Digital Strategy: How to be a Visionary Yet Practical

Session #140, Wednesday, August 11, 2021

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Director, The Chartis Group

DISCLAIMER: The views and opinions expressed in this presentation are solely those of the author/presenter and do not necessarily represent any policy or position of HIMSS.
Welcome

Stephanie Fendrick
Chief Strategy Officer
Virtua Health

Tom Kiesau
Director
The Chartis Group
Conflict of Interest

Stephanie Fendrick and Tom Kiesau have no real or apparent conflicts of interest to report.
Learning Objectives

- Describe the role of a digital transformation strategy to lay out a visionary but achievable path to differentiation through digital
- Summarize key success factors for the design and operationalization of a digital health strategy
- Explain at least three KPIs to measure digital health success
- Apply the tips and approaches used by the presenters in one’s own organization to advance digital transformation
Agenda

- Learning Objectives
- The Digital Transformation Imperative
- Case Study
- Lessons Learned
- Questions
The healthcare delivery, financing and consumer technology ecosystems are increasingly converging as each attempts to address key industry friction points, but not (yet) in a rationalized manner.
Historically, health system financial performance has been dependent on its acute care hub(s), forcing executives to focus on its tertiary business, and to develop the array of clinical assets needed to “feed” the hub.

Complex care is key.
The Patient’s Perspective

Patients are demanding **better, faster & more convenient access to care**, and their interactions start, and increasingly end, online. Health systems offer unrivaled clinical capabilities, but for most patient needs, they’re unnecessary.

**Convenience is key.**
**Provider Reorientation**

In the converged healthcare context, providers will need to re-orient themselves from a geographic, physical asset orientation to an omnipresent patient & consumer orientation.

**The Patient Grab**

**The Land Grab**
Serving Consumer Needs in the New Ecosystem

The new consumer-centric ecosystem creates a need to serve consumers in the home, through mobile devices, and across physical, clinical care settings.

Yesterday: Provider Centric

Overall system, site, and timing of care delivery optimized around provider needs and preferences.

Today: Patient Centric

Increased emphasis on patient experience, safety, and access in patient-friendly facilities.

The New Frontier: Consumer-Centric

Consumer-driven “systems of care,” focused on all aspects of consumer health in the home, mobile, and clinical care settings.
Focus on Consumer Centricity

Successful digital strategies will be organized around the consumer and their ongoing healthcare needs.
Recognizing the discrete needs of the populations served, and the need to engage healthcare constituents beyond traditional hospital boundaries in radically different ways, must drive a provider’s approach to digital transformation.
Moving the Health System Towards “Being Digital”

Activating Core Digital/Technology Capabilities

- Identify and deploy baseline technical solutions and capabilities

Digital Initiative Business Model Transformation Cases

- Creating shared organizational definitions of “digital,” articulate objectives and benefits, & organizing to successful implementation

Enterprise Transformation Governance & Operating Structure

Most health systems are here
Common HIGH-IMPACT DIGITAL
HEALTH SYSTEM INITIATIVES

DIGITAL FRONT DOOR
DIGITAL-FIRST PRIMARY CARE
VIRTUALIZED SPECIALTY CARE
HOSPITAL-AT-HOME
ACCESS CENTER OF THE FUTURE

TYPICAL
HEALTH SYSTEM INITIATIVES

Consumer Focus
Cost
Primary Care
Consumer Focus
Ambulatory Growth
Value-Based
Value-Based
Quality
Cost
Consumer Focus
**DEEP DIVE**

**ACCESS CENTER OF THE FUTURE**

Systematically assessing, digitizing, and promoting proactive automation and patient self-service offerings to eliminate unnecessary/avoidable patient contact/calls

1. **SHIFT TO LOWER-COST CHANNELS**
   - A multi-channel approach will shift consumer interactions from phone to lower-cost channels, including live chat, chatbot, SMS and self-service

2. **AGENT EFFICIENCY**
   - Better use and integration of the CRM with other systems will reduce the average talk time per call, increasing Access Center agent efficiency.

3. **ATTRITION REDUCTION**
   - Better use and integration of the CRM with other systems will provide Access Center Telephone Operators with the information and support they need, reducing team attrition

4. **LOST CALL REDUCTION**
   - Enhanced call back options – both web and telephony – will allow health system to recapture lost/abandoned calls and associated volume

5. **REDUCE PHYSICIAN MESSAGING TIME**
   - Enhancements to clinical messaging triage will allow employed physicians to spend less time on patient messages increasing available appointment slots

### Potential Savings Per Encounter

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<tr>
<th></th>
<th>Live Chat</th>
<th>Chat Bot</th>
<th>SMS</th>
<th>Self-Service</th>
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<tbody>
<tr>
<td>2021</td>
<td>$1.49</td>
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### Projected Incremental Visits

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<th>Year</th>
<th>Values</th>
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<td>2021</td>
<td>6,760</td>
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<td>2022</td>
<td>79,920</td>
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<td>2023</td>
<td>106,560</td>
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<td>2024</td>
<td>106,560</td>
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<td>2025</td>
<td>13,520</td>
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Source: Chartis estimates
Be well, get well and stay well

Virtua Health

5 hospitals
26 ambulatory surgery centers
2,800+ medical staff & clinicians

280+ locations
14,000+ employees
**The Case for Change**

Virtua’s Strategic Imperatives

**Orient to the Consumer**

“Personalized experiences to nurture new and long-term relationships”

**Transform & Improve Our Delivery System**

“An innovative and efficient system of care driven by people and powered by technology”

**Evolve & Align Our Caring Culture**

“An inclusive and diverse environment where people are valued and supported to use their talents to improve the well-being of all”

**DIGITAL Transformation Roadmap**

**Purpose**
Enable and advance strategic goals

**Immediate Focus**
1. Consumer acquisition
2. Consumer retention
3. Cost reduction
Digital Transformation Guiding Vision

Ignite a cultural shift and build enabling capabilities to reimagine care delivery and (simplified) processes that support personalized human experiences across all touchpoints.
Ignite a cultural shift and build enabling capabilities to reimagine care delivery and (simplified) processes that support personalized human experiences across all touchpoints.

A fundamental mindset shift will be critical.

To succeed, enabling infrastructure requires changes across technology, operations, and human capital.

The core of Virtua’s purpose.

The many consumer-facing and internal processes surrounding care delivery.

Human-centered design will be critical to creating user experiences that are widely adopted by Virtua’s consumers, clinicians, and non-clinical employees.

Virtua’s omnichannel presence: both virtual and physical settings and experiences.
A 12-Week Approach
Balancing Transformative Visioning with Practice Application

Current State Assessment (4 weeks)
- Established common understanding of digital transformation
- Reviewed emerging findings from current state assessment
- Selected **four priority areas of focus**, based on prioritization framework, survey results, stakeholder interviews, current state findings, and emerging future state vision

Detailed Future Vision & Requirements (4 weeks)
- Aligned on refined future state vision and market positioning statement
- Reviewed and provided feedback on emerging use cases and priorities from advisory work groups
- Discussed implications for governance and operating model requirements

Strategic Plan & Transformation Roadmap (4 weeks)
- Reviewed and refined the following:
  - 2021-2025 implementation roadmap, sequencing and milestones
  - Business case, including deeper dive on four priority areas—including expected value and investments required
  - Governance and operating model recommendations

Key milestones include:
- **Acquire**: Establishing common understanding and building a shared vision
- **Deliver**: Developing and implementing solutions and services
- **Maintain**: Ensuring ongoing support and optimization

**DIGITAL CONSUMER EXPERIENCE**
- Application Management
- Artificial Intelligence
- Financing Mechanisms

**DIGITAL HEALTH PLATFORM**
- The Consumer
- Care Team
- Care Settings
- Care Pathways

**DIGITAL CARE MODELS**
- Care Pathways
- Care Settings
- Care Team
- The Consumer

**FINANCING MECHANISMS**
- Acquire
- Maintain

**DATA & INFORMATION SECURITY**
Digital Initiative
Business Model
Transformation
Cases

Parallel Paths

Enterprise Transformation Governance & Operating Structure
# Four Top Narrowed to Strategic Objectives

<table>
<thead>
<tr>
<th>1. Enterprise-Wide Digital Front Door*</th>
<th>Patient Acquisition</th>
<th>Patient Retention</th>
<th>Cost Reduction</th>
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<tbody>
<tr>
<td>Identify enterprise-wide opportunities to improve how consumers find information and initiate care, and simplify activation and engagement for new and established consumers</td>
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<table>
<thead>
<tr>
<th>2. Service Center of the Future</th>
<th>Patient Acquisition</th>
<th>Patient Retention</th>
<th>Cost Reduction</th>
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<tr>
<td>Evolve a digitally-enabled service center to provide the information and assistance that consumers need in a way that improves their experience and increases organizational efficiency</td>
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<tr>
<th>3. Primary Care Model Transformation</th>
<th>Patient Acquisition</th>
<th>Patient Retention</th>
<th>Cost Reduction</th>
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<tr>
<td>Improve access for both new and established patients and better meet patient needs and preferences by redesigning the primary care model around an integrated portfolio of virtual and physical care modalities</td>
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<th>4. Employee Health Plan Engagement</th>
<th>Patient Acquisition</th>
<th>Patient Retention</th>
<th>Cost Reduction</th>
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<tr>
<td>Improve employee access to care while reducing leakage outside the Virtua system, using digital access and engagement tactics that could be rolled out to broader consumer market</td>
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</table>
1. Enterprise-Wide Digital Front Door

2. Service Center of the Future

3. Primary Care Model Transformation

4. Employee Health Plan Engagement

The Digital Front Door portfolio of initiatives will drive value through two primary levers.

1. **“GROWING THE FUNNEL”**
   
   To increase website traffic to Virtua.org above historic trends, focus on enhanced digital marketing & advertising strategies that reach consumers where they are with relevant information.

2. **CONVERSION TO VISITS**
   
   To increase the percentage of visitors to Virtua.org that schedule appointments, Digital Front Door initiatives – e.g., online scheduling, Find-A-Doctor, digital experience design – will make it simpler and easier for consumers to find information and complete the transactions they need.

EXAMPLE KPIs

- Unique website visits
- Clinician visits scheduled online

MAYA, THANK YOU FOR SHARING YOUR SYMPTOMS, WHICH INCLUDE:

- No Fever
- Sore Throat

Click here to request

We recommend these options:

- On-demand Virtual Visit
- Visit an Urgent Care Clinic

Most convenient option:

Click here to schedule a visit
A redesigned “Digital Front Door” will make it easy for consumers to engage with Virtua and find the information and transactions they need.

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<tr>
<th>Initiative Areas</th>
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<th>2022</th>
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<td>Digital Experience Design</td>
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<td>MyChart Promotion</td>
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<td>Virtua.org Redesign</td>
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<td>Mobile App Planning Implementation</td>
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<td>Enhanced Find-A-Doctor</td>
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<td>Enhanced Features</td>
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<td>Advanced Features</td>
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<td>Proactive, Personalized Outreach</td>
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<td>Enhance Nurture Campaigns</td>
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<td>Enhanced Online Scheduling</td>
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<td>Enhanced Features</td>
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<td>Promotion Strategy “Next Available”</td>
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<td>Digital Identity Management</td>
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<td>Simplify Self-Registration</td>
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<td>Preference Management Capability</td>
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<td>Enhanced Digital Marketing Strategy</td>
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<td>Enhanced Price Estimation Tool</td>
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<td>Static Tool</td>
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<td>Dynamic Planning &amp; Tool Selection</td>
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<td>Dynamic Tool</td>
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<td>Virtual Triage</td>
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<td>Enhance SEO/SEM &amp; Reputation Mgmt.</td>
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<td>Increase Personalization</td>
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<td>Capacity-Based Marketing Planning</td>
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<td>Enhanced Price Estimation Tool</td>
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<td>Price Estimation for New Patients</td>
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<td>Personalized Outreach</td>
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NOW   NEAR   FAR
2. Service Center of the Future

Service Center of the Future will drive value through five primary levers.

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</table>
| **1** | **SHIFT TO LOWER-COST CHANNELS**  
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Better use and integration of Symphony CRM with other systems will reduce the average talk time per call, increasing Access Center agent efficiency |
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Better use and integration of Symphony CRM with other systems provide Access Center Telephone Operators with the information and support they need, reducing team attrition |
| **4** | **LOST CALL REDUCTION**  
Enhanced call back options – both web and telephony – will allow Virtua to recapture lost/abandoned calls and associated volume |
| **5** | **REDUCE PHYSICIAN MESSAGING TIME**  
Enhancements to clinical messaging triage will allow VMG physicians to spend less time on patient messages – increasing available appointment slots |

**KPIs**

- Utilization of non-agent channels
- Transaction rate achieved through non-agent channels
- Call volume
- Agent efficiency
- Agent FTEs
## 2. Service Center of the Future

Service Center of the Future will provide efficient, personalized support to consumers through multiple channels.

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<tr>
<th>Initiative Areas</th>
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<td>Chatbot &amp; Enhanced Live Chat</td>
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<td>Expand Live Chat Use Cases</td>
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<td>Pilot Full Chatbot Implementation</td>
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<td>Enhanced Call Back Option</td>
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<td>Web Call Back</td>
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<td>Strategic Planning Pilot Implementation</td>
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<td>Self-Service Info &amp; Transactions</td>
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<td>General Design &amp; Simplification</td>
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<td>Increasing Personalization</td>
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<td>CRM Strategies</td>
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<td>CRM Integration &amp; Omnichannel Strategy</td>
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<td>360 View of Consumer</td>
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<td>Telehealth Support</td>
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<td>Simplify Support</td>
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<td>360 View of Consumer</td>
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<td>Enhanced Clinical Messaging Triage</td>
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<td>Standardize Best Practices &amp; Promotion</td>
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### Timeline

- **NOW**: 1 Quarter of Planning
- **NEAR**: Started/In Progress
- **FAR**: On the Horizon
- **Forever**: Project Review to Occur
Primary Care Model Transformation initiatives will drive value through two primary levers.

1. Volume Growth
   By providing more convenient virtual care options to meet a range of patient needs and preferences, Virtua will attract new patients, increase utilization with established patients, and stay relevant in the market to defend against competitive losses.

2. Facilitating Next Steps
   By making it easier for patients to take their next care steps, Virtua will increase downstream spend and completed referrals within VMG.
With more convenient care options and proactive guidance around next steps, Virtua will see growth in primary care encounters and the downstream value they drive.

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<th>Initiative Areas</th>
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<tr>
<td>Enhanced “On Demand” Telehealth (Urgent Care)</td>
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<td>Enhanced Scheduled Telehealth (Primary Care)</td>
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<td>MyChart Enhancement</td>
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<td>“Next Available” Visits</td>
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<td>Asynchronous Care</td>
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<td>Post-Visit “Good to Go” Plan</td>
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<td>Referral Search &amp; Schedule</td>
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<td>Virtual Specialist Handoff</td>
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<td>Remote Caregiver Participation</td>
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<td>Primary Care-Based Remote Patient Monitoring</td>
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<td>Explore new models (e.g., concierge care, AI)</td>
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**NOW** | **NEAR** | **FAR**
---|---|---

User Experience | Pilot | Expanded Hours | Optimization | Pilot | Peripheral Kits
User Experience | | | | Pilot | Video "Meet & Greet"
Clinician Messaging | | | | Pilot | Strategic Planning
Pilot | Pilot | | Strategic Planning | Pilot initial cohort | Expand
Optimization | | | | | |
Employee Health Plan Engagement initiatives will drive value through two primary levers.

1. **Addressing Drivers of Leakage**
   - To overcome knowledge gaps, provide clear one-stop-shop information and proactive education (Employee Health Portal, Employee Navigation, Proactive Outreach).
   - To alleviate confidentiality concerns, enhance and communicate EMR privacy features.

2. **Diverting to Lower Cost Options**
   - To overcome convenience barriers make it easy for employees to get low-cost care where they are by promoting Virtua’s in-house telehealth options and piloting and spreading on-site employee health center.
4. Employee Health Plan Engagement

By addressing barriers to using Virtua for their care, employee health spend leakage will decrease and employee satisfaction and productivity will increase.

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<td>Promote In-House Telehealth</td>
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<td>Employee Health Portal</td>
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<td>Employee Health Concierge</td>
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<td>Proactive Outreach</td>
<td>Begin Planning</td>
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<td>Broad Outreach</td>
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<td>EMR Privacy Enhancements</td>
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<td>On-Site Employee Health Centers</td>
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<td>Dispatched Services</td>
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- **2021**: Begin Planning
- **2022**: Launch
- **2023**: Maintain as Digital Front Door tools advance
- **2024**: Evaluate strategy
- **2025**: Pilot

1 Quarter of Planning

Started/In Progress

On the Horizon

Project Review to Occur

NOW NEAR FAR
Parallel Paths

Digital Initiative
Business Model Transformation Cases

Transformation Governance & Operating Structure
Effective Cross-Functional Program Development, Oversight, and Active Change Management is Critical to Implement Digital Programs

Designated leads are required for hands-on operational and change management efforts. Active representation and participation in advisory work groups will ensure continuity and functional integration of digital program efforts.
Digital Governance

Executive Leadership Team
ENDORSE

Digital Transformation Steering Committee (DTSC)
DRIVE

Execution Work Groups (EWG)
EXECUTE

Project Teams
OPERATIONALIZE

RESPONSIBILITIES

- Endorse digital strategy and program roadmap, including resource allocation and budget
- Endorse common standards and principles for digital programs
- Approve program area and project team membership
- Approve reallocation of budget/priorities under $200k
- Review program portfolio performance, rebalance initiatives twice yearly
- Issue escalation/resolution
# Success Factors for Digital Transformation

**WHAT NEEDS TO BE TRUE TO SUCCEED?**

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<td>Ensure clinical excellence and quality care across all care delivery modalities</td>
<td>Do not default to the operations and practices of the physical world when instituting digital offerings</td>
<td>Align clinician and colleague incentives &amp; workflows, and deploy and support a smoother user experience</td>
<td>To ensure consistent experience, operating standards cannot be “opt in” for key stakeholders and should be able to support independents, where possible</td>
<td>Drive clear accountability, interdisciplinary alignment, centralized portfolio management, and consistent business case development and KPI monitoring standards</td>
<td>Optimize a flexible, modular, scalable technology infrastructure: leverage existing investments and ensure future investments are compatible</td>
<td>Adopt a compliance and legal framework that enables a transformation and a desirable consumer experience</td>
<td>Digital and physical offerings must be meaningfully integrated</td>
<td>Set focused, ambitious goals aligned with Virtua’s enterprise strategy; don’t take an incremental or scattershot approach</td>
<td>Lead with a consumer-centric mindset — not physician-centric, not hospital-centric, etc.</td>
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Pragmatic Next Steps

USE AN ITERATIVE APPROACH

1. Set Your Digital Transformation Strategy
2. Design a Digital Business Operating Model
3. Ensure Effective Digital Solutioning & Governance

Digital Transformation Strategy

Pivot/Extend/Terminate
Design & Develop
Deploy
Nurture
LEARNING OBJECTIVES

The DIGITAL TRANSFORMATION IMPERATIVE

CASE STUDY

LESSONS LEARNED

QUESTIONS
Questions and Contact Information

Remember to complete the online evaluation for this session.

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Director
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