

Great Expectations:

Give Members The Experience They Deserve

Presented By:

Maureen Strojny, *Sr. Director Solution Strategy, Communication and Payment Services* - **Change Healthcare**

Dallin Grimm, *Solution Manager, Communication and Payment Services* - **Change Healthcare**

Patrick Deglon, PhD, *VP Engineering, Analytics Platform & Enterprise Analytics* - **Change Healthcare**



Insight. Innovation. Transformation.



THE RISE
ASSOCIATION

We are a network of health care professionals addressing the challenges posed by the emerging landscape of value-based care and government health care reform.

OUR MISSION

Our mission is to provide a community for like-minded professionals to come together for networking, education, and industry collaboration to stay ahead and advance their careers.

ONE ASSOCIATION
THREE COMMUNITIES



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July 15, 2021 Meeting Notes: HCC Coding User Group #3
started by Tracy Anderson 10 days ago

22

Current Trends and Topics: What keeps you up at night?
started by Marina Adamsky 14 days ago

8

Strategies for RADV Audit Success with a Remote Team
started by Tim Hart 29 days ago

4

NEW POST

Quality & Stars

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Post

Replies

Breaking news: CMS finalizes telehealth, ESRD changes to Medicare Advantage
started by Ilene MacDonald 440 days ago

2

The impact of COVID-19 on Quality and Stars
started by Ilene MacDonald 489 days ago

12

ASK YOUR QUESTIONS IN OUR DISCUSSION BOARD

Our Speakers



Patrick Deglon, PhD

Vice President of Engineering, Enterprise Analytics, Change Healthcare

From eBay to Google to Teradata, and now at Change Healthcare, Patrick Deglon used his unique background in particle physics to uncover insights and drive business growth for world's leading companies. Patrick is leading the Enterprise Analytics team at Change Healthcare where they work with business and technology leaders to define and prioritize key business questions, unlock data acquisition processes, build datasets, develop statistical models, and find actionable recommendation. He is spearheading the initiative to democratize analytics across the organization through training, tools, data, community, and services.



Maureen Strojny

Sr. Director Solution Strategy, Communication and Payment Services, Change Healthcare

Maureen has spent the past 23 years in the communications industry with a focus on healthcare and financial services. Over the past 15 years, she has been involved in the healthcare-market space for compliant member and provider communications, taking a special interest in working with clients to re-engineer workflows to enhance member engagement. Since joining Change Healthcare three years ago, Maureen has focused on solution strategy and growth for the Communication and Payments business. She holds a B.S. in healthcare policy and administration from Providence College.



Dallin Grimm

Solution Manager, Communication and Payment Services, Change Healthcare

Dallin has had the opportunity to help drive innovation in a variety of healthcare spaces including payer-provider relations, value-based care, and strategic-partnerships. Most recently, Dallin has been advancing communications solutions to help payers and providers partner with individuals more effectively in their healthcare journeys. He holds a Bachelor of Arts in History from the University of Utah, a Master of Arts in History from Baylor University, and a Master of Business Administration from Texas A&M University.

Great Expectations

People have a wide range of interests, hobbies, responsibilities, and needs

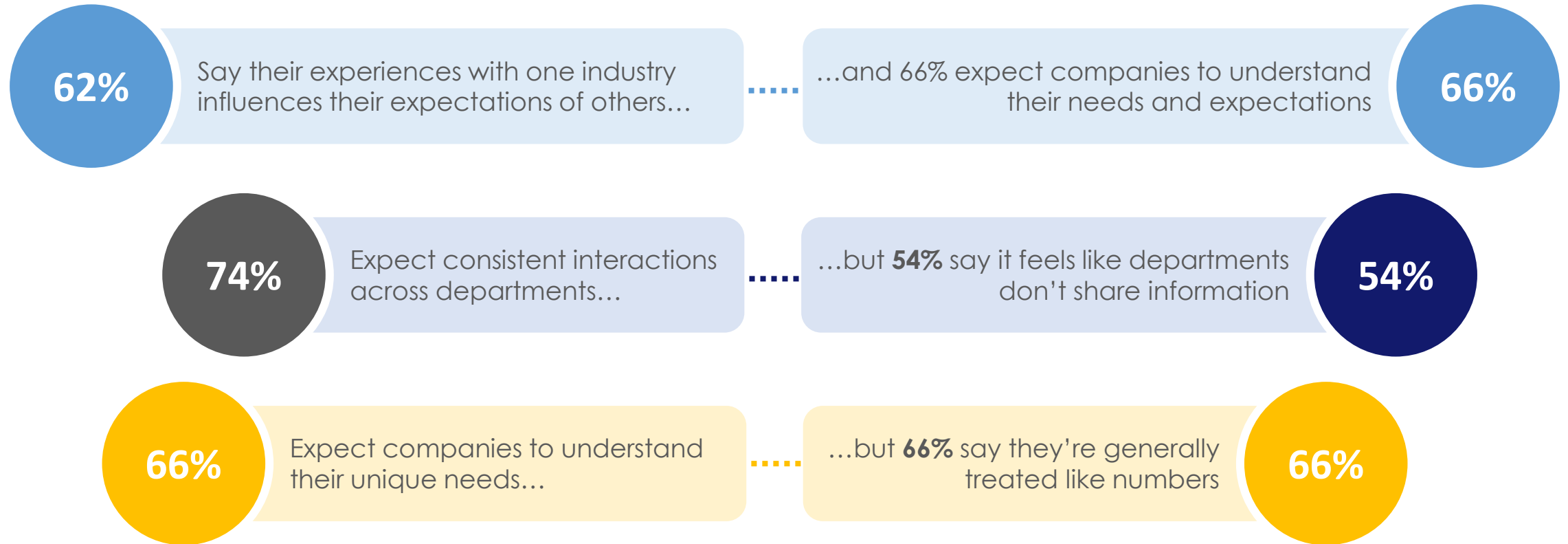
We want **consistent and positive experiences** with the companies that service our needs

Healthcare is no exception!



Consumer Trend Highlights

Salesforce



SOURCE: [Salesforce, "State of the Connected Customer" Report](#)

Consumer Trend Highlights

BrightLocal

What are the top review factors that make consumers feel positively about a local business?



75%

"The written review describes a positive experience"



58%

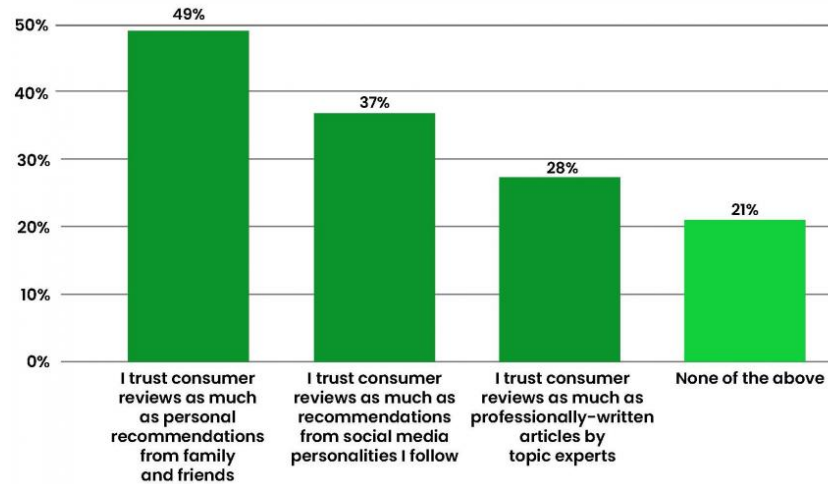
"The review has a high star rating"



55%

"The business owner has responded to the review"

Which of the following statements do you agree with?



SOURCE: BrightLocal, "Local Consumer Review Survey 2022"

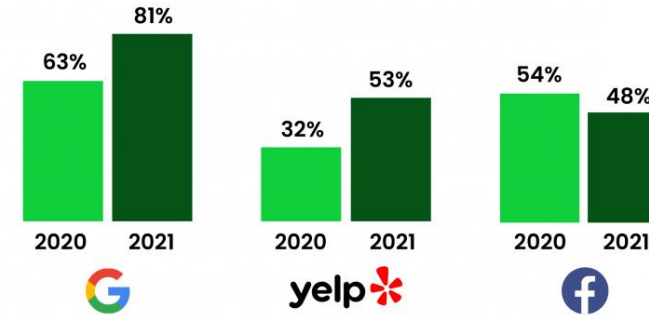
How consumers read and write local business reviews

98% read online reviews for local businesses

80% would be 'likely' or 'highly likely' to leave a review if their initial negative experience was turned into a very positive one

78% use the internet to find out information about local businesses more than once a week

Which review sites are consumers using more and less?



Which business types do consumers pay the most attention to reviews for?



brightlocal

Local Consumer Review Survey 2022

Consumer Trend Highlights

McKinsey & Company

Seventy-five percent of consumers have tried a new shopping behavior, and most intend to continue it beyond the crisis.

Consumers who have tried a new shopping behavior since COVID-19 started¹
% of respondents



75%
Consumers who have tried a new shopping behavior

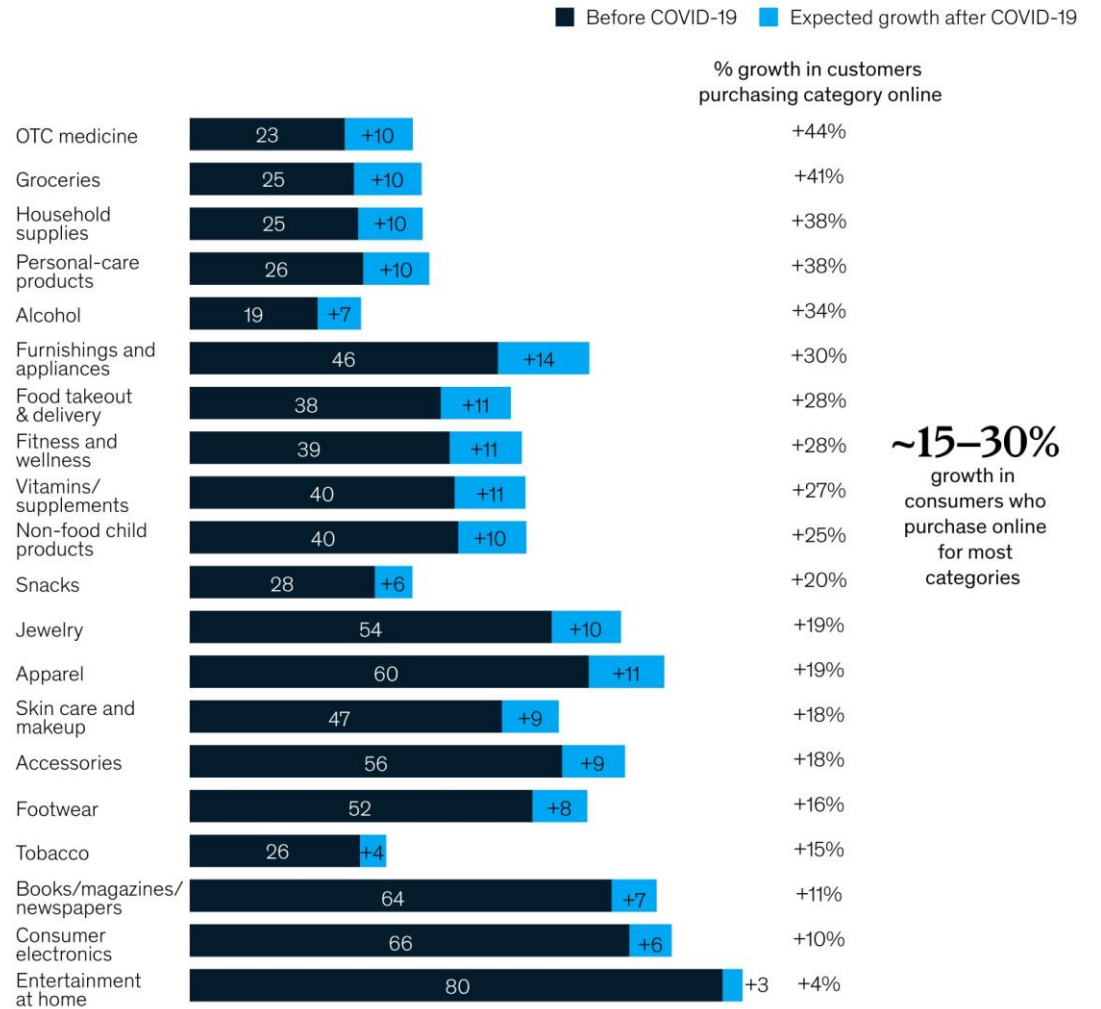
SOURCE: McKinsey & Company, "The great consumer shift"

More people expect to make a portion of their purchases online post-COVID-19 than before.

CHANGE
HEALTHCARE

Insight. Innovation. Transformation.

Consumers' use of online channels before and expected use after COVID-19^{1,2}
% of respondents purchasing online³



~15–30%
growth in consumers who purchase online for most categories

Real Life Example



Making a terrible experience better...or at least tolerable

TurboTax Turns this...

Form 1040 Department of the Treasury—Internal Revenue Service (99) 2021 U.S. Individual Income Tax Return OMB No. 1545-0074 IRS Use Only—Do not write or staple in this space.

Filing Status Single Married filing jointly Married filing separately (MFS) Head of household (HOH) Qualifying widow(er) (QW)
 Check only one box. If you checked the MFS box, enter the name of your spouse. If you checked the HOH or QW box, enter the child's name if the qualifying person is a child but not your dependent ▶

Your first name and middle initial _____ Last name _____ Your social security number _____
 If joint return, spouse's first name and middle initial _____ Last name _____ Spouse's social security number _____

Home address (number and street). If you have a P.O. box, see instructions. _____ Apt. no. _____
 City, town, or post office. If you have a foreign address, also complete spaces below. _____ State _____ ZIP code _____
 Foreign country name _____ Foreign province/state/county _____ Foreign postal code _____
 You Spouse

At any time during 2021, did you receive, sell, exchange, or otherwise dispose of any financial interest in any virtual currency? Yes No

Standard Deduction **Someone can claim:** You as a dependent Your spouse as a dependent
 Spouse itemizes on a separate return or you were a dual-status alien

Age/Blindness You: Were born before January 2, 1957 Are blind **Spouse:** Was born before January 2, 1957 Is blind

Dependents (see instructions):
 If more than four dependents, see instructions and check here ▶

(1) First name	Last name	(2) Social security number	(3) Relationship to you	(4) <input checked="" type="checkbox"/> if qualifies for (see instructions): Child tax credit	Credit for other dependents
				<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>

1	Wages, salaries, tips, etc. Attach Form(s) W-2			1
2a	Tax-exempt interest	2a	b Taxable interest	2b
3a	Qualified dividends	3a	b Ordinary dividends	3b
4a	IRA distributions	4a	b Taxable amount	4b
5a	Pensions and annuities	5a	b Taxable amount	5b
6a	Social security benefits	6a	b Taxable amount	6b
7	Capital gain or (loss). Attach Schedule D if required. If not required, check here			7
8	Other income from Schedule 1, line 10			8
9	Add lines 1, 2b, 3b, 4b, 5b, 6b, 7, and 8. This is your total income			9

Attach Sch. B if required.

Standard Deduction for—
 • Single or Married filing separately, \$12,550



...into this

turbotax

Let's start by getting to know you...

We just need a few details to get us rolling.

First name Last name
Enter the last name from your Social Security card

Date of birth Why we're asking ZIP code
mm/dd/yyyy

I live outside the U.S.

[Continue](#)

[Sign Out](#)

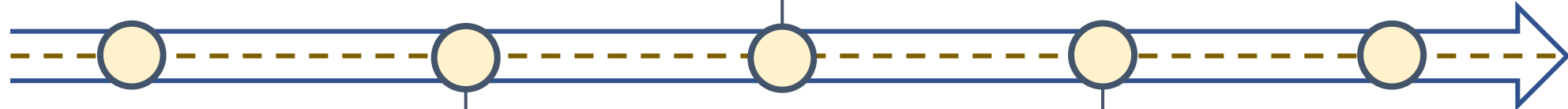
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SOURCE: Appcues, "How TurboTax turns a dreadful user experience into a delightful one"; TurboTax.Intuit.com



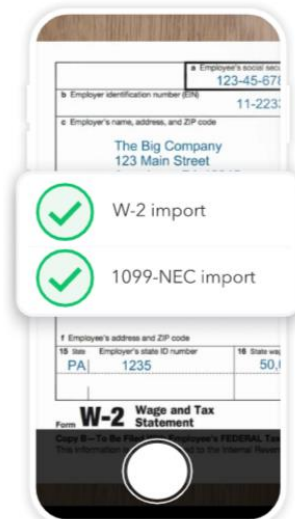
Journey Highlights

TurboTax



Save rework by starting with last year's info

Option to import and auto-fill data from scanned image

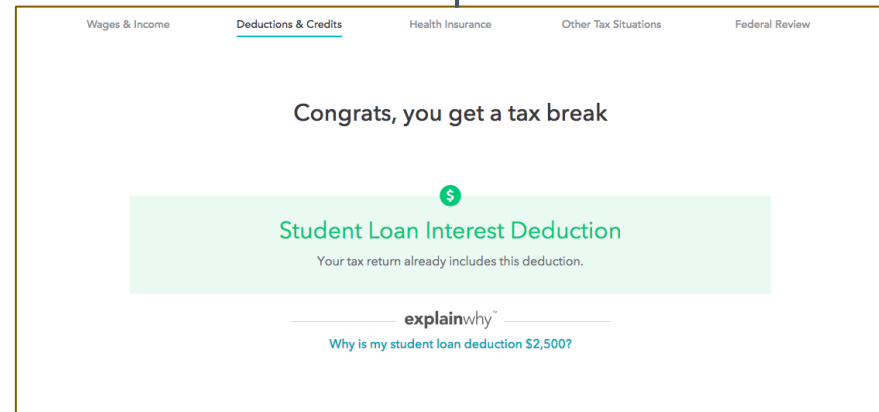


Live experts available to assist



Progress in bite-sized pieces and get updates as you go

Easy e-submission and refund tracking



SOURCE: Appcues, "How TurboTax turns a dreadful user experience into a delightful one"; TurboTax.Intuit.com

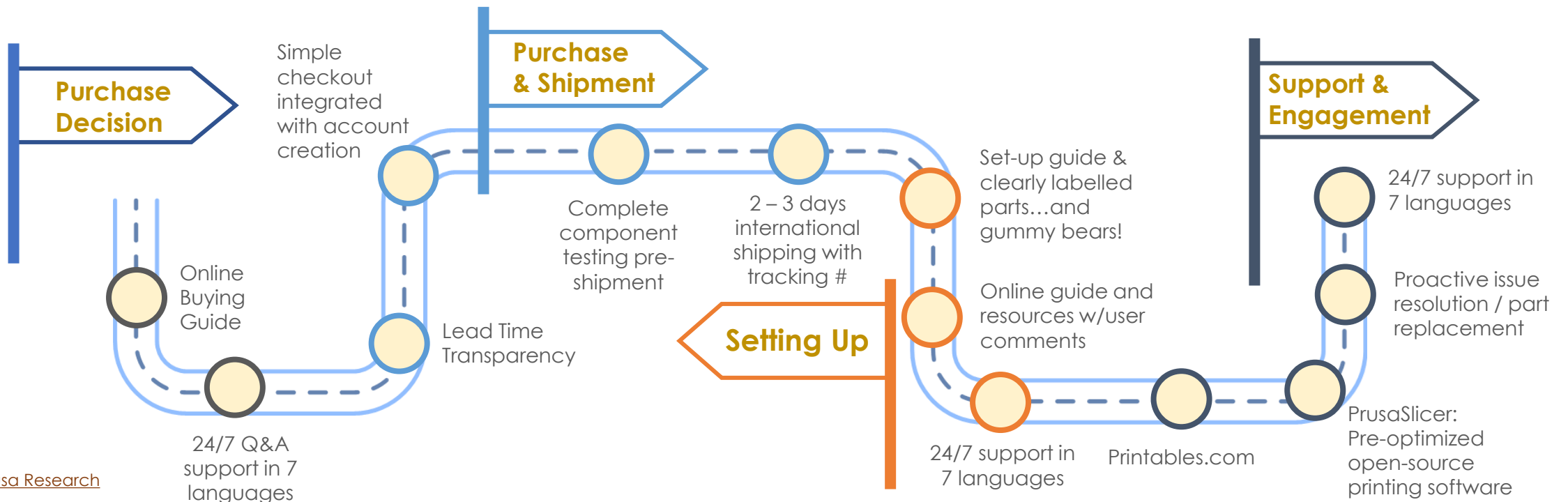
Real Life Example

Prusa Research



Comprehensive Customer Journey

End-to-end support to ensure users have success with their products



SOURCE: [Prusa Research](#)

Journey Highlights

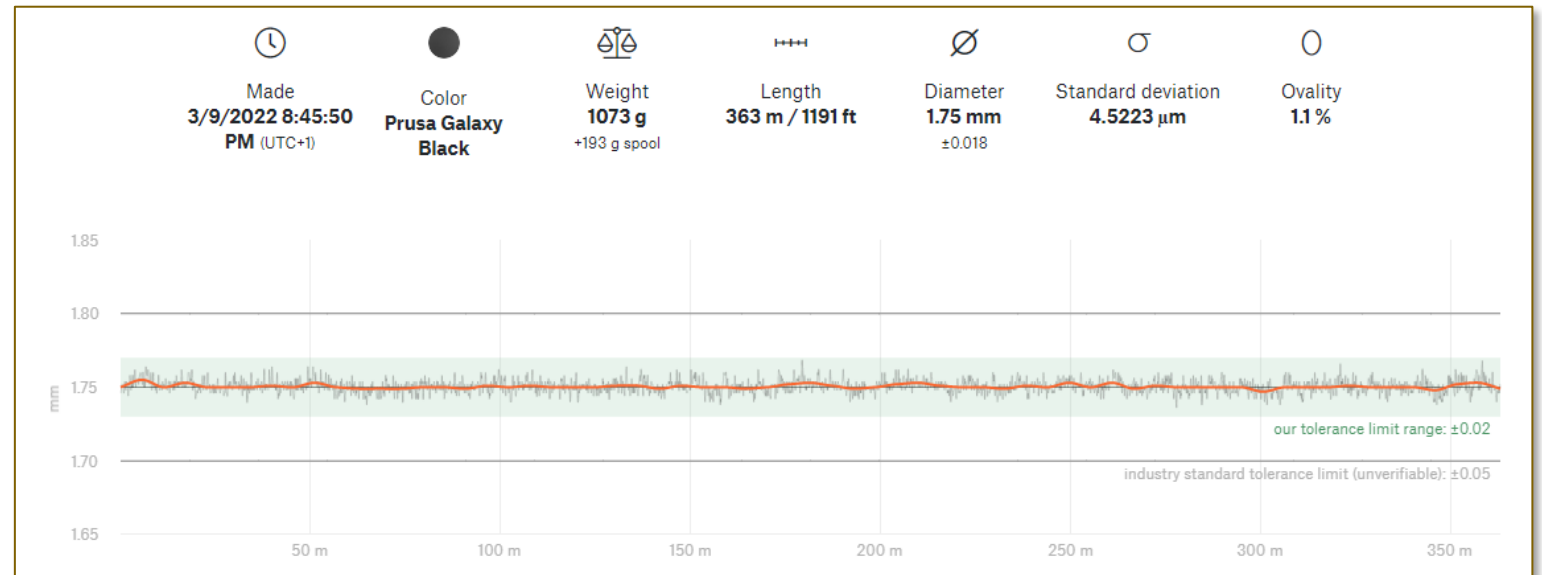
PRUSA
RESEARCH
by JOSEF PRUSA

Purchase
& Shipment



Complete component testing pre-shipment

Transparency and clear presentation of context data



SOURCE: Prusa Research

Journey Highlights

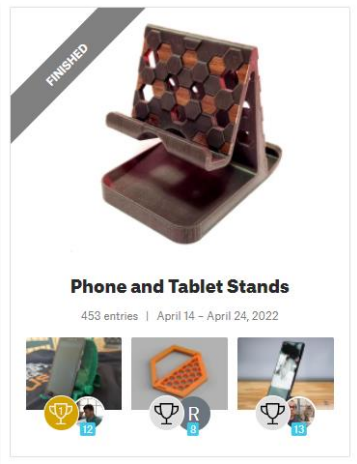
PRUSA
RESEARCH
by JOSEF PRUSA

Support &
Engagement

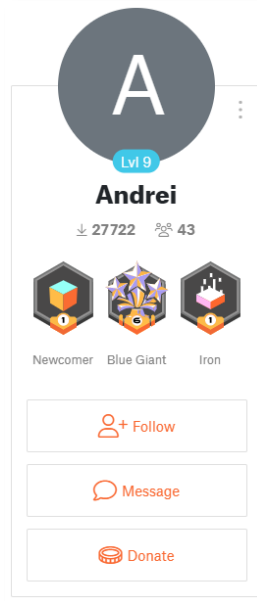


Printables.com

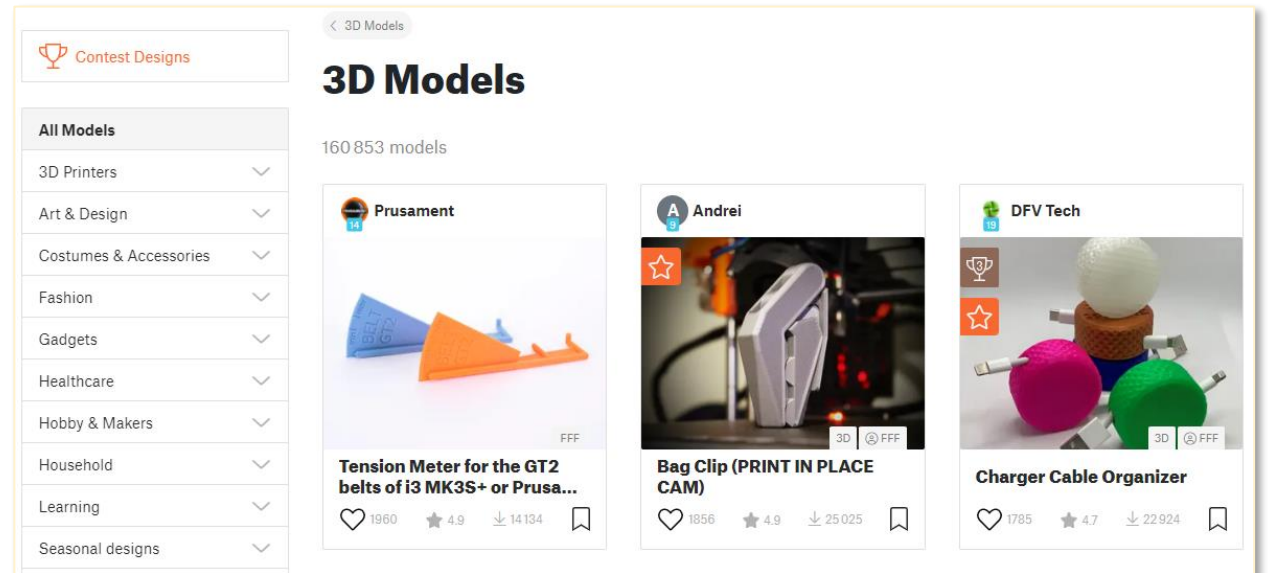
Create a community and sense of belonging
(including those with non-Prusa hardware)



Contests with prizes



Curate collections,
follow other makers



Large, free database for sharing and downloading models

SOURCE: [Prusa Research](#)

Measuring Success

The Drivetrain Approach is a four-step process for building analytics outcomes

Google Example (1998)

1 Define Objective

Start by defining your goal

“**Most relevant search result**” versus others “profit”, “UX”, “TCO”

2 Specify Levers

Specify the inputs that you control, the levers you can pull to influence the outcome

Google can **control the ranking** of the search results

3 Collect Data

Figure out what data you need to collect for measuring the effect of pulling those levers

They realized that the implicit information regarding **which pages linked to which other pages** could be used for this purpose.

4 Identify Actions

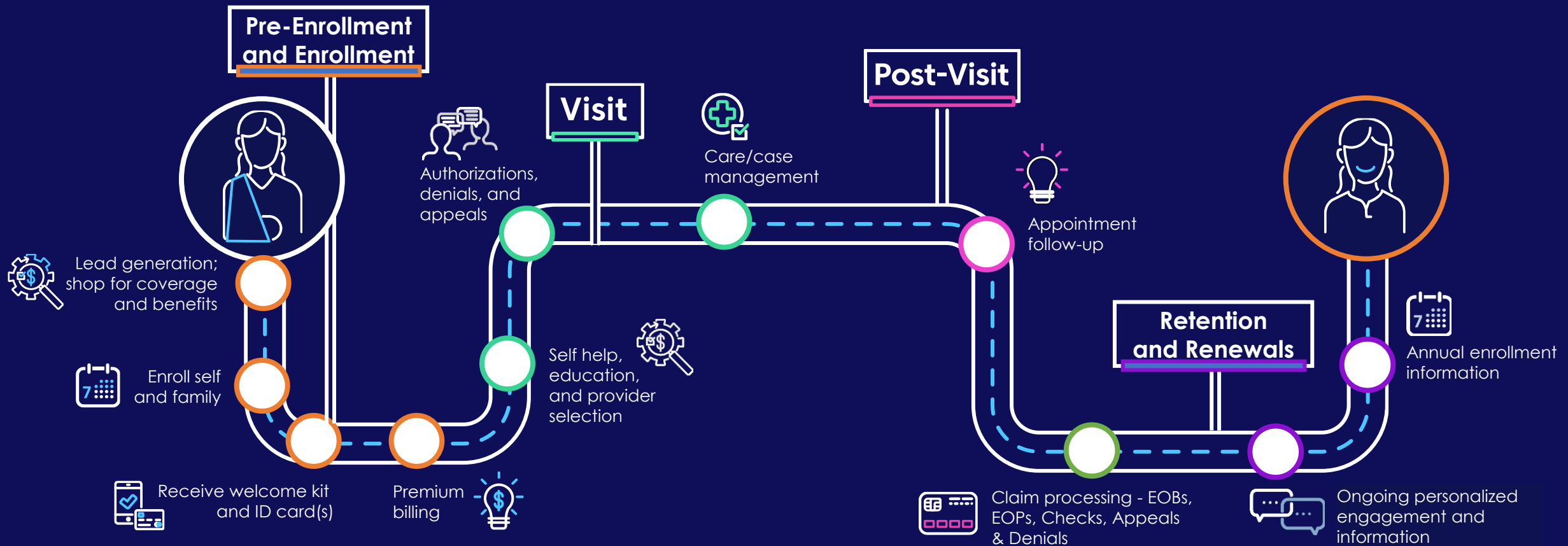
Analyze data and build statistical models to compute which lever to move and how much to achieve the desired outcome

Larry Page and Sergey Brin invented the **graph traversal algorithm PageRank** and built an engine on top of it that revolutionized search

Source: <https://www.oreilly.com/radar/drivetrain-approach-data-products>

Consider the Member Journey

Each touchpoint is an engagement opportunity



Sales & Marketing 101

- How to drive more people to *Self-help, education, and provider selection*? [Member Journey]
- How to acquire new users? [Turbo Tax Marketing]
- Which household to visit? [Obama campaign]



Ref: DRILLING DOWN: Turning Customer Data into Profits with a Spreadsheet, by Jim Novo

Lessons Learned

Is your member engagement experience...

Like this?

Or like this?

1040 Department of the Treasury—Internal Revenue Service (99) **2021** OMB No. 1545-0074 IRS Use Only—Do not write or staple in this space.

U.S. Individual Income Tax Return

Filing Status Single Married filing jointly Married filing separately (MFS) Head of household (HOH) Qualifying widow(er) (QW)

Standard Deduction Spouse itemizes on a separate return or you were a dual-status alien

Age/Blindness You: Were born before January 2, 1957 Are blind Spouse: Was born before January 2, 1957 Is blind

(1) First name	Last name	(2) Social security number	(3) Relationship to you	(4) <input checked="" type="checkbox"/> If qualifies for (see instructions): Child tax credit	Credit for other dependents
				<input type="checkbox"/>	<input type="checkbox"/>
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				<input type="checkbox"/>	<input type="checkbox"/>
				<input type="checkbox"/>	<input type="checkbox"/>

1	Wages, salaries, tips, etc. Attach Form(s) W-2	1
2a	Tax-exempt interest	2b
3a	Qualified dividends	3b
4a	IRA distributions	4b
5a	Pensions and annuities	5b
6a	Social security benefits	6b
7	Capital gain or (loss). Attach Schedule D if required. If not required, check here <input type="checkbox"/>	7
8	Other income from Schedule 1, line 10	8
9	Add lines 1, 2b, 3b, 4b, 5b, 6b, 7, and 8. This is your total income	9



Let's start by getting to know you...

We just need a few details to get us rolling.

First name: Last name:
Enter the last name from your Social Security card

Date of birth Why we're asking:
mm/dd/yyyy

ZIP code:

I live outside the U.S.

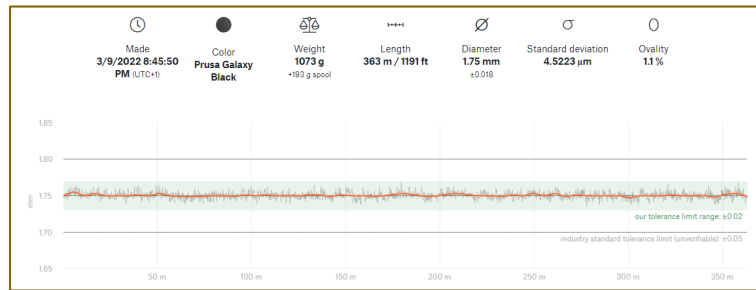
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Consider their experience with enrollment forms and process, EOBs, letters, welcome kits, etc. → Are these easy to navigate and understand?

Lessons Learned

How do you make information transparent and available to your members?



Opportunities to consider:

- Member portal content and navigation
- EOB, letters layout and content
- Welcome kits and enrollment materials design, instructions, and content
- Cost of care transparency

It is possible to keep healthcare data secure and private AND make it simple and accessible

Lessons Learned

Do your members feel like they belong?

Real Client Example

Regional MA Plan

Tight integration of plan benefits with local health system;
“health insurance” feels more like a “club membership”



Free 3D
Models for All

Contests and
Prizes

Personalized
Profile

Community
Interaction

Fitness
facilities

Educational
Classes

Bilingual physicians
and staff

Book
club

Complimentary transportation to
medical centers and fitness facilities

Lobby greeters and
personal escorts

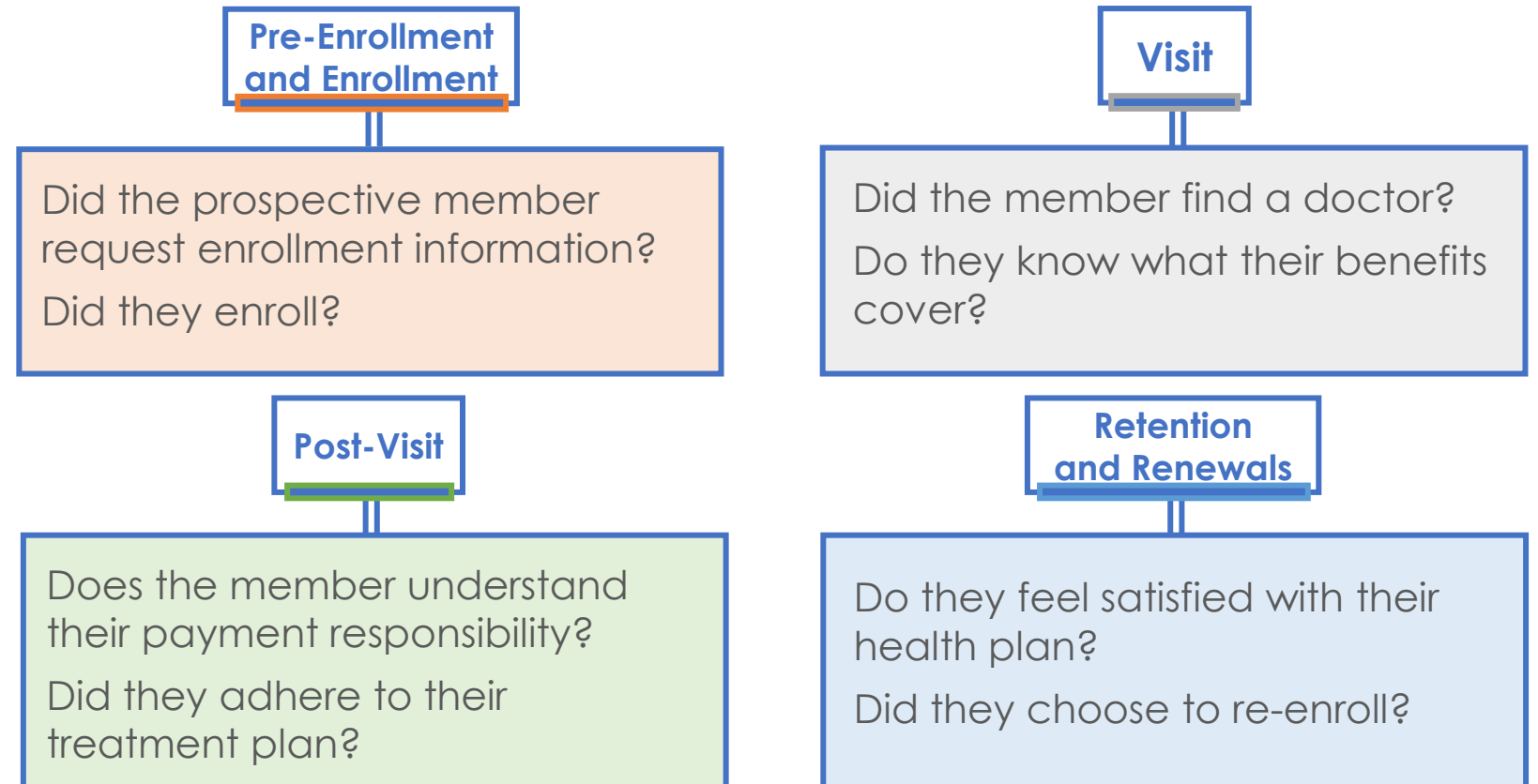
“White Glove”
member management

Help members get the most out of their plan membership:
inspire loyalty, increase retention

Measuring Success

What is your objective for each stage in the member's journey?

- 1 **Define Objective**
Start by defining your goal
- 2 **Specify Levers**
Specify the inputs that you control, the levers you can pull to influence the outcome
- 3 **Collect Data**
Figure out what data you need to collect for measuring the effect of pulling those levers
- 4 **Identify Actions**
Analyze data and build statistical models to compute which lever to move and how much to achieve the desired outcome



How can we turn members into promoters and not detractors (think NPS)?

Consumers have different preferences at different places in their journey

At what point in the journey, if at all, would you like to receive the following types of information?

When finding care

Info on providers	54%
Details on insurance policies and coverage	48%
Proactive notifications on new services / providers available from insurance	42%
Tools / resources to help navigate the healthcare experience	42%
Transparent pricing for services	40%
Suggested questions for my provider	35%
Education on various treatment options	33%
Status of paperwork / documents	31%
Health tips	30%
Info on payment options	30%

When accessing care

Education on various treatment options	58%
Health tips	56%
Status of paperwork / documents	54%
Suggested questions for my provider	53%
Tools / resources to help navigate the healthcare experience	52%
Transparent pricing for services	51%
Details on insurance policies and coverage	47%
Proactive notifications on new services / providers available from insurance	45%
Info on providers	39%
Info on payment options	39%

When paying for care

Info on payment options	52%
Transparent pricing for services	41%
Status of paperwork / documents	35%
Details on insurance policies and coverage	35%
Tools / resources to help navigate the healthcare experience	32%
Proactive notifications on new services / providers available from insurance	24%
Suggested questions for my provider	23%
Education on various treatment options	22%
Health tips	21%
Info on providers	21%

Info on providers and info on payment options switch in importance as a member progresses through their journey

Tools / resources to help navigate the healthcare experience is consistently desired at all stages

Consumers have different preferences at different places in their journey

How would you like to receive information in each phase of your healthcare journey?

When finding care

Health insurance website	47%
Email	38%
Online member portal	36%
Mobile app	33%
Phone call	30%
Printed Materials	30%
Online or video chat	27%
In-person consultation	26%
Interactive voice response	25%
Text message	24%

When accessing care

In-person consultation	54%
Online member portal	51%
Phone call	47%
Email	45%
Health insurance website	45%
Online or video chat	42%
Mobile app	39%
Printed Materials	38%
Text message	36%
Interactive voice response	32%

When paying for care

Email	40%
Health insurance website	36%
Online member portal	36%
Printed Materials	36%
Mobile app	34%
Phone call	31%
Text message	30%
In-person consultation	29%
Online or video chat	24%
Interactive voice response	23%



The **member portal**, **health plan website**, and **email** have consistent high ratings

Print is middling as a desired channel

Consumers Prefer Digital Communication Channels

But paper isn't going anywhere

Digital channels can help **enhance** the healthcare communications **experience**

By delivering communications via preferred channels, you can help **improve the member experience**, driving loyalty and revenues

"I want my health insurance to communicate with me using more modern platforms."

71%

63%

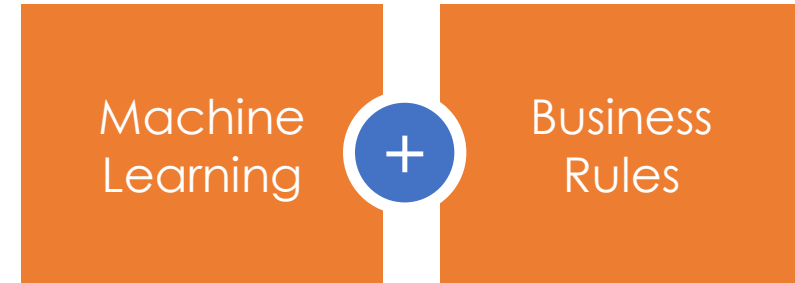
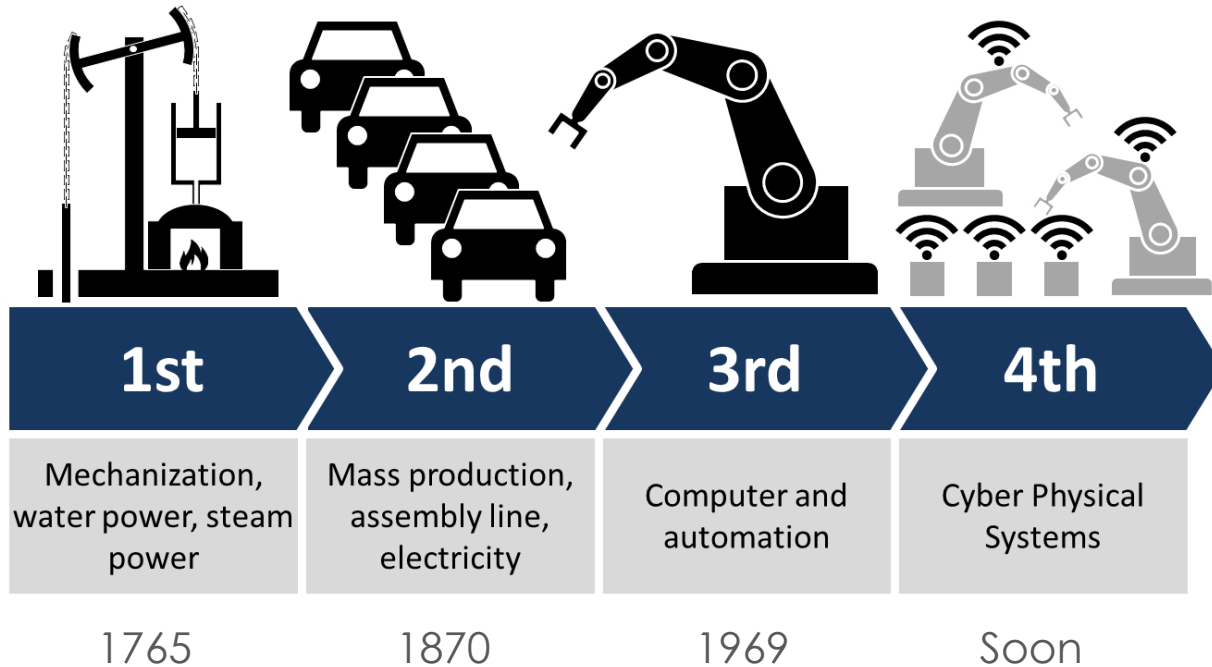
"I would be OK if all communication from my health insurance were digital."

"Communication with my health insurance would be easier if it were all digital."

63%

Source: 2020 Change Healthcare-Harris Poll Consumer Experience Index Research

Healthcare is stepping into the 4th Industrial Revolution



- Self-Driving Cars (e.g., Tesla)
- Chat-Bots (e.g., Google Contact Center AI)
- Personal Assistant (e.g., Apple Siri)
- Cashier-Free Store (e.g., Amazon Go)
- Autonomous Robots (e.g., Brain Corp)
- Precision Medicine

THANK YOU