



**NCHICA**  
Collaborating to Transform Healthcare

## How to Win Patients with a Consumer-Grade Contact Center

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# Burwood Healthcare Approach

## Consulting

- Digital Transformation
- IT M&A Strategy
- Technology Adoption
- Program Management



## Cloud and Automation

Cloud Governance, Architecture, and Migration  
Software-Defined Infrastructure  
End-User Computing

## Technology

- Planning and Design
- Implementation
- Procurement
- Project Management



## Communication and Collaboration

Enterprise Contact Center  
Clinical Communications  
Video and Collaboration

## Operations

- Cloud
- As-A-Service
- Outsourced Operations



## Security

CISO as-a-Service  
Cybersecurity  
Cloud, Network and Information Security

Strategic  
Advisory:

Connected Care

Patient Engagement and Access

IT Transformation and New Facilities

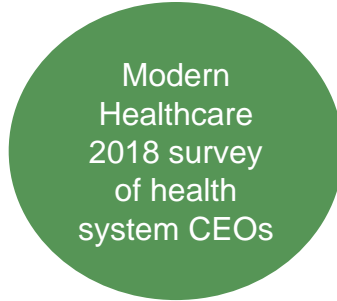
# Agenda

- 1 Outline the impact of consumerism in healthcare
- 2 Discuss challenges for the contact center and the potential for automation
- 3 Offer guiding principles on evolving the capabilities of the contact center
- 4 Describe actionable takeaways for you to bring back to your organization

# Impact of consumerism at CEO level

75% say they expect more than 50% of their strategic plan to focus on consumerism within the next three to five years

47% identify Primary Care as the area most likely to be impacted by an organization from outside healthcare



40% define “consumerism in practice” as more attention to consumer satisfaction and feedback

60% will embrace expanding online services such as scheduling, bill pay and email/text consultations

# Competitive disruption from a number of angles



# Reacting to a more consumer-driven world



## Patient-preferred communications channels



## Connecting with the health system and providers



1

### Target approaches specific to audience and service

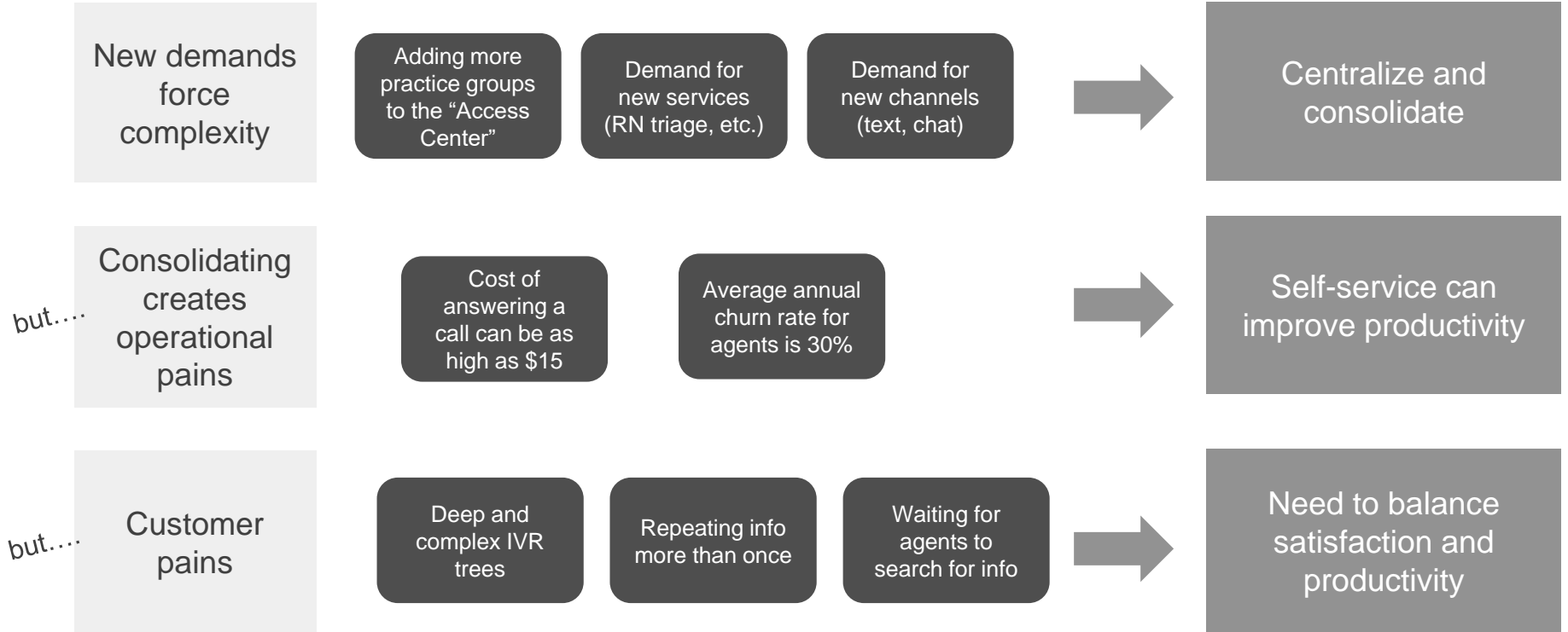
- Generations consume healthcare differently
- Millennial parents
- Virtual visits and travel avoiders
- Convenient primary care options

2

### Align contact center capabilities as part of a digital front door

- Consumer-facing website
- Patient portals
- Mobile apps
- Referral mgt.

# Challenges for the contact center



# Balancing customer satisfaction and productivity

The customer's needs seem simple...

"I want my problem solved quickly using my preferred communications channel."

- Integrating multiple channels
- Intelligent staffing
- Skills-based routing
- Training and adoption
- Knowledge base and scripting
- How to provide self-service?

...but very difficult to operationalize while centralizing and consolidating



# The case for virtual assistants

**80%** of customer interactions can be resolved by well-designed bots – Accenture

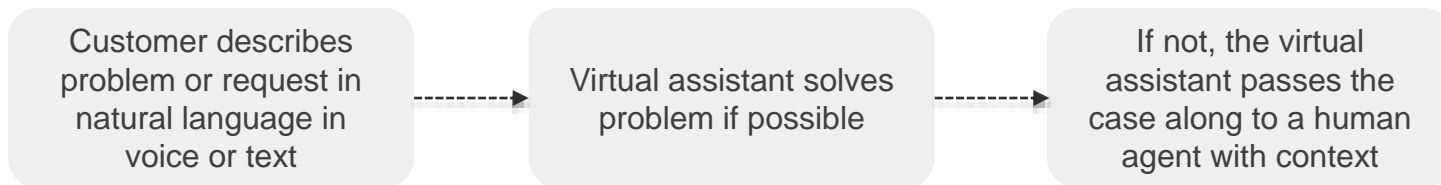
**\$65B** of potential salary savings bots could create – BI Intelligence (based on McKinsey data)

**60%** of consumers want easier access to self-serve solutions for customer service – Ovum

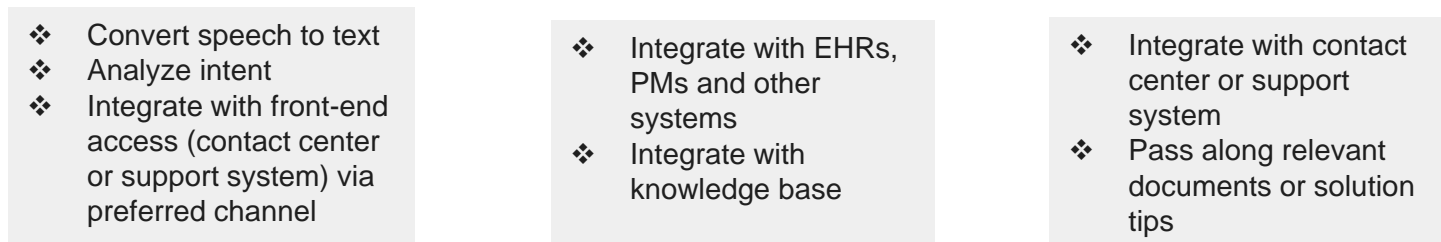
**50%** of enterprises will spend more on bots than traditional mobile app development by 2021 – Gartner

# How virtual assistants help

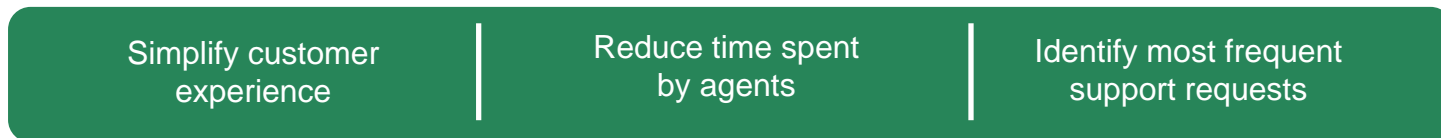
## Workflow



## AI “work”



## Benefits



## Guiding principles in evolving a consumer-grade contact center



First Do No Harm



Make it easy for the patient to connect



Measure and monitor

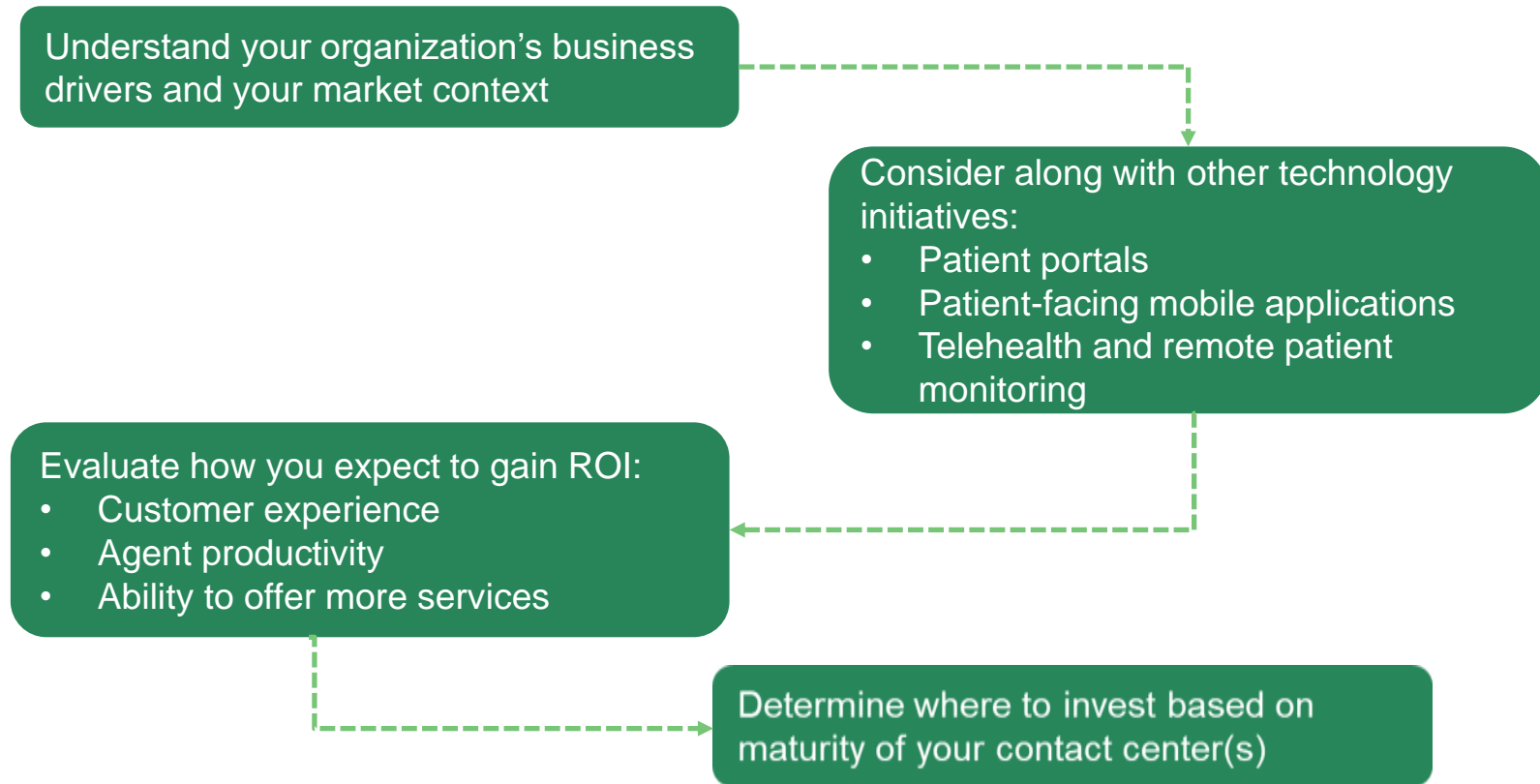


Empowered agents create happy customers

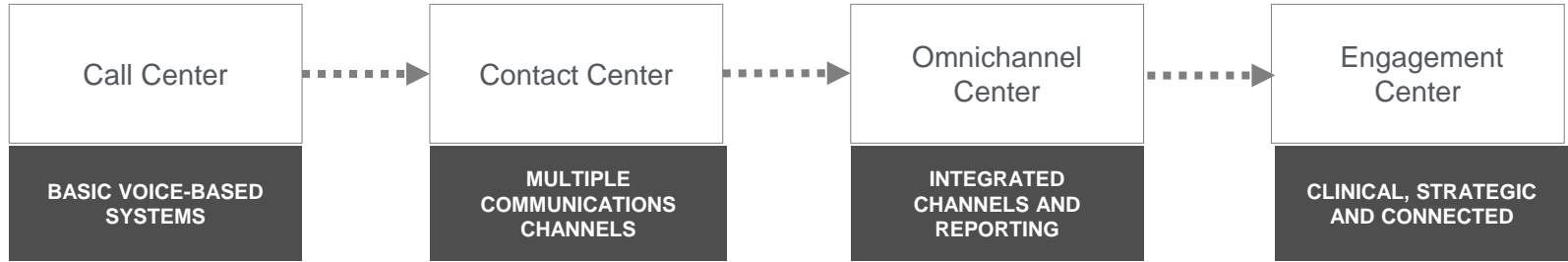


Connect with the enterprise

# Leveraging the value of the contact center



# How to get started? | Contact center maturity



**Services**

- |   |  |  |   |
|---|--|--|---|
| <ul style="list-style-type: none"> <li>▪ Appointment scheduling</li> <li>▪ Billing/inquiries</li> <li>▪ Physician referrals</li> <li>▪ Insurance authorization</li> </ul> | <ul style="list-style-type: none"> <li>▪ Reminders for appointments and medication refills</li> <li>▪ Nurse triage</li> <li>▪ Pre-visit information packets</li> </ul> | <ul style="list-style-type: none"> <li>▪ Online appointment scheduling</li> <li>▪ Telehealth visits</li> <li>▪ More advanced nurse triage</li> <li>▪ More options in bill payment</li> </ul> | <ul style="list-style-type: none"> <li>▪ Chronic disease management</li> <li>▪ Proactive care coordination</li> <li>▪ Promote related services</li> <li>▪ At-Home medical device monitoring</li> <li>▪ Prospecting/retention campaigns</li> </ul> |
|---|--|--|---|

**Technology**

- |   |  |   |   |
|---|--|---|---|
| <ul style="list-style-type: none"> <li>▪ Automated Call Distribution</li> <li>▪ Basic workforce forecasting</li> <li>▪ Basic reporting based on ACD Statistics</li> </ul> | <ul style="list-style-type: none"> <li>▪ Touch-tone IVR</li> <li>▪ Text, email, chat</li> <li>▪ Call recording</li> <li>▪ Advanced routing</li> <li>▪ CTI (screen pops)</li> </ul> | <ul style="list-style-type: none"> <li>▪ Integrated contact channels</li> <li>▪ Workforce Management Tools</li> <li>▪ Mobile apps, including visual IVR</li> <li>▪ EMR Integration</li> <li>▪ Automated knowledge base support</li> <li>▪ Triggers and notifications</li> </ul> | <ul style="list-style-type: none"> <li>▪ Integration with Healthcare CRM</li> <li>▪ Integration of enterprise online digital assets (websites, mobile)</li> <li>▪ Speech analytics</li> <li>▪ Conversational AI</li> <li>▪ Chatbots/Virtual assistants</li> </ul> |
|---|--|---|---|

**Data Mgt.**

- |  |   |   |   |
|--|---|---|---|
| <ul style="list-style-type: none"> <li>▪ Canned reports</li> <li>▪ Manage to SLA metrics such as call handle times</li> <li>▪ Most focus is on call performance</li> </ul> | <ul style="list-style-type: none"> <li>▪ Bolt-on reporting applications</li> <li>▪ Wallboards/dashboards</li> <li>▪ Add focus on agent productivity: measure deflected calls</li> <li>▪ Add focus on customer effort: first contact resolution</li> </ul> | <ul style="list-style-type: none"> <li>▪ Integrated reporting across channels</li> <li>▪ Focused desktop integration to simplify common agent workflows</li> <li>▪ Speech analytics to detect agitated customer</li> <li>▪ Gather insight into patient journey within the contact center</li> </ul> | <ul style="list-style-type: none"> <li>▪ More advanced desktop integration to consolidate scheduling, billing, and clinical support</li> <li>▪ Proactive monitoring of customer satisfaction and predictive analytics</li> <li>▪ Data integration with enterprise patient relationship management platform</li> </ul> |
|--|---|---|---|

# First Do No Harm



- 1 Do you have a way of knowing when customers are not satisfied?
- 2 Deal with any current problems, even if they are not easily discoverable.
- 3 Assess call handle times, customer effort required, and call routing accuracy.
- 4 Empower agents to solve customer issues (match skills and knowledge).
- 5 Implement post-call surveys and/or call recording/quality management. A next level approach includes speech analytics for sentiment data.
- 6 Social media listening.

# Make it easy for the patient to connect



1

Identify what services you would like your customers to access (marketing, education, support, and clinical)

2

Identify your vision of your customers' ideal experience in these interactions

3

Plan your technology roadmap to provide the channels and features indicated



# Focus on what to measure and monitor

1 Identify outcomes that determine success

2 Pick measures for patient experience as well as operational efficiency

3 Your data should be:

- Actionable
- Timely
- Able to be integrated

## EFFICIENCY MEASURES

- ☀ Average Handle Time
- ☀ Average Speed of Answer
- ☀ Agent Occupancy
- ☀ Cost per Call

## EXPERIENCE MEASURES

- ☀ Patient Satisfaction
- ☀ First Contact Resolution
- ☀ Customer Effort Score
- ☀ Net Promoter Score



# Empowered agents create happy customers



- 1 Consolidate contact center operations while maintaining a personalized connection
- 2 Automate knowledge support: scripts and protocols empowers the agent to rapidly resolve issues
- 3 Skills-based routing gives managers the ability to staff flexibly while ensuring great contact handling
- 4 Desktop integration with scheduling, billing, and clinical systems inform agents of highlighted information to reduce handle times and increase first contact resolution rates

# Align to enterprise vision and objectives



1. Leaders from Marketing, Population Health and Clinical Informatics/Quality can be competition in internal funding battles. Turn them into allies.
2. Show how contact center data can help answer questions such as:
  - How far are customers calling in from?
  - What are patterns or trends in no-shows?
  - What services are customers asking for that aren't currently available?
  - How can we monitor customer satisfaction with more timeliness and granularity than HCAHPS/CAHPS?
3. Think of “patients” more like “members” or “subscribers”

# Actionable takeaways

- **Actionable Takeaway 1:** Assemble your "inventory" of contact centers and assess your contact center maturity
- **Actionable Takeaway 2:** Identify key individuals within your organization responsible for patient experience
- **Actionable Takeaway 3:** Consider how contact centers can help you measure and improve customer satisfaction



CELEBRATING  
**20**  
years  
of exceptional  
client service

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