

From Star Ratings to The Piedmont Way

Bringing Consumer Experience to Life at Piedmont



The Leadership Institute
February 15, 2018

Hey, I'm Matt



Unethical



WORLD LEADERS
in Kidney Transplantation

Generic Medical Center

GMC

generictransplant.com



The 4 P's



6 Trends in an Era of Consumer-Driven Healthcare

Written by Bob Spoerl | June 06, 2014

Healthcare Consumerism: Do we have a definition?

March 30, 2014

Last week I

6 Trends in an Era of Consumer-Driven Healthcare

Written by Bob Spoerl | June 06, 2014

Beginning with high expectations around a decade ago, Patient Protection and Affordable Care Act (ACA) has transformed the healthcare industry.

More and more hospitals are trying to appease these better-informed patients by getting more healthcare services at lower cost and quality of care.

There are a number of trends riding the wave when it comes to success in this new era of consumer-driven healthcare.

Here are several trends that are shaping the future of healthcare.

In other words, service and quality costs transparency allow patients to “shop” for the care that meets their needs and their budget. This approach would lead to competition, which would drive down costs and increase quality of care. It sounds promising, doesn't it? Forbes and the other panelists at the Annual Workforce Exhibition (which opened on June 5 and subsequent market” philosophy to the myriads of healthcare system.

plenty of examples to support this entrepreneurial concept too (e.g. the dramatic cost reduction of elective procedures like Lasik surgery over time, the rapid technological and quality advancements made in the auto and consumer electronics industries, etc.).



Published on June 18, 2014 by Brent Eales



In the past several years, consumers have slowly taken more control of decisions regarding their healthcare. This trend, or movement, is often referred to as healthcare consumerism. Consumerism can provide widespread opportunities for middle-market healthcare services companies if they can capitalize on the trend.

Today, we're living in a different world. Consumers now have access to and demand more healthcare options. For middle-market healthcare services companies, the rise of healthcare consumerism will shape how business is conducted in the future and present a host of MAA interest in organizations that embrace a consumer-friendly business model.

In the not-so-distant past, consumers had little control or options when it came to healthcare. Essentially, the family doctor was the keeper of patient health records and medical knowledge. For the employed, the level of care received was dictated by a health plan that the employer chose, and the unemployed received the level of care their bank accounts could withstand.

which started springing up like exchanges — with a steady rise in the number of exchanges.

the way they provide care, making it easier for payors are helping to drive the change.

given healthcare. It's a

Why It Drive

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Here comes the third wave of healthcare consumerism

By: Jonah Comstock | Feb 25, 2013

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Tags: Aetna | Baby Boomers | Castlight Health | cost transparency | Costco | Medicare Advantage | patient engagement | TripleTree | UnitedHealthcare | Weight Watchers |

Minnesota investment banking firm Triple Tree has released a report about the rise of consumerism in the healthcare industry. The company says the industry is becoming less like a traditional healthcare system and more like a retail environment, with B2B2C, or business-to-business-to-consumer, business models becoming the dominant format.

“Viewed through the lens of many healthcare product and pharmaceutical companies as well as select services providers (e.g., Weight Watchers) that have been addressing the health needs of consumers through business-to-consumer (B2C) and direct-to-consumer (DTC) models for considerably longer, consumerism is already here,” the report reads. “For payers and providers however – and for the technology and service companies they rely on – consumerism is new, and the change is having a significant impact on the industry.”



Triple Tree Associate Joe Long

advertising or pharmaceutical companies, and medical schools, and, the Internet have made it easy for consumers to find medical conditions and possible treatments, and providers and patients with the same condition.

Challenges of Consumerism

Some studies suggest that the quality of patient-doctor relationships is constrained by the schedules of the doctor. In this context, spending a considerable amount of time on a single patient, or on a single condition, is a strong opinion with little medical support. In addition, consumerism erodes the respect accorded to the doctor. It has mixed feelings about the doctor during the clinical encounter.

ever
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retail clinics

business plan



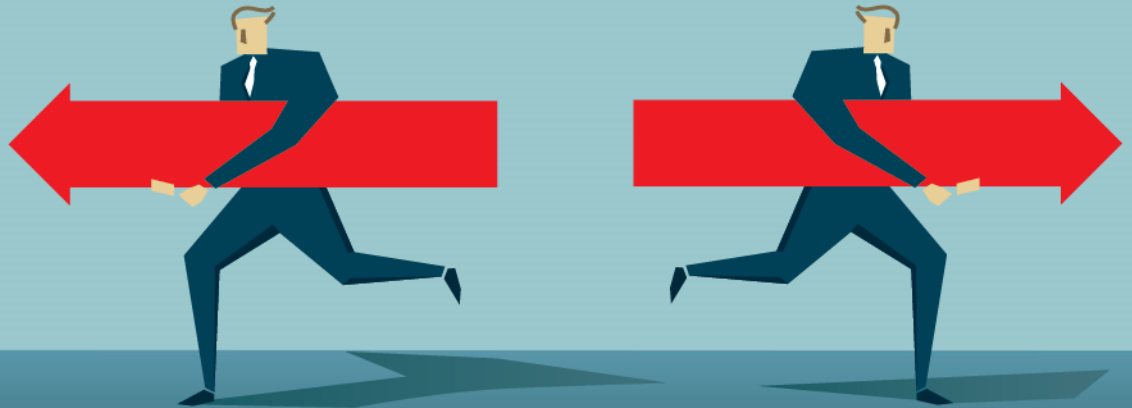
Health & Life Sciences

B2C-TO-CONSUMER REVOLUTION

HOW HIGH TECH, TRANSPARENT MARKETPLACES, AND CONSUMER POWER ARE TRANSFORMING U.S. HEALTHCARE

Tom Main • Adrian Slywotzky

Conflicted



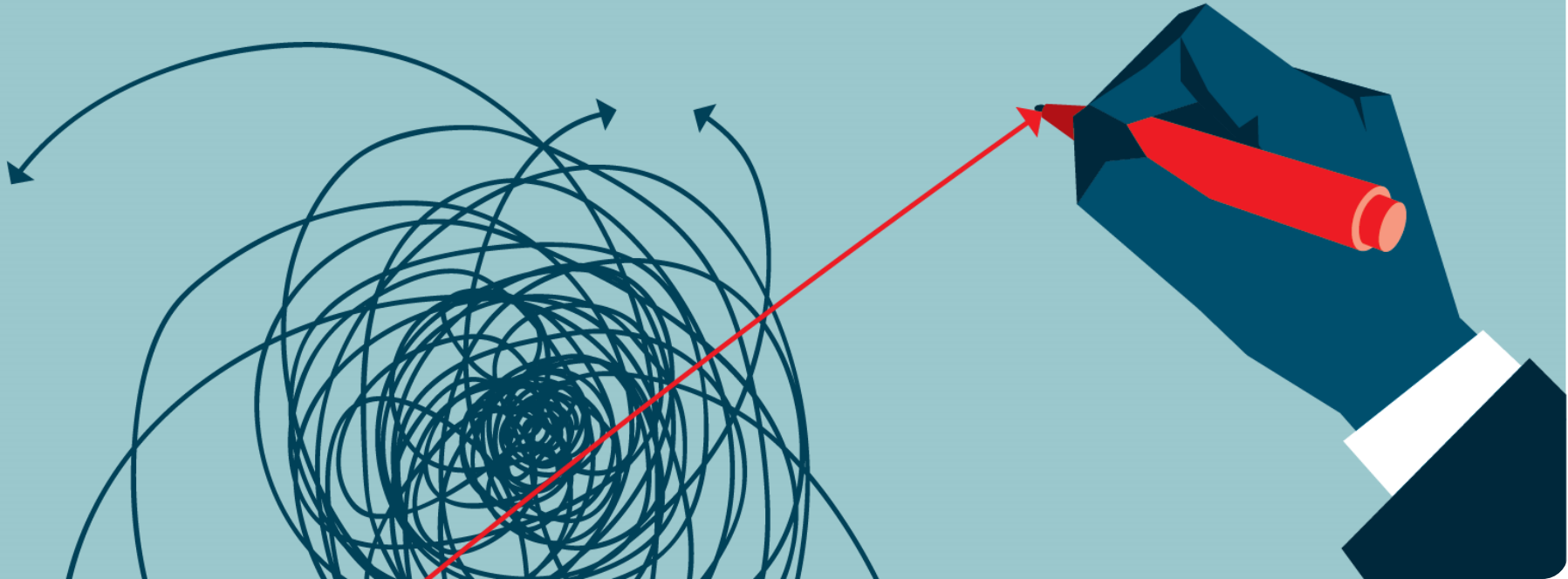
Consumerism

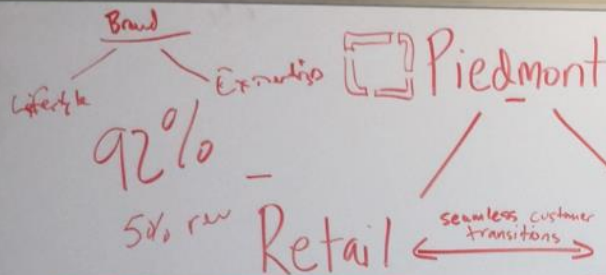
Consumerism

Dig into behavior



Doodler





- Questions
- Where does ED fit?
 - Can we get preferred treatment or payments for increased pat. sat.?

- Focus on customer service
- Clear and reasonable pricing
- Cost + quality transparency

What	Where
Experience	Urgent care
Consistency	Primary Care
Service	Health mgmt
Consumer driven	Virtual visits
Predictive	Imaging/Lab?
Safety/Quality	
Loyalty and located	

What	Where
Experience	ED
Outcomes	Community hospitals
Safety/Quality	Specialty hospitals
Research/Trials	ASCs
Personalization	National partners?

Consumers want ↑



Designed around consumer preferences

Experience first!

Consistent look + feel

Supported by ^{brand reach} relationship marketing + loyalty programs

It is transactional ^{and pop} or mgmt oriented ^{- select?}

More consumer tools to design care

- concise

High touch navigation SUs

Experience first! - add tools for patient feedback

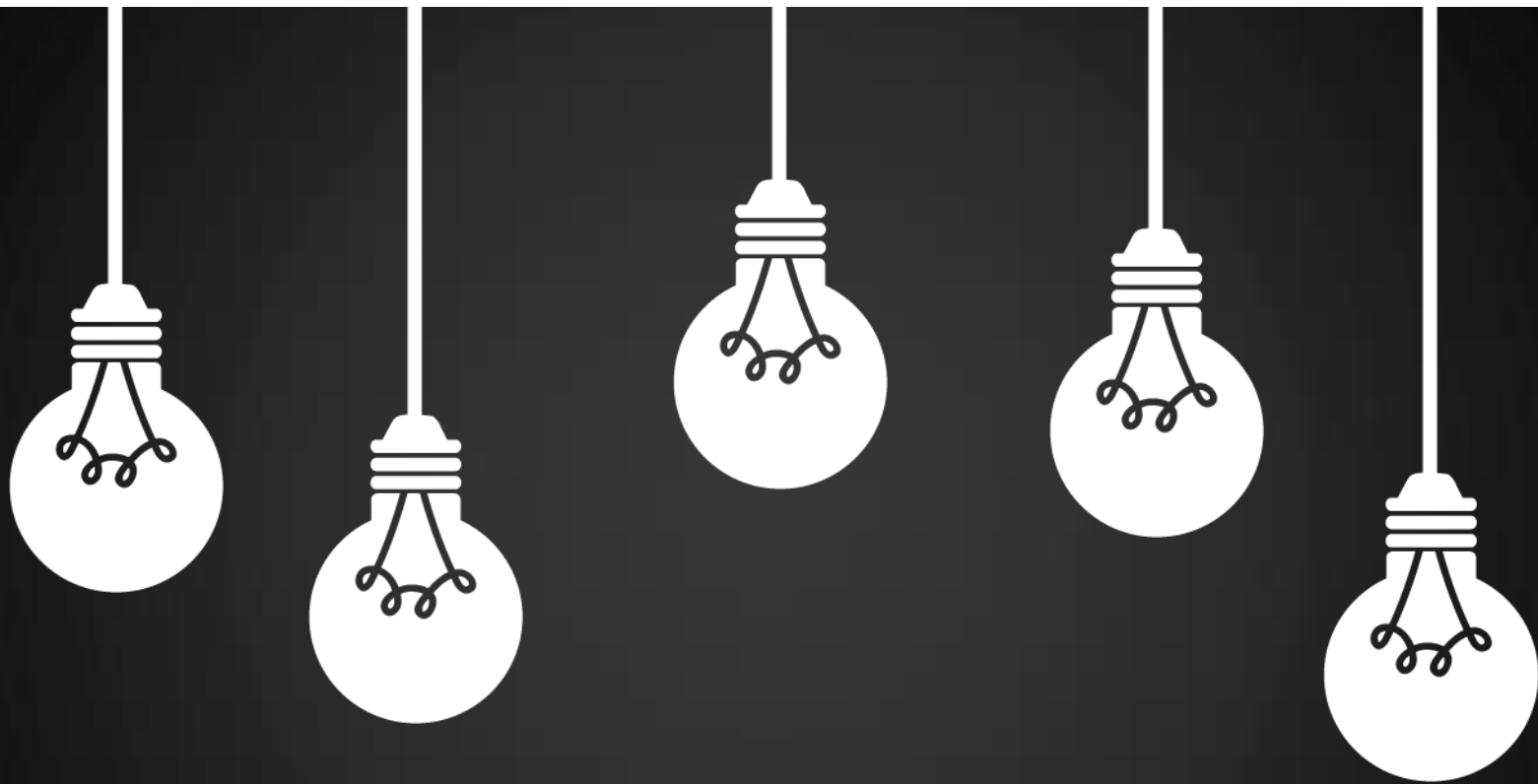
Concentrated clinical excellence

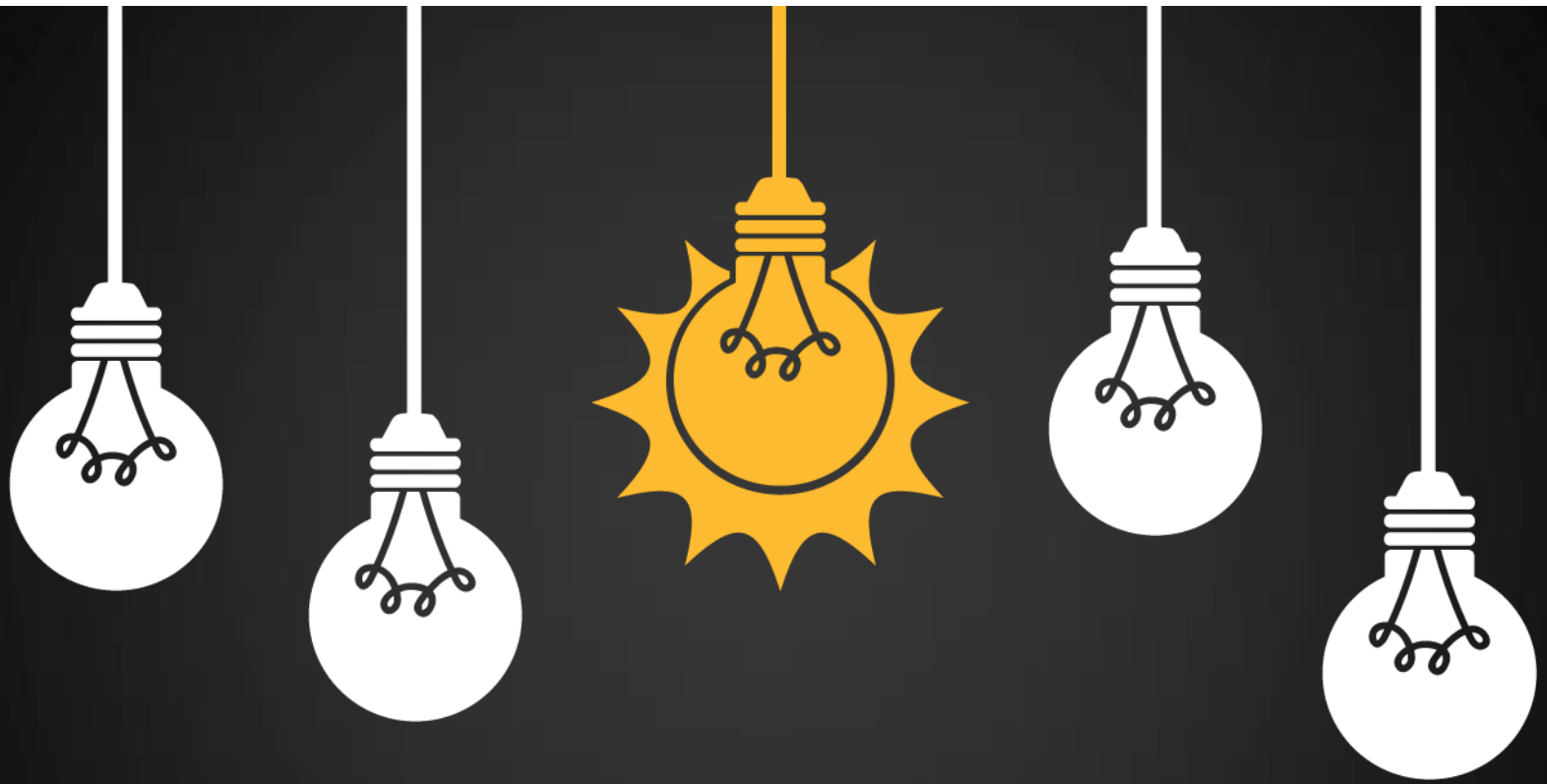
Targeted marketing - relationship based

Heavy MD outreach - more automated

More consumer tools to understand care

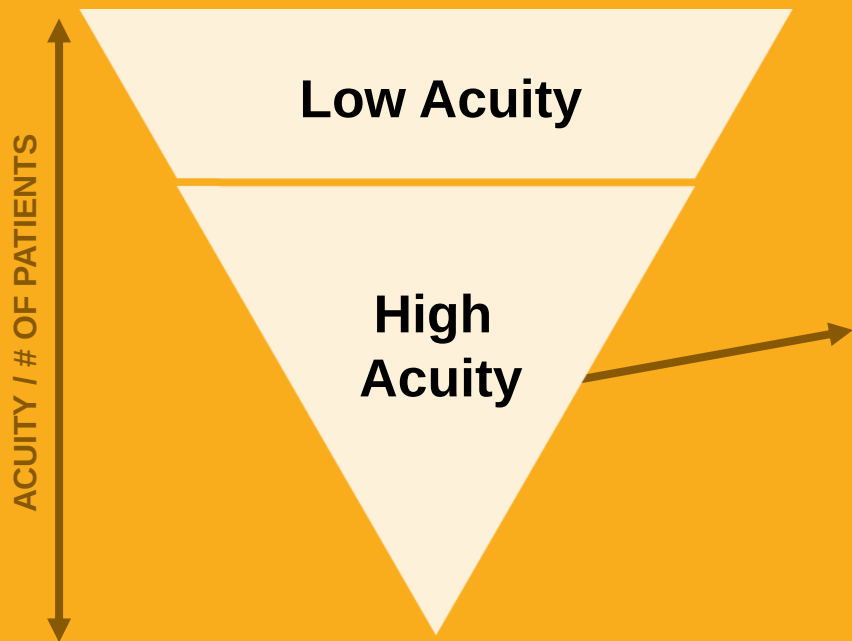






One bigger idea

Most patients enter our system through the top of the funnel and stay within the funnel



- **83%** of non-ED admissions have PHC PCP relationship (internal data)
- **89%** of Piedmont patients said they visited the specialist referred by their PCP (VisionCritical)
- **89%** of patients said they visited the specialist referred by their PCP (custom research/CMG)
- **77%** of Southern Vein Care visits had a PHC PCP visit (51% within 60 days) (internal data)
- **68%** of cancer visits had a PHC PCP visit (internal data)**
- **72%** of gen cardio visits had a PHC PCP visit (internal data)*

*all within last twelve months

** numbers may change once procedure codes are updated, only includes employed physicians

Focus on customer needs



Use Data



Find your differentiator



**focus on
consumers
when they are
actually acting like
consumers**



where they treat
healthcare
**like fast food instead of
fine dining**



- Reorganized departments
- Rebranded organization
- Began search engine/social media patient acquisition campaigns
- Launched content marketing under Living Better

2012

- Launched segmented monthly email
- Started physician star ratings and review work

2013

- Launched same day primary care and cardiology visits
- Established Piedmont Urgent Care partnership
- Piedmont.org relaunch
- Piloted online scheduling – expanded to all PCPs in about 12 months
- Created Chief Consumer Officer position

2014

- Published ER wait times
- Merged patient/consumer experience and marketing
- Developed The Piedmont Way
- Launched Piedmont On Call

2015

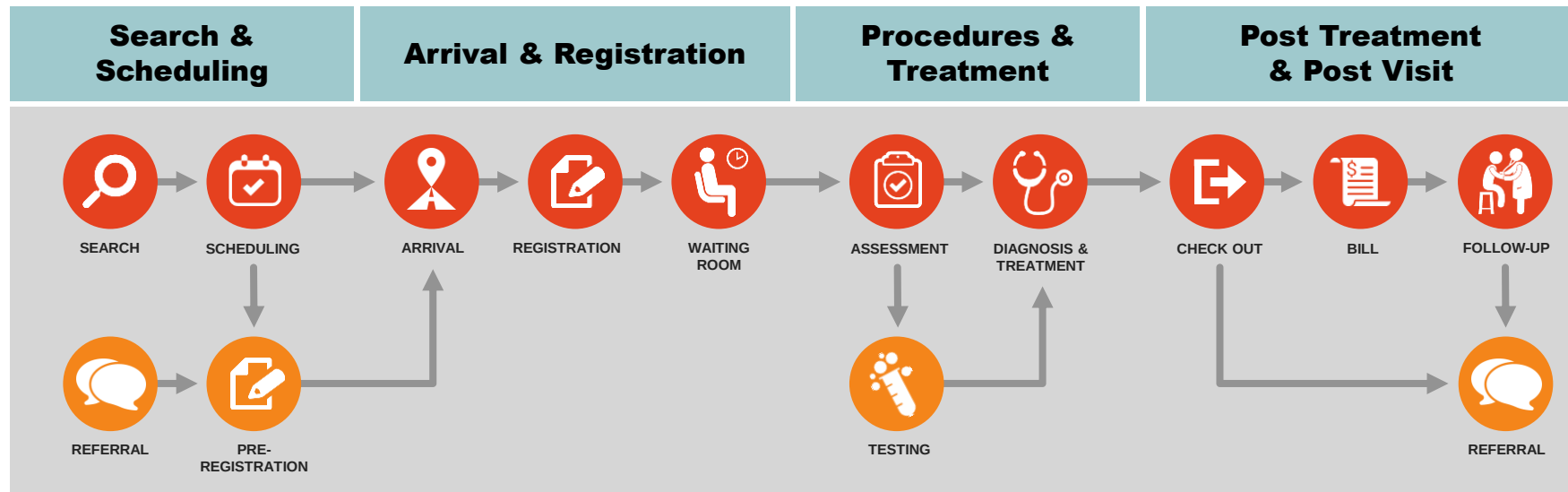
- Established dedicated consumer experience team
- Launched The Piedmont Way
- Created marketing data & analytics team
- Added Net Promoter Score as top patient experience metric

2016

- Established QuickCare at Walgreens
- Introduced wayfinding & access app
- Relaunched online scheduling platform
- AI chatbot pilot
- Chose patient financial experience partner
- Shifted ownership of My Chart to experience team

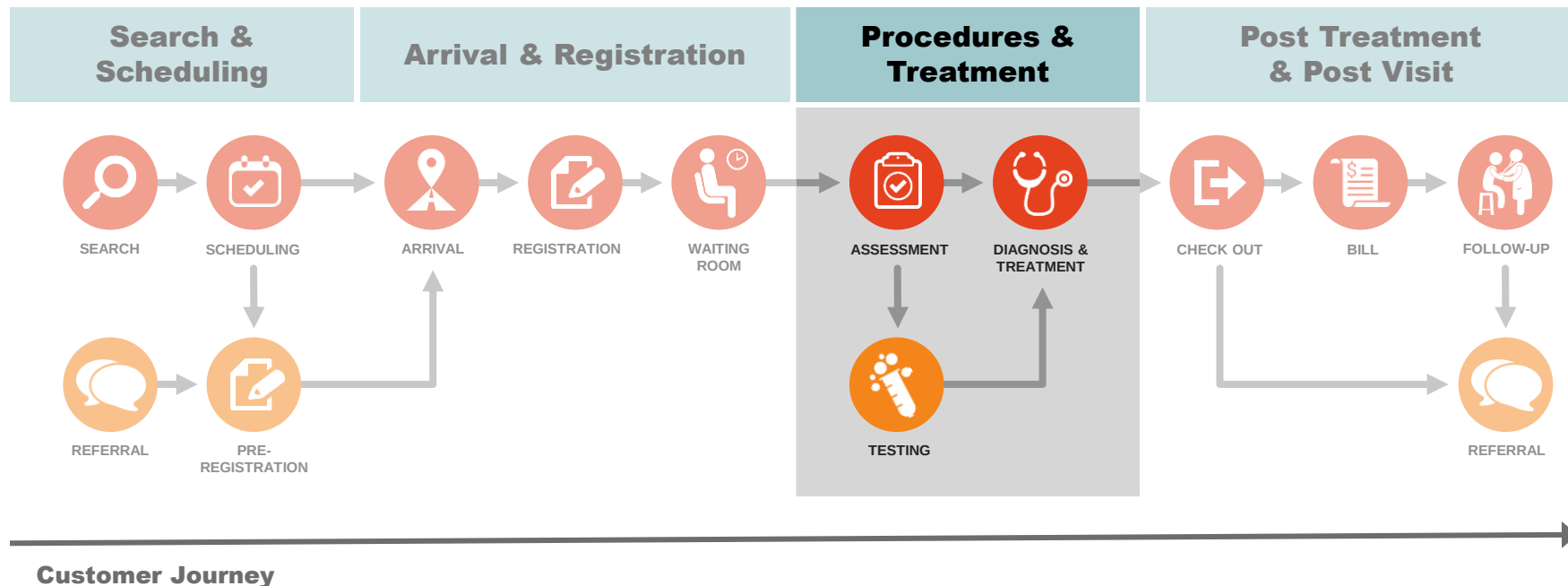
2017

The Consumer and Patient Journey

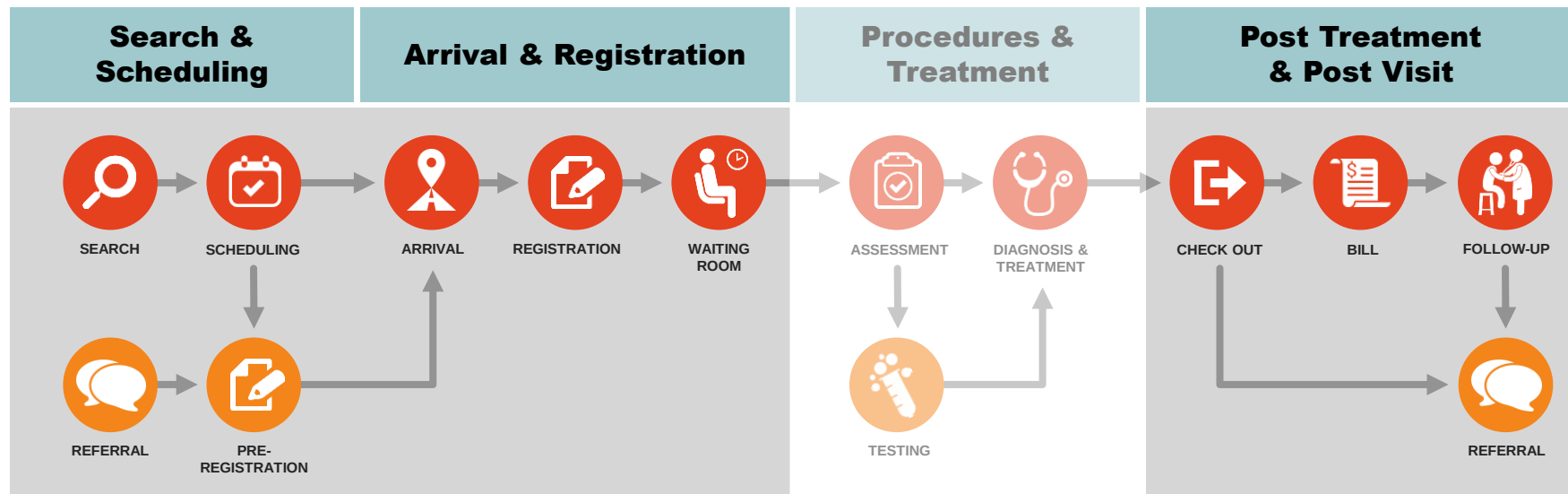


Customer Journey

The Consumer and Patient Journey



The Consumer and Patient Journey



Customer Journey

The Piedmont Way Principles

Start and end every interaction by engaging on a personal level, with patients, their family, and other staff members.

Approach every interaction, short or extended, digital or in-person, with the goal of making the person smile or the moment brighter.

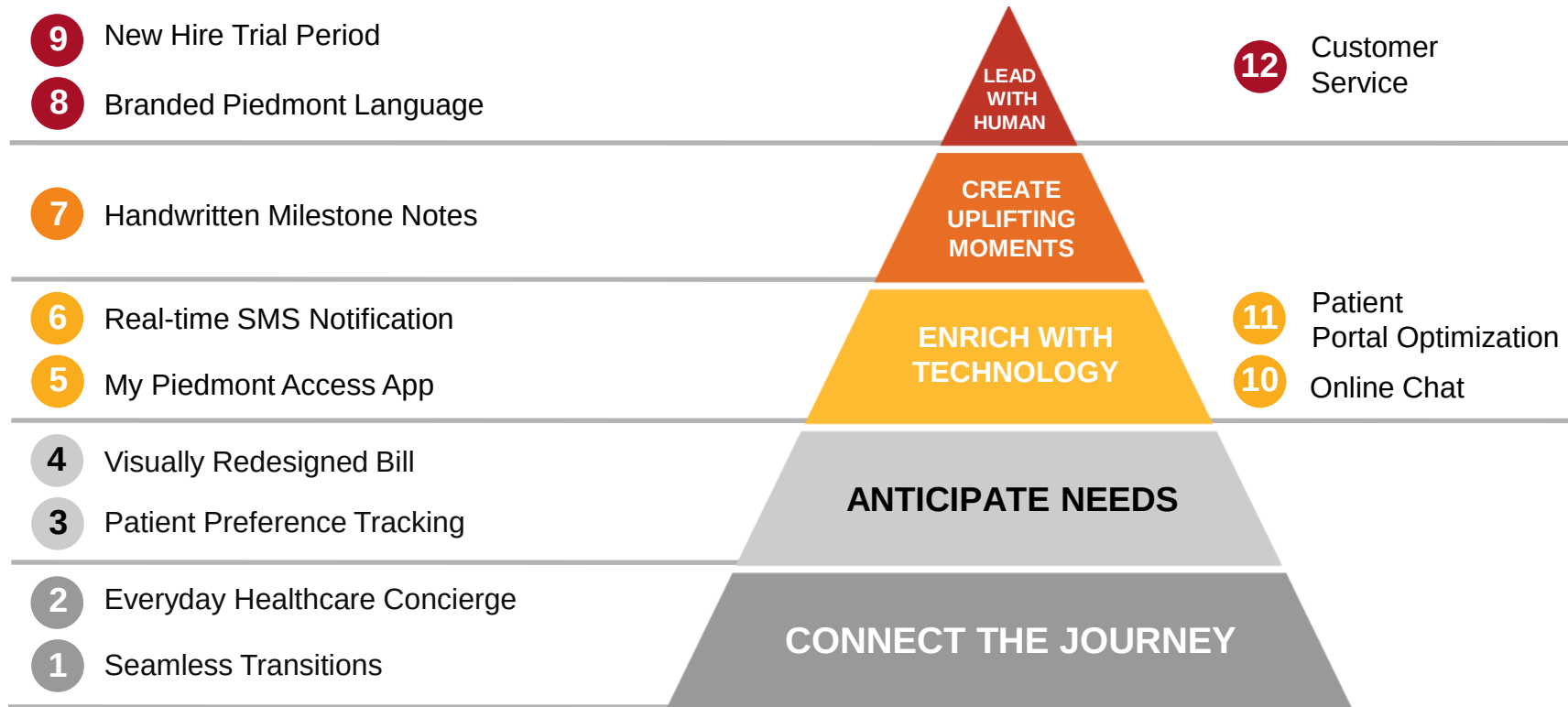
Embrace technology as a supplement and enabler for building stronger personal relationships.

Address patients' unspoken wishes and pain points that we are aware of before they turn into issues for the patient.

Take ownership of the patient's full journey, connecting with all providers and staff involved to ensure each patient has an easy transition at every step.



The Piedmont Way Principles



Access: Seamless Transitions

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Barbara Caroline Krull, MD
Internal Medicine
★★★★★ (2150)

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About Barbara Caroline Krull

Dr. Krull received her bachelor of arts degree. She graduated with honors from the Medical College of Virginia, the nation's oldest medical school. She completed her residency in internal medicine at the University of Virginia. She enjoys music and American College of Physicians. She has been certified in internal medicine. Dr. Krull is not currently accepting new patients.

Provider Gender: Female

Language: English

Age Groups Seen: Adults, Geriatrics

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When would you like to see Barbara Krull, MD?

[All Appts](#)[AM](#)[PM](#)

3020 Paces Mill F

Sun 1/7	Mon 1/8	Tue 1/9	Wed 1/10	Thu 1/11
	8:00am	8:15am	8:00am	8:15am
	8:15am	2:15pm	8:15am	8:30am
	8:30am	2:30pm	9:15am	8:45am
	8:45am		10:00am	9:00am
	10:00am		10:15am	9:15am
	10:45am		10:45am	9:30am

[First Name *](#)

[Last Name *](#)

[Insurance Carrier Name *](#)

[Date of Birth *](#)

[Gender *](#)

[Address *](#)

[City](#)

[State](#)

[Zip](#)

[Email *](#)

[Insurance Member ID Number](#)

[Insurance Group ID Number](#)

[Referring Provider \(if applicable\)](#)

[What is the reason for your visit? *](#)

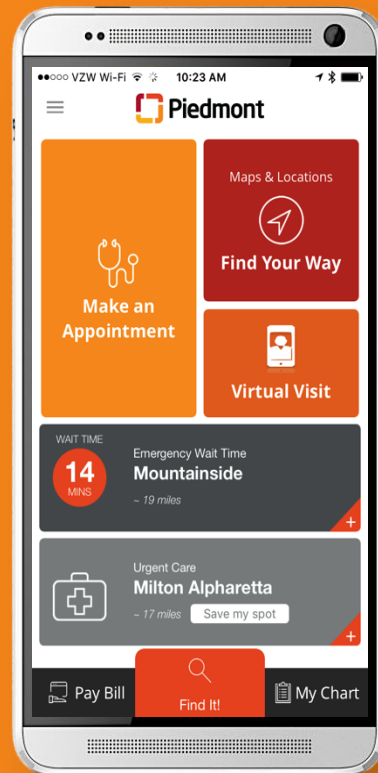
 **Piedmont**

Access: Seamless Transitions

- **Doubled** daily online bookings – averaging **30 per day**
- **66%** of patients identify as **NEW** to provider
- **99%** are **Primary Care** appointments
- **45%** of appointments are **physicals**
- **Appointments** have been booked online with **165 different providers**

Access: Piedmont Now re-launch

- **9,000** downloads
- **95%** use app more than once, **22%** using nine or more times
- **900** “Save My Spot” taps for QuickCare
- Top wayfinding destinations: **Food, ED**



Thank you!

Questions?