

This paper examines the digital patient experience as an imperative for healthcare and looks at the role of Tech Mahindra (www.techmahindra.com) in delivering technology solutions and capabilities that humanize the digital patient experience.

The Digital Patient Experience Imperative

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Introduction

The healthcare industry is at the dawn of a new era of digital transformation (DX). At the heart of all transformative shifts impacting the future of the healthcare industry are the shifts toward value-based and consumer-driven healthcare. Alongside rising costs, these shifts are aggressively shaping new challenges and giving rise to new opportunities for healthcare providers. The digital patient experience and technologies that aid in shaping it are key to ensuring a state of engagement, competitiveness, and sustainability needed to champion care delivery. For digital patient experiences to be transformative and humane, healthcare providers must appreciate how healthcare customers are changing, the importance of new patient journeys, and that maximizing value from technology is a calculated and strategic effort.

AT A GLANCE

KEY STAT

By the end of 2020, 25% of data used in medical care will be collected and shared with healthcare systems by the patients themselves.

KEY TAKEAWAY

For healthcare providers to engage more effectively with patients and radically change the patient experience, cutting-edge technologies must be in place to empower patients with a seamless flow of information across all touch points of the relationship and engagement cycles.

Healthcare Customers Are Changing

- » Patients are increasingly behaving like consumers, and providers must respond. Patients today have better information about as well as more awareness of, accessibility to, and choice about healthcare; therefore, they have more power over and accountability for their health and care. Providers must acknowledge this newfound position of the modern patient and translate it into a quest for value that is convenient, personalized, and experiential and that can generate loyalty over time.
- » Healthcare customers (e.g., care-seeking consumers, new and existing patients, employees, families, and populations) are demonstrating rapidly emerging and shifting needs, behaviors, interactions, and propensities to engage in their health and care.
- » Two key demographic groups are forming the pipeline for all healthcare business: millennials and seniors. Millennials expect personalized experiences that leverage the flexibility, convenience, and responsiveness that technologies can offer, while seniors are a fast-growing demographic group adopting technologies at an unprecedented rate.

- » All healthcare customers seek better experiences. Easier access to information, efficiencies in care coordination, and service excellence, as well as the digital capabilities that make these experiences possible, are key to enabling better care. At the heart of the digital patient experience is the convergence of customer psychology and technology, which reflects the need for a humanized ethos in the technology mix at play toward delivering on the basic tenets of trust, reliability, satisfaction, and fulfilling the desire for service excellence.
- » The voice of the healthcare customer is shaped by the customer's experience and stands as a reflection of confidence in providers, convenience in care, and the levels of courtesy as well as empathy in staff. Convenient and readily available service access, interactive booking and scheduling, integrated information channels, and a multifaceted omni-experience are key initiatives for impacting the value of the digital patient experience.

Shaping New Patient Journeys

- » Integrated technology platforms with transformative digital capabilities that build on the effective aggregation and orchestration of clinical information across the enterprise and its systems will differentiate the patient journey toward the improvement of outcomes.
- » Unified, longitudinal patient records powered by the cloud, mobility, and interoperability alongside an effective mix of patient engagement-enabling technologies (e.g., patient portals, mobile applications, secure patient messaging, wearables, patient education, open access scheduling tools, PHRs, kiosks) and engagement-supporting technologies (e.g., analytics, CRM, robotics automation, chatbots, virtual assistants) will determine whether or not patient journeys deliver the impact and meaning necessary for a better experience.
- » Patient journeys go beyond the patient to also incorporate the collective organizational, technological, business, and cultural expressions of the enterprise. To generate impact at the patient level, the organization itself must shift as well as embrace and learn to differentiate the journey. Silos (e.g., between clinical and IT) must come together to better understand patients, redesign workflows, pursue metrics that matter, and mitigate risks. High levels of inclusivity, transparency, buy-in, willingness, and harmony across the organization are needed for delivery of new and superior patient journeys.

Maximizing Value from Technology

- » The pursuit of value requires a clear understanding of its facets (namely cost, quality, access, patient safety, and patient experience). Moreover, value requires an evidence base that providers can benchmark and measure across various aspects of the digital patient experience, such as effectiveness in communication and technology interplay.
- » For better determination and maximization of value in digital patient experiences, executives will need to look at driving operational and financial metrics, such as cost optimization, agility, automation, ROI, ease of use, and data flexibility. Technologies delivering on digital patient experiences will need to make staff more efficient, drive more patients and referrals, improve processes, and impact the organization as a whole.
- » To maintain value, technology platforms need to be open and future proof to respond quickly to new regulations, shifting patient demands, and emerging market dynamics. Automation will allow the digital patient experience to drive better engagements by surfacing essential and appealing data to the touch points of the care continuum. Information is everything in shaping better experiences and outcomes for patients, and providers will need to attain the diligence and intelligence in care processes to take the next best actions toward realizing maximum value.

Benefits

The benefits of a digital patient experience and the technologies that shape it include the following:

- » Impacts and alters the health and well-being of patients and their families
- » Transforms care-seeking consumers into new patients through better acquisition and retention of existing patients, alongside instilling brand and service loyalty
- » Personalizes care for patients (e.g., by drawing on preferences, digitizing and automating self-engagement, and driving convenient access to virtual care)
- » Makes life easier for clinicians (e.g., by enhancing communication with patients and clinicians, alleviating provider frustration and burn-out environments, and increasing productivity workloads)
- » Drives innovation in workflow approaches to care management, operations, and shared services toward generating more value from interactions and streamlining operations for clinicians and IT
- » Reduces costs, increases reimbursements, and drives improvements in performance, quality, and outcomes (e.g., through reductions in readmissions, increases in patient satisfaction levels, and better medication adherence)

According to IDC Health Insights, by the end of 2020, 25% of data used in medical care will be collected and shared with healthcare systems by the patients themselves (i.e., bring your own data). Therefore, a concerted strategic effort (e.g., patient engagement for DX) that envisions, plans, and drives DX at the patient level holds the potential to significantly and positively impact patients, staff, organizations, and stakeholders.

Key Trends

- » **Impact of AI and automation.** Cognitive advances, combined with robotics and AR/VR, are now actively impacting experiential engagement, care processes, and provider strategies.
- » **Data-centric paradigm.** Data is the new currency and at the core of the new digital economy — where IoT, mobile devices, big data, machine learning, and cognitive/AI combine to continually sense, compute, and actuate healthcare environments.
- » **Cyberthreats and cybercrime.** An increase in data breaches and cyberthreats will drive the need for new security initiatives and models that can contain, control, and thwart attacks while scaling up cyber-resilience through "protect and defend" approaches that mitigate risks and ensure privacy, confidentiality, integrity, and availability.
- » **Rise of consumerism.** Rising expectations are putting increasing pressure on care providers and have already burdened healthcare systems globally. The era of paternalistic doctor-patient relationships has ended, with the consumers of today being hyperconnected and having high expectations regarding the overall experience as well as the quality of care and the compassion they receive.
- » **Global cost and illness burden.** Healthcare expenditures have risen steadily in the past century, with the health industry turning to DX to improve efficiency and efficacy by investing in data management and analytics capabilities, which better identify and address health needs and evaluate outcomes.

Considering Tech Mahindra

Tech Mahindra (TechM), which is part of the Mahindra Group, is a company with 115,000+ professionals across 90 countries helping over 900 global customers, including Fortune 500 companies, and revenue of \$4.7 billion. TechM aims to provide innovative and customer-centric services and solutions for the new connected world. TechM Business Process Services (TechM BPS), the BPS&O arm of TechM, focuses on growth via digitalization and automation through the DAVID ideology (see Figure 1).

FIGURE 1: DAVID



Source: Tech Mahindra, 2018

The core premise of DAVID is to drive leadership in go-to-market strategic capabilities (customer service, customer experience, and back-office operations) and serves as a foundational mainstay for TechM's move upward in the global BPaaS value chain. DAVID offers a robust BPaaS practice approach and is currently embedded in engagements with more than 130 customers across 15 countries. Methodologies, such as DAVID, could prove advantageous in ensuring the realization of an intelligent symphony of convergent design and digital experiences that impact the way enterprises deliver a digital patient experience.

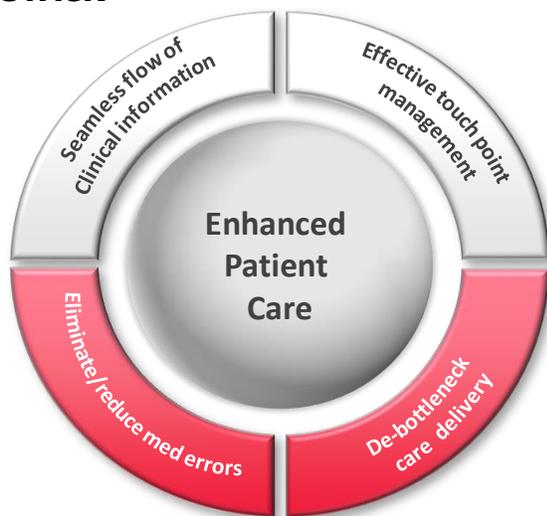
TechM BPS aspires to undertake delivery of the digital patient experience by leveraging CareXa (customer management framework) and a range of in-house IP capabilities such as VIBES (customer sentiment analysis dashboard), ZOOM (business intelligence platform), PRISM (predictive analytics platform), UNO (robotic process automation [RPA]), and Socio (social media command center).

CareXa, as a modular deployment framework, spans all customer interactions from acquisition to retention with the aim of allowing contact centers to evolve into multichannel or omni-channel "relationship hubs." VIBES enables users to obtain a real-time view of customer sentiments through live chat conversations and transcriptional analyses for further customer experience interventional measures. ZOOM provides platform-based insights through real-time data visualization and tracking of trends, while PRISM drives self-service predictive analytics across a number of horizontal and vertical applications to predict and influence business outcomes. UNO deploys RPA toward streamlining organizational customer experience pain points (e.g., unifying

front-office desktop operations, supporting contact center back-office operations). Socio provides a holistic view of brand health and awareness and manages social media engagement optimizations.

TechM acknowledges that enhancing patient care is an imperative in the new era of healthcare DX and of key importance for the digital patient experience. TechM also holds a comprehensive practice portfolio catering to healthcare and life sciences through its provider, payer, life sciences, and medical devices business units. These business units leverage their clinical and technical talent base, solutions, and frameworks to engage with 40+ customers and have achieved several notable partnerships (e.g., Oracle, SAP, and IBM). TechM has already set up a remote patient monitoring center in the unique and challenging healthcare context of India, which is experiencing a significant population boom. In the next decade, the population of India is expected to surpass that of China. TechM is also currently supporting a dynamic framework to deliver on the promise of the digital patient experience in care management (see Figure 2).

FIGURE 2: THE TECHM CARE MANAGEMENT TRANSFORMATION SOLUTIONS STACK



Source: Tech Mahindra, 2018

Challenges

Digital patient experiences are an emerging industry endeavor and still in a relative state of conceptual, technical, and clinical nascency. Digital patient experiences would benefit from vendors that can clearly articulate and expend their efforts in the redesign and disruption of the paternalistic processes and frameworks long entrenched in healthcare.

Vendors such as TechM hold great potential to impact and deliver added value in the healthcare provider market but are still perceived (and more acknowledged) for their work and achievements in nonhealthcare industries. Healthcare organizations and their executives need to expend more effort in exploring and engaging with new and upcoming vendors, such as TechM, through the observation of their demonstrable capabilities and success stories.

Healthcare customers are human and therefore irrational and ever changing, with shifting needs. TechM and the wider marketplace of health IT vendors aspiring to impact healthcare through its key stakeholders must continually acknowledge this very basic premise regarding the nature of the industry they are in by constantly learning, improving, innovating, and delivering solutions where and when they matter.

Conclusion

Healthcare DX can no longer be ignored. Patients are changing along with the healthcare industry, and providers must change too. Technologies are becoming more pervasive as well as more proximate and accessible to people everywhere. Healthcare providers worldwide have a monumental role to play in this global context and time by actively exploring, pioneering, and mastering new methods of technological advancements that tap into and champion the identification and creation of value in care.

As patients and the industry further shift, the digital patient experience will become only more anchored as a way forward. Providers and patients alike have an important symbiotic role to play through their digital engagements of the patient experience, but vendors also have an important role to play, a catalytic role that bridges stakeholders and expedites journeys through information technology. The ultimate vision of all should aspire to endless synergies through endless innovation. The opportunity for greater success exists with the digital patient experience. Healthcare stakeholders can and will add "digital" to the patient experience by making it an imperative for the future of care.

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Mutaz Shegawi leads the provider research practice at IDC Health Insights covering topics of most relevance to healthcare provider organizations looking to digitally transform and become more digitally native than their competition.

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