

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 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



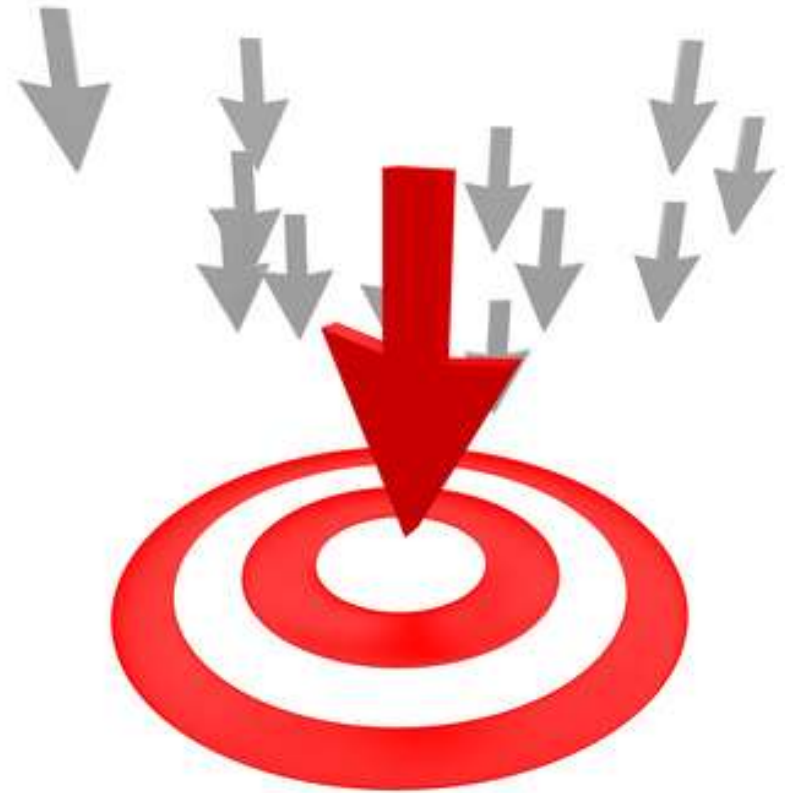
CRM - FUNDAMENTAL PRINCIPLE

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

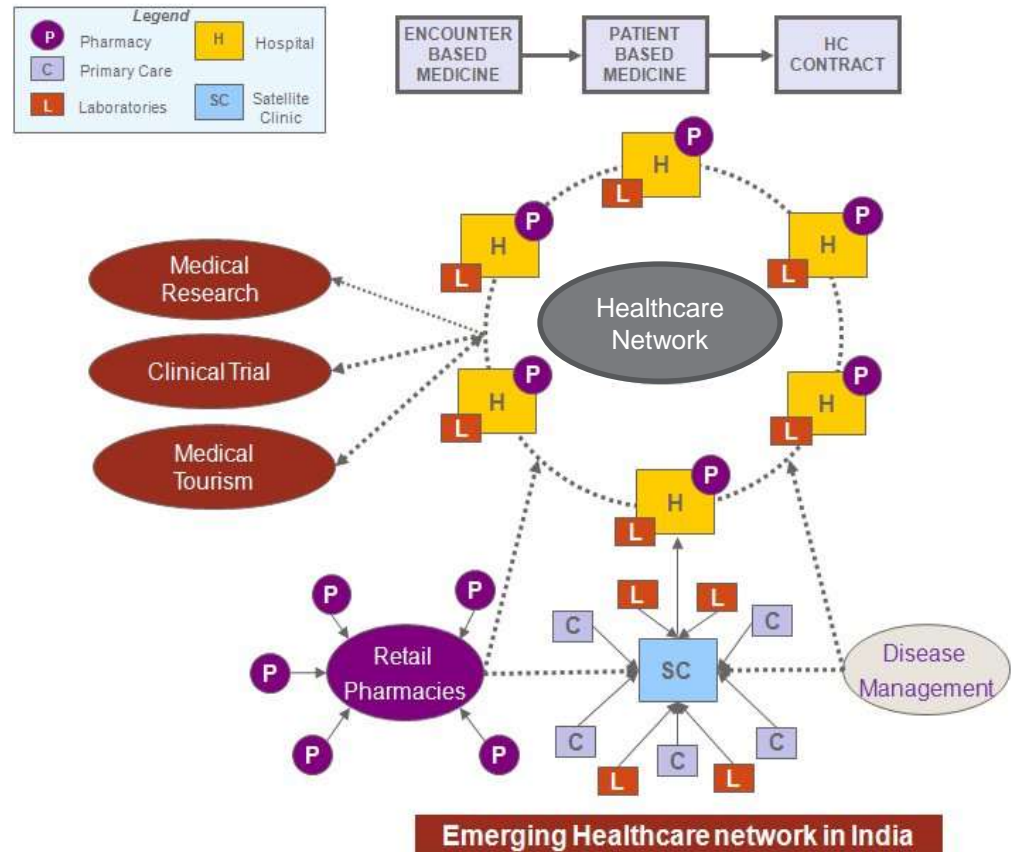
Fierce Competition - Hospitals are becoming very competitive

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



WHY PRM?

QUALITY OF CARE

- QUALITY OF CARE IS NOT UNIFORM
- LACK OF STANDARDS
- ONUS ON DOCTOR
- LOW UPDATING OF KNOWLEDGE
- INCENTIVES TO PROMOTE DRUGS

Physicians are the HC Gate Keepers, but there is evidence to suggest that they are ill-equipped to deliver consistent Quality of Care [QoC]

DATA RELIABILITY

- PAPER BASED DATA
- NO ELECTRONIC DATA
- INCOMPLETE
- DIFFERENT FORMATS

PHYSICIAN ARE THE GATE KEEPERS TO HEALTHCARE IN INDIA

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

WHY PRM?

PHYSICIAN SWITCHING

- DOCTOR – PATIENT FACE TIME
- PATIENT WANT HUMAN TOUCH
- PATIENTS NEED INSTANT RELIEF
- MULTIPLE PHYSICIANS
- MULTIPLE TREATMENT PLANS

Today, in India,
Patients tend to
lack any real
influence over
their QoC

MEDICATION HABITS

- APATHY TOWARDS MEDICATION
- ALTERNATIVE MEDICINE
- SELF MEDICATION
- SELF DECISION MAKING

PATIENTS ARE AT RECEIVING END
FOR HEALTHCARE IN INDIA

REGULATION

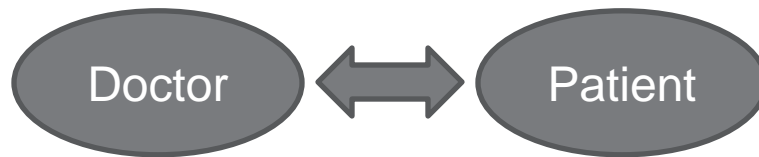
- CONSUMER PROTECTION ACT
- DRUG PROMOTION TO PATIENTS

COST

- OUT-PATIENT IS OUT-OF-POCKET
- DESIRE FEELING OF WELL BEING
- DON'T WANT TO PAY EXTRA

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?

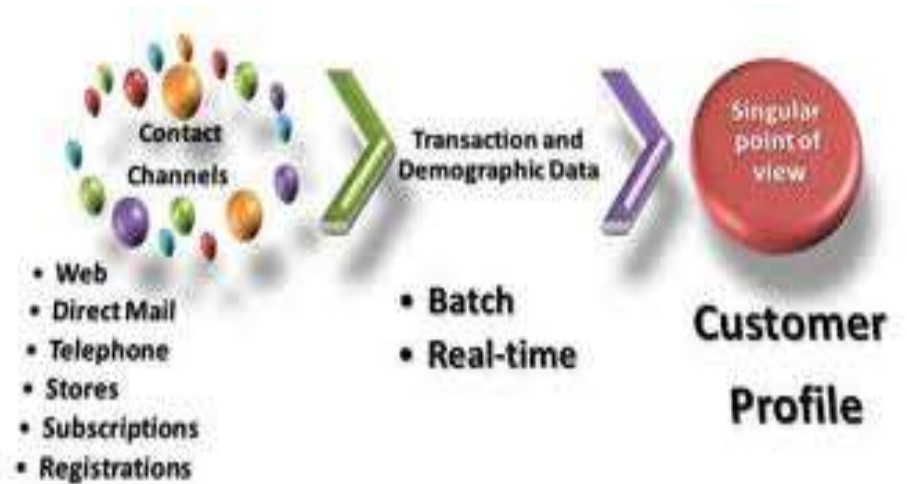
Patient acquisition: How do I convert prospective to confirmed patients?

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

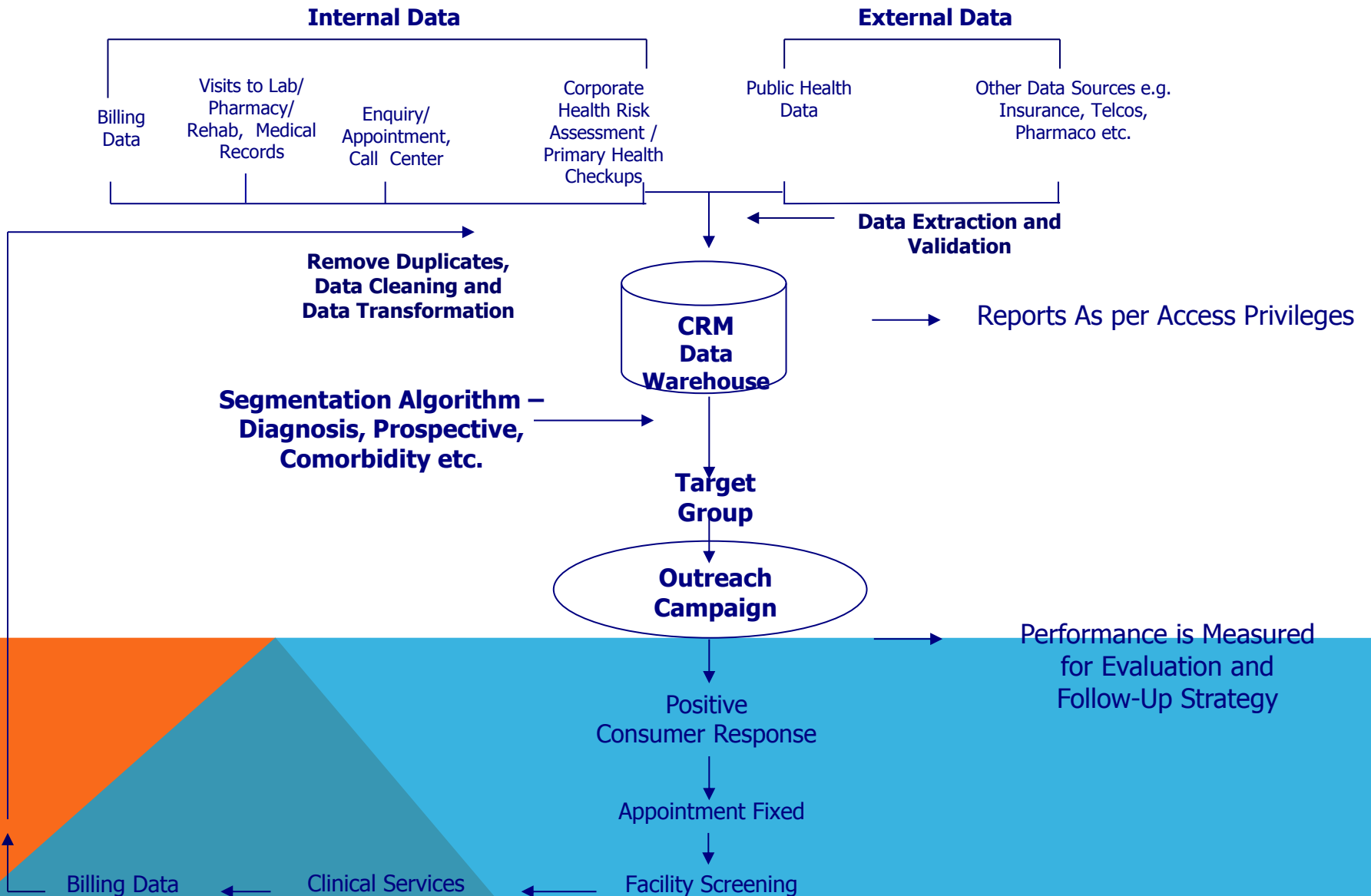
Patient “winback”: How do I bring back patients who haven't been using my facilities for some period of time?



CUSTOMER PROFILE AND PREFERENCES LOST IN MULTIPLE SYSTEMS



PRM – CONSOLIDATED APPROACH



PRM - OUTREACH CAMPAIGN



- 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



STRATEGICALLY IMPORTANT CUSTOMERS

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

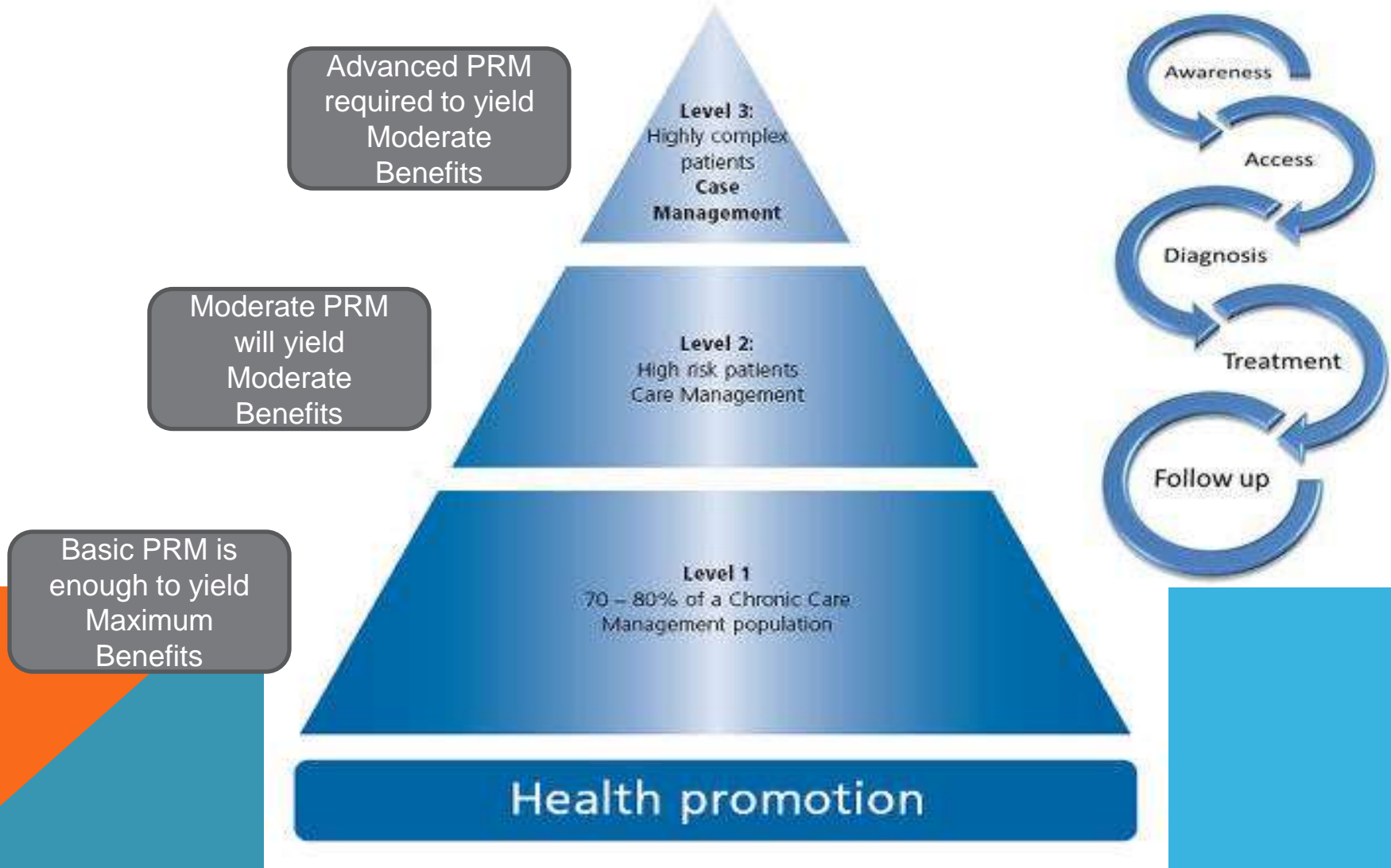
Collaborate Between
Stakeholders

Automate
Communication
Between Stakeholders

Alerts/Reminders based
on Priority Setting and
Patient Safety

Proactive Patient
Management

CHRONIC DISEASE MANAGEMENT PYRAMID

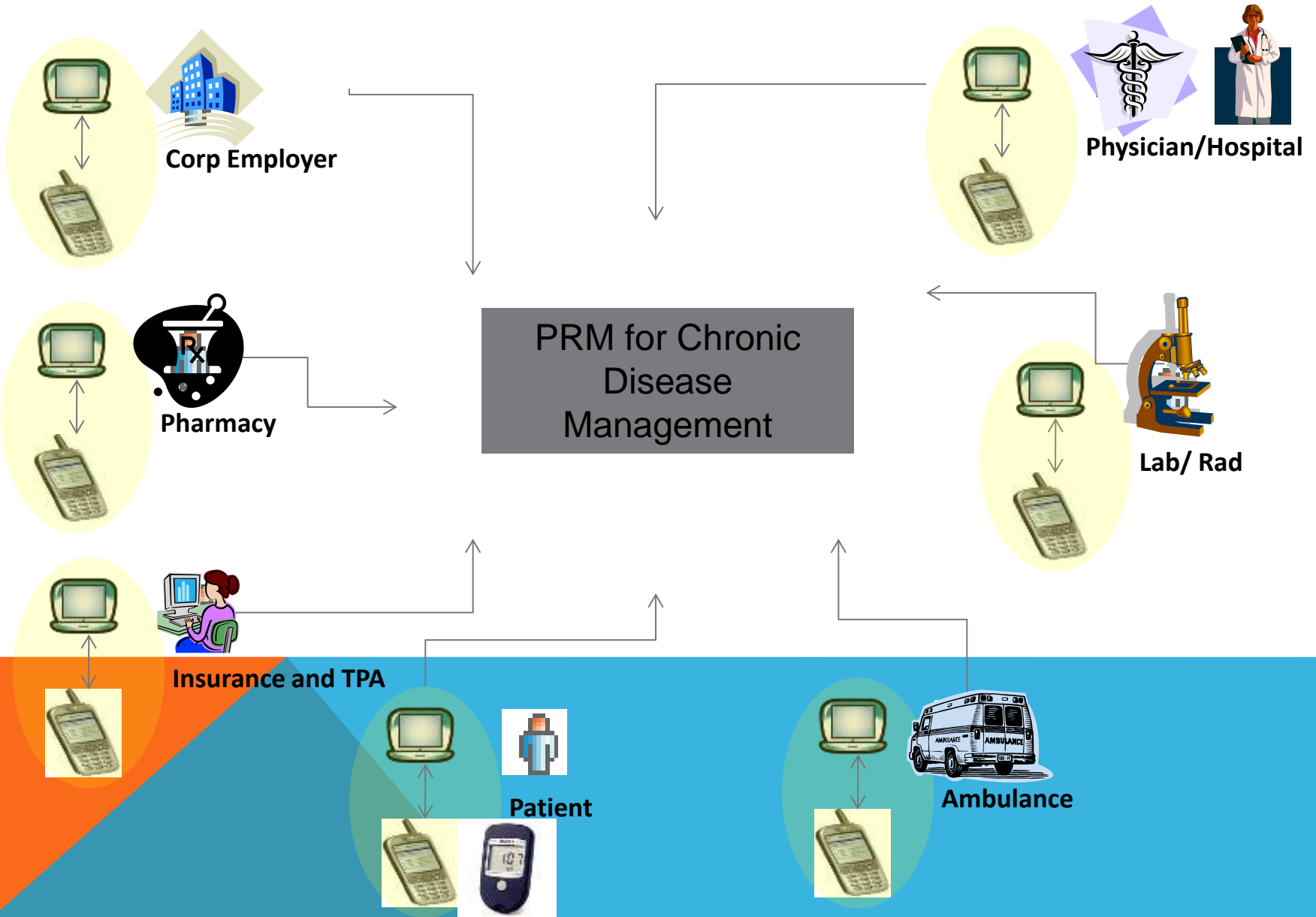


PRM FOR CASE MANAGEMENT

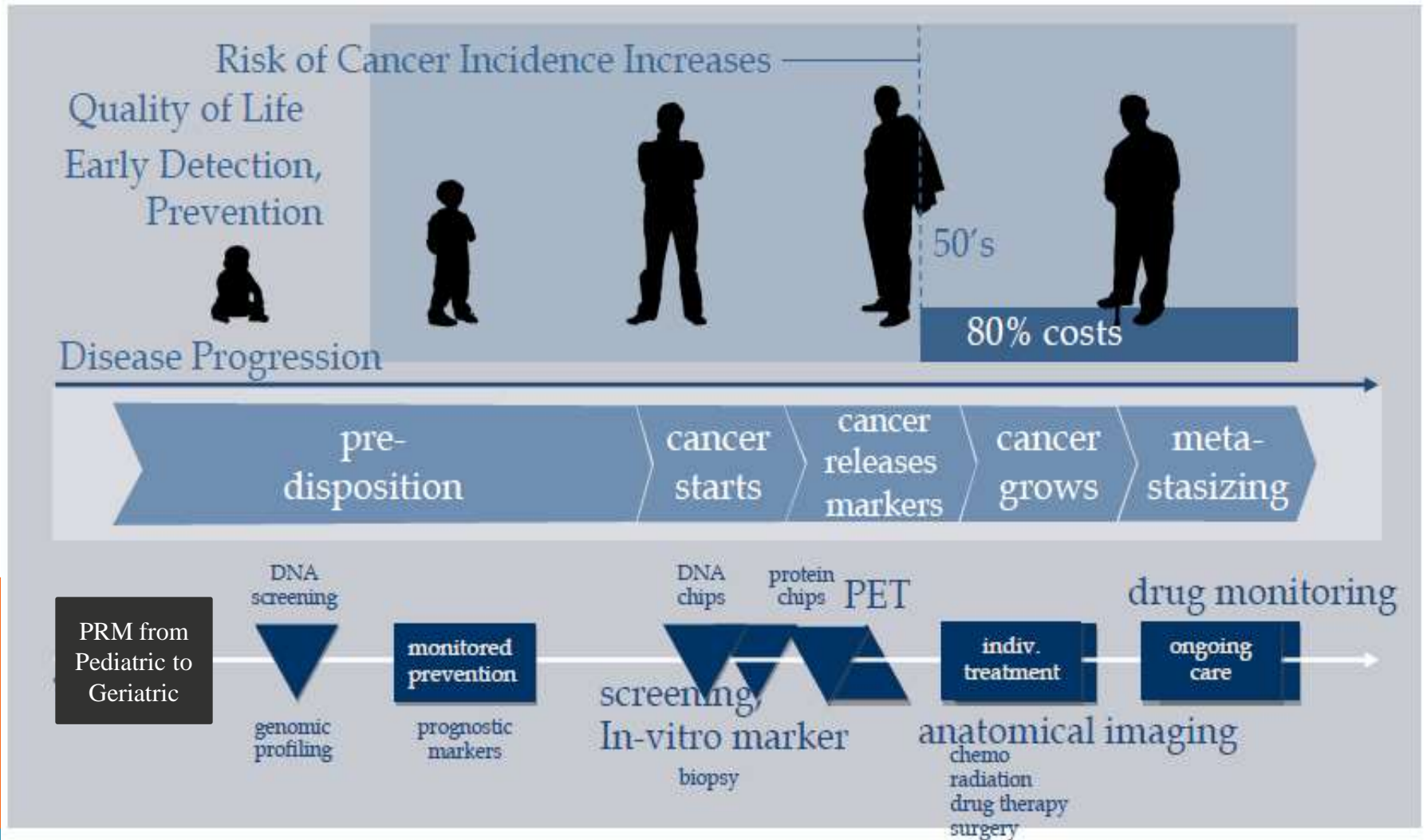
Manage relations between Patients, Physicians, Hospitals, Labs, Pharmacy etc.

- **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



PRM IN CANCER CARE - EXAMPLE



FUTURE TRENDS IN PRM

Payer/provider-centred healthcare

System designed for disease

Patients are passive consumers of care services

Reactive – aim for cures when symptoms occur

Providers held responsible for advising patients

Culture of avoiding mistakes

Fragmented care – physicians work as individual experts

Decisions by clinical autonomy

Episodic testing

Focus on current medical problem

Short visits with little information

One size fits all

Costs out of control

Patient-centred healthcare

System designed for health

Patients are active partners in managing own health

Proactive – aim for prevention and early detection

Providers held responsible for health of population

Culture of striving for improvement

Integrated care – physicians work as part of cooperative teams

Data-driven decisions

Clinically impactful biomonitoring

Focus on all risks and needs

Continuous personal relationship with coaching

Customized personal approach

Affordable, value-based care

PRM BENEFITS - PATIENT PERSPECTIVE

Detractors

Cost of Participation

Forced Lifestyle Changes

Fear of Change, Privacy Intrusion, etc.

Distrust of Technology

Chronic Patient

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**

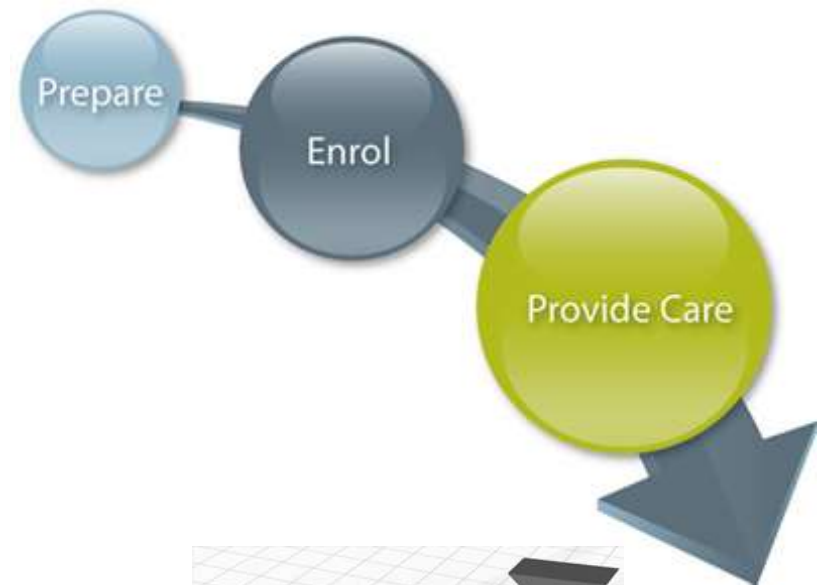
**Brand recognition, increased referrals,
increased foot fall**

**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

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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

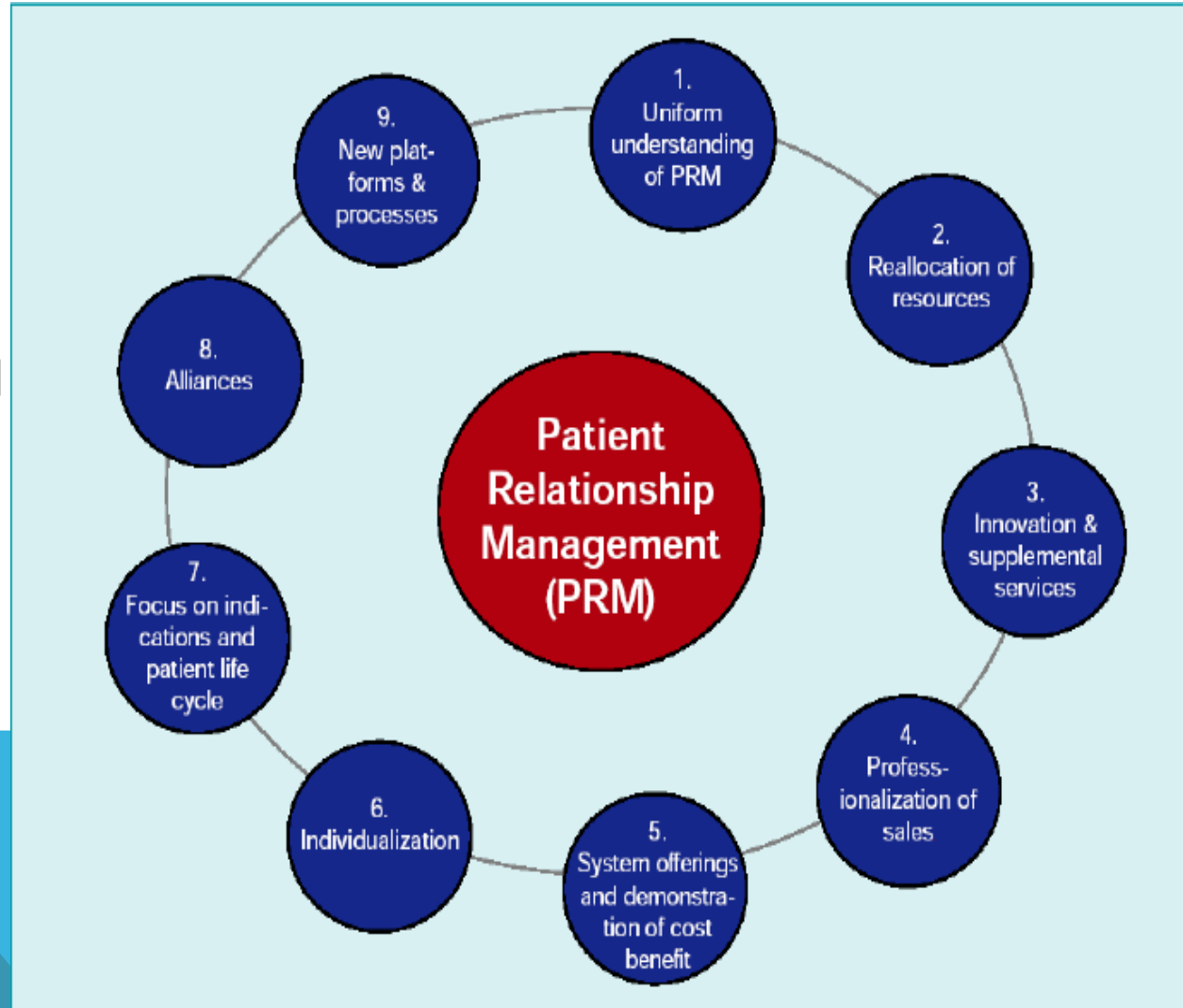
Trends - Spot and respond to trends quickly

Action - Quickly Identify process improvement opportunities



CHALLENGES IN PRM

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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