

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

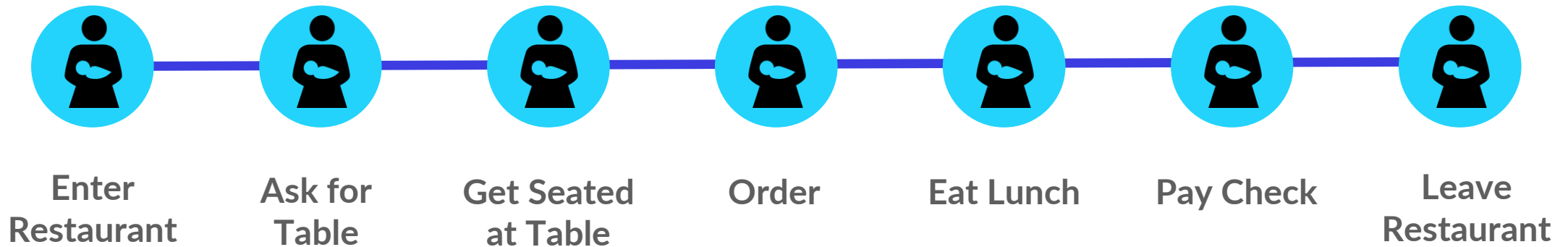
- Can be linear
- Can be cyclical

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



A Journey Map Dissects the Experience



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

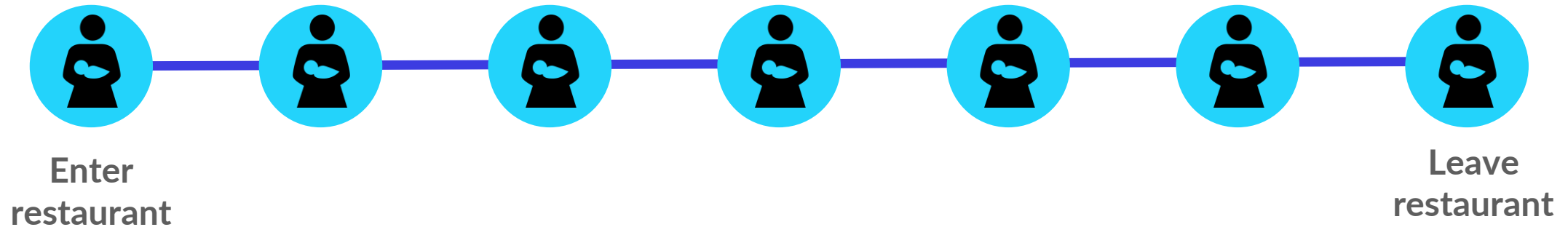
2. Determine the Information Source



- 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.

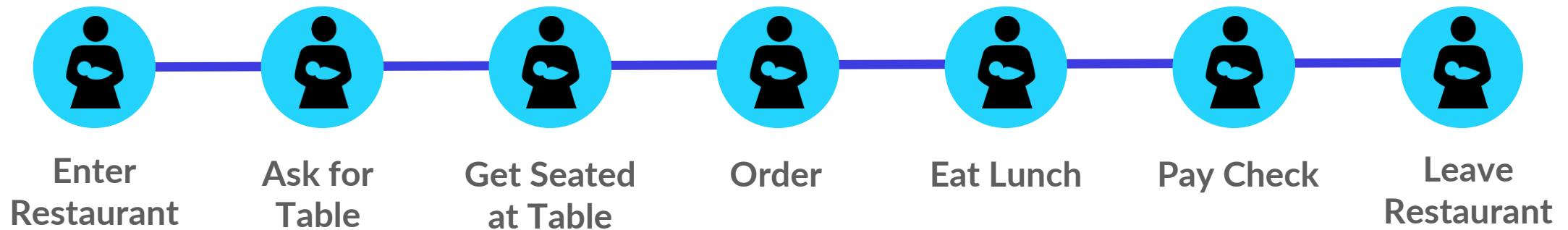
Step 3

3. Define the End Points










Components of a Journey Map

4. Map Out the Touch Points



Components of a Journey Map

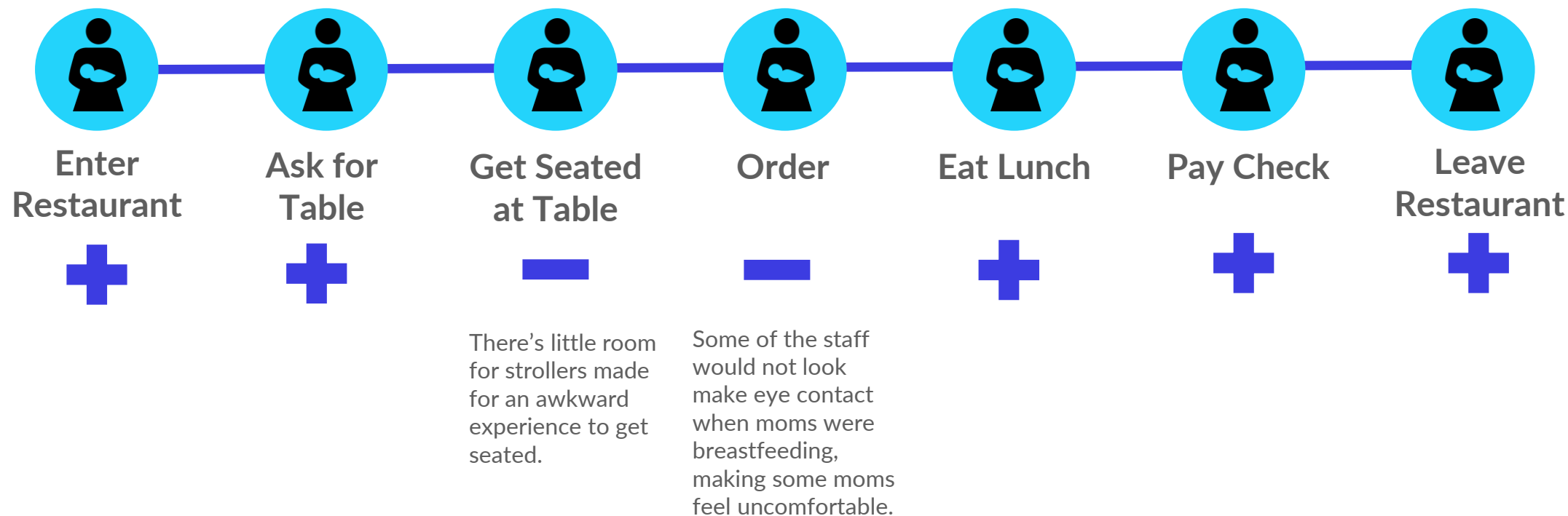
5. Fill in the Experience Descriptions

							
	Enter Restaurant	Ask for Table	Get Seated at Table	Order	Eat Lunch	Pay Check	Leave Restaurant
Thinking: Thought processes, attitudes, beliefs	"I need to ask for a table for 1 and a baby"						
Feeling: Emotions	"Here we go. I hope we can make it through the meal in peace."						
Doing: Tasks, procedures, protocols, interactions	Open door with stroller and/or holding baby						

Components of a Journey Map

7. Note the Pain Points and Bright Spots

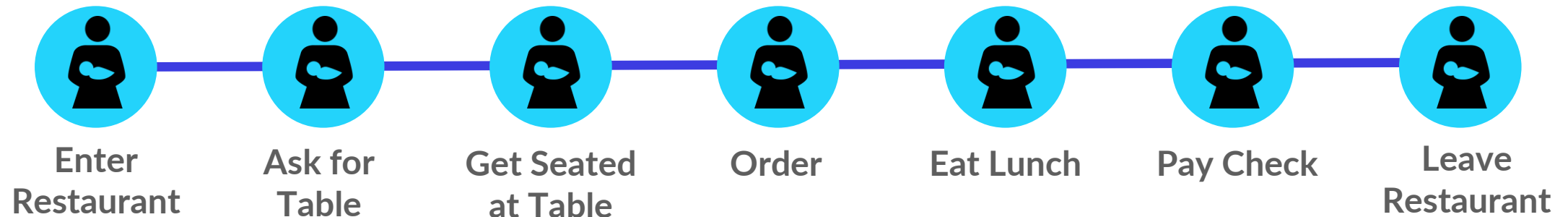
Noting visually or descriptively where there are positive and negative experiences



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



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



Next Up

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

Increase awareness of deals

Experience

- Enjoyable meals
- Food waste

In-aisle Manufacturer meal solutions



Shop

- Quick Trip
- EDLP
- Limited categories

Expand refrigeration section

Buy

- Less stigma

Bright Spots
Pain Point

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

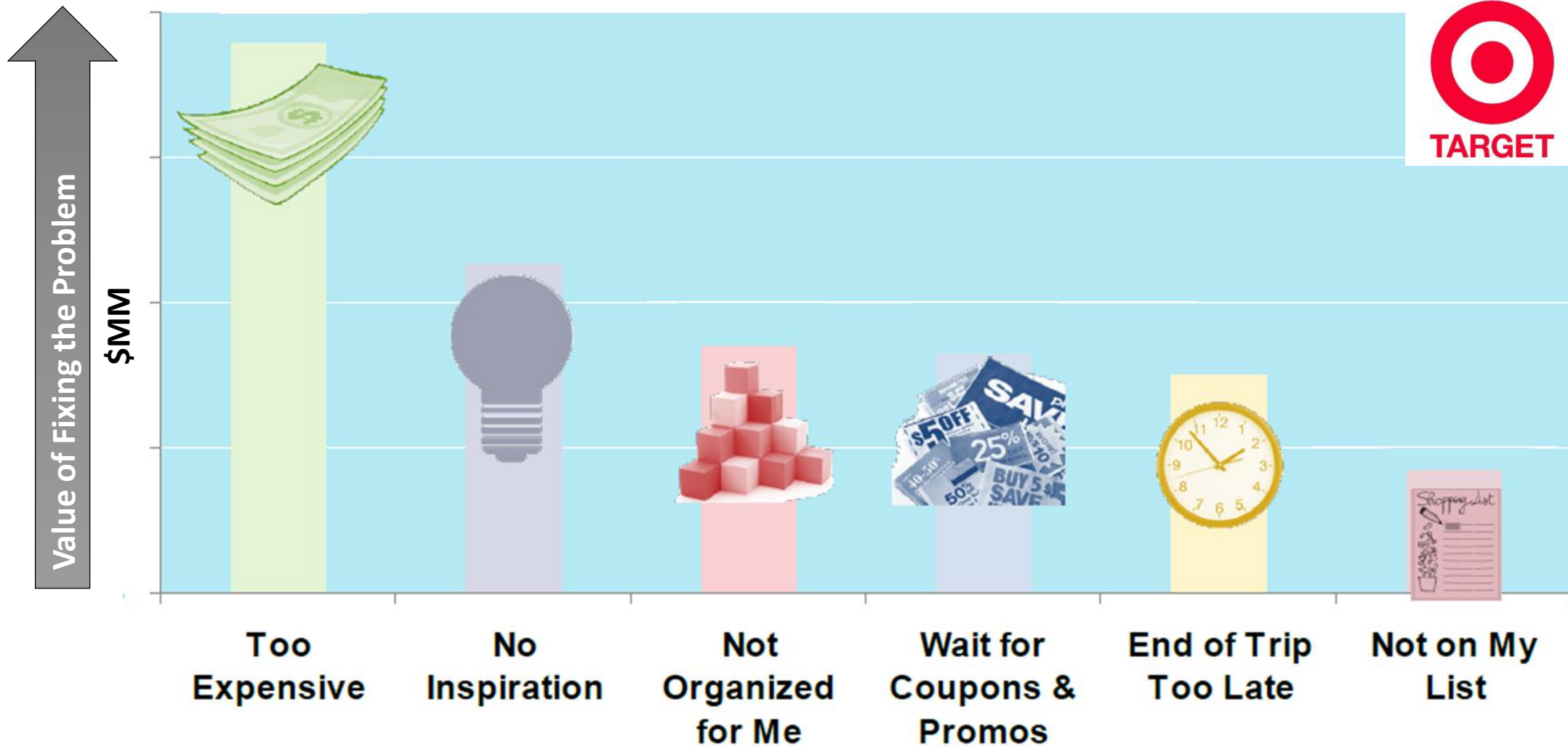
- Forget to use (food waste)

Buy

- Bulk items too expensive

Pain Point

Retailer Specific Growth Projections for Each



Top Barriers to Frozen Food Purchases By Retailer



Not on
My List



Wait for
Coupons



Not
Inspiring



Remember
Late in Trip

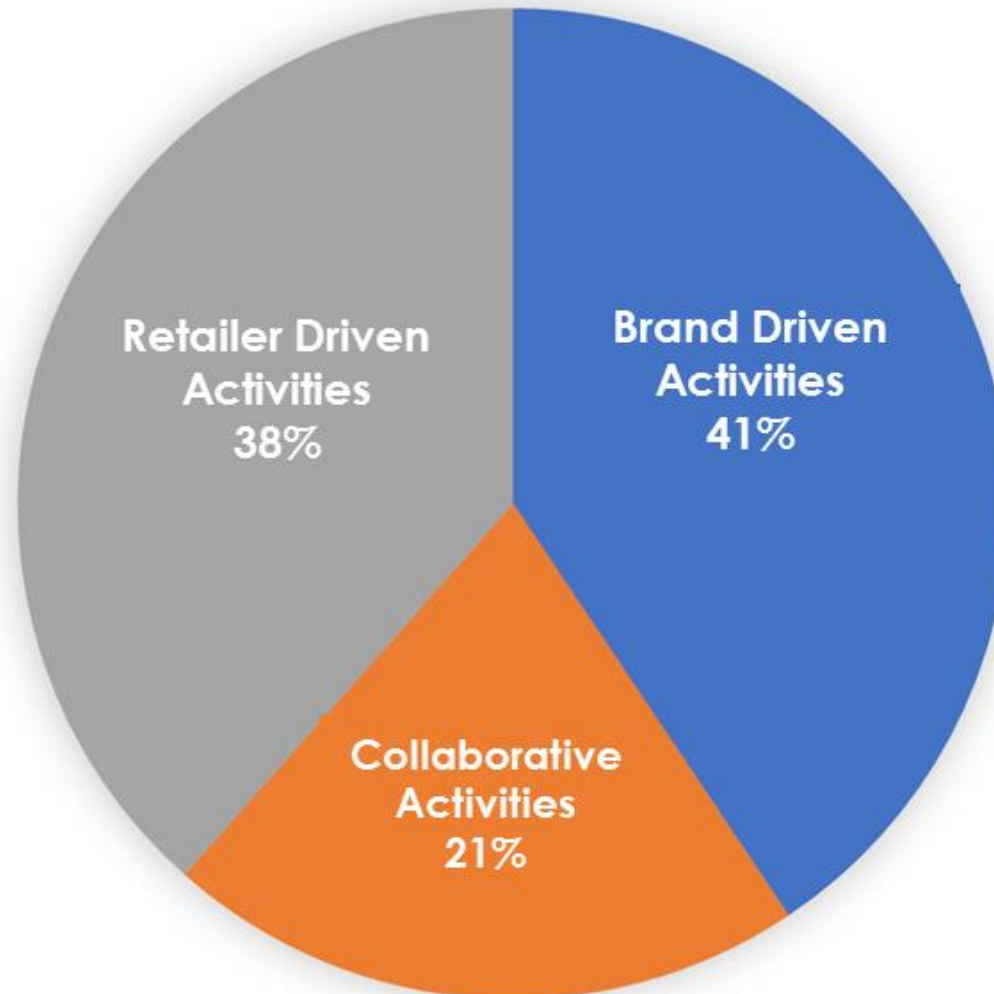
Industry Journey Mapping Benefits: Serving the “Whole Person”

Consumer/Pantry User
Pre/Post Store



Shopper/Aisle Chooser
In-Store

Industry Journey Mapping Benefits: Helps Identify the “Owner” of the Solution



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)

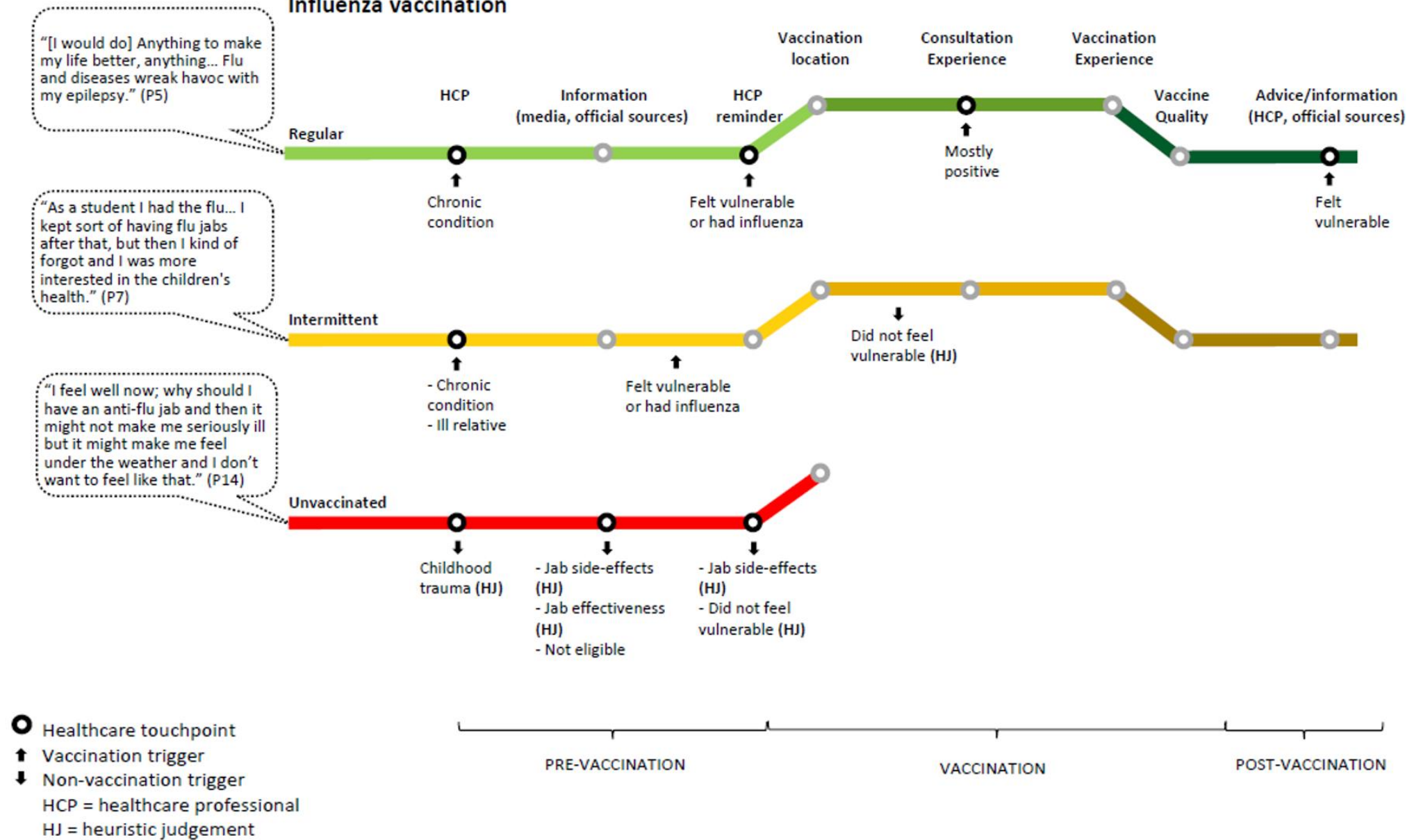
Example 1: Journey to Vaccination in Adults

- 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?

Influenza vaccination



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

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,' 'cause, 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."

"[I]n 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

Touchpoints



Observation

- 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.

- 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.

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

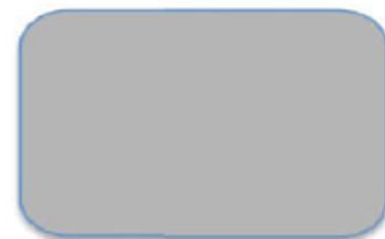
- Mothers and their party left smiling.
- Families thanked the WIC nutritionist.

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 kinda, 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 rudely."



Post-Appointment Touchpoints

Touchpoints

Arrive at
Supermarket

Review Food
Package

Shop for Food

Checkout

Active Observations

- 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.

- 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.

- The cashier was polite.
- My EBT card went through without a problem.

Mothers' Insights

"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, er, 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 cashiers, because people behind you would be like [heavy sigh sound]."

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

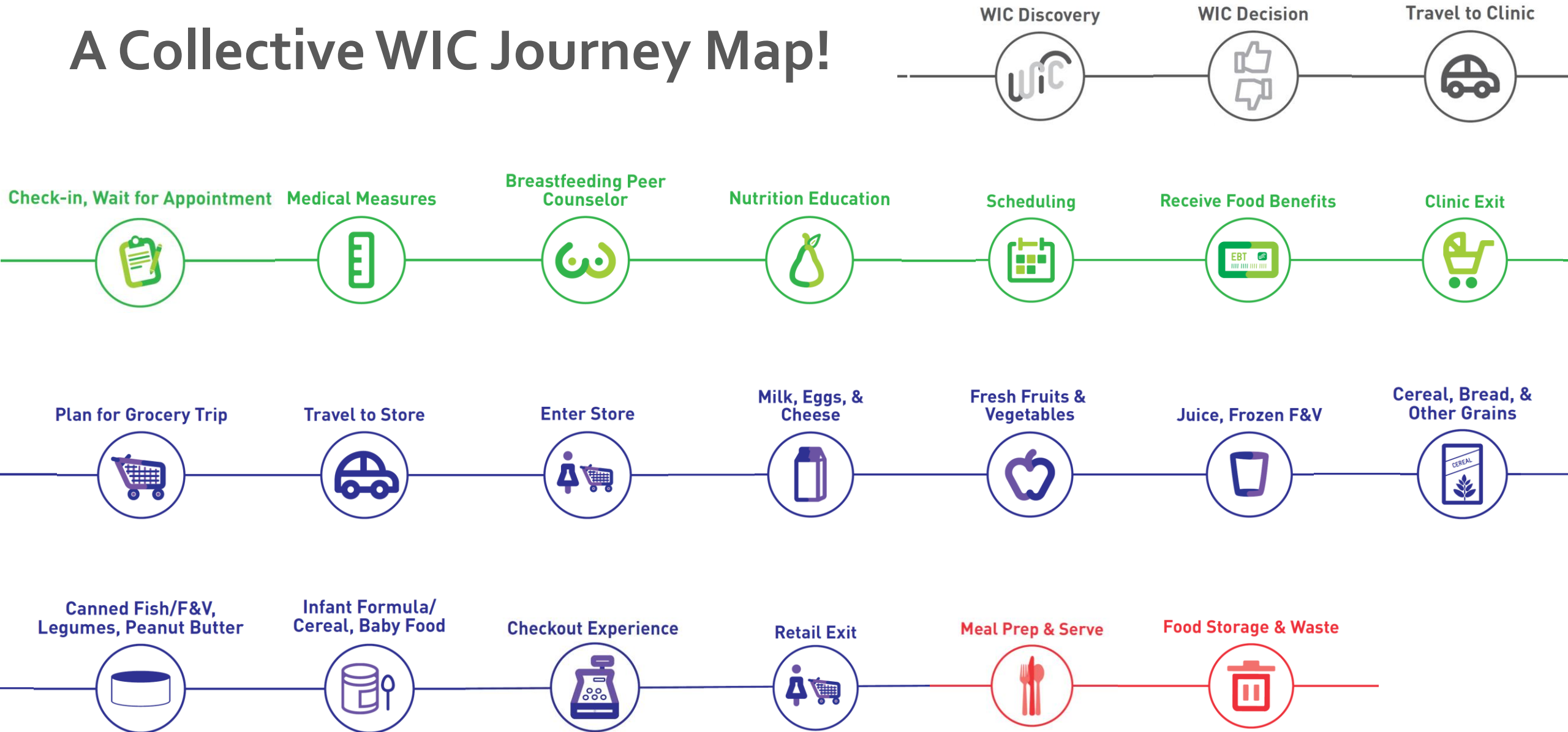
Value of JM to WIC Staff

- 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?

Clinic Arrival

Check-in, Wait for Appointment



If you were a WIC client...

What would you be thinking, feeling, and/or doing at this point in your WIC journey?

How could this be made better for you?

What's holding you back at this point in your WIC journey?

Clinic Arrival

Check-in, Wait for Appointment



As a WIC staff member or other WIC stakeholder...

What are you thinking, feeling, and/or doing at this point in the WIC process?

How could this process be made better for you?-

What's holding you back from making changes to improve this process?

Clinic Appointment

Medical Measures



Breastfeeding Peer Counselor



Nutrition Education



If you were a WIC client...

What would you be thinking, feeling, and/or doing at this point in your WIC journey?			
How could this be made better for you?			
What's holding you back at this point in your WIC journey?			

Clinic Appointment

Medical Measures

Breastfeeding Peer Counselor

Nutrition Education



As a WIC staff member or other WIC stakeholder...

	Medical Measures	Breastfeeding Peer Counselor	Nutrition Education
What are you thinking, feeling, and/or doing at this point in the WIC process?			
How could this process be made better for you?			
What's holding you back from making changes to improve this process?			

Before Shopping Begins

Plan for Grocery Trip

Travel to Store

Enter Store



If you were a WIC client...

What would you be thinking, feeling, and/or doing at this point in your WIC journey?

How could this be made better for you?

What's holding you back at this point in your WIC journey?

Before Shopping Begins

Plan for Grocery Trip

Travel to Store

Enter Store



As a WIC staff member or other WIC stakeholder...

What are you thinking, feeling, and/or doing at this point in the WIC process?

How could this process be made better for you?

What's holding you back from making changes to improve this process?

Store Walkthrough and WIC - and Non-WIC Product Selection

Cereal, Bread, & Other Grains



Canned Fish/F&V, Legumes, Peanut Butter



Infant Formula/ Cereal, Baby Food



If you were a WIC client...

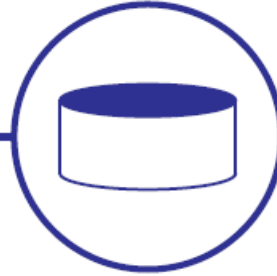
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Store Walkthrough and WIC - and Non-WIC Product Selection

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As a WIC staff member or other WIC stakeholder...

What are you thinking, feeling, and/or doing at this point in the WIC process?

How could this process be made better for you?

What's holding you back from making changes to improve this process?

On Thursday...

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