CUSTOMER RELATIONSHIP MANAGEMENT IN HEALTHCARE

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DEFINITION OF CRM

CRM is a concept concerned with creating, developing and enhancing relationships with carefully targeted customers and customer groups for maximizing the total value for the customer and the provider.
WHAT IS CRM?

Customer Needs: CRM is aimed towards managing the needs of current and potential customers

Integrated Approach: Comprehensive approach by integration of customer data locked in business silos across the enterprise - namely marketing, sales, customer services, auxiliary services

Power Shift: CRM is a power shift from traditional relationship marketing (RM), as CRM focuses on customer as a partner from relationship initiation, retention and service evolution
WHY DID CRM DEVELOP?

CRM developed for a number of reasons:

Consumer Power: CRM came with the onset of consumer revolution

Commoditised: Product and service became standardised and commoditised

Downward Pricing: Providers had little pricing power

Quality: Providers had to compete on quality

Relationships: The only protection available to providers of goods and services was in their relationships with customers
CRM - FUNDAMENTAL PRINCIPLE

Brand Loyalty: Customers are less likely to look to alternative providers if they value the customer service from the current provider.

Competitive Advantage: Without CRM it is very difficult to gain ‘competitive advantage’ over competitors that provide similar products/services.

Break Silos: Today’s businesses offer complex list of products/services delivered thru networks, alliances and partnerships often working in silos.

Longterm Relationship: The adoption of CRM is being fuelled by a recognition that long-term relationships with customers are one of the most important assets of any provider.
WHAT DOES CRM INVOLVE?

CRM involves the following:

Needs: Providers must become sensitive to customer needs

Adapt: Providers must adapt to customer needs and rapidly evolve their products/services

Feedback and Improve: Continuous improvements should be institutionalised by doing market research to assess customer needs and satisfaction
PATIENT RELATIONSHIP MANAGEMENT [PRM]

- **Outreach**: Deploying customer relationship management (CRM) for sales and marketing has helped various businesses build long-term customer relationships by proactively understanding and serving the needs of customers. Healthcare providers can do the same.

- **Coordination**: In healthcare facilities patient related non-clinical tasks are often managed in isolation creating undue pressure on healthcare providers; creating a need for patient related non-clinical patient relationship management solutions to achieve customer expectations and cement customer loyalty within the demands of time.

- **Case Management**: The healthcare providers can move beyond treating episodes of illness by deploying CRM and can seamlessly address patient relationship management (PRM) needs, enabling proactive care by establishing long-term relationships with patients and achieve improvements in patient care and satisfaction and integrating with their current systems.
HEALTHCARE MARKET TRENDS

Fierce Competition - Hospitals are becoming very competitive

Privacy Concerns – Patients want to protect their privacy rights

High Expectations – Patients demand service and are ready to exercise their rights

Varieties of Options – Patients want to take second opinions and ready to switch providers

Target Marketing - Hospitals are developing “customer outreach” databases and are moving from mass advertising to targeted direct marketing
Physicians are the HC Gate Keepers, but there is evidence to suggest that they are ill-equipped to deliver consistent Quality of Care [QoC].

**WHY PRM?**

<table>
<thead>
<tr>
<th>QUALITY OF CARE</th>
<th>DATA RELIABILITY</th>
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<tbody>
<tr>
<td>QUALITY OF CARE IS NOT UNIFORM</td>
<td>PAPER BASED DATA</td>
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<tr>
<td>LACK OF STANDARDS</td>
<td>NO ELECTRONIC DATA</td>
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<tr>
<td>ONUS ON DOCTOR</td>
<td>INCOMPLETE</td>
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<tr>
<td>LOW UPDATING OF KNOWLEDGE</td>
<td>DIFFERENT FORMATS</td>
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<td>INCENTIVES TO PROMOTE DRUGS</td>
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**PRESCRIPTION**

- MULTIPLE TREATMENT PLANS
- UNKNOWN ALLERGIES
- PRESCRIPTION – LAB TEST DISCONNECT
- EFFECTS OF AYUSH

**REGULATORY**

- WEAK REGULATORY FRAMEWORK
- NO SINGLE AGENCY WITH JAWS
- UNAUTHORISED DRUG TRIALS
- CME IS NOT ENFORCED
Today, in India, patients tend to lack any real influence over their QoC.
PATIENT LOYALTY - KEY TO PRM

Patient Interaction: The Holy Grail of medicine is the sanctity of the interaction between the patient and the physician.

We believe that this factor does more to explain patient satisfaction and loyalty than all other factors combined.
PRM FOR OUTREACH PROGRAMS

Educate Patients, Develop & Improve Relationships

- Target Group Campaigns
- Patient Education on Health, Hygiene and Wellness
- Promote Service Offerings
- Improve Patient - Physician - Community Relations
PRM – WHAT I WANT?

New Movers: How do I attract prospective patients in my facility’s footprint?

Patient acquisition: How do I convert prospective to confirmed patients?

Patient retention: How do I get my patients continuing to use my facilities?

Patient “winback”: How do I bring back patients who haven’t been using my facilities for some period of time?
CUSTOMER PROFILE AND PREFERENCES LOST IN MULTIPLE SYSTEMS
PRM – CONSOLIDATED APPROACH

Internal Data
- Billing Data
- Visits to Lab/Pharmacy/Rehab, Medical Records
- Enquiry/Appointment, Call Center
- Corporate Health Risk Assessment / Primary Health Checkups

External Data
- Public Health Data
- Other Data Sources e.g. Insurance, Telcos, Pharmaco etc.

Data Extraction and Validation

Segmentation Algorithm – Diagnosis, Prospective, Comorbidity etc.

CRM Data Warehouse

Target Group

Outreach Campaign

Performance is Measured for Evaluation and Follow-Up Strategy

Reports As per Access Privileges

Positive Consumer Response
- Appointment Fixed
- Facility Screening

Billing Data
Clinical Services
A new campaign is budgeted and approved.
- CRM is used to select the target group.
- CRM tool manages the focused campaign to your target group.

Campaign responses are captured; performance is measured for evaluation.
PRM THRU VARIOUS CHANNELS

Mass media (radio, TV, print)
Product promotions
Direct mail campaign
Product seminars and events
Email, egroup, Blogs, Message Boards, Discussion Boards
Web content - relevant knowledge
Online Store for eHealth services
Wireless GSM Technologies - sms, mms, wap
Social Networking and Virtual Reality Interfaces
Call centre
PRM focuses on strategically significant markets. All customers are not equally important.

Chronic Disease: Longterm relationships should be built with customers that are likely to use the services often.

High Risk Patients: Also important customers are those who serve as benchmarks for other customers.

Cosmetic and Wellness: customers who inspire change in the provider.

More than the basic focus on customers that may not require the services often, could result in a loss of time and effort e.g. Patients admitted in hospital for acute infections.
PRM in Case Coordination

Coordinate Patient Activities Between Clinicians, Departments and Healthcare Organizations

Referrals - GP, Specialist, Hospital, Lab, Rad, Rehab

Effective Communication among Health Care Team

Pre Admission Information and Instructions

Post Admission Instructions / Follow-Up
PRM FOR CASE COORDINATION

- Non-Clinical coordination for Patient
  - Ambulatory Health assistance hotline
  - Patient Education – Disease and Procedure related
  - Pre Admission Instructions
  - Post Admission Information
  - Prognosis and Rehab Information
- Provide information about Doctors
- Appointment management
- Referrals Management
- Manage patient movement between the healthcare facilities
- Social Media – Connect patient to other patients in self help groups
EFFICACY VERSUS EXPERIENCE

“Hospitals spend their efforts in clinical results and process improvement (which) can be measured objectively. The patient, however, judges quality by his or her perceptions, something that … cannot be verified in the same way as outcomes. The patient is judging the overall experience of being in the hospital.”

Lee F. If Disney Ran Your Hospital, Second River Healthcare Press, 2004
IMPORTANCE OF PATIENT EXPERIENCE

Patients will make clinical decisions based on non-clinical information.

Case of the ‘Dead Fish’ in the waiting room aquarium – the patient thinks, ‘If they can’t take care of a fish, how can they take care of me?’

PRM FOR CASE MANAGEMENT

Manage Chronically ill Patients to Improve Health & Well Being

Collaborate Between Stakeholders

Automate Communication Between Stakeholders

Alerts/Reminders based on Priority Setting and Patient Safety

Proactive Patient Management
CHRONIC DISEASE MANAGEMENT PYRAMID

- Basic PRM is enough to yield Maximum Benefits.
- Moderate PRM will yield Moderate Benefits.
- Advanced PRM required to yield Moderate Benefits.
PRM FOR CASE MANAGEMENT

Manage relations between Patients, Physicians, Hospitals, Labs, Pharmacy etc.

• Involve family or care giver [permission-based] for drug compliance

• Communication
  ▪ **Reminders** - Appointments with doctor, Labs, Prescription reorder etc.
  ▪ **Alerts** - Missed medication alerts to care coordinators
  ▪ **Tips** - Library for health tips e.g. Diabetic campaign
  ▪ **New Therapy** - Clinical trial information e.g. Oncology
  ▪ **Education** - Education about health, hygiene and wellness
  ▪ **Event reminders** e.g. Free BP/Glucose monitoring, Yoga camp, Women health, Wellness lecture etc.
  ▪ **Brand awareness** - Communicate hospital achievement to patients, community etc.

• **Trends** - Visualize disease patterns in patients, practice, community etc.

• **Knowledge management** - blogs and social media for self help groups

• **Barcode** based document and asset management
PRM ACROSS STAKEHOLDERS

Corp Employer

Pharmacy

Insurance and TPA

Patient

Physician/Hospital

Lab/ Rad

Ambulance

PRM for Chronic Disease Management

PRM ACROSS STAKEHOLDERS
PRM IN CANCER CARE - EXAMPLE
## Future Trends in PRM

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<thead>
<tr>
<th>Payer/provider-centred healthcare</th>
<th>Patient-centred healthcare</th>
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<tbody>
<tr>
<td>System designed for disease</td>
<td>System designed for health</td>
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<tr>
<td>Patients are passive consumers of care services</td>
<td>Patients are active partners in managing own health</td>
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<tr>
<td>Reactive – aim for cures when symptoms occur</td>
<td>Proactive – aim for prevention and early detection</td>
</tr>
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<td>Providers held responsible for advising patients</td>
<td>Providers held responsible for health of population</td>
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<td>Culture of avoiding mistakes</td>
<td>Culture of striving for improvement</td>
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<tr>
<td>Fragmented care – physicians work as individual experts</td>
<td>Integrated care – physicians work as part of cooperative teams</td>
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<td>Decisions by clinical autonomy</td>
<td>Data-driven decisions</td>
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<tr>
<td>Episodic testing</td>
<td>Clinically impactful biomonitoring</td>
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<tr>
<td>Focus on current medical problem</td>
<td>Focus on all risks and needs</td>
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<tr>
<td>Short visits with little information</td>
<td>Continuous personal relationship with coaching</td>
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<tr>
<td>One size fits all</td>
<td>Customized personal approach</td>
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<tr>
<td>Costs out of control</td>
<td>Affordable, value-based care</td>
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PRM BENEFITS - PATIENT PERSPECTIVE

Detractors:
- Cost of Participation
- Forced Lifestyle Changes
- Fear of Change, Privacy Intrusion, etc.
- Distrust of Technology

Key Benefits:
- Reduction in my Direct Medical Expenses
- Improved Convenience for Managing Health Activities
- Slowdown in Disease Progression
- Feeling of Taking Control; Feeling of Care Completeness
- Confidence in the Authentication of my Meds
PRM BENEFITS - PROVIDERS

Reduced costs - increased efficiency, reduced waste
Satisfaction - Increased customer satisfaction – focused services
Orientation - Organisation reorientation towards customer
Top line up - growth in numbers of customers
Brand recognition, increased referrals, increased footfall
KOL - Emerge as Key Opinion Leader [KOL] to change in the market
Process Change – Managing and Improving Operational processes
Benchmarks – publish, quality paradigm
Business - long term profitability and sustainability
PRM - PROVIDER VIEW

- Patient 360- degrees View
  - **EMPI** - Enterprise Master Person Index – Alok K Gupta, AK Gupta and Alok Kumar is the same person
  - **EMR** - Patient Medical Record – Integrated view across Billing, Lab, Pharmacy, Ward, OT
  - **Surveys** - Patient satisfaction surveys – Assess patient’s experience in the hospital
  - **Referral Management** - Appointment scheduling with experts

- Remote monitoring - Alerts and Reminders associated with Remote patient monitoring
- Labs - Alerts and Reminders on Lab results
- Radiology - Alerts and Reminders on radiology results
- Refills - Reminders for prescription refills
- Compliance - Drug compliance calendar
- Counselling - Patient counselling based on health risk assessments
PRM - PATIENT VIEW

Education - Patient Education

Portals - Interactive portal and kiosk – requests, health FAQ, feedback

Care Plan - Provider given care plan and diet plan – Each action will be scheduled and the status updated

News - Post discharge news for health campaigns and wellness

Disease Sp. News - Disease specific News articles displayed

Appointments - Request and manage appointments with experts

  • Remote monitoring - Alerts and Reminders associated with Remote patient monitoring
  • Labs - Alerts and Reminders on Lab results
  • Radiology - Alerts and Reminders on radiology results
  • Refills - Reminders for prescription refills
  • Compliance - Drug compliance calendar
  • Surveys - Satisfaction surveys to assess patient’s experience in the hospital
  • Patient counselling based on health risk assessments
TRENDS ANALYSIS

Feedback - Define key performance indicators (KPI) and monitor thru a customized dashboard for every In-Charge e.g. Dept Head and C-Level

Trends - Spot and respond to trends quickly

Action - Quickly Identify process improvement opportunities
The important thing is to orient the company's processes consistently toward the consumer. The company must make sure that its procedures are oriented toward the problems and needs of the patient, and not toward the demands of the company itself.
THANKS

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