# Don't Guess, Test: Positive Change from Qualitative Member Research and Radical Empathy

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American Society of Anesthesiologists

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**CMSS** | Council of Medical Specialty Societies

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# Today, We Will Talk About

- What is "Lifecycle & Ecosystem Research"?
- Quantitative vs. qualitative research.
- How we identified the member cohorts.
- How we interview members.
- How we share the findings with staff/members.
- How we use the findings.
- How we measure success.

# About the Lifecycle & Ecosystem Research

- The catalyst:
  - Identify the stages and transitions of an anesthesiologist's career, from the moment they chose to be an anesthesiologist to their retirement.
  - Learn the products and services that support each stage to build lifelong value, loyalty and membership.

- A note about executive sponsorship/championship:
  - It's really important.
  - It secures budgets.
  - It provides talking points.
  - Validate that support in your reporting.

# The L&E Journey

**2018**

– User Research Workshop to Identify Cohorts

– User Research – Career Transitions/Multiple Cohorts

**2019**

– Anesthesiology resident group interviews*

– Residency Journey Mapping

– User Research – Residents

**2020**

– Usability Research to inform Information Architecture and Navigation Design

– Continuing Medical Education (CME) Service Design Workshop

– Resident Self–Study Interviews

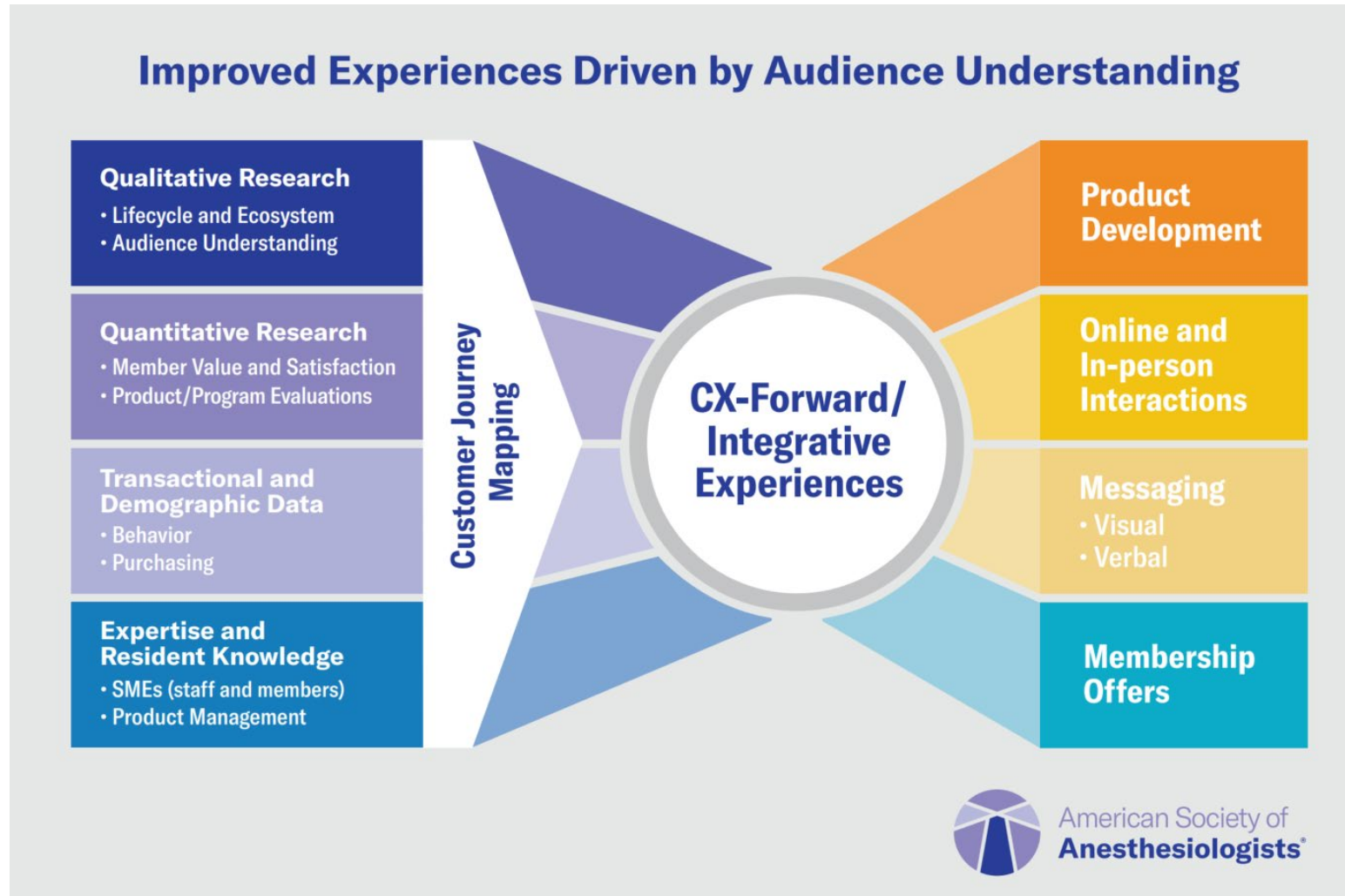– Residency Program Directors Interviews

**2021**

– User Research – Early Career Anesthesiologists

– Committee Nomination platform user interviews

**2022**

– User Research – Medical Students

– User Research – Lapsed ASA Members

– User Research – Independently Managed Practices

# Audience focus as organization-wide strategy



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# Why Do We Do This?

- Spoiler alert: Your members may be medical professionals, but they're humans first.

- There is a fear of listening to your members.

- Quantitative can mislead across multiple digital experiences.

- Quantitative tells us "what"; Qualitative tells us "why."
  - The why eliminates false attribution.

- ASA needed to know why.

# Quantitative vs. Qualitative

Your Physician Assistant is Quantitative:

- Blood pressure
- Pulse
- Temperature
- Weight
- Height
- # of drinks a week
- Documents the problem
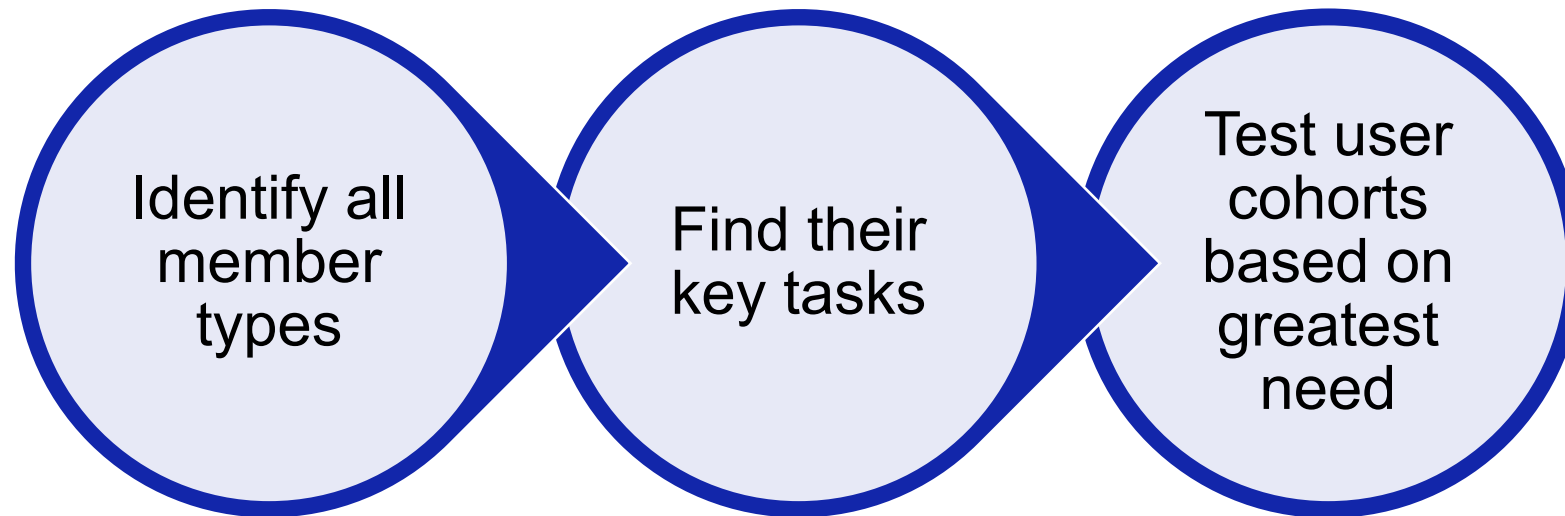
Your Physician is Qualitative:

- Reviews the data and problem
- Asks more probing questions
- Sees the data in context of your unique life
- Makes recommendations

# The Case for User Testing

– Until you talk to your users, *you cannot understand their experiences*

| | | Purchasing a course | Taking a course |
|---|---|---|---|
| **WHAT** | Analytics (Quantitative) | Shopping cart abandonment | Low course completion rates |
| **WHY** | User testing (Qualitative) with **objective** participants | "The payment screen field labels are confusing" | "It's not clear where I should go next to start my course" |

# The User Testing Process



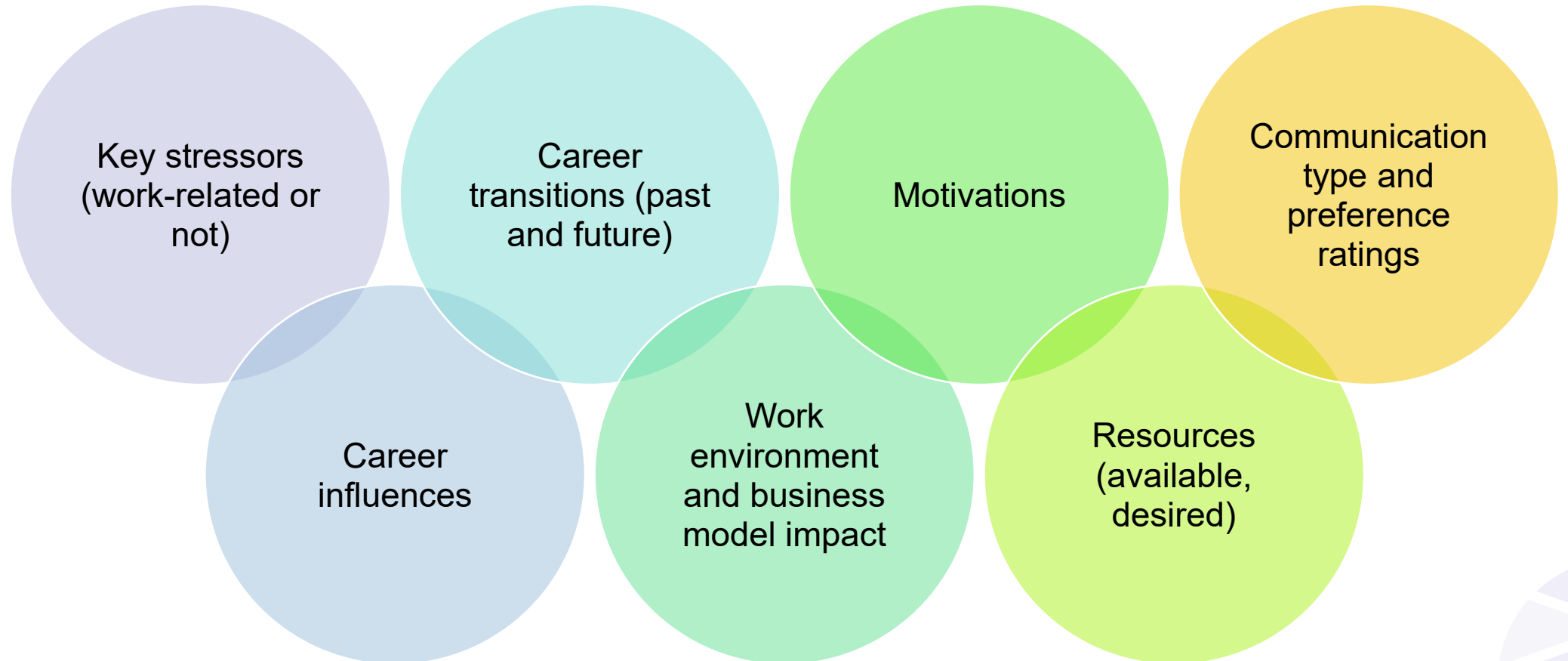**Identify all member types** → **Find their key tasks** → **Test user cohorts based on greatest need**

- Become a member
- Take courses
- Claim credits
- Find guidelines
- Register for events

# How We Conduct User Testing

– User testing is **one on one**

  • … **not** a focus group

  • Both structured and open-ended

  • Anonymous, "safe space"; no right or wrong answers

– We recruit participants by user cohort

– Tests are designed, conducted and tabulated by independent third party to avoid bias

  • Tests are observed by ASA stakeholders

  • Exit interview is conducted by ASA

– Strict adherence to confidentiality

# What We Learn From User Testing

– How to think like your users

Key stressors (work-related or not)

Career transitions (past and future)

Motivations

Communication type and preference ratings

Career influences

Work environment and business model impact

Resources (available, desired)

# What We Learn From User Testing

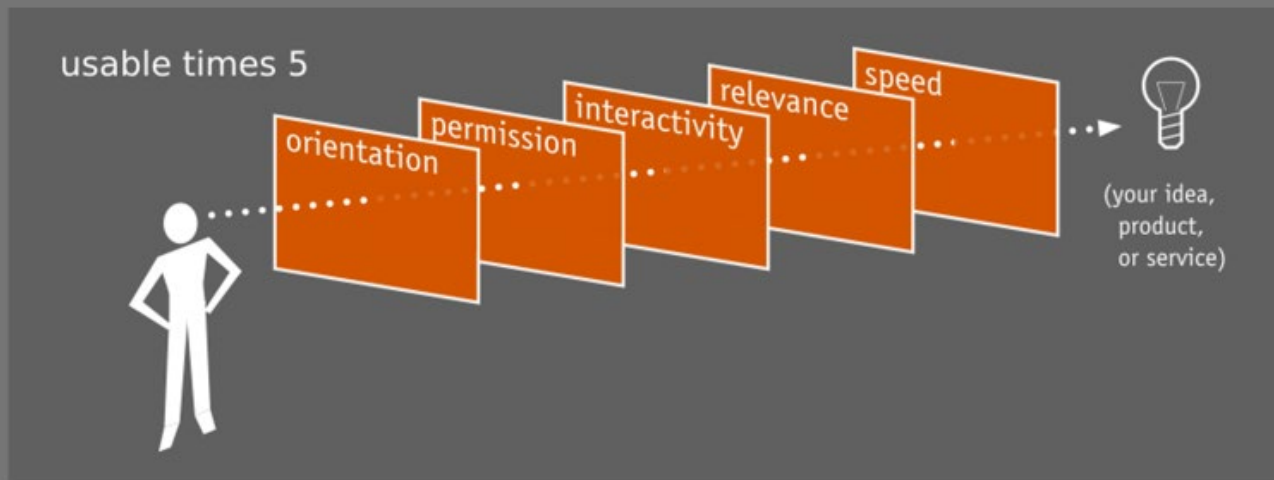- **Their** labels and self-identification (not **ours**)



"I'm an anesthesiologist in my second year of residency."



"I'm not an anesthesiologist *yet* – I'm a resident. Why would I need ASA?"
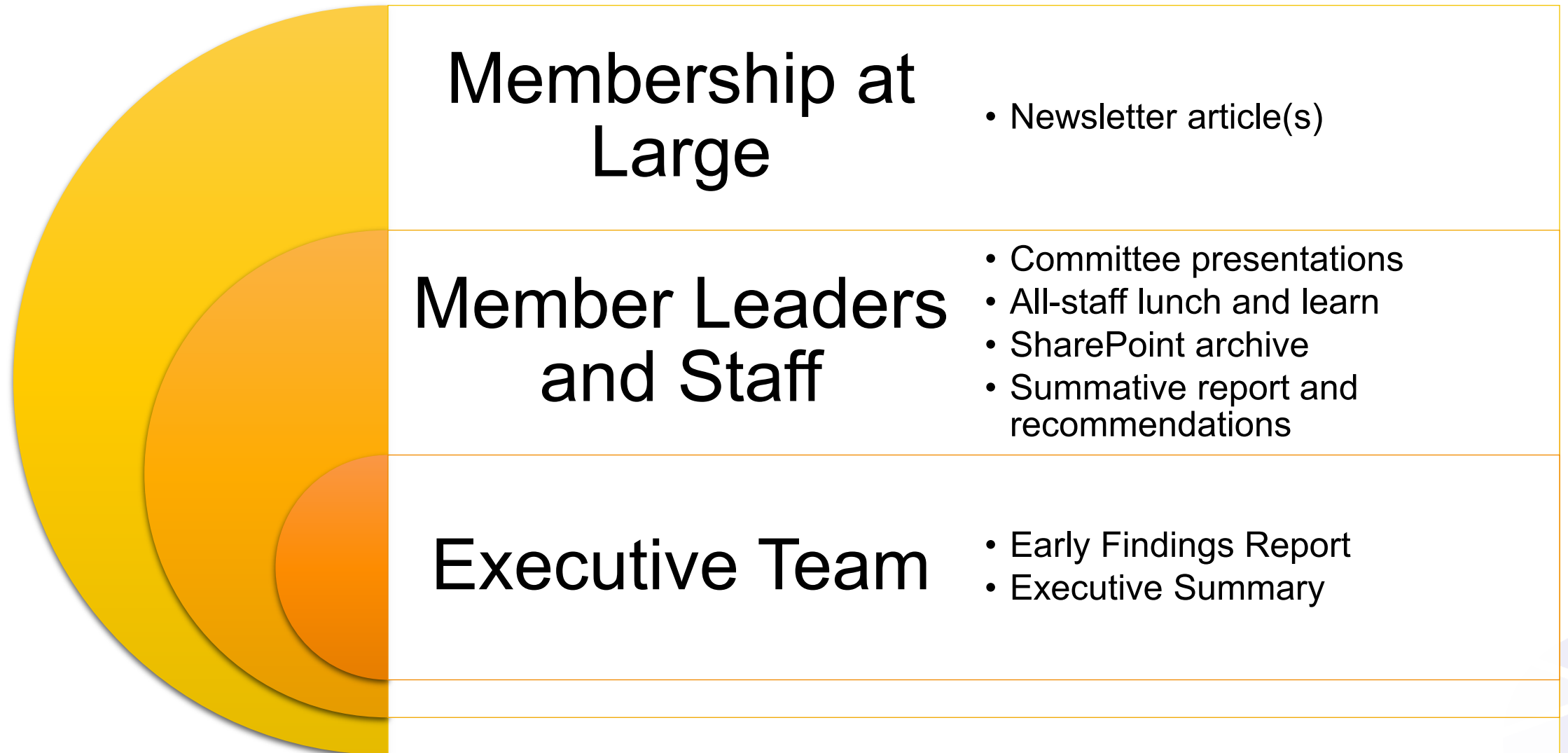
# Interface Guru's Approach: Usable Times 5



How people experience content

usable times 5

orientation — permission — interactivity — relevance — speed → (your idea, product, or service)

1. **Orientation**
   "Where am I?"

2. **Permission**
   "Did I ask for this?"

3. **Relevance**
   "Is this useful to me?"

4. **Interactivity**
   "What can I do?"

5. **Speed**
   "How long will this take?"

– Audiences vary, but human factors do not

– Digital is not print – it requires people to process information on multiple levels

# How We Share Research (Beyond the Full Report)

**Membership at Large**
- Newsletter article(s)

**Member Leaders and Staff**
- Committee presentations
- All-staff lunch and learn
- SharePoint archive
- Summative report and recommendations

**Executive Team**
- Early Findings Report
- Executive Summary

# Where We See Results

| Navigation and Wayfinding | Self-recognition | Participant appreciation | Website Satisfaction Survey |
|---|---|---|---|
| • Users find what they need, faster | • "This content is for me" | • "I'm impressed that you're even asking us about this" | • Satisfaction increase<br>• Better task completion |

# Website Satisfaction Increases…



ASAHQ.org Website Satisfaction Scores 2018 - 2022
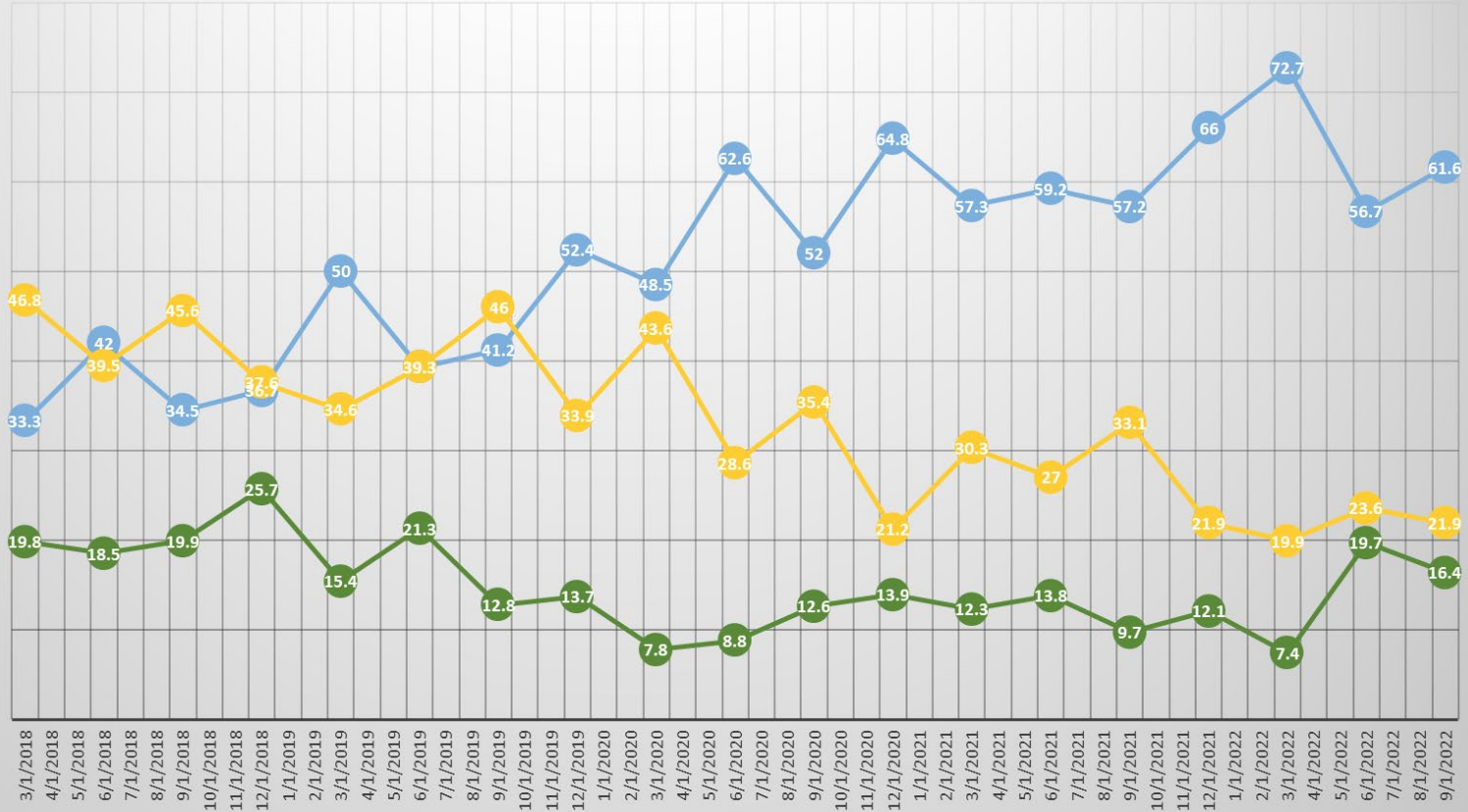Very/Somewhat Satisfied (Top 2) vs. Somewhat/Very Dissatisfied (Bottom 2)
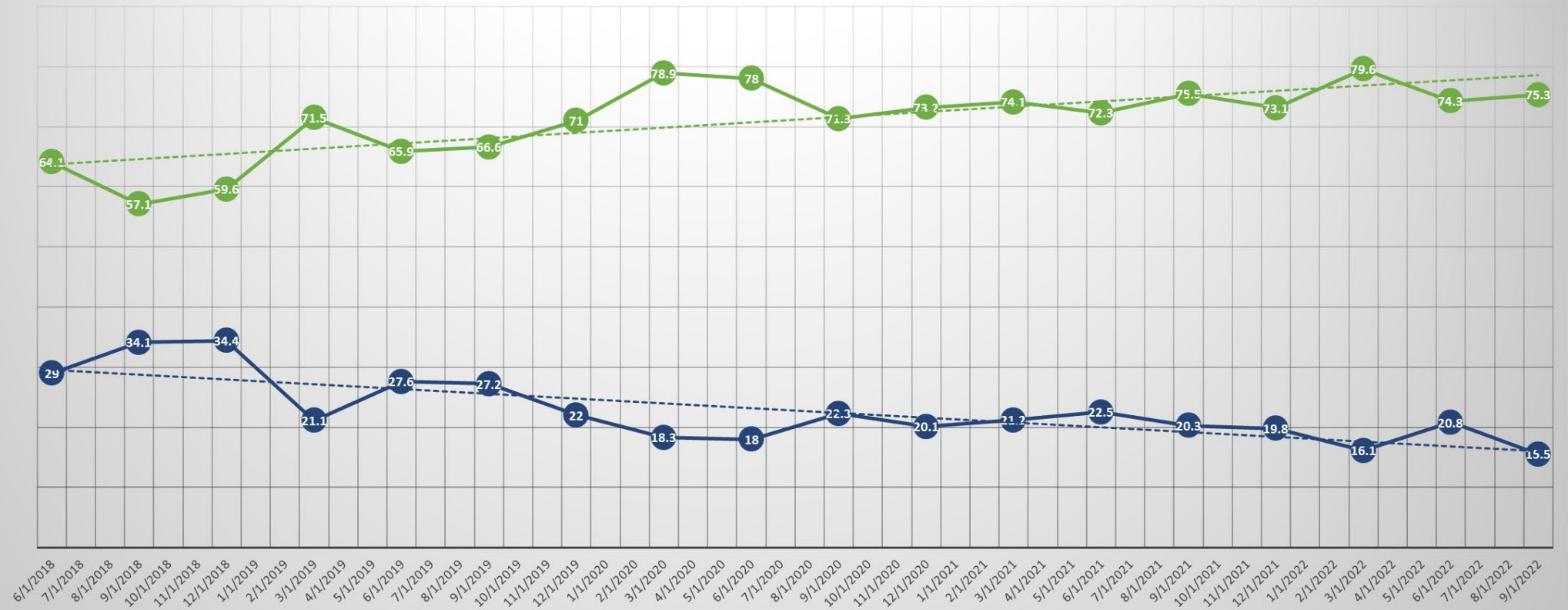
| | 6/6/2018 | 9/6/2018 | 12/6/2018 | 3/6/2019 | 6/6/2019 | 9/6/2019 | 12/6/2019 | 3/6/2020 | 6/6/2020 | 9/6/2020 | 12/6/2020 | 3/6/2021 | 6/6/2021 | 9/6/2021 | 12/6/2021 | 3/6/2022 | 6/6/2022 | 9/6/2022 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Top 2 Box Score | 64.1 | 57.1 | 59.6 | 71.5 | 65.9 | 66.6 | 71 | 78.9 | 78 | 71.3 | 73.2 | 74.1 | 72.3 | 75.5 | 73.1 | 79.6 | 74.3 | 75.3 |
| Bottom 2 Box Score | 29 | 34.1 | 34.4 | 21.1 | 27.6 | 27.2 | 22 | 18.3 | 18 | 22.3 | 20.1 | 21.2 | 22.5 | 20.3 | 19.8 | 16.1 | 20.8 | 15.5 |

# …As More Members Accomplish Their Goals



ASAHQ.org Website Satisfaction Scores 2018 - 2022
Self-Reported Task Success

| | 3/7/2018 | 6/6/2018 | 9/6/2018 | 12/6/2018 | 3/6/2019 | 6/6/2019 | 9/6/2019 | 12/6/2019 | 3/6/2020 | 6/6/2020 | 9/6/2020 | 12/6/2020 | 3/6/2021 | 6/6/2021 | 9/6/2021 | 12/6/2021 | 3/6/2022 | 6/6/2022 | 9/6/2022 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Task - Successful | 33.3 | 42 | 34.5 | 36.7 | 50 | 39.3 | 41.2 | 52.4 | 48.5 | 62.6 | 52 | 64.8 | 57.3 | 59.2 | 57.2 | 66 | 72.7 | 56.7 | 61.6 |
| Task - Still Completing | 46.8 | 39.5 | 45.6 | 37.6 | 34.6 | 39.3 | 46 | 33.9 | 43.6 | 28.6 | 35.4 | 21.2 | 30.3 | 27 | 33.1 | 21.9 | 19.9 | 23.6 | 21.9 |
| Task - Unsuccessful | 19.8 | 18.5 | 19.9 | 25.7 | 15.4 | 21.3 | 12.8 | 13.7 | 7.8 | 8.8 | 12.6 | 13.9 | 12.3 | 13.8 | 9.7 | 12.1 | 7.4 | 19.7 | 16.4 |

Task - Successful   Task - Still Completing   Task - Unsuccessful

# Don't Let That Research Sit on a Shelf

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# Expectation That Insights Are Applied

- Research and insights considered an asset to drive experience (and business).
  - Action plans developed by each functional area, resulting from biennial Member Value/Satisfaction Research.
  - Informs efforts of Marketing and Communications, Membership, Education, Governance teams.

# And They Really Are …

- Focus on driving meaningful engagement (on their terms)
  - Resident Engagement staff roles
  - Resident email series versioned by year (one size does not fit all)
    - CA1s, CA2s, and CA3s.
  - Program Directors Advisory Group – influencers of key audience
- New membership offers and packages to build loyalty
  - Early Career Membership Program (ECMP), customized new model
  - Content and resource development
- Improve experiences
  - Website navigation and architecture; search optimization (real language)
  - Journey map product purchase, interface, end-to-end interactions
  - Online Community forum
  - Mentoring strategy and programs
- Messaging – what's in it for them
  - Visual: Photography, imagery they can see themselves in, doing the things they love doing
  - Verbal: Written, conversational
    - Copy/messaging frameworks x audience
    - Benefits first; relative to specific needs and challenges
    - Outlawed starting sentences with "ASA"
  - Delivery: Don't forget about direct mail

# Hyper-Relevant Newsletters



## ASA+YOUR RESIDENCY

**The steps you take now can ripple through the rest of your career, Carolyn.**

**Get the Most Out of Your Membership**
Take two minutes to ensure your member profile is as complete as possible. Sharing information about yourself helps us better understand you so we're able to develop new opportunities that meet your needs.

[ Tell us more about you → ]

**Stay Sharp with Free Education**
Make your transition into CA-2 easier with patient safety courses that offer you up-to-date information, and many of these topics may appear on future exams. The content is aligned to ACGME and other training program requirements.

[ Get Started Today → ]

**Oral Boards: How to Play the Game**
October will be here before you know it. Start preparing for the APPLIED Exam sooner rather than later because it's not just what you know—it's also how you adapt, present yourself, and demonstrate good judgment.

[ Get Tips → ]

**Avoiding Financial Pitfalls (Part 2): Tackling Debt**
As you finish training, you will have debt (usually in the six-figure range) from medical school and college. You'll likely also have debt from credit cards, relocation loans, car payments, and possibly housing debt. Monthly payments can be extremely high, and the interest alone can cost thousands of dollars per year. Read this ASA Community blog article by Dr. Lindsey Rutland to get a strategy for paying off your debt.

[ Read Blog → ]

# Investing in Young Anesthesiologists

– Early-career anesthesiologists are navigating tremendous demands:

- Extreme financial pressures
- Time constraints
- Exams
- Imposter syndrome
- Isolation
- Work-life balance

– ASA created the Early-Career Membership Program to help you as you transition from training into practice

- Support and partnership to alleviate many of the time, cost, performance, and emotional demands



from ASA

**Early Career Anesthesiologists Real Struggles, Real Solutions**

02:55

# Resources Aligned with Priorities to Foster Engagement

| Year 1 | Year 2 | Year 3 |
|---|---|---|
| • Passing boards<br>• Development of evidence-based practice<br>• Becoming an adult | • Subspecialty skill development<br>• Career planning<br>• Quality and advocacy<br>• Specialty community | • Practice management<br>• Lifelong learning and MOCA<br>• Contributing to specialty |

# Resources Aligned with Priorities to Foster Engagement

- Receive a high-value, super-relevant collection of products, benefits, and resources for each of the 3 years

- Customized and targeted communications and increased engagement opportunities for each of the 3 years

- Content and resources related to:
  - Wellness
  - Career advancement
  - Supervision and people management
  - Specialty skill development
  - Patient safety
  - Payment
  - Personal finances
  - Mentoring

# Early-Career Education Package

# Early-Career Membership Program Media

Awareness postcard (July) mailed to eligible member & nonmembers

Awareness postcard (October) to eligible member & nonmembers



**Something seriously, shockingly, unbelievably good. And it's just for YOU.**

Launching this November: ASA's Early Career Membership Program!

**American Society of Anesthesiologists**
1061 American Lane
Schaumburg, IL 60173-4973

Get set up for success with one **value-packed, low-priced** offering: **ASA's Early Career Membership Program**

· **Start with** one membership for your first three years in practice— just $299.
· **Pile on** FREE premium education and event registrations— valued up to $4,600.
· **Add** timely clinical and career resources just as you need them.

**The result is one successful partnership that's enormously beneficial for YOU.**

See what the program has to offer you
asahq.org/ecmp

**ASA + YOU**R MEMBERSHIP

**American Society of Anesthesiologists**
1061 American Lane
Schaumburg, IL 60173-4973

**Zero Complexity. 100% Value.**

Alleviate the time, financial, and emotional stresses during your first few years in practice with ASA's Early-Career Membership Program:

· Sign-up once for your first three years of membership after training— just $299.
· ACE, Summaries of Emerging Evidence (SEE), and other premium education—FREE.
· Comped registration at our top two events.
· Clinical, career, personal finance, and wellness resources delivered just as you need them.

**We have your back — now shake off some of that post-training stress.**

See what the program has to offer you
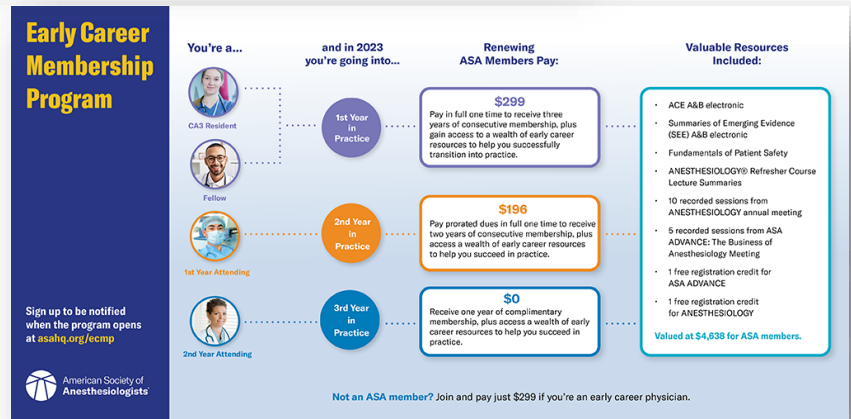asahq.org/ecmp

**ASA + YOU**R MEMBERSHIP

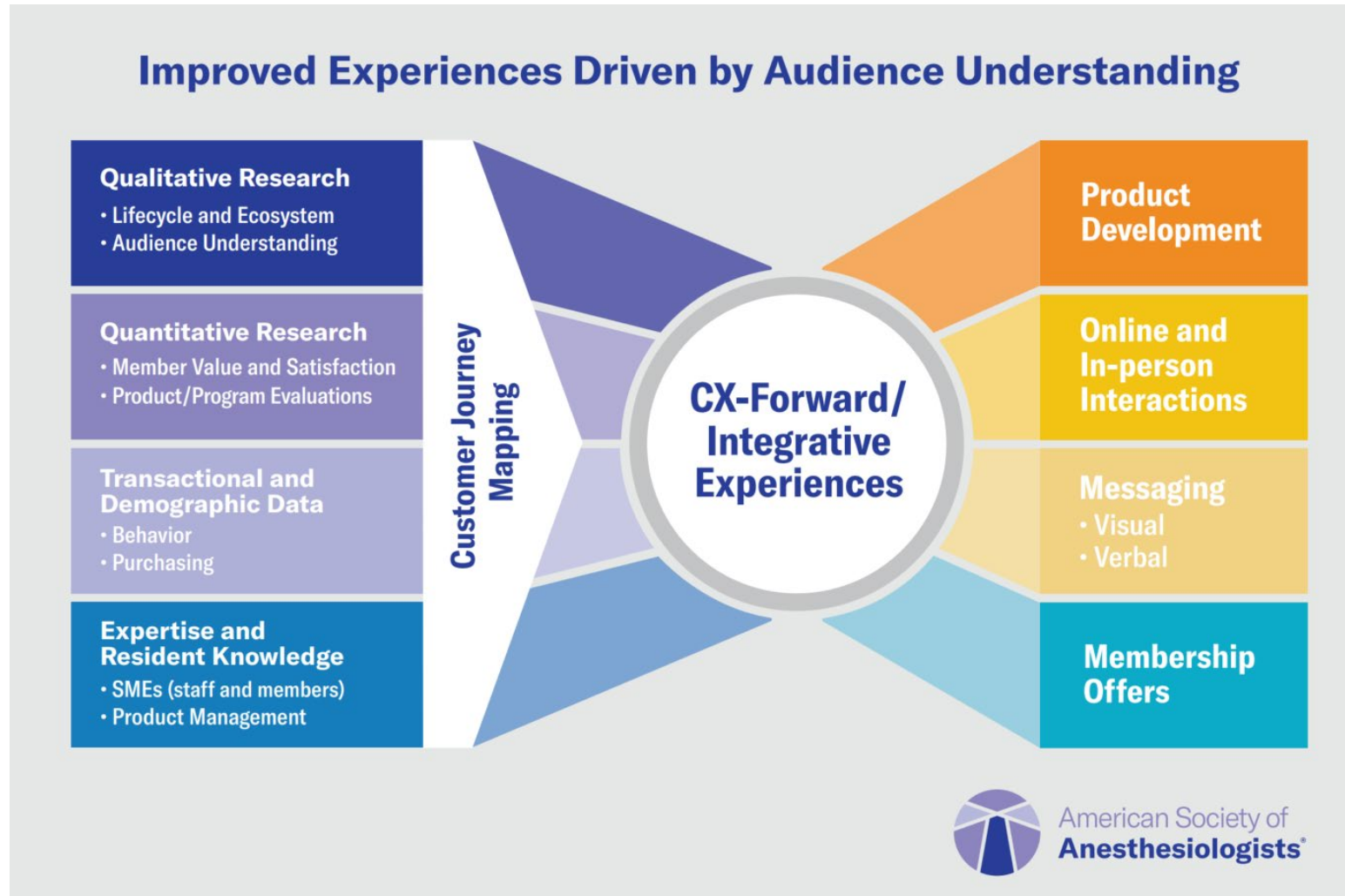**You've worked really hard the past few years. Now it's our turn to make your life easier.**

Launching next month: ASA's Early Career Membership Program!

**ASA + YOU**R FUTURE

**Instagram, Facebook, and Twitter pricing/program graphic**

**Early Career Membership Program**

| You're a... | and in 2023 you're going into... | Renewing ASA Members Pay: | Valuable Resources Included: |

CA3 Resident → 1st Year in Practice → **$299** Pay in full one time to receive three years of consecutive membership, plus gain access to a wealth of early career resources to help you successfully transition into practice.

Fellow

1st Year Attending → 2nd Year in Practice → **$196** Pay prorated dues in full one time to receive two years of consecutive membership, plus access a wealth of early career resources to help you succeed in practice.

2nd Year Attending → 3rd Year in Practice → **$0** Receive one year of complimentary membership, plus access a wealth of early career resources to help you succeed in practice.

Valuable Resources Included:
· ACE A&B electronic
· Summaries of Emerging Evidence (SEE) A&B electronic
· Fundamentals of Patient Safety
· ANESTHESIOLOGY® Refresher Course Lecture Summaries
· 10 recorded sessions from ANESTHESIOLOGY annual meeting
· 5 recorded sessions from ASA ADVANCE: The Business of Anesthesiology Meeting
· 1 free registration credit for ASA ADVANCE
· 1 free registration credit for ANESTHESIOLOGY

Valued at $4,638 for ASA members.

Sign up to be notified when the program opens at asahq.org/ecmp

**American Society of Anesthesiologists**

Not an ASA member? Join and pay just $299 if you're an early career physician.

# Audience focus as organization-wide strategy

# Don't Guess, Test: Positive Change from Qualitative Member Research and Radical Empathy

**Thank you**

## American Society of Anesthesiologists

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