Contact Center and Digital: Better Together

How to unlock valuable insights from the patient and provider experience

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Introduction

When we spend years responding to problems, we often overlook how we can prevent them in the first place. Most contact centers operate on the premise of responding to every patient or provider's call or inquiry efficiently: to 100% satisfaction and the shortest time spent talking. But the question we should be asking is, "Why do people reach out to the contact center in the first place?" If an organization provides sufficient guidance and information from the outset, few should need this service. Is there a breakdown somewhere in their journey? Is it because digital experiences are falling short of patient or provider needs for self-service?

In this e-book, we'll examine some of the critical touchpoints throughout the patient and provider journey, identify where the breakdowns occur, and unlock the signals, or feedback about their experiences. This allows life science companies, such as pharmaceuticals and medical device providers, to remove silos and prioritize actions that improve the overall digital experience.

01 Digital is no longer a channel, it's your brand

With the focus on digital, new friction points have emerged

02 The contact center is a gold mine of insights

A key channel for patients and providers has become overburdened. Why are stakeholders calling in the first place?

03 A new approach is required

Expand to capture every interaction—call, inquiry, chat—to improve the digital experience

Digital is no longer a channel, it's your brand.

Driven by the pandemic, today's journey has changed significantly as patients and providers are prioritizing digital and virtual experiences. In fact, 75% of people using digital channels for the first time indicate they will continue to use them when things return to "normal."[1]

Consequently, plans that were based on multi-year digital implementations have been completely scrapped as companies across the globe have been forced to adopt a digital-first approach in real time. Recent data shows they have vaulted **five years forward** in consumer and business digital adoption in a matter of months.[1]

Almost every aspect of life sciences services has pivoted quickly:

- Patients are much less dependent on their doctors for advice, increasingly able and willing to take greater control of their own health through information available online and on apps.[2]

- Healthcare companies are offering greater online services and virtual resources for patients to independently manage their health.

- Medtech companies are transitioning patient pathways, primary prevention, staging, and treatment to digital health mechanisms.[3]

85

More than 85% of patients said they were confident in their ability to take responsibility for their health and knew how to access online resources to help them do so.[2]

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Within five to seven years, a significant proportion of the pharmaceutical portfolio will create value through more than just drugs.[2]

Digital health solutions represent 10% of medtech companies' revenue and are expected to reach up to 50% within five years.[3]

[1] https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights/the-covid-19-recovery-will-be-digital-a-plan-for-the-first-90-days
[2] https://www.mckinsey.com/industries/life-sciences/our-insights/the-road-to-digital-success-in-pharma
[3] https://www.mckinsey.com/industries/life-sciences/our-insights/how-the-medtech-industry-can-capture-value-from-digital-health

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With these changing dynamics, digital is now front and center and has become synonymous with your organization. Each interaction a patient or provider has shapes their perception so much that a single bad digital experience can compromise your business. Even when people favor a company, nearly 20% say bad experiences impact their loyalty, and nearly 60% say they'll go elsewhere if they can get the same product with a better experience.[4] With higher expectations, organizations must work harder to maintain superior patient and provider service through seamless digital experiences.

But with the quick adoption of these channels, new friction points in the digital journey have emerged, negatively impacting the experience. As patients or providers get frustrated with inconsistent experiences, lack of transparency, repeat issues, or limited self-service options, they turn to the contact center for help. This has a domino effect, putting strain on patient or provider service departments.

[4] https://martechseries.com/mts-insights/guest-authors/consumer-dislikes-and-brand-loyalty-in-the-era-of-digital-customer-experience/

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The contact center is a gold mine of insights.

Contact centers are a crucial channel available to assist and support patients and providers, especially when immediate answers are needed. They are one of the most common ways people interact with organizations to communicate issues, feedback, and frustrations. But the pandemic has only exacerbated the already existing challenges of aging technology, outdated processes, and variability in agent effectiveness as call volumes have increased against the backdrop of a remote workforce:

30% Greater ability to predict customer satisfaction when companies understand the entire experience versus looking at individual touchpoints.[5]

75 75% of consumers expect consistent interactions across all departments.[6]

58 However, 58% say that they feel like they're communicating with separate departments and not one company.[6]

70 And when it comes to service issues, 70% of customers expect all of the reps to have the same information about them, but 64% say that they have to re-explain issues.[6]

5 https://www.mckinsey.com/industries/retail/our-insights/the-three-cs-of-customer-satisfaction-consistency-consistency-consistency

6 https://www2.deloitte.com/si/en/pages/strategy-operations/articles/changing-consumer-digital-marketing-impact-Covid-19.html

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Why do patients and providers engage a contact center in the first place?

1. **They are clearing up contradictory information.** Whether it's confirming the cost of a copay, understanding the coverage of insurance, or placing a specialty drug order, the need to connect with a live person is often an inevitable stage in the patient or provider journey. Connecting live with a human helps to alleviate burning questions or complex issues for consumers, patients, and providers.

2. **The digital self-service model is lacking.** Calls to the contact center are often initiated because of downstream issues related to repetitive digital self-service breakdowns or problems in the patient or provider journey. One of Medallia's customers says 70% of calls to their contact center are a direct result of digital self-service issues. For example, a common downstream issue is the inability for a patient to place and pay for their prescription order without understanding their coverage and share of costs. This could easily be resolved with accurate knowledge management and transparent information available at a patient's fingertips. Because contact center agents are trained to focus on resolving these calls as quickly as possible, the root cause of the issue often goes undetected. This is how expensive problems get missed.

3. **The primary reason for the call is resolved, but new downstream issues arise.** According to research, 22% of repeat call volume is related to a problem that prompted an original call, even if that problem itself was adequately addressed the first time around.[7] While the initial call driver was addressed, future calls to the contact center will continue until organizations proactively leverage insights to anticipate and forward-resolve these new issues. In fact, 46% of contact center cases could be avoided by looking towards the next potential case. An example cited in a recent Harvard Business Review article shares how Bell Canada addresses a primary issue and uses the insights to head off the next one. "For instance, a high percentage of customers who ordered a particular feature called back for additional instructions on using it. The company's service reps now give a quick tutorial to customers about key aspects of the feature before hanging up." According to CEB Global (now Gartner), companies practicing next issue avoidance dramatically reduces the likelihood of another 3- to 5-minute phone call (with an upset customer, no less)."[8]

Is your contact center missing expensive problems?

From digital self-service issues to repetitive downstream problems, the contact center today is overburdened by costly mistakes that can be prevented with the right digital and self-service experiences. So how do customer contact center teams uncover insights hiding in plain sight, reduce the silos, and drive higher quality experiences?

> 74% of survey respondents agree that satisfied agents create happy customers.[9]

[7] https://hbr.org/2010/07/stop-trying-to-delight-your-customers

[8] https://customerthink.com/next-issue-avoidance-how-contact-centers-can-preempt-follow-up-calls/

[9] Cisco Global Contact Center Survey 2020

A new approach is required

The contact center is designed to support patient or provider outreach and resolve issues while driving first-call resolution and case closure. The digital channel is designed to help patients and providers with on-demand services and transactions. Both channels are focused on managing efficiency and satisfaction. Yet both channels have traditionally worked independent of one another. To reduce digital frustration while improving the overall experience, organizations need to unlock and share insights captured within the contact center to enhance the digital experience. **The contact center and digital teams need to work better together.**

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We are seeing the majority of organizations monitor only ~1% of all contact center calls.

Rachel Lane
Contact Center Solution Principal, Medallia

Start by capturing every interaction.

The top three reasons why patients or providers call in the first place can be a treasure trove of insights to help address recurring call volume. Until recently, transcribing and analyzing each of those calls across all those hours has proven near impossible, at least in a timely enough manner to make any insights actionable. Organizations have done their best to understand these experiences manually, sampling a small percentage of random calls. Sampling enables fast feedback but provides an incomplete picture and risks missing critical blind spots. With sophisticated speech technology now able to transcribe and analyze every voice interaction, organizations can capture each patient and provider interaction and drive rapid improvements within the contact center and beyond.

Medallia's Contact Center Suite can help you get started:

Medallia Speech reveals powerful insights from voice interactions with speech-to-text processing and Artificial Intelligence (AI)-powered acoustic emotional analysis.

Stella Connect empowers your frontline teams with real-time feedback, coaching, and quality assurance.

Medallia Integrations surfaces additional customer experience insights by connecting and integrating with third-party systems.

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Let AI be your superhero.

AI uncovers hidden meanings in vast amounts of data to inform more meaningful insights and decision-making. By applying machine learning algorithms to speech acoustics, organizations can tap into a gold mine of data that reveals patient or provider sentiment, call topics, and themes in real time. AI can also analyze text in structured formats such as survey feedback and unstructured formats like email, chat transcripts, or agent notes while offering suggestions on what patients or providers might need in the moment. By capturing both what your customers are and aren't telling you through speech and text analysis, life science leaders are now enabled with the right insights to surface recurring issues across digital, web, product, and contact center support.

Medallia's Contact Center Suite can help you get started:

Medallia Digital collects real-time customer feedback across digital channels including web, mobile, and in-app.

Text Analytics turns every word into insight and action by leveraging AI and machine learning to unlock the rich potential of unstructured data.

Decibel reveals how users behave on websites and apps by identifying and prioritizing the most urgent customer issues.

A unified experience management platform breaks down the silos between your contact center and digital teams.

Understanding what your patients and providers are and aren't telling you through speech, voice, and text analysis is only useful if the data is actionable. It must enable the right people and teams to get to the root cause of where digital experience falls short and result in reducing unnecessary outreach to the contact center. This requires a unified experience management platform that not only captures every interaction and identifies insights through AI-powered analysis, but engages critical functions within the contact center, digital, web, and services groups. The platform dashboard provides nudges and alerts that unlock the distribution of insights to the right teams so they can create and track action plans against metrics like Net Promoter Score®[10], cost saving, call volume, and agent experience.

> According to McKinsey, leading organizations are those that are capitalizing on the data that's in front of them to boost their analytics capabilities and harness predictive insights to deepen connections with their customers, anticipate their behaviors, and identify issues and opportunities in real time.[11]

[10] Net Promoter, Net Promoter Score and NPS are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc. All other trademarks are the property of their respective owners

[11] https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/prediction-the-future-of-cx

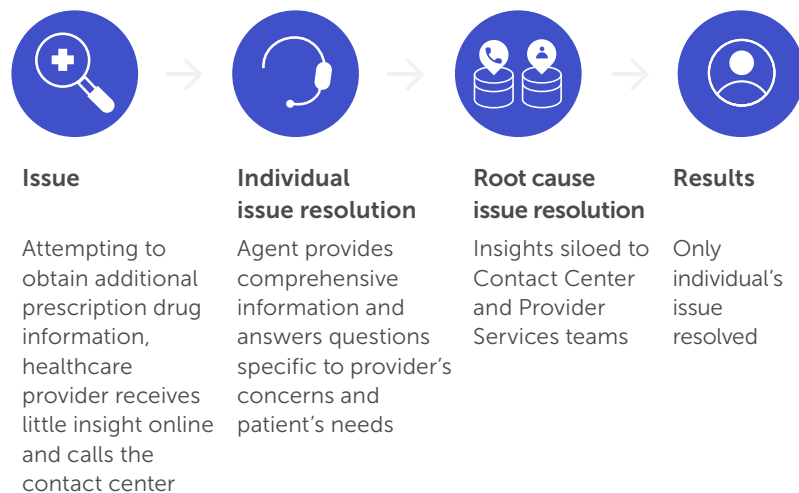# 01 Use case: Finding prescription drug information

Recurring issue:

Josefina, a healthcare provider new to the organization, goes online to find information about a drug that she wants to prescribe to one of her patients. Her patient's other prescription drugs may adversely interact with the new prescription, so Josefina needs clear-cut answers. Unable to find adequate information on the drug formulation and side effects, she calls the contact center for more clarity.

Individual issue resolution:

After waiting on hold for a few minutes, she is transferred to Gabe, a contact center agent, who helps Josefina by providing a more robust prescription profile of the requested drug. After a series of back-and-forth questions and fact-finding efforts, Josefina's issue is resolved and the insights from the incident remain within the contact center and Provider Services teams.

Traditional Approach

Issue	Individual issue resolution	Root cause issue resolution	Results
Attempting to obtain additional prescription drug information, healthcare provider receives little insight online and calls the contact center	Agent provides comprehensive information and answers questions specific to provider's concerns and patient's needs	Insights siloed to Contact Center and Provider Services teams	Only individual's issue resolved

Intervention and recurring issue resolution:

By sharing those insights with the Digital team, they are able to modify the information available about the prescription drug online, resulting in greater clarity for healthcare providers and patients. By analyzing all calls and surfacing real-time insights throughout the organization, they are able to expand troubleshooting for prescription drug inquiries through online formats that address provider and patient concerns and questions before they reach the contact center. They are also able to identify commonalities among inquiries that allow the organization to speak to specific, recurring topics that have previously led to contact center calls.

New Approach

Issue	Individual issue resolution	Root cause issue resolution	Results
Attempting to obtain additional prescription drug information, healthcare provider receives little insight online and calls the contact center	Agent answers provider's questions and submits ticket to review the accessibility and transparency of information available online for prescription drug	Using rapid transcription and AI analysis, the right teams are empowered with actionable insights	Resolved issue that led to contact center inquiries about the drug

02   # Use case: Clarifying patient's payments

Recurring issue:

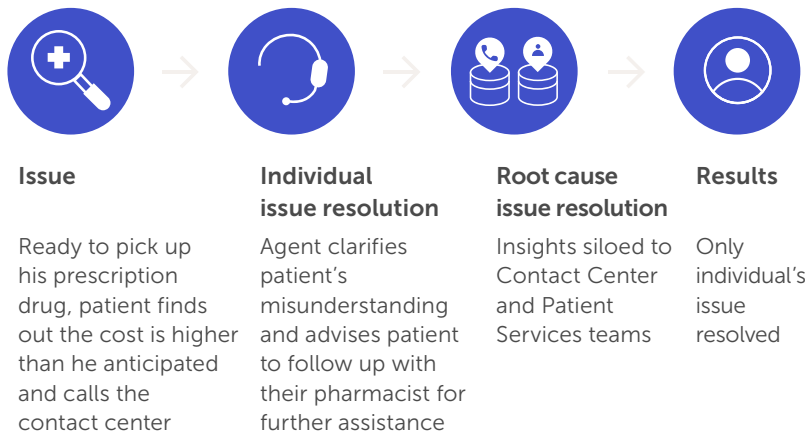Raj receives a call from his pharmacist saying that his prescription is ready for pickup. The pharmacist tells the patient the total cost of the prescription, and the amount is higher than Raj anticipated. Raj receives conflicting information from the pharmacist and his provider, so he calls the contact center for assistance.

Individual issue resolution:

Raj's call is transferred to Cynthia, a contact center agent in the Patient Services department of a pharmaceutical company. Cynthia discovers Raj misunderstood his share of the cost, which was 20% of the name-brand drug and not 20% of the generic version. Raj opts to move forward with the generic version and calls his pharmacist back to resubmit his prescription under these parameters. However, these insights are not distributed across the organization and misinformation continues to spark contact center calls from confused patients and unfulfilled prescriptions.
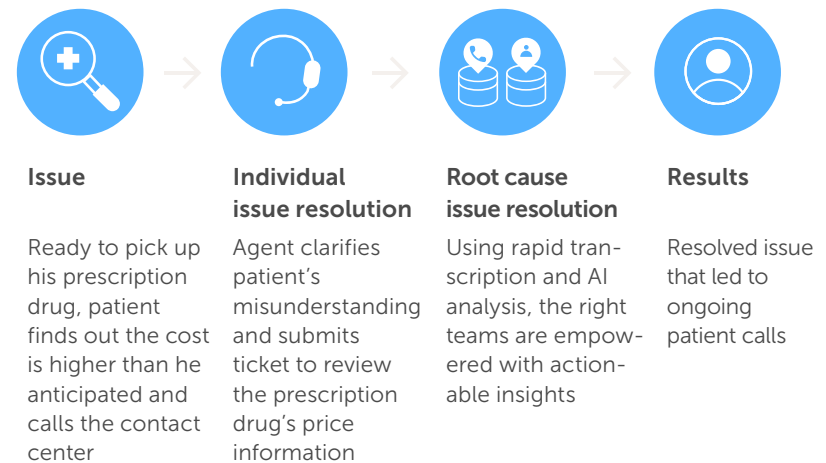
Traditional Approach

Issue	**Individual issue resolution**	**Root cause issue resolution**	**Results**
Ready to pick up his prescription drug, patient finds out the cost is higher than he anticipated and calls the contact center	Agent clarifies patient's misunderstanding and advises patient to follow up with their pharmacist for further assistance	Insights siloed to Contact Center and Patient Services teams	Only individual's issue resolved

Intervention and recurring issue resolution:

If these insights are shared with Contact Center and Patient Services teams, they can address any areas where the information may be unclear or could lead to confusion for patients and providers. By applying speech analytics to every call, pharmaceutical companies can identify the products that are causing the most inquiries and make adjustments to their assets to enhance patient comprehension.

New Approach

Issue	**Individual issue resolution**	**Root cause issue resolution**	**Results**
Ready to pick up his prescription drug, patient finds out the cost is higher than he anticipated and calls the contact center	Agent clarifies patient's misunderstanding and submits ticket to review the prescription drug's price information	Using rapid transcription and AI analysis, the right teams are empowered with actionable insights	Resolved issue that led to ongoing patient calls

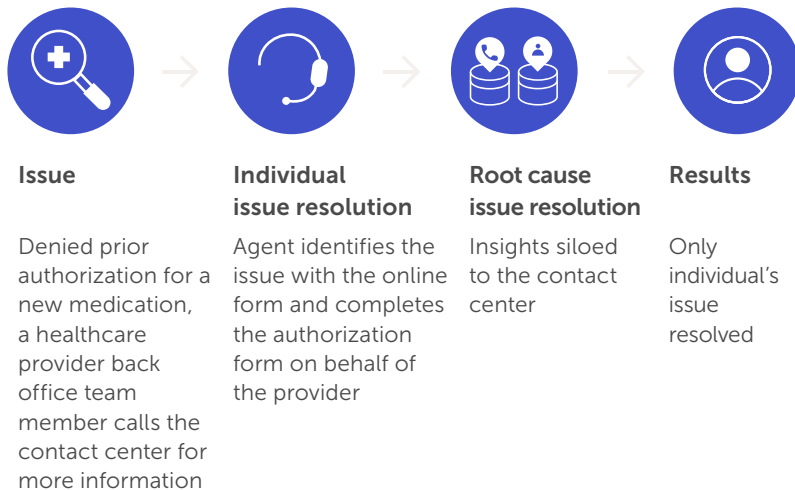**03** Use case: Verifying prior authorizations

Recurring issue:

Jamal, a back-office worker at a healthcare provider's office, is submitting a prior authorization form to a patient's insurance company. He receives an error that the patient's insurance information was not recognized so he calls into the contact center.

Individual issue resolution:

After being connected with the contact center, the agent, Mark, Jamal learns that the prior authorization was denied because the patient's circumstances warranted additional paperwork. Mark advises Jamal on the other forms to submit to the insurance company. The details of their conversation are captured but not shared beyond Mark's immediate team to make widespread improvements and drive down similar calls into the contact center.

Traditional Approach

Issue	Individual issue resolution	Root cause issue resolution	Results
Denied prior authorization for a new medication, a healthcare provider back office team member calls the contact center for more information	Agent identifies the issue with the online form and completes the authorization form on behalf of the provider	Insights siloed to the contact center	Only individual's issue resolved

Intervention and recurring issue resolution:

If these insights are shared with the Digital team, they could fix the issues that lead to the error message in the first place. Taking it one step further, by applying speech analytics to the conversation, they can provide resources for providers and patients who need to take additional steps to receive prior authorizations for drugs and treatments.

New Approach

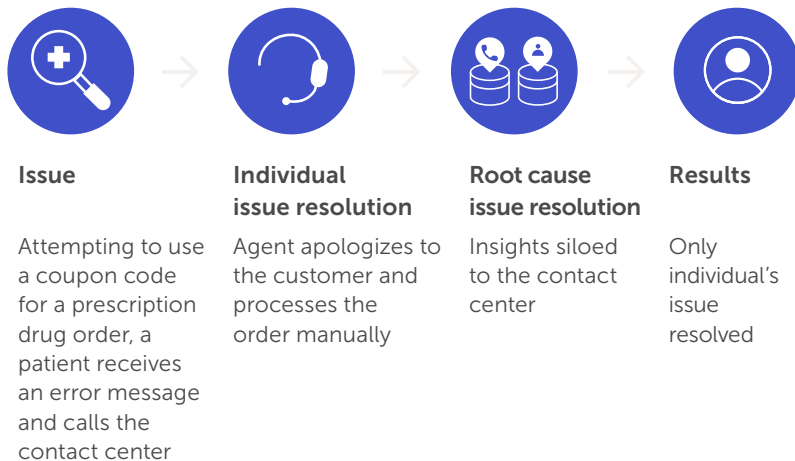| Issue	Individual issue resolution	Root cause issue resolution	Results
Denied prior authorization for a new medication, a healthcare provider back office team member calls the contact center for more information	Agent identifies the issue with the online form, completes the authorization, and notes this experience in the system	Using rapid transcription and AI analysis, the right teams are empowered with actionable insights	Resolved issue that led to recurring call volume

03 Use case: Coupon code error

Recurring issue:

Eileen is buying a new medication online and attempts to use a coupon to receive a discount. She receives an error message that her coupon code is incorrect. After reentering the information and receiving the same result, she calls the contact center.

Individual issue resolution:

She is connected to Xavier, the contact center agent, who helps Eileen troubleshoot her coupon code. Xavier shares with Eileen that the coupon code has expired and helps Eileen process the order over the phone. While Xavier captures their conversation in his file, those insights are not shared with the broader organization to fix the problem that is leading to coupon code errors, and thus increased call volume.
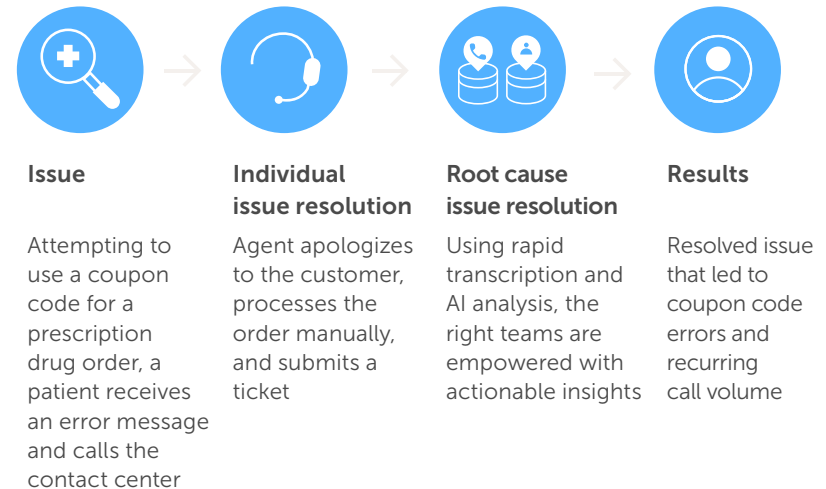
Traditional Approach

Issue

Attempting to use a coupon code for a prescription drug order, a patient receives an error message and calls the contact center

Individual issue resolution

Agent apologizes to the customer and processes the order manually

Root cause issue resolution

Insights siloed to the contact center

Results

Only individual's issue resolved

Intervention and recurring issue resolution:

If these insights are shared with the Digital team, they could help not only fix the coupon code error but have the data to identify if issues exist with other coupons that have not yet been used by patients. Using speech analytics, the product team could spot coupon code errors, circumvent future patient uses, and incorporate feedback into their future deployments.

New Approach

Issue

Attempting to use a coupon code for a prescription drug order, a patient receives an error message and calls the contact center

Individual issue resolution

Agent apologizes to the customer, processes the order manually, and submits a ticket

Root cause issue resolution

Using rapid transcription and AI analysis, the right teams are empowered with actionable insights

Results

Resolved issue that led to coupon code errors and recurring call volume

Conclusion

Delivering great patient and provider experiences requires surfacing actionable insights and enabling seamless collaboration between digital and contact center teams. The right foundation ensures organizations are listening to and delighting patients and providers across all channels.

It's critical now more than ever for brands to have a comprehensive view of the patient and provider journey. The Medallia platform enables companies to stay connected in real time and elevate the experience by embedding rich and intuitive listening tools seamlessly throughout the journey.

The Medallia platform is designed to make your contact center an epicenter for change.

Capture every interaction: Transcribe each call with high accuracy to capture a rich set of call metrics such as talk time, silence time, overtalk, and tone.

Intelligent analysis: Surface actionable insights from every call such as call reason, patient or provider effort, churn risk, and suggestions.

Widespread action: Enable the frontline to take immediate action with real-time insights and combine data from the contact center with cross-channel feedback to drive changes throughout the organization.

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On the identified and known problem level, we have to shift the mindset from First Call Resolution (FCR) to a No Call Revolution. Getting at the root and preventing the friction in the first place demands blurrier lines between departments and functions.

Rich Schwartz
Senior Solution Principal, Life Sciences
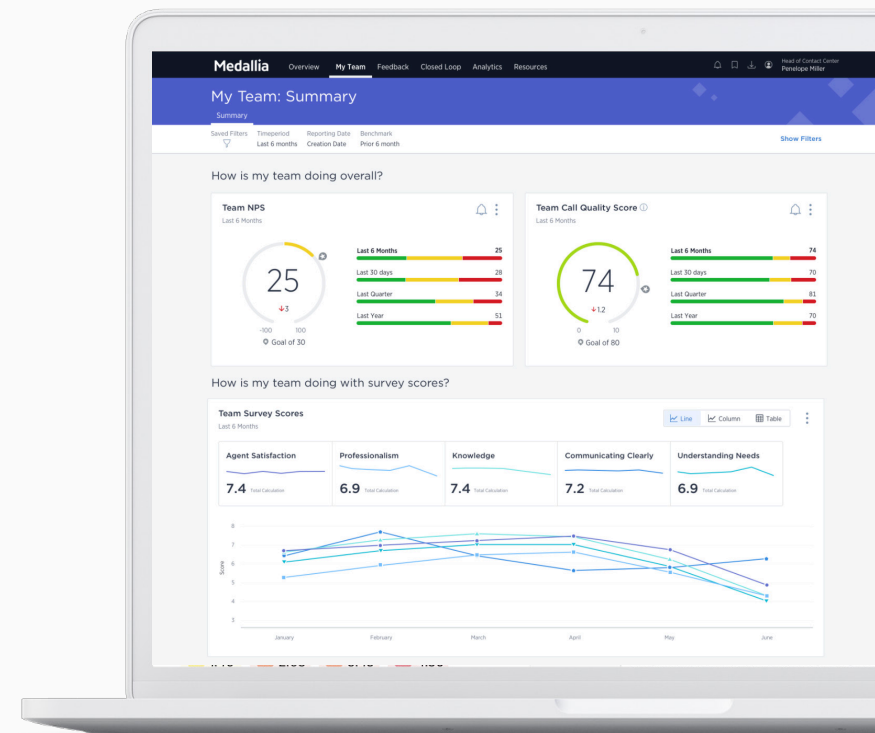
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Meet with a Medallia Expert →

About Medallia

Medallia is the pioneer and market leader in Experience Management. Medallia's award-winning SaaS platform, the Medallia Experience Cloud, leads the market in the understanding and management of experience for customers, employees and citizens. Medallia captures experience signals created on daily journeys in person, digital and IoT interactions and applies proprietary AI technology to reveal personalized and predictive insights that can drive action with tremendous business results. Using Medallia Experience Cloud, customers can reduce churn, turn detractors into promoters and buyers and create in-the-moment cross-sell and up-sell opportunities, providing clear and potent returns on investment. www.medallia.com

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