The Top 5 digital innovation priorities for health systems are:
1. patient-generated data and customized services
2. network utilization and management
3. referral management and in-network retention
4. social community support, and
5. convenient patient access (including telemedicine)
Survey results indicate that leaders overwhelmingly believe digital innovation is critical to future success and inaction is not an option.
OWNING DISRUPTION

Aaron Martin, EVP and Chief Digital Officer, Providence St. Joseph Health System
Owning Disruption: 
A Consumer Driven Strategy at PSJH

NOVEMBER 9, 2018
US Healthcare is Too Big to Think Small…
INNOVATE AT THE END OF THE VALUE CHAIN

Authors | Publishers | Distributors | Bookstores | Readers


Clinicians & Caregivers | Health Systems | Insurance Companies | Employers | Patients
TRANSFORM TO A CUSTOMER CENTRIC MODEL
SIX IMPACT AREAS TO GET TO HEALTH 2.0

**Digital:** Emerging health technology solutions, consumerization, new revenue streams, and creating new disruptive businesses

**Data:** Leveraging our longitudinal data assets to drive insights which can be commercialized and monetized

**Care Redistribution:** Disrupting core business by investing in care delivered in non-acute, lower-cost venues

**Corporate Development:** M&A of healthcare delivery supportive businesses (not reimbursement dependent)

**Population Health:** Aligning incentives by assuming risk, develop and enhance risk-bearing entities (insurance)

**Research:** Capitalizing on patient scale to enhance research platform; license IP and disruptive technology

**Services & Solutions**
PSJH DIGITAL JOURNEYS- “NEEDLE MOVERS”

**Make Caregiving Easier:**
Provide caregivers with tools they need to ease their way

**Better Serve Medicaid:**
Serve our Medicaid patients more effectively through better access, navigation, and care management

**Power Behavioral Health:**
Enable mental health and well-being with digital tools that improve access and engage patients

**Grow Commercial Share:**
Improve convenience and access and deliver personalized experiences necessary to be competitive in commercial channel

**Simplify Care:**
Simplify patients’ experiences around planned encounters

**Enable New Revenue Streams:**
Enable and bring in new sources of non-reimbursement dependent revenue streams via new services and product innovations

**Be Our Communities’ Health Partner:**
Grow Commercial Share: Simplify Care: Enable New Revenue Streams:
DIGITAL INNOVATION MODEL

Define Problems

Size & Prioritize

Own, Find, or Build

Build and Pilot

Scale/Commercialize

Marketing

Spinout

Incubate/Spinout

Best of Breed

Digital

AVIA
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WHY DIGITAL MATTERS TO OUR MISSION…

Commercial Patients Fund the Mission
WHY DIGITAL MATTERS TO OUR MISSION…

• **Commercial Patients are Digital**
  ✓ Spend 3.2 Hours a Day on Smartphones
  ✓ 80% online bookings are commercial

• **Competitors/Disruptors are Targeting Commercial Relationships with Vertical Digital/Convenience Offerings**

• **Digital Partners With Millions of Pre-Existing, Very Strong Customer Relationships** Will Choose Partners Based on “Digital Readiness”

• Finally, Digital lowers cost to serve, increases the effectiveness of pop health, and can create new revenue streams (products, ads, services)
Business Model + Technology

Benefits and Impact of the Low Acuity Digital Platform

**New Patient Acquisition**
- Optimized for SEO/SEM
- 40% Lower CPA
- 75% Commercial
- 30% New Patients

**Digital Engagement**
- iOS/Android APP
- 1.5X Downstream Revenue (Specialty, PC, Procedures)

**Operations Efficiency**
- Intelligent Optimization
- Shared Provider Pool for Virtual Care
- High clinical resource utilization
- Self-Service Digital Scheduling
- Stand-Alone Profitable in ~18 months

**Care Continuum**
- EMR Integration
- Virtual PCP Model Extension
- Care Gap ID/Referral/Closure

Impact
- RETAIL
- VIRTUAL CARE
- AT-HOME
DIGITIZING THE HEALTHCARE CONSUMER JOURNEY

For Low Acuity Services Across Retail, Urgent Care, Virtual Care, At-Home and Even PCP

**Discover & Search**
- SEO/SEM
- Provider Search & Match

**Navigate**
- Virtual Triage
- Online Scheduling & Integration to:
  - MyChart
  - Non-MyChart

**Book**
- Online Registration

**Register**
- Real-Time Eligibility
- OOP Cost Estimator
- Online Payments

**Insurance & Payment**
- Chatbots
- Pre-Check-In

**Check-In**
- Scheduled & On-Demand Virtual Visits

**Visit**
- Download the native app
- Schedule new appointments
- Check test results & more

**Stay Connected**

Patients need to quickly be able to discover and choose the clinically appropriate care.

**10X Better Experience**
The experience must be digital, simple, and self-service.

**Engagement**
The experience must be relevant continuously.

* For systems that do not have elements of the total solution, add-on services can be provided. For systems that have this expertise, we connect into your digital platform.
SEO/SEM/MOBILE OPTIMIZED HEALTH CARE MERCHANDISING PLATFORM
IMPACT OF A SEARCH ENGINE/MOBILE OPTIMIZED PLATFORM

Key Takeaway: 9x Lift in Appts. and Starts
NEW PATIENT ACQUISITION

Discover, Book and Visit as a Guest: Consumer Acquisition

Primary Care/ Specialist SEO/SEM

Physician Detail Page

‘Guest’ Book

Visit

IOS/Android App

Urgent Care Options

Urgent Care/ Low-Acuity SEO/SEM

‘Guest’ Book Experience
**DIGITIZING THE HEALTHCARE CONSUMER JOURNEY**

For Low Acuity Services Across Retail, Urgent Care, Virtual Care, At-Home and Even PCP

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Consumers Find a Location & Time, Schedule Your Visit, Get Seen for Care
VIRTUAL CARE

Consumers Schedule And Receive On-Demand Appoints With Your Clinical Staff
Consumers Request On-Demand Home Care Visits

Visits are Provided By Your System’s Clinicians
AI NAVIGATION “GRACE” (BETA)
PLATFORM PERFORMANCE

ACQUISITION

NEW CONSUMERS
- 30% In-Clinic Consumers
- 40% Virtual Consumers

RETENTION

RETURNING CONSUMERS
- 20% In-Clinic Consumers
- 17% Virtual Consumers

DIGITAL REACH

ONLINE VALUE
- 55% Booked Online
- 80% Bookings are Commercial

SATISFACTION

USER EXPERIENCE
- Consumer NPS: 78
- Provider NPS: 84
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WILDFLOWER: ENGAGING THE FEMALE HEAD OF HOUSEHOLD

Controls 90% of Household Health Care Spend
ENGAGING USERS UP TO 10X PER MONTH

Relevant Notifications

1000s of Articles

Trackers & Tools
DIGITAL PRESCRIBING

IT/IS EFFICIENCY
Onboard & launch new solutions in days vs months

CHART INTEGRATED
Prescribe digital care from existing workflow

VENDORS

1. ORDER

Vendors

2. MONITOR

Data Collection
Access to data across digital health services

3. PROVIDER PORTAL

4. ANALYTICS
Determine best match of health solutions for patients
THANK YOU!

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