing Medical Education
- Education & Training
- Physician Relations
- Office of Clinician Support
- Mobile Resources
- Resources
- Ethics Advisory Committee
- Boston Childrens Alumni

### Make a Referral

We work closely with pediatric providers to offer the highest quality care for infants, children and adolescents. Our specialists are available to assist referring providers and their patients with scheduling, admissions and more.

REFER

# Before and After – Improved navigation

The screenshot shows the old website interface. At the top, the Boston Children's Hospital logo and tagline "Until every child is well" are on the left, and "MyChildren's Patient Portal | International Resources" are on the right. A blue navigation bar contains links for "Patient Resources", "Clinician Resources", "Centers + Services", "Research + Innovation", "Conditions + Treatments", and "Ways to Help", followed by a "SEARCH" button with a magnifying glass icon. Below this, the main heading is "Find a Clinician" with a sub-link "Home > Directory". A search bar contains "Doctors, Nurses". A section titled "Our Clinicians" has an "ORGANIZE BY" dropdown set to "Type" and an "A-Z" link. A "Filter Selection By:" section includes checkboxes for "Primary Care Physician" and "Specialist". A "Services/Specialty" section has dropdowns for "All Departments", "All Programs", and "All Specialties". A "Locations" section has a dropdown for "All Locations". The main content area shows "Showing 1763 results" and three portrait photos of clinicians.

The screenshot shows the new website interface. The top navigation bar is blue and contains links for "Patient Resources", "Clinician Resources", "Centers + Services", "Research + Innovation", "Conditions + Treatments", "Ways to Help", and a "SEARCH" button with a magnifying glass icon. The main heading is "Find a Doctor" with a sub-link "Ranked the #1 Children's Hospital by U.S. News & World Report (2015-16)" and a sub-text "Finding the best primary care physician or specialists begins here. Start your search below." A search bar contains "PCPs and Specialists". A "Get help finding the right provider" button is above the search bar. The search bar has a dropdown for "Search: PCPs and Specialists", a text input for "Name, condition or specialty", a text input for "City, State or Zip", and a "Within 10 miles" dropdown. A "SEARCH" button with a magnifying glass icon is to the right of the search bar. Below the search bar are dropdowns for "Specialties: All", "Provider Language: All", "Provider Gender: Any", "Department: All", and "Program: All". A "Start Over" link is to the left of the "SEARCH PROVIDERS" button. The background features a photo of a doctor and a child. A "We're different and proud to be. See why." text is at the bottom. A "Search" link is in the top right corner, with sub-links for "Doctor Media Gallery" and "Testimonials".

# Before and After – New features

## New profile features include:

- Physician name and title
- Video
- Photos
- Personal message
- Contact info

The screenshot shows a web page for Michael J. Docktor, MD, at Boston Children's Hospital. The page features a navigation bar with links for Patient Resources, Clinician Resources, Centers + Services, Research + Innovation, Conditions + Treatments, and Ways to Help. The profile includes a photo of the physician, his name and title, and contact information. A video player is embedded in the profile. Below the profile, there is a section for Medical Services, including a table of Specialties, Departments, Languages, and Programs. At the bottom, there is a section for Philosophy of Care with a photo and text.

**Boston Children's Hospital**  
Until every child is well

Find a Doctor | MyChildren's Patient Portal | International Visitors

Patient Resources | Clinician Resources | Centers + Services | Research + Innovation | Conditions + Treatments | Ways to Help | SEARCH

< Back to Results  
< New Search

**Michael J. Docktor, MD**  
Attending in Gastroenterology; Clinical Director of Innovation;  
Director of Clinical Mobile Solutions  
Instructor in Pediatrics, Harvard Medical School

Contact: 617-355-6058  
Fax: 617-730-0494

Medical Services

Specialties	Departments	Languages	Programs
Gastroenterology Inflammatory Bowel Disease	Gastroenterology, Hepatology and Nutrition	English	Inflammatory Bowel Disease Center

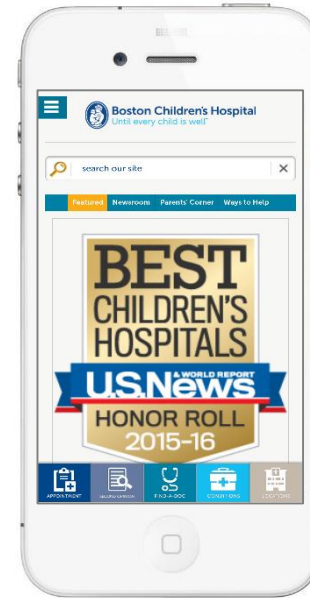
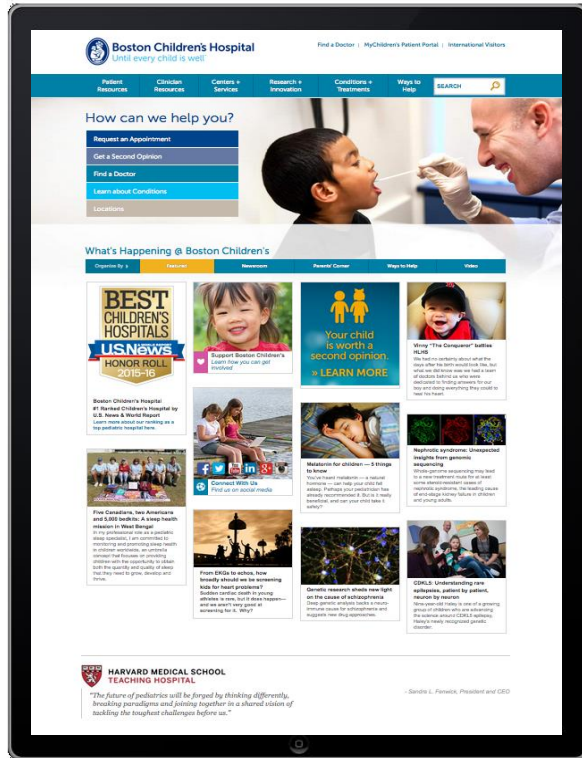
To schedule an appointment: Call 617-355-6058 or [Request an Appointment](#)

**Philosophy of Care**

Philosophy of care: "I simply love taking care of patients. I strive to help children and their families understand what might be causing their health problems by collaboratively working together to improve their condition. I am passionate about technology and excited about the opportunities to use digital health in educating, communicating and engaging with my patients."

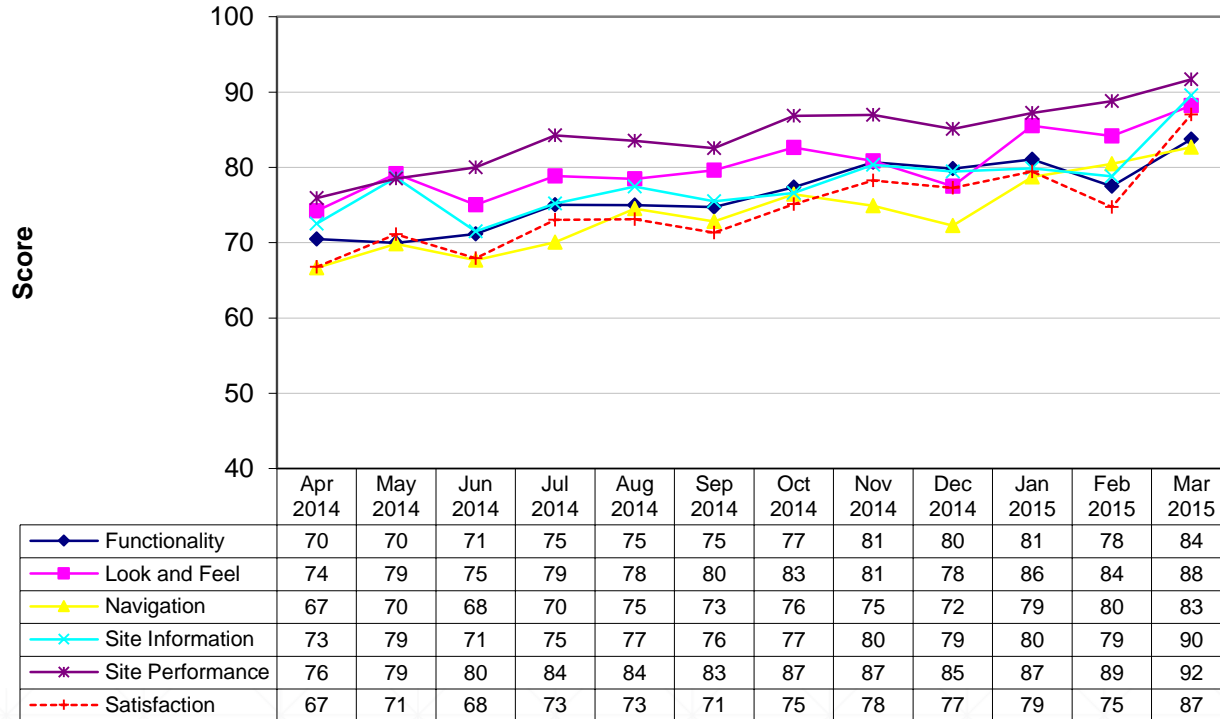
Why I entered medicine: "Some of my earliest memories are of watching surgery on television with great interest and, as early as 4-years-old, asserting to anyone who would listen that I wanted "to be a doctor one day." It wasn't until around 10-years-old, when my sister was hospitalized, that I realized the incredible impact a doctor could have in someone's life, particularly in the life of a sick child. From that point forward, there was never a question of what I was going to do with my life. And yes, the last name maybe helped a little."

# New mobile experience



# Measuring usability

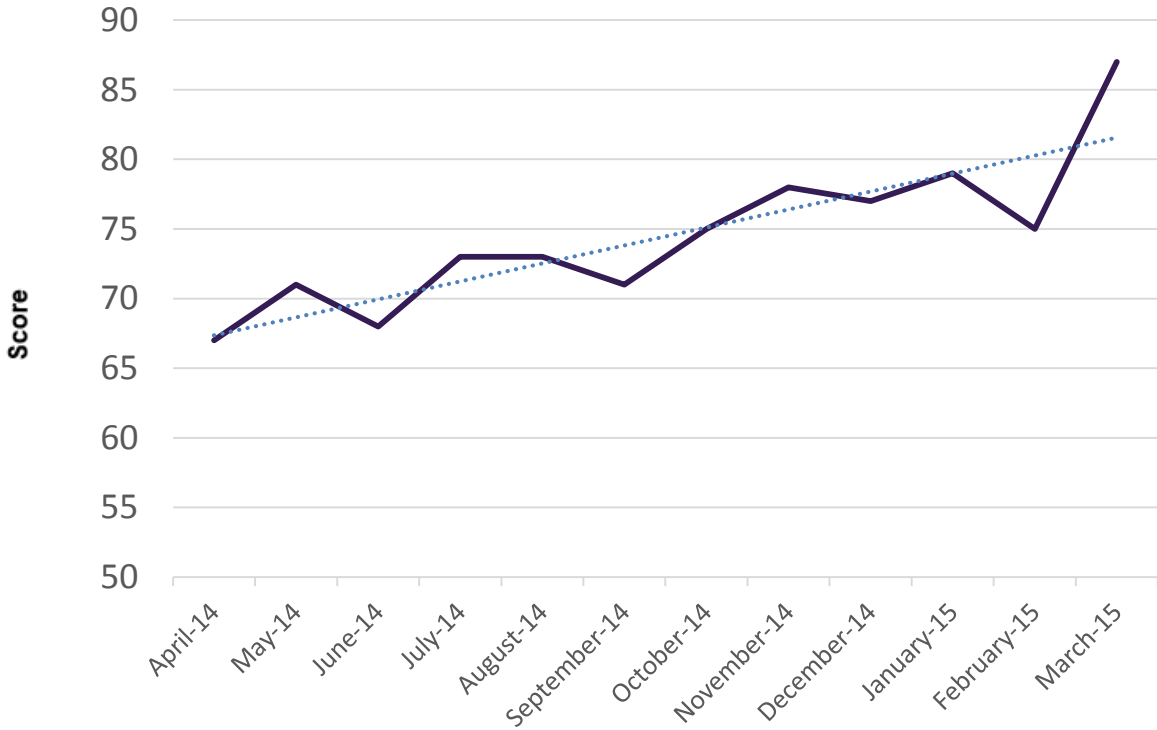
April 01, 2014 - March 01, 2015



Source: FORESEE

#Sherpa16

# Visitor satisfaction



Source: 

# Top takeaway

We focus a lot of our metrics on conversion but we also need to think about the digital experience as a whole. Using more intangible metrics, like customer satisfaction, help us to better understand the entire customer journey.





# Thank You

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Torin Gilkey