MAYO CLINIC

MCCN INTERNATIONAL | DISCOVERY REPORT

Digital Ecosystem



JULY 2021

TRACEE VETTING WOLF

SOOJI LEE

Executive Summary

The purpose of this document is to **provide product decision-makers with the ability to think like our international network members** when faced with determining where to spend efforts in product development. It is intended to help shape instincts on member's desirability of products and therefore member retention and new membership interest.

The goal of the research is to be able to **describe a digital ecosystem** that international members would value and want to use.

Through this research, we have come to understand that international members struggle to help their staff use Mayo products. The current product delivery model does not allow products to scale. Products are complex, tend to be transactional and do not fit into member's daily work.

Challenges are not satisfied by current strategies:

+ having members self-construct a digital environment for Mayo products,
+ adding human coordination roles to use Mayo products, or
+ creating more instructional or promotional efforts.

Instead, a digital ecosystem based on member needs will more effectively address these challenges.

Members desire an interplay between product content and relationships. **Products that are created to be strictly transactional probably won't be successful for international members.** Our members want a relationship that's not about improving efficiencies with Mayo relationship managers; they want products that have broader interactive capabilities.

Given this key point, creating products without recognizing the relationship component will be a missed opportunity. **The digital ecosystem described in this work puts collaboration at the center:**

Products feel like relationships:

+ workgroup collaboration channel (embedded product)
+ task management dashboard

Tools that facilitate inquiries:

+ targeted request tool
+ centralized, searchable repository
+ broadcast messaging

Foundation of shared excellence:

+ quality dashboard
+ background bios of member sites
+ network performance metrics



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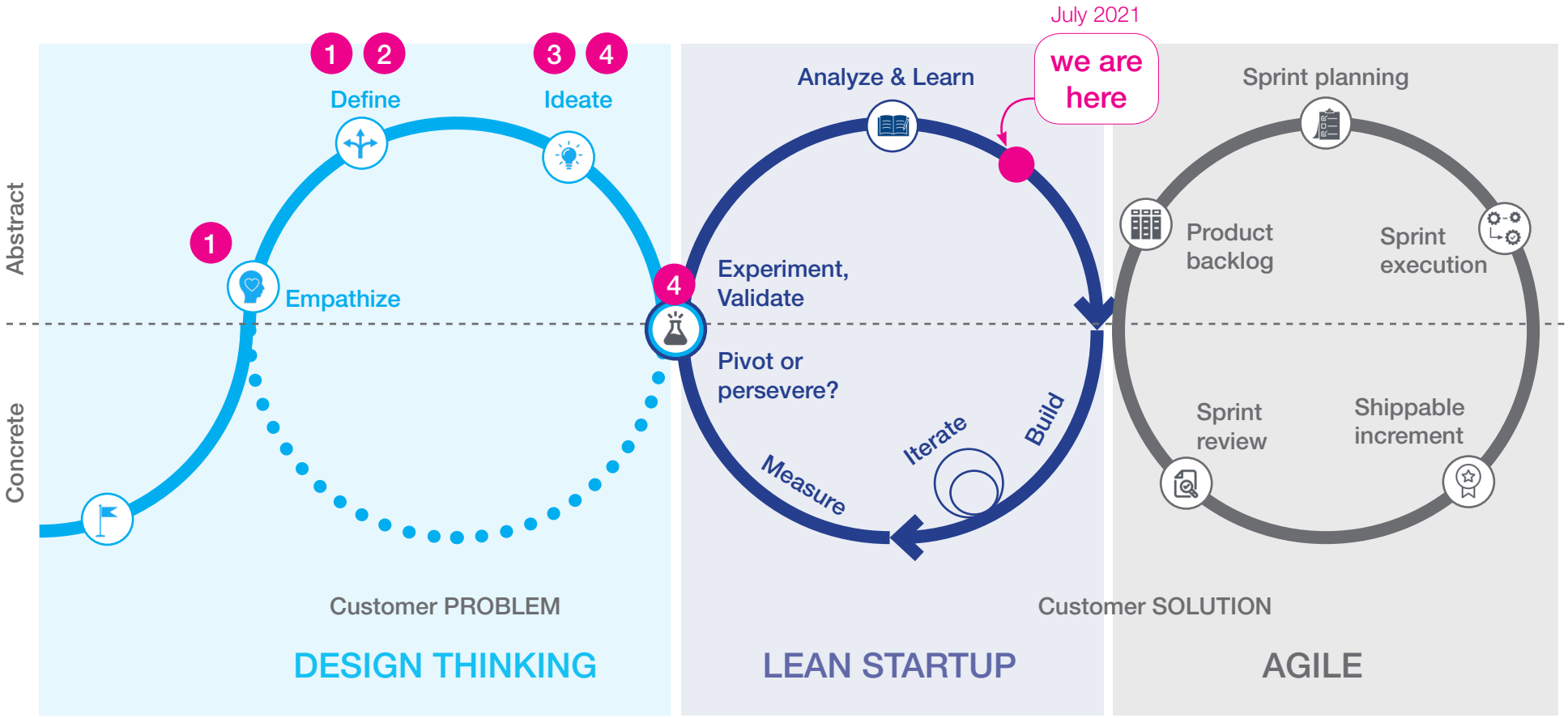
Mental Models
Research Documentation
Final Analysis & Conceptual Development



APPROACH

HUMAN-CENTERED PRODUCT DEVELOPMENT

Our process uses an industry-proven model



	Research Activity	Purpose	Target Audience	Deliverable
1	**Listening Sessions**	Discover what international MCCN members think about the network.	MCCN international members and relationship managers	Mental Models and Report
2	**Survey**	Discover how relationship managers think existing MCCN products provide multi-directional learning.	MCCN relationship managers (domestic & international)	Report
3	**Website Comparison**	Evaluate how healthcare resources are made available on a membership model.	Press Ganey, Beryl Institute, & MCCN websites	Report
4	**Wireframe Interviews**	Discover how members respond to a conceptual model of a digital ecosystem.	MCCN international members	Epic Stories & End User Capabilities



THEMES

KNOW YOUR CUSTOMER

“Know me and help me know you and the network”

“I want to know each other more than the signature on an eConsult - I want to visit, be face-to-face and have good personal relations first.”

~ Summary of Middle Eastern member statement

“I try to give clarity and detail in my request, but I’m unfamiliar with how the departments are structured, so the request becomes really general.”

~ Summary of Chinese member statement

“I notice that my staff nurses don’t have any access of benefit from the Mayo partnership, not like I do at the administrative level.”

~ Summary of Middle Eastern member statement

Members desire professional and personal relationships with Mayo staff, and perceive this as a **foundational benefit of membership**.

Strong liaison roles on both sides are critical in the successful productivity of the partnership, however, they are insufficient in **creating a widespread sense of belonging and shared purpose that members are looking for** in the network. The liaison model creates a narrow communication channel that restricts members ability to create relationships beyond the liaison roles.

An objective of improving the relationship model is achieving **co-familiarity** in which Mayo obtains a better understanding of member organizations, culture and patient populations and members better understand how Mayo works. Greater familiarization creates more knowledgable member requests and Mayo support.

Creating more opportunities for communication between Mayo and members, and between members, will be key in **catalyzing member engagement, trust and value.**

“Meet me where I’m at so I can use MCCN-I services”

“I struggle to convince people to use the Mayo Clinic resources.”

~ Summary of Middle Eastern member statement

“I’m aware that many physicians are too busy to take advantage of eConsults, but that doesn’t mean they’re not interested or don’t think it’s beneficial.”

~ Summary of Middle Eastern member statement

“I was deflated that I don’t have the tools Mayo has to measure patient experience and won’t be able to implement it.”

~ Summary of Latin American member statement

“I want Mayo Clinic to measure how they have helped us grow and change - utilization is not the right measurement.”

~ Summary of Middle Eastern member statement

International members appreciate what Mayo offerings can do for them, but **product shortcomings threaten engagement.** Staff have legitimate reasons to give up on using Mayo offerings due to **lack of access, language barriers, time zone differences, lack of time, complexity of use, lack of interactive opportunities, and lack of differentiation from competing products.**

Members struggle to make Mayo offerings known and accessible to their staff. The **inability to integrate offerings into daily use** cause products to go unused. Members are underwhelmed with **low online affinity group interaction** on the MCCN website and the **inability to search Mayo resources** in one spot. Members want exclusive content; they don’t want to **discover that they could have gotten it off the internet for free.** Mayo’s **lack of governance regarding how and what Mayo resources can be shared** cause members to think relationship managers aren’t empowered.

For members, the value of membership is not a function of product utilization but the **degree to which Mayo has provided positive impact to their organization’s growth.**

Untapped value resides in **on-site visits, providing operational resources online, expanding target audience beyond clinical collaboration, embedded/proactive healthcare consulting and Mayo as an accrediting body for quality and excellence.**

“Evolve my staff”

“I have more freedom to watch recordings, but can ask questions during live webinars, which is quite important and exciting.”

~ Summary of Chinese member statement

“I saw different roles working together to improve process when I visited Mayo, and and thought it a good idea to bring back to my team, which resulted in great achievements.”

~ Summary of Chinese member statement

“I don’t need one-directional relationship and learning with Mayo where you only give me the expertise and I don’t share mine with you - I need two-way education because it’s the holistic view.”

~ Summary of Middle Eastern member statement

International members see the level of excellence in Mayo’s staff, and believe Mayo can instill these qualities into their own staff through various educational approaches: upskilling, training, coaching, mentoring, and talent growth. **They want Mayo Clinic to be their school.**

Members feel that educational opportunities should not be restricted to physicians, nor be strictly clinical. They are looking for **operational and administrative educational opportunities** as well.

A traditional academic or classroom model is not always appealing to members, especially if it is recorded and non-interactive. They want **informal, unstructured, interactive, experiential learning experiences** that can be integrated into their daily work.

Also, members have said that a key way to elicit educational engagement from their site is to **create pre-planned routine educational offerings** that their staff can work their schedules around.

Members see themselves as teachers with a lot to offer Mayo Clinic and other members in the network (both the international and domestic members).

"Help make me more competitive"

"I want to compare our hospital with U.S.-ranked hospitals but we can't join that database, so it would be nice for Mayo to share data and get benchmarking from you."

~ Summary of Chinese member statement

"I feel happy to be able to help patients who are not satisfied with their treatment at other hospitals and know they can come here to get a second opinion from Mayo."

~ Summary of Middle Eastern member statement

"I want our physicians to stick to our hospital by providing them with educational resources, which is scarce in private institutions in Mexico."

~ Summary of Latin American member statement

Part of why members have decided to join the network is the competitive edge they anticipate it will give them; **they are looking for competitive returns for being in the network.**

Being associated with the #1 hospital differentiates their institution from their competitors. However, for members, it doesn't stop at branding - **they want to be #1 the way Mayo Clinic is #1.** This means they expect Mayo Clinic to actively engage with their staff to provide operational, administrative and clinical assistance.

Members want Mayo Clinic's help to **expand their patient base, attract and retain staff, innovate, and show evidence that these things are happening.**

Members want to **use Mayo Clinic quality benchmarks** to assess themselves and compare to other institutions. They already have quality benchmarks and the ability to compare, but they want a healthcare niche within which they are recognized as belonging to and excelling.

Staff confidence and commitment, and patient trust are key qualitative indicators to our members that the network relationship with Mayo is effective.

"Enhance our culture so our staff & patients feel the benefits of our membership"

"I'm inspired with what is being done with Mayo and I can tell we're developing; it's like Mayo is the grit of sand in the oyster and we're making the pearl."

~ Summary of Middle Eastern member statement

"We saw how Diane's ability to make an auditorium filled with nurses love her, causing us to talk many times about what makes Diane special."

~ Summary of Middle Eastern member statement

"I think the alliance can be framed as a way to further help develop skills doctors already have and see themselves as Mayo equals."

~ Summary of Latin American member statement

Members see their **partnership with Mayo as an opportunity to enhance staff culture.**

Mayo Clinic serves as a role model to members, particularly in partnerships in which Mayo staff is working directly with member staff. They are hungry for experiences like this, believing that **interpersonal work relationships provides staff growth.**

Work relationships with Mayo provides a sense of identity and belonging that **helps staff feel more attracted and committed to their institution.**

Members have seen their staff respond to Mayo's influence with **increased confidence and capability.** They want more of that, and for these outcomes to be visible to others.

Conversely, some members have seen their staff respond to opportunities with Mayo with ambivalence and worry that pushing the partnership on them **may send the message that they are not good enough.**

"Enhance our culture so our staff & patients feel the benefits of our membership"

"I feel that Mayo should learn more about the Chinese markets and communities so they can realize the competitive situation and patient's lack of willingness to wait."

~ Summary of Chinese member statement

"I propose that Mayo conduct a cultural assessment of the community to better understand how they react to Mayo patient education materials and more appropriately target them."

~ Summary of Middle Eastern member statement

"I benefit from being able to give my patients Mayo's opinion because they will trust me knowing the decision is backed by the world's number one hospital."

~ Summary of Middle Eastern member statement

Members expect the partnership with Mayo to have a positive impact for their patients. They **want their patients to understand that Mayo shares their concern for them** and can contribute to their care.

Members see Mayo as having the ability to **help them build trust with their patients.** And they want the **patient-centered mindset** to be more pervasive in their organization.

However, **Mayo must be able to be responsive** in order to participate at the pace in which patients expect care, or patients will not take advantage of what Mayo has to offer the member.

Members also state that they want Mayo to have a **better grasp of their patient's culture.**

VISION

WHAT OUR DIGITAL ECOSYSTEM NEEDS TO DO



Digital Ecosystem for International Network Members

"As a network member, I want to be able to **collaborate and work with Mayo and other members** so there is multi-directional learning and workforce capability."

Create a workgroup collaboration channel

"As a network member liaison, I want to be able to **manage the work our organization does with Mayo** so I can be more productive and proactive."

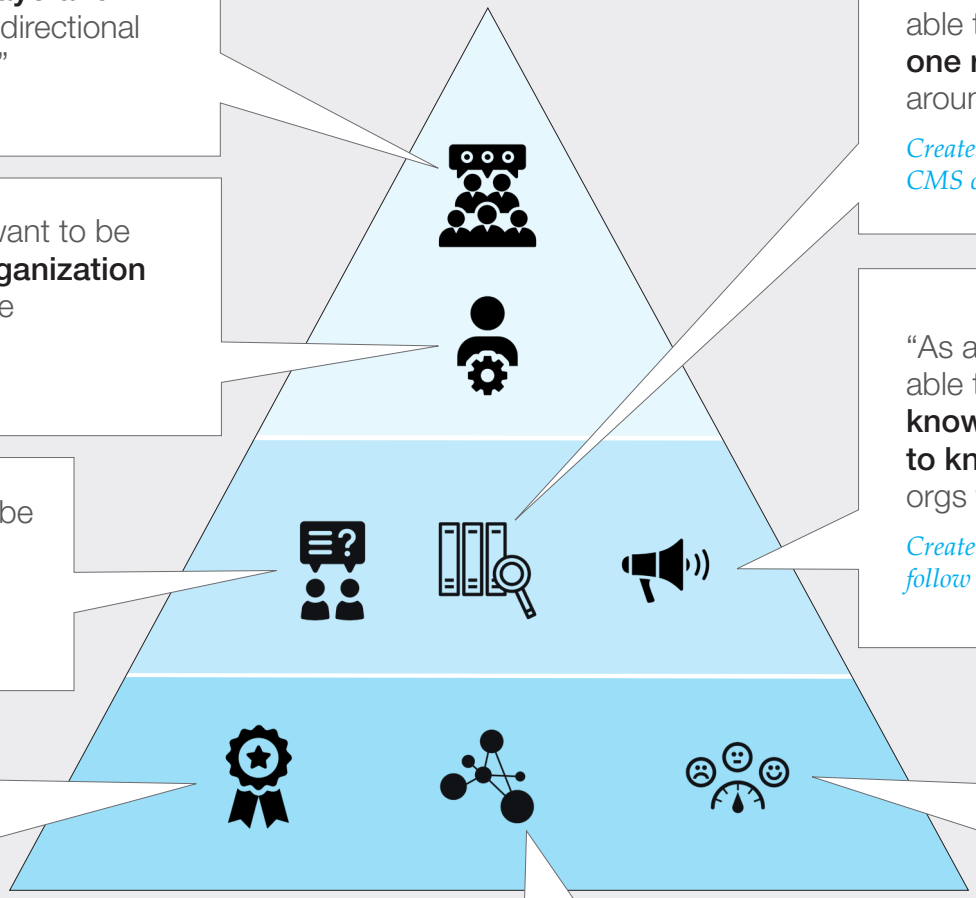
Create a task management dashboard

"As a network member, I want to be able to **request Mayo's help** so I can receive expert guidance."

Digitize and reform the request process

"As a C-suite network member, I want to be able to **measure our organization's quality using Mayo quality benchmarks** so that we can have evidence of our excellence and ability to plan improvements."

Create a quality dashboard that is based on Mayo's Quality standards



"As a network member, I want to be able to **see an overview and details of the other network members** so I can have a better sense of what we belong to."

Create searchable background bios

"As a network member, I want to be able to **search Mayo resources from one repository** so I don't have to hunt around or wonder what I'm missing."

Create a centralized, searchable repository with CMS capabilities

"As a network member, I want to be able to **access members who have knowledge about something I want to know** so that I can get advice from orgs that are like mine."

Create broadcast messaging where users can follow and interact on topics other members post

"As a network member administrator, I want **KPIs that will show how Mayo's offerings have impacted our organization** so I can prove that we have received value as a member."

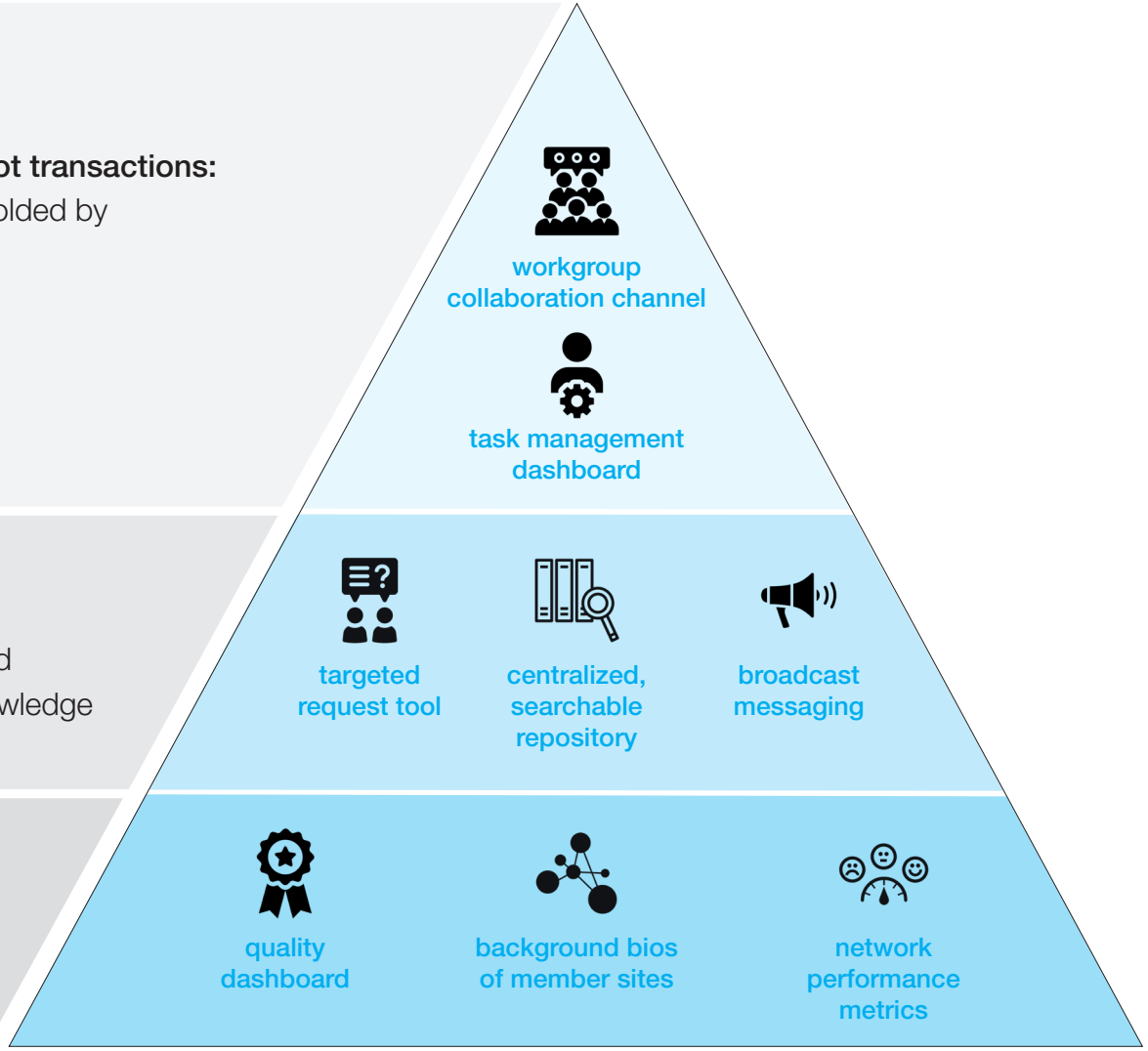
Create metrics that assess performance improvement that is the result of Mayo's help

Digital Ecosystem for International Network Members

Products feel like relationships, not transactions:
Products embedded in and/or scaffolded by interpersonal work

Tools that facilitate inquiries:
Create the ability to scale people and resources for members seeking knowledge

Foundation of shared excellence:
Create shared expectations and value



See Final Analysis & Conceptual Development for details about end user capabilities.

APPENDIX

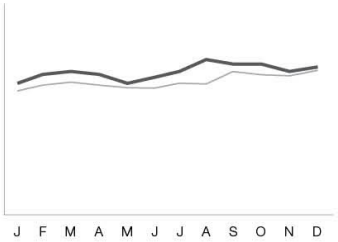
The screens included in this appendix show wireframe mockups used to provoke discussion with international MCCN members about potential digital ecosystem features.

The full interactive wireframe that was used in the interviews is located here.
(Password: MCCNecosystem)

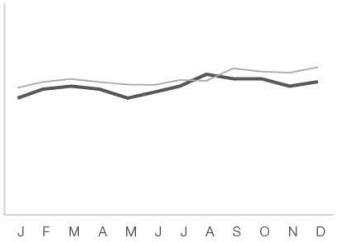


Your Quality Dashboard for March 2021

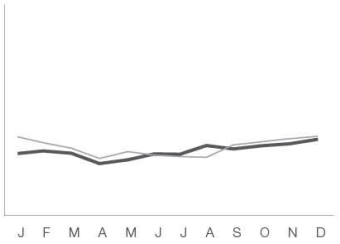
Outpatient: Likelihood of Recommendation



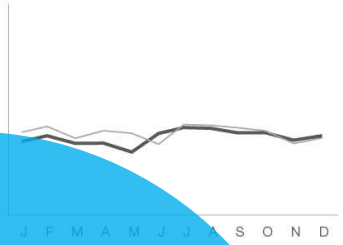
Inpatient: Likelihood of Recommendation



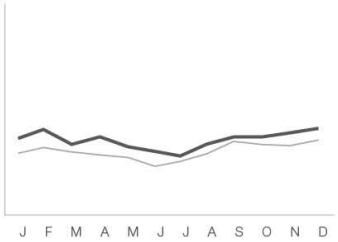
Central Line-Associated Blood Stream Infection (CLABSI)



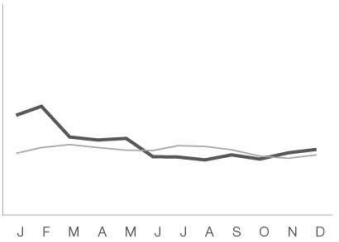
Pressure Ulcer Rate (PUR)



Post-Operative Sepsis Rate



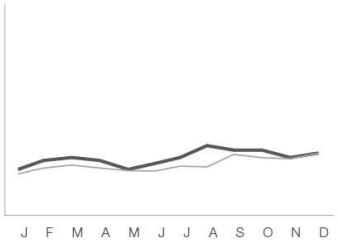
Catheter Urinary Tract Associated Infection (CUTAI)



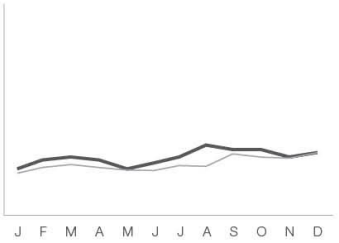
Surgery: Colon Infection



Length of Stay (LOS)



30-Day Unplanned Readmission

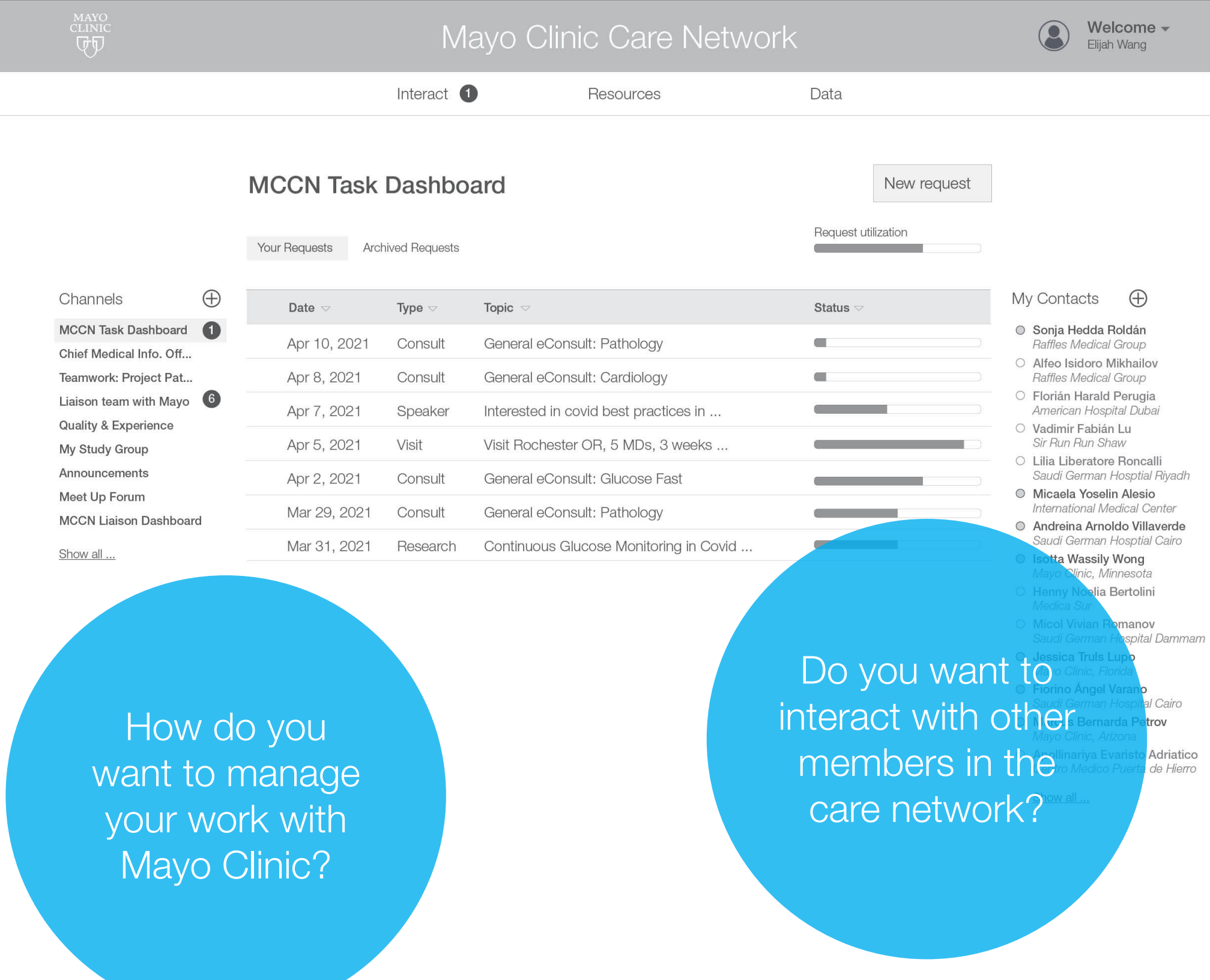


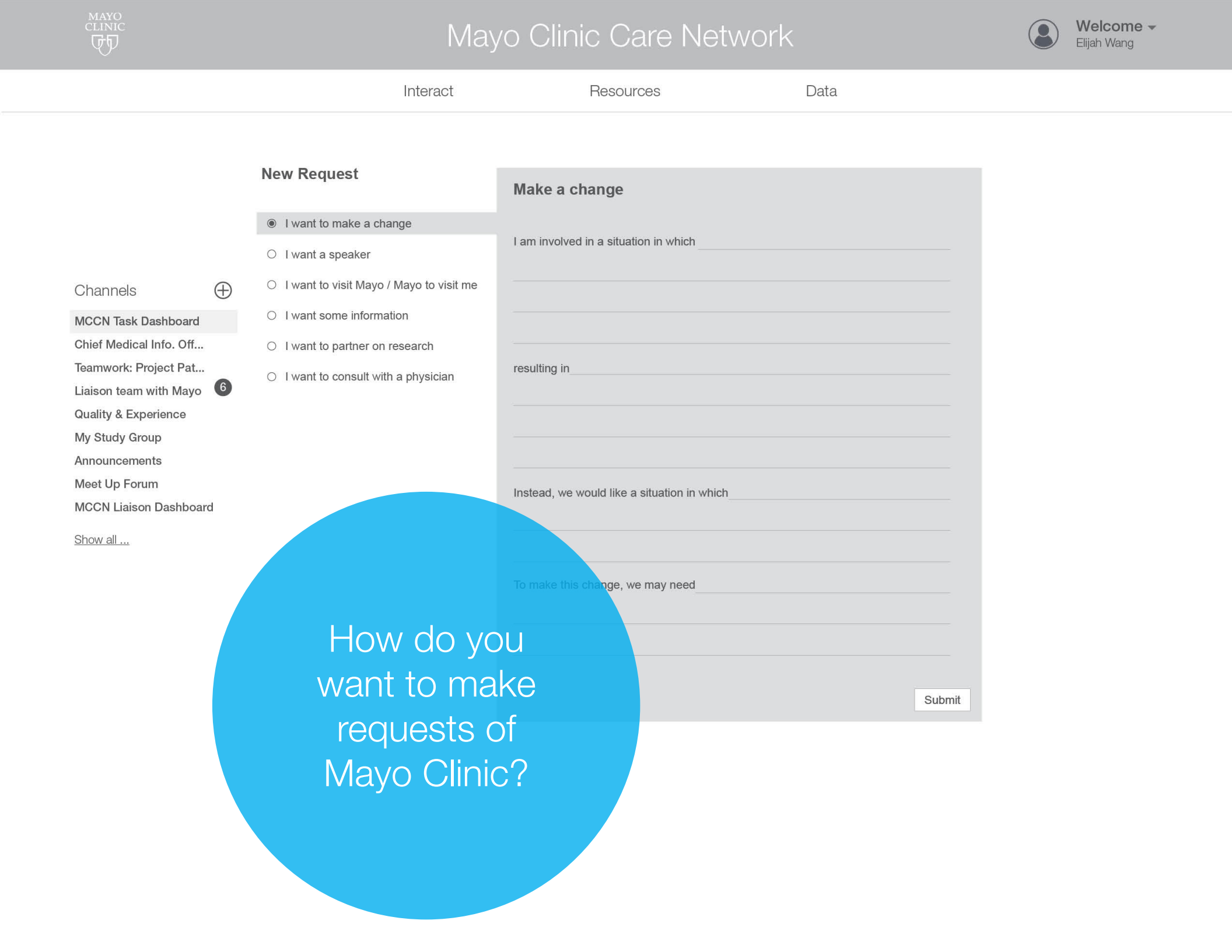
Overall Mortality

Inpatient Mortality - Medical

Inpatient mortality - Surgical

Who do you want to compare yourself to?


MAYO CLINIC
Mayo Clinic Care Network
Welcome
Elijah Wang
Interact 1
Resources
Data
MCCN Task Dashboard
New request
Request utilization
Your Requests
Archived Requests
Channels
MCCN Task Dashboard 1
Chief Medical Info. Off...
Teamwork: Project Pat...
Liaison team with Mayo 6
Quality & Experience
My Study Group
Announcements
Meet Up Forum
MCCN Liaison Dashboard
Show all ...
Date
Type
Topic
Status
Apr 10, 2021 Consult General eConsult: Pathology
Apr 8, 2021 Consult General eConsult: Cardiology
Apr 7, 2021 Speaker Interested in covid best practices in ...
Apr 5, 2021 Visit Visit Rochester OR, 5 MDs, 3 weeks ...
Apr 2, 2021 Consult General eConsult: Glucose Fast
Mar 29, 2021 Consult General eConsult: Pathology
Mar 31, 2021 Research Continuous Glucose Monitoring in Covid ...
My Contacts
Sonja Hedda Roldán
Raffles Medical Group
Alfeo Isidoro Mikhailov
Raffles Medical Group
Florián Harald Perugia
American Hospital Dubai
Vadimir Fabián Lu
Sir Run Run Shaw
Lilia Liberatore Roncalli
Saudi German Hosptial Riyadh
Micaela Yoselin Alesio
International Medical Center
Andreina Arnoldo Villaverde
Saudi German Hosptial Cairo
Isotta Wassily Wong
Mayo Clinic, Minnesota
Henny Noelia Bertolini
Medica Sur
Micol Vivian Romanov
Saudi German Hospital Dammam
Jessica Truls Lupo
Florino Ángel Varano
Saudi German Hospital Cairo
Bernarda Petrov
Mayo Clinic, Arizona
Apollinariya Evaristo Adriatico
Hospital Medico Puerta de Hierro
Show all ...
How do you want to manage your work with Mayo Clinic?
Do you want to interact with other members in the care network?


MAYO CLINIC
Mayo Clinic Care Network
Welcome
Elijah Wang
Interact
Resources
Data
New Request
I want to make a change
I want a speaker
I want to visit Mayo / Mayo to visit me
I want some information
I want to partner on research
I want to consult with a physician
Make a change
I am involved in a situation in which
resulting in
Instead, we would like a situation in which
To make this change, we may need
Submit
Channels
MCCN Task Dashboard
Chief Medical Info. Off...
Teamwork: Project Pat...
Liaison team with Mayo
6
Quality & Experience
My Study Group
Announcements
Meet Up Forum
MCCN Liaison Dashboard
Show all ...
How do you want to make requests of Mayo Clinic?

MAYO CLINIC

Mayo Clinic Care Network

Welcome
Elijah Wang

Interact | Resources | Data

Consult

Pt 12-564-333 65 y.o. - Pathology

Respond

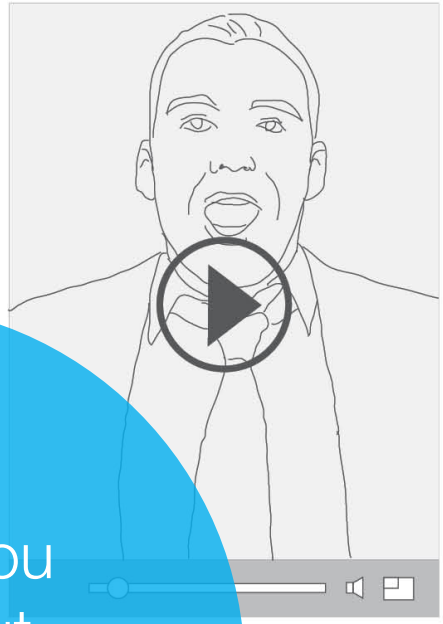
Request Received	Request Reviewed	Directive Given	Complete
Average: 1 day	*Average: 2 days*	*Average: 2 days*	*Total average: 5 days*

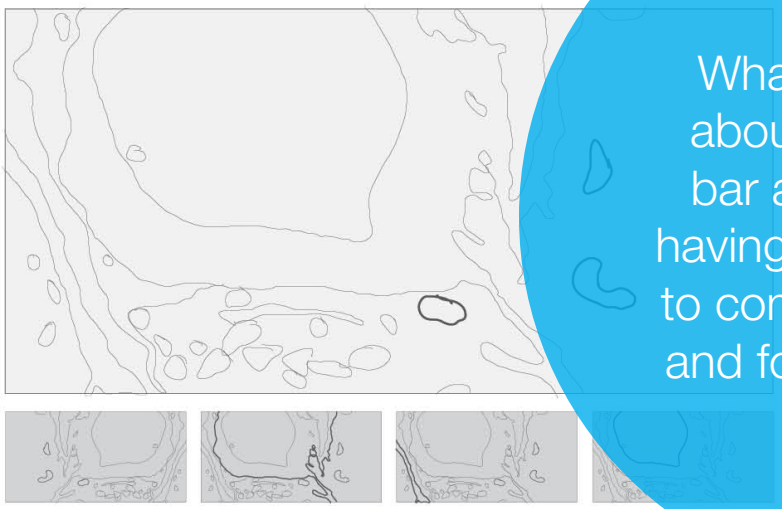
Channels

- MCCN Task Dashboard
- Chief Medical Info. Off...
- Teamwork: Project Pat...
- Liaison team with Mayo
- Quality & Experience 3
- My Study Group
- Announcements
- Meet Up Forum
- MCCN Liaison Dashboard

Show all ...

New message from Dr. Marcus Bernarda Petrov





Shared Files

- Pathology Report
  Apr 18, 2021
- Pathology Image
  Machine Learning Data Set
- Patient Medical Record
- Medical Summary

What do you think about the progress bar and the idea of having the opportunity to communicate back and forth in this way?

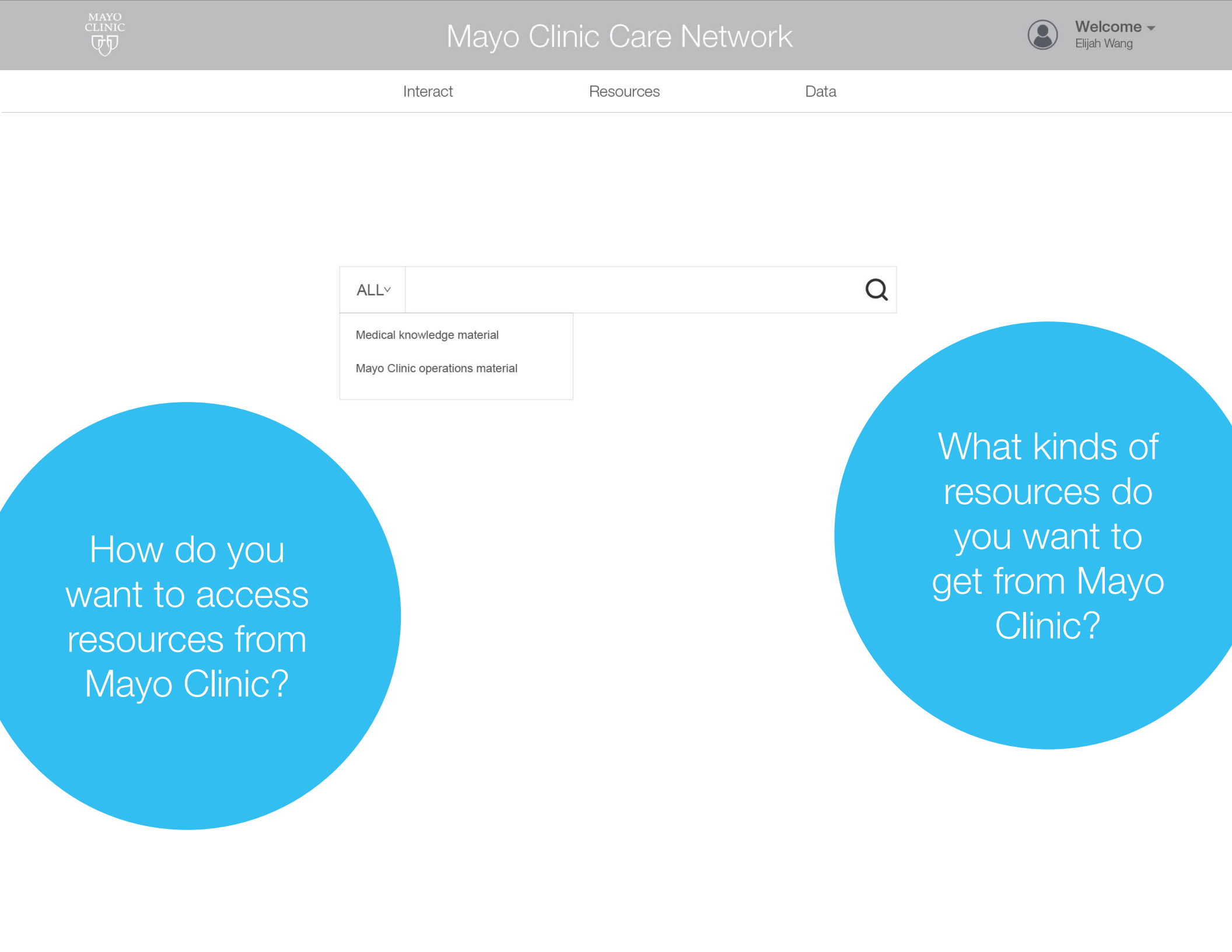
What do you think about using video to communicate?

Message Transcript

Background | Results

Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium,
totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo.
Nemo enim ipsam voluptatem quia voluptas sit aspernatur aut odit aut fugit,

Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium,
totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo.
Nemo enim ipsam voluptatem quia voluptas sit aspernatur aut odit aut fugit,


MAYO CLINIC
Mayo Clinic Care Network
Welcome
Elijah Wang
Interact
Resources
Data
ALL
Medical knowledge material
Mayo Clinic operations material
How do you want to access resources from Mayo Clinic?
What kinds of resources do you want to get from Mayo Clinic?