Technology is Turbocharging the Healthcare Customer Experience

A more profitable customer experience is within your sights. Here's a road map to get there.

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Introduction

Data-driven digital transformation is an inescapable reality in healthcare. Healthcare firms are evolving to keep pace with changing consumer behavior and ever-increasing expectations—not only by adopting new technologies, but especially by using the customer insight these tools make available to deliver more relevant patient engagements. While consumerism has been driving the industry for years, its strategic importance grew by a step function level in 2020. We have seen vastly accelerated needs for customer-centric changes—and customer experience (CX) has become the new battleground for healthcare companies looking to expand their client base and retain their customers.

While the challenges in shifting to new business models focused on CX may seem daunting, the returns are worth the effort – especially if you are moving to a value-based care or risk-based payment model. Those who take action now to enhance their CX have an opportunity to deliver better health outcomes while increasing revenue.

Key players in healthcare are at varying stages of maturity when it comes to CX. Moving forward first requires understanding where you are along your CX journey as compared to the broader market and what benefits you'll gain from improving. It also requires learning how best to bring together key stakeholders to deliver enterprise-wide adoption of a CX mindset, integrate your siloed customer data sources (1st, 2nd, and 3rd-party data), and create new frictionless omnichannel personalized journeys tied to improving the consumers health—all while boosting ROI. Having a holistic view of your healthcare customer that can be used by all CX stakeholders is critical to delivering effective and cost-efficient customer journeys.

CONSIDER:

A study from University of California at San Francisco reveals that simple, personalized web-based tools put directly into the hands of consumers led to completion rates

35 % higher.

Further, as a result of patients being active in shared decision-making, healthcare providers in one study saw a

5.3 % increase in cost savings and a 12.5 % reduction in inpatient admissions,

according to Health Dialog.

3 Generations of Consumer Engagement (Gartner)

Generation 1	Generation 2	Generation 3
Generation 1	**Generation 2**	**Generation 3**
Wake Up, Patch Up, Catch Up	Organizations Act as One	Ecosystems Act as One

Healthcare CIOs Will Enable Three Generations of Consumer Engagement. Refreshed: 6 January 2020 | Published: 11 July 2018 | ID 355383 | © 2018 Gartner Inc.

Research firm Gartner cites three generations of consumer engagement among healthcare providers. Those in Generation 1 are just becoming aware of the need to focus on CX and are taking initial steps to do so. They're implementing tactical IT patches to address the worst customer experiences their patients deal with. And they're emulating CX best practices such as consumer analytics, journey mapping, personas, and relationship management from other industries. Technology projects among firms in Generation 1 tend to focus on providing online education and advice, CRM, e-commerce, and individual channel mastery.

Those in Generation 2 have created cohesive CX operations and journeys within their own enterprise. In Generation 2 they generally provide healthcare consumers with coordinated experiences across all their engagement channels (e.g., contact center, in-person visits, website), as well as across all internal functions. This step overcomes the typical silos that organizations have built around their data, functions and operations.

And the few in Generation 3 not only have inter-connected internal operations, but also have built a coordinated experience across their ecosystem. These organizations are able to work seamlessly with partners to deliver products and services to healthcare consumers in a cohesive fashion. Technology projects here will focus on advanced and connected patient healthcare records and mass personalization.

88%

of healthcare providers believe that "their firms will completely or mostly compete on the basis of CX within two years." But only 50 percent of large enterprises will have unified their customer engagement channels by 2022.

–GARTNER

Over the long term, an objective entity in the industry will orchestrate Generation 3's cohesive ecosystem, Gartner predicts. Patients will have increased access to and control of their health data, which they can decide whether to share with specific healthcare organizations. As a result, these organizations will be able to access a common record of health improvement activities and value delivered that they can use for strategic decision-making.

Some organizations may think they're further along than they actually are; most healthcare firms are still in Generation 1, some are in Generation 2, and very few have reached Generation 3. According to Gartner, 88 percent of healthcare providers believe that "their firms will completely or mostly compete on the basis of CX within two years." But the analyst firm predicts that only 50 percent of large enterprises will have unified their customer engagement channels by 2022, maintaining

their current state of disjointed and siloed customer experiences. This is another reason to gain a deeper understanding of each Generation, the opportunities that moving further along the path to full maturity provides, and what it will take to get there.

As healthcare providers devise their plans to master each Generation and then move to the next, they need to consider the realities of their organization, its customers, and the market. For example, these firms need to examine whether they're ready to make the necessary changes to transform their customer experience. Along with implementing or upgrading technology, they need to shift their business operations, culture, and mindset.

Major Consumer-Focused vs Enterprise Technology Projects

	Generation 1	Generation 2	Generation 3
Consumer Technology	• Online education/advice • Medical e-commerce • Patient portals • Self-service apps • Telemedicine • Wellness incentives	• Personal wellness records • Wearables and related apps • On-demand virtual visits	• Next-generation personal health records
Healthcare Enterprise Technology	• Channels • Tactical CRM	• Healthcare consumer engagement hub • Healthcare consumer insights as a service	• Mass personalization platform • AI and blockchain for healthcare

Additionally, healthcare organizations need to consider their target customers, who may not represent the "average" patient population. They may have specific age- or illness-related, geographic, or social-economic needs and realities. As a result, they may be more or less likely to want to shift along with any transformations a healthcare firm may be making.

Plus, there are countless customer journeys in the healthcare patient experience. Understanding the journeys that are most important to a specific healthcare business and its customers is essential to mastering each Generation of CX and then moving to the next one.

Market dynamics also play a role. In some cases, there's a great deal of local competition. But the dynamics between competing healthcare organizations can vary dramatically across regions. Larger providers may have multiple layers of competition to consider in the various markets they serve.

Examples of Healthcare Patient Journeys

Managing Wellness
- Accessing routine care
- Understanding the impact of lifestyle decisions on my health
- Adjusting my lifestyle to improve my health
- Earn rewards for positive lifestyle actions

Managing Illness
- Investigating symptoms of a potential illness
- Understanding the impact of a chronic diagnosis
- Choosing a treatment
- Adapting to a new lifestyle and getting back on my feet

- Having health insurance
- Understanding health insurance benefits and limits
- Paying premiums
- Paying medical bills
- Shopping around for medical services

Accessing Healthcare

- Becoming a parent
- Caring for a child or parent
- Caring for a loved one with special needs
- Encouraging family and friends to make better lifestyle decisions

Caretaking

The First-Generation Healthcare Customer Experience

1

Healthcare organizations in Generation 1 are seeing benefits from improved patient engagement, such as reduced costs and revenue increases by addressing the most egregious issues. But they lack the data infrastructure to see significant business growth.

Despite the benefits of Generation 1–related technologies, issues such as data silos and disconnected experiences limit what healthcare organizations in Generation 1 can achieve; for example, they generally lack the ability to track patient/member data over time and across channels, which could enable them to use insight from long-term engagement to identify potential health risks and take early action, improving patient care and health outcomes.

The bigger benefits—to consumers and healthcare firms alike—lie in adopting the more data-centric technologies in Generation 2. This is especially true in the case of building a healthcare customer experience hub (HCEH), which can serve as the central nervous system for these organizations' CX endeavors.

Healthcare organizations in Generation 1 are in the earliest stages of improving their CX. They're looking to other industries for best practices in key areas of the patient experience, such as consumer analytics, journey mapping, personas, and relationship management strategies. In terms of technology, these firms are primarily focused on quick IT-based band-aids taking a tactical approach to resolving the most egregious experiences. Healthcare providers in Generation 1 are also focused on implementing or improving more strategic technology projects. These include:

- **Using CRM to support sales teams**
- **Providing basic medical e-commerce options**
- **Offering online education and advice**
- **Improving the patient experience in individual channels and touchpoints**
- **Expanding telemedicine and virtual care options**

Patients who use tools such as online advice and education, finder tools, provider ratings, and virtual care typically are active in shared decision-making. The result is that consumers cost less to serve, are more likely to adhere to their care plans, and are less likely to need to be admitted to a care facility. Similarly, self-service patient portals help to improve engagement and satisfaction, as well as deepen customer loyalty with healthcare systems and physicians. The ROI of these outcomes is clear.

In terms of enterprise tech adoption, the focus in Generation 1 has been on tactical CRM and channel enablement. Some firms are still working to implement apps, portals, and basic SMS messaging (such as appointment reminders). Others are at the earliest stages of providing CRM for broker sales. Investments in these areas tend to be use-case specific, according to Gartner. Additionally, there's limited data and process integration, which creates or exacerbates silos rather than bridging them. The result is isolated CX improvements in one area. Cohesive experiences across channels and functions remain elusive.

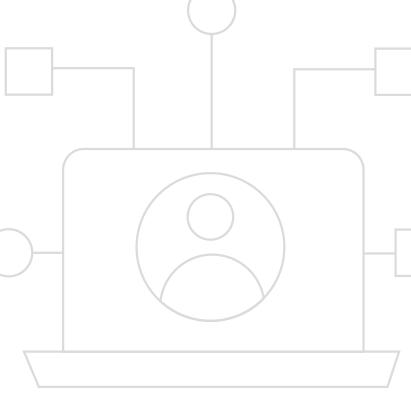# The Second-Generation Healthcare Customer Experience

2

The technology that sets Generation 2 healthcare firms above Generation 1 is the healthcare consumer engagement hub (HCEH). The HCEH is both a process and a technology that links multiple systems—allowing for rich insights that enable healthcare firms to optimally engage their patients. The HCEH supports both proactive and reactive communications, as well as provides truly personalized interactions across all channels, functions, and touchpoints. It bridges data and functional silos, creating synchronicity across internal operations such as care management, customer service, marketing, and sales.

more proactive role in managing their health, potentially resulting in positive behavior changes that reduce health issues. Additionally, an HCEH can help these organizations better identify potential health risks, and then prompt patients to take the appropriate action. This approach can potentially lead to early diagnosis and treatment of any illnesses, which leads to better health outcomes and lower costs.

An HCEH offers myriad benefits, most of which will vary based on the type of healthcare organization using it and that firm's business goals. For example, a fee-for-service (FFS) provider can use the insight from an HCEH to better attract, engage, and convert healthcare consumers into patients at their time of need. The increased effectiveness of doing so can lead to significant revenue increases. Similarly, accountable care organizations (ACOs) or high-performing providers can improve their long-term customer journeys, which include

illness management and episodic care. Using insights from an HCEH, healthcare organizations can ensure consistent care over time, which helps them to create a sustainable competitive advantage.

Payers, integrated health systems, and their customers can benefit, as well. Engaging consumers over the long term is an essential part of improving patients' health while lowering healthcare costs. These organizations can use HCEH data to get the insights needed to encourage patients to take a

Generation 2 technology projects often focus on engaging with patients through health-related apps, devices, and platforms—not only for customer engagement on its own, but also to amass invaluable customer data.

A closer look shows that healthcare firms in Generation 2 have used technology to create cohesive operations within their own organization. As a result, they either have connected or are working to connect internal functions such as care management, clinical and service operations, marketing, education and new member acquisition. Additionally, these firms can provide patients with coordinated experiences across engagement channels such as the contact center, in-person visits, and on their website. These connected experiences further improve patient satisfaction and loyalty over the gains made by Generation 1 improvements.

In Generation 2, technology projects often focus on engaging with patients through health-related apps, devices, and platforms—not only for customer engagement on its own, but also to amass invaluable customer data. Consumers' adoption of smartphones, wearables such as pedometers and heart-rate monitors, and apps such as diet and exercise trackers has led to increases in healthy behaviors (lowering healthcare costs) and even supported patients' efforts to manage anxiety, depression, and substance abuse. These benefits are significant yet are only the beginning. The consumer-

generated health and wellness data from these apps and devices, which Gartner calls "Personal Wellness Records," can serve as a vital part of the data resources that will deliver the greatest impact and value to patients and healthcare organizations.

That data becomes a part of a healthcare organization's comprehensive healthcare consumer engagement hub to help deliver a more contextually relevant and personalized patient experience. This one reason that the HCEH is the top enterprise technology priority for firms in Generation 2.

In fact, patient data is where Generation 2 delivers the best outcomes in terms of not only helping healthcare organizations understand patients, but also helping them to provide contextually relevant patient experiences. Some of the key focus areas in terms of data in Generation 2 include healthcare consumer insight as a service, healthcare consumer analytics, customer psychographics, and multi-experience analytics.

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Benefits of a Healthcare Consumer Engagement Hub (HCEH) by Business Type

Fee-for-Service: Some for-profit providers of fee-for-service (FFS) healthcare have generated several hundreds of millions of dollars in contribution revenue by using the insight from a healthcare consumer engagement hub (HCEH) to more effectively engage consumers at their time of need and educate them over their journey, thus increasing their conversions to patients and retention for follow up services.

Life Science: Companies in life sciences using an HCEH can see the real-world impacts of pharmaceuticals and the variables driving them based on long-term longitudinal engagement. These organizations can use this insight to create more precision medicines, as well as related digital services, that address the unique aspects of individual consumer health.

Accountable care organizations: ACOs that use an HCEH can see benefits in multiple areas. These include attracting and converting consumers; using insight from long-term engagements to improve consumer journeys that include episodes of care and illness management of illness; and improving health outcomes. The combination can create a sustainable competitive advantage for ACOs.

Payers and Universal Health Systems: Organizations responsible for patients' total health also can see multiple benefits from using an HCEH. Importantly, they can engage patients over the long term—including encouraging them to proactively participate in their own care. These companies also can use an HCEH as the foundation not only for engaging patients, but also identifying potential health risks early, prompt patients to self-investigate, diagnosis, and treat using digital diagnosis and thera-peutics. Patients can also be empowered to navigate to the most cost effective care, whether telemedicine and/or lower cost options than ER visits. All of this will improve patient health while sustainably lowering healthcare costs.

Ecosystem: When multiple health systems use HCEHs, they jointly improve their ability to engage and care for patients during individual care episodes that ideally are coordinated among necessary providers. This is particularly important for care coordination related to chronic conditions. More effec-tively managing care episodes reduces patient leakage, improves care quality, and increases satisfaction.

The ideal HCEH gives marketers a single point of control that allows them to connect customer data into a single customer view, analyze it, and then orchestrate highly personalized engagement and campaigns. Three pillars that should support an HCEH are customer data management, automated machine learning, and intelligent orchestration.

CUSTOMER DATA MANAGEMENT

links the HCEH in a deep, progressive, and actionable "Golden Record." Typical data sources include the often-siloed member/patient data in claims systems, clinical systems, and digital channels, as well as population health data, social determinates of health data, geolocation, HCP data, operational data such as an appointment calendar, and any third-party consumer data. Real-time data quality, matching and integration is key to providing a Gloden Record that is always current and always accessible.
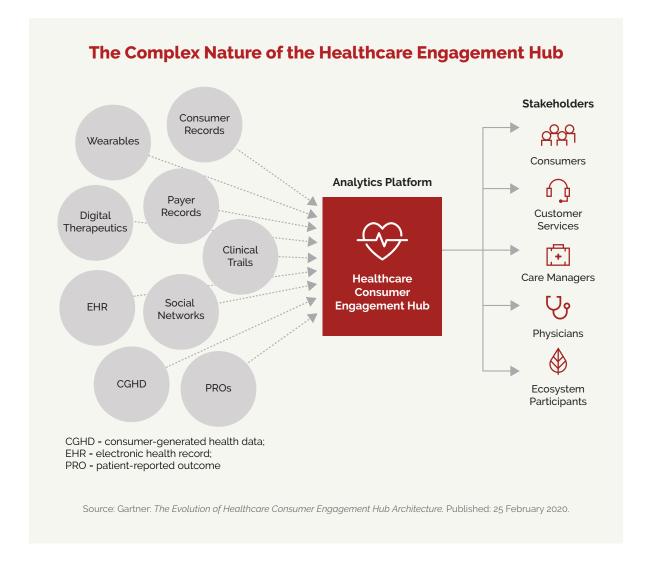
AUTOMATED MACHINE LEARNING

and decisions performs the real-time decisioning to determine next-best actions, personalize digital interactions, and recommend actionable segments based on business goals and expected ROI.

INTELLIGENT ORCHESTRATION

of the healthcare journey enables healthcare organizations to provide a consistent CX for all interactions across channels, at the speed of the customer. This omnichannel engagement combines inbound and outbound engagement rules, learns from outcomes, and closes the loop by improving next actions, so communications are coordinated across channels and the CX is constantly being optimized.
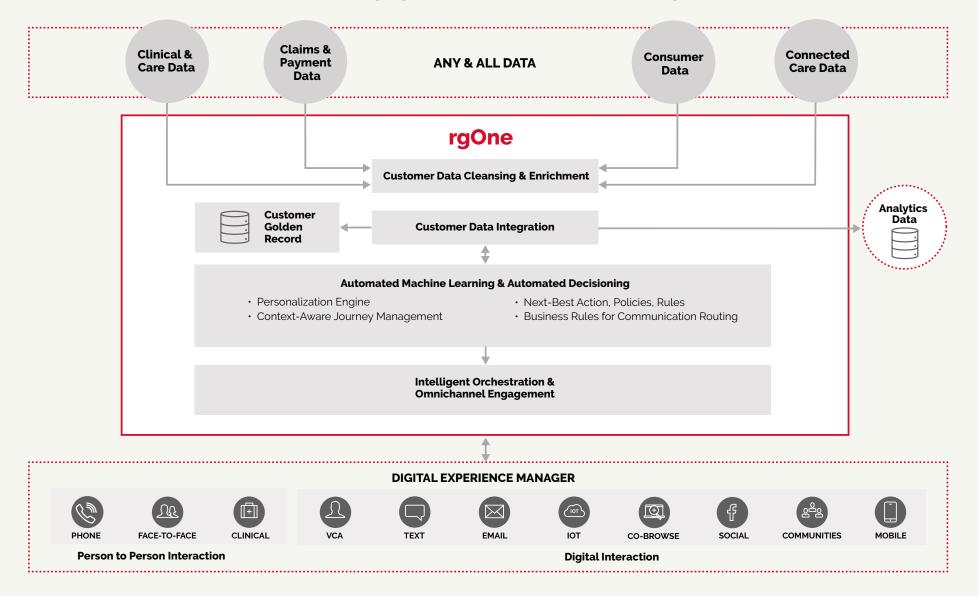
Combining these elements will enable a healthcare organization to shift from addressing broad segments across linear journeys with static messages to engaging segments of one, providing dynamic healthcare journeys, and delivering contextually relevant reminders, offers and recommended actions. Additionally, the real-time aspect of an advanced HCEH removes latency, providing in-the-moment insight that gives marketers and other communication teams the agility they need to move in-step with their customers and improve message effectiveness—delivering truly personalized interactions in real time—at scale and across channels.

The Complex Nature of the Healthcare Engagement Hub

CGHD = consumer-generated health data;
EHR = electronic health record;
PRO = patient-reported outcome

Source: Gartner: *The Evolution of Healthcare Consumer Engagement Hub Architecture.* Published: 25 February 2020.

Healthcare Consumer Engagement Hub - Redpoint's rgOne Capabilities

ANY & ALL DATA

Clinical & Care Data

Claims & Payment Data

Consumer Data

Connected Care Data

rgOne

Customer Data Cleansing & Enrichment

Customer Golden Record

Customer Data Integration

Analytics Data

Automated Machine Learning & Automated Decisioning

- Personalization Engine
- Context-Aware Journey Management
- Next-Best Action, Policies, Rules
- Business Rules for Communication Routing

Intelligent Orchestration & Omnichannel Engagement

DIGITAL EXPERIENCE MANAGER

| PHONE | FACE-TO-FACE | CLINICAL | VCA | TEXT | EMAIL | IOT | CO-BROWSE | SOCIAL | COMMUNITIES | MOBILE |

Person to Person Interaction

Digital Interaction

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The Third-Generation Healthcare Customer Experience

3

Over the next two to five years, most of the business impact from healthcare CX will be in moving from Generation 1 to Generation 2 and optimizing the HCEH. For most healthcare organizations, Generation 3 is still a vision for their future, as well as where the industry overall is headed over the course of the next five to 10 years and beyond.

Healthcare organizations in Generation 3 will be able to access a common record of health improvement activities for each patient that has given them access to their data, as well as see the value delivered to patients, that they can use for strategic decision-making.

Those few firms ready to move to Generation 3 will have successfully interconnected most of their internal operations. Additionally, they've built or are building a coordinated experience across much of their ecosystem. These organizations work seamlessly with multiple partners to cohesively deliver products and services to their patients.

Technology projects in Generation 3 are highly data-focused, concentrating on advanced, connected patient healthcare records, as well as providing mass personalization across the full ecosystem.

These connected patient healthcare records, which Gartner calls Next-Generation Personal Health Records (PHRs), support patient-led data control and use. As the number of organizations in Generation 3 increases, consumers will be able to select an independent PHR provider.

> **The provider will automatically ingest patient data from all of the sources that a healthcare consumer has given permission to collect. It will also automatically share that data with caregivers, healthcare providers, and even researchers a patient has consented to share it with.**

Additionally, the PHR provider will manage consent, as well as patient data privacy and security. As such, PHRs will play a central role in coordinating CX across a patient-centric ecosystem.

In tandem with the evolution of PHRs is the growth of the mass personalization platform. Its capabilities include ecosystem-wide data interoperability, collaborative processes for activities such as creating care plans, and shared value creation through these joint efforts. Healthcare organizations eventually will need to adopt these capabilities to support cohesive communication across their ecosystems. Doing so will allow them to offer greater value to patients through activities such as ecosystem-wide next-best actions in the patient journey.

Over the long term, an objective entity in the healthcare industry will orchestrate Generation 3's cohesive ecosystems, Gartner predicts. This ecosystem-approach to patient care could potentially overhaul the healthcare industry, providing life-altering impact to healthcare consumers while delivering exceptional business impact to healthcare payers and providers.

Conclusion

The way forward

As more healthcare organizations shift to value-based services, and more consumers use personal technology to track their health, the push to adopt digital technology is greater than ever. Those healthcare firms that take action now are the ones that will win long term. With consumerism an overriding wave in Healthcare, there are two critical technologies to invest in:
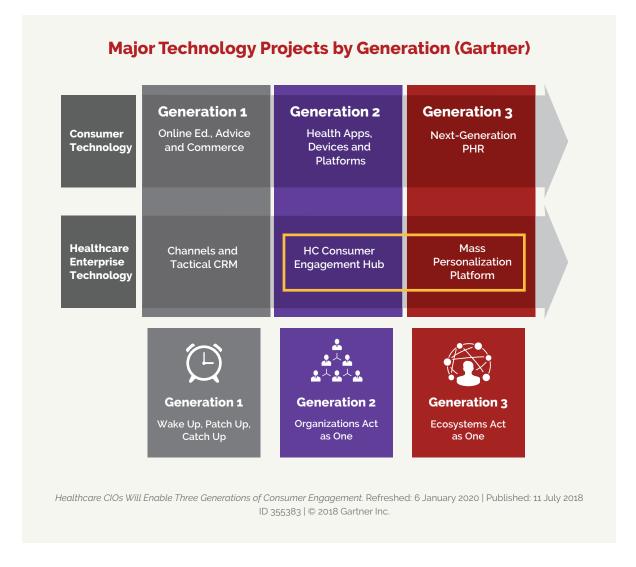
(A) **Healthcare Consumer Engagement Hub (HCEH) for Generation 2 and**

(B) **Mass Personalization for Generation 3**

Gartner Research also highlighted these two areas as primary:

Major Technology Projects by Generation (Gartner)

Consumer Technology	Generation 1 Online Ed., Advice and Commerce	Generation 2 Health Apps, Devices and Platforms	Generation 3 Next-Generation PHR
Healthcare Enterprise Technology	Channels and Tactical CRM	HC Consumer Engagement Hub	Mass Personalization Platform

Generation 1 Wake Up, Patch Up, Catch Up	**Generation 2** Organizations Act as One	**Generation 3** Ecosystems Act as One

Healthcare CIOs Will Enable Three Generations of Consumer Engagement. Refreshed: 6 January 2020 | Published: 11 July 2018 ID 355383 | © 2018 Gartner Inc.
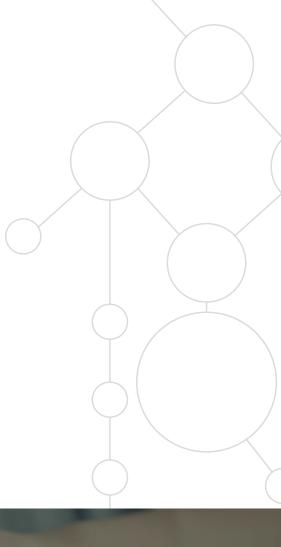
Of the three generations of consumer engagement among healthcare enterprises, those in Generation 1 are at the greatest risk. They're still implementing tactical IT patches to address especially poor customer experiences, while improving their online education, CRM, and individual channels. But they haven't done enough to harness all the consumer and patient data available to them. As is clear from the firms in Generation 2, having a Golden Record that is comprehensive, accurate and accessible is key to delivering the biggest gains to consumers and organizations alike.

Healthcare firms in Generation 2 are providing healthcare consumers with coordinated experiences across engagement channels and internal functions, including care management, clinical and service operations, marketing, and any other customer facing function. They're using data from consumer-facing technologies include health-related apps, devices, and platforms to feed their healthcare consumer engagement hub—which is essential to providing truly personalized patient experiences.

The HCEH has delivered multimillion-dollar returns for some organizations, as well as reduced costs and improved patient outcomes for others. The industry is just seeing the tip of the iceberg when it comes to the impact of the HCEH.

Generation 3 is still more of a future vision than a reality for the vast majority of healthcare organizations today. Before they can build fully interconnected internal operations and coordinated experiences across their ecosystem, they need to get their data house in order. Healthcare organizations that move to and succeed in Generation 2 by implementing an HCEH will not only create a competitive advantage in the near team, but will also pave a path to a Generation 3 future.

Change is happening at breakneck speed. The best way for healthcare organizations to stay healthy is to evolve, as well—and quickly. An HCEH is the best antidote to poor healthcare experiences, and the best medicine to ensure an optimal data-driven healthcare future.

About Redpoint Global Inc.

With Redpoint's software platform, innovative companies are transforming their customer experiences across the enterprise and driving higher revenue. Redpoint's solutions provide a remarkably unified, single point of control where all customer data is connected and every customer touchpoint intelligently orchestrated. Delivering more engaging customer experiences, highly personalized moments, relevant next-best actions, and tangible ROI— this is how leading marketers lead markets. To learn more, visit **redpointglobal.com**.

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