

Case Study: Enhancing Patient Experience and Revenue Recovery in a Large Health Care Company

Background:

A prominent Health Care Company with a market value of \$6 billion and operations spanning seven, midwest states faced a critical issue in delivering an optimal customer experience for prescribed follow-up imaging, laboratory and clinical services. The existing scenario revealed that a significant portion of patients (67%) either failed to schedule their follow-up appointments or opted for out-of-network providers. Complicating matters further, patient confusion prevailed with 2100 contact numbers spread across 121 centers and 800+ agents.

Challenge:

The primary challenge was to improve the customer experience for prescribed follow-up imaging, laboratory and clinical services and retain patients within the network. The absence of post-visit schedules, coupled with the considerable number of patients scheduling out of network, posed a significant financial and operational hurdle.

Approach:

Recognizing the dual nature of the challenge—both financial and in terms of change management—CXMD was specifically brought in and initiated a comprehensive approach. All efforts were strategically aligned with the company's Mission, Vision, and Values. Working closely with the Chief Marketing Officer (CMO) leadership team, we delved into the facts, pinpointing correctable behaviors and exploring opportunities for digital integration. The strategy also involved the consolidation of centers, agents, and contact numbers to streamline operations.

Solution:

The devised solution comprised several key elements. A massive, integrated communications plan was developed for leadership to provide clarity and adherence to the company mission and vision for the future. Behavioral correction and change management initiatives were introduced to address identified issues, alongside the implementation of a digital platform for scheduling follow-up services. The consolidation of centers, agents, and contact numbers aimed to reduce confusion and enhance operational efficiency. The overarching goal was to secure scheduled follow-up visits and minimize out-of-network scheduling.

Results:

CXMD's implemented plan, inclusive of a well-crafted communications strategy, was presented to the C-Suite by the CMO. The expected outcomes included:

1. Behavioral Correction: Addressed identified behaviors contributing to the problem through targeted interventions and training programs.
2. Digital Integration: Implemented a digital platform for immediate scheduling follow-up imaging, laboratory and clinical services to streamline the process and enhance accessibility for patients.
3. Consolidation: Consolidated centers, agents, and contact numbers to reduce confusion and improve operational efficiency.
4. Secure Scheduling: Introduced measures to ensure immediate scheduled follow-up visits, minimizing the number of patients scheduling out of network.

5. Change Management: Aligned all actions with the company's Mission, Vision, and Values, emphasizing the importance of the initiative in delivering quality patient care.

Financial Impact:

- Anticipated revenue recovery of \$40 million annually through improved immediate patient follow-up and reduced out-of-network scheduling.

- Additional potential savings through center consolidation and a 30% reduction in FTEs.

Conclusion:

Through a strategic and holistic approach, the Healthcare Company successfully tackled the challenge of improving the customer experience for prescribed follow-up imaging, laboratory and clinical services. The alignment with the company's core values not only enhanced patient satisfaction and employee satisfaction but also contributed significantly to financial recovery and operational efficiency. The implemented changes positioned the company to thrive in a competitive healthcare landscape while maintaining a patient-centric focus.