

Envisioning the future of consumerism

► **Step 1: Develop foresight**

Foresight statement:

In 3 years, 10% of physicians are employed by retail providers (e.g., Amazon, Walmart) that better fulfill physicians’ desires for schedule flexibility and work-life balance.

► **Step 2: Draw insight**

How will this foresight statement most likely influence consumer behaviors and preferences?

Consumers will want more convenience – like telehealth.

What challenges will your organization face when responding to the most likely consumer behavior or preference change?

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| <ul style="list-style-type: none">• Reducing costs to make care cheaper (cost = element of convenience)• Creating an exceptional user experience• Staffing considerations:<ul style="list-style-type: none">• Roles offered by retail providers may be more appealing• Getting folks (IT, medical assistants) on board to launch convenience initiatives | <ul style="list-style-type: none">• Figuring out where convenience ends – fast, cheap/good value• Figuring out who the consumer is and what “convenient” means to them<ul style="list-style-type: none">• Ex: What’s convenient differs between millennials and older population• Acknowledging that you can’t cater to everyone; figuring out what the majority of consumers want |
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► **Step 3: Determine action**

What quantitative and qualitative signals should we monitor to determine whether our foresight statement in Step 1 is coming true and to guide our actions?

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| <ul style="list-style-type: none">• Physician turnover and burnout may signal they want a more flexible environment• More M&A announcements – e.g., PBMs – and thinking about the “so what” and the importance of the assets• Consumer feedback – e.g., Press Ganey, patient experience – on wanting more flexibility<ul style="list-style-type: none">• If they want more flexibility and you can’t provide it, then someone else will figure it out and they’ll be the one recruiting for physicians• Physician engagement surveys |
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What strategies could your organization use to respond to the most likely consumer behavior or preference change in Step 2?

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| <ul style="list-style-type: none">• Figure out how to give more flexibility to patients to retain them• Market convenience offerings to attract patients• Identify pain points in patient/staff experience and quick wins to solve them<ul style="list-style-type: none">• Think about pain points that affect both patients and staff | <ul style="list-style-type: none">• Think about innovative ways to partner with Amazon to drive more acute patients to traditional organizations for care (e.g., for surgery, chemotherapy) rather than Amazon• Open conveniently located ambulatory clinics in the community to compete with Walmart |
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Envisioning the future of consumerism

► **Step 1: Develop foresight**

Foresight statement:

In 5 years, 30% of non-acute care and 5% of acute care is delivered in the home (either virtually or in-person).

► **Step 2: Draw insight**

How will this foresight statement most likely influence consumer behaviors and preferences?

Consumer loyalty will be reprioritized based on different factors than we see today – cost, access, responsiveness, provider adaptability.

What challenges will your organization face when responding to the most likely consumer behavior or preference change?

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| <ul style="list-style-type: none">• Changing the perception that virtual care is lower-touch and making sure patients feel the decision to offer care in the home is patient-centered and not provider-centered• Creating IT infrastructure that can connect patients in a HIPAA-compliant way• Making home-based care a structured part of how we deliver care, rather than an ad-hoc offering | <ul style="list-style-type: none">• Understanding and meeting the needs of patients from different generations• Overcoming distance barriers for rural patients to receive in-home care• Ensuring the patients are supported and connected throughout the care continuum even as care potentially becomes more transactional |
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► **Step 3: Determine action**

What quantitative and qualitative signals should we monitor to determine whether our foresight statement in Step 1 is coming true and to guide our actions?

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| <ul style="list-style-type: none">• Volumes performed virtually and in the home• Patient satisfaction trends based on visit type• The contribution margin to the provider entity based on visit type• Physician satisfaction | <ul style="list-style-type: none">• Quality measures (example: A1c compliance for diabetes patients)• Health plan membership growth• Reimbursement• What happens with the current virtual-first landscape |
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What strategies could your organization use to respond to the most likely consumer behavior or preference change in Step 2?

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| <ul style="list-style-type: none">• Market convenience offerings to attract patients• Establish local partnerships to enhance technology accessibility |
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► **Step 1: Develop foresight**

Foresight statement:

In the next 5 years, the majority of consumers will be comfortable using digital tools for non-acute care.

► **Step 2: Draw insight**

How will this foresight statement most likely influence consumer behaviors and preferences?

Consumers will opt for quicker access to care via virtual services.

What challenges will your organization face when responding to the most likely consumer behavior or preference change?

- Accessing technology and proper platforms to access care
- Creating IT infrastructure to support digital tools
- Obtaining payor coverage
- Getting provider buy-in

► **Step 3: Determine action**

What quantitative and qualitative signals should we monitor to determine whether our foresight statement in Step 1 is coming true and to guide our actions?

- Expanded payment and eligibility for virtual visits
- Trended access data for utility and usage
- Cost of virtual services
- Consumer satisfaction surveys
- Private equity investment trends

What strategies could your organization use to respond to the most likely consumer behavior or preference change in Step 2?

- Push for payer/payment reform
- Establish local partnerships to enhance technology accessibility
- Marketing to advertise virtual products and services
- Use data to identify most impactful services to provide
- Lobby for increased coverage

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▶ **Step 1: Develop foresight**

Foresight statement:

In the next 5 years, up to 50% of care delivered will be part of narrow networks.

▶ **Step 2: Draw insight**

How will this foresight statement most likely influence consumer behaviors and preferences?

Patients will prioritize cost over convenience.

What challenges will your organization face when responding to the most likely consumer behavior or preference change?

- Ensuring cost structure exists to be in network
- Need resources and staffing models to support demand and reduce costs

▶ **Step 3: Determine action**

What quantitative and qualitative signals should we monitor to determine whether our foresight statement in Step 1 is coming true and to guide our actions?

- Contracts
- Volumes
- Patient satisfaction

What strategies could your organization use to respond to the most likely consumer behavior or preference change in Step 2?

- Drastically increase access
- Recruit providers
- Invest in patient navigators
- Target contracts and employers
- Enhance wrap-around services

Envisioning the future of consumerism

► **Step 1: Develop foresight**

Foresight statement:

In 1-2 years, increased copays will deter patients from seeking traditional care.

► **Step 2: Draw insight**

How will this foresight statement most likely influence consumer behaviors and preferences?

Patients will forgo preventive care.

What challenges will your organization face when responding to the most likely consumer behavior or preference change?

- Hospital emergency departments will be faced with an increase in patient volumes and sicker patients who will present with symptoms/diseases that could have been identified earlier through screening and preventive care.

► **Step 3: Determine action**

What quantitative and qualitative signals should we monitor to determine whether our foresight statement in Step 1 is coming true and to guide our actions?

- Advanced stages of disease at presentation
- Screening volumes and revenues
- Patient no-show rates
- Prescription pick-up rates

What strategies could your organization use to respond to the most likely consumer behavior or preference change in Step 2?

- Enhance community screening capacity
- Enhance telehealth capabilities