Improving Patient Experience by Driving Meaningful Patient Engagement

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The session will explore communication and engagement challenges, highlight the areas of care that provide the best opportunities to maximize engagement strategies and share results of organizations that have successfully leveraged patient engagement programs.

Objectives:

• Discuss the role patient engagement plays in improving patient experience.

• Examine the opportunities every healthcare organization has to leverage patient engagement strategies across the continuum of care.

• Outline specific patient engagement tactics and analyze results from organizations that have successfully improved patient experience by utilizing these tactics.
Patient Engagement Defined

Patient Engagement is the combination of a patient’s attributes of knowledge, skills, ability and willingness to manage and be accountable for his/her own health and care with interventions designed to increase activation and promote positive behaviors.
Market Challenges Driving Engagement

Executives are asking:

1. How will we successfully transform to meet the imperatives of value-based care (MACRA)?
2. What steps should we take to address consumerism in healthcare and higher patient expectations in the market post OBAMACARE pre TRUMPCARE?
3. How will we address the patient experience in order to drive quality measures and reimbursement?
4. Which PHM initiatives will balance demands for service quality and cost and create the scale and capacity we need?
Market Size

- Aging population
- Chronic disease
- mHealth
- Value-based care
- Digital monitoring
- Patient-centered care
- Consolidation

Provider and patient success are inextricably tied.

Overcoming those concerns and achieving these desired states comes with complex communication challenges that involve ongoing patient engagement and activation between visits across the care continuum.

<table>
<thead>
<tr>
<th>In order to differentiate our care, we must...</th>
<th>And to be successful, we need our patients to...</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Attend to the patient experience</td>
<td>✓ Come see us</td>
</tr>
<tr>
<td>✓ Provide increasingly patient-centric care</td>
<td>✓ Utilize care appropriately</td>
</tr>
<tr>
<td>✓ Collaborate more effectively</td>
<td>✓ Get their labs</td>
</tr>
<tr>
<td>✓ Maximize care quality</td>
<td>✓ Follow their plan of care</td>
</tr>
<tr>
<td>✓ Engage our patients between visits</td>
<td>✓ Take their meds</td>
</tr>
<tr>
<td>✓ Reduce readmissions</td>
<td>✓ Journal their biometrics</td>
</tr>
<tr>
<td>✓ Optimize our reimbursement</td>
<td>✓ Advise you things aren’t working</td>
</tr>
<tr>
<td>✓ Lower our cost to serve</td>
<td>✓ Escalate where appropriate</td>
</tr>
<tr>
<td>✓ Capture the most desirable revenue</td>
<td>✓ Pay their bills</td>
</tr>
<tr>
<td>✓ Be profitable</td>
<td>✓ Recommend us to their friends</td>
</tr>
</tbody>
</table>

Provider and patient success are inextricably tied.
Areas of Opportunity

**Routine Care Management**

- Patients often don’t know which services they need
- Some don’t realize which services are covered
- Or, they aren’t convinced of the importance of it
- Many providers lack effective tools for successful outreach

Only **20-60%** of adults have routinely recommended vaccination coverage

Less than **¼** of eligible Medicare beneficiaries get the covered annual wellness visit

*$3.27* in medical costs is saved for every dollar spent on worksite wellness programs

*$5.60* potential savings for every dollar spent on Strategic Disease Prevention Programs in Communities
Areas of Opportunity

**TRANSITION CARE MANAGEMENT**

- Lack of cost effective resource scale and capacity
- Not enough meaningful patient touch points
- Inability to identify correctable issues early
- Patients fall through the cracks

36% of patients don’t get the recommended lab test, referrals and follow up care they need

75% of readmissions are avoidable

1 IN 5 Medicare patients is readmitted within 30 days

3% Medicare readmission penalty

Trumped-Up Healthcare
Areas of Opportunity

**CHRONIC CARE MANAGEMENT**

- Life-long nature of many chronic conditions
- Continuous encouragement and long-term adherence to lifestyle changes *beyond* the clinical setting
- This requires focused care coordination resources
- The number of care coordinators can’t keep pace with the growth

**85¢**

of every healthcare dollar is spent on care for chronic conditions

**75%**

of nurses say that a shortage of nurses is a problem for quality care and time spent with patients

**20 MINUTES**

non-F2f CCM services are needed for the new Medicare reimbursement
Associated Strategies

1. Promote positive patient behavior.

2. Provide interaction in the patient’s channel of choice.

3. Enhance interactions with relevant, personalized information.

4. Measure engagement by the level of patient activation to the desired behavior, created by an enhanced patient experience.

Drive adoption of routine care screenings and wellness exams through reminders, interventions and patient surveys.

Minimize readmissions with post-discharge education, reminders, Rx guidance and surveys.

Improve condition management through RX adherence, reminders, interventions and monitoring.
Case Study

Colorectal Cancer Screenings

3,137 patients had recent order for colonoscopy or upper endoscopy

578 patients who scheduled screenings

18% conversion rate

145 lives saved

based on national 25% pre-cancerous polyp detection rate

$684,930 revenue generated during two-month campaign

Percentage of U.S. Adults Aged 50-75 Years Who Reported Being Up-to-Date with Colorectal Test Screening by State

“Patients have expressed appreciation for the outreach. Many have told us that if they were not nudged or reminded, they would not have completed this important test.”

STACIE FALATI DIRECTOR OF ENDOSCOPY DEPARTMENT
Case Study

COPD Remote Monitoring

- 75 average patient age
- 70 patients
- 9 question survey
- 6 months program duration
- 1 survey per week
- 54% reduction in hospital admissions
- 30% increase in outpatient clinic visits

PATIENTS

- Easy to use
- As good as RN home visit
- Helped improve my health
- Got me more involved in my care
- Motivated me to monitor my health

- Expanded clinical capacity to engage more patients in their care
- Patients given Rx and empowered with proactive health behaviors
  - Recognize worsening COPD symptoms sooner
  - Implement action plans better
  - Seek clinical help earlier in outpatient setting vs. higher cost hospital

Trumped-Up Healthcare
Connecting Engagement to Experience

Patient Experience is the cumulative impact of the engagements and interactions occurring through a patient’s journey on the care continuum that define their perceptions and feelings toward an organization’s staff, technology, services and products.
Accenture – Case in Point

“Patient Loyalty: It’s Up for Grabs”
Health Consumer Loyalty in Jeopardy

Consumers are as likely to switch healthcare providers as hotels or airlines over poor service.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Loyalty Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retailers</td>
<td>30%</td>
</tr>
<tr>
<td>Cable/satellite television service providers</td>
<td>11%</td>
</tr>
<tr>
<td>Banks</td>
<td>9%</td>
</tr>
<tr>
<td>Internet service providers</td>
<td>9%</td>
</tr>
<tr>
<td>Wireless/cell phone companies</td>
<td>9%</td>
</tr>
<tr>
<td>Healthcare providers</td>
<td>7%</td>
</tr>
<tr>
<td>Home telephone service providers</td>
<td>7%</td>
</tr>
<tr>
<td>Hotels</td>
<td>7%</td>
</tr>
<tr>
<td>Others</td>
<td>5%</td>
</tr>
<tr>
<td>Airlines</td>
<td>4%</td>
</tr>
<tr>
<td>Life insurance providers and property &amp; casualty</td>
<td>3%</td>
</tr>
<tr>
<td>Utility companies</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: Accenture “Patient Loyalty, It’s Up for Grabs” (Feb. 2016)
Consumers Want Responsiveness and Convenience

Percent of consumers who indicated they would switch providers for...

Source: 2014 Consumer Health Study

- **61%**
  - the ability to get an appointment quickly when needed

- **52%**
  - the ability to get an appointment at a convenient location

- **51%**
  - great customer service

- **47%**
  - the ability to understand cost upon scheduling and to easily understand and pay a bill using a preferred method

Source: Accenture “Patient Loyalty, It’s Up for Grabs” (Feb. 2016)
Patient Experience Lifecycle Management - Maturity Curve

**Step 1:** Provide a consistent, unified patient experience

**Step 2:** Building a “connected” patient experience

**Step 3:** Gain / leverage a 360-degree view of the patient across the care continuum
What Disconnected Looks Like

Customer Experience Characteristics
- Largely uncontrolled, by me or the organization
- Limited proactive communication or mobility
- Limited preference management or choice
- Unpredictable self-service, specifically in IVR
  - Multiple 8YY numbers
  - Poor identification and verification
  - Poor user-interface; cumbersome menu structure
  - Difficulty reaching an agent in an emergency
- Lots of repetition; no information passing between automated system and agent
Building A Connected Patient Experience

*Crawl, Walk, Run Approach*

**Good**

- Context within a single channel
  - Transaction focused communication
  - Reactive customer communication approach
  - Single/few channel customer communication

**Better**

- Context between multiple channels
  - Reactive, purpose driven engagement
  - Attentive customer communication approach
  - Multi-channel customer communication

**Best**

- Context & patterns across multiple channels
  - Proactive, customer loyalty-driven engagement
  - Predictive customer communication approach
  - Omni-channel integrated customer communication
Evaluation is Where to Start

Organizational Structure, Stakeholders and Processes
- Distinct processes for each function or cost center e.g., marketing, payments, customer service, Web
- Distinct stakeholder responsibilities and chief concerns: VP Contact Center (Agents); VP Technology (IVR/ACD); VP Mobile/Outbound; VP e-channels (Web/Chat)
- No dedicated CX role (Chief Customer Experience Officer)
- No visibility or information-sharing across functions
- Little consideration for “how can we do more with less” as an organization

Technology: Hardware and Software
- Relatively weak functionality; minimal mobility
- No coordination between channels (inbound, outbound, online, in-store) if all are even present
- Multiple automated systems
- Multiple vendors used by disparate groups
- Limited speech recognition
- No computer-telephone integration (CTI)
- Relatively poor identification and verification (ID&V), especially outside of the voice channel

Interaction Strategy
- Focus on hardware
- Highly reactive
- Distinct tactics for each function (e.g., marketing, payments, customer service) without regard for an overarching vision
- Indifference to the customer experience
Evaluation Continued

**Data / Analytics**
- Basic customer data
- Data owned by disparate functions; fragmented view
- No redundancy
- No third-party data accessed or integrated

**Success Measures / Key Performance Indicators**
- Inward-focused business metrics, primarily financial (reduce costs/increase revenue)
- Call center metrics
- No correlations between Customer Satisfaction (CSAT) and phases of the customer journey, operational inefficiencies or communication gaps
Strategies

- Articulate value of pursuing “Connected” maturity; illustrate that, starting with, e.g., IVR improvements can help make the case for future value-based investments.

- Reinforce existing wins to explain that better integration would heighten visibility into opportunities for additional cost containment / revenue gains / brand differentiation.

- Map discrete customer interactions, with a focus on understanding customers’ situational wants and needs, and related interactions (What are all of the reasons prospects have to interact with you and what do they need? What about existing customers?)

- Consider customers' interactions with other brands outside of your industry, and what that might cause them to expect from you.

- Identify “quick wins” by prioritizing gaps in the customer journey and thus, improving CX at the margins.

- Consolidate IVR and improve UI design.

- Enhance cloud contact center visibility with, e.g., CTI.

- Consider proactive communication strategies, e.g., outbound voice and SMS/text.

- Reframe shared objectives across operational silos.