Generational Changes Impacting Healthcare Delivery

MinuteClinic Case Study: Success Through Quality Customer Experiences

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MinuteClinic: The Intersection of Retail and Healthcare

Simplicity, Consistency, Functionality, Confidence
Retail Influences on the Model Design

- Model is designed from the consumers’ versus the providers’ perspective.
  - Hours of operation - weekends and nights
  - No appointment
  - Predictive waiting
  - Standardization and communication

- Transparency of services and prices
  - Menu of services posted with total prices

- Facility designed for services and convenience

- Retail location allows for “multi-tasking” lifestyle

- Focus on customer service and feedback from users
Components Drive Quality & Cost Efficiencies

- Healthcare Delivered in Retail Environment
  - Integrated into the consumers’ lifestyle

- Purpose / Scope of Service:
  - Focused set of uncomplicated family healthcare needs

- Staffed for Delivery
  - Board certified Family Nurse Practitioners and Physician Assistants
  - Local Physicians serve as medical directors

- Leverage Technology for Quality, Consistency, and Connectivity
  - Electronic medical record allows access and patient approved sharing
  - Algorithmic decision support tool drives consistent quality
Rand Study Results and Methodology

Rand Study* Disproves Retail Clinic Objections

- 2100 episodes of care initiated in a retail clinic compared w/physician’s offices, urgent care clinic, & EDs
  - Urinary tract infections (UTI), Pharyngitis, Otitis media (OM)

Results

- Care costs substantially less
  - 30% less than urgent care clinics
  - 34% less than physician offices
  - 80% less than EDs
- No evidence of increase in prescription drug usage, No increase in % of patients seeking follow-up care

Implication:

Retail Clinics could lead to cost savings if patients are encouraged to seek care there instead of EDs, physician offices, or urgent care clinics

*Source: Rand Study Abstract 2008
Recognition of the Concept

Featured by Forbes Magazine in the list of the Top 10 Innovators of the last decade

Blackberry
Google
Netflix
MinuteClinic
iPod
Roomba
Skype
Heartstart
YouTube
Nintendo’s Wii
Success In Healthcare Delivery?

Creating Outstanding Customer Experiences is the Goal

Defining Outstanding Customer Experiences is the Work

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Success In Healthcare Delivery?

- Understanding the Customers Served and their Motivators
  - Needs
  - Expectations
  - Preferences
  - Influencers

- Understanding our Staff and their Motivators
  - Needs
  - Expectations
  - Preferences
  - Influencers

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## Generations and Their Values

<table>
<thead>
<tr>
<th>Generation</th>
<th>Birth Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greatest Generation</td>
<td>1925-1944</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>1945-1964</td>
</tr>
<tr>
<td>Gen X’ers</td>
<td>1965-1984</td>
</tr>
<tr>
<td>MTV Generation</td>
<td></td>
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<tr>
<td>Boomerang Generation</td>
<td></td>
</tr>
<tr>
<td>Millennial</td>
<td>1985 -2005</td>
</tr>
<tr>
<td>Echo Boomers</td>
<td></td>
</tr>
<tr>
<td>Internet Generation</td>
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</tbody>
</table>
Generation’s Impact Healthcare Usage

1925  1945  1965  1985  2005

Greatest
High users due to Co-morbidity and End of Life Needs

Baby Boomers
Needs Increasing: Bridge for Parents Focus on Personal Wellness & Fighting The Aging Process

Gen X
Focus on Family Health and Creating Self Sufficiency Want Convenience & Immediate Access

Millennial (Internet Gen)
Just Beginning to Understand Their Needs / Want Technology Based Connections

Direct Me

Educate Me

Engage Me

Provide Connection

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Values Established by Early 20’s

Societal Context

- **Ages 17-23**
  - Experimental Phase

- **Ages 12-18**
  - Challenge Phase

- **Ages 5-13**
  - Comparative Phase

- **Infancy to 6**
  - Family Phase
Social Context: Understanding Generational Values

- Social Influences
- Institutional Responses
- Technology Views
- Marketing Experiences
- Workplace Attitudes
# Generational Values - Social Influences

<table>
<thead>
<tr>
<th>Generation</th>
<th>Key Events and Influences</th>
</tr>
</thead>
</table>
| Greatest Generation | - Great Depression and Recovery thru Public Works  
                        - World War II / Korean War  
                        - Pearl Harbor / Hiroshima |
| Baby Boomers  | - Economic Prosperity  
                        - Vietnam War / Civil Rights Movement / Sexual Revolution  
                        - Sit – ins / Protests / Marches |
| Gen X’ers     | - Watergate / Corporate Raiders / Fall of the Berlin Wall  
                        - The Gulf War – Hi Tech Warfare  
                        - PC Boom |
| Millennial    | - Terrorist Attacks – 9/11, Oklahoma City  
                        - Internet Boom – Communication and Transactions  
                        - World w/o Boundaries – Few Barriers to Communication |
### Generational Values – Institutional Responses

<table>
<thead>
<tr>
<th>Generation</th>
<th>Values</th>
</tr>
</thead>
</table>
| Greatest Generation | - Great Faith in Institutions, Government, and Employers  
                      - Willingly Follow Rules – “There for a reason” |
| Baby Boomers | - Skeptical of Government, Institutions, and “Older Generation”  
                   - Accept Rules Only When They Deliver What is Desired |
| Gen X’ers   | - Distain Toward Government and Institutions  
                      - Self Sufficiency / Personal Responsibility for Their Well Being, Peer to Peer Very Important |
| Millennial  | - Paradox: Greater Threats / Greater Protection  
                      - Parental Involvement Greater – Isolated and Guided  
                      - World Destruction: Nuclear Threats & Religious Zealots |
Generational Values – Institutional Responses

**Greatest Generation:**
We Benefit from Strong Institutions

**Boomer Generation:**
We Must Shape Our Institutions

**Generation X’ers:**
We Should Be Interactive with Our Institutions

**Millennial Generation:**
Institutions are There to Support Our Needs
## Generational Values – Technology View

<table>
<thead>
<tr>
<th>Generational Group</th>
<th>Description</th>
</tr>
</thead>
</table>
| Greatest Generation | Lived Without Many of Today’s Necessities  
|                     | Party Lines and Radio |
| Baby Boomers        | “Beta Testers”  
|                     | Technology Brings as Many Problems as Solutions |
| Gen X’ers           | Everyday Necessity  
|                     | Critical Tool to Control Their Lives |
| Millennial          | Extension of Their “Being” – Social Networks  
|                     | Cell Phones, Mp3’s, Laptops, All in Ones |
Technology View Impact – Pace of Change

Time Period Needed to Get to 50 Million Users

- Radio 38 Years
- Internet 4 Years
- TV 13 Years
- iPod 3 years

100 Million Users In 9 Months

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Generational Values – Technology and Info Sourcing

% Share of people looking for Rx or OTC information*

% Internet users looking for alternative treatments or medicines*


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<table>
<thead>
<tr>
<th>Generational Values – Marketing Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Greatest Generation</strong></td>
</tr>
<tr>
<td>• Ford Marketing</td>
</tr>
<tr>
<td>• Standard Features are Fine, Why Customize</td>
</tr>
</tbody>
</table>

| **Baby Boomers**                        |
| • Pursued and Catered To                |
| • Want Products and Services That Say Success |
| • “Membership Has Its Privileges”       |

| **Gen X'ers**                           |
| • Personalization is Key                |
| • Want Options / Choices / Control of the Sale |

| **Millennial**                          |
| • Used to Making Choices – Searching for Uniqueness |
| • Brand Conscious but Expect Personalization |
| • Altruism is an Important Responsibility |

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Marketing Experience – Consumers are Connected

200,000,000 Blogs posted daily

18 to 34 Year Olds

78% Believe Peer Reviews
14% Believe Advertisements
70% Watch TV Online

How are you reaching your market?
The Internet has Become our Community

- Internet Devices are growing Exponentially
  - 1984 – 1000 Devices
  - 1992 – 1,000,000 Devices
  - 2006 – 600,000,000 Devices
  - 2010 – 14,000,000,000 Devices

- 2005 1 in 8 Couples That Married
  - Met On-line

- Google 2.7 Billion searches
  - Per Month

- Currently the English Language has 540,000 Words
  - 5 X the number in William Shakespeare’s time

Word of Mouth, Based On Experience Quality, Will Drive Success
Each Generation’s Values Change

- **Greatest Generation**
  - 48 Million
  - Loyal, patriotic
  - Faith in institutions
  - Resist change

- **Baby Boomers**
  - 79 Million
  - Idealistic
  - Competitive
  - Question authority

- **Direct Me**

- **Gen X’ers**
  - 49 Million
  - Self-reliant
  - Distrust institutions
  - Adaptive

- **Engage Me**

- **Millennial**
  - 78 Million
  - Socially Comfort
  - Cyber Literate
  - Personal Concerns

- **Educate Me**

- **Provide Connection**

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Healthcare for the Greatest Generation

Doctor

Patient

Doctor-Patient Relationship

Hospital

Pharmacy

Payer

Nursing Home

Other

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Boomers Bring Outside Influences to the Relationship

Doctor Patient Relationship

Internet
Pharma Ads
Payer/Employer
Disease Management
Health Clubs
Alternative Medicine Providers

Doctor

Hospital
Pharmacy
Payers
Imaging Centers
Nursing Home
Others

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Gen X & Millennial Changing Healthcare Thru Involvement

INFORMATION FLOW

- Pharmacy
- Retail Health
- Urgent Care
- Specialty Physicians
- PHR (Google & Microsoft)
- Internet Searches
- Labs/ Imaging Surgical Centers
- Primary Care Physician
- Payer / Employer Programs

DATA AS CURRENCY

SELF SUFFICIENCY

Patient
Manage the Customer Experience at all Levels

- Invest in front-line customer service
  - Training, Goals, Measurements, Incentives, etc.
- Design the delivery system around the patient AND family
- Educate your staff on the differences in the generations
  - Anticipate the shifting expectations
  - Communication should reflect these expectations
- Leverage technology to simplify the service interactions

The “Accepted” Work Environment in Most Healthcare Systems Does not Support Great Customer Service.
## Generational Values – Workplace Attitudes

<table>
<thead>
<tr>
<th>Generation</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greatest Generation</td>
<td>One Company for Life</td>
</tr>
<tr>
<td></td>
<td>Loyalty is the key to Success</td>
</tr>
<tr>
<td>Baby Boomers</td>
<td>Work Ethic is the Key – Measured in Hours Worked</td>
</tr>
<tr>
<td></td>
<td>Teamwork is Critical to Growth</td>
</tr>
<tr>
<td></td>
<td>Relationships and Networks are Important</td>
</tr>
<tr>
<td>Gen X'ers</td>
<td>Little Value in the Workaholic Approach</td>
</tr>
<tr>
<td></td>
<td>Value Control of Their Lives “Flex Schedules’”</td>
</tr>
<tr>
<td></td>
<td>Prefer Open Communication from Management</td>
</tr>
<tr>
<td>Millennial</td>
<td>Want Personal Fulfillment – Minimize Stress</td>
</tr>
<tr>
<td></td>
<td>Value Demonstrated Competence over Title or Position</td>
</tr>
<tr>
<td></td>
<td>Feel Entitled to Be “In the Know”</td>
</tr>
</tbody>
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Workplace Attitudes – Create a Culture of Customer Service

- Current Healthcare Work Environment is Designed on the Principles of the Greatest Generation and Boomers
  - How is the hierarchy reinforced within your culture? How well does your culture reflect the workplace expectations of Gen X and Millennials?
  - How is communication managed? Is technology leveraged? Is it open or centralized? How is knowledge being exchanged?
  - What performance feedback mechanisms do you have? How are they used?
  - Who is leading your recruiting efforts? Do these recruiting efforts and communication channels reflect the target audience expectations?
Success in Healthcare Delivery = Experience Quality

- Healthcare service expectations are changing, affected by widely different generational values
- Consumers are connected more than ever and they are sharing their experiences more than ever
- Healthcare providers who are charged with delivering these winning experiences demo the same generational expectations
- Healthcare organizations that create an “experience focused” environment will win this “Word of Mouth” battle

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