conexia

MIT MANAGEMENT SLOAN SCHOOL

Project Objective and Approach

Company Overview
Conexia is an intelligent health information services company born from a vision to deliver integral solutions connecting all relevant stakeholders - the payers, the providers and the patients

Project Overview

1 • **Phase 1:** To drive physician adoption of its **new product**, Prestador, Conexia is seeking help with developing a **communication plan** to market to physicians (single doctor clinics)

2 • **Phase 2:** For its **existing product**, Conexia is seeking to **improve the user experience** and develop **new indicators** to communicate to customers

Our Approach

• **Phase 1:** Remote research analysis for Prestador
  – Literature review of marketing strategies and communication plans
  – Case studies of digital health companies' best practices
  – Performed off-site
• **Phase 2:** Onsite research and interviews for existing product
  – Understand existing product and user experience
  – Initial background understanding performed off-site
  – Analysis performed onsite
• **Final Deliverables:** Recommendation development
  – Phase 1 delivered in December
  – Phase 2 delivered in January

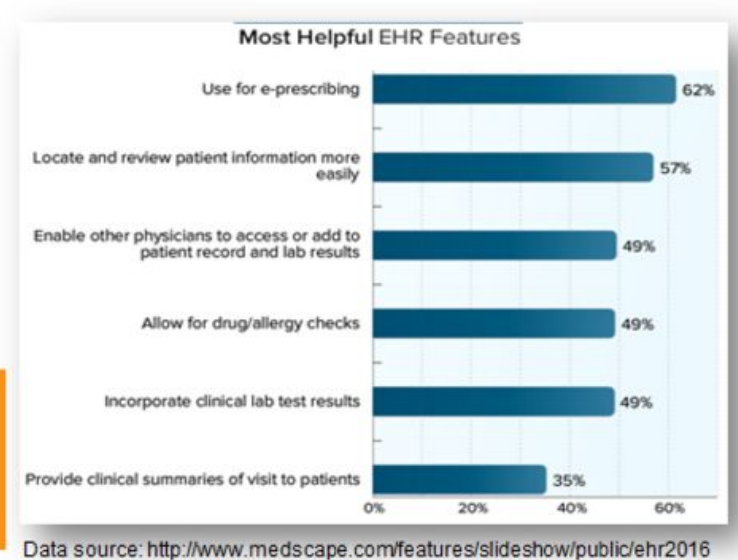## Recommendations

Phase 1

Minimum Viable Product Recommendations

Secondary Research on Provider Scheduling Systems
• Popular standalone provider scheduling systems provide easy or convenient integration with Google or Microsoft calendars. For example: Optum Physician Schedule Manager –the most popular system- integrates with outlook and provides appointment visibility on the same handheld devices the provider uses for non-clinical schedules.

• Providers value EHR features much more than a scheduling system – Validated by Medscape study 2016 surveying over 15K Physicians.

Prominent EHR Features
• E-prescribing
• Locate and review patient information
• Drug/Allergy checks and enabling other physicians to access patient records

> Takeaway for Conexia: Just a scheduling system might not meet 'Minimum Viable Product' requirements

Most Helpful EHR Features

Feature	%
Use for e-prescribing	62%
Locate and review patient information more easily	57%
Enable other physicians to access or add to patient record and lab results	49%
Allow for drug/allergy checks	49%
Incorporate clinical lab test results	49%
Provide clinical summaries of visit to patients	35%

Data source: http://www.medscape.com/features/slideshow/public/ehr/2016

New Product Communication Plan

Case Studies & Key Takeaways

Case Study 1: doximity
• "LinkedIn for medical professionals", the largest and fastest growing social network with 60% of all US physicians as registered users
• Go-to-market strategy: leveraging the power of partnerships and advocates
  – Sponsor the Best Hospitals ranking
  – Residency Navigator, ranking medical residency programs

Case Study 2: Care360
• Cloud-based physician and hospital IT solution, ranked #1 among clinic practices of two to five physicians
• Develop relationships with key customers and industry influencers
• Communication plan:
  – Case Studies
  – Demonstrations
  – Webinars on Demand
  – Client Testimonials

Key Takeaways
• Find partner and advocates that has broad access and heavy influence on physicians
• Product demonstration and face-to-face interaction works better than any other marketing material

Phase 2

Strategic
Organizational
Operational
Technical

• Internally **prioritize** key providers

• Strengthen **collaboration** between Delivery Team and GSU on training, info sharing, and ticket tracking
• Introduce **KPIs** that improve provider satisfaction and service efficiency
• Build a **feedback culture** and **knowledge sharing** mechanism

• Introduce real-time **feedback process** after calls to evaluate Help Desk agent performance

• **Upgrade CRM**, connect CRM with call management tool, client implementation solution system, and payers

Key Recommendation	2017												2018											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Provider Prioritization							~1 year																	
Internal Collaboration			~3 months																					
KPI Development & Enforcement			~3 months (depends on inputs of provider prioritization																					
Feedback Culture Building					On-going																			
Provider, Payer Feedback Collection					Depends on system upgrade																			
CRM System Upgrade					~2 years (depends on developer's capacity)																			

conexia

conexia

Nuestros Valores
Contribuir al éxito de nuestros clientes
Buscar la excelencia
Respetar y confiar
Disfrutar

Sheila Chheda, Anusha Paliwal, Ronnie Sun, Bill Zhang | G-Lab 2016 | Buenos Aires, Argentina