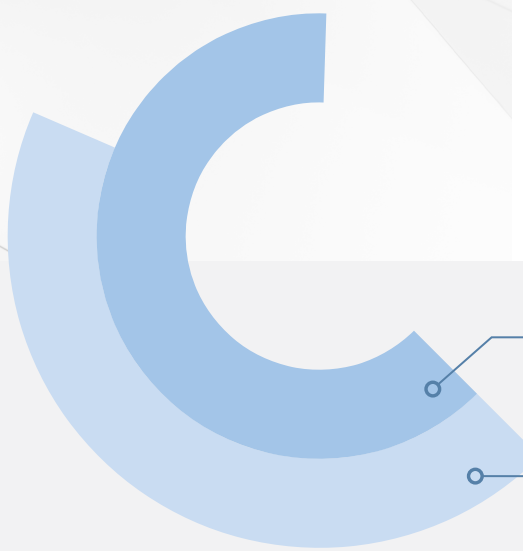




HIGH-IMPACT HEALTHCARE: MOVING FROM MEMBER ENGAGEMENT TO EMPOWERMENT

**AN EXECUTIVE SUMMARY
OF A VIRTUALHEALTH WEBINAR**





Digital disruption is making waves across all industries, including healthcare, with both consumers and businesses feeling its effects.

Already, **63%** of companies are dealing with digital disruption, and **44%** are considered highly susceptible to disruption in the future.¹

While healthcare is still in the early stages of this shift, major changes are on the horizon.

As new disruptors enter the healthcare landscape, it is important to have one platform where plans can integrate new innovation and continue to elevate the member experience.

Many factors are at play, but the root of these changes can be attributed to two forces: the digitization of everything and liquid consumer expectations. Digitization of everything means that every physical experience can now have a digital twin. As a result of these changes, members' expectations are influenced by their experiences with other industries, such as retail, in addition to their experiences with other healthcare organizations. This means healthcare businesses now have an additional challenge: competition from experiential and perceptual competitors outside of the industry.

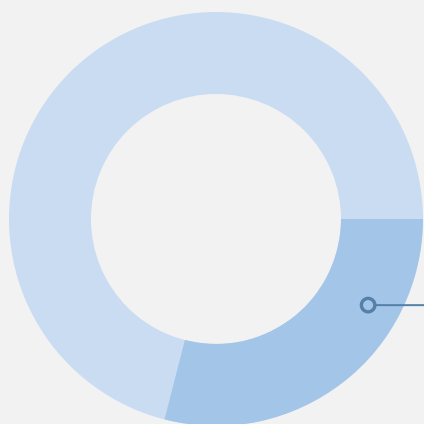
Experiential competitors sell experiences that can replace those of another business, while perceptual competitors change consumer expectations across all industries. Rideshare companies, like Uber and Lyft, straddle both categories. As perceptual competitors, they revolutionized payments by taking the friction out of paying for taxi service. They are also experiential competitors in the healthcare sector, as they have launched health-related businesses that provide both transportation to medical facilities, as well as basic health services like Uber's flu shots on demand. These services compete with the healthcare-related businesses that have traditionally provided them, like a primary care or retail clinic.

The ability to broadcast their experiences, both positive and negative, means consumers are in the driver's seat.

Reimagining Services

As more outside businesses enter healthcare, new digital health competitors are also reimagining services, along with how those services can be delivered. For example, Bind is shaking up the health plan model by providing on-demand health insurance. This wave of new entrants and services is creating an unbundling environment, in which options are increasingly carved out or carved off. This increases complexity but at the same time gives consumers more flexibility.

Among those new services and options are digital health tools, such as wearables, which are becoming mainstream thanks to shifting consumer expectations. Consumers today can even select providers based on their willingness to use digital services and communications. This influence comes at a time when care is already moving beyond the doctor's office to places like retail clinics and virtual-care options. These current digital trends indicate that the clinical experience of the future is likely to be dramatically transformed and more integrated into consumers' daily lives.



Non-Traditional Care

Consumers are increasingly using and demanding non-traditional types of care, whether that's urgent care, retail clinics, outpatient surgery, or on-demand healthcare service.

The 2019 Accenture Health Digital Health Consumer Survey found **29%** of people have already used a virtual care service and a majority of those surveyed expressed interest in doing so. Although somewhat counterintuitive, people with complex needs tend to seek out virtual care more often than other members.

As digitization is reimagining the way services are provided, it is giving consumers greater empowerment and allowing them to spread the word about their experiences. The ability to broadcast their experiences, both positive and negative, means consumers are in the driver's seat. This newfound power is rippling across the healthcare ecosystem, including in consumer disputes with health insurers and providers. For example, one woman's snapshot of a medical bill charge for \$39.95 for nursing staff to hold her baby was shared around the web, sparking dialogue about pricing and transparency.



Meeting the Modern Consumer's Needs

In this environment, customer-centric organizations that provide high-quality digital services and experiences will come out as the winners. But while nearly every consumer interacts with digital technology in some way during their care journey, each moves at a different speed, so personalization of these services is key.

Members have different priorities and bring different engagement opportunities for health plans depending on their place along the health spectrum. Those with minor conditions, or those simply trying to stay well, view convenience as most important. They care most about the cleanliness of a doctor's office, communication with the provider and the ease of parking. In terms of engagement, they want to be diagnosed quickly and will use technology to get answers faster. In terms of empowerment, these members are less likely to delegate decisions to healthcare providers and are more likely to request specific treatments based on information they have seen online.

On the other hand, members with severe and chronic diseases are more concerned about the competence of the provider, and rely more heavily on the expertise and experience of a healthcare professional. They use social health platforms such as Patients Like Me to see potential disease trajectories, and they are much more likely to engage in shared decision-making.

New Engagement Options

Engagement options for all of these groups have typically included traditional channels like phone and mail, followed more recently by email, text, and web outreach. Now, more experimental methods are emerging that include data sharing, social media, and personalized media.

Looking specifically at members trying to stay healthy, the traditional model focused on "smile and dial," or calling the member. This yielded low participation rates. Healthcare organizations have seen more success from treating members like consumers by engaging them using text messages as reminders, and providing rewards like gift cards to incentivize beneficial behavior.



Under this model, new partnerships and business strategies will be key for survival.

A more experimental model allows for the assessment of member data from social media, purchasing behavior and other sources, to take proactive steps like engaging women earlier in a pregnancy. A newly pregnant woman, for example, can be identified by data on her recent purchases, reached via Instagram and Twitter, and provided with relevant information on prenatal care and access to a lactation consultant. She can be linked to peer support or sent articles on medical issues based on her personal risk profile.

Putting Insights Into Action

Mark Leenay, Chief Medical Officer for WellCare Health Plans, noted that as his organization moves through its digital transformation it is looking at ways to use data to create an individualized care experience. These efforts include portal improvements, modifying benefit structures, offering provider accessibility through Echo, and using data from wearables to better manage members.

As new disruptors enter the healthcare landscape, it is important to have one platform where plans can integrate new innovation and continue to elevate the member experience. WellCare uses VirtualHealth's HELIOS care management solution to create a common clinical platform for all of its members and stakeholders that it can customize depending on their needs. For example, members can see a log of their meals or data from medical devices. This data can be presented to members in a way that is likely to prompt positive behavioral changes. Meanwhile, provider interfaces help physicians make decisions around changes in medical regimens, or address issues related to failure to fill prescriptions.

Finally, care managers can use VirtualHealth's HELIOS platform to oversee these care decisions, monitor member goals, and identify potential issues related to social determinants of health. They can then assist the member to close these gaps and easily communicate with their members in real time. The ongoing expansion of telemedicine in particular can help ensure adequate access to care for members in rural areas or with other transportation challenges. Opportunities and gaps that can be closed by either members or providers — such as scheduling a mammogram — can be presented to both of them.



Conclusion

The digitization of healthcare has been more difficult compared with other sectors, as healthcare firms have been challenged by strict regulations, organizational complexity, data privacy issues, and aversion to change. Today, they face a variety of additional challenges, including evolving expectations for clinical care, demand for personalized outreach, and competition from a variety of players both within and outside of the industry.

Although healthcare organizations have been slow to adapt to change in the past, leaders of the new healthcare landscape will need to embrace change while testing and learning with technology.

In this environment of reimagined services and competitive pressure from outside industries, digital winners will be those that can count on cutting-edge technology from innovative partners like VirtualHealth.

The healthcare organizations that are already starting to use emerging technologies are improving outreach and providing more convenient care. With the right services, attitude, and partnerships, healthcare organizations can leverage digital disruption to refocus on the member. They can go beyond healthcare engagement to empowering members in their care. As this happens, access to care will become more proactive and more holistic while easing the burden for everyone involved in the continuum of care.

REFERENCES

1. Source: Accenture Research analysis, [Disruptability Index](#)

HELIOS by VirtualHealth is the first comprehensive care management platform purpose-built to power the entire ecosystem of value-based care. Utilized by some of the most innovative health plans in the country to manage millions of members, HELIOS streamlines person-centered care with intelligent case and disease management workflows, unmatched data integration, broad-spectrum collaboration, member engagement, and configurable analytics and reporting. Named the 39th fastest growing company in North America by Deloitte in 2018, VirtualHealth empowers healthcare organizations to achieve enhanced outcomes, while maximizing efficiency, improving transparency, and lowering costs. For more information, visit www.virtualhealth.com.