

## Clinical Care Ecosystems

Designing Optimal Healthcare Ecosystems to  
Deliver Ideal Experiences and Retain Customers

# HOW WE CAN HELP

Designing the Optimal Clinical Care Ecosystem

## Overview

Many healthcare systems are seeking to improve experiences, grow volumes, and increase retention. In today's complex and competitive environment, this requires coordination across multiple stakeholders and throughout the continuum of the experience.

There is a growing need to coordinate across the ecosystem to better serve customers, including patients, referring physicians and donors. Providing the right care, at the right place, at the right time requires meeting needs throughout the continuum of the experience.

At Endeavor, we have helped many healthcare systems and their centers of excellence achieve great results in satisfaction and retention despite a crowded landscape. In today's healthcare environment, healthcare organizations must differentiate not only on clinical excellence, but also on service and marketing excellence. We have the tools and experience to help you achieve just that.

## Questions We Can Help You Answer:

- Where are the gaps in the current experience?
- What strategic options are available, and how should we prioritize them based on the market weighed against your strengths and capacity?
- What solutions will make the most impact and meet strategic goals?
- What tools, resources, and technology is needed to implement the solution?

# OUR VIEW

## Set, Met, Reinforced – The Key to Experience Management

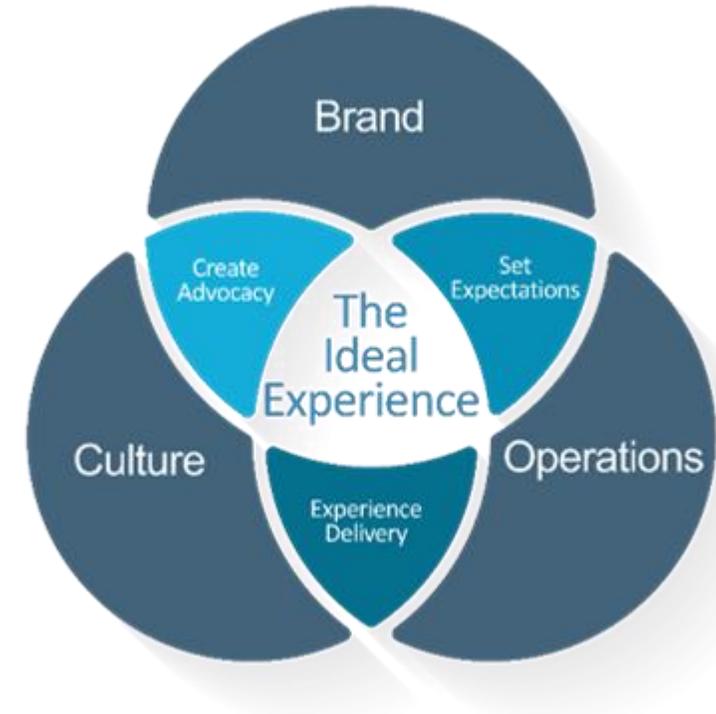
We link the experience to various workstreams, primarily through marketing (brand) and operational functions (operations and culture).

We've found this linkage is critical: culture and your brand promise are linked through the experience delivered.

Engaging leaders in this process is essential, too. Leaders translate customer expectations to the organization, assign priorities and reinforce expected behaviors.

Through this approach we can translate the identified functional needs (what is done) with emotional needs (how consumers feel about the interactions), into remapped processes and expected behaviors.

Our goal is to achieve alignment with expectations to create an exceptional consumer experience and a sustain your competitive advantage.



# CRITICAL AREAS OF REDESIGN

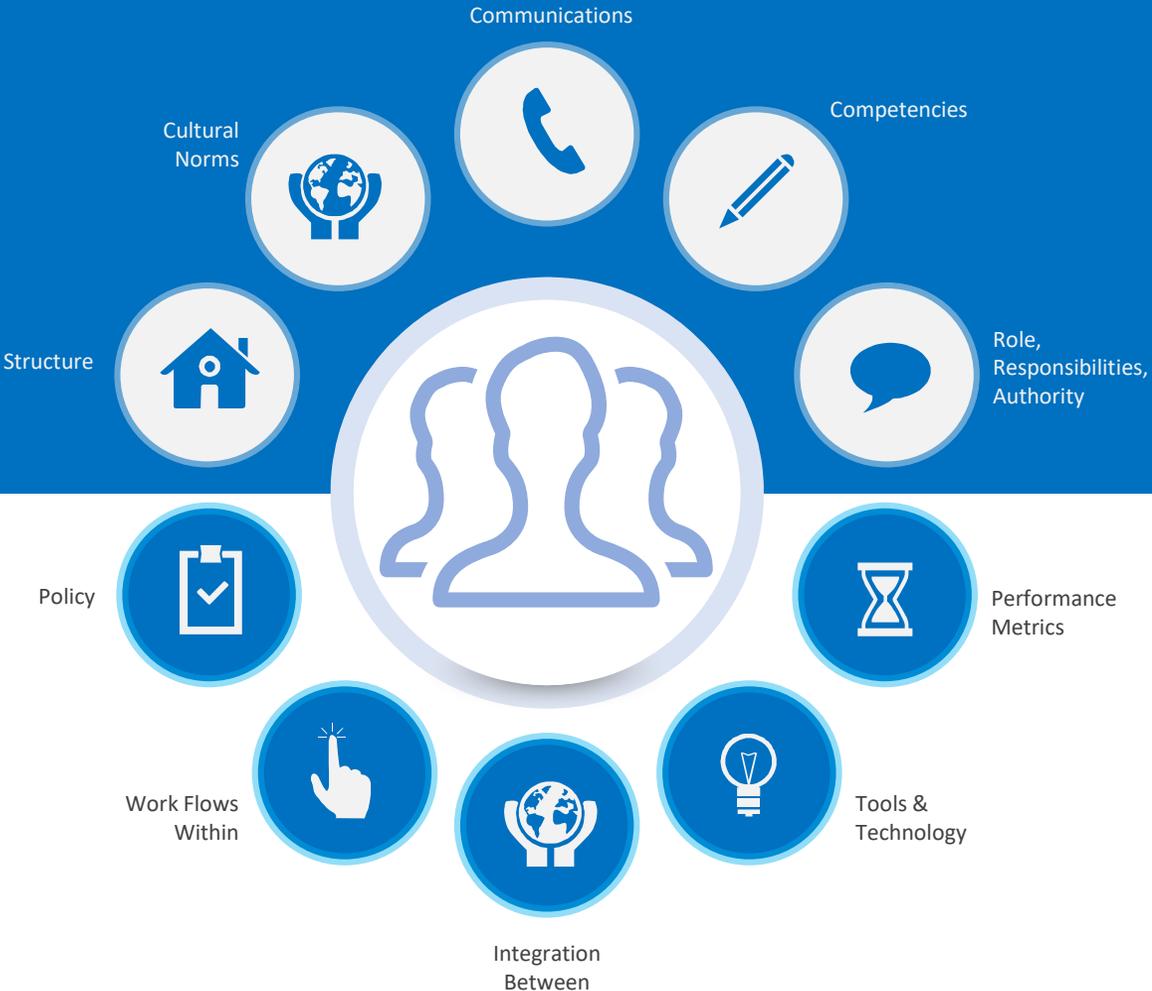
How does work get planned, executed and measured?

## Organizational

We will focus on how the organization can meet the new expectations: Attitudes, Beliefs, Behaviors

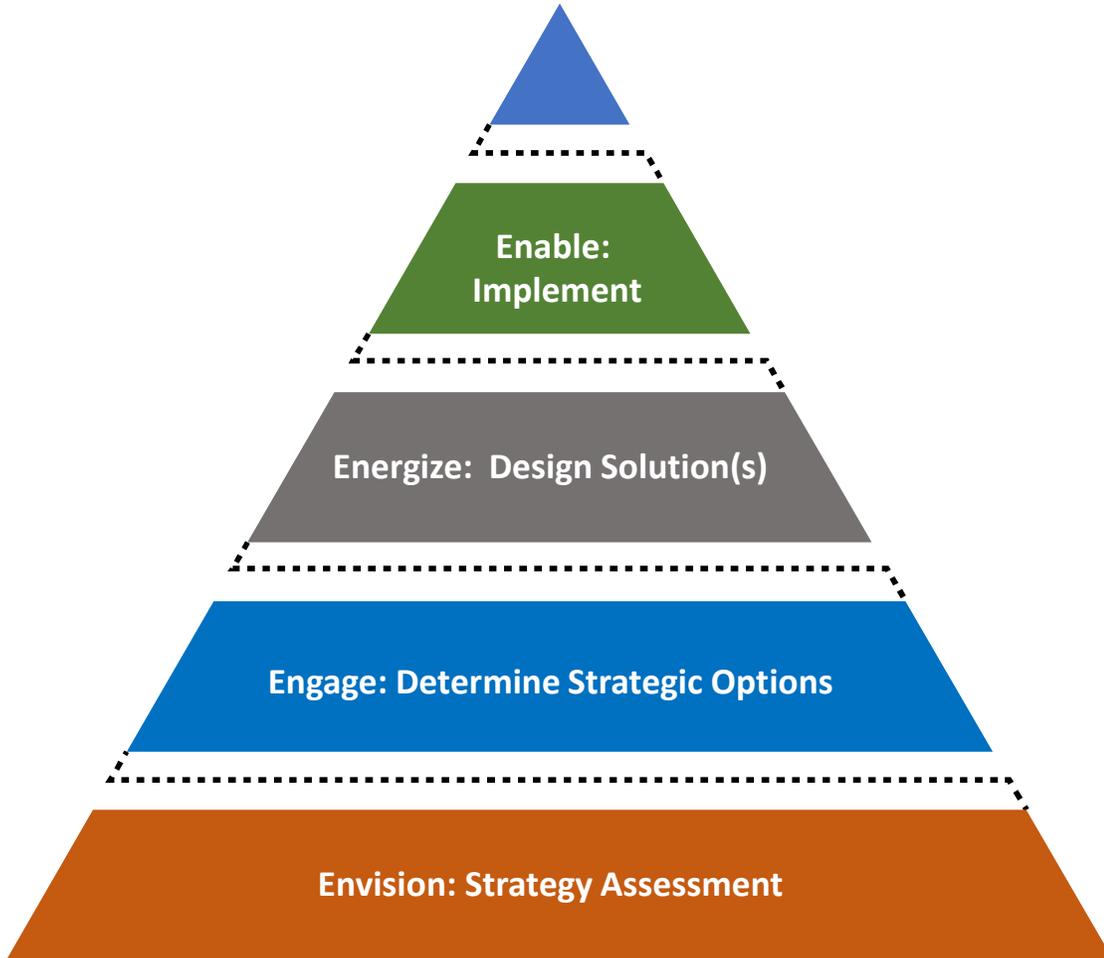
## Operational

We will focus on how to optimize the functional activities and technologies to support the ideal experience.



# OUR APPROACH

Designing Optimal Healthcare Ecosystems



## Right Care, Right Place, Right Time

We utilize our proprietary transformational change methodology (e4) to effectively define and sequence the activities necessary to make the ideal a reality. This proven method delivers transformative, sustainable change.

We've tailored this approach based on your current need and sphere of action. The following series of activities will be first demonstrated through this pilot for future support and translation to other efforts.



### Envision: Strategy Assessment

What are we trying to accomplish? What are areas of uncertainty? What is our current situation?



### Engage: Determine Strategic Options

What access points are being utilized today? How well can the ecosystem produce desired results?



### Energize: Design Solution(s)

Where can we play? Where should we play? What is our strategic roadmap?

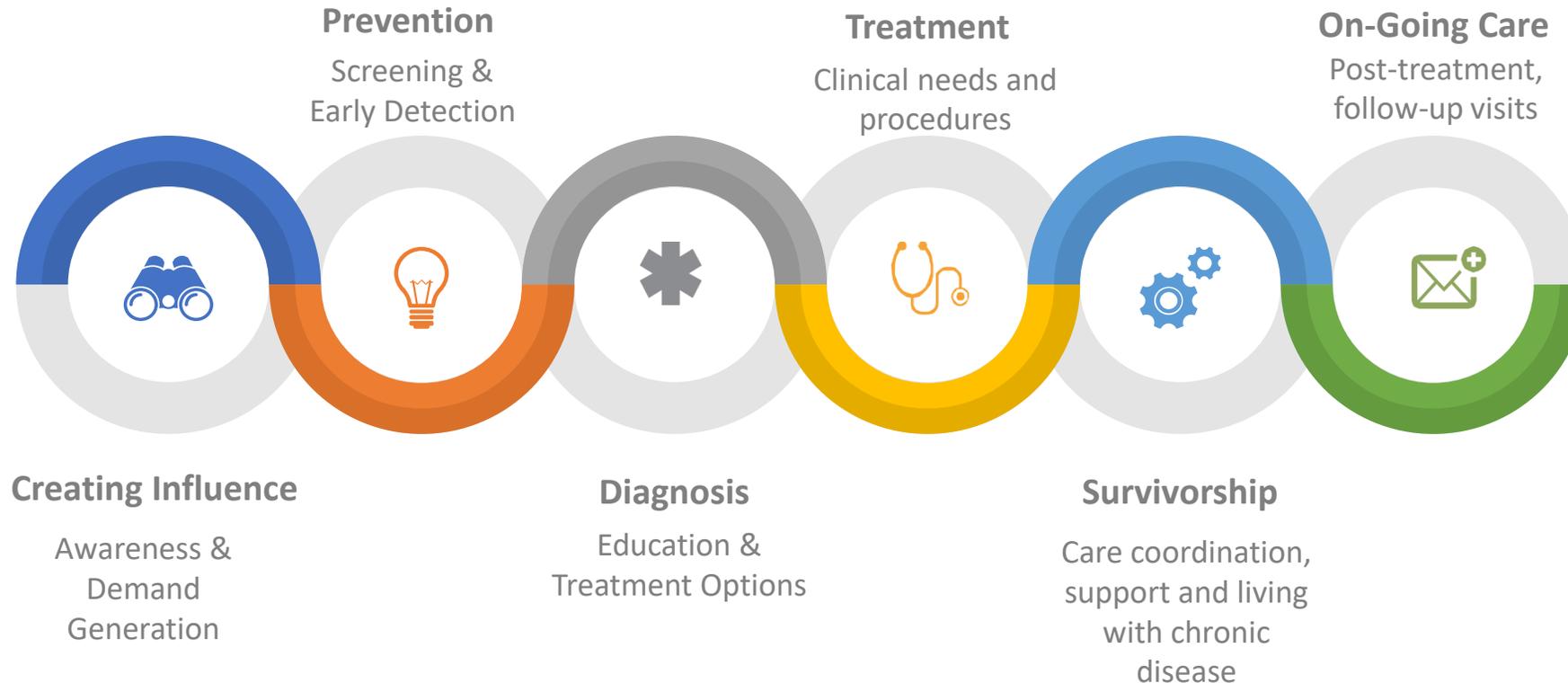


### Enable: Implement Solution(s)

How will we identify, select, engage, and energize providers in a sustainable way?

# ELEMENTS OF THE CONSUMER EXPERIENCE

Examining the Journey



Accounting for the holistic journey, and access points at each stage, allows for comprehensive strategy and solution development to attract, treat, and retain patients.

# ENABLING ACCESS

Balancing Consumer Needs and Organizations Goals by Optimizing Your Ecosystem

Our approach accounts for various points of access and affiliations.

This includes owned, contracted (brand only or shared clinical standards), affiliates, medical staff physicians, and referral partners (formal or informal).



# CONFIRMING GAPS

Determining Usage of the Ecosystem

Identify usage of access points throughout the journey provides guidance on priority areas for improvement.

This should be based on actual encounters today for members within your ecosystem. In addition, claims data can be acquired to highlight the market-based potential.

Common Usage of Access Points throughout the Journey

Consumer Journey	Community primary care physician / outpatient diagnostics	Community Oncologist/ Specialist	Community Hospital	Regional Centers of Excellence	AMC
Creating market influence (awareness, demand generation)	10%	5%	25%	10%	50%
Prevention, screening and early detection	50%	25%	10%	5%	5%
Diagnosis	50%	25%	10%	5%	5%
Treatment	10%	10%	10%	10%	60%
Care coordination/ survivorship/living with chronic conditions	75%	5%	5%	5%	10%
Post-treatment relationship	80%	5%	5%	5%	5%

# ESTABLISHING FUTURE STATE

Increasing Usage of the Ecosystem

Common Usage of Access Points throughout the Journey

Consumer Journey	Community primary care physician / outpatient diagnostics	Community Oncologist/ Specialist	Community Hospital	Regional Centers of Excellence	AMC
Creating market influence (awareness, demand generation)	50%	5%	25%	10%	10%
Prevention, screening and early detection	10%	10%	5%	5%	70%
Diagnosis	10%	25%	10%	30%	25%
Treatment	10%	10%	10%	10%	60%
Care coordination/ survivorship/living with chronic conditions	50%	20%	5%	20%	5%
Post-treatment relationship	80%	5%	5%	5%	5%

# TYPICAL WORK PLAN

We will work together to build a sustainable, transformative and effective implementation process

## Envision

*A clear vision of the future state*

### Clearly define the desired end state

- Envisioning workshops with senior leadership
- Be CLEAR (Culture, Leadership & Employee Alignment Requirements)
- Blueprint for future

### Compelling Business Case

- Success workshops(outcomes and benefits)
- Progress and results metrics
- Financial and resourcing plan

### Governance Strategy & Plan

- Run-the-business / Change-the-business priorities
- Risk management strategy

## Engage

*The vision is translated into operational and organizational changes*

### Enable leadership to lead the transformation

- Change executive & champions trained in change leadership
- Leadership alignment workshop with blueprint for the future
- Change leadership coaching

### Operational and Behaviors Redesign

- Expected behaviors workshop with front-line (emotional)
- Process mapping workshops with front-line (functional)
- Implement a cultural champions network (attitudes, beliefs, behaviors)

## Energize

*The organization is motivated and mobilized to adopt the new design*

### Communicate the vision to internal stakeholders

- Build internal communications strategy and plan
- Implement transformation progress dashboard (XLS)
- Build a communications feedback network

### Recognize and Reward System

- Showcase positive movements or changes
- Showcase model behaviors

### Monitor and Measure Customer Perceptions

- Pilot / Implement key elements of the ideal experience
- Conduct facilitated observations

## Enable

*The infrastructure is in place to sustain the new experience*

### Long-term Implementation Plan

- Identify additional departments
- Define the organizational process to implementing changes (competency transfer)
- Define leadership messaging & performance management process

### Experience Sustainability Plan

- Define new employee/ team on-boarding process
- Define re-enforcement / refresh activities

### Knowledge Transfer

- Rapid cycle through this process
- Adaptations for their specific needs
- Sync up the tracking with pilot

### Long-term Sustainability Measurement

- Establish experience monitoring and feedback “dashboard”

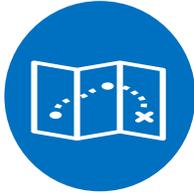


# ABOUT US

Our Qualifications

# ENDEAVOR MANAGEMENT CONSULTING

Deliver Experiences that Accelerate Revenue While Optimizing Business Performance



## Experience Management

### Creating Advocates Through Enchantment

Since the early 90s, Endeavor has been using our experience mapping approach to organize insight development, design engagement strategies, align operations and culture, and monitor the outcomes. [Learn More...](#)

[Patient Experience Management](#)  
[Physician Experience Management](#)  
[Donor Experience Management](#)  
[Real-Time Dashboards](#)

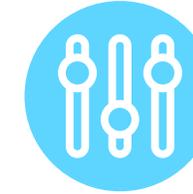


## Marketing Strategy

### Accelerating Revenues

Endeavor has the experience to guide your strategic marketing efforts with well-executed marketing research and proven methods to design winning strategies. [Learn More...](#)

[Healthcare Growth Playbook](#)  
[Healthcare Brand Management](#)  
[Digital Insights and Dashboards](#)  
[Strategic Planning](#)  
[Destination Medicine](#)



## Operational Excellence

### Optimizing Business Performance

Our team of operations consultants and former healthcare executives have executed strategic planning, transformation, and programs. [Learn More...](#)

[Cultural Transformation](#)  
[Financial Analysis](#)  
[Revenue Cycle Improvement](#)  
[Quality and Patient Safety](#)  
[Executive Transition](#)  
[Insights360 Performance Dashboards](#)  
[Healthcare Expert Advisory Group](#)

# OUR FIT

## Translating Insights to Action

### Industry Expertise

Our team includes those who have had leadership experience within healthcare systems addressing the same challenges you have today.

Deep understanding of the healthcare system environment, from the most complex (academic-community partnerships) to most competitive (regionally-based systems).

### Research-Driven Insights

Use of proven research tools and frameworks for brand, experience, culture and operations management across industries.

A 50-year heritage of research innovation to drive strategic decision-making.

We bring best practices specifically designed with national leaders in healthcare.

### Practical Strategies

Clear and actionable recommendations using insight-driven scenario development to express multiple options.

Consensus-driven decision making processes to ensure the strategy is embraced.

Engagement processes to maximize the potential for advocacy of the strategy, both internally and externally.

We appreciate the unique needs of academic medical centers. With much more at stake in every single interaction with referring physicians understanding their decision factors and aligning your experience to it is paramount. We hope to co-design a research plan and resultant strategy that will elevate service excellence to a level comparable to your clinical and scientific excellence.

Through our decades of experience, we have continually expanded our capabilities to provide the best business value to our clients. We have the capabilities to gather the functional and emotional needs of referrers; refine outreach processes against best practices; and deploy systems to manage that experience. Our objective is to create real business value from this work together.

# ABOUT US

# Endeavor

Healthcare market leaders and challengers turn to Endeavor (formerly Gelb Consulting) to advance their strategic objectives. We work collaboratively with our clients to merge market insights and industry expertise to design and implement practical strategies. Our clients keep coming back to us not only for a near-term game plan, but as a long-term trusted partner.

## **Understanding the What and the Why**

Our approach yields direction for our clients to drive advocacy – customers willing to go out of their way to recommend you. This is formed by the alignment of your brand’s promise, your delivery of services and how they are delivered. These create the ideal experience.

We believe that market leadership is based on a keen understanding of the underlying drivers of your customers – whether they be patients, families, referring physicians, donors or employees. Since our founding in 1965, we have continued to innovate identifying industry-leading best practices and deploying the latest research techniques to support our clients’ success.

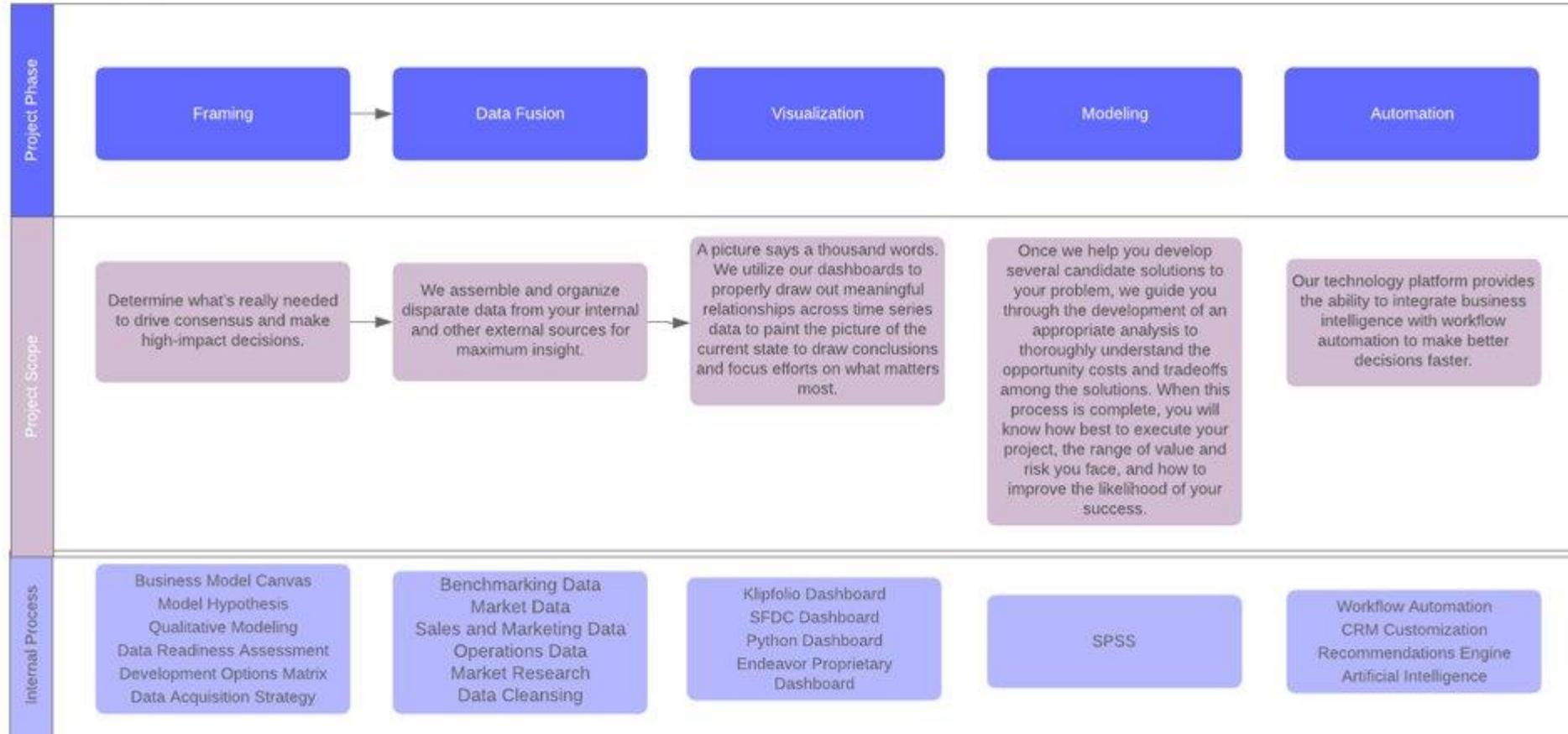
## **Making the How a Reality**

This is where our experience comes in. Our clients include many of the most recognized and well-regarded healthcare organizations in the country, with a focus the most complex - academic medical centers. We bring best practices and success to the table.

In addition, our seasoned consultants have been in your shoes, having decades of experience serving in leadership positions within healthcare organizations. We understand the challenges of navigating the most challenging of situations – from competitive environments to resource constraints. We work with you to implement practical strategies to accelerate business performance at a pace that’s manageable for your organization.

# ENDEAVOR ANALYTICS

## Scope of Services



# ENDEAVOR ANALYTICS

Real-time Integration of Disparate Data

## Take Big Data to Big Impact

Leveraging our history of over 60 years in marketing research, we have created technology-enabled tools to help capture voice of the market, customer and employee. Our Insights360 solution will allow you to place listening posts at high priority touchpoints providing you with a 360 degree view of your key stakeholders and influencers. Built on the Salesforce.com platform, you can integrate real-time feedback with operational data for reporting insight within the context of the business environment. In addition, you can incorporate CRM to monitor, track and respond to positive and negative feedback all within the same system. Finally, a single platform for capturing feedback, tracking customer service trends, responding/service recovery and measuring your relationship with your customers.



Armed with customer experience insights, Endeavor Analytics leads CRM design teams to develop systems that meet workflow and business reporting needs; all aimed to enhance the customer experience. This includes a careful examination of end-user needs, identification of operationally critical information, workflow enhancements and data schema. Our requirements documentation can be used for your own programming, with other vendors, or for quality control and training.

Take Big Data to Big Impact. Our Insights|360 solution will take your program to the next level. Going beyond data integration, we work with you to establish a solid measurement program that is in alignment with your business goals and strategy.

We help you identify what data matters most, streamline the process of data integration, then create visually rich dashboards and data visualizations to help you socialize and share insights with your stakeholders.

# Endeavor

# THANK YOU

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We look forward to working with you

## Contact



[www.endeavormgmt.com/healthcare](http://www.endeavormgmt.com/healthcare)



950 Echo Lane, Suite 200, Houston, TX 77024



@EndeavorMgmt



800-846-4051



[info@endeavormgmt.com](mailto:info@endeavormgmt.com)



[www.linkedin.com/company/endeavor-management-healthcare](http://www.linkedin.com/company/endeavor-management-healthcare)