WHITEPAPER:
Why Your EMR Alone Won't Drive Value-Based Care

Personalizing the Healthcare Experience

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Introduction

You don't know what you don't know. Hospitals are institutions built on evidence, routines, and consistency, yet oftentimes red flags are an inherent part of the processes that make a hospital run. The growing prominence of Electronic Medical Records (EMRs) and Healthcare Information Technologies (HIT) can give organizations a false sense of security that they are actually providing value-based services to clients and patients, but these 'tools' have their drawbacks.

In every sense of the word, EMRs are systems of record — not systems of engagement. These are tools designed to make patient's medical records easier to access. Problems arise, however, because this is just a small stop in the continuum of care. These systems of record are not built to integrate with other systems, and installing them in a large organization often results in numerous interoperability issues. Add to this the fact that EMRs have limited reporting capabilities and are unable to run metrics on critical results, and hospitals are often left with more gaps than solutions.

This whitepaper explores how leading healthcare organizations can identify the gaps in their patient and provider engagement strategies and take proactive measures to supplement their EMRs with value-based technologies around:

1. **Retention:** How can your hospital retain patients when physicians retire?
2. **Engagement:** Do you know how to proactively engage patients to ensure maximum revenue?
3. **Analytics:** Can your health network view analytics and insights across systems, departments, and even locations?

Part 1: Retention

What Your EMR Can't Do

Patient portals, while helpful from a communication standpoint, do little to take action on pressing patient issues. Retention stems from understanding your patient population, making a meaningful connection with people, and making it easy for them to say yes. EMRs connect patients with key pieces of information, but can form blockades when it comes time for physicians and other hospital staff to take action.

According to Solution Reach, many practices lose about 50% of their patient base every 5 years - a high number for any industry.[1] Since it costs 10x more to find new business than retain current clients, a hospital must be constantly working towards high rates of patient retention. Teams can track and measure metrics in spreadsheets, but how can they proactively ensure actionable follow-up? With standard EMRs and other HIT tools, data is constrained to inform, when it should be used to educate.

Across industries, upwards of 70% of people who take their business elsewhere do so because they perceive an attitude of indifference, according to Healthcare Success.[2] Today, it is more common for a doctor to be looking at an iPad than an actual patient. EMRs and other healthcare technologies are useful, but the sheer number of systems is threatening to take over physicians time that could otherwise be spent with patients.

One of the biggest tools hospitals need in their pocket is the ability to take action and track patient decisions. There is an untapped wealth of patient data waiting to be revealed by healthcare-specific CRM solutions. Hospitals can take action on this data, track interactions for accountable follow-up, and understand the numbers behind patient decisions.

Real-World Use Case

In a large health system, it is not uncommon for 20 or so physicians to retire each year. If each of these physicians serves 1,800 patients, that is more than 34,000 patients who will lose their physician every year. These patients add up to a staggering value of almost **$50 million annually** to the health system. And what can the health system do to ensure that these patients will stay within their network and not move to a more convenient option such as a MedCheck or a Minute Clinic? Unless the care experience is truly exceptional and the patient has a value-based relationship with the network — and not the physician — then they will most likely seek new medical care.

With a true healthcare-specific CRM solution, the health system can not only proactively track how many patients are leaving the health system annually, but they can also capture physician transition events to drive accountability across all patient touchpoints. For example, when a physician announces his retirement, a hospital marketing team can segment out his patient population to 'nurture' them with emails, value-building collateral, and even automated wellness text messages.

Once patient retention campaigns are in place, the health system's leadership team can then track, trend, and gauge the campaigns for effectiveness, answering some of the following questions along the way:

- If a patient chooses to leave the network, what made them leave?
- At which point did an 'at-risk' patient transition into a 'loyal' patient?

1 "Patient Retention." Solution Reach. N.p. 10 April 2015.

2 Hirsch, Lonnie. "9 Essentials of Improving Patient Retention." Healthcare Success. 06 March 2010. 10 April 2015.

- Where are the majority of the patients who are leaving now receiving their medical care?

Most average health systems are facing patient populations in which over half are 'at-risk' or 'not-loyal' to their physicians, equating to tens of millions of 'at-risk' dollars. In the end, a patient portal is just not enough. Health systems need to be able to actively communicate with, engage, and understand their patient populations to effectively drive retention.

Part 2: Engagement

Where an EMR Alone Is Not Enough

Patient engagement is more than just providing patients with their medical records. It is patients and providers interacting and collaborating to improve general wellness. And yet, in a recent TeleVox report, 55% of providers say they don't communicate with patients between visits, and 50% of healthcare professionals believe their job begins and ends during regular office visits.[3]

In the age of ACOs and value-driven healthcare, it is more important than ever before for physicians and health networks to not only provide scheduled check-ups, but act as around-the-clock wellness consultants. Hospitals can no longer concern themselves with scheduled appointments alone — there is so much more at stake now.

Take, for example, demographic data. If a hospital was able to aggregate and analyze a select segment of their patient population based on demographic data, they could uncover key triggers in patient behavior. Are a high number of patients from a single neighborhood missing appointments? Maybe there is a problem with transportation to the hospital. Do the numbers show that a certain percentage of patients over the age of 65 are confused about pre-procedure instructions? Maybe they are not receiving the email reminders your practice sends out because they do not regularly use the internet.

When you can track patient populations in a full-service, healthcare-specific CRM, your team not only has access to this detailed demographic information, but they also have the ability to build reports to uncover hidden metrics and then take action to ensure problems are resolved. Hospital representatives can take proactive steps to provide patients with the resources they need to have the best healthcare experience possible.

Real- World Use Case

One of the Midwest's largest safety net hospitals was having a problem with patient no-shows — almost 35% of patients with scheduled orthopedic surgeries were simply not showing up. Adding up the cost of labor, materials, and time, each one of these surgeries was costing the hospital around $25,000 a piece, or almost **$5 million annually**. Many of these no-shows were attributed to long wait times associated with procedure registration, while others were canceled due to patients arriving unprepared with little knowledge of pre-procedure instructions.

With secure engagement solutions available through their industry-specific healthcare CRM platform, the hospital was able to create an engagement strategy that not only helped prepare patients for these expensive surgeries but also provided the hospital leadership team with metrics and critical intelligence into the patient experience.

3 "A Fragile Nation in Poor Health." Televox. 10 April 2015.

Today, the hospital is able to:

- Encourage pre-registrations and efficiently communicate with patients.

  With holistic patient profiles inherent to the CRM, the hospital can segment out each patient's preferred method of communication and send 72, 48, and 24 hour reminders with directions, parking information, and pre-procedure instructions.

- Send an automated text message flow prior to surgery day.

  Sending automated messages to the patient population with the option to 'cancel' or 'contact representative' directly from a text not only provides a personal 1-1 contact point with the patient, but it also encourages patients to bypass registration lines or reschedule critical appointments — preventing no-shows before they occur.

- Monitor real-time performance while leveraging critical intelligence.

  For hospital leadership, having a real-time view of the number of no-shows, registration issues, and patient complaints all in one place is instrumental in building organization-wide best practices.

Part 3: Analytics

Why Your EMR Needs Help

Healthcare organizations in 2015 have a myriad of technological solutions and tools built to help alleviate manual efforts across departments. Common systems include LIS, billing, sales, and client service systems, which collectively store an abundance of critical data. The hunt for key information spread among multiple locations often results in two unfortunate situations: an inefficient resolution is put into place because the root cause is too difficult to pinpoint, or too much time transpires during the process of hunting down data, causing an already strained relationship to progress to "crisis mode."

According to a recent study on healthcare analytics by CDW, data integration challenges are the #1 challenge in the adoption of analytics for healthcare organizations.[4] Deriving insight and value from siloed data sets is time consuming, inefficient, and, in severe cases, impossible. Another report by KLAS found that, when asked which vendors are best with the ability to aggregate data and report across the continuum of care, 36% of respondents said "none."[5]

Busting through data silos not only sets the stage for maximum insight and analytics, but also lays the groundwork for streamlined communication between departments. Client services, operations, sales, and marketing teams now all have a transparent view into each other's data and information, enabling all teams to optimize the healthcare experience for patients and providers.

Full-service CRM platforms that are custom-built for the healthcare industry not only integrate with multiple data sources to minimize data silos, but also provide detailed analytics around:

4 Pandmanabhan, Paddy. "Healthcare Analytics: 4 Things Impacting the Adoption Rate." CIO.com. 31 March 2015. 10 April 2015.

5 Leventhal, Rajiv. "KLAS: Providers Look for Healthcare Expertise Among BI Vendors." Healthcare Informatics. 01 April 2015. 10 April 2015.

- Turnaround time, time to resolution, and issue tracking to identify the root cause of critical issues.
- Scheduling, productivity, and department-specific metrics that provide leadership detailed information around employee performance.
- The patient population, including holistic patient profiles, that encourage communication and collaboration between your hospital, physicians, and patients.

Cloud-based healthcare solutions are growing more prevalent throughout the industry, but a truly HIPAA-compliant, PHI-compatible solution is still a rare bird. Actionable analytics and insight are often needed at spur-of-the-moment, hair-on-fire times, so an on-the-go, real-time solution is a must.

Real-World Use Case

When a leading health system decided to be proactive and launch 4 new IT systems at once, they couldn't foresee the vast data silos that would accompany such an ambitious task. Critical issues were slipping through the cracks, but nobody could pinpoint the root cause. Ultimately, it was the patients who felt the impact of these challenges, and relationships began to suffer.

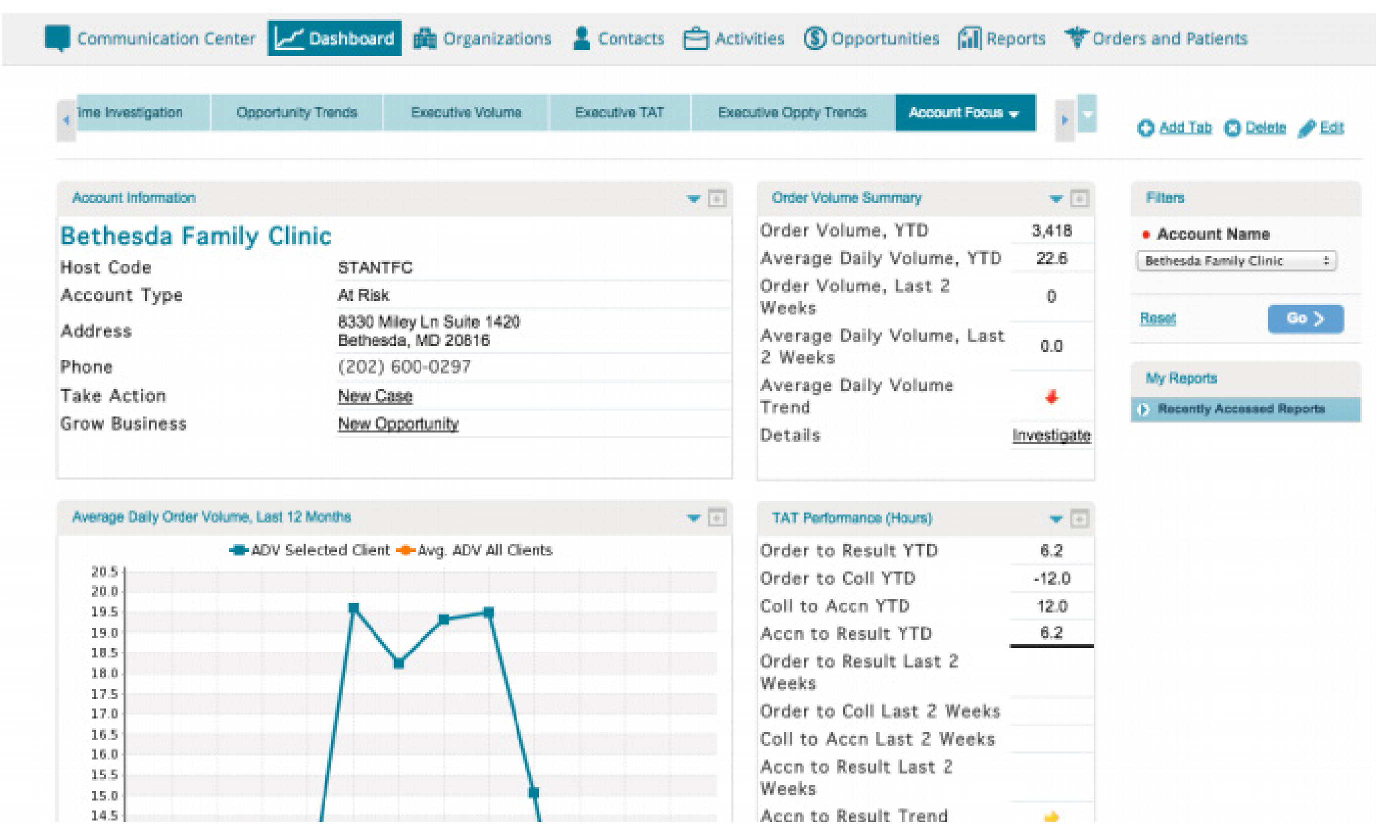

Figure 1: Account Focus - See how your relationships are doing in real time

In order to effectively bust the silos and boost service metrics, the organization took the following steps:

1. Create a central hub of intelligence

   Critical data housed across various IT systems made it difficult for stakeholders to deliver the best service and experience possible. Replacing disparate data silos with holistic profiles of each patient and provider gave the health system the insight necessary to proactively address patient needs and delivery truly personalized service.

2. Align all departments to drive accountability

   As the health system's patient population grew over time, so did the need for a transparent communication channel. For example, if there was a complaint made to the call center — and these messages are only relayed to the physicians and other stakeholders once a month — there is little room for change and growth and zero accountability and follow-up. With a healthcare CRM solution in place, the organization can now immediately send a notification to the stakeholder, who can then follow-up directly with the patient, building value and nurturing the patient relationship.

3. Maintain ongoing performance visibility

   The inability to track real-time progress against Key Performance Indicators (KPI's) can lead to lost time, revenue, and poor service. Even more difficult is the ability to keep hospital staff focused on important metrics amid daily fires and issues. Now, KPI's are front and center, so all employees are aware of where the department, location, and entire organization stands against its goals.

Conclusion

Understanding where your hospital's EMR falls short is the first step in identifying the gaps in your patient and provider engagement strategies. The next is understanding why these gaps matter, and what is at stake. Then, your team can take proactive measures to supplement your technology strategies by:

- **Tracking patient engagement initiatives and value-based services to increase patient retention.**

- **Proactively communicating with patients to build value-based relationships and improve wellness.**

- **Gaining valuable insight and analytics from multiple data sources — without the silos.**

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