Value-Based Care Maturity Model: Consumer Engagement
Engaging your consumers
Data and the consumer journey
Data leads to answers
Data creates new care experiences
Questions to ask
Maturity of consumer engagement
What can Atos do to promote strategy and execution of this dimension?
About the author
Engaging your consumers

The domain of Consumer Engagement encompasses the connection and engagement between an external stakeholder (consumer) and an organization (company or brand) through various channels of correspondence. This connection can be a reaction, interaction, effect or overall customer experience that takes place online or offline.

Today’s “digital native” consumers are brand-agnostic and attracted to accessibility and convenience. They expect services to be delivered anytime and anywhere, through social, mobile and other digital channels.

Healthcare consumers expect that their healthcare providers and payers know their needs and preferences. They will no longer tolerate repetitive requests for information or a lack of consistency between care management plans, health and wellness recommendations, and payments. Furthermore, in response to consumer demand and to encourage patient engagement, the Centers for Medicare & Medicaid Services (CMS) has proposed numerous requirements driving consumer engagement, pricing transparency and comprehensive record access.

Healthcare provider and payer organizations should aspire to a goal of excellence in customer service, which is defined by the ability to provide aligned health/wellness, care and transaction information that enables new levels of personalization. If the healthcare consumer is not getting the level of customer service they expect, they will find an alternative, impacting revenues as well as the ability to manage risk across the continuum of care.

Atos’ Look Out 2020+ report for Healthcare, Pioneering the Way to Precision Medicine, shows the imminent convergence of consumers with data. Over 65% of healthcare facilities will be accessible by mobile in 2019. In the next 10 years, 5 years will be added to life expectancy. More than 400,000 health apps are available in app stores, with 20% more added each year. 10% more chronic diseases are observed each year. By 2050, the world’s population will grow by 2 billion people. At the same time, Atos estimated that $1 trillion in cost savings could be generated by digital health.
As an industry, healthcare has lagged behind industries such as retail, finance and travel in applying a consumer-centric lens to the patient (in the case of the provider) or member (in the case of the payer) experience. Today’s consumer is not going to tolerate digital laggards. In a recent Atos study, the following four types of audiences were considered. How will healthcare respond to the growing demands of the digitally engaged consumer?

Four digital audiences

As you progress through the domain of Consumer Engagement, consider your digital engagement in terms of:

1. How healthcare organizations can leverage digital technologies and data to improve consumer experience, better understand and manage models to improve quality of care, and reduce the ever-increasing cost of care.

2. How to leverage technology to address consumer expectations. Speed of access to care is key, as is data sharing — within the legal limits of security and privacy. For example, the provider should know not only basic demographic data but also medications, problem lists and medical history.

3. How you will leverage digital technologies to enable consumers to be responsible and accountable for sharing personal data and acting upon recommendations that would improve quality and reduce costs.

Digital consumer expectations

- 81% would use a digital service because of simplicity
- 78% would use a digital service because of speed
- 58% expect digital updates to make the user experience simpler & cleaner

Data and the consumer journey

While consumerism has transformed most industries, healthcare falls short due to the complex relationships — including security and privacy implications — of individual consumers with separate provider organizations, payer organizations, employee wellness programs, community wellness resources, and even other consumers. There is a profound difference between traditional priorities, which are focused on patient satisfaction, and innovative consumer engagement strategies, which are based on trust, understanding and appreciation of the impact of consumer choice and engagement.

The availability of medical data to consumers and the entry of new stakeholders in the healthcare space will push healthcare organizations to rethink their consumer engagement and experience strategies not only within an organization but also across partner organizations.

Consumers expect a seamless experience, one that is not impacted by an organization’s departmental divisions or business partner relationships.

---

[Diagram of digital audiences: Providers, Payers, Employers, Community Services]
Data leads to answers

In addition, consumer preferences and desires related to making personal healthcare decisions based on available data create answers to the following examples of consumer questions:

- How much will this cost?
- Where can I get the lowest cost and best outcome?
- Who has the best clinical outcomes?
- What are my options for where and how to receive care?
- When can I receive care that works best with my schedule?
- What alternatives are available to me for diagnosis and/or treatment?

Data creates new care experiences

Technologies such as mobile applications, telemedicine and telehealth, and IoT device integration will drive new consumer experiences. Data will inform our understanding of the impacts of engaged consumer technologies on care quality, cost and consumer loyalty. The consumer journey within an organization can now be understood based on cross-departmental and cross-platform data.

For example, if an unhappy consumer shares their experience, organizations can track data associated with online access, scheduling, call center, clinical and claims data to understand the consumer’s journey of interactions. How many times did the consumer try to access the organization, and how (phone, online, mobile)? How long were they on hold? How many hand-offs occurred? Was the outcome the intended outcome and experience? Who else experienced the same journey with different outcomes, positive (repeated this process) or negative (for example, obtained care outside of the organization due to frustration)?

Healthcare organizations have the ability to understand the consumer journey and its impact on cost, revenue and overall quality of care. Consider the importance of understanding the consumer experience for a provider organization that includes a full-risk, self-insured insurance product.

The consumer’s entire experience must be understood to ensure quality and manage costs.
**Level 1:**
- Portal presence with basic email and secure messaging capabilities with consumers
- Educational materials and information available for consumer consumption

**Level 2:**
- Mobile platform available that promotes two-way consumer interaction
- Consumer satisfaction data incorporated into understanding consumer experience

**Level 3:**
- Digital experience considered part of overall care plan and strategic interaction with consumer
- Customized consumer messaging based on health status/needs and communication preferences
- Ability to predict consumer needs and respond proactively

**Level 4:**
- Utilization of analytics to optimize the consumer experience
- Automated consumer interactions supported
- Comprehensive CRM tools and measurement processes in place
- Connected online and offline data

**Level 5:**
- Consumer owns and is accountable for sharing health record data, including incorporation of consumer-generated data that can be utilized to customize the consumer healthcare experience

**Level 6:**
- Integrated, proactive social and behavioral engagement and incentives to proactively influence consumer decisions and actions that affect health and wellbeing
What can Atos do to promote strategy and execution of this dimension?

The Atos Digital Health Solutions Consulting team can help you with consumer engagement planning, strategy, execution and tools around value-based care and population health management priorities.

We guide organizations through level six of this domain with the following key offerings:

- Portal and HIE integration strategy
- Patient education and engagement strategy
- Digital journey analytics
- m-Health strategy and implementation
- Consumer engagement alignment strategy
- Chargemaster clean-up and management to support pricing transparency requirements

In addition to our consulting services, Atos offers the following technology solutions that can enable and improve the consumer experience:

- Unified communications and collaboration (UCC) through Unify connects consumers to healthcare provider and payer organizations for activities such as scheduling, wayfinding, network management and patient education.
- Intelligent automation through SyntBots automates business processes to improve consumer experience.
- Artificial intelligence workshops at our AI Lab can help you innovate and customize your use of data to achieve business goals.


About the author

Mary Lawrence Sirois is responsible for developing and delivering Atos consulting practices related to value-based care, population health, strategic programs and project management. In this capacity, she helps organizations improve care quality and reduce care costs.

She has more than 25 years of healthcare experience in operational and strategic planning for healthcare delivery systems and innovative care environments. Her expertise and leadership span organizational governance and change management, regulatory compliance readiness, and strategic and operational planning to transform and improve quality across the continuum of care.

Talk to Atos about your journey to value-based care. Contact us at info.na@atos.net.
About Atos

Atos is a global leader in digital transformation with over 110,000 employees in 73 countries and annual revenue of over € 11 billion.

European number one in Cloud, Cybersecurity and High-Performance Computing, the Group provides end-to-end Orchestrated Hybrid Cloud, Big Data, Business Applications and Digital Workplace solutions. The group is the Worldwide Information Technology Partner for the Olympic & Paralympic Games and operates under the brands Atos, Atos Syntel, and Unify. Atos is a SE (Societas Europaea), listed on the CAC40 Paris stock index.

The purpose of Atos is to help design the future of the information technology space. Its expertise and services support the development of knowledge, education as well as multicultural and pluralistic approaches to research that contribute to scientific and technological excellence. Across the world, the group enables its customers, employees and collaborators, and members of societies at large to live, work and develop sustainably and confidently in the information technology space.

Find out more about us
atos.net
atos.net/careers

Let’s start a discussion together

About Atos Digital Health Solutions

Atos Digital Health Solutions helps healthcare organizations clarify business objectives while pursuing safer, more effective healthcare that manages costs and engagement across the care continuum. Our leadership team, consultants, and certified project and program managers bring years of practical and operational hospital experience to each engagement. Together, we’ll work closely with you to deliver meaningful outcomes that support your organization’s goals. Our team works shoulder-to-shoulder with your staff, sharing what we know openly. The knowledge transfer throughout the process improves skills and expertise among your team as well as ours. We support a full spectrum of products and services across the healthcare enterprise including Population Health, Value-Based Care, Security and Enterprise Business Strategy Advisory Services, Revenue Cycle Expertise, Adoption and Simulation Programs, ERP and Workforce Management, Go-Live Solutions, EHR Application Expertise, as well as Legacy and Technical Expertise. Atos is a proud sponsor of Healthcare Scene.