Setting the Stage for the Second-Generation Healthcare Customer Experience

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Many healthcare companies are just taking the initial steps needed to focus on the customer experience (CX). Research firm Gartner refers to some of these organizations as being in Generation 1, as they "wake up, patch up and catch up" to address the worst customer experiences. Generation 2 is where there value starts, as it "allows for personalized, contextual consumer engagement … across all interaction channels[1]".

The primary goal of these Generation 2 healthcare companies is to "act as one." Healthcare firms in Generation 2 have cohesive CX operations and journeys within their own enterprise and provide healthcare consumers with coordinated experiences across all their engagement channels (e.g., contact center, in-person visits, website).

Gartner had it right when they said that the optimal solution to provide a fully connected customer experience is a Healthcare Consumer Engagement Hub (HCEH). The HCEH is both a process and a technology that links multiple systems—a critical capability that allows for rich insights that enable healthcare firms to optimally engage their patients. That is, it enables them to act as one on behalf of their customers.

And ultimately, it empowers Generation 2 companies to shift to Generation 3, where they can act as one with their ecosystem partners in a 'mass personalization' platform.

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. In doing so, it removes the complexities from moving at the cadence of the customer to provide what they see as an optimal experience.

**3 Generations of
Consumer Engagement (Gartner)**

| 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.

Implementing a Healthcare Consumer Engagement Hub (HCEH) is similar to rolling out any new capability. If it's to be successful, it requires strategic and operational fundamentals—such as buy-in, specific use cases, and success metrics—that are specific to your company. Here are the primary considerations for an HCEH.
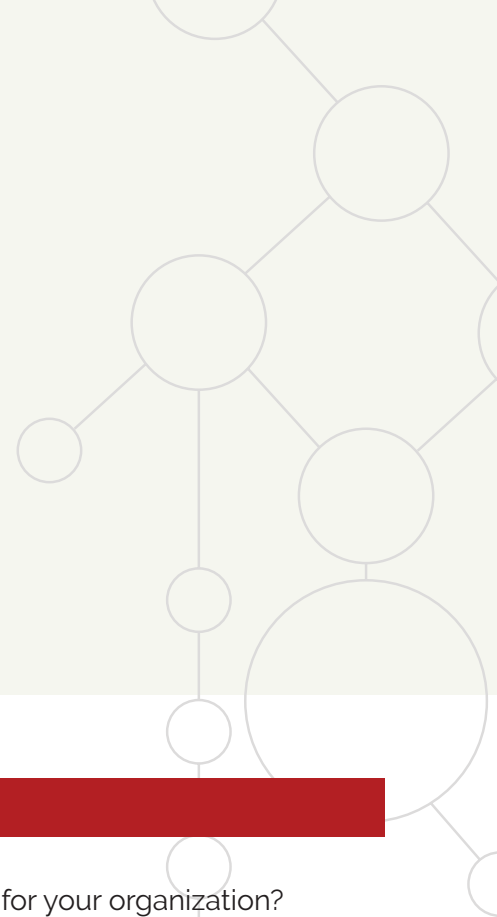
1. Strategy and Objectives

When diving into an enterprise-wide initiative of this importance and magnitude, it's essential to understand exactly what you want to get out of it—the outcomes most important to key stakeholders and critical to the company's future. So, your consumer engagement strategy needs clear and specific goals that will deliver those board-level outcomes. Additionally, you'll want to outline your strategy (and supporting tactics) for achieving your CX goals.

☐ What are your goals and the benefits of implementing HCEH for your organization?

☐ What are your key use cases?

☐ How will you measure success?

☐ Who has ownership of the HCEH—from inception of the strategy through its long-term position as a core operational element?

☐ Who are the key stakeholders: board, C-suite, users, etc.?

☐ Will you engage a consulting or advisory partner to help with your strategy and/or implementation?

☐ What initial quick wins will your target to set the stage for what's possible long term?

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2. Clarity and Vision

As the adage suggests, it's best to start with the end in mind. That way, you can map out what, specifically, you'll need to do to create the CX future you're aiming for by implementing HCEH.

- ☐ What about the customer experience do you expect to be different or better?
- ☐ What, specifically, does your CX look like post-implementation in key customer-facing and backend areas?
- ☐ What will you stop, start, continue doing?
- ☐ How might changes in one area impact other areas?

3. Operational Realities

A new strategy of any significance, especially one underpinned by technology, requires short- and long-term adjustments, such as a supporting budget and process changes.

- ☐ What is your timeframe for implementing strategic and process changes?
- ☐ What's your budget for the rollout and where will that come from?
- ☐ What do you expect in terms of necessary ongoing investments?
- ☐ What processes need to change, be added, be eliminated?
- ☐ What is your timeframe for implementing supporting HCEH technology?
- ☐ What HCEH platform will you implement to support your efforts and how will you select it?

4. Team Dynamics

An enterprise-wide customer engagement strategy will only be as successful as the people driving it. This is as true for implementation and rollout as it is for the long term.

- ☐ Who are the executive sponsor and the day-to-day project lead?
- ☐ Who will be on the cross-functional implementation team and what will their roles be?
- ☐ What team will run the HCEH over the long term?
- ☐ Do you need to hire new talent or shift current roles?

Now that you have the elements of a plan, you need to make it real.

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5. Multilevel Buy-In

Getting the CEO's buy-in is important, but don't stop there. The full C-suite needs to buy in, as do the users and their managers. Ensure that you have a plan to engage the organization at all the right levels.

☐ What will you focus on when presenting your plan to the C-Suite to get the go-ahead?

☐ How will you make the most of use cases and projected results of initial quick wins to sell stakeholders on the HCEH?

☐ What benefits will you cite when aiming to get users onboard?

6. Put Your Plans Into Action

As the saying goes, "the reward for great work is more work." So, once you've put in all the effort to create a plan and sell it internally, the real work—and setting the stage for long-term impact— begins. It's time to bring together your cross-functional team and project lead to finalize your HCEH implementation plans—this includes process, strategy, and technology— and set your plan in motion.

☐ How will you prioritize what you'll focus on?

☐ Who will own keeping the implementation team accountable for meeting deadlines?

☐ When does this new strategy become "business as usual"?

☐ How often does the cross-functional team meet to ensure that your HCEH is set up for and continues providing short- and long-term success?

☐ Who is responsible for taking any necessary actions?

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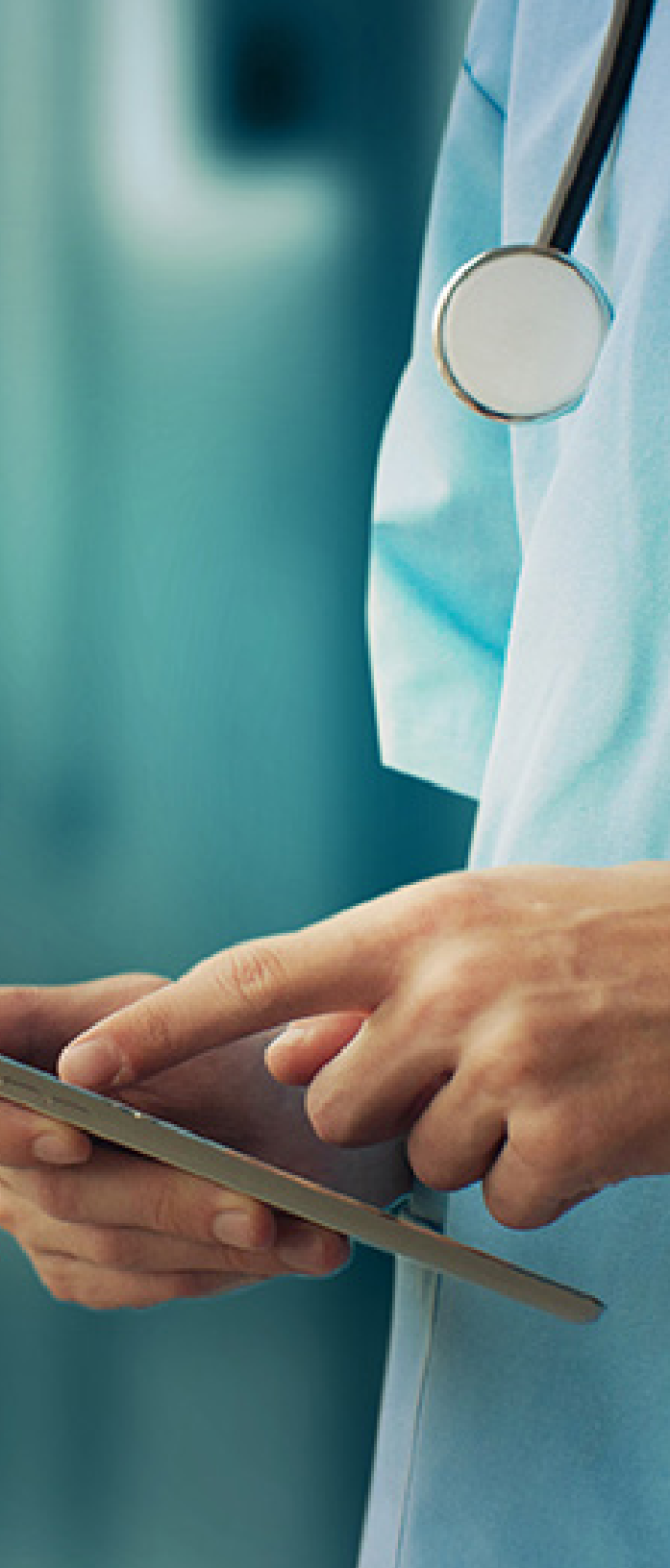
The best antidote to many of today's sub par healthcare experiences—and the best medicine to ensure an optimal data-driven healthcare future—is an HCEH, so your organization can act as one on behalf of the customer. Ensure that your healthcare organization stays healthy by taking a well-planned, comprehensive approach to implementing an engagement hub.

The rgOne platform's market leading HCEH can empower your healthcare organization to advance from Generation 1 to Generation 2. It will enable you to deliver a game-changing and profitable customer experience by providing the tools and data access you need to engage your customers—acting as one across all operations.

Contact Redpoint Global today to learn more about how we can help you reinvent what customer engagement can do for your organization.

[1] *The Evolution of Healthcare Consumer Engagement Hub Architecture* I Gartner (February 2020) I ID: 450773_C

About Redpoint Global

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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