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Why an insights-driven CEM program is vital in today's customer-centric healthcare

FEATURING RESEARCH FROM FORRESTER

How To Build A VoC Program In Healthcare

A NEW ERA OF HEALTHCARE EXPECTATIONS

Consumer preferences have changed in the digital age. The ease and convenience of shopping online established new standards for customer service, and people expect similar experiences from healthcare providers. Adding to that shift is the growth of high-deductible insurance plans and HSAs—causing consumers to pay closer attention to healthcare prices and have a different mindset when choosing where they receive care.

Today's patients value convenience and cost as much as they value the quality of healthcare. As a result, they make decisions in much the same way they consider retail purchases. Patients:

- **Want to know prices**—*before* the bill comes. Consumers are paying more attention to cost and expect full transparency up front, giving them the ability to shop around and be fully educated on the expense.
- **Check online reviews + ratings.** When deciding where to go for elective procedures, consumers consider not only word of mouth but also online ratings and reviews. Every patient experience makes an impact on a provider's reputation.
- **Prefer to connect digitally.** From scheduling doctor's visits and reaching out with a question to having direct access to their medical records, consumers expect the convenience of doing everything online.

As consumers gain more control over their healthcare dollars and decisions, providers recognize the need to deliver experiences that win trust, build loyalty, and bolster their brand. In healthcare, as in retail, creating an exceptional consumer experience requires close examination of every touchpoint. It calls for timely issue resolution. It also requires ongoing feedback—the kind that comes directly from patients' mouths and illuminates opportunities to improve.

Yet as Forrester reports in "How To Build A VoC Program In Healthcare," healthcare organizations (HCOs) are lagging in their efforts to measure and enhance the customer experience (CX). With antiquated feedback collection methods and a lack of a comprehensive CX measurement framework, HCOs must adopt more modern customer experience management (CEM) systems that provide real-time data and actionable insights in order to meet the evolved (and heightened) expectations of patients.

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MEASUREMENT IS CRUCIAL TO SHAPING PX

According to a report from The Beryl Institute and Service Management Group (1), 91% of consumers report the patient experience is very important to them. This means the long-term success of any healthcare organization hinges on its ability to deliver an excellent experience. And the only way to know whether that's happening is to continuously measure PX, analyze the findings, and act quickly to fill the gaps.

That's why a formal CEM system—one that measures every patient touchpoint and collects data across the continuum of care—is a necessity. While CAHPS surveys may provide part of the picture, winning healthcare organizations are adopting the mindset of retailers and treating PX like CX, putting end-to-end patient experience measurement programs in place.

NOT ALL CEM PROGRAMS LOOK THE SAME

In order to achieve what Forrester defines as the state-of-the-art phase of VoC maturity, healthcare organizations must be selective when choosing a CEM program. Many vendors primarily offer a software as a service (SaaS) model—dedicating minimal resources to analysis support, insight delivery, and strategic partnership. But to really drive change, organizations need an end-to-end CEM vendor that combines platform technology and professional services to deliver actionable insights.

Evaluate prospective vendors to ensure they can deliver a holistic picture of the patient experience. What are their data integration capabilities? Will the data be able to demonstrate ROI? Can the vendor also provide insight on the employee experience (which is highly correlated with the patient experience)?

An SMG 2018 report on CX professionals (2) shows only 27% are highly satisfied with their current CX program, meaning there is huge room for improvement. Successful programs deliver both technology and services that help the entire organization drive meaningful action, increase loyalty, and improve business performance. That's why in this age of consumer-centric healthcare, it's more important than ever for healthcare organizations to include VoC data in their strategic planning and daily decision-making process.

ENDNOTES

(1) Source: "3 Healthcare Trends That Will Help You Improve the Patient Experience," The Beryl Institute & Service Management Group (<https://www.smg.com/resources/detail/3-healthcare-trends-that-will-help-you-improve-the-patient-experience>).

(2) "How Does Your Customer Experience Program Stack Up?," Service Management Group (<https://www.smg.com/resources/detail/how-does-your-customer-experience-program-stack-up>).

How To Build A VoC Program In Healthcare

by Faith Adams and Arielle Trzcinski
February 15, 2019

Why Read This Report

Voice of the customer (VoC) programs require structure and follow-through to be effective at driving customer experience (CX) improvements. To drive success, healthcare organizations (HCOs) must be able to understand how good — or bad — experiences are and where to focus improvement efforts. Application development and delivery (AD&D) pros must collaborate with CX and EX pros to deliver on customer and employee experience needs. This report maps out three levels of maturity for healthcare VoC programs and enables HCOs to build or assess their VoC program.

Key Takeaways

VoC Programs Enable A Continuous Cycle Of Activities For HCOs

HCO voice of the customer programs should support a cycle of four key activities that make up a closed-loop process: 1) listen to customer feedback; 2) interpret the results; 3) react to improve the experience; and 4) monitor results on an ongoing basis.

Advance Through Three Stages Of VoC Maturity: Foundational, Advanced, And State Of The Art

Foundational programs start small with surveys, quick fixes, and service recovery. Advanced programs include employee feedback, incorporate more data sources, and use robust analysis to drive improvement projects. State-of-the-art programs achieve full data integration and leverage prioritization frameworks.

Focus On Building VoC Capabilities While Continuously Socializing VoC Impact

HCOs should avoid the all too common “all listen and no action” trap and only add listening posts when the company is already acting on existing feedback and data. While these capabilities are being added, it is imperative to socialize how the VoC program is being leveraged — while sharing the impacts and outcomes.

How To Build A VoC Program In Healthcare

by [Faith Adams](#) and [Arielle Trzcinski](#)

with [Stephen Powers](#), [Harley Manning](#), [Annalise Clayton](#), and Caleb Ewald

February 15, 2019

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Related Research Documents

[Establish A CX Measurement Program In Seven Steps](#)

[How To Drive Action With Your Voice Of The Customer Program](#)

[Now Tech: Voice Of The Customer \(VoC\) Vendors, Q4 2018](#)

[Seven Ways To Optimize Healthcare CX](#)



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HCOs Haven't Fully Leveraged The Power Of The VoC

Customer experience in healthcare continues to lag other industries. But customers now expect their healthcare experience to be more like shopping on Amazon or mobile banking, so HCOs cannot act like they did in the days of old when customers had little choice in how and where they sought care.

Healthcare customers now have multiple options for benefits enrollment and exploring new insurance products that offer personalization, choice, and convenience. Companies like Oscar Health and Allways Health Partners have become trusted resources for their members, empowering them with digital resources, helping them navigate a complex system, and providing access to high-quality virtual care.

HCOS HAVE NOT TAKEN THE TIME TO GET TO KNOW THEIR CUSTOMERS

Despite 84% of CX pros saying that CX is a higher priority than it was a few years ago, HCOs continue to suffer from a lack of actionable understanding, which inhibits their ability to create experiences that resonate with customers.¹ This is because healthcare organizations:

- › **Have been slow to adopt more modern feedback collection methods.** Instead of embracing feedback collection methods that meet the customers where they are — like conversational text surveys, in-app messaging, chat, and email — HCOs still rely heavily on antiquated methods like patient satisfaction surveys. These surveys don't provide real-time information that can warn HCOs to signs of danger or even begin the service recovery process — thus improving the experience. Delayed information makes customers feel like the information they provided did not matter.
- › **Struggle to make the most of data that already exists.** Healthcare organizations don't make the most of the wealth of information that is already at their disposal. For example, they don't always embrace data from social platforms, ratings and reviews, customer service calls, chat logs, secure messages, or agent notes. In addition, they aren't as effective when it comes to marrying customer experience and operational data to get to the holistic view of the experience delivered.
- › **Don't leverage a comprehensive CX measurement framework.** HCOs lack a comprehensive CX measurement framework that incorporates interaction, perception, and outcome metrics (see Figure 1). Most healthcare firms are not measuring at the touchpoint, journey, and relationship levels, thus missing key opportunities to better understand and improve the experience.
- › **Don't tap into customer emotion.** HCOs interact with customers at their most vulnerable moments, so avoiding negative emotions can have a significant impact on a brand's CX. According to Forrester Customer Experience Index (CX Index™) data, emotion is the critical differentiator in almost every industry that we study.² Despite HCOs embracing text analytics tools, they are not always maximizing their capabilities and tapping into emotion and the additional context it can bring.
- › **Don't fully embrace customer journey and ecosystem mapping.** Customer journey and ecosystem mapping empowers HCOs to adopt an outside-in perspective — allowing stakeholders to step into customers' shoes. It can also help improve CX measurement efforts by enabling

HCOs to identify what they should measure, when they should measure it, and with which metrics. Although some HCOs note an uptick in creating journey maps, they also note that these are often shelved and not refreshed as frequently as they should be.

FIGURE 1 Use Interaction, Perception, And Outcome Metrics In CX Measurement Frameworks

Type of metric	Measures	Helps to	Examples
Interaction	What happens during the interaction	Contextualize and operationalize perceptions	<ul style="list-style-type: none"> • Wait time • Average handle time • Average pages per visit • Time spent on website • Errors
Perception	How customers feel about what happens and how this affects their overall CX	Assess how well a company delivers against customers' CX quality expectations	<ul style="list-style-type: none"> • Satisfaction • Ease
Outcome	What customers do as a consequence of the experience	Tie CX quality perceptions to success (i.e., financials)	<ul style="list-style-type: none"> • Likelihood to recommend • Likelihood to purchase • Actual purchases made • Number of web visits resulting in calls

Drive Better CX Through The VoC

Forrester defines a VoC program as a systematic approach for collecting customer feedback, mining that feedback for insights, and then incorporating the insights into business decisions. VoC programs are related to each of the six customer experience competencies: research, prioritization, design, enablement, measurement, and culture (see Figure 2). VoC programs drive CX improvements; however, through surveys of CX pros, we know that most companies still struggle to maximize the value they can derive from their VoC programs. For example, just 6% of companies say that their VoC program is extremely effective at driving action.³

FIGURE 2 How VoC Programs Support The Six CX Competencies

Discipline	Relationship to VoC
Research	Insights about customer attitudes and behaviors help guide qualitative research efforts that produce tools like personas, customer journey maps, and CX ecosystem maps.
Prioritization	VoC programs guide organizations on where to focus by identifying what is most important to the customers' experience and the business' success.
Design	The ultimate design of an experience flows from the organization's CX vision and the insights from its research discipline, which are both influenced by data from the VoC program.
Enablement	The VoC program helps organizations tune technology, processes, and procedures for employees and partners, ensuring that the actions those people take deliver customer value. This is because it provides managers with a way to collect customer observations on the health of the journey.
Measurement	Through surveys, VoC programs capture the solicited, structured data that provides metrics for customer experience measurement programs.
Culture	Customer stories and verbatims gathered by the VoC program can bring the customer experience to life and help create a customer-centric culture.

BUILD YOUR PROGRAM TO SUPPORT FOUR KEY ACTIVITIES

All VoC programs need to support the same ongoing cycle of activities:

- › **Listen.** Firms need to identify key customer listening posts across channels and departments and collect feedback through methods like surveys, social media, emails, online comment cards, and calls. Feedback can be solicited or unsolicited as well as structured or unstructured.⁴ DePuy Synthes uses Pulse Insights to capture insights in real time with microsurveys — short, timely, targeted survey questions. On its consumer website for knee injections, the firm asks questions like “How well did we communicate the benefits?” and “What would you like to see more of as you research this condition?”⁵
- › **Interpret.** VoC teams must analyze the feedback to identify useful insights and make them relevant and accessible for employees across the company. VoC professionals can use this feedback to determine what customers may do in the future. For example, Health Care Service Corporation (HCSC) leverages text analytics to dig deeper into customer verbatims and identify themes.⁶
- › **Act.** Actions might include responding to individual customer complaints, coaching employees, or changing experiences systemically. Alerts can be built into system infrastructure based on business rules to enable proactive customer engagement. As HCOs invest in digital and hybrid experiences, VoC data is a critical foundation for driving adoption and continued usage. Signature Medical

Group leveraged real-time insights gathered from unstructured patient feedback to identify issues that it could act upon in a timely fashion — thus improving the experience.⁷

- › **Monitor.** VoC teams need to track the results of their efforts over time, from internal progress on action plans to the business results achieved. This ongoing monitoring shows progress on CX metrics and quantifies the ROI of CX efforts. Socializing these details broadly within an organization helps others see the impact of the VoC program. For example, as a result of the efforts noted above, Signature not only saw a rise in its overall patient experience scores, but it also touted improvements in collaboration and coordination between silos.⁸

Measure Yourself Against The Three Phases Of VoC Maturity

Companies don't master all four essential VoC activities at once — they do so over months or years. Based on our research, we identified three stages that organizations pass through on their way to VoC program maturity (see Figure 3).

FIGURE 3 Characteristics Of The Three Stages Of VoC Maturity

	Building block	Example (not all-inclusive)
03 State of the art	Full integration across all data types	Surveys, online ratings and reviews, social media, customer service calls, secure messages, complaints, interaction analytics, CRM, etc., enabling HCOs to get to a holistic view of the CX.
	Incorporation of prioritization frameworks for improvement projects	Efforts are prioritized based on factors like customer impact, business impact, feasibility, and risk to ensure that the right efforts are being prioritized.
	Sophisticated business value calculations	Demonstrates the ROI of efforts like decreasing customer churn and increasing customer lifetime value, showing the HCO what is at risk or where there are opportunities.
	Culture that embraces and demands VoC	Employees are armed with — and crave — insights and information like customer verbatims that helps deliver a better customer experience.
	VoC as part of the design process	The VoC is involved in the design process through the incorporation of insights and data or through cocreation (bringing the real VoC into the process).

FIGURE 3 Characteristics Of The Three Stages Of VoC Maturity (Cont.)

	Building block	Example (not all-inclusive)
02 Advanced	Unsolicited feedback collection	Feedback forms on the website or customer emails.
	Analysis of unstructured data	Use sources like open-text survey responses, chat logs, customer emails to gain more context into the patient/member experience and understand the “why” behind the experience.
	Tied to other data sources	Don’t ask questions that you already have the answer to, such as whether the member had a claim in the last three months or what type of plan they have. Use other data sources to get to a more holistic view.
	Formal processes for taking action	Establish a closed-loop process for when patients/members reach out with negative experiences.
	Executive support	Connect the VoC to executive hot buttons to create a customer champion in the C-suite. For example, if KPIs include reducing member operating expenses, identify metrics that are meaningful to demonstrate this.
	Role-based reporting	Marketing’s needs are different from providers,’ quality, etc.
	Data that fuels rewards and recognition	Create a better employee experience by recognizing employees for demonstrating customer-centric behaviors during interactions with members.
	Centralized VoC team	Having a centralized customer or patient experience team helps HCOs make better use of the value of the VoC and CX tools and contribute to the creation of a culture of customer and patient centricity.
	Basic business value calculations	Put a value on efforts that reduce the reliance on customer service, such as adding a FAQ section to the website to increase customer understanding of a complicated topic.
	Inclusion of employee feedback	Capture the VoE to gain more insight into customer experiences and the policies and processes behind them.

FIGURE 3 Characteristics Of The Three Stages Of VoC Maturity (Cont.)

	Building block	Example (not all-inclusive)
01 Foundational	Feedback from multiple channels	Mostly post-call surveys in customer service, transactional surveys, or website feedback.
	Basic analysis and reporting	Mine data for low-hanging fruit such as online physician reviews.
	Data that drives fixes to basic system problems	Start small and in areas where CX support already exists, such as the call center or website management.
	Focus on service recovery	Conduct immediate follow-up after billing question or valet experience.
	Ad hoc additional analysis	Provide basic analysis and reporting to key teams that are early adopters to continue to gain trust and adoption.

STAGE 1: FOUNDATIONAL PROGRAMS JUMP-START CX EFFORTS

In this stage, CX professionals focus on getting the basics right and building a scalable infrastructure. They:

- › **Start with surveys.** Qualitative survey data helps companies measure the quality of the experience they deliver and identify key drivers of good and bad experiences. Surveys are also the most common feedback channel that consumers use to complain to companies about poor service.⁹
- › **Begin in one part of the organization.** Most companies start their VoC programs with the group most passionate about customer experience — and then broaden the scope to other parts of the organization. Many HCOs start with their website to collect feedback about the digital experience or in the call center.
- › **Use basic analysis and reporting to find low-hanging fruit.** In the foundational stage, firms mine feedback data to find the relatively easy-to-solve problems. This lays the groundwork for larger-scale CX transformation by proving the value of the insights coming from the VoC program. Binary Fountain supports HCOs by mining data from online reviews, social media platforms, and surveys to determine sentiment and create actionable insights.
- › **Perform service recovery.** Customers who tell you that something went wrong present an opportunity for the company to try to make things right and strengthen and repair the relationship. Service recovery can be done on both an individual and a collective basis. NRC Health's real-time feedback allows providers to connect with patients immediately after their experience via phone,

email, or text. Providers can perform service recovery in real-time while simultaneously improving patient experiences.¹⁰

- › **Build programs with an eye toward scaling up.** Setting up the program infrastructure in a deliberate way enables the addition of other data sources (e.g., customer complaints, call center transcripts, social media, and more) that help determine what's really going on with customers. To prepare for propelling VoC programs forward, firms should consider the types of feedback they want to collect, whether they need self-service or managed services, and if there are any other features they will need.

STAGE 2: ADVANCED PROGRAMS EXPAND DATA SOURCES AND ANALYSIS TO PROVE VALUE

Once the basics are in place, CX professionals build on those fundamentals. Advanced programs:

- › **Gain executive support.** Expanding and adding rigor to the program is only possible with the support of at least one executive. For teams without executive support, the group responsible for CX should help executives establish a connection to customers. HCOs can embrace assistance from customer feedback management (CFM) and VoC vendors that provide tools and features that make it easier for the voice of the customer to come to life — and to be more visible to executives.¹¹
- › **Collect and analyze both unsolicited and unstructured feedback.** Unstructured feedback can come from surveys, customer emails, phone calls, chats, and search terms. HCOs are adopting text analytics and embracing unstructured feedback — but they must expand the use cases. 98point6 continuously analyzes responses from patients and feedback from providers in a HIPAA-compliant manner to ensure continuous improvement of their experience. In addition, it actively solicits input from both patients and providers through surveys and interviews and updates its product on a weekly basis.
- › **Have formal processes for taking action — and closing the loop.** VoC teams must establish processes that enable employees to perform corrective actions, whether that's closing the loop on a single customer's issue or acting on larger systemic issues. One insurance company places digital CX problems into four buckets that are based on the required effort to fix them and the importance of fixing them to customers. The buckets include website errors and technical problems that need immediate fixes, along with items like product description improvements that need near-term fixes. Other buckets include enhancements that go into a test-and-learn schedule and broader changes to the digital CX that feed into a redesign process.¹²
- › **Leverage role-based reporting.** At the business unit and operational levels, CX professionals need to share detailed reports on interaction and journey-level metrics that help employees deliver better customer experience. Different groups are going to be motivated by different information, so it is critical to make the information relevant to the audience. For example, Karl Storz customer

service agents receive a monthly report that is tailored to them.¹³ This report enables them to focus on the areas in which they need improvement.

- › **Incorporate the voice of the employee (VoE).** Frontline employees hear plenty of feedback directly from customers that they can pass along. Northern Devon Healthcare NHS Trust worked with vendor Questback to create “Staff Voice,” an online community where its 3,000-plus employees share best practices and feedback. As a result, Northern Devon has seen an average of two new ideas generated per week and has initiated 11 programs to improve system and process efficiency and create a better employee — and ultimately customer — experience.¹⁴
- › **Introduce rewards and recognition based on feedback data.** HCOs can send recognition and kudos emails to associates who receive high scores on surveys and demonstrate customer-centric behaviors. The Cleveland Clinic has incorporated patient feedback into its annual reviews for physicians. Rather than just emphasizing productivity, physicians are recognized for their ability to build empathy and deliver a great customer experience for their patients.¹⁵
- › **Put rigor around quantifying business results.** Advanced programs make a clear case for the business results they produce, like reduced costs associated with CX improvements. CX pros can quantify the business impact by demonstrating cost savings from a reduction in calls, use of chat sessions, or emails to the contact center. Through its patient community, the Cleveland Clinic demonstrated savings that will continue year-over-year because of the reduction in pages that need to be printed.
- › **Centralize the VoC team for efficiency.** The most effective VoC programs are managed by centralized VoC teams.¹⁶ Centralized VoC program teams get more value from their programs and have better access to the tools they need.¹⁷ While HCOs lag in this area, we have seen growth in the role of the chief patient experience officer within the provider sector over the last year. This cannot just be a marketing-focused role — it must encompass the holistic experience for patients or members across all parts of the business.

STAGE 3: STATE-OF-THE-ART PROGRAMS DRIVE BETTER DECISIONS, OUTCOMES, AND REVENUE

Mature programs enable stakeholders to make better decisions by infusing VoC data into the way employees do their regular jobs. Programs become state of the art when they:

- › **Achieve full data integration.** To identify the right VoC insights and rank them, CX pros must identify patterns across numerous data sources — and full data integration makes this easier. Even though surveys are an element of the program at HCSC, it bases more of the program on 100% member and provider call transcriptions, appeals and complaint data, social media posts, and secure email messages to and from customers — giving a holistic view of the experience. Using text analytics from Clarabridge, HCSC then analyzes these sources to identify not only when and with what customers were struggling but also the cause.¹⁸

- › **Have a framework to prioritize improvement projects.** Prioritization empowers decision making by formalizing a process for tasks that are difficult because of the number of stakeholders involved, competing priorities, limited resources and budget, and, in some cases, ownership. HCOs can establish a simple prioritization competency by focusing on customer impact, business impact, and feasibility.¹⁹ But because healthcare is heavily regulated, HCOs can also advance their prioritization efforts by factoring risk into the simple framework.²⁰
- › **Justify the business value they're delivering.** State-of-the-art programs go beyond specific project outcomes to aggregate business results. Kaiser Permanente implemented a new call center system, powered by Pegasystems, to standardize operations and improve customer engagement. Kaiser was able to project \$100 million in savings over the next 10 years, along with enhanced customer satisfaction, efficiency, and productivity.²¹ If VoC efforts just got underway and have not yet delivered value, CX pros can use third-party data and analysis to prove value.
- › **Have a culture that both embraces and demands the VoC.** To have a state-of-the-art VoC program, CX pros must enable employees to be customer centric. VoC programs give stakeholders the insights and measures to deliver experiences that resonate with customers. The Cleveland Clinic has developed a culture around empathy, emphasizing the importance of human interaction. If staff are overbooked, there is no room for humanity — which is critical to the healthcare experience.²²
- › **Include the VoC as a part of the design process.** More firms are aligning the voice of the customer and design. CX Index leader Kaiser Permanente is known for its “KP Member Voice” community and for including its customers in the design process, as well its “KP Designs With Me” community.²³ To address the more challenging parts of the healthcare journey, BayCare Health System created a community it called Health Huddle with insights community provider Vision Critical. This community enabled the system to focus its attention on the opportunities that offered the most impact.²⁴

Recommendations

Build Your VoC Program To Support Driving Transformation

Managing a VoC program can be frustrating when the pace of change at your organization doesn't feel fast enough. It is important for HCOs to be patient — and deliberate — when it comes to how they approach and improve their VoC program. To be successful, HCOs must:

- › **Embrace CX measurement and the real VoC to identify what to fix.** A comprehensive CX measurement framework will help HCOs quantify CX quality, identify opportunities for improvement, and link CX to business success.²⁵ And the qualitative insights of a VoC program behind the metrics bring the real voice of the customer to life. By measuring what customers think about their experience and why, HCOs can identify the toughest issues their customers face —

and move from metrics and insights to action. One large payer aligned its CX metrics to the KPIs established at the enterprise level — one of which was reducing operating costs. To measure this, it incorporated member contact rate, first call resolution (FCR), and operating costs per member.

- › **Make people a priority.** There is a reason why the voice of the employee is an advanced feature of VoC programs — it is critical to the experience that the HCO delivers. As HCOs look to improve customer experience and create a culture of customer centricity, they must also prioritize the employee as an internal customer and user. HCOs must ensure that they build their experience investment on empowering employees to deliver better experiences for customers.
- › **Socialize the value of effective prioritization and CX.** HCOs must show stakeholders the results of the efforts — demonstrating what prioritizing the right initiatives means to both the customer and the business. Whether it is demonstrating a reduction in call volumes to customer service or driving engagement in preventive care and influencing the cost of care, HCOs that engage stakeholders and partners in taking action and focusing on the customer are poised to win in the age of the customer.

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Endnotes

- ¹ Source: Forrester's Q4 2015 Forrester/Heidrick & Struggles Global Evolved CMO/CCO Online Survey.
- ² Across almost all industries studied in the Forrester CX Index, emotion is the critical differentiator when it comes to CX. The only exception is wireless.
- ³ Source: Forrester's Q4 2016 State Of Customer Experience Programs Online Survey.
- ⁴ The term "solicited" describes feedback that is requested by the company versus what's not requested — or unsolicited. Structured feedback comes through defined response options, like numeric scales, while unstructured feedback comes through open text or voice comments. The VoC includes any piece of feedback provided by a customer that relates to an organization. Extending far beyond survey responses, the VoC comes in several different flavors.
- ⁵ Source: Interview with Monica Roderick, senior product director, DePuy Synthes.
- ⁶ See the Forrester report "[The Future Of CX Measurement.](#)"

Text analytics identifies structures and patterns in text and transforms it into meaningful and useful information to enable more effective strategic, tactical, and operational insights and decision making that contribute to improved enterprise performance.

To prepare data for text mining, tools apply natural language processing (NLP). NLP detects parts of speech, identifies sentence "triples" (subject, action, and object), handles incorrect grammar and spelling, and identifies synonyms before analyzing the data. NLP is one among many AI capabilities, alongside machine learning, voice processing, reasoning, and knowledge representation.
- ⁷ Source: "Signature Medical Group Increases Patient Experience Scores 20%, Grows Patient Referrals with Digital Patient Feedback," Binary Fountain (<https://binaryfountain.com/resource/signature-medical-group-increases-patient-experience-scores-20-grows-patient-referrals-digital-patient-feedback/>).
- ⁸ Source: "Signature Medical Group Increases Patient Experience Scores 20%, Grows Patient Referrals with Digital Patient Feedback," Binary Fountain (<https://binaryfountain.com/resource/signature-medical-group-increases-patient-experience-scores-20-grows-patient-referrals-digital-patient-feedback/>).
- ⁹ Most consumers have gotten poor service at some point in the past year. Among that group, the vast majority told friends or family about their disappointing experiences. To understand the causes of bad service and reverse the negative buzz, customer experience professionals need to capture feedback from their customers and then act on it, no matter what channel consumers use to express frustration. See the Forrester report "[How Consumers Complain About Poor Service.](#)"
- ¹⁰ Source: "Real-time Feedback," NRC Health (<https://nrchealth.com/platform/real-time-feedback/>).
- ¹¹ See the Forrester report "[Now Tech: Voice Of The Customer \(VoC\) Vendors, Q4 2018.](#)"
- ¹² See the Forrester report "[Voice Of The Customer Vendor Landscape, 2017.](#)"
- ¹³ Source: "Fascination with Progress," InMoment, 2017 (http://www.inmoment.com/wp-content/uploads/2017/10/KARL_STORZ_Case_Study_2017.pdf).
- ¹⁴ Source: "Engaging Staff Through Digital Innovation At Northern Devon Healthcare NHS Trust," Questback, 2017 (http://info.questback.com/rs/480-KMM-025/images/2017_NDHT_Case%20Study_4Page_EN.pdf).
- ¹⁵ Source: Dr. Andrienne Boissy, Philips Connect2Care Conference, October 25, 2017.

¹⁶ Fifty-three percent of respondents described their program as centralized under a dedicated team. Of these, customer experience departments own most. Another 31% of respondents said that their programs are decentralized across channels or departments, with central coordination through working groups or committees. Just 14% classified their teams as decentralized, with each channel or department having its own approach. See the Forrester report “[The State Of Voice Of The Customer Programs, 2014: It’s Time To Act.](#)”

¹⁷ Among respondents to our Global Customer Experience Peer Research Panel, two-thirds said that their VoC programs are centralized, either with a dedicated team or with a centralized working group. See the Forrester report “[The State Of Voice Of The Customer Programs, 2014: It’s Time To Act.](#)”

In our experience, the majority of VoC programs fall into the foundational and advanced category; few programs are state of the art. See the Forrester report “[The Top 10 Voice Of The Customer \(VoC\) Program Questions Answered.](#)”

¹⁸ See the Forrester report “[The Future Of CX Measurement.](#)”

Text analytics identifies structures and patterns in text and transforms it into meaningful and useful information to enable more effective strategic, tactical, and operational insights and decision making that contribute to improved enterprise performance.

To prepare data for text mining, tools apply natural language processing (NLP). NLP detects parts of speech, identifies sentence “triples” (subject, action, and object), handles incorrect grammar and spelling, and identifies synonyms before analyzing the data. NLP is one among many AI capabilities, alongside machine learning, voice processing, reasoning, and knowledge representation.

¹⁹ See the Forrester report “[Prioritize Your CX Efforts By Three Categories.](#)”

²⁰ See the Forrester report “[Power Prioritization Decisions With A Dynamic Tool.](#)”

²¹ Source: “Kaiser Permanente: \$100 Million in Savings,” Pega (<https://www1.pega.com/system/files/resources/2017-11/Kaiser-Permanente-100-Million-in-Savings.pdf>).

²² See the Forrester report “[The State Of Voice Of The Customer Programs, 2014: It’s Time To Act.](#)”

²³ See the Forrester report “[The US Health Insurance Customer Experience Index, 2017.](#)”

²⁴ Source: “BayCare Health System,” Vision Critical (<https://www.visioncritical.com/customer-stories/baycare-health-system/>).

²⁵ See the Forrester report “[Establish A CX Measurement Program In Seven Steps.](#)”

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

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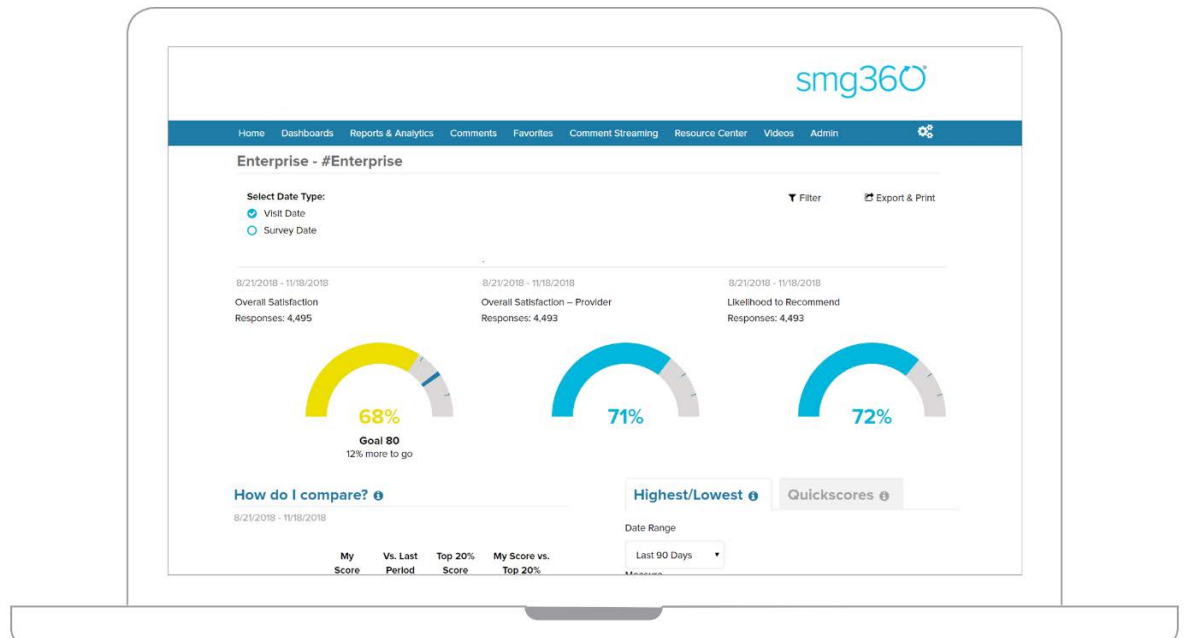
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smg360 provides real-time access to patient experience insights

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SMG inspires experiences that improve people's lives. We are a catalyst for change, providing actionable customer, patient, and employee insights that boost loyalty and drive business outcomes. Our unique model puts a dual focus on platform technology and professional services—making it easier to collect, analyze, and share feedback and behavioral data across the enterprise. To learn more about our customer experience management, employee experience, and brand research solutions, visit www.smg.com.