

Customer-Centricity in Consumer-Driven Healthcare

New Strategies for Increasing Consumer Engagement

The Shifting Landscape for Healthcare Payers

With so many disruptive changes taking place in the healthcare industry, it's difficult to overstate the complexity of challenges. From the Affordable Care Act and EMRs to the Triple Aim, the healthcare industry continues to undergo a top-to-bottom transformation that is changing the rules and expectations for all stakeholders.

That's especially true for payers, who are under tremendous pressures to change their operating models and reduce costs in an uncertain climate. Old channels are falling by the wayside. Traditionally, payers focused on their direct revenue source: employers who purchased big-ticket group-health policies to cover employees, dependents, and retirees. However, increasingly, employers are opting to provide their employees with multiple choices and plan options from multiple carriers, creating a competitive firestorm among payers who are jockeying for position and market share. And they're finding that, instead of cultivating relationships with HR executives and benefits managers, they need to forge individual relationships with consumers – the individual employees who have the power to choose from a menu of carriers.

These pressures are also present in direct-to-consumer channels, with payers competing in the ACA era, striving to deliver products and services with appealing features and affordable prices in a crowded and noisy marketplace. For many payers, it's an entirely new way of providing healthcare insurance.

The Goals for Payers: Get Relevant, Move Faster

Affordable Member Acquisition

The Triple Aim – improved care and better outcomes at lower costs – can seem like an unattainable Holy Grail. It will require much more, but at a minimum it requires attracting the right pool of policyholders. How can you affordably and reliably acquire a broad and deep set of healthy policyholders across the widest

possible set of demographics? In many instances, this can involve targeting different segments of consumers based on such factors as age, location, and lifestyle parameters. Even more granular segmentation, based on extensive data profiles, may be required to effectively attract the right consumers to your plan offerings.

Creating a Branded Relationship with Policyholders

Unfortunately, most payers have a distant, transactional, impersonal relationship with consumers who, in the carriers' vast IT systems, are little more than a member number and a claim history. When the open-enrollment period rolls around, that payer doesn't know how to appeal to the employee. They have no true engagement with the customer.

And as consumers gain access to more choices, payers are experiencing greater levels of churn than ever before. That places a premium on the need for member retention. The key: service differentiation so that the member doesn't view healthcare coverage as an interchangeable, generic commodity to be compared and selected only by price.

Influencing Lifestyles and Outcomes

In parallel, beyond acquiring and retaining members, payers also want to have a role in helping each customer make decisions to promote a healthier lifestyle, strengthen wellness and prevention initiatives, and improve healthcare outcomes.

Unfortunately, without complete and up-to-date data, it's impossible to forge the kinds of interactive, personalized relationships that members increasingly expect.

These relationships are crucial because they create loyalty and enable the payer to influence the consumer's behavior. With a deep relationship – what CPG marketers call “customer intimacy” – the payer can identify behaviors to recommend (e.g., smoking cessation or dietary improvements). What's more, these recommendations can be tightly customized, so that a cardiac patient gets specific advice on low-cholesterol foods. A diabetic patient gets recommendations for regular A1C checkups and vision testing.

A patient with a wearable fitness bracelet can receive discounts on athletic gear or “reward points” to reduce premium costs. Or a patient with a significant prescription history can be counseled about alternatives and/or side-effects.

The common thread in achieving these goals: an unprecedented paradigm for aggregating, cleansing, synthesizing, and analyzing an incredibly diverse and growing portfolio of data.

98 percent of health plan executives believe they've sent members messages via digital channels.

However, only 52 percent of members report receiving them.¹

58 percent of respondents would consider switching their health insurance if they had a poor online customer service experience.²

Patients say their increased engagement is largely driven by provider communication

When asked what motivated them to become more engaged, patients ranked greater communication with their healthcare provider as being just as influential as a life event.³

The Customer Data Platform: Unleashing Customer Engagement

In response to the data challenges for healthcare payers, RedPoint Global offers a software solution that enables clients to deploy a comprehensive customer data platform empowering organizations to collect data from any source, cleanse and transform it and gain immediate insight. RedPoint optimizes customer engagement by uniquely combining multichannel message orchestration with a rich customer data platform. That means you have access to all your data – all of the time, across all entities, devices and channels – to create a single unified view of your customers and effectively orchestrate actions based on that view.

Any Data, Any Source

RedPoint can extract, transform, and deliver any data – structured or unstructured – to or from any source with unsurpassed speed, efficiency, and accuracy. Naturally, that starts with the payer's own internal data about all policyholders and includes point-of-care data from providers (second parties). But it also can – and should – encompass data from third parties, such as government agencies, public records, and other third party commercial data providers. When you blend in householding data, credit scores, demographics, and econometric data that marketers in other industries have used for many years – all cleaned, rationalized, and integrated with your customer records – you can create rich, multidimensional views of each individual customer.

Unsurpassed Data Quality

Understandably, healthcare payers are eager to jump to the analysis phase. But that can't happen without a unified, reliable data set. Unfortunately, aggregating and managing that data isn't a task that many analysts relish. But RedPoint makes it possible to rapidly clean and rationalize all of the disparate data you need for customer engagement. It provides the standardizing, geo-coding, linking, deduping, name/address matching and resolution, and more – while also creating and maintaining persistent keys to ensure quality is maintained over time.

A Single Application for Data Management

RedPoint helps payers sidestep the pitfalls and inefficiencies of managing data quality and data integration separately. RedPoint's single, integrated application gives you centralized control over your data projects, including detailed version control and multi-server job distribution and monitoring.

Instrumenting and Automating Healthcare Engagement

Increasingly, Millennials are comfortable with personal relationships with their service providers – of any size. In fact, these personal relationships are becoming a near-mandatory expectation. Millennials are willing to surrender some personal information in exchange for a customized, better-branded experience.

And they have varied preferences for how they want to communicate and engage. From Twitter and Facebook to call centers and email. From smartphones to tablets to voicemail to laptops. When each customer should receive highly personalized messages at different times over different devices and media... how can you execute in a smart and synchronized fashion? After all, the so-called omnichannel is a noisy, multi-screen environment – and as the noise goes up, the level of customer engagement goes down. What cuts through that noise? Relevance.

Armed with a rich and diverse data set, payers can begin to uncover the meaningful insights – to be relevant – and take appropriate, scripted, automated actions. Here's what that can look like:

- **Use Incumbency to Increase Retention** - The member is ready for renewal during open enrollment. You can use your incumbency to solidify your relationship in the 90 days preceding the enrollment deadline. Offer incentives for renewal. Show scenarios with different deductibles and coinsurance based on their actual claims history. Highlight different relevant providers and clinics that aren't available to members of other plans.
- **Use Incentives to Spur Healthy Habits** – Instead of the generic discount for joining a gym, offer a specific (and more attractive) discount for joining a gym in the member's neighborhood or near her office. Tie in Fitbit tracking to build "workout points" that can be redeemed for healthy-choice foods, discounted vitamin supplements, or even fitness equipment, spa treatments, or vacations. The options are almost limitless.
- **Use Context to Get Smarter** – RedPoint's platform is bidirectional, so the insights and learnings from each customer interaction generate feedback to make the relevance even greater and enable you to make inferences about members with similar characteristics. You see what's working, adjust by delivering the next-best offer – and it all happens at the Millennial's preferred "customer speed": minutes, not weeks.



“Our research suggests that improving customer experience could lead to significant financial gain, and that an approach beginning with a deep understanding of the consumer’s journey could be the key to success.”

McKinsey, April 2016



Conclusion

In the noisy and turbulent healthcare environment, payers must adapt to new market dynamics by pursuing direct, customized relationships with individual consumers. That requires a level of insight, relevance, and speed that can only be achieved by analyzing a richer (and fast-growing) data portfolio. By enabling payers to create a clean, broad, and deep customer data platform, RedPoint optimizes customer engagement and allows payers to orchestrate and automate customized messaging and interaction across channels.

1. Nuance
2. <http://www.intelliresponse.com/survey-health-insurance-industry>
3. "Eight Patient-Engagement Trends to Watch,"
Managed Healthcare Executive, June 23, 2016
4. <http://healthcare.mckinsey.com/great-customer-experience-win-win-consumers-and-health-insurers>

About RedPoint Global Inc.

RedPoint Global optimizes customer engagement by providing a platform for intelligent and timely orchestration of data, insights, and action. RedPoint's customer engagement platform provides a unified view of your customers, determines the best decision on next actions to take, and orchestrates customer interaction across all channels. RedPoint's customer engagement platform drives more revenue while optimizing the spend on interactions. For more information please visit www.redpointglobal.com or email contact.us@redpointglobal.com.



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