

# Digital Transformation in Healthcare

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Presenters	
	
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# What is Digital Transformation?

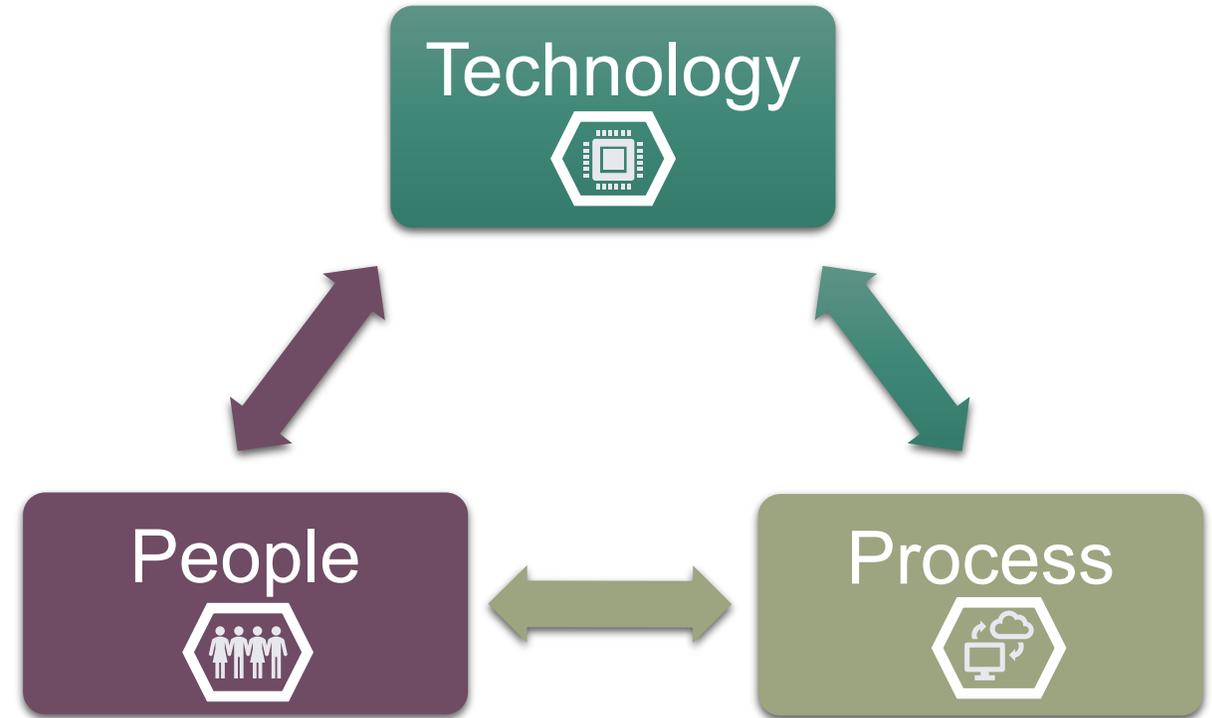
Adopting technology to accelerate business transformation and achieve goals

## How we think about digital transformation

The adoption of digital technologies to modernize processes with the intent of improving business outcomes

1. **Technologies:** technology selection, implementation, and management is central to any digital transformation effort
2. **Processes:** part and parcel to the technology is the process which the technology enables. Without process our technology is nothing
3. **Adoption:** adoption implies the human element of digital transformation. Transformation depends on people, how they navigate change, how they are upskilled to use the technology and, how their ideas for improvements are harvested, polished, and implemented

“Digital transformation” isn’t technology in a vacuum, but a confluence of process, people, and technology evolving together to realize improved business outcomes.



# Digital Transformation in Healthcare

Historically, the healthcare industry has lagged behind other industries when it comes to implementing digital strategies. Significant revenue losses and increased costs coming out of the pandemic has resulted in about half of U.S. hospitals finishing 2022 with negative operating margins. For many providers, digital transformation will be the key to long-term sustainability.

## COVID-19

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- The pandemic significantly disrupted the healthcare system. 7/10 patients deferred or cancelled treatments which affected revenue and patient engagement.
- People moved, changed jobs, and changed insurance. This disrupted the patient-provider relationship.

## On-Demand Healthcare

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- On-demand services and convenience has become ubiquitous across industries. This is driving patients to seek on-demand healthcare to accommodate their lifestyle and busy schedules.
- During the pandemic, consumers turned to new technology to cope with changes (telemedicine, self-service scheduling, digital payments).

## Healthcare Affordability

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- Hospital expenses increased 17.5% from 2019 – 2022 with reimbursement from private and government insurance unable to offset the costs. Main drivers of increased expenses are labor and supply chain.
- Providers are looking to digital transformation initiatives around automation and AI to streamline historically burdensome revenue cycle processes

# A Digital Transformation Genesis

## The right people asking the right questions



CEO

- Do we have a competitive advantage in the market?
- How do we improve the patient experience and increase loyalty while expanding our market share?
- How do we keep pace with our competitors?
- How do we make quicker decisions?



COO

- What investments are needed to run, grow, or transform our business?
- Are we using our people, process, & technology to their fullest potential?
- Are we operating efficiently & sustainably?



CFO

- How can we use data to make more informed financial decisions?
- How can we reduce spend redundancies and gross-to-net revenue leakage?
- Is it time to standardize our back-office functions?



CIO

- How can we refresh our aging technology?
- How does our patient's digital experience compare to our competitors?
- Where do we integrate intelligent technology (AI/ML) to maximize ROI?



CCO

- How secure are our systems & data?
- How do we address increasingly complex laws, regulations, and industry standards?
- How do we demonstrate we can protect our data & systems?



CDO

- How up-to-date & reliable is our data?
- To what extent does data inform the decisions our organization makes?
- How can we use AI & ML to improve business outcomes?

# Digital Transformation In Practice

Leveraging modern technologies to drive digital growth and efficiencies

## Challenges

### Revenue Realization & Reimbursement

- Revenue reduction due to cancelled or delayed services
- Reimbursement challenges and payer denials
- Services shifting to alternate care settings

### Improving Operational Efficiencies

- Cost & margin pressure
- Labor shortage, provider burnout, manual processes
- Adverse patient experience

### Enabling & Protecting the Business

- Lack of interoperability and data silos
- Sensitive data and security threats
- Evolving regulations

## Digital Transformation Response

### Meet the Patient Where They Are

- Leverage data & AI to anticipate patient needs
- Modernize customer engagement by implementing and/or upgrading patient portals, digital front doors, websites, apps, & outreach mechanisms
- Utilize virtual agents to engage & assist patients

### Digitize Business Processes

- Streamline & automate processes
- Modernized enterprise applications
- Utilize program management & change leadership best practices to improve project outcomes

### Build a Digital Backbone

- Modernize infrastructure to enable use of data analytics, artificial intelligence, & machine learning
- Comply with regulatory requirements
- Meet risk thresholds

## Outcomes

### Improved Revenue Realization & Reimbursement

- Maximize reimbursement through improved processes and denial prevention
- Improve patient experience and loyalty

### Reduced Operational Costs

- Reduce overhead
- Run leaner, more cost-effective, & better integrated systems
- Maximized benefit realization

### A Secure, Modern IT Environment

- Run the platforms necessary to drive digital growth & efficiencies
- Regulatory compliance
- Protection from internal & external threats

# Digital Transformation Solutions

Enabling and accelerating your business transformation with people, process, and technology solutions

**Strategize**  
and develop a clear transformation roadmap



## Digital Strategy and Innovation

Service Line Assessment | Strategy & Roadmap | "Art of the Possible" Workshop | Tech Evaluation & Selection

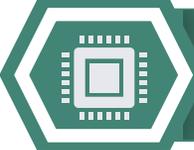
**Transform**  
core business and line of business functions



## Business Transformation

Digital Growth: Patient Engagement, Service Lines | Digital Efficiency: Ops, Rev Cycle, Supply Chain, Finance, HR | Digital Backbone: IT

**Enable**  
through technology solutions



## Technology

Business Application Modernization | Infrastructure | Cloud | Digital Workplace | Application Development | System Integration | Automation

**Enhance**  
decision making as a competitive advantage



## Data and Analytics

Strategy, Governance, & Management | Architecture & Transformation | Analytics, Science, AI & ML | Visualization and Dashboarding

**Lead**  
people through change and fully realize benefits



## People and Culture

Organizational Change Leadership | Innovation Culture Development | Program Management | Target Operating Model

**Protect**  
the business and mitigate risk



## Cyber, Risk, and Compliance

Cybersecurity | Third Party Risk Management | Regulatory Compliance | Risk Management | Business Continuity | Governance

# Digital Transformation Roadmap

## An end-to-end digital transformation journey

**Business Transformation:** Develop business transformation strategy and roadmap aligned with overall business goals and objectives, executing on business transformation initiatives to implement agile and customer-centric people, process and technology solutions to help our clients grow and unlock their competitive advantage.

### Phase 1

#### Assess current state & Establish a Digital Strategy

Assess current state to inform digital transformation readiness & strategy inputs:

- IT infrastructure
- Business applications
- Data capabilities
- Core business processes
- Compliance, cyber, & business continuity risks

Develop a digital transformation strategy & roadmap aligned with business goals & current state findings.

### Phase 2

#### Establish a Digital Transformation Program

Establish a digital transformation program to govern, manage, & execute transformation projects

- Define program structure, governance, & reporting cadence
- Scope transformation initiatives
- Engage project stakeholders & form project teams
- Define project success criteria & evaluation mechanisms

### Phase 3

#### Modernize your Digital Foundation

Remediate assessment findings & implement foundational programs & technology

- Modernize inadequate IT infrastructure
- Integrate enterprise systems in alignment with a master data management strategy
- Leverage technology to address compliance, security, & business continuity risks
- Upskill employees

### Phase 4

#### Drive Digital Growth & Digital Efficiencies

Capitalize on digital foundation to improve patient experience:

- Leverage data analytics to improve throughput and anticipate patient need
- Modernize & personalize the customer experience with mobile apps & AI

Leverage digital foundation to drive efficiencies:

- Maximize rev cycle efficiency with automation, AI, & ML
- Modernize EHR and other applications
- Employ data analytics to make better business decisions

### Phase 5

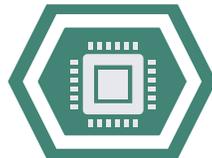
#### Continuously improve with a Digital Transformation CoE

Realize future benefits from new opportunities with a digital transformation center of excellence

- Identify digital opportunities
- Evaluate business impacts
- Prioritize efforts
- Execute initiatives

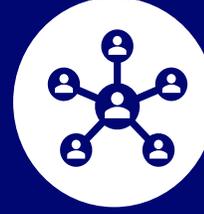
Embed digital literacy into the employee experience

- More fully realize benefits by managing change across the organization
- Invest in employee digital dexterity & upskilling



# Your Health IT Strategic Guiding Principles

Your Health IT defined the following guiding principles to serve as guardrails to inform and shape the organizations decision-making related to information technology goals, objectives, strategies and investments intended.

					
<b>Available</b> Your Health Information Services must be <b>highly available</b> and resilient to support our mission	<b>Flexible</b> Your Health Information Services must be <b>flexible to changes in patient needs</b> , clinical care practices, operations, and other services we provide to our patients and communities.	<b>Evaluated</b> Your Health Information Services must be <b>evaluated, selected and implemented based on established best practices</b> , policies, procedures, standards and guidelines.	<b>Secure</b> Your Health Information Services must be secure and deployed to <b>maintain the confidentiality, availability, and integrity</b> of our constituent's data.	<b>Sustainable</b> Your Health Information <b>Services must be sustainable, aligned with the capabilities of our technology and the core competencies of our staff.</b>	<b>Bold</b> Your Health Information Services must be bold in thinking and <b>challenging the status quo</b> , yet confident in the investments and long-term success.
<i>Facilitates design principles to be incorporated into products and services delivered to the enterprise.</i>	<i>Allows for standardization of enterprise systems and economies of scale, while providing flexibility.</i>	<i>Ensures the guiding systems and structure cater to business needs and are compatible with progress.</i>	<i>Provides for enterprise-wide strategic coordination, shared decision-making, and aligned stakeholder communication.</i>	<i>Allows for IT staff to be successful in delivering quality services while building expertise and value.</i>	<i>Allows for employees and IT staff to question the statement, "this is how things have always been done".</i>

Your Health's principles should be used to maintain consistency in decisions, resolution of conflicts, and the setting of priorities.

# Your Health IT Core Values

Your Health business leadership and IT defined the following core values to serve as the fundamentals that guide the individuals and the IT organization. These represent the values that will shape the way we think, act and make decisions in our professional responsibilities as Your Health IT staff.

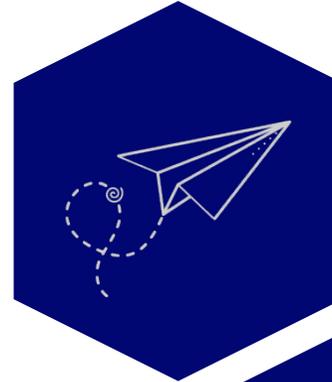
## Awareness

Understanding the organization's systems, processes, and policies, as well as the impact of IT on patient care.



## Innovation

The introduction of new and improved solutions that can enhance the quality of patient care and operational efficiency.



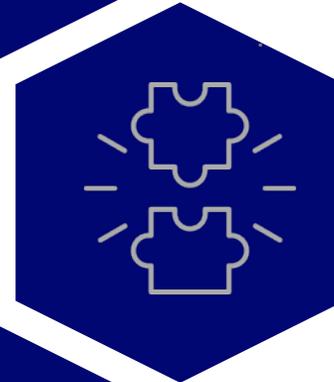
## Accountability

We are individually and as a team accountable to our stakeholder communities



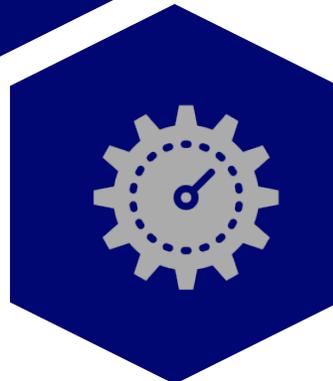
## Resourcefulness

The ability to find creative and effective solutions to problems, even in situations with limited resources.



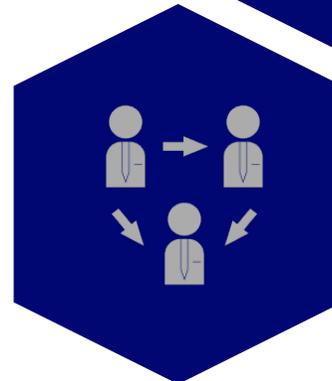
## Efficiency

To achieve results in a timely and cost-effective manner, maximizing the use of available resources.



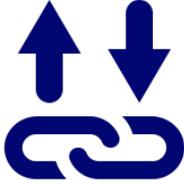
## Teamwork

The ability of individuals to work effectively together towards a shared objective, leveraging each other's strengths and supporting each other's weaknesses.



# Your Health Strategic Themes

The following strategic themes represent the most critical and desired results for the planning and investment in Your Health IT initiatives over the coming years. These strategic themes are long-term, inclusive goals Your Health Information Services has identified to support and fulfill its mission and vision.



**Standardize People,  
Process &  
Technology**



**Stabilize Systems  
and Infrastructure**



**Proactively Manage  
Information Risks**



**Innovate, Automate,  
Optimize, &  
Transform**

Your Health's IT strategic themes place an emphasis on the standardization and integration of Your Health business processes and systems, managing and remediating risk, legacy technical debt and initiating digital transformation within the organization over a period of 5 years.

# Your Health Strategic Objectives

Your Health's IT strategic objectives align with specific, measurable, achievable, relevant, and time-bound initiatives Your Health IT has identified. These will provide the IT organization with further direction, focus to drive assurances investments align with the same strategy and objectives of the overall Your Health organization. The following tables identify the linkages between the strategic goals and the objectives



## Integrate & Standardize People, Process & Technology



Consolidate **cross enterprise systems** within 2 years.



Acclimate and **Your Staff to technical and business change.**



Measure and maintain **high customer service ratings.**



Invest in all employee's **job enabling education** and training needs.



## Stabilize Systems and Infrastructure



**Refresh servers, networks** and other aging infrastructure.



Further **evaluate existing systems** and their long term fit for the organization.



## Proactively Manage Information Risks



Safeguard the **confidentiality, integrity and availability** of Your Health's Information assets.



Understand and **measure the organizations information security posture**



Implement **Technical, Physical and Administrative Controls**



## Innovate, Automate, Optimize, & Transform



Transform our **patient and constituent experience** through technology.



Migrate business **capabilities to the cloud.**



Apply **intelligent automation solutions** to optimize the organization.



Transform the way our employee community obtains, **interacts with, and manages information and data.**

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