“Let’s Get Digi With It” – Digital Patient Engagement

Ron Wachsman,
SVP & Chief Revenue Officer
Agenda

1. About Memorial Hermann

2. “Experience” lens

3. Vision

4. Results and learnings
Value STEPS™ Utilized in Presentation

Population Engagement & Management

- Population Engagement & Management metrics that are increasing (e.g. increase in patient portal visits)

Savings

- Savings-related value metrics that are increasing
- Savings-related value metrics that are decreasing (e.g. % decrease in expenses)

Satisfaction

- Satisfaction-related value metrics that are increasing (e.g. % increase of patient satisfaction scores)
About Memorial Hermann

$5.5B Total Assets
$4.25B Net Operating Revenue
22,000 Employees; 5,000 Physicians

212 Locations

Inpatient Market Share

1st: Aggregate Market Share
1st: Burns
1st: Cardiology
1st: ENT
1st: General Medicine
1st: General Surgery
1st: Neurology
1st: Neurosurgery
1st: Obstetrics
1st: Ophthalmology
1st: Orthopedics
1st: Rehab
1st: Thoracic Surgery
1st: Urology
1st: Vascular
2nd: Gynecology
2nd: Neonatology
2nd: Oncology
2nd: Spine

Greater Houston MSA 6.36 million population, projected to 7.0 million (2019)
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"My doctor told me to avoid any unnecessary stress, so I didn't open his bill."
Transaction → Experience
Wrap complexity, focus on patient success

Find a Doctor  Scheduling  Point-of-Service  Survey
Eligibility/Estimate  Registration  Post-Service

Patient Financial Experience
Links to payment + loyalty

Source:
Longitudinal study of patient satisfaction with billing and payment experience by Connance (Consumer Impact Study, 5th annual, results published Aug 2014, sample size n=500)
BAI is the new black… or **RED**

### Distribution of Health Plan Enrollment for Covered Workers

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<th>Year</th>
<th>Conventional</th>
<th>HMO</th>
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"Hearing from members they are seeing an **increase in bad debt** and even in charity care for people with **high-deductible health plans (HDHP)***"

Caroline Steinberg  
(VE Trends Analysis)  
American Hospital Association

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**5x** growth in 8 years

**References:**

BAI = Balance After Insurance


Higher bills → higher expectations

Patients consumers too

71% report *valuing their time* most important for good service\(^1\)
50% shop on mobile, 30% use to pay\(^2\)
“1 click” convenience of Amazon
“2 seconds or less” before abandon

Source:
2. Stats from CyberMonday for 125MM retail shoppers
Photo credit: https://www.helpscout.net/blog/self-service/
Requires **trust + convenience**, good to do

**Case study:** Airlines

- Self service $20\% \rightarrow 80\%$ in 8 years$^1$
- Transformed check-in experience and agent’s role

Patient financial experience is..

A. Last impression
B. First impression
C. Common to ALL patients
D. Affects “significant” dollars

Strategic complement to clinical experience

National Survey of “How Consumers Pay”
(Federal Reserve of Boston, 2011)

Source:
National survey of “How Consumers Pay” by Federal Reserve of Boston, 2011
Nat'l survey of Healthcare CFOs and Rev Cycle Execs by HFMA and Simplee (2014, n=150)
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Vision

Empower *healthcare consumers* with a financial experience that enables a successful patient journey (+ builds *loyalty*)!
MyMemorialHermann today
Strip Mall of Apps

- Too many logins
- Desktop only
- Up to 7 steps to access features
MyMemorialHermann 2.0
Amazon-like Department Store

- Medical Record
- Claims Data
- Virtual Visits
- Physician Communication
- Bill Pay
- Patient Registration
- Health Trackers
- Appointments & Referrals
- Release of Information
- Classes

Identity Managed by MHHS
Raise the bar

1. Engage often and early

2. Optimize for self service

3. Be transparent, measure satisfaction
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Innovation focus: *process*

**Highlights**

- Empower staff and focus
- Extend statement cycle
- Better experience for insured
Innovation focus: process + technology

Drive Accountability (KPIs, Reports)

- Optimize self-serve & engagement
- Upgrade staff billing & payments tools
- Offer self-serve payment plans
- Insource BAI Collections (Day 60-120)
- Outsource True Self Pay
- Go paperless

Highlights
- Empower patients and improve billing experience
- Integrate engagement, billing, and payment
- Increase transparency and accountability
Areas for targeted improvement

1. More self-service
   - “Smart” email campaigns
   - Coordinated payment flows across web, mobile, paper, email, and IVR
   - Launched self-service payment plans

2. Better patient-to-staff interactions
   - Staff shares same view as patient of bill
   - One system for payments, less switching between systems

3. Greater visibility
   - Online bills offer patient friendly details
   - Collection performance stats by channel, department, and individual
   - Patient satisfaction monitored with each payment
Strong growth in **engagement**

- Rapid, sustained growth in self service activity

**Source:** 2014 baseline data from MHHS Rev Cycle team + 2015 data from SimpleePAY staff admin reports.
Lowering costs, raising total collections

Source: 2014 baseline data from MiHHS Rev Cycle team + 2015 data from SimpleePAY staff admin reports.

Note: Pre-launch represents monthly average. Cost excludes MH operating costs for historical online system and corresponding licensing costs for SimpleePAY solution.
Make it easy, capture inbound interest

“I called and I was on hold, so I decided to log on and it was faster and convenient for me. Thanks”

Patient
Memorial Hermann

“I was surprised that it was as easy as it was”

Patient
Memorial Hermann

Source: Memorial Hermann homepage (16 Oct 2015). PayMyBill takes patients to a payment flow integrated with omnichannel billing engagement, managed in partnership with Simplee.
Optimize statement for digital engagement

Design principles

- Visual layout, focus on key messages
- Emphasize benefits of paying online
- Multiple paths to online (mobile too)

“For a 68-year-old woman, this is convenient.”

Patient
Memorial Hermann

“I really like this new email bill.”

Patient
Memorial Hermann

Source: Redacted example showing how Memorial Hermann and Simplee partnered to redesign the statement and integrate into engagement and payment flow.
Improve transparency, give **friendly details**

**Design principles**
- Attract online with patient friendly details
- Interactive, mobile responsive
- Bill conveniently integrated into checkout

“Love that I can see what amount is owed”

*Patient
Memorial Hermann*

“Allows me to track everything and it is very accurate and easy to use!! KUDOS!!!!!!!!!!!!!!!”

*Patient
Memorial Hermann*

**Source:** Redacted example showing how Memorial Hermann and Simplee partnered to offer patient friendly statements to all patients.
Offer flexibility, like **online pay plans**

“Payment plan was REALLY easy to set up.”

**Patient**

*Memorial Hermann*

“Thank you for allowing me to pay in small payments and when I am able to do so. Thank you very much.”

**Patient**

*Memorial Hermann*

**Source:** Redacted example showing how Memorial Hermann and Simplee partnered to offer self-service payment plans to all qualified patients.
Empower patients for common requests

“This was so easy and quick that I almost fell off my chair.”

“Allows me to track everything and it is very accurate and easy to use!! KUDOS!!!!!!!!!!!!!!”

Source: Redacted example showing how Memorial Hermann and Simplee partnered to offer patients online access to payment history and print friendly/tax ready copies of their statements.
Improve **accountability with analytics**

**Performance analytics**

- By collection channel: eg, POS, BAI, Online, IVR, 3rd party
- By payment method
- By patient and/or staff

**Visibility drives productivity**
Drive satisfaction with real-time feedback

Source: Comparison of Net Promoter Scores for Memorial Hermann patients based on electronic survey. For Simplee engagement and payment platform, question is: “How likely are you to recommend Memorial Hermann to a friend/colleague due to your recent payment experience?” (n=28,643, Jan-Dec 2015 time period, response rate ~20%, answer ranges 0 to 10 and averages 8.24).

“I appreciated not having to use a username/password”

“Just paid one at [different hospital] and it took me twice as long.”

Improved satisfaction (+ mitigating blind spots)
Value STEPS™ Outcomes

Population Engagement & Management

Savings

Satisfaction

58%
Rapid, sustained growth in self-service activity

17%
Higher total patient collections

27%
Lower cost per post-service transaction

Increase in Net Promoter Scores