DC DAMO

White Paper

CRM And Digital Transformation

A ROADMAP FOR IMPROVED CONSUMER EXPERIENCES IN HEALTHCARE

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Introduction

Healthcare is in the early stages of a multi-year digital transformation journey. Over the past few years, leading health systems have significantly invested in telehealth, digital front doors, and virtual care programs. Driven by growing consumerism, increased workloads, and an acute labor shortage, healthcare enterprises are looking to harness their technology investments to improve experiences, enhance productivity, and drive better outcomes for their patient and member populations.

Patient and consumer expectations for digital engagement have changed significantly over the past few years, as has the patient-physician relationship in a technology-enabled healthcare services model. Empowered with online information and social media help groups, patients are taking center stage in managing their healthcare needs. Healthcare providers are redesigning their workflows to engage their patients in a hybrid model of care involving online and in-person encounters in synchronous and asynchronous modes. They often use a multi-channel communication strategy leveraging audio, video, SMS, chat, and other modes of contact.

The rapidly evolving competitive landscape, especially in primary care, has also meant that healthcare incumbents have to compete with a variety of new entrants, from nimble VC-funded startups to big tech firms such as Amazon.

In this context, the notion of customer relationship management, or CRM, has gained ground in the past few years. While CRM has been around for a couple of decades in traditional consumer-oriented sectors such as retailing, hospitality, and banking, it has been slow to come to healthcare. The reasons include a lack of a true "consumer" focus, the absence of competition, and the dominance of employer-based insurance in a fee-for-service reimbursement model.

Healthcare CRM: What Is It, And How Is It Different?

Customer relationship management or CRM is a powerful concept that can drive improved engagement and health outcomes through personalization and real time information. Here are a few defining attributes of a healthcare CRM program in a healthcare context:

- An enterprise-wide program for running campaigns to drive patient acquisition and improve engagement with existing patients.

- A single platform for empowering front-line support teams to interact with and provide an optimal patient experience.

- A program for creating personalized campaigns to drive improved engagement and healthier outcomes for patients and members.

Related to these goals are a number of supporting programs, which include:

- Creating a 360-degree view of the patient/ member by integrating various data sources:

EHR, core administration platforms, social determinants, and communication preferences.

- Enabling seamless omnichannel experiences tailored to each individual's health needs, understanding communication preferences, and providing self-service tools.

- Identifying high-risk patients, developing personalized care programs, and fostering care coordination for cost-effective interventions and improved health outcomes.

CRM use cases may also include operational areas and internal support functions such as HR, supply chain, contract management, and claims administration. Traditional uses of CRM programs include marketing and sales campaigns to drive growth. In the context of health plans, CRM includes account management and broker network management.

The use of CRM as a unifying program for integrated health systems (also known as "payviders" – health systems that also have an affiliated health plan) to develop common campaign management and care coordination programs in risk-based payment models has emerged as one of the important use cases in healthcare today.

360 °view

By integrating various data sources: EHR, core administration platforms, social determinants, and communication.
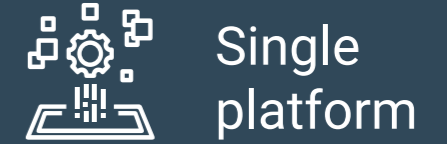
Single platform

For empowering front-line support teams to provide an optimal patient experience.

Damo's research on CRM implementations in healthcare indicates that a large number of healthcare enterprises have launched or implemented a CRM program. Early implementations in large healthcare organizations have been stand-alone campaign automation tools for mass mailers or scheduling appointments. The next phase of CRM implementations is seeing the integration of CRM systems and EHR to drive population health and patient engagement use cases.

S/N	Healthcare Enterprise	Marketing automation	Patient engagement	Claims management	Patient 360	Broker	Internal support (e.g. HR)
1	Integrated Health System	Y	Y		Y	Y	Y
2	Integrated Health System	Y	Y		Y		Y
3	Integrated Health System	Y	Y		Y		Y
4	Integrated Health System	Y		Y		Y	
5	Integrated Health System	Y	Y		Y		
6	Integrated Health System	Y	Y		Y		
7	Integrated Health System		Y	Y	Y		
8	Integrated Health System	Y	Y		Y		
9	Integrated Health System	Y	Y				
10	Integrated Health System	Y	Y				

Figure 1: High-value CRM implementation use cases in healthcare

Source: DAMOINTEL™ Digital Health Intelligence Platform

Key Success Factors

CRM can deliver significant enterprise value through increased employee productivity, enhanced experiences for patients/members, and top-line growth. Here are a few success factors for CRM implementations:

Unified consumer data strategy (patient/member 360)

The successful implementation of CRM requires a robust underlying platform for patient/member/consumer data. Consumer data platforms (CDPs) serve this important function by unifying patient/member identifiers into a "golden record" that serves as the reference for identifying individuals with multiple records and profiles, managing communications using documented preferences, and driving care management programs. Many technology tools are available to implement unified patient/member records native to the major EHR and CRM platforms. Implementing a CDP requires robust middleware that acts as a pipeline between applications to ensure authorizations, encryptions, and overall security. This integration must consider, apart from the EHR, integration with third-party consumer data platforms and social determinant data to obtain a comprehensive 360-degree view of the patient.

Integrations with EHR and other systems

CRM systems are generally not meant to be systems of record for patient medical information. The EHR is the primary source of truth for all health-related information in a health system. Real-time integration of CRM with EHR

is necessary to engage patients with information on medical histories, care gaps, medication reminders, payment issues, and more. In addition to EHR, a comprehensive technology strategy involving knowledge management systems, workflow management systems, and telephony solutions such as IVR are necessary to build a comprehensive CRM program. Integration strategies require trade-offs between HL7 and FHIR interfaces, choice of middleware, and other factors.

HIPAA privacy and patient data security

The confidentiality and security of patient medical information must be addressed with appropriate encryption and security protocols. This allows health systems to establish audit trails in the event of data breaches, monitor unauthorized access and other compliance requirements.

Vendor management strategy

Most large CRM implementations require the support of system integrators (SI) and implementation partners who can bring expertise and experience from prior implementations, a large and capable talent pool, and a strong understanding of healthcare workflows and

mission-critical programs. Healthcare enterprises must make careful trade-offs between off-the-shelf solutions that can accelerate implementations but lead to vendor lock-in and custom-developed solutions that deliver enterprise IP and ownership but increase overall TCO. Vendor selection processes must also look for any potential conflicts of interest in vendor companies that may lead to sub-optimal outcomes.

Governance and stakeholder alignment

Enterprise CRM programs are multi-year efforts that require significant financial commitments, internal resources, and a robust governance model to ensure value generation. In many organizations, CRM is a business-led initiative with strong collaboration and enablement from the IT function. CRM often sits within the overall digital governance structure, given its close relationship to digital health programs for access. Governance models include multi-layer structures with executive leadership as sponsors, steering committees for managing demand, intake, and resource allocation, and project/user groups for individual workstreams.

A common oversight in many organizations is underestimating the degree of internal readiness and resourcing required to support large-scale enterprise CRM programs. Sizing resource needs and aligning to IT processes, such as release management schedules, go a long way in managing stakeholder expectations and delivering success.

Download this paper to learn more about Damo's ICEA™ framework for technology and vendor selection.

CRM In Patient/Member Engagement

The CRM market has witnessed the entrance of several new players, including EHR leader Epic with its Epic Cheers product. The emergence of new players, including digital health startups and other technology solution providers adding "CRM-like" features to their products, has validated the importance of CRM in healthcare today.

If appropriately deployed, CRM has the power to transform the system through increased patient/member satisfaction, accelerated patient acquisition, and improved healthcare outcomes. CRM can also improve care coordination and collaboration among providers and care teams using automated information flow that improves responsiveness, efficiency, and accountability. Given the acute labor shortage at all levels in healthcare organizations, CRM can alleviate increased workloads and improve employee satisfaction.

> "CRM is an approach, a philosophy. It's not about the technology. Integrated healthcare enterprises have a significant opportunity to improve their patient and member experiences with a unified CRM strategy for competitive advantage."

Paddy Padmanabhan
CEO, Damo Consulting

One of the key drivers of digital transformation is patients' expectations of online experiences at various engagement touchpoints in accessing and receiving healthcare services. Success with digital health programs requires patients, physicians, and caregivers to interact with each other at multiple online touchpoints facilitated by digital technology. It also involves transforming the IT infrastructure and investing in robust data management and advanced analytics capabilities.

[Download this paper](#) to learn more about Damo's DigiM™ Digital Maturity Model and its utility in driving incremental investments and roadmap execution priorities.

Geisinger
Case Study: CRM Strategy & Roadmap

Geisinger Health System (GHS) is a regional healthcare provider to central, south-central, and northeastern Pennsylvania. Headquartered in Danville, Pennsylvania, Geisinger services over 3 million patients in 45 counties. Starting in 2019, Geisinger has been on a multi-year enterprise digital transformation journey to transform patient and member experiences.

In the early stages of Geisinger's digital transformation journey, Damo Consulting was selected as a strategic consulting partner and worked as an extension of Geisinger IS and Digital Transformation Office (DTO) organization to support various transformational initiatives.

As a part of the digital transformation effort, Geisinger has invested significantly in an enterprise CRM program with Salesforce as a primary platform. Geisinger engaged Damo Consulting to develop a multi-year CRM strategy and roadmap to support the CRM program, establish governance, and provide operational support.

- At the request of Geisinger's leadership, Damo CEO Paddy Padmanabhan led an effort to develop a comprehensive 3-year CRM strategy and roadmap for Geisinger.

- The Damo team conducted expert interviews with a broad group of senior leaders across the enterprise to assess the internal needs for CRM, eventually summarizing the findings in a set of recommendations.

- Damo leveraged its unique database and market intelligence platform DamoIntel™ to enable Geisinger to gain visibility to the high-impact use cases for CRM in healthcare and build an understanding of the technology provider landscape.

- Damo consultants helped develop a consumer data strategy for Geisinger's patients and members to create a single unified record for driving patient engagement and experience.

- Damo's integration architects and informatics specialists helped develop an integration roadmap for CRM applications between the Salesforce and Epic platform using an API approach.

- The Damo team helped establish a CRM center of excellence (COE) in a very short time to support the needs of the health system and the health plan.

- Program communication
    ◦ Established processes to manage requests for CRM technical support
    ◦ Initiated and managed bi-weekly partner calls to facilitate collaboration
    ◦ Published weekly program updates
    ◦ Provided guidance to leadership on critical issues

- Worked closely with Geisinger leadership to implement foundational processes for privacy and security compliance and Identity and Access Management (IAM).

- Operational oversight
    ◦ Provided CRM technical and operational leadership to ongoing projects
    ◦ Onboarded key technical resources
    ◦ Established ADO processes and governance around technology operations pertaining to the CRM program

Interested in learning more about Damo's CRM And Digital Advisory Services? Find out here, or write to us at info@damoconsulting.net
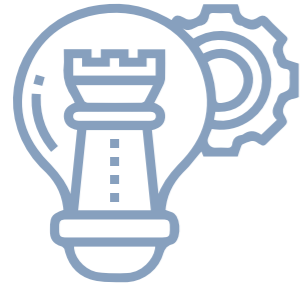
"We had the need for a seasoned consulting firm who could assist with the rollout and deployment of our digital strategy. Paddy and his firm served as our resource to help organize and facilitate this process. He and his team brought forth a unique blend of project management, leadership and demonstrated expertise in all things digital. Their contribution to our CRM strategy, in particular, has been significant."

John Kravitz
CIO, Geisinger
Health System

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

We invite you to visit www.damoconsulting.net

For additional content on digital strategy, case studies of our work, and ongoing research. Subscribe to our newsletter and our highly rated podcast, The Big Unlock.

DAMO

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.