

# HEALTHCARE TRANSFORMATION: THE ANALYTICS OPPORTUNITY



salesforce

# Introduction

Healthcare is undergoing radical change: Changing reimbursements, accelerating industry consolidation, new legislation, and more engaged patients.

Outcomes are finally at the center of the new healthcare operating model.

In response, pharmaceutical and medical device companies are reshaping sales and service. Health insurers are partnering with providers to drive value-based care decisions. Providers are looking to nurture patient loyalty while adapting to a new payments and cost landscape.

It's why there's never been a better time for every kind of healthcare organizations to embrace analytics to adapt. But only 10-percent of healthcare leaders say they are using data analytics to their fullest potential<sup>1</sup>. That's set to change. In 2018, deploying data analytics technology to drive better, faster decisions jumped

*Analytics will deliver \$300bn-\$456bn in value to the healthcare industry*

*– The big-data revolution in US health care:  
Accelerating value and innovation, McKinsey*

to a top five priority across the healthcare landscape<sup>2</sup>. The opportunity and benefits of advanced analytics and AI is continuing to accelerate, with the latest AI and machine learning technologies now enabling healthcare professionals to answer not only what happened, and why it happened, but what will happen and provide insights on the best course of action to take.

Whether you're a pharmaceutical sales executive or an administrative leader in a health system, analytics is set to become front and center in your daily decision making. In our new guide, you'll learn the use cases and value for Providers, Health Plans, Pharma, and MedTech who adopt and exploit analytics and AI. And you'll find out how Salesforce Einstein Analytics enables every healthcare professional to act faster, with smarter decisions.

<sup>1</sup> KPMG Survey of 270 healthcare professionals, via Becker's Hospital Review

<sup>2</sup> 2018 HIMSS U.S. Leadership and Workforce Survey



# Providers Looking To Analytics To Adapt To Changing Reimbursements

Large health systems, integrated delivery networks, community hospitals, and specialties are all experiencing a structural shift in healthcare. Changing payment models, government reform, M&A, a push for more integrated care, and a more engaged patient are all reshaping the fabric of the industry. Healthcare leaders are using analytics to adapt to gain the insights to make better decisions about both patient care, delivery models, and how to continue to drive margins.

## **Analytics to embrace the shift to value-based care**

A wave of healthcare regulation like the Medicare Access and CHIP Reauthorization (MACRA) is changing the nature of payments and reimbursements, forcing providers to quickly move healthcare decisions from cost-based towards value-based care and better outcomes, at every point of healthcare delivery.

Providers are looking to up their game around population health management—aggregating patient data across clinical, claims, and other systems to identify opportunities to make better, more appropriate, care decisions.

*CIOs must update core analytics capabilities to keep pace with the intense demands for data and information needed to deliver quality care and conduct business under value-based models.*

*– Transitioning to Value-Based Healthcare: Building Blocks for Effective Analytics, Gartner*

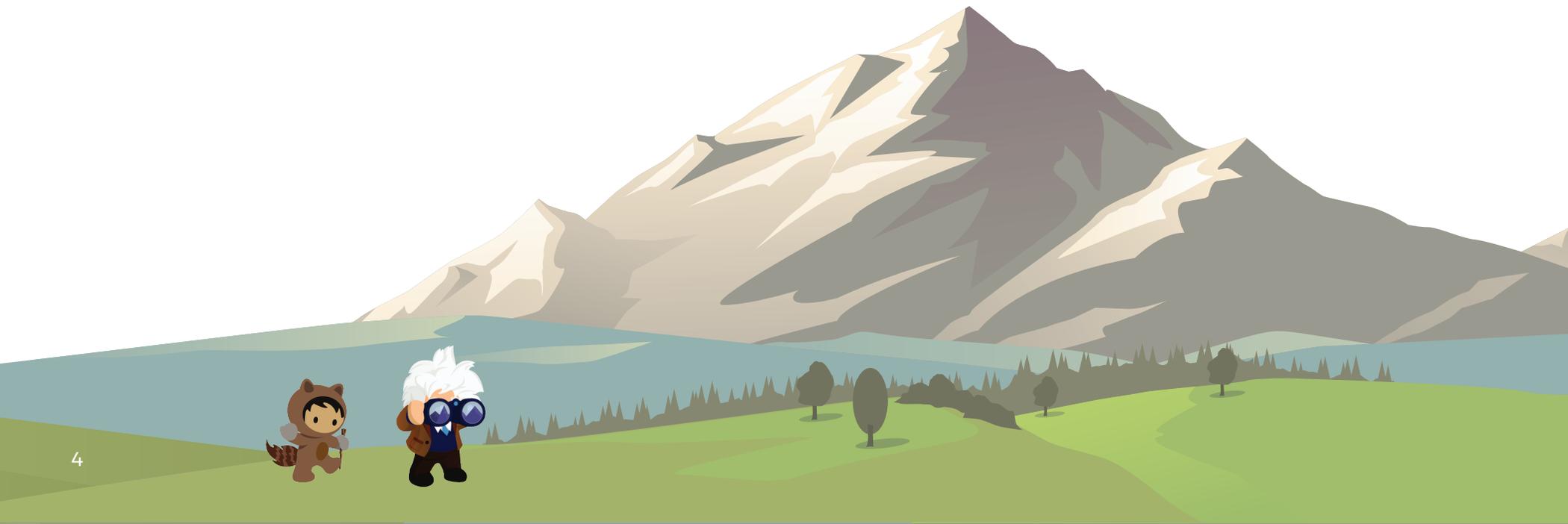
Providers are looking for more: to bring together the data that matters across silos, like multiple EHRs, clinical systems, and other systems, and apply the latest descriptive, prescriptive analytics and machine learning to identify population health trends, and use the insights for more effective decisions at the point of care.

## **Analytics to drive patient loyalty**

Patient loyalty is up for grabs—analytics and AI offer key ways to identify where to focus. The fact is that with rising healthcare deductibles patients are taking a closer look at their care decisions—and the onus is on providers to maximize patient satisfaction. Providers are increasingly looking to use patient surveys, online behavior, service measures, and data from every point of interaction and apply analytics to tease out predictors of patient churn or identify trends in service levels that require course correction.

## **Analytics to drive down administrative waste**

With about a quarter of provider budgets spent on administration, costs are under the microscope. Industry consolidation is creating further opportunities. Analytics enables providers to benchmark costs compared to industry quartiles across multiple areas from care delivery to G&A, but only if they can unlock and integrate data from numerous Electronic Health Record (EHR) systems, clinical information, order management, claims and financial systems.



# Payers Employing Analytics To Drive Member Behavior

Payers are going all in on analytics. They're using machine learning and artificial intelligence to cut fraud and errors from claims. They're putting the spotlight on improving member experience and behavior and identifying new opportunities to reduce the cost of care by partnering closely with providers.

## **Analytics to change healthcare decisions**

Partnering with providers, and aggregating claims and clinical data, together with data from EHRs, test results, and other data sets is the next frontier of insight for payers. By understanding what healthcare decisions provide the best outcomes, payers can use data science to understand what's working and what's not for member engagement programs, adjust risk models and member outreach accordingly. Insights can be used to inform in-house care coordination, chronic disease management teams, and even help a payer's providers with patient engagement.

## **Analytics to improve member service**

Member self-service portals, online chat, and traditional call centers are all vital points of engagement for health plan members. Analytics provides the opportunity not only to steer members to use them more efficiently but to drive member Customer Satisfaction Scores (CSAT), all while reducing the overall cost of member service. Health plan customer service managers are using analytics to identify types of member questions that are candidates for self-service channels. They're increasingly using analytics to identify the right coaching for the right agent, and where to apply knowledge management to resolve member questions faster.

## **Analytics to cut claims waste**

Payers process tens of millions of claims every year, and there's an estimated \$200 billion in waste from improper billings in the US healthcare system. Insight into high-cost procedures, admissions, and benefit utilization by segment, paired with aggregated population health and benchmark claims data can provide instant visibility into exceptions that demand further investigation.



# Pharma Looking To Analytics To Reshape Their Sales Teams

Pharma sales leaders are asking more from their teams than ever before: navigating changing provider reimbursements, increasingly centralized healthcare decisionmaking, and an industry shift towards outcomes. It's no longer about talking about brands but communicating the value for patients. Selling complexity has increased—analytics offers the opportunity to help sales reps and managers keep pace.

## Analytics driving more meaningful physician meetings

80-percent of physicians' now say they are overextended or at capacity<sup>3</sup>. The percentage that can take a meeting has dropped precipitously. A typical physician meeting now averages just three minutes.

A more meaningful dialog is paramount. But physicians report the opposite. Providers in specialties ranging from oncology to dermatology say that at least 60-percent of their meetings with sales provided stale information<sup>4</sup>, with one in four sales interactions<sup>5</sup> now replaced by digital communications. The latest

prescriptive analytics and AI help enable a better conversation, like recommending the right products and solutions based on the physician's success metrics, such as their clinical outcomes or performance, or steering the rep to adjust based on the physician's interaction with digital marketing and other channels.

## Analytics to overcome sales cycle complexity

The pharma sales role isn't what it used to be. While physician selling is necessary, the fact is that healthcare consolidation has meant that physicians are no longer as autonomous as before. Administrators are making an increasing share of decision making, along with executives, and medical specialists. Sales managers are using analytics to flag team-selling gaps, and even use AI and prescriptive analytics to recommend scheduling outreach to influencers based on what's worked in similar past deals.

## Analytics to elevate pharmaceutical sales talent

Pharma sales leaders are under pressure to coach or change their sales team to be more sales process based, consultative, outcome focused. Understanding the top and bottom performers is simple. They're looking to get to the next level of talent analytics, understanding what sets the high and bottom performers apart like sales behavior, types of physician interactions by sales stage, how they're using digital content, what products and solutions work for the right territories—and use the insights to structure the team.

<sup>3</sup> 2016 Survey of America's Physicians, 17,000 physicians, The Physicians Foundation

<sup>4</sup> 2017 ePharma Physician study, 1,800 physicians, DRG Digital/Manhattan Research

<sup>5</sup> Accenture



# Medtech Looks To Analytics To Drive Competitive Advantage

MedTech is one of the most competitive sectors in healthcare. Interpreting and acting on data from devices from imaging modalities like CTs, MRIs, PET, or wearable devices is a game-changer to steer product development and deliver better service. Surgeons and providers are looking for more from MedTech sales, with analytics being a vital tool to monitor, manage, and change sales behavior to meet their needs.

## **Analytics to improve medical device field service**

Data analytics, AI, and IoT are transforming medical device field service from reactive to proactive—from identifying opportunities to enhance field technician productivity, to taking predictive action. Data from IoT sensors embedded in devices can provide field service managers with real-time visibility into utilization per day and uptime, and device uptime/downtime trends—and shift maintenance away from costly maintenance schedules towards anticipatory service. Measures and leading indicators around maintenance visits per contract, completed jobs, and average resolution time help optimize precious field service resources.

## **Analytics to reengineer MedTech sales effectiveness**

With increased centralization and outcome-based focus, health systems and integrated delivery networks are demanding more from their suppliers—they're looking to them act as collaborative partners, not traditional vendors. A recent Bain study<sup>6</sup> found surgeons value technical support in the OR and on-call support, not just delivering a standard product pitch. It's why MedTech sales leaders are using analytics not only to manage the sales forecast, pipeline, and territories but to precisely adjust their talent mix.

## **Analytics for a 360-degree customer view**

With increasing provider consolidation, MedTech marketing, sales, and service teams are shifting to an account-centric perspective, so they can connect the dots across all the channels that they're engaging. It means MedTech service teams can get more out of customer interactions, with visibility into sales opportunities and history, and they can tap into AI-assistance for upselling and cross-sell. On the sales side, a 360-view of a provider enables managers and reps to extend their visibility with account-specific service metrics and trends, to proactively address obstacles to selling, or highlight alternative products and services.

<sup>6</sup>Winning with A Customer Focus In Medtech, Bain Insights, 2017



## What's Holding Healthcare Back From Better Insights?

### Too Many Data and Process Silos

Healthcare data is incredibly distributed. But the shift to an outcome-centric healthcare system has made connecting the dots paramount. Legacy data warehouses and traditional business intelligence tools just aren't agile enough to keep, and themselves aren't collaborative to share insights.

From providers to payers, it's never been more important to quickly connect, harmonize, and integrate health data sources, like clinical data, claims, cost and administrative data, pharmaceutical data, patient information, and other sources.

### Too Much Data

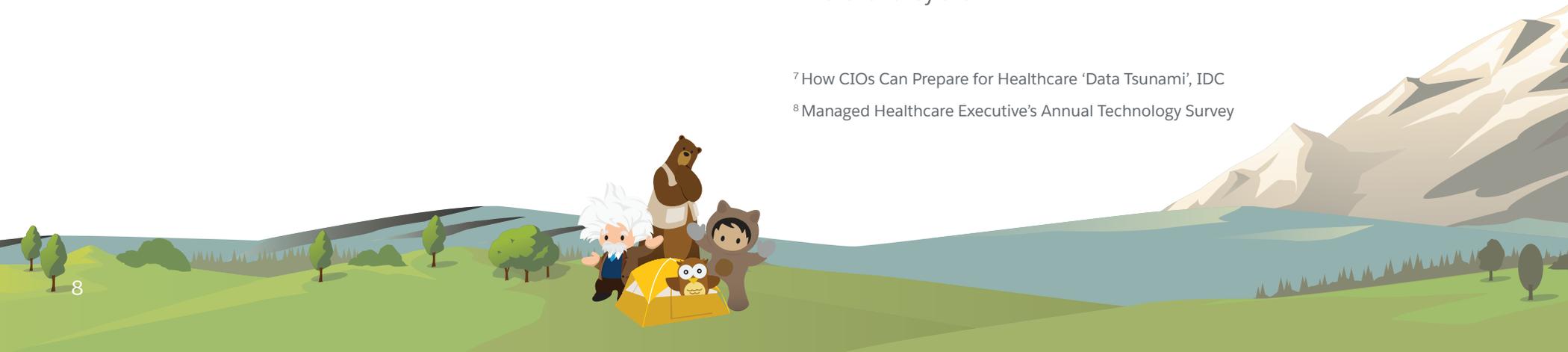
Healthcare data volumes are increasing by nearly 50-percent, annually<sup>7</sup>. Data from EHRs/EMRs, medical imaging, clinical systems, administrative, are all seeing meteoric growth. Whether running analytics for population health, or for claims reporting, generating results is usually just too slow. Traditional analytics tools just haven't kept up with growth, making finding and acting on insight a chore.

### Too Little Relevance

A recent survey<sup>8</sup> of 120 healthcare executives saw their top technology challenge was turning data into actionable information. Analytics tools are stuck on desktops of a few analysts, not where it counts—in the hands of health plan service agents, pharmaceutical sales managers, or hospital administrative staff, so they can use it to make better decisions wherever they are.

<sup>7</sup> How CIOs Can Prepare for Healthcare 'Data Tsunami', IDC

<sup>8</sup> Managed Healthcare Executive's Annual Technology Survey



## The Einstein Analytics Difference

# Complete Analytics Built on The World's #1 CRM

The Einstein Analytics Platform works with Salesforce Health Cloud, that is named a leading health platform by Forrester<sup>9</sup>. Einstein Analytics is different because it's completely mobile, AI-powered, contextual, and HIPAA compliant. It's the new way for healthcare leaders to make smarter decisions and act faster, all based on the latest data science.

With seamless integration with Salesforce Sales Cloud and Service Cloud, healthcare professionals get insightful, actionable data visualizations right where they work. And because Einstein Analytics works with Integration Cloud, healthcare organizations can unlock data across legacy healthcare systems, cloud apps, IoT devices for the complete view of their customers, sales, services, and operations.

## Einstein Analytics For Healthcare Sales

Whether you're in pharma, or in medical device or supplies sales, Einstein Analytics provides purpose-built sales analytics for every type of healthcare sales rep and manager--all built into Sales Cloud, so they can focus on making better sales outcomes:

- **Sales Leaders.** Einstein Analytics provides healthcare sales leaders with instant perspective on how their team is performing against measures like quota attainment, forecast accuracy, pipeline generation, bookings, and sales cycle velocity, and to stack rank their team against these metrics to identify learning and coaching opportunities. It enables them to instantly see which events, activities, and materials drive Rx's—and align with brand/product marketers more effectively. While AI provides actions and recommendations, like which sales reps that are candidates for coaching.
- **Sales Reps.** For more effective opportunity management, MedTech and pharmaceutical reps can monitor KPIs including quota attainment, bookings, open pipe amount, so that they can spend more time on more value-based selling with physicians and administrators. For indirect selling to wholesalers and distributors, reps can identify quickly identify account whitespace to target with products.
- **Sales Operations and Brand Managers.** Einstein Analytics enables healthcare sales operations and brand managers to spot trends, evaluate opportunities by region, product, provider type, and team. They can instantly take action on their insights by communicating findings to their sales teams directly in Chatter—essential to tackling complex opportunities engaging with health systems and IDNs.

<sup>9</sup> The Forrester Wave™: Enterprise Health Clouds, Q3 2017.

## Einstein Analytics For Healthcare Sales

Einstein Analytics enables service agents and managers to make smarter decisions, whether fielding a question from a health insurance plan member on online chat or handling a complicated technical support call on an imaging modality. Customer and member service teams get instant insight into customer satisfaction, case volume, team performance, and trends across all channels.

- **Customer and Member Service Managers.** Einstein Analytics enables service managers to ensure every agent is delivering the best customer experience by providing instant visibility into team performance, call center efficiency, channel optimization, and CSAT, all in one place.
- **Customer and Member Service Reps.** Service reps get analytics to deliver a better customer experience and drive loyalty, with insight directly from the customer case, into the number of cases closed, opened and CSAT. For service teams fielding calls from providers on healthcare product and services, Einstein Analytics goes beyond service analytics to show sales metrics like open opportunity amounts, to make more informed service decisions, while built-in AI recommends cross-sell and upsell opportunities.
- **Medical Device Field Service Managers.** Dashboards provide instant understand into SLA compliance exceptions, work order volume trends, workforce utilization, first-time-fix rate, travel time, inventory levels, and field service tech performance and usage.

## Einstein Analytics For Healthcare Administration

Einstein Analytics enables healthcare administration and analysts to make smarter decisions, from easily comparing hospital operating expenses against an external benchmark to health insurers analyzing threshold exceptions for more effective claims management.

- **Population health and claims analytics.** Both kinds of analysis require analyzing vast amounts of data, and to data science to tease out outliers. Einstein Discovery, part of Einstein Analytics, provides AI-powered insights by analyzing millions of data combinations in a matter of minutes, summarizing what happened, why it happened, what could happen, and what to do about it.
- **Patient journey analytics.** With integration the Salesforce Health Cloud, it's never been easier to understand the roadblocks to excellent customer experience and a better patient relationship. Analytics on lead to patient conversion, patient segmentation, risk stratification, cost, and churn enables decision makers to understand trends and opportunities to engage patients more productively.







THANK YOU.

