



Consumer Service Reinvention to Maximize Access and Experience

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Outline / Agenda

St. Luke's Health System is bringing a new focus to consumer service to maximize access and experience. They are transforming how health consumers are served by introducing an integrated team-enabled platform that drives omni-channel care offerings and powers virtual, physical and mobile care options.

Hear how the St. Luke's Health System Consumer Access & Experience (CAE) Team is leading the charge to leverage insight-driven demand understanding and to redesign dynamic customer real-time offerings to boost quality customer access through the multi-channel front door.

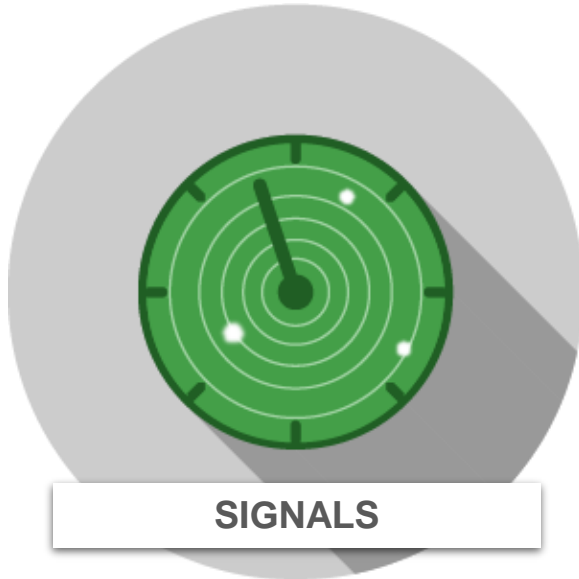
This session will showcase key benefits of this cost-effective approach that prioritizes the patient's consumer experience, despite expected challenges. Learn how to utilize market insights, design principles, and future state requirements to deliver consumer-centered access.

- Leverage key signals and frameworks to help your team discussions around 'how might we adapt' consumer-centered care requests, despite limited capacity.
- Create ways to maximize collaboration to enhance patient experience and retention.
- Discover value drivers that showcase the return on investment.

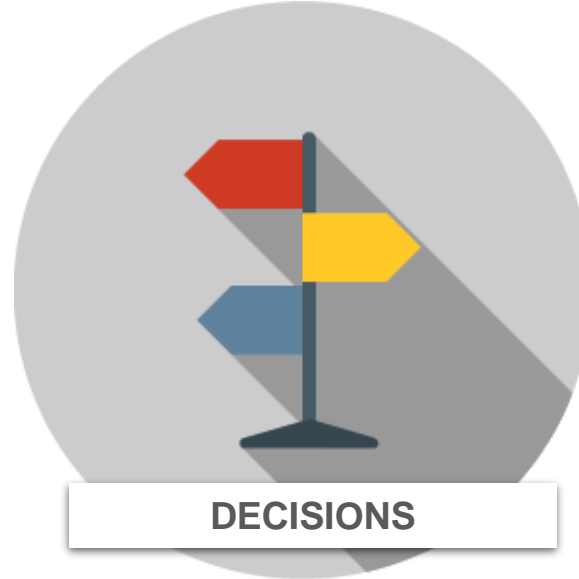
Getting to Know Each Other



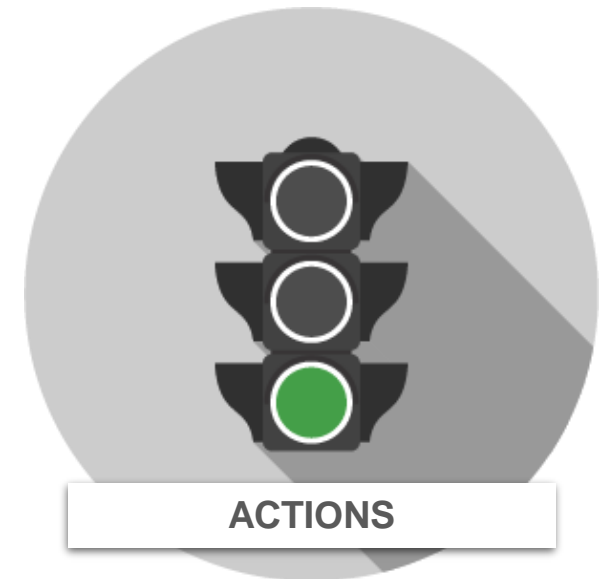
The Real Work



Gathering and applying indicators of preference and progress.

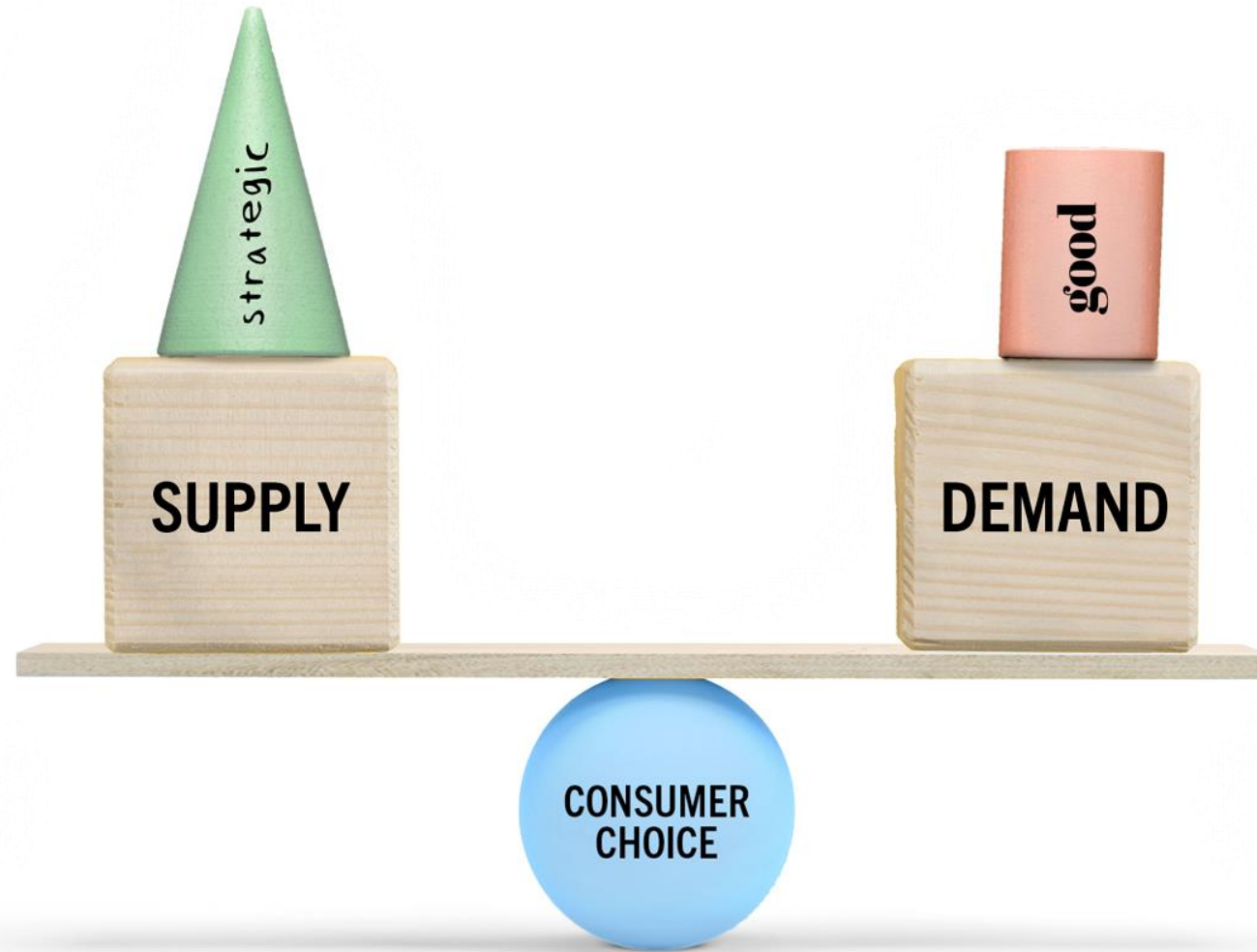


Intentionally and skillfully aligning business priorities and choices.



Resourcing and executing smart decisions against priority signals.

How We Seek to Understand Access



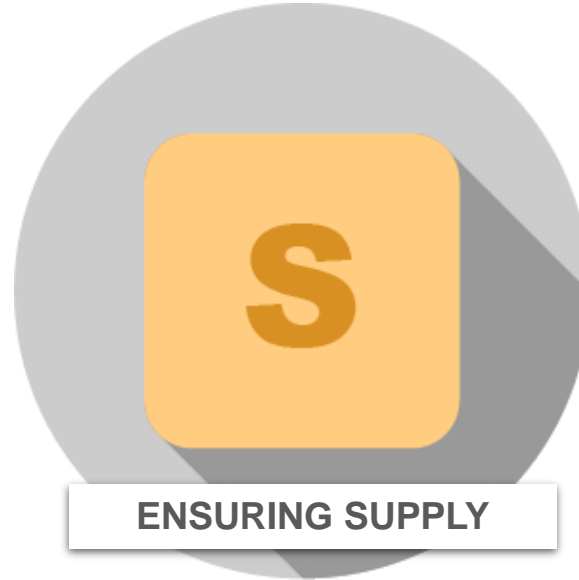
Overcoming Traditional Challenges



MANAGING DEMAND

More demand than immediate supply.

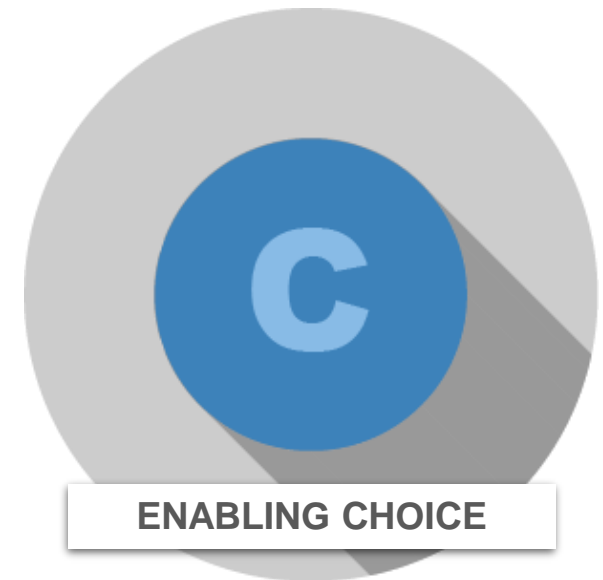
Preference for short-term, comprehensive care near home with same provider.



ENSURING SUPPLY

More virtual visit capacity than in-person.

Maximize physician care with expanded nurse and APPs ratios.



ENABLING CHOICE

Offer choices for type, timing, and location.

Create experiences for connection and trust.

How Do We Understand Our Consumers' Lives?

Initial market Questions:

- Who are we serving?
- What are their health priorities? Triggers?
- Where are there similarities? Differences?

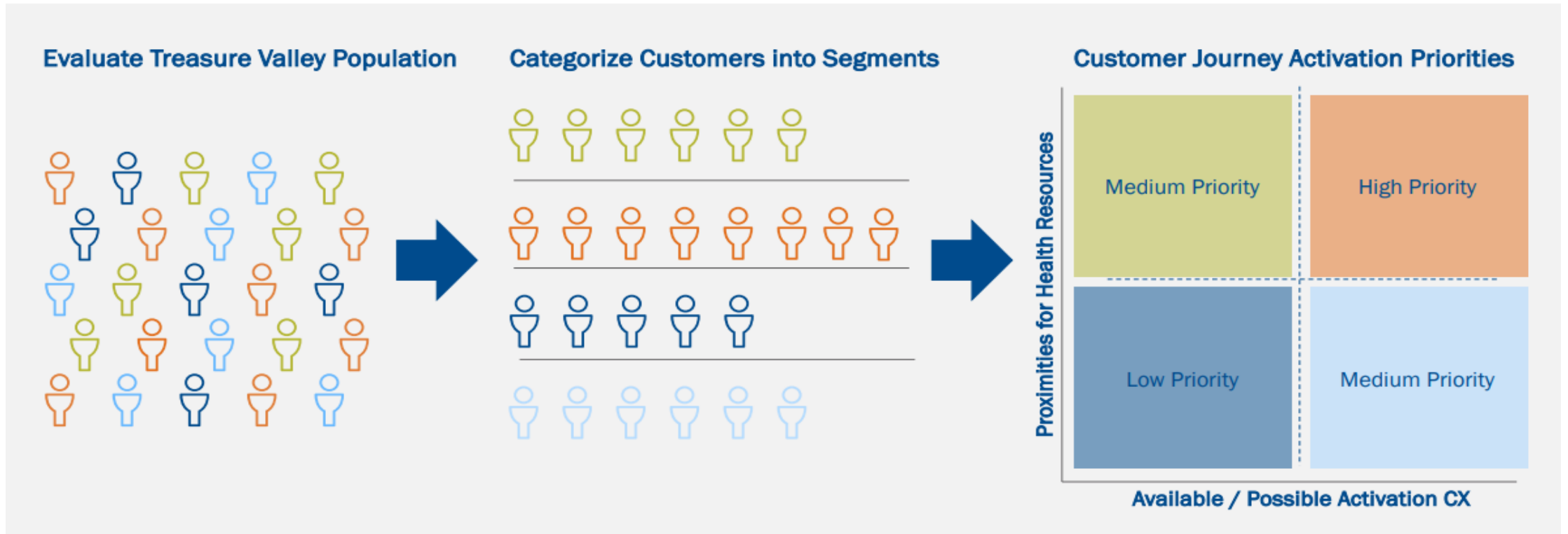


Market Research Methodology

Evaluate Your Population

Categorize Into Segments

Identify Journey & Activation Priorities



Key Signals Influencing Our Hypotheses

Market View

- Three Consumer Segments: Aging Up, Just Me/Just Us, Families (Older/Younger).
- Organization is brand leader and preferred provider in market.

Strategic Supply / Demand

- Market currently underserved by organization:
 - High-degree of variation amongst Primary Care supply and New Patient appointments.
 - Highly targeted solutions for front-door access are a challenge in our market
- Digitally savvy consumers across segments
 - Sustained and growing adoption of On-Demand Virtual Care (ODVC).
 - Opportunity to integrate ODVC into total care journey.

Know the Motivation of Decisions

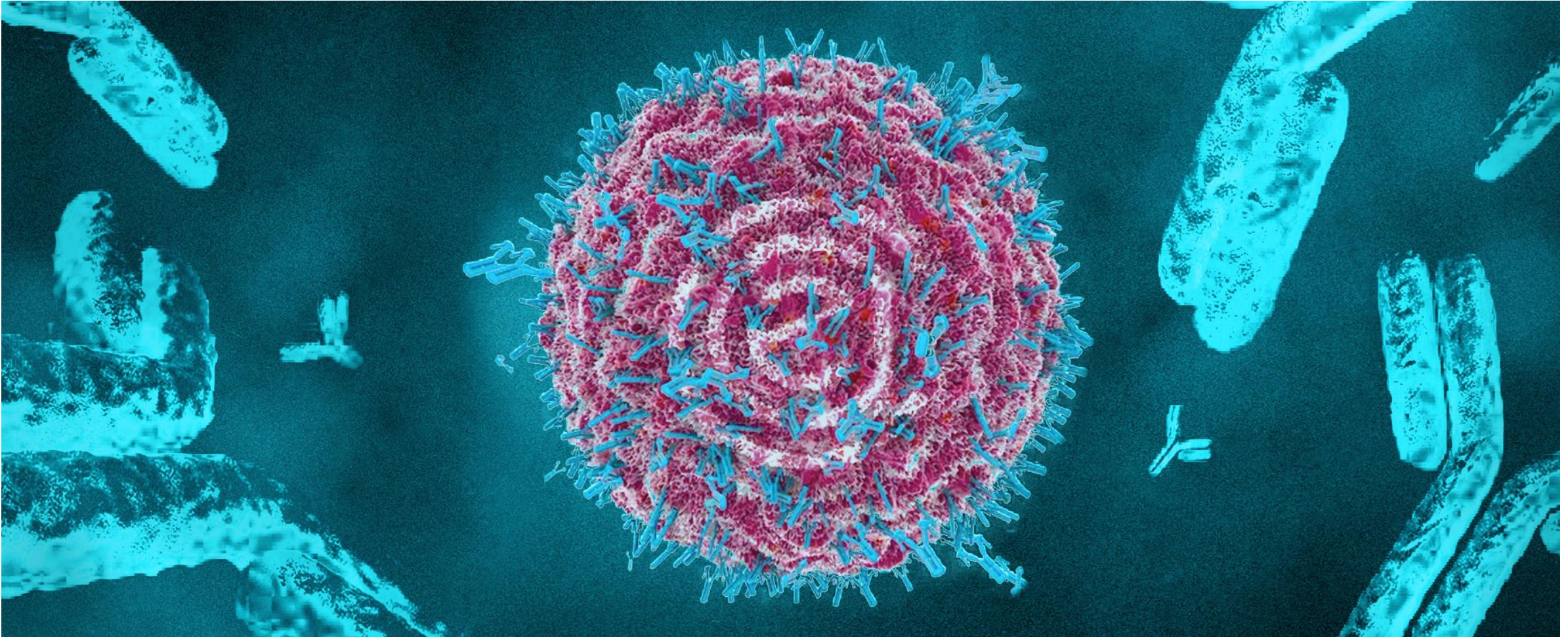
Consumer Value

Drives preference in consideration of all available alternatives.

Business Value

Drives performance outcomes and organizational viability.

Action Determinants



Accelerating Getting “Real Work” Done



Signals

Gathering and applying indicators of preference and progress.

- Establish hypotheses for exploring early identified signals.
- Expand methods for understanding Strategic Supply, Good Demand, and Consumer Choice. (e.g., ethnography to understand consumer journeys).
- Look to existing assets as untapped resources for generating signals (e.g., contact centers).
- Evaluating value creation has two components:
 - Viability of offerings
 - Salability of offerings



Decisions

Intentionally and skillfully aligning business priorities and choices.

- Apply understanding of signals as input for decision making.
- Create environments to intentionally practice using informed signals to align decisions.
- Clarify the intent of decisions:
 - Business Value or Consumer Value
 - Viability or Scale decisions
- Avoid the aura of the “A”. Who is capable and appropriate to be Accountable, Responsible or Consulted. (RACI)



Actions

Resourcing and executing smart decisions against priority signals.

- Know your resource availability, and scope.
- Define and track Objectives & Key Results (OKRs).
- Create multiple “Go/No-Go” gates to maximize progress and mitigate low value investments.

Key Take-Aways

- Understanding consumers is an interactive process. It requires a refined ability to understand signals, how to apply those decisions, and how to apply multiple actions to decisions that can maximize your chances of successfully serving consumer jobs.
- Knowing your market is just a step in the right direction of understanding your opportunities. You must also build your capabilities (data/analytics, thought-leadership/influence, etc.) and be willing to fail.
- Creating bodies of evidence creates credibility and invites expanded partnership/stakeholder engagement; but it is a long journey.



Questions?

Please be sure to complete the session evaluation!



Mary Cronin

*Vice President, Consumer Access & Experience
St. Luke's Health System (SLHS), Boise, ID*

Mary Cronin leads St. Luke's enterprise-wide translation of consumer needs and requirements, and product/service design delivery promoting choice. Her current role uses the lens of the consumer paired with data insights to create opportunities for innovation in primary care and supporting larger SLHS strategic objectives within evolving markets.

Within SLHS, Mary has managed Accreditation, Emergency Management, Laboratory Services, Real-estate, Patient relations/financial navigation, Community Connect, and Language services. She holds two BS degrees (molecular biology and biochemistry/microbiology) from the University of Idaho, a BS (Clinical Lab Science) from Idaho State University; and an MPH from Boise State University.



Daniel Anderson

*Principal Advisor, Consumer Access & Experience
St. Luke's Health System (SLHS), Boise, ID*

Dan Anderson leads development of the consumer insight function at St. Luke's, using his inquisitive nature and analytics expertise. He excels at building unique partnerships across university, consultant agency and clinical teams, to identify problems and develop solution options.

Over the last decade, Dan led SLHS strategy and supporting business plans. He has supported healthcare start-ups, consulted on operational excellence to national health systems, and engaged in Stem Cell biology research. Dan holds both an MHA and MBA from the University of Washington and a BA in Chemistry from Pomona College.



Max Hobbs

*Principal Advisor, Consumer Access & Experience
St. Luke's Health System (SLHS), Boise, ID*

Max Hobbs is distinctly consumer-centric and an expert in marketing, communication, and organization design, with over twenty years' experience working with advertising agencies, entrepreneurial ventures, and Fortune 500 organizations.

While relatively new to the healthcare industry, Max is excited to contribute his problem-solving and organizational skills to St. Luke's Health System where he's designing value models, based on both consumer and business choices and preferences, creating additional access and growth opportunities.

Max graduated from Brigham Young University with degrees in communication and design and earned a Master of Arts in Organizational Communication Studies from the University of Kansas.



Jenée Bader

Accenture Health, West Market

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Jenee is a seasoned health operations and strategy executive, specializing in enhancing health delivery with integrated technology and innovation. She excels in uncovering cost savings opportunities and expediting performance, by implementing high-value insight driven global technology solutions.

Jenée has worked in health strategy and market development all her career, having served as VP Strategic Growth at a healthcare start-up and Director of Health West at Avanade, where she worked on providing transformative solutions with health providers and payers. Her multifaceted approach that marries industry proven methods with early adopters, sets her apart in the health sector. In addition to her impressive career, Jenée is a dedicated Wish Granter at Make A Wish Foundation, and an enthusiastic traveler.



Linda MacCracken

Teaching Faculty & Advisor

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Linda MacCracken is an experienced health market strategist, helping health firms find customer experience opportunities to unlock consumer and business value for activation. She helps teams find, reach and engage audiences to enable deployed innovations.

Linda teaches in Harvard's MHCM program, works with health and service companies. She has been an Associate Director at Accenture, VP Advisory Services and Product Management at IBM Watson (formerly Truven Health Analytics). She holds a BA in Psychology/Political Science, Macalester College and MBA/HCM, Boston University. Linda is Co-Chair, Rising Stars Committee, received SHSMD 2020 Leadership Excellent Award, co-founded NESHSMD and served on the Board.

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