Digital Acceleration in Healthcare

Guiding Speed and Direction
for Digital Health

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Meet the Author

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Sarah is a digital transformation leader with over 14 years of experience partnering with organizations to rethink their approaches to consumer and employee experience. She has partnered with integrated health systems, data analytics and digital technology providers, and clients to structure and execute strategic initiatives that drive measurable improvement in health, well-being, and business outcomes. She is passionate about helping cross-functional teams standardize and scale operations using data, technology, human capital, and automation.

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Introduction

Digital is everywhere – innovative technologies and applications are constantly weaving throughout our daily activities, and it is evolving quickly. The COVID-19 pandemic further sped up the need for an increased focus on technologies and new personalized ways of connecting, both within and outside of healthcare. Healthcare consumers are increasingly taking note when their digital experiences fall flat, leaving organizations overwhelmed with how to address these varying needs and digital gaps. Organizations are assessing their digital capabilities to better understand just how they can design experiences that leave their customers happy while utilizing technology and operations that deliver seamless integrations.

Who Should Read This?

Chief Digital Officers charged with delivering on digital strategy

Chief Information Officers and **IT leaders** looking to make the most of their digital ecosystem

Healthcare system executives and **patient experience leaders** focused on enhancing patient experience with digital technologies

Healthcare payers seeking to address member engagement

Anyone who is interested in accelerating digital efforts to improve healthcare experiences

So, What's the Problem?

These consumers – patients, members, physicians, and care teams – are now demanding more from their healthcare-related digital experiences. And as generations become more digitally-savvy, the more consumers become capable of articulating not only what they do *not like* but also what they are *looking for* by comparing their experiences with other personalized technologies and applications. Additionally, healthcare consumerism – the choice and responsibility of an individual financing and managing their own health – has risen with value-based care and high-deductible health plans (HDHPs) have become commonplace, which further demonstrates a shift of focus in the patients' role as consumers, purchasers, and decision-makers when it comes to their own well-being.[1]

Consumer Preference and Areas of Opportunity

Patients are seeking convenience and personalized experiences while clinicians are increasing their focus on digital experiences that also address social determinants of health and health inequity.[2] Regarding consumer sentiments of their healthcare-related experiences, we are finding that there is opportunity for continued alignment on what patients and members want from healthcare organizations:

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[1] Heath, S. (2020, November 24). Breaking Down the Basics of Healthcare Consumerism. Patient Engagement HIT. https://patientengagementhit.com/news/breaking-down-the-basics-of-healthcare-consumerism
[2] Heath, S. (2022, July 11). Patient Engagement Key to Healthcare Consumerism Post-Pandemic. Patient Engagement HIT. https://patientengagementhit.com/news/patient-engagement-key-to-healthcare-consumerism-post-pandemic

- Patients say, when selecting where to receive care, they most value the ability to do appointment check-ins via phone or online (41%), schedule appointments online (35%), know cost of care (28%), communicate with staff online (28%), and make payments digitally (18%).[3]
- Consumers agree and report that they want their providers to remind them about appointments (83%), prescription refills (79%), annual check-ups (78%), and routine testing and preventative care (75%).[4]
- Telehealth and virtual care options are increasingly appealing for patients desiring convenience and positive experiences, with 92% of people saying "convenience trumps all," though this must still be balanced with the need to see providers in person as 41% of consumers say having the ability to walk-in is important to them.[5]
- A shortage of between 17,800 and 48,000 primary care physicians and between 21,000 and 77,100 non-primary care specialties is expected in the U.S. by 2034, further highlighting the need to explore virtual care models and asynchronous capabilities to expand access and improve experiences for patients.[6]
- Providers feel pressed for time with their patients with 81% saying they "wish they had more time to spend with and care for patients with complex conditions."[7]

We are also finding that health plan members and payers desire a coordination of services and information that helps them address healthcare costs while proactively managing their care and well-being:

- Digital contact by commercial members with insurers via web, mobile app, or text messaging was at 32% in 2021,[8] confirming that members want effortless ways to evaluate plans that meet their needs, view detailed information on whether their provider is in network, or where their offices are located, and have visibility to their claims, deductibles, and prior authorizations.
- A survey of Medicare Advantage members in 2021 showed that while more than three-fourths were registered for their plan's member portal and two-thirds had logged into their portal, active management of care had still declined from 2019.[9]

[3] Cherrington, A., & Czech, D. (2022, May 26). Patient Perspectives on Patient Engagement Technology 2022: Identifying Opportunities to Align Patient, Organization, and Vendor Priorities. KLAS Research. https://klasresearch.com/report/patient-perspectives-on-patient-engagement-technology-2022-identifying-opportunities-to-align-patient-organization-and-vendor-priorities/1829

[4] 2022 Health Care Insights Study. (n.d.). CVS Health. https://www.cvshealth.com/sites/default/files/cvs-health-care-insights-study-2022-report-executive-summary.pdf

[5] 2022 Health Care Insights Study. (n.d.). CVS Health. https://www.cvshealth.com/sites/default/files/cvs-health-care-insights-study-2022-report-executive-summary.pdf

[6] The Complexities of Physician Supply and Demand: Projections From 2019 to 2034. (2021, June). AAMC. https://www.aamc.org/media/54681/download?attachment

[7] 2022 Health Care Insights Study. (n.d.). CVS Health. https://www.cvshealth.com/sites/default/files/cvs-health-care-insights-study-2022-report-executive-summary.pdf

[8] Increasing Telehealth Utilization and Digital Contact Help Health Plans Score Points with Members During Pandemic, J.D. Power Finds. (2021, May 27). JD Power. https://www.jdpower.com/business/press-releases/2021-us-commercial-member-health-plan-study
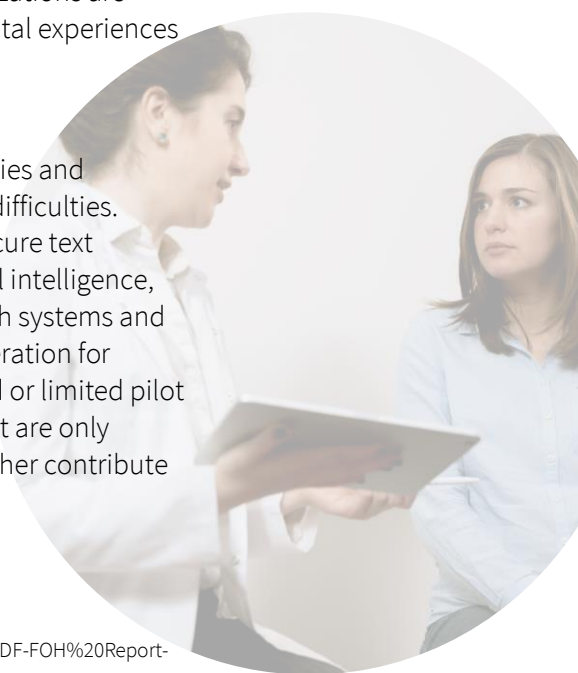
[9] Minemyer, P. (2021, June 18). J.D. Power: Medicare Advantage Plans Still Struggle with Member Engagement. Fierce Healthcare. https://www.fiercehealthcare.com/payer/j-d-power-medicare-advantage-plans-still-struggle-member-engagement

This shows there is continued room for improvement to better engage members and increase the satisfaction of their experience.

- U.S. consumers are "somewhat" or "very willing" to use smart watches (55%), fitness tracker apps (54%), food consumption/calorie tracing apps (48%), meditation/mindfulness apps (54%), mental health apps (42%), and medicine management apps (42%) over the next 3 to 5 years. [10] This represents a continued desire to manage one's well-being digitally, and for health plans to explore interoperability opportunities among their platforms with these apps and wearables.
- Payers have identified that non-traditional care sites are likely to enhance care personalization in the next 5 years, including mental and behavioral health services (84%), retail clinics (77%), and online-only healthcare services (66%).[11] This further highlights the opportunity to drive digital coordination among these services and sites for better member experience.
- Payers plan to incentivize members in the next 5 years through personalized wellness visits and health counseling (69%), reduced healthcare premiums (62%), reward cards (55%), and same-day/next-day appointments (48%)[12] – all of which will require innovative approaches to digitally deliver aspects of these incentives.

These preferences and points highlight the extent to which healthcare is asking consumers to manage and navigate their information and care, often in times when individuals are most vulnerable. With five generational spans to consider, there are varying experiences with technology and an increasing desire for personalization to *predict* rather than *prescribe* health and wellness needs. And though healthcare organizations issue standardized patient satisfaction surveys, many organizations lack connected consumer experience platforms to bridge this feedback and sentiment across consumer interactions and channels. With this lack of connection, organizations are losing real-time information that would allow them to gain insight on digital experiences that drive engagement and loyalty.

To solve these challenges, there are several new and emerging technologies and platforms available to use that address specific digital health needs and difficulties. Online patient portals, wearable devices, telemedicine platforms, and secure text exchanges, coupled with advancements in machine learning and artificial intelligence, have introduced innovative ways to respond to challenges faced by health systems and payers alike. However, implementing these technologies without consideration for interoperability or assessment of operational readiness can lead to siloed or limited pilot projects for digital health. And implementing innovative technologies that are only geared for the digitally savvy also broadens the digital divide and can further contribute to health inequity for the *non*-digitally savvy members.

[10] 2022 Future of Healthcare Report. (n.d.). HIMSS. https://pages.himss.org/rs/420-YNA-292/images/PDF-FOH%20Report-2022-08.pdf

[11] 2022 Future of Healthcare Report. (n.d.). HIMSS. https://pages.himss.org/rs/420-YNA-292/images/PDF-FOH%20Report-2022-08.pdf

[12] The Future of Healthcare 2022 Infographic. (n.d.). HIMSS. https://www.himss.org/resources/future-healthcare-2022-infographic
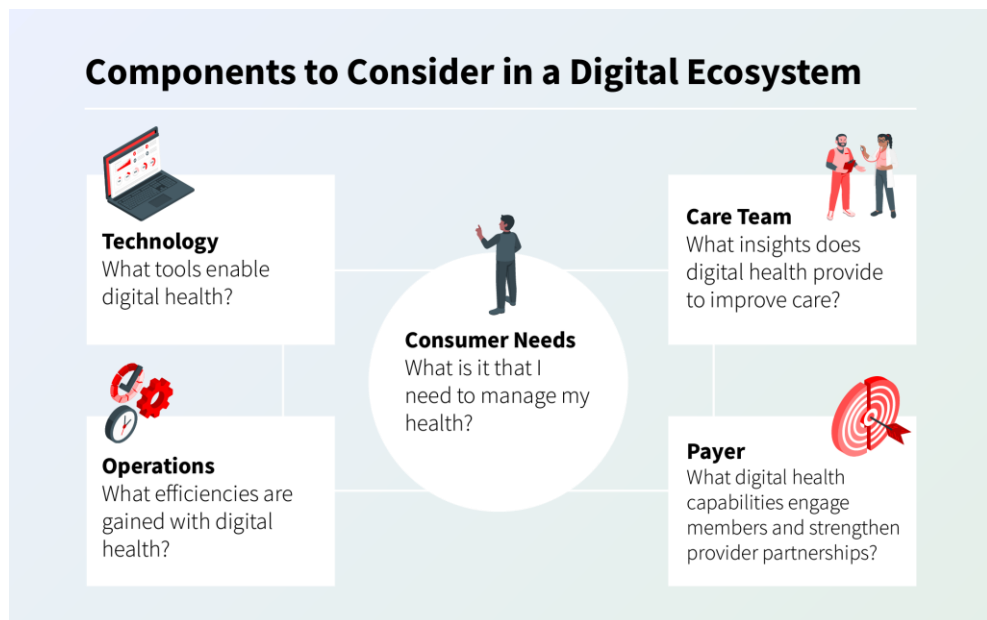
Digital Health

What is Digital Health?

While most healthcare organizations have implemented various digital capabilities – such as patient portals, find-a-doc, appointment scheduling, and virtual visits – they have done so without fully considering the digital health ecosystem that they are seeking to cultivate. Digital health is more than just having a website, an application, or the ability to perform basic transactions related to one's health. The term "digital health" has started to take on a broader definition that varies depending on the source and context.

Some definitions focus on the applications and software that support and address care delivery for consumers, including mobile health (mHealth), health information technology (IT), wearable devices, telehealth and telemedicine, and personalized medicine.[13] HIMSS addresses digital health more broadly still as what "connects and empowers people and populations to manage health and wellness, augmented by highly accessible and supportive provider teams working within flexible, integrated, interoperable, and digitally-enabled care environments that strategically leverage digital tools, technologies, and services to transform care delivery."[14]

Components to Consider in a Digital Ecosystem

Technology
What tools enable digital health?

Operations
What efficiencies are gained with digital health?

Consumer Needs
What is it that I need to manage my health?

Care Team
What insights does digital health provide to improve care?

Payer
What digital health capabilities engage members and strengthen provider partnerships?

What shapes the definition of "digital health" is the lens through which digital health is viewed, and with what related strategies are being applied to an existing healthcare ecosystem. Though what is clear is that consumer experiences, technology and applications, operations, and governance are all dimensions of digital health that create an ecosystem that can benefit healthcare consumers and bring considerable efficiencies to providers and payers.

[13] What is Digital Health. (2020, September 22). U.S. Food & Drug. https://www.fda.gov/medical-devices/digital-health-center-excellence/what-digital-health
[14] Digital Health Transformation: Your Blueprint for Digital Health Advancement. (n.d.). HIMSS. https://www.himss.org/what-we-do-solutions/digital-health-transformation

Digital Health Benefits

Digital health offers the potential for providers to improve the diagnosis, treatment, and monitoring of health conditions across various populations while also engaging patients and family members during the care journey experience in ways that are tailored to their needs. Providers will gain new ways to view patient health and outcomes, as well as, become more connected with their patients and care team members through a digital environment with seamless information sharing capabilities. When systems and workflows are designed effectively, digital health also provides increased efficiencies within complex healthcare environments, with the ability to add value where needed.

With these benefits in mind, healthcare providers and payers must actively expand their view of how they define digital health, evaluate its dimensions, and prioritize related initiatives. This demands the need of a comprehensive way for organizations to evaluate what digital health means for their health system both today and in the future.

The Need for a Digital Strategy

U.S. healthcare organizations are moving rapidly to implement digital transformation initiatives, with 54% anticipating being in a planning stage and 46% being in an implementation stage for core clinical and enterprise digital initiatives in the next 5 years.[15] Leaders from these healthcare organizations also cite increasing competition with other health systems, virtual health providers, and large tech companies (such as Apple, Google, Microsoft, Amazon) when it comes to addressing their digital plans. U.S. payers have identified improved care coordination, care access, and affordability as their top strategic digital transformation goals. Like healthcare organizations, payers have also acknowledged that big tech will drive innovation and are increasing their emphasis on digital transformation and personalization.

While a large-scale transformation may sound daunting, creating a cohesive digital strategy and roadmap that aligns with the needed pace and direction of an organization will accelerate their digital initiatives and desired results. Organizations can also avoid troublesome incremental changes made by individual teams by creating a strategy to focus on consumer-centric journeys. The resulting experiences can be used to guide the selection of new digital tools, the expansion of existing digital capabilities, and/or the coordination of technologies with existing projects and organizational goals. Having a digital health strategy also offers organizations the opportunity to focus their efforts on achieving key outcomes, including aligning leadership and operations to design a digital healthcare experience with patients, members, and clinicians in mind.

Prioritizing organizational efforts and investments that align with the digital health strategy helps to shape a clear digital roadmap. Just as a roadmap navigates someone to

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[15] The Future of Healthcare 2022 Infographic. (n.d.-b). HIMSS. https://www.himss.org/resources/future-healthcare-2022-infographic

multiple destinations, healthcare providers and payers can generate a roadmap that also allows for detours and opportunities to evaluate new "routes" as new digital technologies emerge – the key is having a path to follow that is focused on a forward motion.

Digital Health **Strategy**

- Aligns digital tenets and goals with enterprise strategy and goals

- Uses consumer journeys and consumer-centric design principles to focus digital programs

- Identifies foundational technologies - existing or new - to support digital products and capabilities

- Considers how the workforce influences and is impacted by digital initiatives

- Incorporates operational readiness components in managing the digital portfolio, including governance that supports a holistic approach to digital transformation

- Emphasizes how leaders and digital champions will help create buy-in and support for the digital strategy

Digital Health **Roadmap**

- Creates actionable plan to execute on identified digital health strategies and desired outcomes

- Prioritizes identified digital initiatives with consideration for effort and value to patient, member, and/or care team

- Balances quick-wins with long-term needs of the organization to ensure scaling of foundations and platforms in alignment with strategy

- Notes dependencies on other organizational programs and projects, including non-IT efforts

- Leverages agile approaches to adapt based on consumer feedback and rapid evolution in digital technologies

Traditional Solutions

Rarely are healthcare organizations digital-first. Instead, they are choosing to maintain traditional IT portfolios focused on addressing technical debt and point solutions using slow-moving implementation methodologies. While significant investments have been made in technology portfolios over the past decade, healthcare providers have focused more on electronic health records (EHR) and limited digital front door capabilities and less on incorporating digital roadmaps and products. This focus on non-strategic digital health areas is often due to limited resources, the attraction to limited risks, and the IT function itself not being seen as value-generating or innovative.[16]

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[16] Glaser, PhD, J., & Shaw, MD, PhD, S. (2022, March 22). Digital Transformation Success: What Can Health Care Providers Learn from Other Industries? NEJM Catalyst. https://catalyst.nejm.org/doi/full/10.1056/CAT.21.0434

Where many organizations recognize the need for an increased focus on digital technologies, they often employ traditional approaches to digital transformation using packaged strategies and tidy implementation pathways – none of which may be a match for the existing speed and direction of the organization's strategic and digital initiatives. Gaining leadership and workforce buy-in is often ignored, rather than leveraged, to determine ways to engage those who are closest to the patient or member to maximize the impact of an organization's digital capabilities.

Health systems have a desire to understand where they stand regarding digital maturity before setting any course for their digital strategy. Using maturity models that evaluate and benchmark an organization's capabilities to identify opportunities for further growth and improvement can be useful, but many models focus on single domains and may only scratch the surface when it comes to end-to-end digital experiences. For example, evaluating adoption of an EHR provides insight to core technology and elements that enhance digital experiences but may lack insight to patient and provider perception of EHR functionality. While there has been an increased focus on outside-in development – developing software focused on satisfying the needs of healthcare consumers – maturity models and assessments have not kept pace to overlay measures of patient and member adoption and engagement when it comes to fully assessing digital maturity. While maturity models can set the stage for where a healthcare organization is, digital transformation models can represent all aspirational goals and give insight on how to scale digital programs quickly.

Yet, the complexity of consumer preferences, digital technologies, and healthcare organizations remains. It begs the need for a strategy and roadmap where all parts work together to focus on accelerating digital adoption. In a digital world forced to adapt to changing consumer needs and expectations, most digital initiatives still neglect using consumer-centric design to guide and inform strategies. Bringing together stakeholders – including patients, members, and clinicians – who can speak to their experience and to the data that supports the development of product capabilities and features should be a guiding force in defining an organization's digital health efforts.
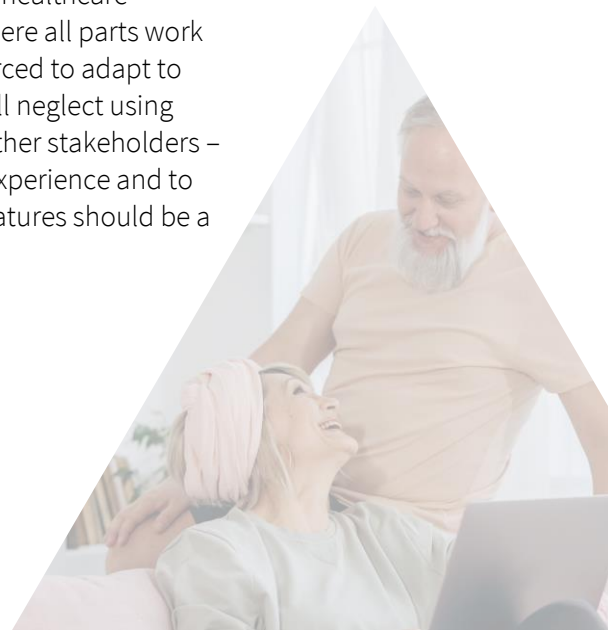
Divurgent's Digital Drive Solution

Digital Drive

Divurgent's Digital Drive offering focuses on helping healthcare organizations align their digital efforts with their consumer needs and organizational strategies. While partnering with an organization, Divurgent will first identify and design the experiences that will activate and engage healthcare consumers. Next, Divurgent will help establish a roadmap that guides the selection of technologies and enhancement of existing digital products and workflows that support these consumer journeys. The resulting plan will set the prioritization, timeline, and measurement for the digital initiatives, as well as support the governance that will accelerate the digital health strategy.

DigitalDrive

Digital Drive is a comprehensive and tailored approach to accelerating your digital strategy and roadmap through identification of meaningful consumer journeys supported by the technology and governance that allow your initiatives to respond agilely to evolving enterprise and healthcare changes.

By definition, *acceleration* is a change in velocity, whether that is a change in speed, a change in direction, or both. Digital acceleration applies these same principles to a digital health ecosystem that shifts an organization's speed and direction when it comes to building a digital health strategy and roadmap. The key to digital acceleration is realizing the potential need to stop or slow down existing efforts in order to build momentum for others. Changing the course of initiatives in the portfolio may also need to be considered to help the digital health strategy better align with consumer needs.

Traditional Approach

- Simple benchmarks often lacking industry-supported research

- Focused on implementation of individual digital technologies and point solutions

- Defined from inside-out POV with IT or operations leading the direction

- Long implementation pathways that may be inflexible or do not allow for quick wins

- Absent an approach to addressing and measuring consumer experience

vs.

Divurgent Approach

- Assessment leveraging multiple digital domains to help evaluate all aspects of an organization's digital maturity

- Interconnected digital strategy to clearly link digital efforts to enterprise-wide strategic plans and goals

- Consumer-centric design to allow for outside-in approach to digital

- Acknowledges that emerging technology must be able to easily fit within digital strategy and roadmap

- Develops partner ecosystem and supporting governance to strengthen and harness expertise

- Emphasis on measurement to refine and scale

The following components of Divurgent's Digital Drive solution allow for acceleration and speed of an organization's digital health strategy while also acknowledging that most organizations are not starting their digital health journey from a blank slate:

| Digital Drive Component	The Direction	The Speed
Digital Assessment & Maturity Modeling Evaluation and benchmarking of digital capabilities using maturity models and industry-respected measures offers a rapid and systematic way to assess a digital ecosystem	Identifies direction of prior and existing initiatives to set a path for future digital efforts	Allows consideration for how existing speed aligns with need to get to desired level of maturity across dimensions – in some cases no additional speed is needed while in other areas pace may need to quicken
Digital Strategy & Roadmap Defining a digital strategy oriented around healthcare consumers and aligned with enterprise goals guides development of a prioritized and actionable roadmap that harnesses value and creates focus for the organization	Establishes future direction of digital programs and portfolio	Balances the speed of digital initiatives to ensure that foundational and technical debt efforts are aligned with opportunities to create value for patients, members, and/or clinicians
Consumer-Centric Experience Using human-centered design principles and practices when it comes to healthcare journeys allows an organization to build products and services that resonate and are tailored to all patient, member, and care team needs	Focuses on designs based on consumer use and feedback	Offers the ability to iterate and adapt to the consumer through agile design and implementation
Solution Matching & Implementation Applying a systematic approach to evaluate a solution's capabilities and features for alignment with the digital health strategy, consumer experience, and desired technical architecture ensures a mindful approach to technology selection and implementation	Identifies which tools should be selected to align with strategy and identifies the tools already on the roadmap that are meeting needs	Highlights opportunities to accelerate implementation of key technologies that meet immediate needs and wants of consumers and organizations
Data Accountability Identifying opportunities to centralize, automate, access, and integrate data can enrich digital health capabilities and consumer experiences — ensuring that data is working for the organization and that the organization is fully leveraging its data	Determines recommended foundational aspects that are needed or can be developed in parallel with MVPs to generate immediate and long-term value	Ensures that key data-related aspects of a digital program are in place to allow for feedback and continued building of momentum for digital health efforts
Digital Governance Establishing digital governance and guidance that fosters transparency and accountability, allows decision-making to align with the strategy and roadmap, considers practices for new work intake, and facilitates management of digital ecosystem partners will support effective transformation	Provides a clear pathway for decision-making and escalation that can typically cause programs to stall if not present	Applies checkpoints to ensure an appropriate pace is applied — occasionally slowing down when needed to address issues and risks or removing barriers to enable acceleration

The Benefits of Digital Drive

Divurgent's Digital Drive offering is tailored to an organization's needs depending on where they are in their digital health journey. Assessments, strategies, and roadmaps may be developed at the enterprise or service line level as we partner on the best approach to accelerate digital initiatives. Divurgent works with organizations to bring methods that are tailored to their needs, yet are underpinned by what we *know* will accelerate their digital program. When organizations partner with Divurgent, they can expect to receive the following superior industry benefits:

- **Divurgent knows that digital transformation without design is a broken promise.** Building and rallying an organization around detailed consumer journeys, personas, service blueprints, and related prototypes ensures that patients and members remain at the center of decision-making when it comes to identifying and implementing digital health solutions. Highlighting pain points on these journeys using personas and empathy mapping can help identify areas of opportunity in conjunction with formalized assessment.
- **Divurgent brings a talented team of clinicians and healthcare operations leaders.** who have a hands-on experience working in provider and payer organizations and will work alongside an organization to address these elements that are known to impede progress on digital transformations.
- **Divurgent identifies opportunities to scale agilely in order to accelerate**. Introducing agile methods – even when it comes to designing consumer experiences – is a great way for healthcare organizations to incorporate consumer-centric approaches and iterate at a steady pace. Agile teams foster transparency and openness to help overcome resistance to change. Divurgent will model the way and help organizations determine how new ways of working can be incorporated into their digital portfolio.
- **Divurgent tailors an organization's digital acceleration path to work for** *them*. While assessment and benchmarking can help to highlight gaps, health systems are all at different points on their digital journeys. In some cases, organizations will need to establish shared wins with technology vendors as they build a strategy, roadmap, and digital ecosystem that accelerates their digital health efforts.

Overcoming Roadblocks

As many may have experienced, hurdles will arise during the planning and execution of digital initiatives. Evolution in digital is constant and an organization's existing healthcare technology infrastructure is likely complex. An organization's existing methods and workforce may also need to shift to allow for digital programs to scale. To address these challenges, it is important to develop designs, products, and a digital health strategy that take the following into account.
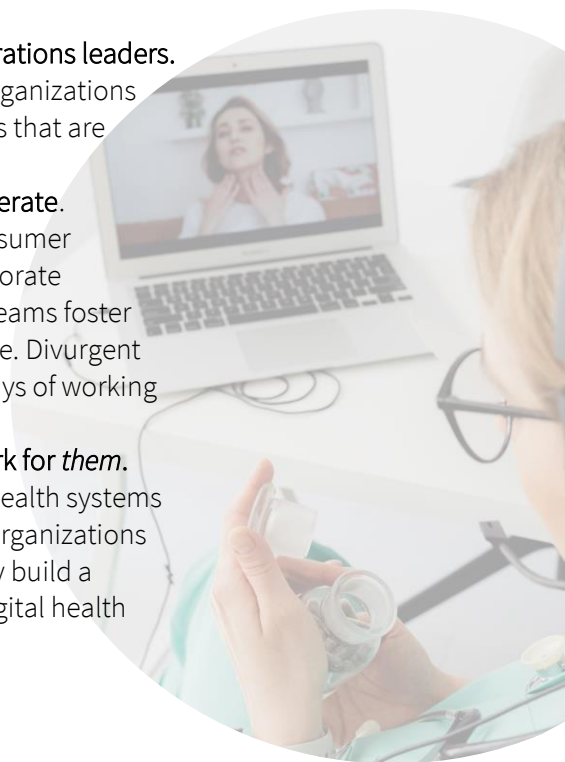
Culture

Engaging the workforce in a digital-first mindset that embraces a more agile way of working is often one of the most challenging aspects that will impede increasing the speed of innovation. It is important to honor the learning process and identify the current propensity for change within a healthcare organization as digital efforts launch or expand. It is known that fatigue in healthcare organizations is heightened due to the COVID-19 pandemic and the constant need to address new regulatory requirements. This should be taken into careful consideration as initiatives are prioritized. Helping people understand what digital means for them and their roles can help generate ideas and engagement more rapidly from those closest to an organizations' patients and members, leading to minimally viable products (MVPs) that deliver immediate value.

Operational Readiness

Advances in technology have replaced the questioning of "Can the technology do this?" with "Can our service lines and operations adapt to this change at the pace we can now meet with technology?" Addressing operational readiness as part of the digital program is just as important as the digital technologies that organizations look to implement. Engaging business owners, operational leaders, and staff in transformation efforts can accelerate stagnant projects. Having them champion as sponsors and identify impacts of digital projects – including workflows, policies, procedures, skills and knowledge, and human capital – can shape the needed change management and readiness planning that will allow adoption of digital technologies.

Interoperability

The safe and efficient exchange of data that supports consumer experiences and digital products is key to creating a seamless experience. Using architecture maps to define the flow of data among EHRs, healthcare technologies, external data sources, and wearable devices can help identify needed application programming interfaces (APIs). These APIs will allow organizations to connect information that becomes a foundational capability in driving value and innovation in their consumer experiences.

Data Management

There is no shortage of data in healthcare, with digital technologies creating more information to be processed by the second. Managing and driving insight from this data is a common challenge for most healthcare organizations. Engaging stakeholders – including Chief Data Officers and Data Scientists – to aid in the identification, collection, cleansing, and analysis of this data with AI is essential to mature digital efforts. Defining processes to evaluate each digital initiative from a data lens can identify further opportunities to eliminate redundancies, manual processes, and synchronization that allow digital efforts to accelerate.

Privacy and Security

Healthcare consumers are increasingly sensitive to the safety and security of their personal and health information. When building experiences and digital tools, avoiding data loss and compromise of patient and member data must be addressed. While accessing information in the cloud has improved data sharing among systems, it continues to present risks for cyberattack. As organizations build their digital program,

they must ensure designs and development are reviewed so security concerns are addressed, and related investments are secured.

Measurement

Just as physicians use many data points to diagnose a patient, offer a course of treatment, and monitor outcomes to adjust any lingering concerns or side effects, digital health programs should do the same when it comes to measuring the consumer experience and return on digital efforts. Most healthcare organizations continue to rely on standard measures of patient or member satisfaction as delivered through CMS-regulated surveys (e.g., CAHPS) and have placed limited time and investment on addressing holistic consumer experience platforms that allow organizations to listen and evaluate what their consumers are saying. This includes pulling together additional sources ripe with consumer feedback, including from a Customer Relationship Management (CRM) system, contact centers, social media, and in person interactions. A continuous process results to ingest, interpret, and act on the data collected from interactions – digital and in-person. Digital leaders need to anticipate that their executive and finance leaders will, and should, continue to challenge soft ROI when it comes to digital, and that with coordinated effort, the needed measures can be pinpointed.

Conclusion

While the healthcare consumer's expectations continue to rise, with increasing levels of digital adoption and generations becoming digital natives, organizations can accelerate their digital strategies to deliver personalized and frictionless healthcare experiences. By leveraging an approach that accounts for the speed and direction of the digital program, in both the short and long-term, healthcare providers and payers can expect to see improvements in patient and member acquisition and engagement, as well as, in operational efficiencies.

Spending time on building the foundational capabilities related to measuring the consumer experience and feedback provides an ongoing mechanism to proactively define product roadmaps and adaptations in the digital portfolio – eliminating guess work on what comes next. Creating resilience and scalable methods will nurture a digital program that allows stakeholders across an organization to engage in transformation efforts that lead to better coordination and performance – internally and externally – with the aim to deliver satisfying experiences for patients, members, and the communities they serve.