

OMNICHANNEL AS A HEALTHCARE GAME-CHANGER

Building an
Omnichannel
Experience



Endeavor





OVERVIEW

Staying competitive in today's healthcare environment requires that leaders re-think how their organizations engage patients. Patients, especially younger segments, expect a multi-touchpoint approach which centers around their individual needs and preferences.

That's why *Omnichannel Experience* design is the new framework that healthcare leaders should add to their toolkit. Omnichannel concepts are built on healthcare consumerism, in which patient expectations of healthcare are evolving due to their expectations set outside of healthcare (e.g., retail experiences).

OMNICHANNEL EXPERIENCE IN HEALTHCARE

An *Omnichannel experience* is designed so that customers have a seamless experience regardless of channel. Internal silos, like call centers and marketing, fade into the background so that customers can engage with different channels seamlessly.

Omnichannel integrates and unifies various channels to create a customer experience that best meets their unique needs. For example, whether shopping online, in person, or through an app, a shopper may click on an ad from social media, receive a re-marketing email related to the ad, view the item on the store's website, and then can choose to purchase the item in-person or online.

Leaders in healthcare experience management create a consistent experience across multiple channels and build a patient-centric approach. Patients perceive they are able to customize their experience based on their needs and preferences. This not an easy - healthcare organizations which often struggle with silos between departments and creating agile, stable IT systems that optimize user experiences.

WHAT DOES A OMNICHANNEL EXPERIENCE IN HEALTHCARE LOOK LIKE?



Patients can choose how they access healthcare, with options for anytime, anywhere. This might mean traditional, in-person visits – or accessing specialists from their smartphone or personal computer so they don't have to leave their homes or offices. This has particular benefits for patients who can't easily travel (such a rural patients) or otherwise delay healthcare due to busy schedules (such as the inability to take time from work or children).



Digital tools such as portals and apps must be robust, allowing patients to manage appointments, communicate with providers, request prescription refills, prepare for visits, and pay their bills. Think of technologies such as online appointment scheduling, digital patient intake, chronic disease management tools and online price transparency and bill pay.

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As with other consumer products and services, patients should be able to personalize their preferences and link multiple parts of their experience into a singular system. Examples include personalized offers, wellness reminders, physical locations, and methods of communication.



Technology should do more than provide a variety of tools and options but should unify the experience, often called frictionless. A fragmented experience (think – different logins that are difficult to remember, records or preferences that don't transfer across systems) can easily cause frustration and lead to patients not using them.

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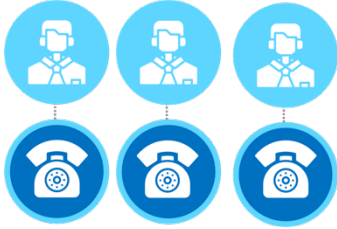
With competing priorities and resources, it can be difficult for healthcare leaders to know where to focus efforts. We're here to tell you that omnichannel is a game-changer that cannot be ignored.

The rise of healthcare consumerism and omnichannel expectations, which were accelerated by the COVID pandemic, is not going away anytime soon. Health systems must adapt their physical and virtual environments to be competitive.

Beyond traditional competitors (other health systems in the local market) many healthcare disruptors are already being introduced to the market and gaining traction (particularly among younger segments). Innovative health services are digital tech-enabled, customer-centric, and data-reliant. They are positioning themselves to fill gaps in healthcare, particularly meeting needs around well-being, quick access, and price transparency.

An omnichannel experience is critical to creating an experience that customers recommend to others. It serves to build "stickiness" and loyalty, balancing meeting both functional (what we do) and emotional (how they feel about it) needs.

HERE ARE SOME CONTRASTS FOCUSED ON YOUR CONTACT CENTER – ONE OF THE FIRST CRITICAL TOUCHPOINTS IN THE ENTIRE CONSUMER-PATIENT JOURNEY:



Single Channel

SINGLE CHANNEL

The current state is a single channel in which all consumers go through the same prompts and wait time for every attempt. In this state measurable patient effort experience hidden from systems and the key performance indicators can't be accurately measured.



Multi Channel

MULTI-CHANNEL

The intermediate stage is a multi-channel approach, which allows users to travel to different channels to complete a task. Ideally, there is consistency in the service experience, independent of the channel. Patient effort experience is measurable since channels are more discrete, and First Contact Resolution can be measured as well only if proper systems are in place.



Omni Channel

OMNI-CHANNEL

The ideal future state is the omni-channel approach. Users are able to use several channels and experience standardization of process and services across all platforms. Alignment of all stakeholders is required for roles and expectations for each channel/steward



GETTING STARTED

Shifting towards an integrated, omnichannel experience is not a quick initiative or an easy task. Yet, by seeing these challenges in a new way and making the best use of technologies already available, healthcare leaders can adapt to this new normal.

Below we outline our recommended approach for the shift. These stages do not necessarily happen in a linear order each time, as some omnichannel experience shifts will be easier and quicker to implement than others. Still, it's important to align on a holistic vision and plan for the omnichannel experience, otherwise there is a risk of multiple initiatives developed in siloes.

1. ENVISION: DEVELOP A CLEAR VISION FOR THE FUTURE STATE OF YOUR OMNICHANNEL EXPERIENCE

Develop a Deep Understanding of your Customers: As part of the beginning stage, your focus should be understanding what customers (patients, referring physicians, donors) want and how to overcome their pain points.

- What data and information do you already have, which can be reviewed and incorporated into the omnichannel experience plan?
- What data and information gaps do you need to address?

Include a Vision for Building a Strong Analytics Engine: Outside of healthcare, retailers have been using data to better serve customers for year. Yet, many healthcare systems are not fully leveraging data and analytics to help them make decisions, strategize and plan. Converting data into actionable, highly visible tools can provide a 360-view of patients and will be necessary to effectively deliver an omnichannel experience.

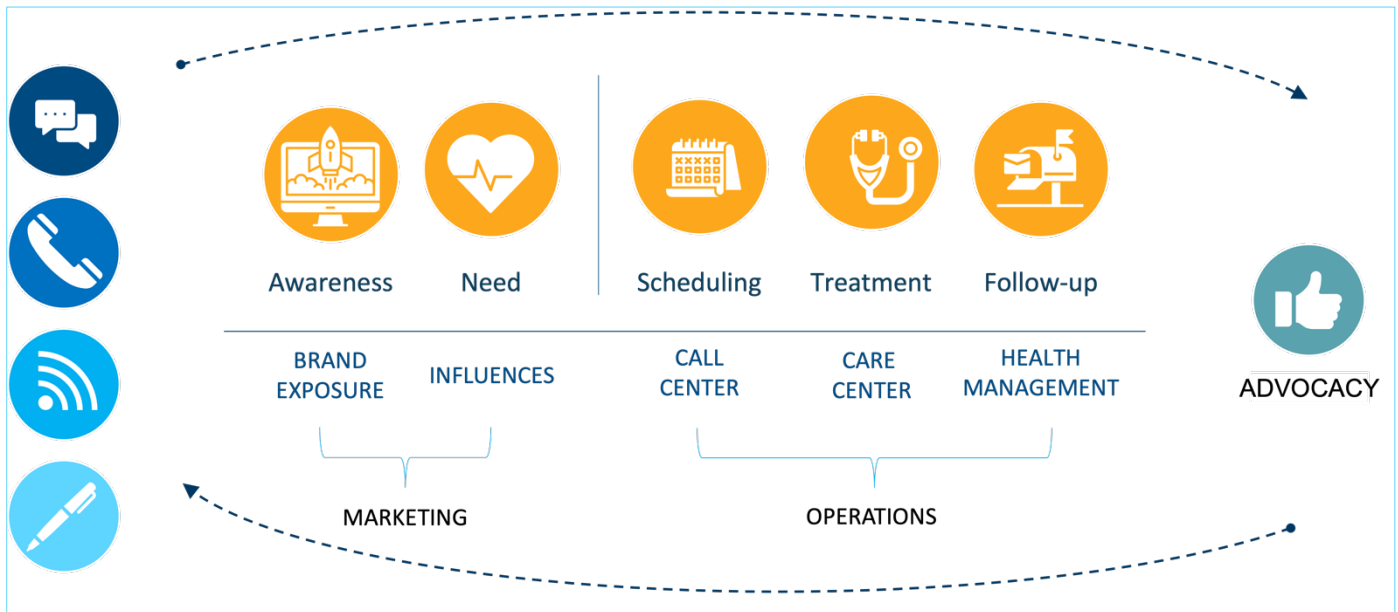
2. ENGAGE: CREATE A CLEARLY DEFINED PLAN TO MAKE THE VISION BECOME TANGIBLE

Next, the vision should be translated to operational and organizational changes.

Create a Roadmap for Action: The move to omnichannel can seem overwhelming because it requires a fundamental shift and change from the status quo. However, it is often the case that much can be achieved quickly even with limited data and tools.

- Create a roadmap that includes “wins” that are shorter-term and lower investment, as place to start and build momentum. For example, adding new capabilities into existing systems.
- The roadmap should also include longer-term goals that are highly impactful yet require more resources, and the steps require to get started on meeting those goals.

Include Holistic Experience Planning: Patient experience should not be neglected in replacement of digital tools and systems. The omnichannel approach should aim to create a consistent, personalized experience that is holistic in nature. Consider using journey maps to plan for consistency across all channels. Health systems that lead in patient experience will continue to differentiate themselves.



Example of what to include in your journey map:

Partner with Innovators: When developing the ideal vision, keep in mind that you don't have to start from scratch in building every system or process. Consider how to partner with industry innovators that have developed solutions for facilitating an omnichannel experience in care delivery. For example, there are innovators creating platforms that make it easier for consumers to select providers that best meet their needs, building predictive analytics to improve quality and outcomes, and automating some tasks that take substantial time from physicians. Partnering with these innovators will jump-start your delivery of an omnichannel experience.

3. ENERGIZE: MOTIVATE AND MOBILIZE THE ORGANIZATION TO OPERATIONALIZE THE CHANGES.

Take Action on Quick Hits and Long-Term Goals: At this point, you are ready to finalize your strategy and change processes and systems. Some will be more immediate, "quick hit" changes and others will take a longer amount of time. What's important is that the organization begins to operationalize its vision for the omnichannel experience, even if all changes can't be implemented at the same time.



Mature your digital strategy become a revenue source: Innovation in digital health is more than just adopting digital tools, but helping people digitally connect in ways that best meet their needs when they need it. Consider ways in which your digital strategy can become a competitive advantage with patients and referring physicians.

4. **Enable: Monitor and reinforce the changes to ingrain them in your organization's culture and scale for continuing improvement.**

Continually Monitor and Evolve: Rollout of the omnichannel experience vision will not happen all at once. Still, as changes start to take place, there should be KPIs in place to measure and monitor performance. This will allow continual evolution and deployment of new tools. This process is not ever "fully complete" but should be an ongoing process of market scanning, seizing opportunities and scaling to add additional capabilities and options for patients and physicians.



ABOUT ENDEAVOR MANAGEMENT

For over 55 years, market leaders have turned to Endeavor to address their strategic imperatives. We work collaboratively with our clients to merge market insights and industry expertise to design and implement practical strategies. Our clients keep coming back to us not only for a near-term game plan, but as a long-term trusted partner.

Understanding the What and the Why

We believe that market leadership is based on a keen understanding of the underlying drivers of key constituencies – whether your customers or your employees. It's not just how we do things here, but how we do things here that creates real business value. Endeavor Management's solutions help properly frame the strategic decision(s) and evaluate the critical elements required to reduce decision risk. Using insights to formulate strategy results in alignment of leadership to fully support the charted course. Using advanced tools for insight development and collaboration, we guide strategy development toward a path that truly resonates.

Making the How a Reality

This is where Endeavor Management's experience comes in. Our clients include many of the most recognized and well-regarded organizations in the world, with a focus those with the most complex needs.

We bring best practices and success to the table. Our seasoned consultants have been in your shoes, having decades of experience serving in leadership positions within organizations just like yours.

You can count on us to understand the challenges of navigating the most challenging of situations – from competitive environments to resource constraints.

We work with you to implement practical strategies to accelerate business performance at a pace that's manageable for your organization.



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