

LiveWell

Project Documentation
Designing for Service, Fall 2008
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Introduction

Assignment

The challenge set forth by Mayo Clinic was to design a Medical Home service for the future; to go beyond the work that has previously been done around Medical Home, identify the needs of stakeholders and design a service that addresses those needs.

Goal

We focused on examining the relationship between patients and health care providers to guide us through our research. Our goal was to design a continuous health care service that addresses health needs in everyday life.

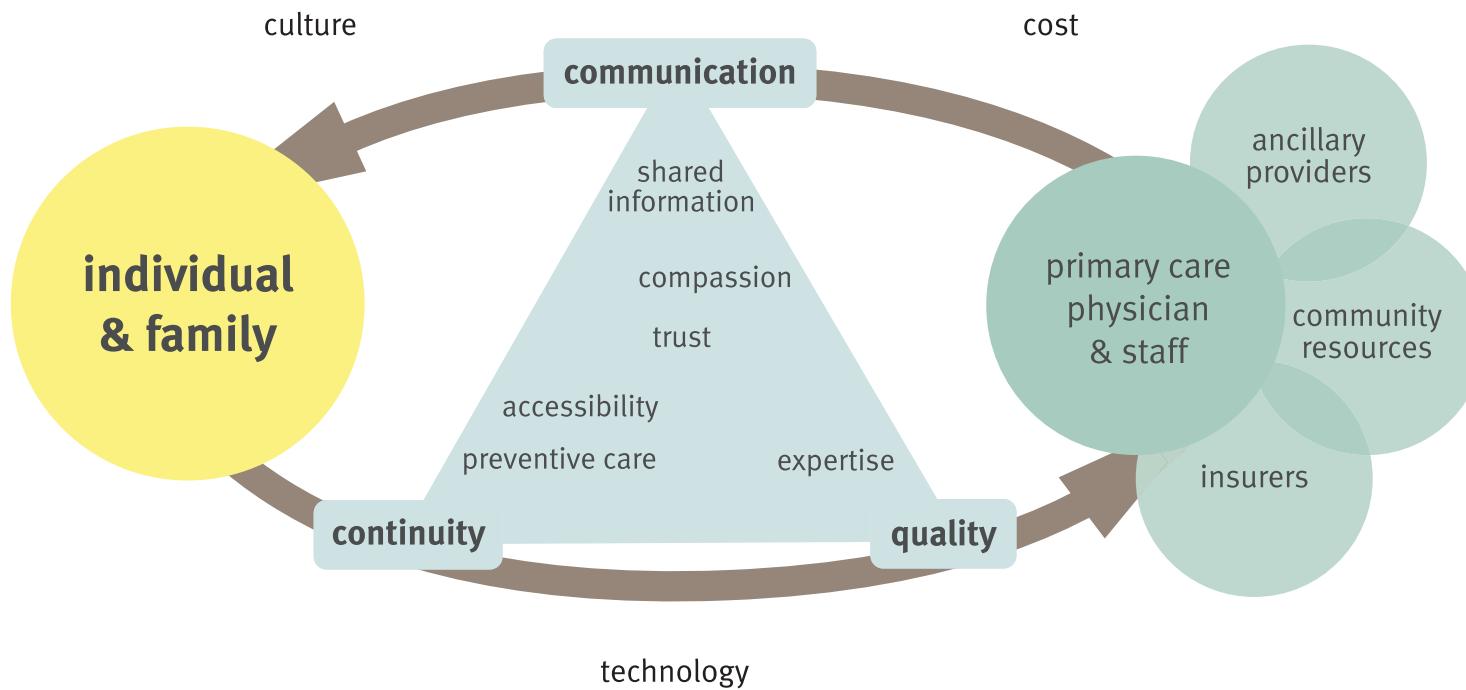
Methods

As an interdisciplinary design team, we performed exploratory and generative research to understand people's health needs in everyday life and their experience with the current health care system. Based on our research findings, we developed a wide range of concepts and picked the best elements from these to construct our initial design. We then performed concept validation sessions with various stakeholders and iterated our concept several times before moving into our final refinement stage.

Result

Over a period of two and a half months, we fought our way through a nearly impenetrable bramble of ambiguity—health care is a true Wicked Problem. Our final design, LiveWell, represents the pinnacle of our work and, we believe, is an easily implementable and highly innovative approach to Advanced Medical Home. LiveWell is a community-centered public health system that brings together the important players within a community to help create a culture of wellness wherein health becomes a lifestyle rather than just a fortunate state.

Territory Map



Methods

Our team studied existing research material on the Medical Home and reviewed videos and materials provided by Mayo Clinic in order to understand the current health care system. Using this knowledge, we then developed a territory map to focus our direction of inquiry. We focused on the relationship between the patient and provider and identified key attributes of that relationship to consider throughout our research.

Results

In our territory map, we identified the three aspects of the patient/provider relationship that we believed were most important—communication, continuity and quality. We also picked out three underlying factors to keep in mind—culture, cost and technology.

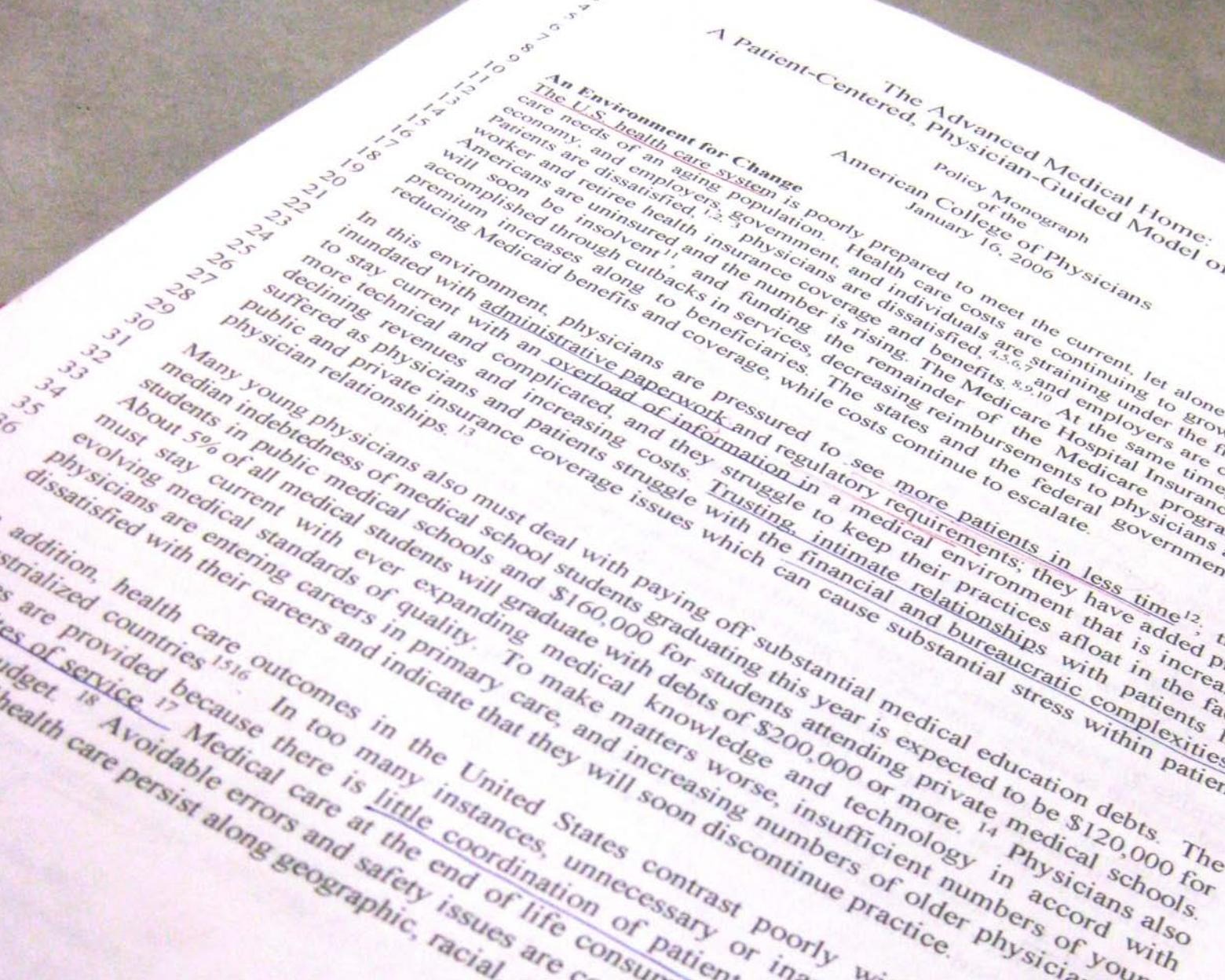
We then wrote a hunt statement to guide our research.

Assess the current health care experience and discover new opportunities to provide continuous care.



Research

Guided by our territory map, we conducted various kinds of research to understand the users' needs and different components and services of the current health care system. Our research helped us identify core areas to focus on and produced clear design implications to build our design concept on.



Archival Research

Method

We engaged in archival research to gain knowledge of current definitions of Medical Home and identify what about it is known and unknown.

Findings

Advanced Medical Home is:

Patient-centered, physician-guided, cost-efficient, longitudinal care

Informative, comprehensive, efficient, effective, consistent, reliable

Continuous relationships between providers and patients

Delivery of care for a variety of needs and in a variety of settings



Journals

Method

We designed two journals and asked participants to fill them out over multiple days. The journals were designed to help us understand people's thoughts on health in everyday life by capturing thoughts, questions and wishes they thought of throughout the day.

Findings

Individuals constantly thought of health throughout the day, but were usually not motivated to take action in response to their wishes and questions.

Eating well, exercising and sleep were the most commonly talked about health issues in day-to-day life.



Collage Making

Method

We conducted a collage session with a small group of participants, asking them to visually describe their lifetime health care journey and their ideal health care experience. By creating a collage and explaining it afterwards, the participants were encouraged to reflect openly on their experience and describe memorable moments of it. This generative method is particularly useful because it allowed us to find what people consider most meaningful by hearing their memories and wishes.

Findings

Our Participants often viewed health as a state rather than a progression.

Participants generally describe their health as one of two states; healthy or unhealthy.

Participants wanted the health care experience to have a more comforting atmosphere and feel more connected and organized.



Directed Story Telling

Method

Directed story telling guides participants to proactively describe their experiences and thoughts on a specific topic. We conducted directed story telling with several people, asking them to tell us about a recent doctor's visit and their worst health care experience.

Findings

Participants described their worst health care experiences as being repetitive, time-consuming and disorganized.

People often felt uninformed during doctors' visits and unsure of what to do after the appointment.



Interviews with Service Providers

Method

Interviews with several physicians, nurses and other employees at Mayo Clinic gave us a clearer understanding of the current services provided by Mayo.

Findings

The services currently provided by Mayo are done well overall.

Many providers appear to take a narrow view of preventative care.

Themes from Providers

Most providers take a narrow view of preventative care.

Nurses handle everything except that day's specific issue.

→ There are care opportunities that don't require doctors - right now, some (but not all) of these are being taken advantage of.

* Doctors have to sign everything. Paperwork needs to be divorced from decision-making.

Subscription models can work. Doctors want people to pursue their health-goals.

Doctors want to be relationship with their patients. Mayo is working pretty well.

People don't see health as a progression, but rather as a state.

Individuals often think about health in a disease centered way.

People feel best about

Themes from Users

Mental & physical well-being are not separated for individuals - they can't talk abt 1 w/o talking abt the other.

* People are always nervous abt the hospital.

* People value concern, honesty & timeliness when communicating w/ health care providers, more than cheerfulness.

* People are concerned with eating & exercising well.

* People are concerned abt stress & emotional health.

* Environment matters.

* Hospitals should offer a holistic lifestyle, not just repairs.

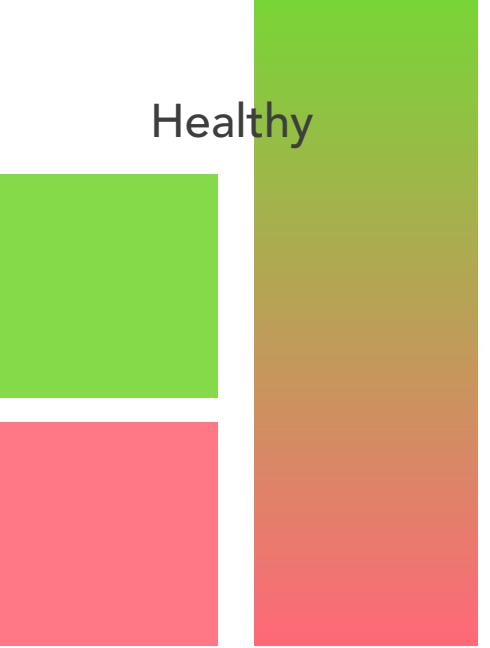
Key Research Findings

Seeking opportunities outside of existing services

Mayo's services are first-rate, and patients are generally satisfied. However, our research participants mentioned many health related concerns in everyday life that were not well supported by the current system, such as exercising, nutrition and mental health. We believe these are opportunities to expand the health care system to provide more continuous service.

Expanding preventative care

Preventive care is mostly viewed as being limited to preventing patients from becoming ill. However, we believe that health care can take a more proactive stance and support continual health improvement.



Healthy

Key Research Findings

Proactively supporting nutrition and exercise

While nutrition and exercise seems like an obvious part of maintaining health, it cannot be overemphasized, considering how much people think of these in everyday life. Considering the importance of nutrition and exercise, the health care service should more proactively support these areas of concern.

Supporting physical and mental health

Mental health is another area that individuals feel is an essential part of health care in everyday life, but which is not well supported in the current health care system. Proactively supporting both physical and mental health would improve the overall health care experience.

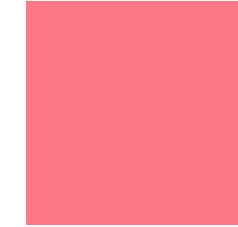
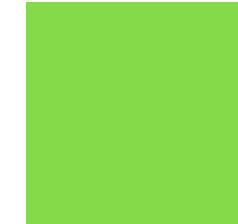
Changing health care from disease-centered to health-centered

The current health care system focuses on diseases and illnesses and treating them. However, by changing the health care system to be health-centered and increasing general health awareness, we believe overall health care costs might be reduced in the long term.

Conclusion

Helping make everyone healthier

Health should be viewed as a progression or a spectrum in which everybody (even healthy people) can continually improve their health.



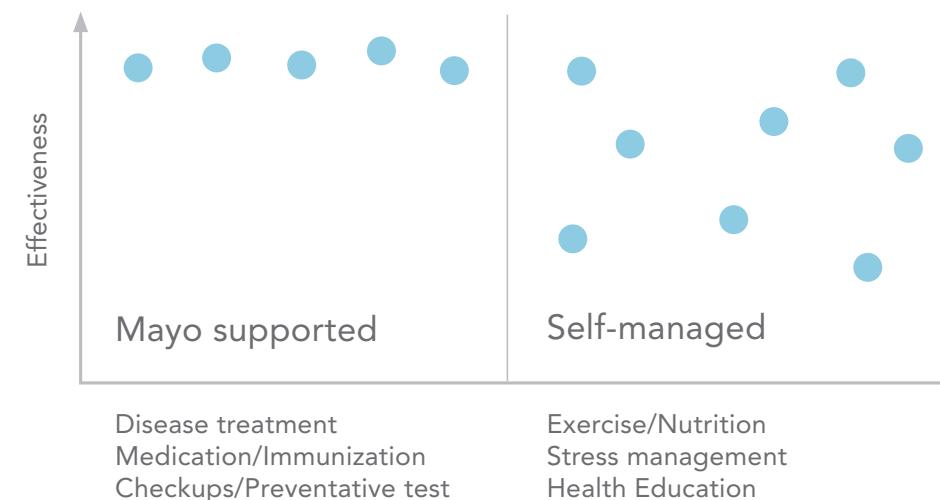
Unhealthy

Conclusion

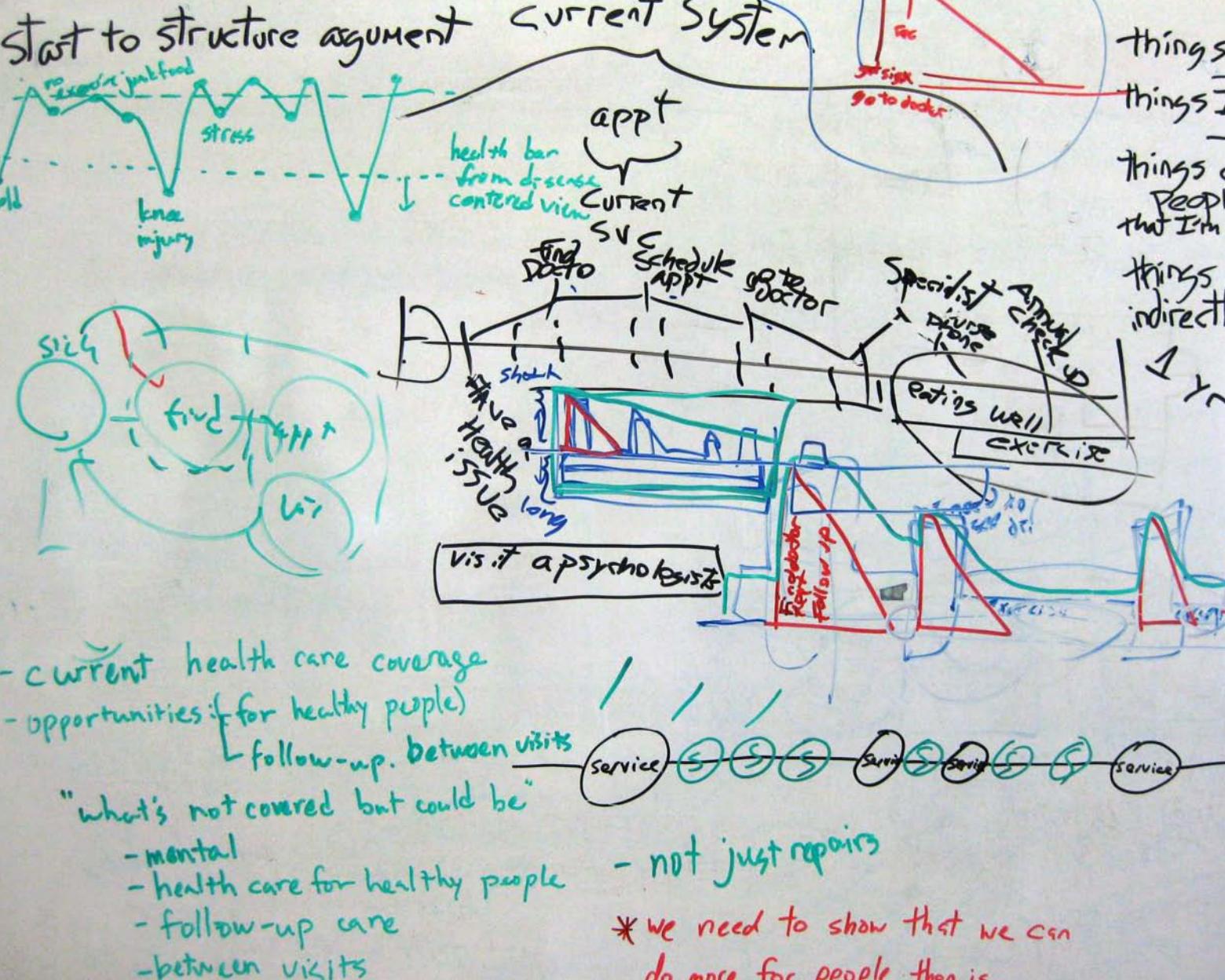
Expanding health care outside of the current service

While the services currently provided by Mayo are done well, there are opportunities outside the current service, especially to support small, daily health care decisions.

Health issues such as nutrition and exercise are a common concern for many people that Mayo can better support and assist.

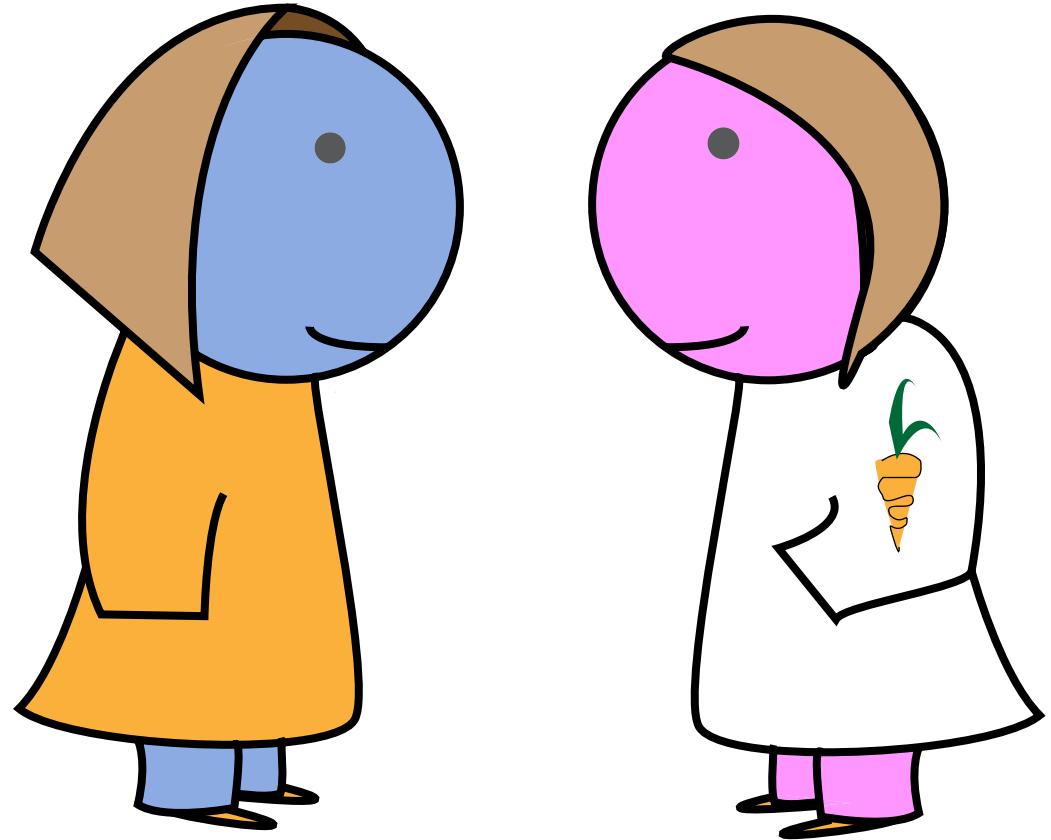


Our Focus: Health care for healthy people



Concepts

Based on our research findings, we developed a wide range of concepts and constructed our initial design. We then conducted concept validation sessions to evaluate and iterate our design. This led us to several new insights that helped us improve our design and reach our final concept.



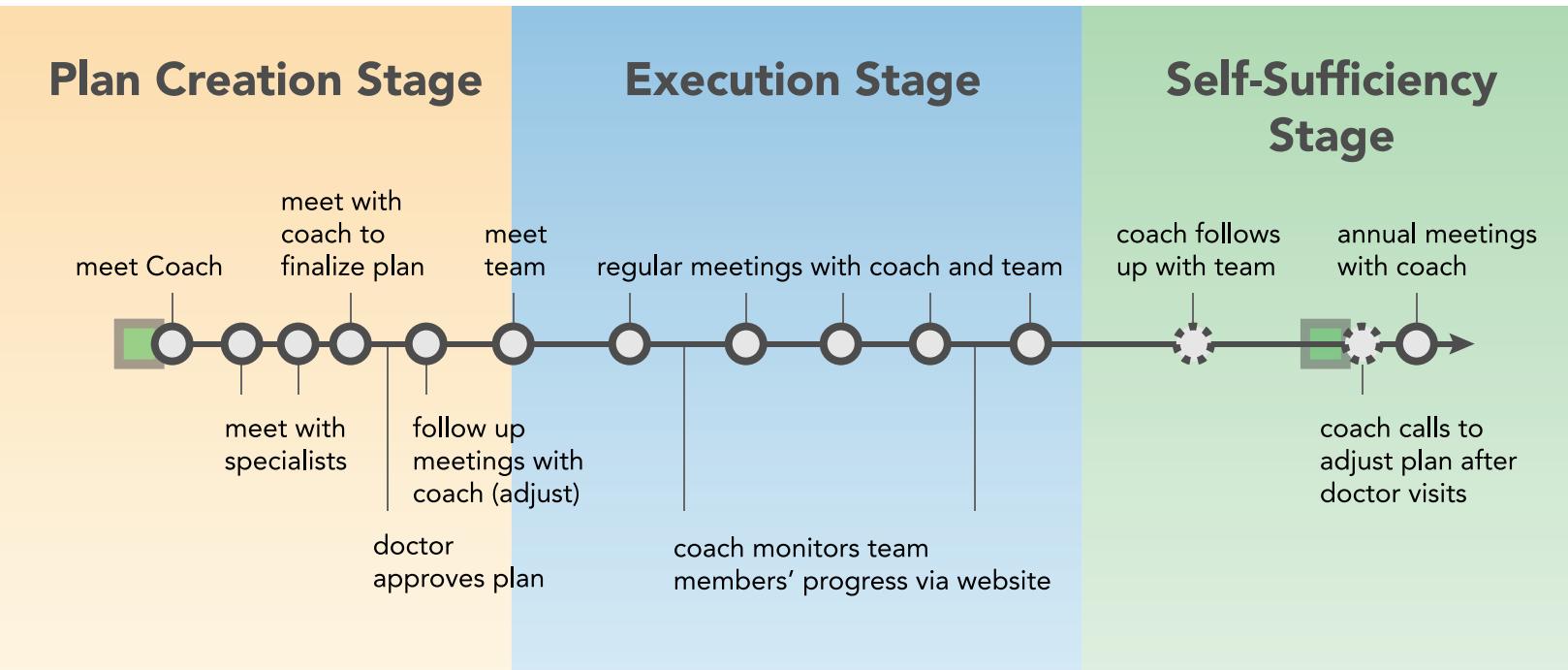
Wellness Coach

Concept

Our initial design consisted of a new role within the Mayo Clinic called the "Wellness Coach", who is trained to assist individuals in managing their health in everyday life. Each individual would be assigned a Wellness Coach that would assist in setting health goals for day-to-day life and provide motivation to actually achieve them. The Wellness Coach would also be able to provide basic health information on exercise, nutrition and stress management.

Goals

Provide advice for health goal-setting.
Motivate individuals to achieve health goals.
Provide advice and information on everyday health topics.



Wellness Team

Concept

While evaluating our initial design, we realized two problems:

1. Too many resources would be required for Wellness Coaches if they supported individuals throughout all stages.
2. Proper motivation to achieve health goals is a difficult problem for many individuals.

After considering several concepts, we decided to incorporate social support and pressure through "Wellness Teams". Wellness Coaches would support individuals and Wellness Teams through three stages:

Plan Creation stage: Individuals meet with Wellness Coaches and create health plans.

Execution stage: Wellness Coaches organize individuals into Wellness Teams and support the teams in setting and achieving goals. Team members support and motivate each other to achieve their health goals.

Self-Sufficiency stage: Wellness Team members develop strong healthy habits that sufficiently support and motivate them with minimal intervention from Wellness Coaches.

Goals

Encourage social support and pressure to motivate individuals.

Wellness Coaches' responsibility is eventually minimized as Wellness Teams reach Self-Sufficiency stage.



Wellness Community

Concept

After visiting the Mayo Clinic and seeing first-hand the services that Mayo provides, we saw the possibility of expanding our focus of "health care for healthy people" to cover the whole community. We envisioned this as a cultural change, where health awareness increased among all community members and everyone manages their health in a more proactive way.

Goals

Community-wide impact facilitated by Mayo.

Website allows teams to track goals and encourage each other.

Involves many people and institutions throughout the community.

Design



LiveWell is a community centered approach to wellness that tasks existing institutions and leaders with helping create a culture of wellness. LiveWell is a system focused on helping individuals become truly engaged with their own health. From the individual's point of view, LiveWell takes place over three loosely defined stages:

Discovery: Becoming aware of the service through information sessions, branding, or advertisements.

Guidance: Creating an account (or team) on the LiveWell website and beginning to set and track health goals and milestones.

Lifestyle: Developing regular healthy habits in day-to-day life.

Themes

The responsibilities of different people and institutions within the LiveWell system are organized around four central themes:

Connecting People

LiveWell connects people with each other, creating a community network of people focused on healthy living. By facilitating this network, LiveWell helps motivate people to engage with their health using social support (and pressure).

Building Healthy Habits

LiveWell is a system focused on helping people build healthy habits. When creating a “new normal”, the first few steps are often the hardest, and represent the time when people are most likely to give up. LiveWell recognizes these difficulties and is designed to help build habits, rather than just facilitate habits that already exist.

Enabling Healthy Decisions

LiveWell makes it easy for people to make the healthy decision for themselves. By making it as easy as possible for people to make the right decision for themselves, LiveWell encourages healthy decision making on a daily basis. People constantly think about things like nutrition, and will choose the healthier option more often if the decision making process is made as simple as possible.

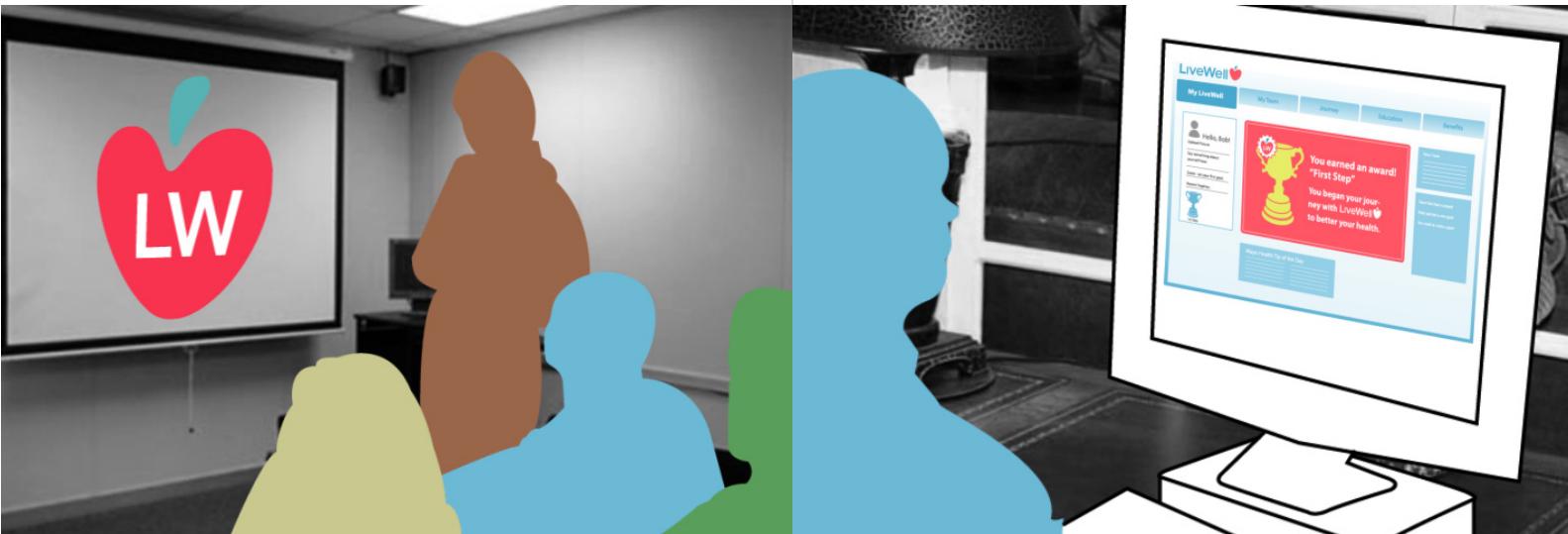
Creating a Culture of Wellness

By connecting people at the community level, LiveWell helps people help each other and themselves build healthy habits and make healthy decisions. LiveWell creates a culture of wellness. LiveWell is fundamentally a program that, over time, contains the potential to obviate itself —LiveWell builds a community wide culture of wellness that will become self-sustaining itself.

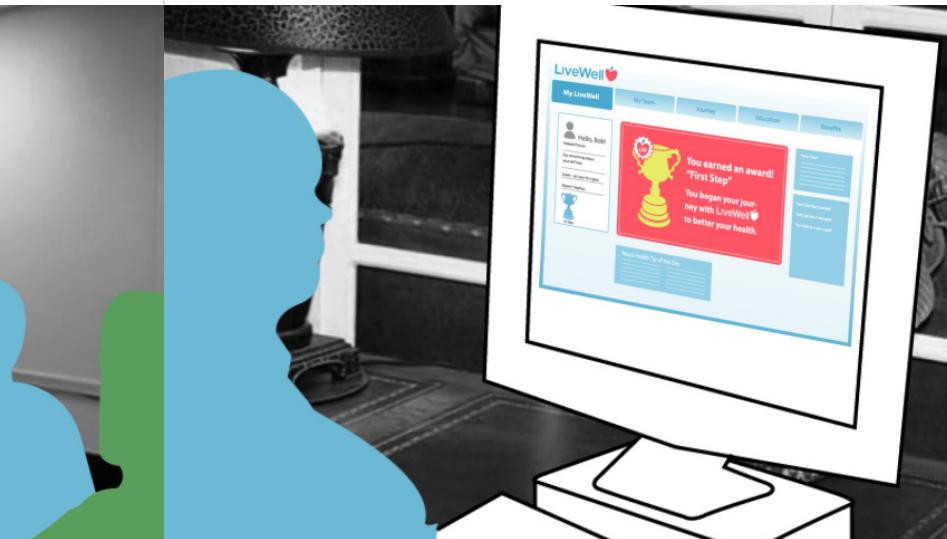
Solution



Bob is 35 years old, generally healthy and lives in Newton, Iowa. One day while grocery shopping, Bob sees a poster for LiveWell, but doesn't pay much attention. A month later, while seeing his physician for a regular checkup, the doctor talks about LiveWell and recommends joining the program, but Bob isn't sure he has the motivation.



Next week, Bob hears that there is an information session about the LiveWell program at work and decides to attend with his co-workers. At the information session, the representative from Mayo Clinic explains the LiveWell system and the benefits that local supermarkets, restaurants and a gym provide to members. Bob's co-workers decide to create a wellness team and Bob decides to join them.



That night, Bob logs on to the LiveWell website and is immediately presented with an award for joining the LiveWell community. Bob selects one of the suggested wellness goals, eating fruit tomorrow.

A screenshot of the LiveWell website interface. The top navigation bar includes "My LiveWell", "My Team", "Journey", "Education", and "Benefits". The "My Team" tab is active. On the left, a sidebar for "Hello, Bob!" shows an uploaded picture placeholder, a bio field, and a goal setting section with "Recent Trophies" for "1st Step" and "1st Goal". The main content area shows a grid titled "Team Wal-Mart" comparing "Last Week" and "This Week" goals for team members Me, Ricky, and Sally. Me has completed "Eating fruit". Ricky has started "Jogging". Sally has started "Weights". A red button "Go set your next goal." is visible. To the right, there are sections for "Journey", "Education", and "Benefits".

The following evening, Bob receives an e-mail asking whether he accomplished his wellness goal. Bob goes to the LiveWell website, marks that he has completed his goal and receives another award. He is also able to view his wellness team members' goals and achievements on the website. He then sets additional wellness goals for the next week.



On Friday night Bob decides to go out to eat and remembers seeing a restaurant that provided LiveWell certified meals. He decides to try it out. At the diner, Bob sees the LiveWell logo next to certain healthy dishes and picks one of them.



The next day while grocery shopping, Bob notices a LiveWell display in the supermarket. The display has healthy recipes and the ingredients needed to make them. Bob decides to try one of the recipes and buys the ingredients for it.



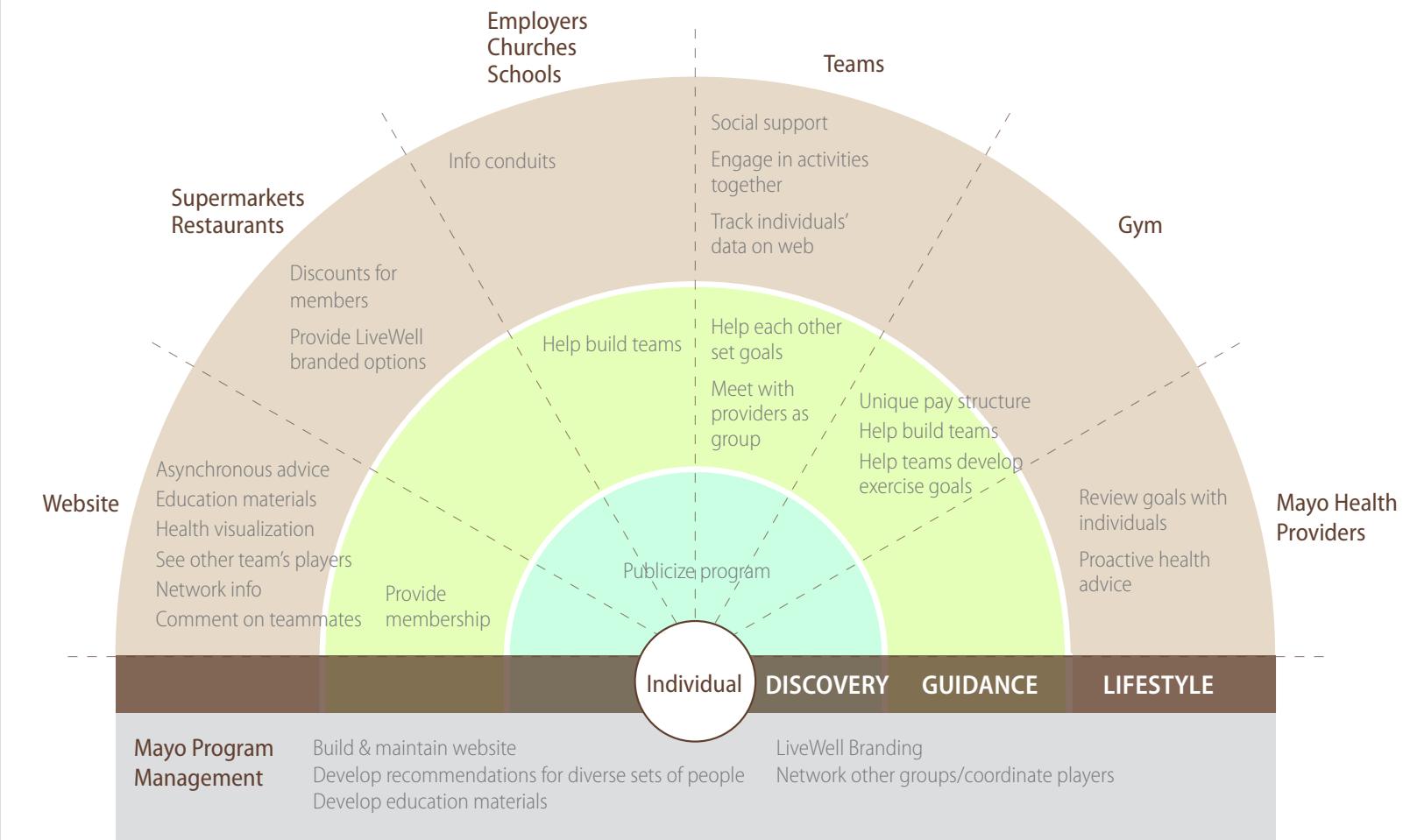
That evening, Bob's friend Ricky notices on the LiveWell website that Bob has set an exercise goal and calls Bob to ask if he would like to go jogging together over the weekend. Bob meets Ricky on Sunday and enjoys the company while jogging.



The next day, Bob sees his LiveWell teammates at work and hears that their company is hosting a "Biggest Loser Competition" for LiveWell teams. They get a LiveWell brochure on setting team weight loss goals and begin to talk about how to prepare for the competition.

Service Model

The LiveWell service model incorporates several different community entities, Wellness Teams made up of individual LiveWell members, a website to facilitate connections and provide information, and the Mayo Clinic filling the role of program management. Each component of the system plays different roles at different times for a single individual, depending on that individual's stage.





Service Components

Churches, Employers, Schools

Churches and employers are focused on the theme of connecting people, and promote this goal by publicizing the LiveWell program, encouraging individuals to participate, helping Wellness Teams form, and acting as information conduits on an ongoing basis. We envision partnering with church leaders and employers, who would market the program to their congregation/employees and help interested people team up.

We also see LiveWell becoming a presence in schools, where teachers could teach health based on a Mayo Clinic developed curriculum. Furthermore, children could be taught about their parents' health and encouraged to form family Wellness teams. By encouraging teams consisting of children and parents, LiveWell leverages the influence of immediate family members to provide social support and pressure around wellness goals.

Service Components

Supermarkets, Restaurants

Supermarkets and restaurants enable healthy decision making. By branding items with the LiveWell logo, these establishments can facilitate healthy nutrition decisions at the point of purchase. We envision supermarkets creating a LiveWell display or

section offering free LiveWell healthy recipes and all of the ingredients needed to make the recipe in one place. Restaurants will brand healthy menu items with the LiveWell logo, making it easy for patrons to take the healthy option.

Gym/Health Center

Gyms will act as centers of activity, helping people connect, build healthy habits, and make healthy decisions. Gyms, which necessarily employ trainers and other people experienced in setting exercise regimens, can help people create teams and collaboratively set exercise goals. We also see Gyms as offering unique pay structures to LiveWell members, such as a "cheaper the more you go" plan.

Teams

Teams connect people to each other, helping them build and maintain healthy habits and decision-making processes. Teams accomplish this through a system of social support facilitated through the website's ability to let teammates track one another's progress. Furthermore,

teams work together to collaboratively set nutrition and exercise goals, and may even meet with health professionals as a group to get advice. Finally, teams engage in activities together, because eating well and exercising is always more fun with your friends.

Service Components

Website

The LiveWell website also helps people connect, and assists with building healthy habits and making good decisions. The LiveWell website helps members of the LiveWell community make healthy decisions by providing membership, asynchronous advice from Mayo Clinic health professionals, and Mayo developed education materials.

The website connects people and helps them build healthy habits by allowing teammates to view and comment on each other's health goals

and progress. Similarly, the website will provide "neighbor rankings" whereby each member can see the two people who are doing slightly better than them, and the two whom they are slightly above. This ranking system makes it easy for people to set new goals for themselves as their health improves.

Finally, the website helps people move along and through those first, most difficult steps of making healthy decisions on a daily basis by providing a system of

digital awards and milestone achievements, similar to the ones used so effectively in online gaming networks. The LiveWell website also provides a dynamic visualization of someone's progress in the form of a "Health Garden" that grows and flowers as the individual builds stronger healthy habits.

Mayo Program Management

We envision the Mayo clinic as being responsible for the program management of LiveWell. In the beginning, Mayo will need to build the website, develop and distribute branded and educational materials, and solicit the partnership of community leaders and institutions. Once the program is set up, however, Mayo's role becomes

significantly less intensive. Mayo's responsibilities will consist only of providing advice to individual LiveWell members and teams, maintaining the website, and printing and providing materials on an ongoing basis. This design allows Mayo the excess capacity necessary to move on and develop the program in another community.

Stakeholder Incentives



Employee and community health is good for business. Employers like to do good things for their employees, especially when they don't cost money.



Schools exist for the public good. They want to help their students. Pressure from local government doesn't hurt either.



Churches exist for the services of their congregations - they like to do things like this.



LiveWell branding will drive sales of high-value foods. May also drive revenue growth if competitors don't offer LiveWell.



Health promotion campaigns are obviously good for gyms.



Government exists for the public good - this is the kind of thing they would want to promote in their community.



Drive sales by offering LiveWell branding.

Implementation

Each section explains what needs to be done and how it might be accomplished, as well as details about which organizations and institutions are involved in each activity.

What	How	Who's involved
Go put posters everywhere Identify and meet with community leaders	Talk to local non-profits	Community wide
Talk to town council about passing a resolution to support LiveWell	Meet with town-council members to solicit support	
Promote to employees Promote to congregation	Marketing materials in common areas Facilitate registration and team sign up Give LiveWell branded materials to those who register Identify and promote to opinion leaders & vocally promote program	
Distribute materials	Put out and make available printed material	
Host info sessions	Provide time and space for Mayo to hold info sessions	

What	How	Who's involved
Hold and publicize competitions		
Encourage kids to form family teams	Teachers talk about program to students Give materials to kids for parents	
Encourage teaching a "family health" class for kids to learn about good nutrition and exercise	Teach "family health" class using Mayo provided curriculum	
Create space for LiveWell section - weekly recipes and required ingredients	Establish healthy food/nutrition guidelines about LiveWell eating Stock LiveWell section according to guidelines	
Discounts with LiveWell membership	LiveWell card uses store coupon barcode for discounts	
LiveWell branded menu items	Apply for LiveWell certification of restaurant and/or specific menu items	
Discounts for members	Discounts work like Supermarket	

Thank You.



