The Future of Consumerism in Healthcare

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I can’t change the direction of the wind, but I can adjust my sails to always reach my destination.
Consumerism: Defined

A trend in health care that reflects the growing importance of consumer choice in the marketplace.
Evolution of Consumerism

- Yesterday: Health System Centric
- Today: Consumer Centric
- Tomorrow: Individual Health Ownership
Health system builds its products and services with the expectation that the consumer will accept its offerings based on the needs / wants of the hospital / provider / payer.

Requiring the consumer to meet the hospital where it wants to be met.

What are examples of Health System Centric?
Get closer than ever to your customers. So close that you tell them what they need well before they realize it themselves.

Steve Jobs
Health system puts the consumer at the forefront of design in building its products and services. A culture obsessed with the consumer.

Meet the consumer where they want to be met, not where you think they want to be met or where you want them to meet your organization.

What are examples of Consumer Centric?
Individual Health Ownership

The ultimate step above consumer centric thinking by aligning the consumer and health system. This alignment results in the consumer:

1. Building a deeper and more sustainable motivation to achieve or maintain good health
2. Becoming a better decision maker because information flows freely between the consumer and provider
3. Expecting a transformational experience

What are examples of Individual Health Ownership?
The path... Consumerism Transformation
“NOTHING IN THE WORLD IS WORTH HAVING OR WORTH DOING UNLESS IT MEANS EFFORT, PAIN, DIFFICULTY... I HAVE NEVER IN MY LIFE ENVIED A HUMAN BEING WHO LED AN EASY LIFE. I HAVE ENVIED A GREAT MANY PEOPLE WHO LED DIFFICULT LIVES AND LED THEM WELL.”
—THEODORE ROOSEVELT
If it were simple, I would not have a job!
Talking about Consumerism

Building your Mission and Vision to include Consumerism

Listen to Consumer motivations, values, needs and wants

Inserting Consumerism in System Strategic Plan

Build Innovation platform for Consumerism

Operationalize Consumerism Strategy Elements

Collaboration between Health System and Consumer to create Individual Health Ownership

Priorities of Organization

System Growth

Time

Talking about Consumerism
Talking about Consumerism

Direction of Successful Consumerism Strategy
Internal Health System Communication

TALK
BRAINSTORM
BUILD PLAN
VALIDATE PLAN
INVEST IN THE PLAN
SPREAD THE WORD

Mind of the Consumer
Confusing
Inaccessible
Expensive
Directing Care
Understandable
Convenient
Affordable
Collaborative Care
Trust
Loyalty
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Priorities of Organization

System Growth

Time
Building your Mission, Vision and Values

- Successful organizations will align consumerism with:
  - Mission
  - Vision
  - Values
  - Measures of Success

- Successful organizations will communicate each of these relentlessly throughout the organization to build alignment

- Consumerism touches every aspect of a health system and consumers are realizing they can impact each touch point
Talking about Consumerism

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Operationalize Consumerism Strategy Elements

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Priorities of Organization

System Growth

Time

Priorities:
- System Growth
- Priorities of Organization
- Time
Listen to Consumer

INWARD to OUTWARD

Consumer Motivations

Consumer Values

Health System Research
Consumer Surveys

Consumer Needs

Consumer Wants

Listen to consumer

Evolution of Consumerism Strategy
Talking about Consumerism

Building your Mission and Vision to include Consumerism

Listen to Consumer motivations, values, needs and wants

Inserting Consumerism in System Strategic Plan

Building your Mission and Vision to include Consumerism

Talking about Consumerism
Insert Consumerism in Strategic Plan

Listen / Understand Consumer

Health System

Elements of Consumerism

Service Line
Service Line
Service Line
Service Line
Service Line

Various Departments (Lab, Imaging, Etc.)

Strategy
Strategy
Strategy
Strategy
Strategy
Talking about Consumerism

Building your Mission and Vision to include Consumerism

Listen to Consumer motivations, values, needs and wants

Inserting Consumerism in System Strategic Plan

Building your Mission and Vision to include Consumerism

Talking about Consumerism
Health System Innovation Platform

- Ideas from Consumers
  - Consumer Incubator
- Ideas from Employees
  - Employee Incubator
- Ideas from Vendors
  - Vendor Incubator
- Ideas from Competitors
  - Market Research

Health System Innovation Committee
Innovation Team

Culture of Innovation
Talking about Consumerism

Building your Mission and Vision to include Consumerism

Listen to Consumer motivations, values, needs and wants

Inserting Consumerism in System Strategic Plan

Build Innovation platform for Consumerism

Operationalize Consumerism Strategy Elements

Building your Mission and Vision to include Consumerism

Priorities of Organization
Strategic Elements of Consumerism

Operational and Tactical Plan

Consumer-Centric
Strategic Elements of Consumerism

Consumer Experience

Operational and Tactical Plan

Consumer-Centric
Consumer Experience

Progression of Economic Value & Loyalty

Commodities
Goods
Services
Experiences
Transformations

Differentiated
Undifferentiated
Competitive Position

Transactional
Loyal

Needs of Customers
Irrelevant to
Relevant to

Consumer Loyalty (Profit Potential)
Consumer Experience

Progression of Economic Value & Loyalty

- Differentiated
- Consumer Centric
  - Individual Health Ownership
- Health System Centric
- Goods
- Commodities

Competitive Position

Undifferentiated
- Transactional
- Loyal

Needs of Customers

Relevant to

Irrelevant to

Consumer Loyalty (Profit Potential)
Consumer Experience Operational and Tactical Plan Ideas

- Accurate, easy online scheduling
- Consumer focused website and app
- Understandable and easy-to-use billing portal
Strategic Elements of Consumerism

Operational and Tactical Plan

Consumer-Centric

Innovation

Consumer Experience
Innovation

Ideas from Consumers

Ideas from Employees

Ideas from Vendors

Ideas from Competitors

Consumer Incubator

Employee Incubator

Vendor Incubator

Market Research

Health System Innovation Committee

Innovation Team

Culture of Innovation
Innovation

Culture of Innovation

Consumer Innovations

Digital Innovations

Clinical Innovations

Business Innovations

INNOVATION INCUBATOR

Building Consumerism Through Innovation
Innovation Operational and Tactical Plan Ideas

- Single App which puts consumer navigation in one place
- In-house wayfinding
- Analytics portal to better understand consumer needs and wants
Strategic Elements of Consumerism
Pricing

Pricing Strategies
- HOPD List Prices
- Race to the Bottom
- O/P Strategies

Pricing Transparency
- Published Pricing
- Accurate Estimates
- Appropriate Messaging

Pricing

Appropriate Messaging
Pricing Operational and Tactical Plan Ideas

- Website and App price list for outpatient services
- Website and App patient price estimator
- Build O/P strategies to meet needs of consumer price points
Strategic Elements of Consumerism

- Consumer Experience
- Innovation
- Pricing
- Access

Operational and Tactical Plan

Consumer-Centric
Access Operational and Tactical Plan Ideas

- Partner with a retail operation to expand access points
- Insert virtual kiosks to manage channel opportunities
- Incorporate patient transportation services
Strategic Elements of Consumerism

- Consumer Experience
- Innovation
- Pricing
- Access
- Quality

Operational and Tactical Plan

Consumer-Centric
Quality

Data Analytics and Business Intelligence

Consumerism Quality Initiatives

Consumers are searching for data

Physician

Facility

Star Ratings

Survey Data

Online Reviews
Quality Operational and Tactical Plan Ideas

- Incorporate time of service survey’s for better data analysis
- Proactively publish physician star ratings on web / app
- Build biographical profiles / videos of providers and share
Strategic Elements of Consumerism

Consumer Experience

Innovation

Pricing

Access

Quality

Virtual

Operational and Tactical Plan

Consumer-Centric
Virtual Health

- Tele-Health
- Email Messages
- Text Messages
- A/I
- On Demand
- E-Visits
- Kiosks
- NextGen Virtual
Virtual Operational and Tactical Plan Ideas

- Build virtual visits utilizing smartphone technology
- Incorporate Twitter feed related to local or regional health crisis or for general information related to consumerism (wait times, etc.)
- Move paper forms to electronic forms
Building Blocks of Consumerism

Talk about Consumerism

Listen to Consumer

Build System Strategic Plan

Innovation Platform

Operationalize Strategic Elements

Individual Health Ownership

Building Mission, Vision and Values

Talk about Consumerism

System Growth and Profitability

Consumer Loyalty
The path...
Consumerism Transformation

Consumerism Transformation

Health System Centric 60%

Advanced Consumer 35%

Consumer Centric 5%

Individual Health Ownership 0%

Health System

One Way Communication

Aligned

Enriched Communication Team Approach
THANK YOU!

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