

Strategy: The Value of a Strategic Approach

Presented By:
Ben Dillon, MBA
Vice President & eHealth Evangelist

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About Today's Presenter

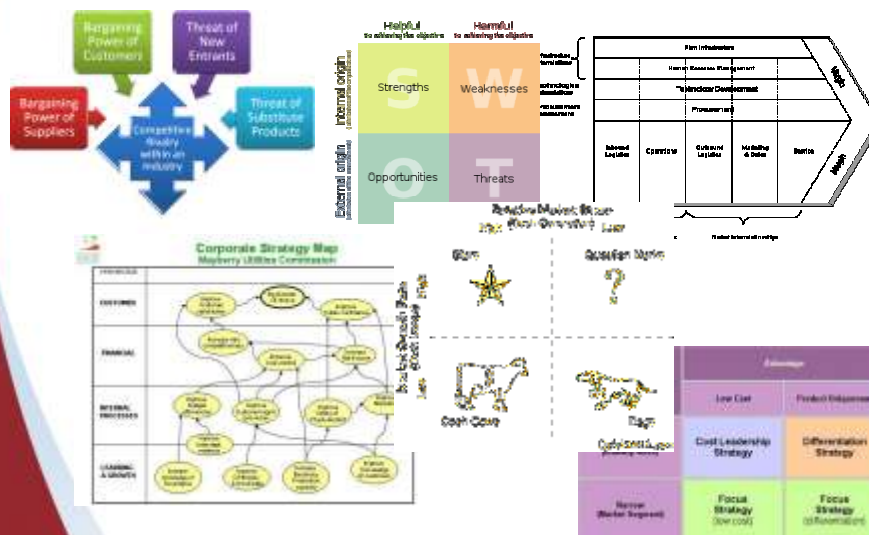
Ben Dillon, MBA, Vice President & eHealth Evangelist

Ben is a co-owner of Geonetric. He writes and speaks extensively about our research and the industry-leading efforts of our clients. Ben is co-chair of the HIMSS eHealth Special Interest Group and a member of the Microsoft Healthcare Users Group and SHSMD. He has been a judge of the eHealth Leadership Awards for the past five years.

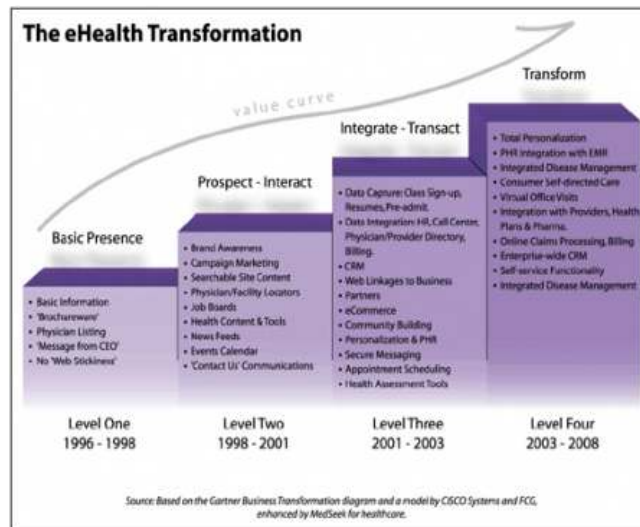
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When the World Thinks About Strategy...



■ Somehow, in eHealth, We Get This...



■ Checkbox Challenges

- Reductive approach
- No relationship between the pieces
- User experience undervalued
- No focus on the source of value
- Often little understanding of the work to be done to be successful

EHEALTH MATURITY MODEL

■ Guiding Principle

Strategy should not be guided on the actions that you're taking. Actions should ideally come out of strategy.

Real strategy comes from what you're trying to accomplish. What are the outcomes that you are looking for? Start there and work backwards to where you are today.

■ eHealth Maturity Model

Level 1. Critical Mass in Adoption

■ Level 1. Adoption

$$\frac{\text{Avg value of one interaction} \times \text{Number of interactions}}{\text{Total Value}}$$

If nobody uses your solution, there is no value.

☐ Level 1. Adoption

- Key Metrics:
 - Utilization
 - Adoption rate
 - Usability
 - Communication

☐ eHealth Maturity Model

- Level 1. Critical Mass in Adoption**
- Level 2. Measurable User Satisfaction**

Level 2. Measurable Satisfaction

- What does user experience tell us?

- It's not about being pretty
- Success is more than simply adding more features
- It's about providing consumers with the ability to do the things that they want to do when they want to do them... effortlessly



"...when technology delivers basic needs, user experience dominates" – Don Norman

Level 2. Measurable Satisfaction

- Key Metrics

- Annual survey of site/portal users
- Targeted analysis/surveys for individual conversion points

■ eHealth Maturity Model

Level 1. Critical Mass in Adoption

Level 2. Measurable User Satisfaction

**Level 3. Demonstrable Change in Outcomes
that Matter to our Core Business**

■ Level 3. Outcomes that Matter

- Care Goals
 - Health promotion
 - Compliance with preventative measures
 - Chronic disease management
 - Adherence to care regimens
 - Education on conditions that they face

■ Level 3. Outcomes that Matter

- Mission Goals
 - Consumer education
 - Reaching underserved populations
 - Charitable giving

■ Level 3. Outcomes that Matter

- Research Goals
 - Identifying and connecting researchers with collaborators
 - Publicizing research efforts to health consumers
 - Identifying and enrolling health consumers in clinical trials
 - Sharing research results
 - Promoting the research brand of the organization
 - Grow research funding for the organization

■ Level 3. Outcomes that Matter

- Operational Goals
 - Reduce the cost of communicating with patients
 - Reduce transaction costs
 - Reduce days receivables
 - Improve surgical suite utilization
 - And many other process efficiencies

■ eHealth Maturity Model

- Level 1. Critical Mass in Adoption**
- Level 2. Measurable User Satisfaction**
- Level 3. Demonstrable Change in Outcomes that Matter to our Core Business**
- Level 4. Flow-through to ROI**

Level 4. ROI

$$\frac{\text{Returns - Investment}}{\text{Investment}}$$

Level 4. ROI

- Financial Returns
 - Direct revenues
 - Indirect revenues
 - Cost reductions

Level 4. ROI

- Direct Revenues
 - Gift shop
 - Durable goods sales
 - Class registration fees
 - Foundation donations
 - Online bill payment
- Indirect Revenues
 - Patient admissions
 - From a class
 - From a screening
 - From an online risk assessment
 - Influence from Web content

Level 4. ROI

- Cost Reductions
 - Taking job applications online
 - Online bill payment
 - Online class fee payment
 - Web content management
 - Online physician directory

■ Level 4. ROI

- Direct Costs
 - Software purchase
 - Outsourced services
 - Hardware purchased for the project
 - Staff time directly on the project
 - Remember ongoing costs!
- Indirect Costs
 - Staff benefits
 - Facilities costs
 - Portion of shared resources

■ Level 4. ROI

- Key Metrics
 - Cost capture (including staff time)
 - Periodic ROI Evaluation
 - Real-time ROI estimate dashboard
 - Periodic finance check-ins

■ eHealth Maturity Model

Level 1. Critical Mass in Adoption

Level 2. Measurable User Satisfaction

**Level 3. Demonstrable Change in Outcomes
that Matter to our Core Business**

Level 4. Flow-through to ROI

Level 5. Insight for Strategic Decision-making

■ Level 5. Insight for Decision-making

- Internet has led to new business models in other industries
- We're beginning to see innovation from outside the healthcare provider base
 - Carol.com
 - Patientslikeme.com
 - Hospitalcompare.gov
 - Numerous state quality comparison sites

☐ Level 5. Insight for Decision-making

- Lifetime value of a patient
 - Using patient-portal and PRM (patient relationship management) tools, how can you change that lifetime value through proactive communication?
- Interactive disease management
 - With care team involvement
 - Utilizing Web-based tools (tracking and eVisits) to supplement infrequent encounters
- Make provider “face time” more efficient
 - Automating pre-consultation communications
 - Automating data capture/documentation
 - Decision assistance tools
 - Education tools
 - Informed consent for procedures
 - Interactive discharge instructions
- Combining eVisits with medical tourism

DEVELOPING STRATEGY

■ A Program Commitment

- Not a short annual project
- Someone will need to take the role
 - Gathering info
 - Synthesizing
 - Translating into strategy and plan
 - Communicating direction
 - Measuring and communicating results

■ Developing Strategy

- Before you begin
 - Assess where you are today
 - Review Web usage, statistics, trends and competitive analysis
 - Current state relative to current plan objectives
 - Create a framework for comparison
 - Educate stakeholders
 - Gather understanding of current business direction, strategy and needs
 - Formal materials (strategic plan)
 - Routine stakeholder meetings
 - Governance structures

Why Does Governance Matter?

- Better Strategic Alignment
- Legitimacy
- Oversight and Accountability
- Support and Buy-in

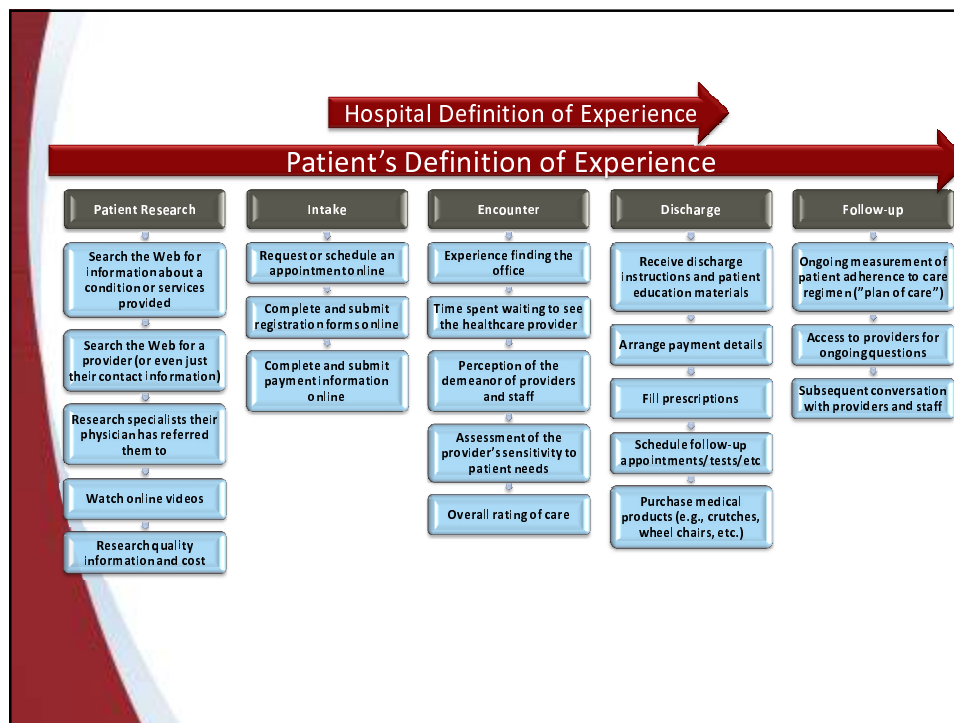


Governance - Involve the Right People

- Advisory Group (monthly or semi-monthly)
 - Operationally focused
 - Key approvals and guidance within existing projects
- Steering Committee (quarterly or bi-annually)
 - Larger group
 - Strategic focus
 - Communicate results and impact
 - Prioritize initiatives

⌘ Synthesizing

- Identify the problems/opportunities that you want to address
- Set priority for the opportunities on the horizon to assist with prioritization for initiatives
- Start developing ideas for how eHealth can work into the overall organization plans to address these challenges
- Keep in mind that eHealth footprint is very wide



☐ Translating into a Strategy and Plan

- Plan on multiple time horizons
 - 3/6/12 months
- Prioritize
 - Strategic priority
 - By phases (time)
 - Quick wins (momentum & exposure)
 - Long-term gains (value & foundation-building)
- Iterate
 - Rolling plans
 - Regular reassessment and re-evaluation

☐ Communicating Direction

- Expose the initiative
- Plan for internal and external communications
- Tie to launches of other initiatives as appropriate
- Plan for communications during development, at roll-out and at key support times during the year
- Communicate deliverables early and often
- Plan early!

■ Measuring and Communicating Results

- The big three
 - Accountability
 - Metrics
 - Delivery
- Build a case of past successes
- Big wins only count if stakeholders know

■ Post-Webinar Survey

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Questions?

- To learn more:
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Next Month's Webinar

Rise to the Top of Search Engine Rankings

January 15, 2:00 p.m. CST

Join Geonetric to learn how to create a plan to improve your organic search engine placement. We'll look at how search engines work and highlight industry best practices working with site content to improve your rankings.