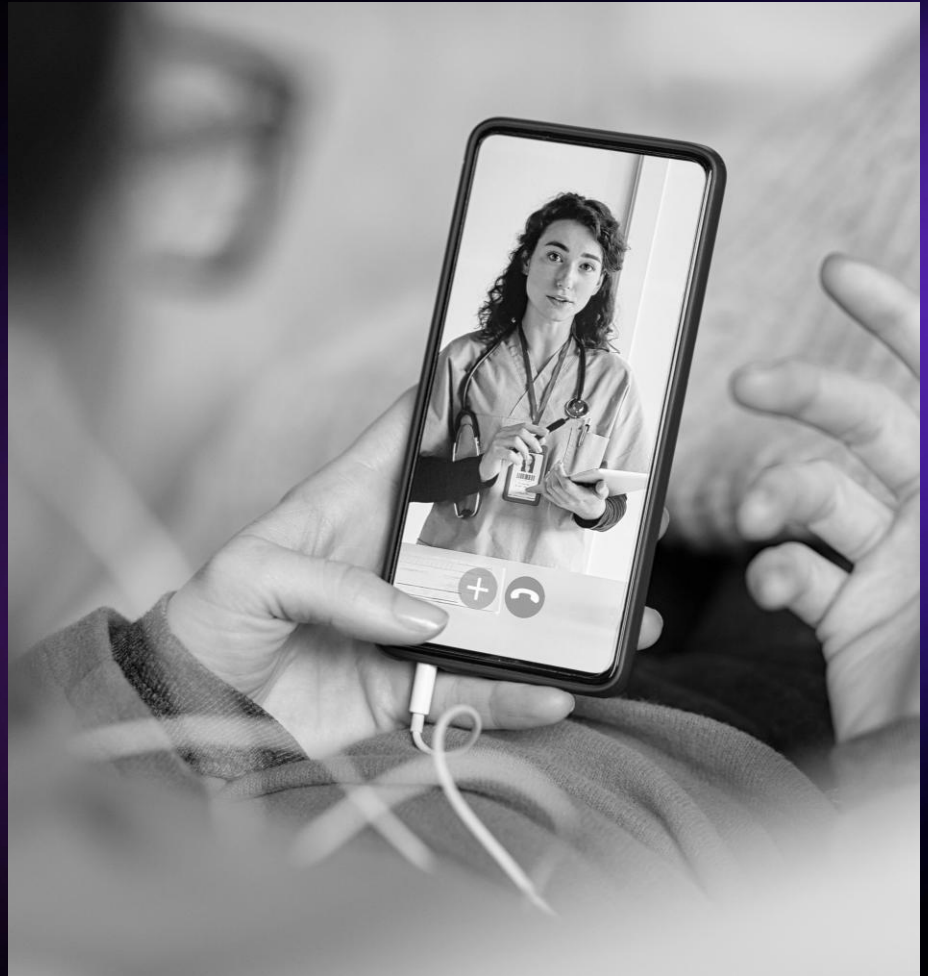


**Adobe Digital Leaders Webinar**

# **Mastering Journey Orchestration:**

**Transforming Patient Engagement in  
Healthcare**

**Adobe**



Why it matters

What it takes to succeed

How to get started



**Carrie  
Krischer**

VP,  
Experience Design

Bounteous



**Brian  
Mitterko**

Associate Director,  
Digital Strategy

Bounteous



**Ted  
Roman**

Healthcare  
Digital Strategy Principal

Adobe

What brand do you think consistently delivers seamless, connected, and personalized experiences across channels?

# Why these types of experiences stand out

Proactive

Personal

Relevant

Valuable

Frictionless

What does this mean in the context of  
healthcare?

Same, high expectations

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More personal

---

More impactful

So much potential to drive better engagement and improved health outcomes





# Meeting people where they are on their unique healthcare journey.

Jay

"I'm looking for providers and locations near me."



Beth

"What changes do I need to make given my new health condition?"



Jennifer

"I manage the healthcare for me, my two kids, and my husband"



Spencer

"I want to take advantage of my plan benefits and perks"



George

"Am I getting the quality care and support I expect?"



Marisa

"I am responsible for my mother's health and wellbeing "



Brendan

"Can I get better service, care, and value for my money by switching plans?"



# For an example, let's take a closer look at Beth.

Jay

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Beth

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# Meet Beth

- 72 years old
- Lives in a suburb of Madison, Wisconsin
- Grown children live out of state
- Proactive about her health and wellness
- Diagnosed with breast cancer two months ago, and expects treatment and recovery to continue through the next year
- Adjusting to new medications that she will need to take for the next few years



# Goals

- Having the best health plan for her new needs
- Retaining her care team
- Getting the right care and support to improve her quality of life
- Ensuring continued coverage for her upcoming treatments
- Continuing home delivery for her prescription medications
- Keeping out-of-pocket costs predictable

# Concerns

- Picking the wrong health plan
- Losing access to her care team
- Not knowing about treatments or resources that might benefit her
- Lapse or gaps in coverage for her treatments
- Losing the benefits and convenience of home delivery
- Unexpected out of pocket costs



# Beth's Experience *without* personalization and orchestration.

**"I am dreading this."**

Gets a reminder from her insurer that its almost time for annual enrollment.

**"Is this what I owe?"**

She is consistently confused by the EOBs for her treatments.

**"Really?!"**

Gets a reminder to schedule her annual mammogram.

**"I prefer home delivery."**

Gets promotions for in-store refills and retail pharmacy services.



# Beth's Experience *without* personalization and orchestration.

✘ Proactive

---

✘ Personal

---

✘ Relevant

---

✘ Valuable

---

✘ Frictionless



# Nobody wins.

## Beth

✘ Feels vulnerable

---

✘ Anxiety about her care

---

✘ Concerned about care quality

---

✘ Low confidence in provider or insurer

## Healthcare Organizations

✘ Increased call center volume

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✘ Higher cost of care

---

✘ Lower ratings and retention

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✘ Touchpoint erosion or avoidance



# Beth's Experience with personalization and orchestration.

## "How helpful."

Her insurer reaches out with plan recommendations that will give her better coverage without disrupting her care.

## "This is crystal clear."

Receives an AI-generated EOB that guides her through her statement.

## "This is just what I need."

Receives a personalized email with links to resources about self-care during radiation.

## "Sign me up!"

Gets promotions for calcium, vitamin D, and scar treatment cream that she get through home delivery.





# Beth's Experience with personalization and orchestration.

✓ Proactive

---

✓ Personal

---

✓ Relevant

---

✓ Valuable

---

✓ Frictionless



# Everybody wins!

## Beth

- ✓ Feels empowered

---

- ✓ Adheres to her care plan

---

- ✓ Satisfied with care quality

---

- ✓ Trusts her provider and insurer

## Healthcare Organizations

- ✓ Call center deflection

---

- ✓ Lower cost of care

---

- ✓ Improved ratings and retention

---

- ✓ High value touchpoints



Sounds great, right?

Its no wonder healthcare organizations are talking about journey orchestration now more than ever.

The reality is that both consumer expectations AND increasing business pressures have created the need for healthcare orgs to find new ways to engage with key stakeholders

**Consumers expect healthcare orgs to create**

- Personalized-but-consistent experiences
- Frictionless engagement respecting their consent & privacy
- Right-time, right-place proactive outreach



**Healthcare orgs are measured by their ability to deliver**

- Accessible care
- High-quality care
- Low-cost care

# Just look at the recent headlines

## America's Hospitals and Health Systems Continue to Face Escalating Operational Costs and Economic Pressures as They Care for Patients and Communities

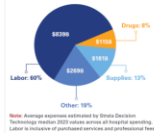
May 2024

### Introduction

Hospitals and health systems have been at the forefront of a major transformation while at a crossroads of increasing demand for higher acuity care and deepening financial instability. Patient workforce shortages, severe fractures in the supply chain for drugs and supplies, and high levels of inflation have collectively fueled hospitals' costs as they care for patients &† (see Figure 1). At the same time, hospitals' costs have been met with inadequate increases in reimbursement by government payers and increasing administrative burden due to inappropriate commercial health insurer practices.

Taken together, these issues have created an environment of financial uncertainty where many hospitals and health systems are operating with little to no margins. While recent data suggest that some hospital and health system finances have experienced modest stabilization from historic lows in 2022, the hospital field is still far from where it needs to be to meet the demand for care, invest in new and promising technologies and interventions, and stand ready for the next health care crisis.

Figure 1. Labor constitutes largest percentage of hospital expenses.



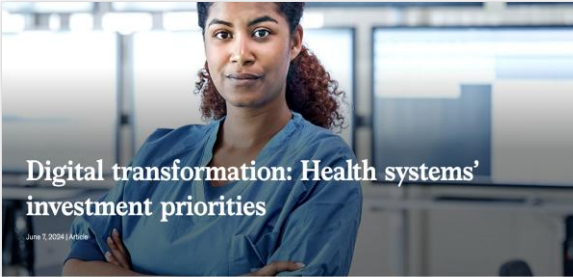
## What Keeps Healthcare CIOs Up at Night: Balancing Technology Investments with Consumer Expectations

When it comes to managing inbound phone calls, underperformance has devastating cost implications.

## Consumers rule: Driving healthcare growth with a consumer-led strategy

April 16, 2024 | Article

By Jessica Buchter, [Jenny Cording](#), and Jillian Eckroate



## Digital transformation: Health systems' investment priorities

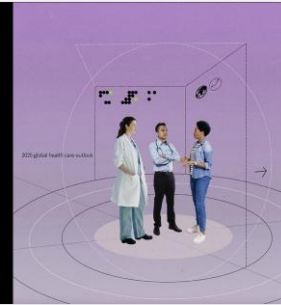
June 7, 2024 | Article

By Jack Eastburn, [Jan Fowles](#), and [Karl Kellner](#) with Brad Swanson

Health system executives globally view digital and AI transformation as crucial to overcome many challenges, a new survey reveals, yet 75 percent say their investments may be falling short.

## 2025 global health care outlook

Survey highlights health system leaders' plans to focus on efficiency, productivity, and patient engagement this year



## The Future Of Digital Health: Insights From Jabil's Healthcare Survey

Posted by Jennifer Read | Jan 16, 2025 | EMS, Feature, Medical, OEM

Digital technologies are playing an increasingly pivotal role in today's rapidly evolving healthcare landscape. From diagnostic tests to remote patient monitoring, digital solutions are transforming the way healthcare is delivered — and likewise transforming how OEMs approach development of new products and integrations of tech innovations into legacy devices. Jabil's 2024 Digital Healthcare Survey, conducted in partnership with SIS Research International, provides valuable insights into the current state and future trends of digital health technology. The full report can be downloaded at the link appearing at the conclusion of this recap highlighting the key challenges and opportunities shaping the medical industry.

Over the last decade, roughly the span of Jabil's survey history, we have witnessed how digital health technologies enable more efficient and effective patient care. According to this year's survey, 100% of respondents affirmed the importance of digital health technology to their organization's product roadmap, with 85% rating it as "Very Important" and 15% as "Somewhat Important." This unanimous affirmation underscores the critical role that digital solutions play in modern healthcare.



A full 100% of respondents say digital health technology is "Very Important" or "Somewhat Important."

## Google, Highmark Empowerment, Digital Transformation

Highmark has enlisted Google Cloud to transform its healthcare delivery model that prioritizes patient and engagement through digital



## How digital innovation is reshaping healthcare in the Middle East



THE HARVARD HEALTH CARE REVIEW

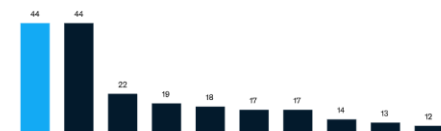
The U.S. healthcare system is "big, fat, and sick." So said professor of medicine Jag Singh, speaking at a recent conference in Boston—where his efforts to champion innovations in digital healthcare took center stage. Singh, a former clinical director of cardiology at Mass General Hospital, underscored the urgent need for innovations in digital healthcare.

Healthcare expenditures account for about one-sixth of U.S. Gross Domestic Product—yet, outcomes remain poor, and many Americans are effectively excluded from care. Recent research on private-equity investment in medicine suggests a decline in the quality of care. Singh and others believe that the remedy to problems of cost, access, and quality lies applying digital technologies to the healthcare system.

This sentiment was echoed at the Mass Brigham General's Assembly Row campus during the public opening of Medically Engineered Solutions in

## Consumers trust healthcare and financial-services organizations to protect their privacy and data more than they trust other industries.

Respondents identifying a particular industry as most trusted to protect privacy and data, %



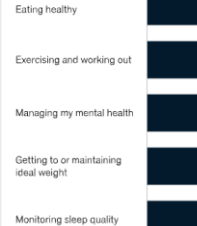
## Seven capability areas distinguish healthcare organizations that offer leading consumer experiences.

Click on each capability to reveal more



## Healthcare organizations dissatisfaction with the status quo

Consumers spending 4+ days per week



\*Question: Please indicate how much effort you put into...  
\*\*Question: For each of the following, please indicate how much you are dissatisfied with the status quo.  
Source: 2023 McKinney Consumer Insights Survey

McKinney & Company

And because of this, most clients and prospects we speak with today are investing to try and figure out the balance – while not being left behind.

- Investing to get a holistic view of the customer
- Moving to omni-channel and omni-present
- Enabling marketing and IT organizations to partner in new ways to get closer to the customer
- Automating processes along the way

**58%**

of organizations increased their number of marketing channels in 2023<sup>1</sup>

---

**69%**

of business leaders are increasing their investment in personalization despite challenging economic headwinds<sup>3</sup>

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**1 in 3**

marketers spend at least half of their marketing budgets on personalization<sup>2</sup>

Where we see investments in healthcare  
focusing their efforts.



# Providers

## 1. Finding Care

Supporting omnichannel awareness and exploration of available services and providers to get patients the right care

## 2. New Patient Onboarding

Onboarding new patients and their caregivers into the provider ecosystem with a focus on pre-visit intake and orientation

## 3. Care Preparation & Orientation

Promoting education and pre-visit compliance ahead of an appointment or procedure

## 4. Post-Care Adherence

Motivating patients and caregivers to complete their treatment plans and reduce remittance rates

## 5. In-Home Health

Extending care to patients and their caregivers as an integrated part of their day-to-day home life

## 6. Preventative Care & Education

Increasing awareness and use of health and wellness screenings, offers, and programs

## 7. Patient Service & Support

Providing seamless, continuous omnichannel support to patients and their caregivers

## 8. Communication Orchestration

Preventing message dilution and bombardment from overlapping campaigns and outreach

# Payors

- 1. Digital First Shopping**  
Orchestrating a digital-first shopping experience for the digitally savvy shoppers to increase acquisition and decrease acquisition costs
- 2. Onboarding & Orientation**  
Promoting completion of onboarding activities to address rapid disenrollment periods, reduce call center volume improve CSAT
- 3. Self-Service**  
Enabling quick resolution for common questions and support needs to drive a better member experience and reduce call center volume
- 4. Employer Benefits Awareness & Engagement**  
Increasing employee awareness of, and engagement with, available employer benefit programs to drive adoption and ROI
- 5. Customer Service & Support**  
Providing seamless, continuous omnichannel support and insights to customer service and support to deliver more meaningful engagements
- 6. New to Medicare**  
Guiding prospective members from Medicare education through enrollment and use to drive acquisition and retention
- 7. Sales Enablement**  
Connecting offline and online channels to deliver a more connected and seamless experience across channels
- 8. Member Communication Orchestration**  
Delivering personalized omni-channel journeys and communications to prevent message dilution and bombardment from overlapping campaigns and outreach

# What is your top priority?

Acquisition and  
Retention

New Patient or  
New Member  
Onboarding

Finding Care or  
Accessing Resources

Self-Service  
Solutions

Customer Services &  
Support

Benefits Awareness  
& Engagement

Preventative Care &  
Education

Post-Care  
Adherence

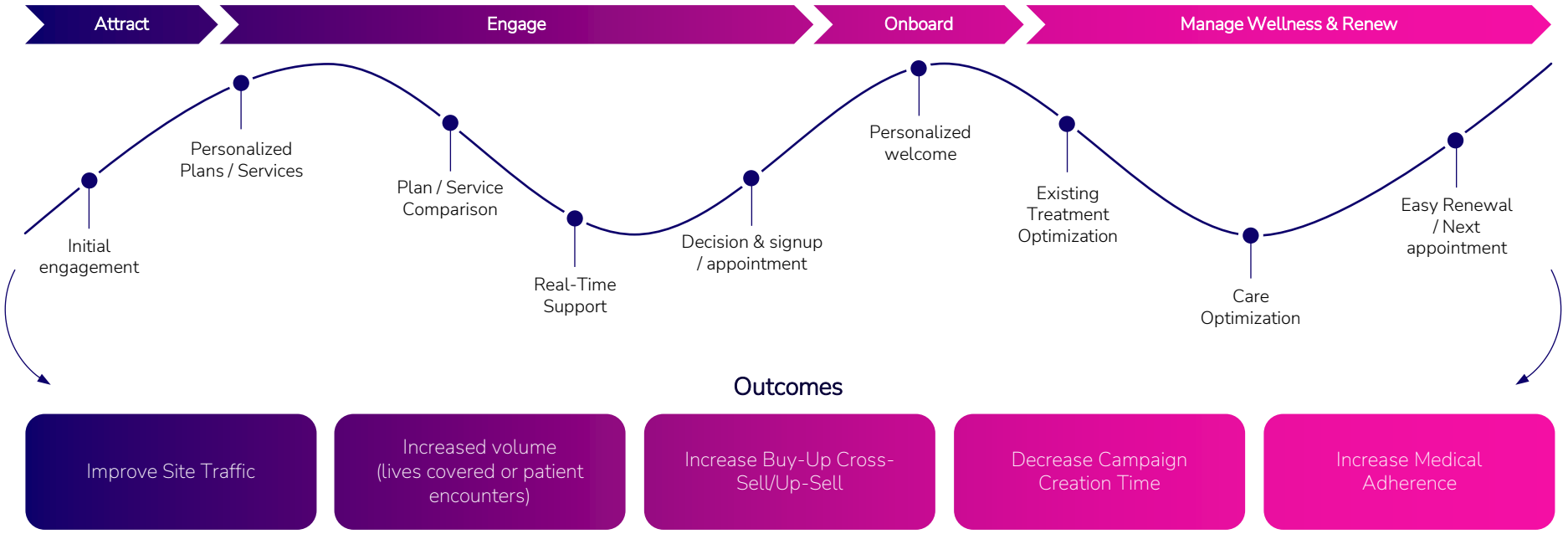
Member & Patient  
Support

Communication  
Orchestration

Other?

# Healthcare organizations can create & use unified customer profiles & 1:1 activation to efficiently curate personalized content

Illustrative Future-State End-to-end Experience



# Yet few have mastered omni-channel member journey orchestration and recognized its full potential

## 11%

of companies report having a sophisticated implementation of their omni-channel<sup>1</sup>

---

## 76%

of consumers report having frustration when healthcare organizations fail to connect with them in the right place & time<sup>2</sup>

So why is it so hard?

There are **real**  
**barriers** to  
overcome.

- Organizational silos

---
- Internal performance metrics

---
- Contradicting OKRs

---
- Overarching business strategy

---
- Absence of an enterprise roadmap

---
- Lack of truly understanding the consumer

---
- Bombardment challenges

---
- Low technology adoption

---
- Stuck in politics

---
- Swirl

Large Retail  
Healthcare  
Organization

MarTech tools are in place, but adoption is low because teams have not been enabled.



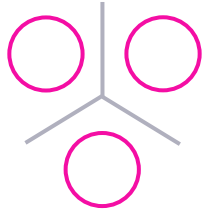
Payor

Framework is not set up  
to prevent communication  
bombardment.

Politics and silos  
were preventing teams  
from getting value.

In all cases, a major shift is usually required.

# The required shift



**From**

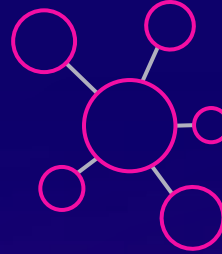
Siloed approach to operations

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Starting with channel-specific use cases

---

Singular focus on implementation



**To**

A shared vision and cross-functional success framework

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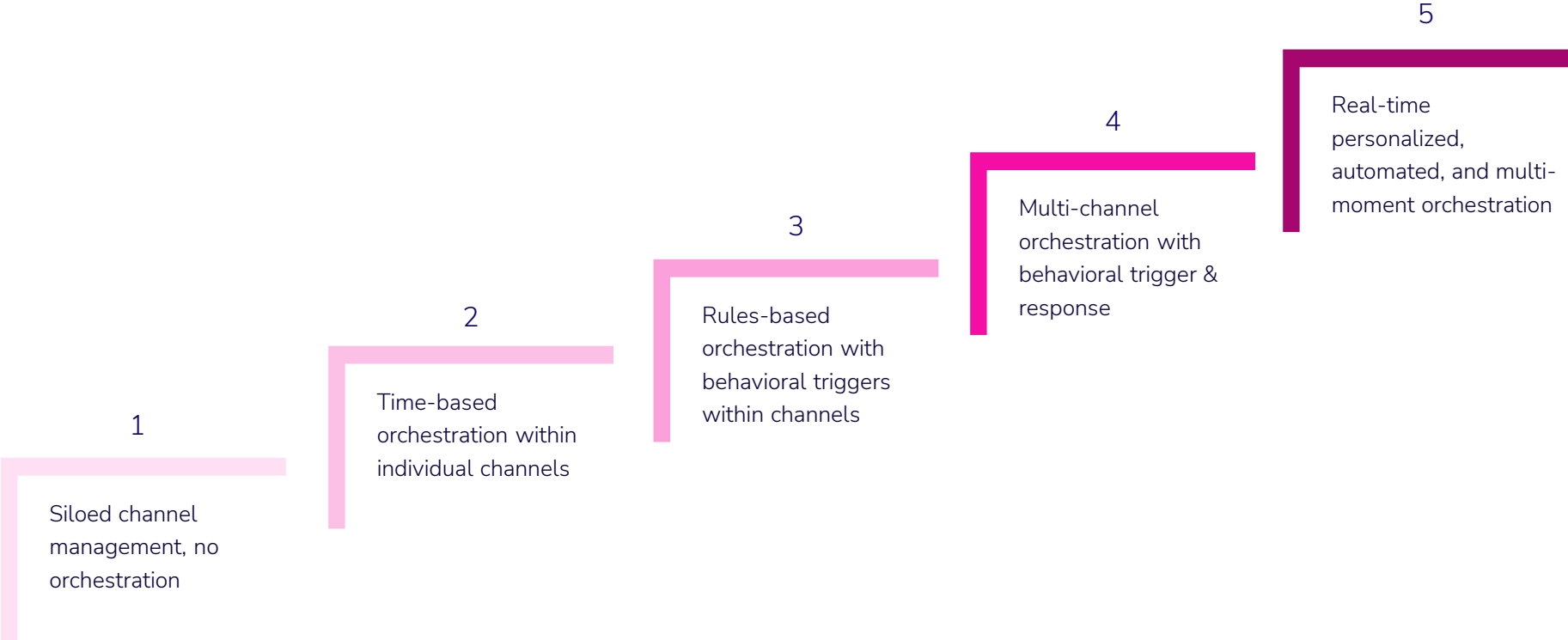
Launching connected omni-channel journeys

---

Enabling the business to adopt technology

And the shift needed will depend on orchestration maturity level.

# Every phase comes with its own complexities



# Where are you in your orchestration journey?

1

Siloed channel management, no orchestration

2

Time-based orchestration within individual channels

3

Rules-based orchestration with behavioral triggers within channels

4

Multi-channel orchestration with behavioral trigger & response

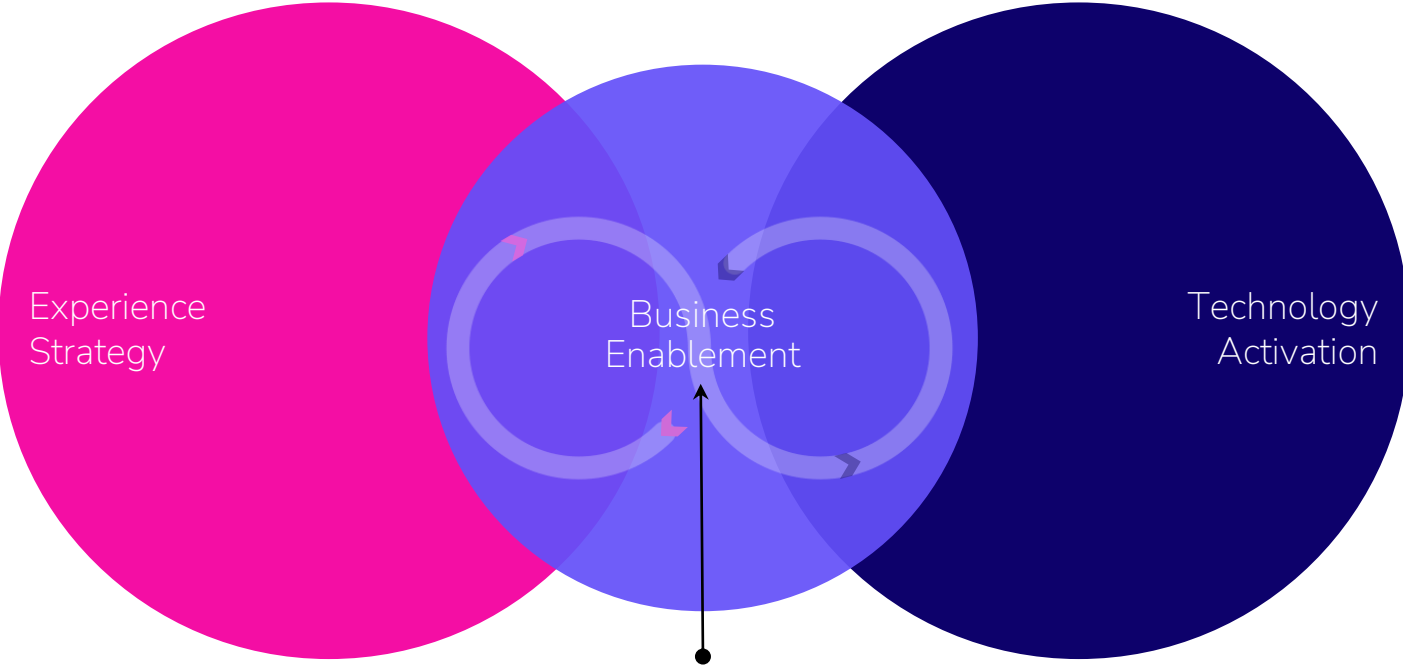
5

Real-time personalized, automated, and multi-moment orchestration

No matter where you are, the critical components of journey orchestration remain the same.



# Key Components to Successful Journey Orchestration



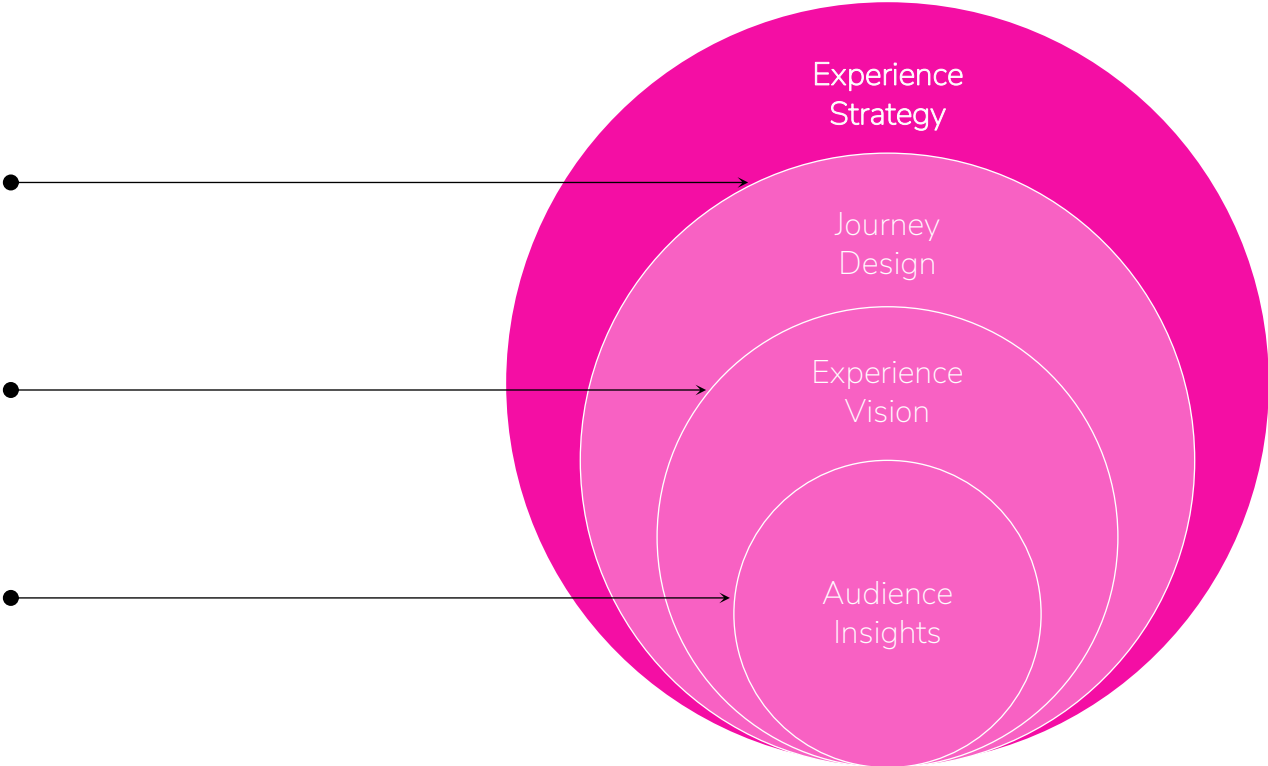
Orchestrating seamless, connected,  
and personalized experiences

# Innovating human-centered journeys

Design omni-channel use cases that deliver on the experience vision and pave the way for future iteration.

Articulate an experience vision centered around your audiences and establish an omni-channel journey strategy.

Use qualitative and quantitative data to gain a deep understanding of your unique audiences and needs.

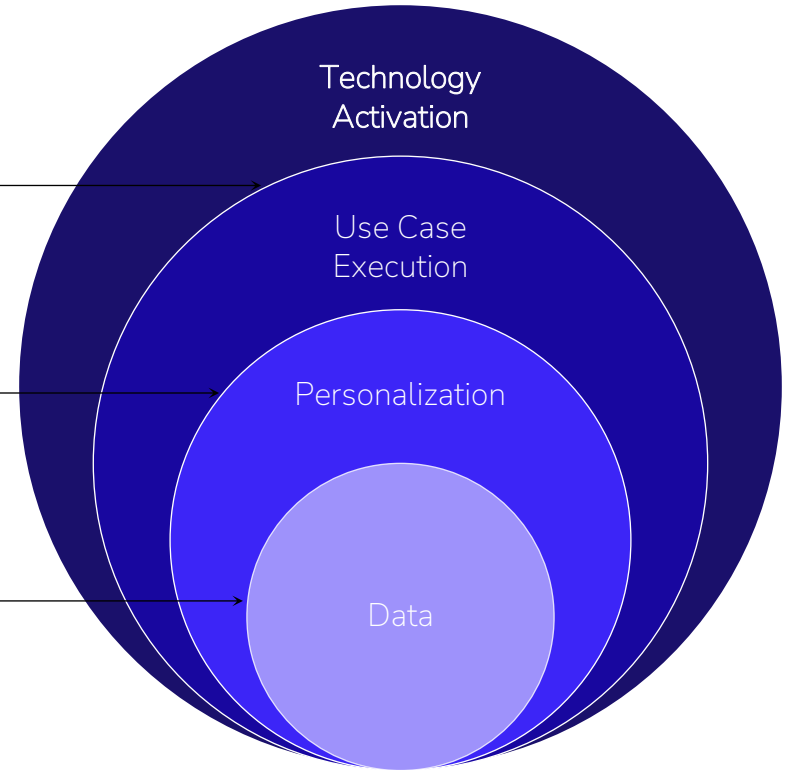


# Bringing dynamic, personalized journeys to life

Launch dynamic use cases, audience segments, and messaging creative.

Define rules and behavioral triggers for use case personalization.

Capture data will inform segments and support use case personalization.

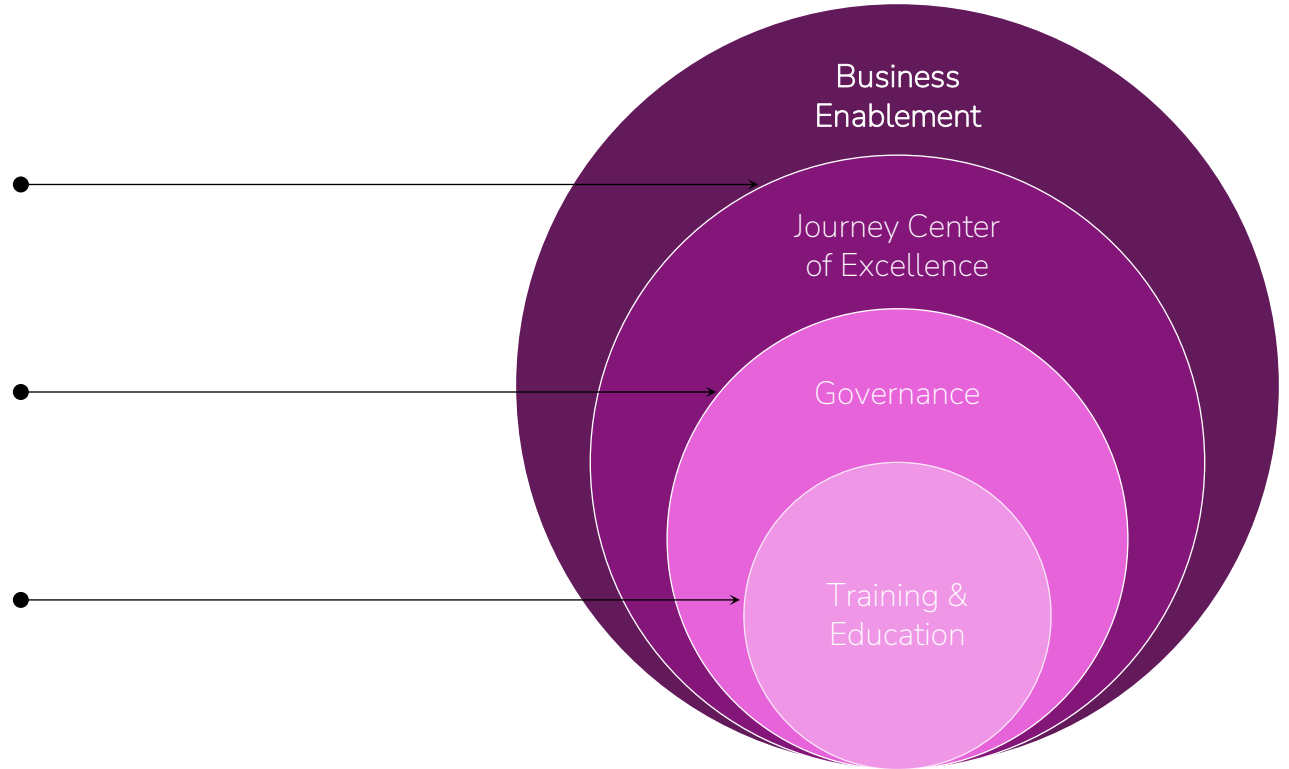


# Enabling the organization for now and later

Cross-functional teams across the organization come together to continuously optimize journeys, drive efficiencies and bolster results and business impact.

Shared frameworks and governance are established for use across channels and business teams.

Teams are educated and trained to effectively adopt and utilize technology across segments, campaigns and journeys.



Making the shift takes time and patience.

So, what can you start doing now?

## Establishing a Strategic Vision and Direction

Organization lacks a clear direction and vision for technology adoption

## Technology Readiness

Organization wants to understand the readiness for a new technology before implementation.

## Support for Investment

Organization needs justification for new investment in the technology

## Getting the most out of your Technology

Organization lacks an operating model to support the people process part of technology adoption

## Enterprise Journey Strategy & Roadmap

Evangelize a phased roadmap and enterprise strategy to build momentum and support across the organization

## Technology Readiness Assessment

Comprehensive analysis of the organizational readiness for new technology and specific requirements

## Business Case Development

Build the business case to support technology investment inclusive of resources, support required

## Journey Center of Excellence

Create an aligned operating model that will support technology adoption and value realization

There is also a framework you can start using now, and later.



# A framework for successful adoption and ongoing innovation

## Enablement Planning

Create a plan for team adoption and governance.

## Strategy & Ideation

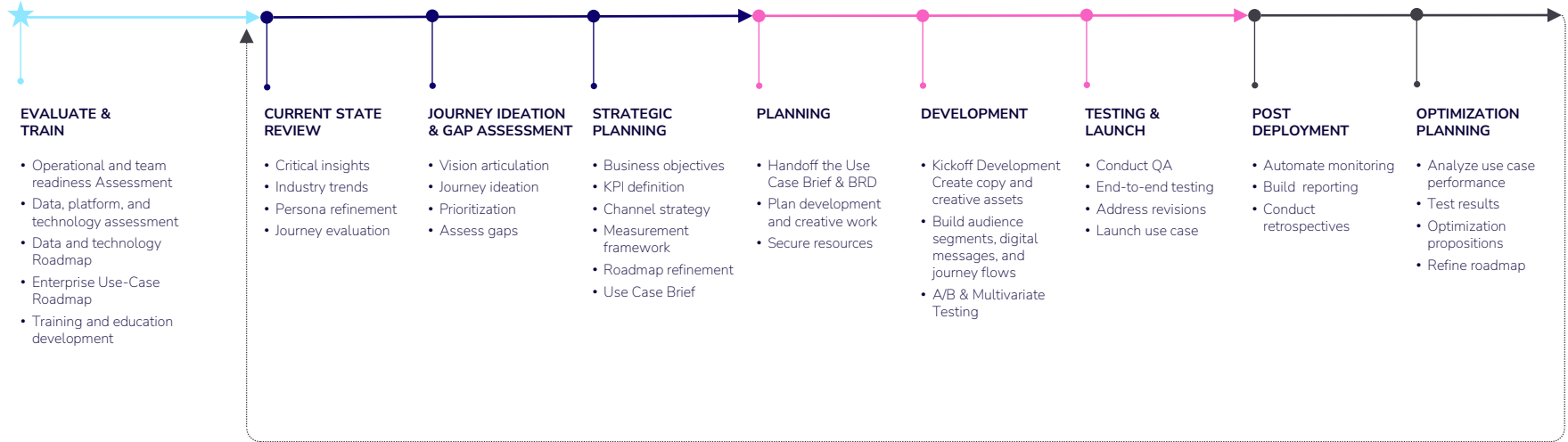
Identify and prioritize optimization initiatives; ideate and define the re-imagined use case

## Execution & Launch

Create use case content and assets; develop and launch re-imagined use case in AJO

## Measurement & Governance

Evaluate execution process; monitor and analyze use case performance



One more, very important thing.

# Never lose sight of the individuals you are trying to support.

Jay

"I'm looking for providers and locations near me."



Beth

"What changes do I need to make given my new health condition?"



Jennifer

"I manage the healthcare for me, my two kids, and my husband"



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# Questions & Answers

- [Critical Components of the Digital Operating Model in Health](#)
- [Enabling a Better Patient & Care Team Partnership through Compassion, Communication, and Innovation](#)

## Related Content

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