



Third Edition

# Customer Voices in Healthcare Report

The Rise of Customer-Centricity  
Across Healthcare



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## Letter From Our CEO

OCTOBER 2022

We've heard these terms with more frequency and urgency. *Digital transformation. Frictionless experience. AI automation. Self-service portals. Real-time insights.*

This year was no exception. We continue to see a rush of digital solution implementation across healthcare with the hope and belief that doing so will build positive, convenient, customer-centric experiences. But are these solutions yielding the results healthcare is striving for (and that customers actually want)? Based on the millions of customer voices heard this year, our data suggests healthcare is focusing on the idea of customer centricity (and therefore the core theme for this year's Customer Voices Report).

There is amazing innovation happening across healthcare and tools (like conversational intelligence AI) are being built to help improve and enhance customer experiences.

However, there's a catch – we're seeing implementation of digital solutions without proper R&D and clarity on the problem organizations are trying to solve.

What I've heard is customers want self-service *if it works*. If not, they simply want to connect to a human

who can help them navigate to a workable solution. Customer centricity means understanding how customers are being helped (or where they're getting stuck), listening to understand what is needed, then designing a solution that works to meet those needs.

It's both a mindset shift and a reminder that customer experience is about connecting with your customers. And that means investing in helping humans understand humans. Investing in connecting with your customers and employees to deploy a truly customer-centric experience that is strategic, goal-oriented, and results-driven.

We have the amazing opportunity to work side-by-side with incredible teams striving to do just that, and this year's report highlights how taking steps to listen can have a profound impact in building a customer-centric organization.



Amy Brown  
Founder & CEO, Authenticx



# There’s a Shift Happening in Healthcare

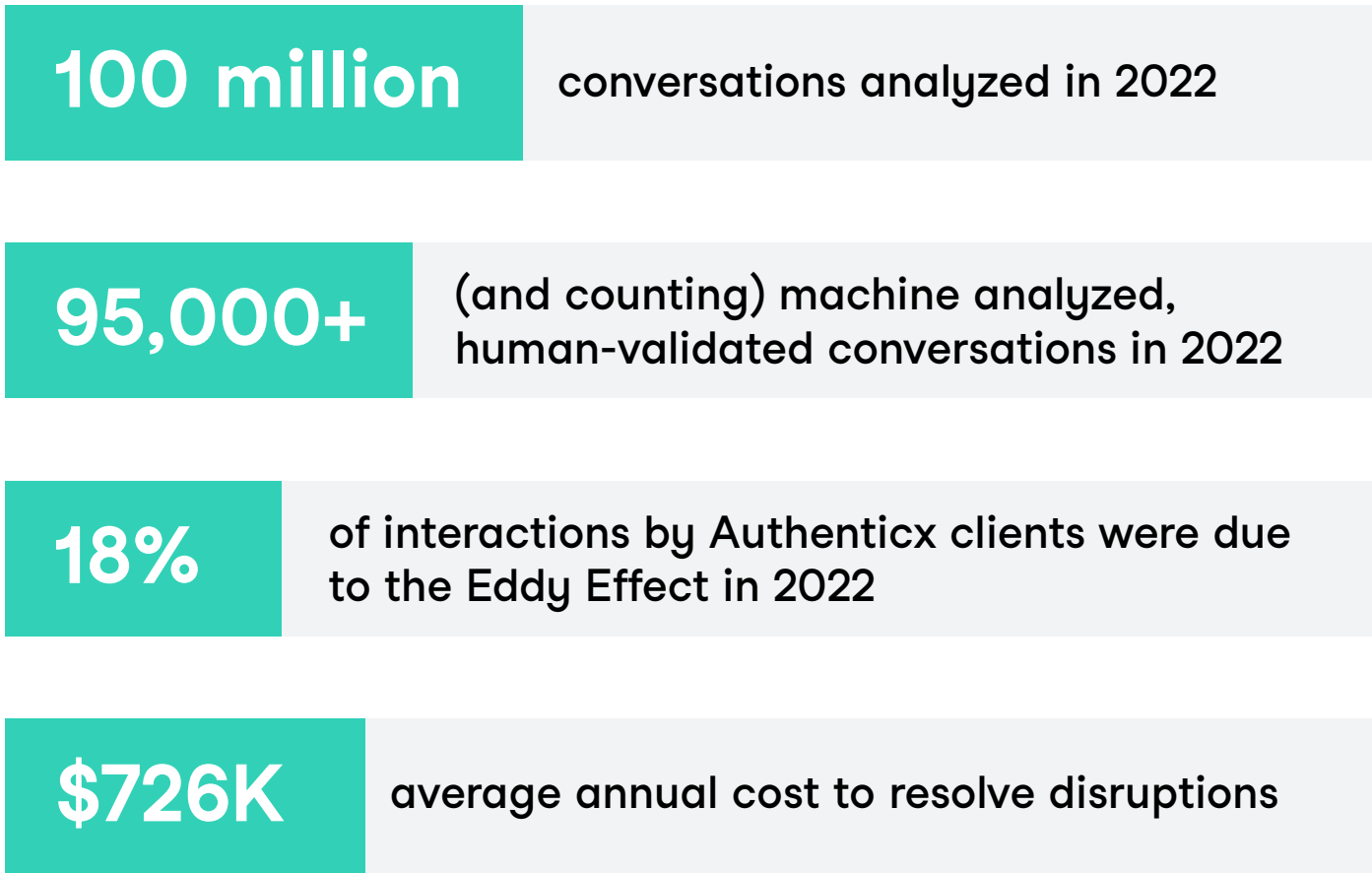
Consumers are ill-equipped to effectively navigate between their provider, insurance, and pharmacy. This contributes to business attrition and churn, but more critically, consumers are getting stuck at the expense of their own personal health and well-being.

And they’re telling you why. Daily, customers are sharing barriers, motivators, and frustrations in their interactions with your brand and your team. But too often these insights lie hidden and dormant in conversational data.

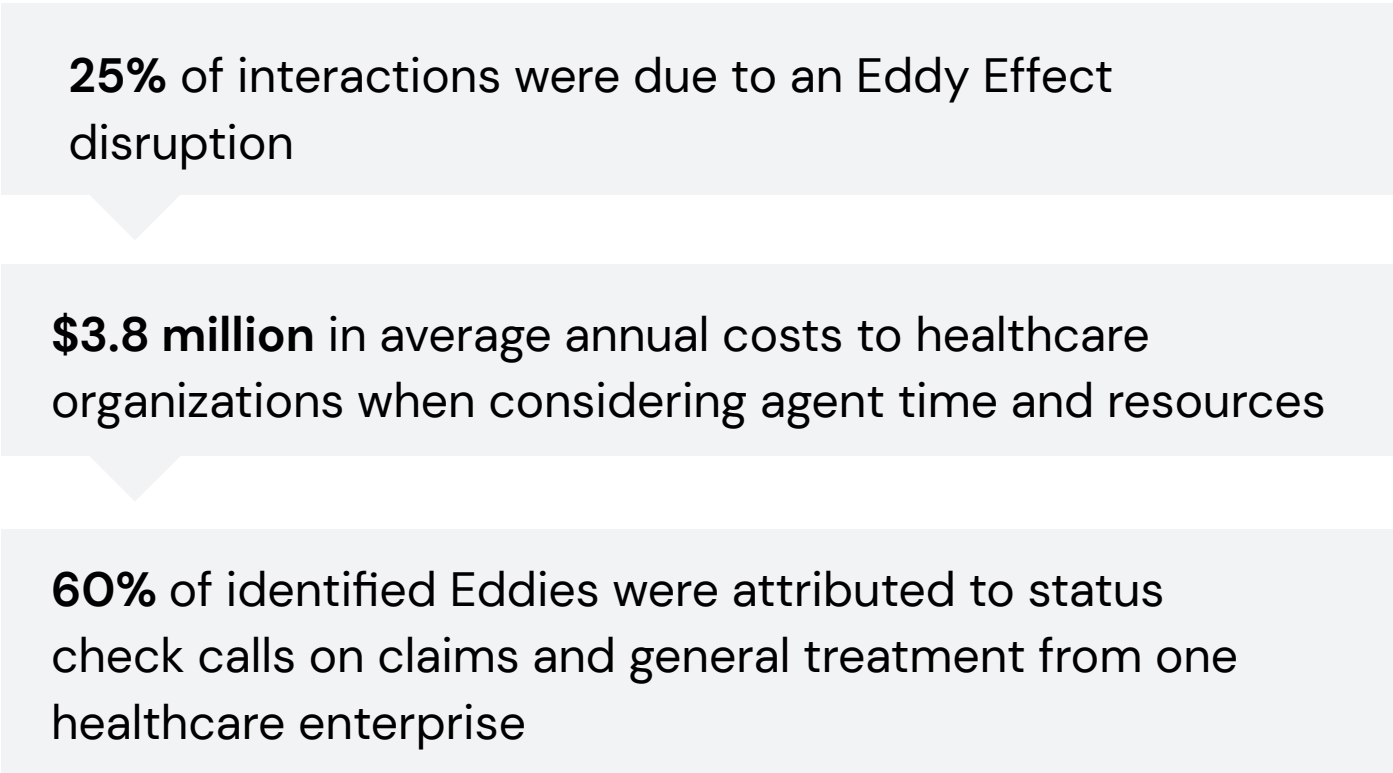
There’s a shift occurring as healthcare leaders see how conversations provide enormous value with nuance, context, and greater depth than more traditional feedback sources (such as surveys, NPS, etc.) to better understand their customers’ wants and needs. Artificial intelligence (AI) innovation, in particular, is providing opportunities to access more conversation data.

Listening to everyday conversations matters now more than ever. Healthcare leaders can no longer afford to ignore clues customers are sharing in order to deliver customer service with empathy, flexibility, and clear problem-solving solutions.

In this third edition, we break down what it means to develop and build a truly customer-centric experience in today’s healthcare environment leveraging Authenticx data. Trends were derived from millions of customer interactions Authenticx analyzed on behalf of our clients.



Last year we highlighted the prevalence of customer disruption using Authenticx data across all arms of healthcare: providers, payers, and life sciences. [Learn more about the Eddy Effect™ here.](#)



Authenticx clients investing in customer-centricity saw a decrease in customer disruption and costs associated with those disruptions this year. Note the average Eddy Effect and cost decreases from 2021 to 2022.

# What Does it Mean to Be Customer-Centric?

Customer centricity has seen tremendous growth as organizations have more channels and more ways to access these channels of information about their customers. There's a greater ability to have focus placed on the individual as data provides more precise insights. This brings more convenience and ease of access to customers (rather than simply what's convenient for the brand).

**A digital transformation study reported 72% of respondents said customer centricity had become a higher priority since COVID-19.** [Source: McKinsey]

We are seeing a transition, particularly in contact centers, from a transactional to customer-centric approach as agents connect with patients, caregivers, health advocates, parents, and more.

A customer-centric approach requires deep understanding and knowledge about customer expectations and perceptions so employees and organizations can be aligned across the business – from the contact center to marketing to product operations to the executive suite.

What tech is helping organizations be customer-centric?

- Self-service hubs or digital access
- Chat bots and texting services
- AI and conversational intelligence
- Conversational data analysis
- Predictive analytics

**Customer-centric means thinking of the customer as a whole person. This is a proactive organizational approach to deliver a personalized experience for customers that seeks to find solutions for their identified need (rather than a one-size-fits-all approach).**

It's important to recognize customer-centricity is not just about meeting customer's needs and expectations. It's about training and equipping employees to find success and feel empowered to support your customers by being a part of an organization that is investing in tools and processes that enable a customer-first mentality.

## In healthcare, customer-centricity looks like:

- Understanding healthcare needs are unique to the individual patient
- Focusing on the best course of action for positive health outcomes and treatment plan
- Leading with empathy and keeping the customer at the heart of the conversation
- Recognizing the increased competition and choice customers have for insurer, provider, and life sciences
- Building digital ecosystems that encourage self-service and other automation
- Channels of communication that foster a connection in navigating a complicated health system
- Artificial intelligence and predictive analytics to analyze trends and anticipate disruptions

# Your Customers are Stuck (and Frustrated)

Understanding the raw, unsolicited frustrations your customers are facing is a critical way to prompt meaningful change. The industry presumes that consumers are already educated about the business of healthcare. But they're not. These challenges have an impact on individuals receiving healthcare they need.

Understanding where people are getting stuck and facing ongoing confusion allows organizations to identify and fix the root cause of these frustrations. From the millions of customer voices gathered this year, Authenticx surfaced the following challenges facing patients this year across all facets of healthcare: provider, payer, and pharmaceutical.




**Customer-Centricity for Patients Includes:**

- Identifying and tackling disruptions in the customer journey
- Investing in self-service tools (and monitoring them for success)
- Enhanced personalization on individual care plans

**Top Disruptive Themes Identified in 2022 (We call this the Eddy Effect)**

1. Failure to receive anticipated information: call backs, mail, e-mail, faxes
2. Caller stuck between two or more healthcare entities (e.g., provider and insurance; insurance and pharmacy; pharmacy and pharmaceutical)
3. Perceptions of conflicting information from different sources
4. Failure to receive status updates
5. Delays with required documentation: prior authorizations, forms, applications
6. Confusion about terminology, forms, processes, or procedures

**Impact of Customer Disruption**

	Additional time and effort from the caregiver/ patient
	Delayed giving or receiving healthcare (treatment, therapy, medication, appointment, etc.)
	Additional time from the agent/organization

**Real Customer Voices**



**Agent:** “So I see we have you an emergency fill prescription today, can you clarify your question?”



**Patient:** “I was told I needed to call some numbers into my doctor for the medicine...”



**Agent:** “Actually those numbers are for your pharmacy for the copay card.”



**Patient:** “So I need to take this information to the pharmacy ... Now see somebody there at your office told me different.”



1 in 5 customer interactions indicated an Eddy Effect in 2022

# Balance Employee Needs and Customer Expectations

It's important to recognize customer interactions are bi-directional and employees are an equally critical part of the equation.

**25% of healthcare workers report wanting to leave the healthcare profession entirely.** [Source: USA Today & Ipsos]

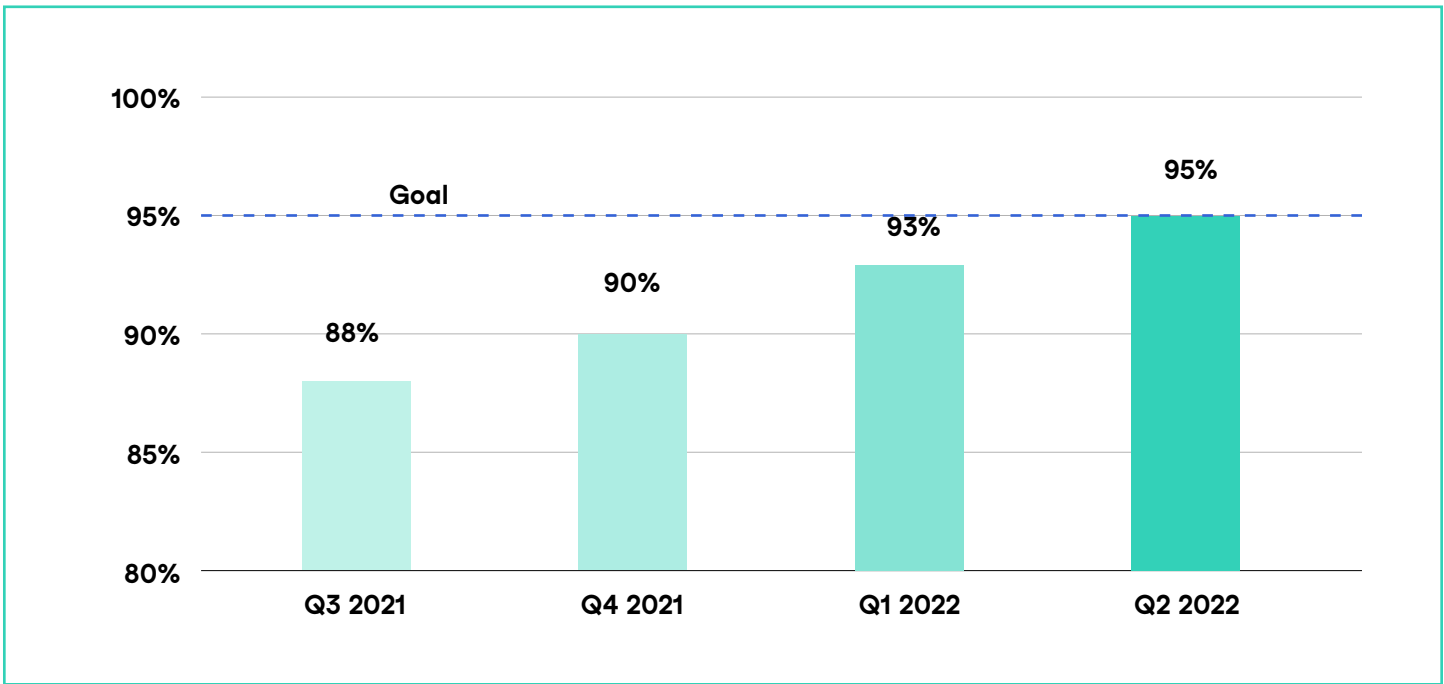
As leaders consider customer experience strategy, it's important to balance their employees' mental health vs. performance needs to combat burnout, attrition, absenteeism, lower engagement, and poor customer service.

**Customer-Centricity for Employees Includes:**

- Understanding why long wait times are happening
- Investing in coaching and training to improve FCR and agent effectiveness
- Leveraging conversational intelligence to listen at scale
- Sharing wins and gratitude on how employees and staff are making a difference
- Providing respite and emotional mental health care for employees

**Reaching for Customer-Centricity in Healthcare**

A life science enterprise wanted to transition their contact centers from a transactional approach to more patient-centric approach. Calls were evaluated for metrics such as takes accountability, demonstrates perspective, and proactively listens.



Insights found patients are grateful when:

- They know clear next steps to take
- They feel equipped with the right numbers and required documents
- Agents proactively intervene, such as calling on their behalf or website walk-throughs

**Real Customer Voices**



“Oh, it was that simple.” *Navigating online patient portal*



“Thank you for helping me with that and for sending the request to my doctor.” *Handling a prior authorization request*



“[Agent] was fabulous. She was very articulate, she was very friendly, knowledgeable, and simply answered my questions.” *Call inquiring about savings program*



“I really appreciate you talking this over with me. Thank you for listening to my life story.” *Answering general questions about Medicare enrollment*

# Leverage Data to Transform Your Organization

Data is often the biggest challenge when it comes to knowing who your customers are and understanding what they want. In many organizations, data is unorganized, siloed, duplicated, or frankly, a mess.

Recalibrating your listening strategy to include both sides of the customer conversation can be an effective way to better understand how to serve your employees and customers.

**People-related activities reinforce culture to actualize large-scale change. Organizations that tackle them properly increase their odds of a successful transformation by 30-79%** [Source: McKinsey]

**Customer-Centricity for Organizations Includes:**

- Investing in training and employee engagement programs
- Strategically leveraging automation and auto-scoring tools to help monitor and assess performance
- Improving ROI with a more comprehensive picture of customer needs and wants
- Improving resource management regarding time and resources

**Authenticx KPIs and Metrics**

See ways Authenticx provides our clients with metrics and trends to promote customer-centricity:

**Top Performing Quality Score Metrics in 2022**

- Represents Brand
- Avoids Defensiveness
- Takes Accountability

**Highest Sentiment Presence in 2022**

- Confusion
- Gratitude

**Eddy Effect Metrics**

- Top Causes & Impact
- Resolution
- Cost Estimate

**Lowest Performing Quality Score Metrics in 2022**

- Maintains Professionalism
- First Impression
- Vocal Fillers

**Lowest Sentiment Presence in 2022**

- Relief
- Frustration

**Interaction Metrics**

- Type of communication
- Who is communicating
- Length of communication

**Top Conversation Topics Heard in 2022**

-  BENEFITS/CARE COORDINATION
-  PATIENT ASSISTANCE PROGRAM
-  PATIENT SUPPORT CALLS
-  QUESTIONS ABOUT BENEFITS
-  PAYMENTS & BILLING
-  PRESCRIPTION REFILL
-  APPOINTMENT INQUIRY
-  CHECK CLAIM STATUS

# Take Action

A true customer-centric approach supports employees, and ultimately, the organization. Investing in rich insights from customer thoughts, feelings, and perceptions is a missed opportunity to build a bridge between customer conversations and other strategic opportunities. That begins with listening. Listening allows organizations to understand context and clarity around the customer journey.

**Identified Healthcare Trends Informing Customer Centricity:**

- Ongoing evolution in understanding how customers are getting stuck in between healthcare verticals and how that is preventing care
- Ongoing monitoring on how patient portals are being discussed and utilized in an effort to reduce confusion and call volume
- Drilling down on specific reasons for delays in care: from prescriptions and refills to scheduling constraints to insurance coverage

**Best Practices for a Customer-Centric Approach**

Consider the following actions Authenticx clients employed this year to shift towards customer-centricity.

Evaluate	Listen or read transcripts to understand the immersive experience of what’s going on in interactions.
AI Automation	Deploy human capital and listening technology to monitor all conversations at a large scale for trends, themes, and feedback (check out this <a href="#">case study example</a> ).
Data-Storytelling	Present data in a compelling way to influence change—storytelling is one compelling example. With a balance of head and heart stories can create an immersive, memorable experience.
Recognize Team Impact	Shine a bright light on outstanding work being done, motivate teams, and build a sense of connection with the customer.
Unearth Coaching Opportunities	Conversations can show the challenges employees are facing in their roles across the organization and give insight on ways to provide coaching, feedback, support, and encouragement from one another.
Simply Listen	Listening directly to the audio provides opportunities to pick up on expressions of stress or identify specific complaints customers and employees are vocalizing.

## In Summary

THERE'S A SHIFT HAPPENING IN  
HEALTHCARE

WHAT DOES IT MEAN TO BE  
CUSTOMER-CENTRIC?

YOUR CUSTOMERS ARE STUCK  
(AND FRUSTRATED)

BALANCE EMPLOYEE NEEDS AND  
CUSTOMER EXPECTATIONS

LEVERAGE DATA TO TRANSFORM  
YOUR ORGANIZATION

TAKE ACTION

### Don't Forget Your 'Why'

Two fundamental characteristics separate average customer experiences from exceptional ones: accountability and authenticity. That means to deliver an excellent customer experience, healthcare organizations need to ensure all voices are being heard.

This report highlights how customer centricity is more than just implementing new technology—true customer centricity calls for culture change that empowers employees and equips organizations to best serve their customers. This calls for strategic vision, comprehensive insights, and metrics to measure the value these changes bring.

# Connect with Customers and Employees to Build a Customer-Centric Experience

We are on a mission to help humans understand humans. Authenticx was founded to analyze and activate customer interaction data at scale.

Our goal is simple: we help healthcare organizations uncover hidden insights from customer interactions that take place every day. We'll help you combine existing customer interactions across contact centers (calls, texts, chats, emails, and more) into one place so you can identify threats and opportunities for your organization.

If you're looking for a way to truly listen and see what's locked inside your customer interactions, Authenticx can help.

CONVERSATION SPEECH ANALYTICS

MACHINE LEARNING AND AI

QUALITATIVE INSIGHTS

HUMAN ANALYST EVALUATION

[Learn More about Authenticx →](#)

