Matthew Collier:

I'm sensitive to the perceived challenge and the very real challenge of what it takes to actually truly go consumer because it is not a marketing campaign. It's not a systems development. It is a holistic transformation of the organization and the way it engages with its community. And that means you need to put the patient first, which is a shift in your organizational mindset because for most hospitals – if we're honest – it's about the physician being first. And we need to pivot that.

Secondarily, you need the tools in place to be able to engage them. Remember that patient's expectations for their engagement with a provider now are informed more by the experiences with Amazon and Google than they are with their last provider visit so that means you need to go digital too. You need to meet the patients where they are. And so embedding digital across the spectrum of your activities and engagement is critical.

But it can't end there. The journey towards digital has to also be internally driven and process oriented. The reason why is if all you do is the sexy piece, which is create a good an interesting UI with your patient, that is going to dramatically increase the number of activities and interactions the organization has. And if internally you're still operating the old way, you're going to absolutely lock up your organization with far too many requests to be processed. So it has to go hand in glove.
Then you move into the other area of your staff, where there is a full cultural and organization shift that needs to be undergone in order to help your nurses, your doctors, all of your administrative staff to engage with the patients in a very new way – engage with them as consumers – to shift their office hours if they're a hospital or a doctor, not to be accommodating their schedule but to be accommodating the schedule that the patient wants. These are challenging steps to take, and for those that take it, immensely valuable.