



RENOWN HEALTH:

Design of improved experience boosts engagement with seniors

Accenture helped Renown Health focus on personalized customer-experience quality in the 65-plus market, which fueled enrollment gains in Medicare Advantage and Senior Care Plus programs.



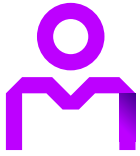
Summary

Senior executives at Renown Health and its insurance arm Hometown Health, both based in Reno, Nevada, wanted deeper insight into the wants and needs of a growing number of senior citizens. Each day 10,000 baby boomers in the United States turn 65,¹ and Northern Nevada is attracting a growing number of retirees.

Prior to a Medicare open-enrollment period, Renown sought Accenture's help in gaining a deeper understanding of local residents' perceptions related to health insurance and provider preferences in order to attract more seniors. Applying lessons learned about the shifting 'senior' around digital, health service use and insurance supported deeper customer experience design based on persona types. Integrating analytics and team design sessions led to a detailed experience design for an unusual group that is unlike prior seniors. The executives and teams asked pointed questions to identify key qualities that area seniors valued, and matched that to Renown Health and Hometown Health's excellent services.

A detailed approach to persona based seniors and older adults provided insights and design based work about more in-depth ways to appeal to and engage seniors residing in the large, 17 county-region served by Renown. The customer design process supported a targeted campaign, which helped boost enrollment—up 12.5 percent in Hometown Health and 7 percent in Senior Care Plus—and strengthened engagement with senior citizens in the Reno region.

¹ <http://www.pewresearch.org/fact-tank/2010/12/29/baby-boomers-retire/>



CLIENT PROFILE

As Northern Nevada's healthcare leader, Renown Health is Reno's only not-for-profit, locally owned health system. More than 7,000 nurses, doctors and care providers work at Renown hospitals, urgent-care centers, lab services, x-ray and imaging facilities. In addition to delivering a full range of medical services for people of all age groups in 17 counties, Renown operates Nevada's largest not-for-profit insurance company, named Hometown Health. The health system is well known for offering innovative services to residents.



CHALLENGE

Executives of Renown Health and its insurance arm Hometown Health sought deeper ways to understand and engage senior citizens in Northern Nevada. Reno is an American city experiencing an influx of older adults, estimated at more than 15,000 people annually, including baby boomers from California seeking retirement in a lower-cost location.

Hometown Health offers a Medicare Advantage plan, the highest-rated such plan in the state of Nevada, with a 4.5-star rating (out of 5) from the Centers for Medicare and Medicaid. It also offers supplemental insurance, sometimes referred to as Medigap.

Ty Windfeldt, Chief Executive Officer of Hometown Health, sees an opportunity to attract hundreds, if not thousands, of new customers. However, greater insight into the region's senior population was needed. Given limited internal resources, Renown called on Accenture to help in a tight time frame prior to an upcoming open-enrollment period for Medicare.



SOLUTION

To help Renown win more customers, the project team needed to determine what prospects wanted in terms of health insurance and medical services. "Before we start any marketing campaign, we start by asking questions such as what does the research tell us and who are we targeting?" explained Suzanne Hendery, Vice President and Chief Marketing Officer, Renown Health.

Linda MacCracken, Senior Principal with Accenture Health, teamed with the Renown Health and Hometown Health executives to structure a project that brought in customer profiles from digital engagement research and lifestyle data points to create personas and their behaviors, lifestyle trends and preferences. These personas were then linked to community based activity centers and locations.

Seniors' interests and activity levels vary widely, and the success of a health organization's marketing, sales and services depend on being responsive to these differences. Personas differed based on digital habits, activity and priority levels. These insights helped to fuel an efficient and effective marketing plan.

Marketing relies increasingly on digital technologies, such as websites and social media, which requires collaboration between information technology (IT) and marketing teams. Ron Fuschillo, Vice President and Chief Information Officer, has been involved in aligning his IT group closely to serve the needs of the business. Hendery explains: “We need collaboration between coders in IT and folks who understand consumer technology, convenience and friendliness, as well as the marketing user experience, innovation and graphic design.”

Compared to stereotypes, seniors are more mobile and tech-savvy than many people think:

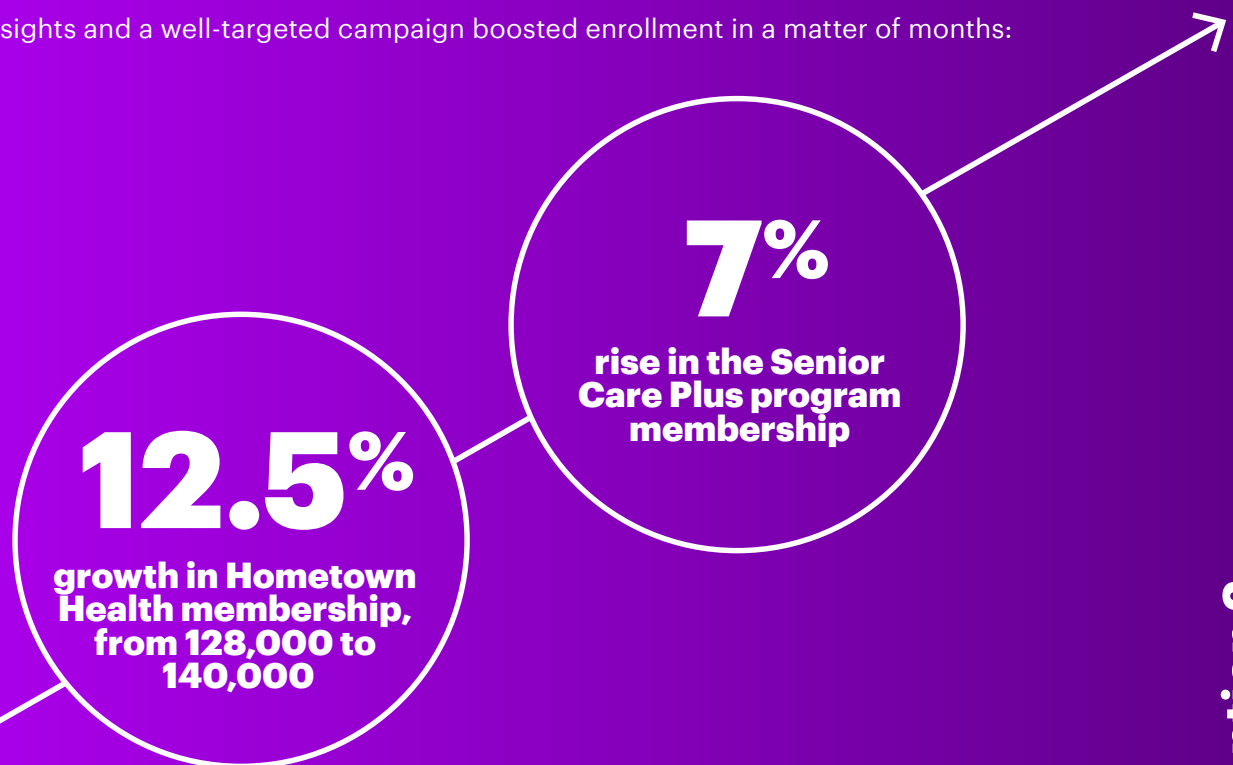
81² percent say technology is a part of their daily life, and 56³ percent would use a health-technology platform if recommended by their physician. While a growing percentage of seniors are digitally savvy, however, many also crave in-person interactions.

To build engagement with potential customers, Renown periodically offers free seminars on “The ABCs of Medicare.” In addition, Hometown Health recently opened a new customer-centric facility, where volunteers warmly greet seniors and help them sort through complex Medicare options.

Results

Renown Health was able to develop a more robust plan for senior engagement, and created a marketing plan with messages designed to resonate while Hometown Health simplified insurance-policy language, pairing phrases and photographs that appealed to seniors living in Northern Nevada.

Marketing insights and a well-targeted campaign boosted enrollment in a matter of months:



² Accenture Research

³ Accenture Research

“We are pleased with the results and doubt we could have gotten there without a detailed prospect database, which was effective in terms of personalization,” Windfeldt said. Customer segmentation will have a “significant impact on our outreach going forward,” he added.

Close collaboration between marketing and IT was a key to achieving results in a short time. “The data is a treasure trove,” Fuschillo explains. “When you have good, accurate data, you can put resources around it and accomplish a great deal in a short period of time.” MacCracken added, “Ron’s team is a fast moving efficient and effective team, so it was a pleasure to collaborate with them.

What Hendery appreciated about working with Accenture was “having a database of leading

practices, knowledge of high-value customers in each of our counties and regions, and having them segmented,” she said. “Now we know exactly who we are targeting and why.”

Hometown Health relied on senior insights to market its Medicare Advantage plans, and Renown Health is now leveraging the database for insights on how to improve customer engagement in other segments served by this growing healthcare organization.

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