Journey Mapping: A Tool for Improving the WIC Experience

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Mothership
Design Thinking

Problem-solving approach

Balances logic, intuition, and emotion

Human-centered solutions

Recent applications to social contexts, including health care service delivery
Journey Maps: What are They?

A design thinking method

A visual timeline mapping the experiences of micro-interactions (touch points) during an experience with a product or a service

- Can be linear
- Can be cyclical

From a particular defined point-of-view

Demonstrates positive momenta (bright spots) and negative moments (pain points) throughout the experience that promote or hinder a desired behavioral outcome

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A Journey Map Dissects the Experience

Enter Restaurant → Ask for Table → Get Seated at Table → Order → Eat Lunch → Pay Check → Leave Restaurant

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Why are Journey Maps Useful?

They can help us to:

• **Empathize** with person’s experiences during the journey
• **Understand** the nuances of a complex multifaceted experience with a product or service
• **Create a framework**
  • for identifying opportunities for improvement to achieve desired behavioral outcomes
  • for brainstorming innovations
  • for making comparisons between programs/organizations/clinics and for organizing and sharing innovations
• **Plan** projects that address the identified challenges
• Know how to best **measure** the impact of changes made to the experience
Creating and Using a Journey Map
Step 1

1. Define the Focus of the Journey Map: Who and Why?

A local restaurant wants to attract more breastfeeding mom customers, so they decide to journey map a breastfeeding mom’s experience eating lunch at their restaurant to look at the current experience and identify opportunities for improvement.
Step 2

2. Determine the Information Source

The owners decide to have staff invite their breastfeeding friends for lunch on the house during a specific week. Staff will be observing the experiences of their breastfeeding friends who are eating lunch at the restaurant. They will also ask their friends to complete a survey about their experiences at the completion of their lunch.
Step 3

3. Define the End Points

Enter restaurant  |  Leave restaurant

Enter restaurant  |  Leave restaurant
Components of a Journey Map

4. Map Out the Touch Points

- Enter Restaurant
- Ask for Table
- Get Seated at Table
- Order
- Eat Lunch
- Pay Check
- Leave Restaurant
## Components of a Journey Map

### 5. Fill in the Experience Descriptions

<table>
<thead>
<tr>
<th>Step</th>
<th>Thinking: Thought processes, attitudes, beliefs</th>
<th>Feeling: Emotions</th>
<th>Doing: Tasks, procedures, protocols, interactions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enter Restaurant</td>
<td>“I need to ask for a table for 1 and a baby”</td>
<td>“Here we go. I hope we can make it through the meal in peace.”</td>
<td>Open door with stroller and/or holding baby</td>
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<tr>
<td>Ask for Table</td>
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<tr>
<td>Get Seated at Table</td>
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<td>Leave Restaurant</td>
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</table>

Icons made by Freepik from www.flaticon.com
Components of a Journey Map

7. Note the Pain Points and Bright Spots

Noting visually or descriptively where there are positive and negative experiences

Enter Restaurant
Ask for Table
Get Seated at Table
Order
Eat Lunch
Pay Check
Leave Restaurant

There's little room for strollers made for an awkward experience to get seated.

Some of the staff would not look make eye contact when moms were breastfeeding, making some moms feel uncomfortable.

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Components of a Journey Map

6. Define the Ideal Experience and Brainstorm Opportunities for Improvement

Notes on the ideal experience and where there are opportunities for improvement, both obvious and creative

- Enter Restaurant
- Ask for Table
- Get Seated at Table
- Order
- Eat Lunch
- Pay Check
- Leave Restaurant

Ideally, there would be easy stroller parking. Reconfiguring some of the tables could make the restaurant more stroller-friendly.

Ideally, staff would interact with breastfeeding moms the same way they interact with all customers. A staff training could help with this.
In Summary:

1. Define the journey map focus: the who and the why?
2. Determine the information source
3. Define the end points
4. Map out the touch points
5. Fill in the experience descriptions
6. Note the pain points and bright spots
7. Define the ideal experience and brainstorm opportunities for improving the experience to help achieve your desired behavioral outcome
Creating and using journey maps to understand and improve the customer, patient, and client experience to achieve desired behavioral outcomes

- Retail industry examples
- Public health examples
Journey Mapping in Industry

Melanie Hall MS, RD
Kellogg Company
Issue: Decrease in Dollar General Foot Traffic
Desired Behavior Change: Improved Loyalty

Plan
• Close to home
• Fewer national brands
• Fewer coupons

Experience
• Enjoyable meals
• Food waste

Shop
• Quick Trip
• EDLP
• Limited categories

Buy
• Less stigma

Bright Spots
Pain Point

In-aisle Manufacturer meal solutions

Increase awareness of deals

Expand refrigeration section
Issue: Poor Frozen Food Aisle Sales
Desired Behavior Change: Improved Aisle Traffic and Sales

Plan
• Not on the list
• Will wait for sale/coupons

Shop
• Unorganized freezer section
• Remember late in the trip
• Food is Uninspiring

Experience
• Forget to use (food waste)

Buy
• Bulk items too expensive
Retailer Specific Growth Projections for Each Barrier

Too Expensive
No Inspiration
Not Organized for Me
Wait for Coupons & Promos
End of Trip Too Late
Not on My List

Value of Fixing the Problem

$MM

Frozen Food Barrier Study
Nielsen Answer and Scan Track 52 WE 9/28/13
Top Barriers to Frozen Food Purchases By Retailer

Food Lion: Not on My List

HE-B: Wait for Coupons

Kroger: Not Inspiring

Sam's Club: Remember Late in Trip
Industry Journey Mapping Benefits: Serving the “Whole Person”

Consumer/Pantry User
Pre/Post Store

Shopper/Aisle Chooser
In-Store
Industry Journey Mapping Benefits: Helps Identify the “Owner” of the Solution

- Brand Driven Activities: 41%
- Retailer Driven Activities: 38%
- Collaborative Activities: 21%
Journey Mapping in Public Health Environments

Anthony D. Panzera, PhD, MPH
Svelo Advisors LLC
Journey Maps in Public Health

- Visual displays
- Chart clients’ experiences and emotional responses at key touchpoints
  - Program components and services, including its brand and promotional materials
  - Typically captures time linearly
  - Iteration
- Summarize barriers & promoters to...
  - Client satisfaction
  - Client-related outcomes (example: retention)
Example 1: Journey to Vaccination in Adults

• Factors that influence adults’ decisions to get vaccinated over time in UK

  “...visual exercise in which the interviewer and the participant jointly build a timeline that captures salient events that led the participant to get or not to get vaccinated.”

• Questions asked of vaccinated and unvaccinated interviewees:
  • How would you describe to a friend how you came to have (or not to have) the vaccination? What things happened that meant you ended up getting (or not getting) vaccinated?
Example: Early Termination in WIC

- Issue: Termination after failing to retrieve food instruments
- Desired behavioral outcome: Retention

- Information Sources
  - State Policies & Procedures Manual
  - Direct observations of appointments and clinic lobbies
  - Shopping for food with EBT card as a participant with an infant
  - Focus Groups with moms who had experienced the outcome

Pre-Appointment Touchpoints

- Enrollment or Appointment Scheduling
- Transportation
- Childcare
- Waiting
- Welcome

Observation:
- Women waited, often with their children, in lobbies that sometimes had televisions and toys for children.
- Observed clients waited less than 30 minutes for their appointments
- Front desk staff worked quickly to update client information, communicate with entering clients, and complete administrative tasks.

Mothers' Insights:
- "And I was like, 'Well, they'll call me and let me know if I still have it or if I need to reschedule it or something.' Because, when business closes, of course it pushes everything back. So that's [...] my thinking and I guess that was my fault, um, but they never called to remind me one, and never called to tell me that, 'Hey, you missed your appointment, we're gonna cancel your benefits if you don't come in.'"
- "It does make it hard though, when you got one vehicle [...] some people don't have vehicles at all."

- "We had an accident, and I didn't have a car, and I had to get to my prenatal appointment. And we had no way of getting there, and we called everywhere. And they told me it would take 2 months to get approved to go on the bus."
- "In order for me to have the vehicle, I have to get them up, get me up, get everybody breakfast by six o'clock in the morning, take him to work and then come back home to just have the car. And if it's, if it's that, go recert and sit in the health department for six hours when they woke up like 2 hours early, it's, it's dedication for that day..."
- "And like, it's not such a big area too so they're like, not able to run around, and you have to chase them around. And that's why I've been dropped, because I can't, couldn't get somebody to watch them [...]"
- "Why don't they have a changing table? This is a WIC office."
**Appointment & Recertification Touchpoints**

- **Measurement**
  - Mothers looked forward to see their children’s growth.
  - Measurement experiences seemed pleasant.
  - Mothers were engaged in the review of their health history. Mothers seemed anxious to know if their children were growing well. Mothers received quick advice from the WIC professional.

- **Discussion & Review**
  - Mothers intently listened to the WIC professional as they discussed food decisions and meal preparations.
  - Mothers commented and asked questions during this period. The dialogue was supportive of mothers’ decisions.
  - The WIC professional provided alternative solutions when possible, given the particular food package offered.

- **Nutrition Education**
  - Mothers and the WIC professional quickly scheduled the next appointment.
  - An appointment date negotiated between mother and WIC health professional.

- **Scheduling**
  - Mothers and their party left smiling.
  - Families thanked the WIC nutritionist.

- **Exit**

**Observation**

**Mothers’ Insights**

- "The only bad thing I ever disliked about it was the whole weight and height chart, because every child is different, I mean, you know some have more muscle and some are, you know, just haven’t hit their growth spurt yet, and that’s just how they are.”

- "It’s good because, when I had my first child, my mother was going through cancer, so she couldn’t be there for me. So, for other women to step in and kinds, not replace her, but to help guide me was helpful.”

- "I mean, you get people, I mean I understand everybody has a tough job, I get that. But sometimes you get people who are stuck in a rut sometimes, and they kind of sound so monotoned, or they’re just aggravated, and it comes off kind of rude.”
**Post-Appointment Touchpoints**

- **Arrive at Supermarket**
  - I arrived at the supermarket, with a paper readout of my food package and promptly acquired a cart.
  - The food package was confusing in terms of quantity and volumes I could purchase.
  - I used the brand names to help guide my journey through the store.

- **Review Food Package**
  - I was frustrated when buying infant formula and juice.
  - The product, brand and volumes presented in the food package were abbreviated and confusing, at times not matching what was available.
  - I could buy a certain amount of formula but would lose out on 4 or 5 ounces of a product because the store only offered a certain size of product.

- **Shop for Food**
  - The cashier was polite.
  - My EBT card went through without a problem.

- **Checkout**
  - Don’t call me until I’m done, I’ll call you, you know? And so, it’s not, it’s not easy shopping with that pamphlet, because I mean they do tell you, this is how much, like the ounces and all that, but as far as, um, that big four thing pamphlet, uh, you lose it. And so you don’t have the picture, mental picture of it, and you know it’s not easy carrying that around in your purse, because I carry the kitchen sink [...] And so I don’t have room for that little paper, or that paper gets crumpled up and I don’t have time to pull it out.

  - “Because you get so many quantities per item, like per cheese, or whatever it is. So you have to keep track of how much you have left. And sometimes you do have like ten ounces of something that the cereal comes in [...] boxes, so you can’t get cereal.”

  - The vouchers took longer or something for the cashier, because people behind you would be like [heavy sigh sound].

**Active Observations**

**Mothers’ Insights**
Access

• Important moments
  • Recruitment – Certifying new participants
  • Retention – Completing certification periods and recertifying if eligible
  • Participation – Enhancing the experience of participating across touchpoints

• Identifying barriers unique to specific subgroups
Value of JM to WIC Staff

- Provides opportunity to think deeply about policies and procedures impacting touchpoints

- Visual depictions help staff identify where resources are needed
Value of JM to WIC Staff

• Info gathering activities may involve clients
  • Opportunity for client engagement

• Clients describe their encounters but may not have knowledge of underlying process
  • Staff are uniquely positioned to connect client experiences to clinic process
Journey Mapping Activity
A Collective WIC Journey Map!
Why?

To showcase the range of positive experiences and challenging experiences that WIC clients, staff, and stakeholders have

To gain insights from the conference attendees about how we can make improvements to our WIC programs

To understand what’s standing in the way of making improvements, so that we can strategically address those obstacles moving forward from the local to the federal level
Components of Our Journey Map

The Focus: 2 Journeys
- WIC client experience
- WIC staff and stakeholder experiences

The Information Source
- Your knowledge of your programs, your experiences, and the experiences of your clients

The End Points
- From WIC discovery to WIC food meal prep and storage

Touchpoints
- Pre-clinic experiences
- Clinic visit experiences
- Retail shopping experiences
- Home meal prep and storage experiences

The Experience Descriptions
- What are you/clients thinking, feeling, and doing at each touchpoint

Questions
- How can those experiences be better?
- What’s holding you back from improving the experiences?
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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# Before Shopping Begins

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<tr>
<th>Plan for Grocery Trip</th>
<th>Travel to Store</th>
<th>Enter Store</th>
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<p>| Cereal, Bread, &amp; Other Grains | Canned Fish/F&amp;V, Legumes, Peanut Butter | Infant Formula/Cereal, Baby Food |</p>
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<tr>
<th>Store Walkthrough and WIC - and Non-WIC Product Selection</th>
<th>Cereal, Bread, &amp; Other Grains</th>
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On Thursday...

We will share highlights from the Collective Journey Map at the closing session!