

CASE STUDY

PRISMA HEALTH

HOW A LARGE INTEGRATED NON-PROFIT HEALTH SYSTEM USED DIGITAL MATURITY ASSESSMENT TO DRIVE AN ENTERPRISE DIGITAL ROADMAP

Prisma Health is a large non-profit healthcare system in the southeast with nearly 30,000 team members, 270 physician practices, about 20 acute care and specialty hospitals, and two affiliated medical schools.



Damo Consulting worked with Prisma to conduct a digital maturity assessment and develop an enterprise roadmap.



The engagement identified priorities for digital experience and virtual care delivery across the health system.



Prisma evolved the concept of a virtual care hub and a governance model to advance digital investments.

Enterprise strategy and roadmap for digital health and digital transformation

Prisma Health is an integrated health system that provides comprehensive care within a defined framework of patient care across community-based care, acute care, and post-acute care. The major strategic plan priorities included growth and optimization across primary care, specialty care, retail health services, and community hospital expansion.

Over a two-year period, Prisma had invested in several digital health initiatives covering telehealth and virtual care. Many of the initiatives were launched in the early stages of the pandemic to meet the demands for real-time virtual care alternatives for patients. While the digital health

initiatives had demonstrated value to the organization, adoption levels were relatively low. There were also overlaps among several solutions and performance issues related to others. The leadership at Prisma recognized the need to continue investing in digital health and determined that a multi-year digital roadmap was needed to accelerate the transition to a virtual care model.

Prisma Health engaged Damo Consulting to develop a three-year roadmap that would identify improvement opportunities, identify new areas of investment and include an organization model and governance framework to drive transformational initiatives.

Three-year roadmap for sustained and high-quality patient care



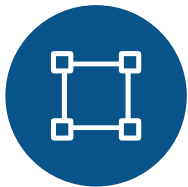
Goal: Targeted investments based on near-term needs

- Validate digital health needs with patient groups
- Expand virtual care hub
- Consolidate telehealth platforms



Goal: Scale & expand strategic platforms to enable digital models of care

- Expand digital program based on consumer demand
- Financial commitment to multi-year transformation
- Establish robust enterprise-level governance



Goal: Transform organizational model - digital as a strategic organizational enabler

- “Wired” to become digital-first
- Leadership at CEO and Board-level
- Clear metrics on performance against strategic objectives

DigiM™

DIGITAL MATURITY ASSESSMENT

Using Damo Consulting’s DigiM™ maturity model framework and assessment tool, Prisma conducted a detailed evaluation of its digital maturity relative to peer health systems across the nation.

Download our white paper on Damo’s DigiM™ digital maturity framework

Download 

Identified opportunity areas to assist patients in navigating and understanding virtual care and in-person care options, developed an organization model and “virtual care hub” to drive digital initiatives.

Prisma decided to take a phased approach to the transformation, beginning with an assessment of the digital maturity of the enterprise and benchmarking its digital initiatives against industry peers. Using Damo Consulting’s DigiM™ maturity model framework, Prisma identified gaps and opportunity areas for consideration in the enterprise digital roadmap.

Stakeholder Participation

Identifying key stakeholder needs and aligning them with enterprise strategic goals is critical to success.

Assess Digital Maturity

Recognize importance of assessing digital maturity and developing a roadmap that aligns with marketplace benchmarks.



Governance Model

Centralized governance model for driving enterprise digital transformation, with leadership support of CEO and board level.

Strategic Vendor Relationships

Digital roadmaps involve strategic vendor relationships for digital health and virtual care across ambulatory, acute, and speciality care.

Figure 1: Key aspects of Prisma Health digital strategy

The digital strategy and road mapping exercise involved a series of 1:1 executive interviews with an extended group of senior stakeholders, championed and led by the Chief Digital Officer and a team of digital health practitioners, including

clinicians, operations, and functional leaders. Working in partnership with an internal Prisma group, the Damo team carried out an internal survey of over 200 across roles and functions to identify and prioritize digital health investment areas.

Developed an organization structure to enable virtual care models to drive patient experiences and outcomes

Using Damo’s extensive research on digital transformation in health systems, the team recommended an organizational model and structure that would eventually be adopted by the leadership at Prisma for driving the multi-year transformation journey. The team developed on the concept of a “Virtual Hub” to serve as a centralized enabling function and help drive a number of virtual care programs, including remote monitoring and home health, virtual primary care and specialty care, acute and post-acute care, and more.

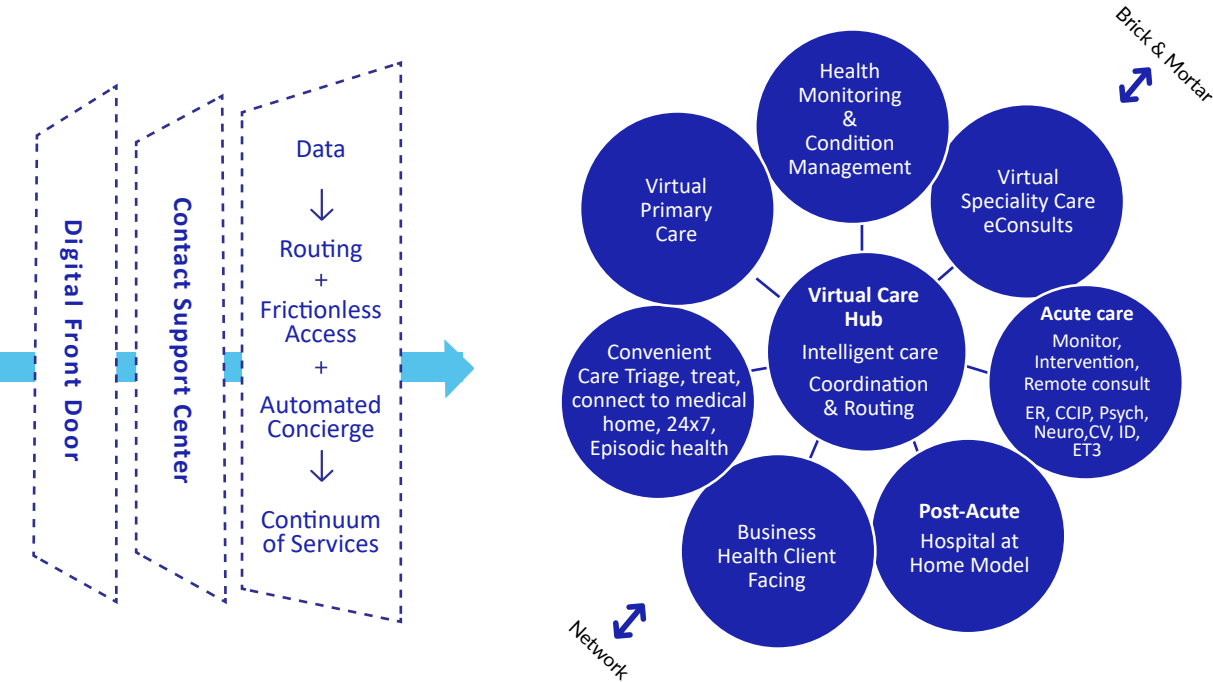


Figure 2: Centralized Virtual Care Hub Model



Using Damo Consulting's DigiM™ maturity model framework and assessment tool, Prisma conducted a detailed evaluation of its digital maturity relative to peer health systems across the nation. The assessment provided valuable insights to help drive near-term priorities and investment needs to accelerate the transformation journey at Prisma.

Nick Patel, M.D.
Chief Digital Officer
Prisma Health



Developed a technology solutions strategy to enable digital health experiences and virtual care delivery

The digital roadmap development process identified the ability to assist patients in navigating and understanding virtual care and in-person care options as a key requirement for success with digital health. Technology solutions included chatbots, patient mobile apps, wayfinding, and find-a-doctor solutions. Opportunities to expand on enterprise-class platforms such as CRM and data and analytics were also identified as high-value investments.

In line with the goal of standardization, existing technology partnerships were carefully evaluated for consolidation and enterprise-wide adoption. Additional considerations included the need for a robust operating model to support ongoing digital health programs across the enterprise, investments in training and user adoption strategies, and the use of data and analytics as a strategic enabler for digital health.

The digital strategy and roadmap enabled Prisma to deliver better patient experiences, improve responsiveness, and enhance clinical outcomes. A robust operating model and governance enabled Prisma to increase speed of decision-making and drive efficient use of resources in care delivery. The resulting operating efficiencies and improved patient experiences increased patient flow and revenue cycle management and also positioned the enterprise to participate effectively in risk-based contracts.

To learn more about how we can help you with your digital transformation journey, write to info@damoconsulting.net

DAMOINTEL™

DIGITAL HEALTH INTELLIGENCE PLATFORM

Damo's DamoIntel™ digital health intelligence platform was a valuable resource that enabled Prisma to understand what peer health systems were investing in, and also provided a detailed understanding of the digital health solution provider landscape.

To learn more about the DamoIntel™ digital health intelligence platform, visit our website www.damointel.com

Visit DamoIntel™ 

For more information,
write to us at
info@damoconsulting.net

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Damo Consulting provides digital transformation advisory services to enable healthcare organizations navigate the technology-enabled transition to telehealth and virtual care. We bring deep industry knowledge, market insights and technology skills to help develop and implement enterprise digital roadmaps. We work with healthcare IT and digital health firms to develop and execute market growth strategies.

