



# Successful Cross-Industry Collaboration: Creating Health Behavior Change with Digital Tools

QUIRK'S EVENT BROOKLYN  
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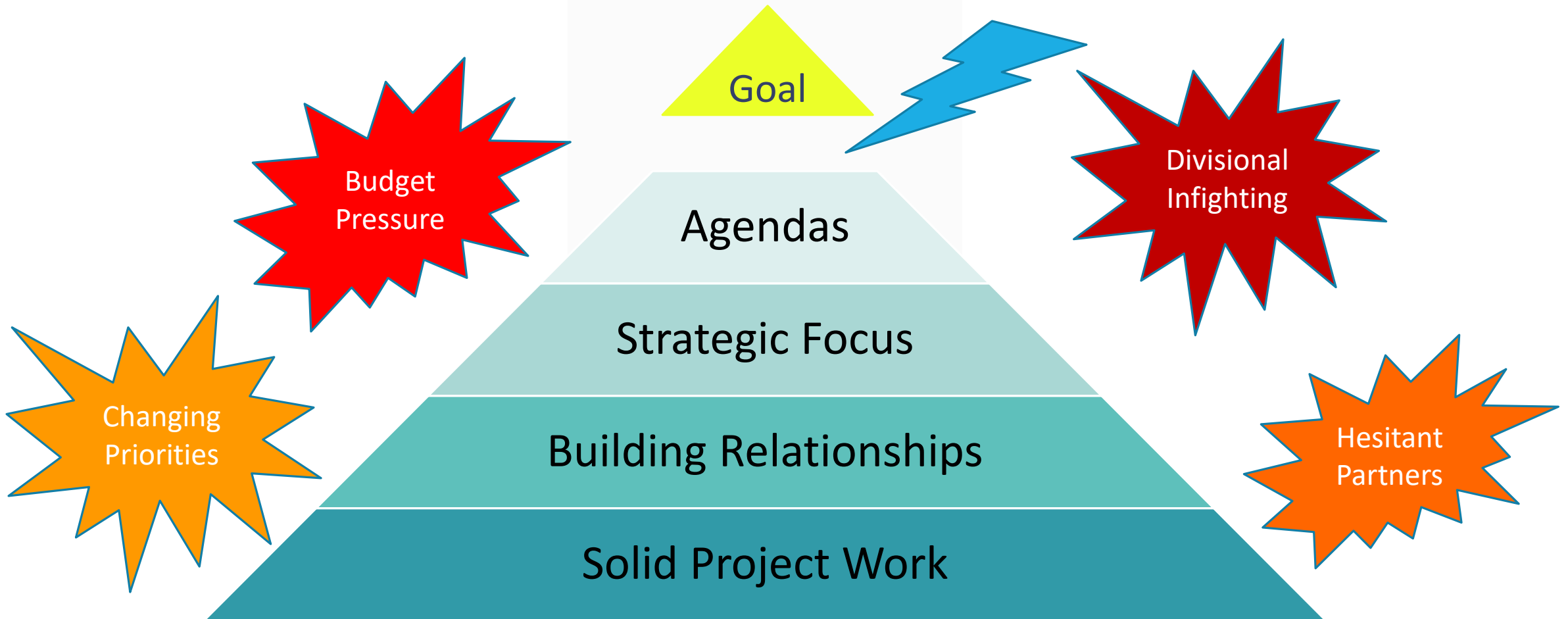
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# Agenda

- Obstacles & seeds of success
- Member engagement extension opportunity emerges
- Research methods for digital health and behavior change
- Additional resources and techniques
- Shared findings and insights
- Lessons learned

# Collaboration: Obstacles & Opportunity

- Unattained ideal



# What is the Digital Healthcare Collaborative?

Partnership involving  
non-competing  
industry leading  
companies



We focus on the future of patient/population experiences and engagement, solving for the next 2 years

## Thought leadership

- Thought leaders on experience strategy and design
- Challenge the assumptions
- Share new paradigms

## Collaboration

- Accomplish more when collaborating
- Work with other talented people in other companies
- Innovation process: discover, define, and demonstrate how new solutions can be created

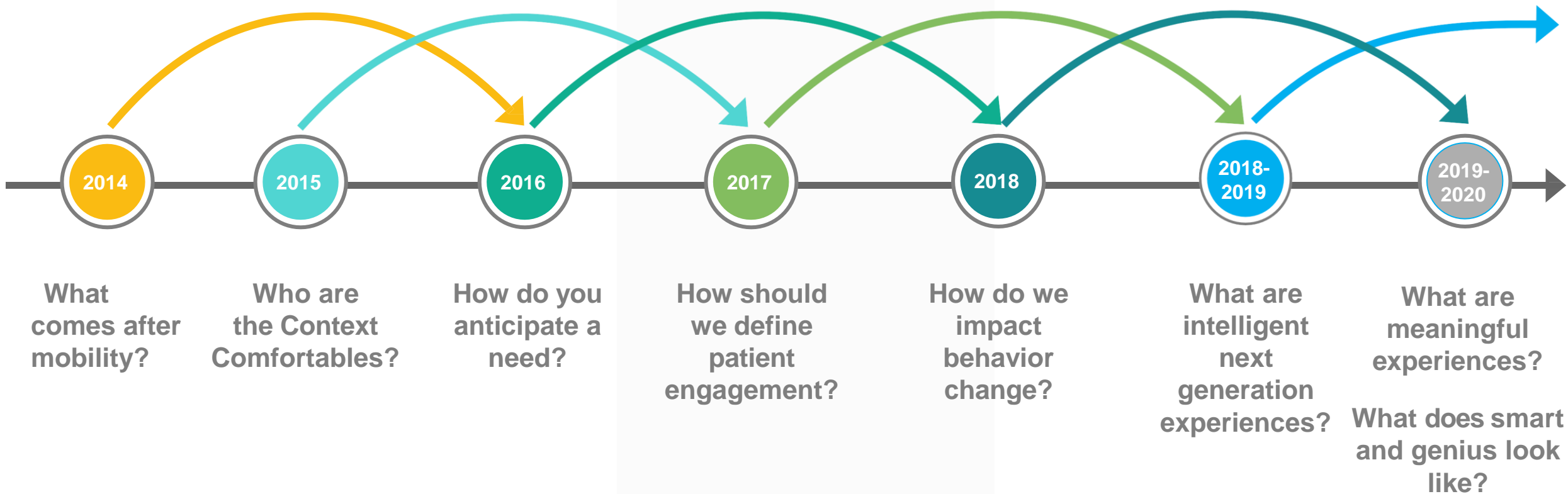
## Consumer research

- Large (1,100+) consumer sample
- Ethnographic research (2)
- Co-creation research (2)
- Large quantitative study

# Natural Continuation of Consumer Digital Collaborative

Consumer Collaborative Begins in 2014

Healthcare Collaborative Begins in 2017



Evolution of key focus questions

# Solve for Strategic Charter & Organization-Specific Scenarios

## One big challenge

Each Collaborative starts with a focus.

### *Our current challenge:*

What Does “Stupid, Dumb, Smart & Genius” Look Like In Health Care

## Three Charter questions

Members of the Collaborative create three primary objectives each year:

### **2019-20 charter questions**

- Using [data to provide engagement](#) including transparency, incentives, emotional and behavioral data, [sharing of insights with patients](#), role of data in context and decision making and how to be proactive and predictive.
- The [future patient journey](#) and how to create leapfrog experiences. This includes key moments and the spaces in-between for acute, chronic and wellness journeys.
- [Individualization](#) for healthcare including controls, context and measurement.

## Ten company-specific scenarios

Each member company creates a scenario challenge. We use research to solve the challenge.

### **2019-20 SCENARIO CHALLENGE**

What does a genius community health system look like as part of their health environment of the future?

# Past Charter Questions

1

2

3

2017

How do we increase current and future **personal health engagement** (and reengagement)?

Define what **patient engagement** looks like from the patient's point of view

Identify the **principles of digital health tools that increase adoption**

2018

How do you create and sustain **meaningful behavioral change** for patients/populations?

How do you to keep individuals **engaged for longer** periods of time **through data driven** experiences?

What is the **perceived value** that patients get **from digital** and digitally supported experiences?

2019

How can we apply 'what's the **job to be done**' and **modes to improve healthcare** decision-making?

How can a **patient story framework** be applied to our efforts to engage and support behavior change?

How could we **use AI, IA, virtual reality** and other techniques to better support and empower individuals?

# Example Organization Scenarios

How can digital be used before and after the appointment to create more empowered visits by the patient?

What does a proactive member digital concierge service look like?

What does the virtual visit of the future look like?

What is the right patient and caregiver experience for remote monitoring of condition?



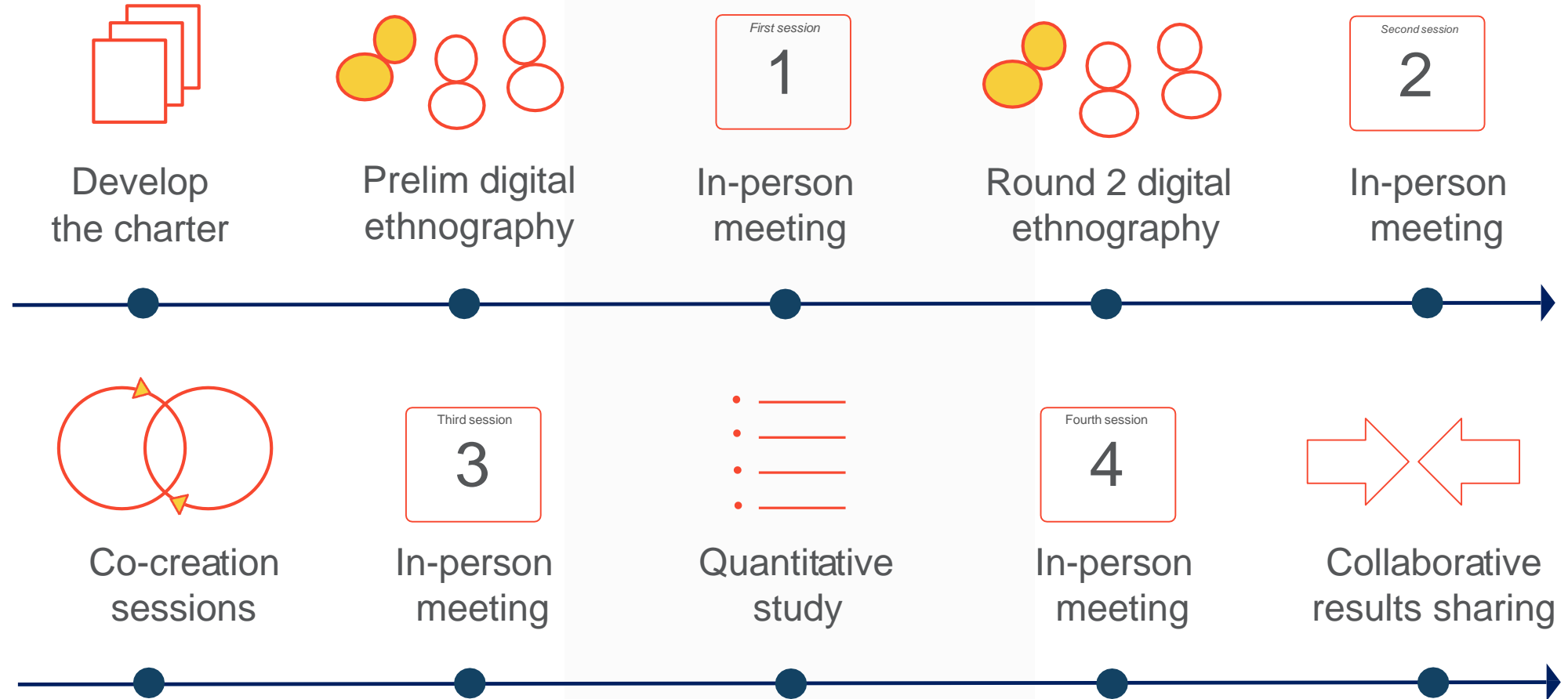
How can digital best be used to improve the dosing experience?

What is the right information and tools to help members choose a provider when care is needed and how do we create outreach that is valued by our members?

How can a smart product and a community of patient data be used to provide warnings of impending condition attacks? What would encourage users to share data?



# Yearlong Program Drives Shared Insight & Innovation



**The quantitative study is the culmination of each year's research focus**

# Consumer Trends Impact Healthcare

Rapid advancement in consumer technologies impacts expectations for patient engagement in healthcare



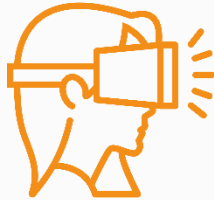
## Ultra Convenient

- Digital intermediaries
- Home assistants
- Available anytime
- Apps/chatbots
- Telehealth, remote monitoring
- Home lab tests



## Intelligent & Personalized Engagements

- Contextual search
- Personalized experiences
- CRM-informed
- Conversational UI
- Personal Concierges



## Immersive Experiences

- IoHT
- Growth of video streaming
- AR/VR interactions
- Patient influencers
- Patient communities



## Consumers Push Boundaries

- Co-created content & research
- Citizen scientists
- Crowd-sourcing
- Crowd-funding
- Open marketplaces
- Participatory health



## New Players & Rules

- FAANG
- Consumer tech companies
- Digital startups
- Patient collectives
- Platform Orientation
- APIs/FHIR

**Consumers expect healthcare to work like the rest of their lives: convenient, connected, engaging and effective**

# Ethnography Portion Dives Deep into People's Lives



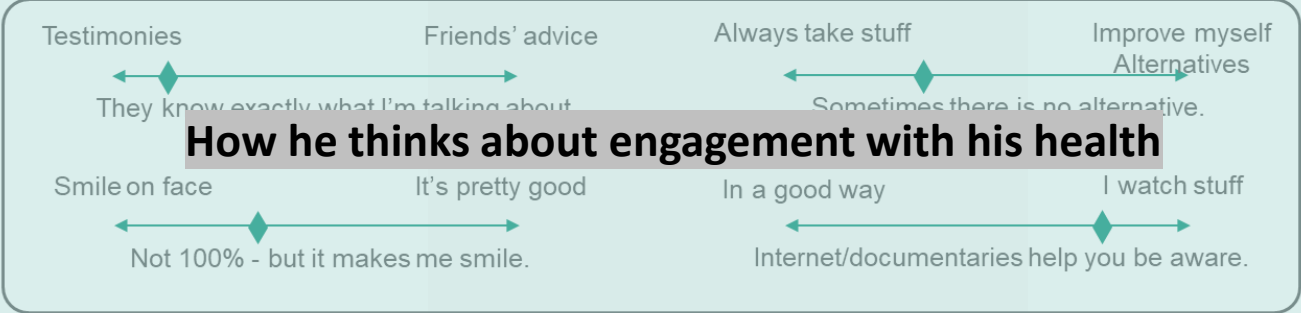
# Ethnographic Research Instruments - Example

## KENNETH – ASTHMA



Kenneth has only been dealing with Asthma for about 2 years. Before this he never had a chronic condition. He is grateful that he has no mental health problems.

Which is more . . .



*I'd describe my health as a 7. Just minor problems. No mental problems.*

*I'm motivated when something slows down. My leg hurts; I fix it.*

**About him**

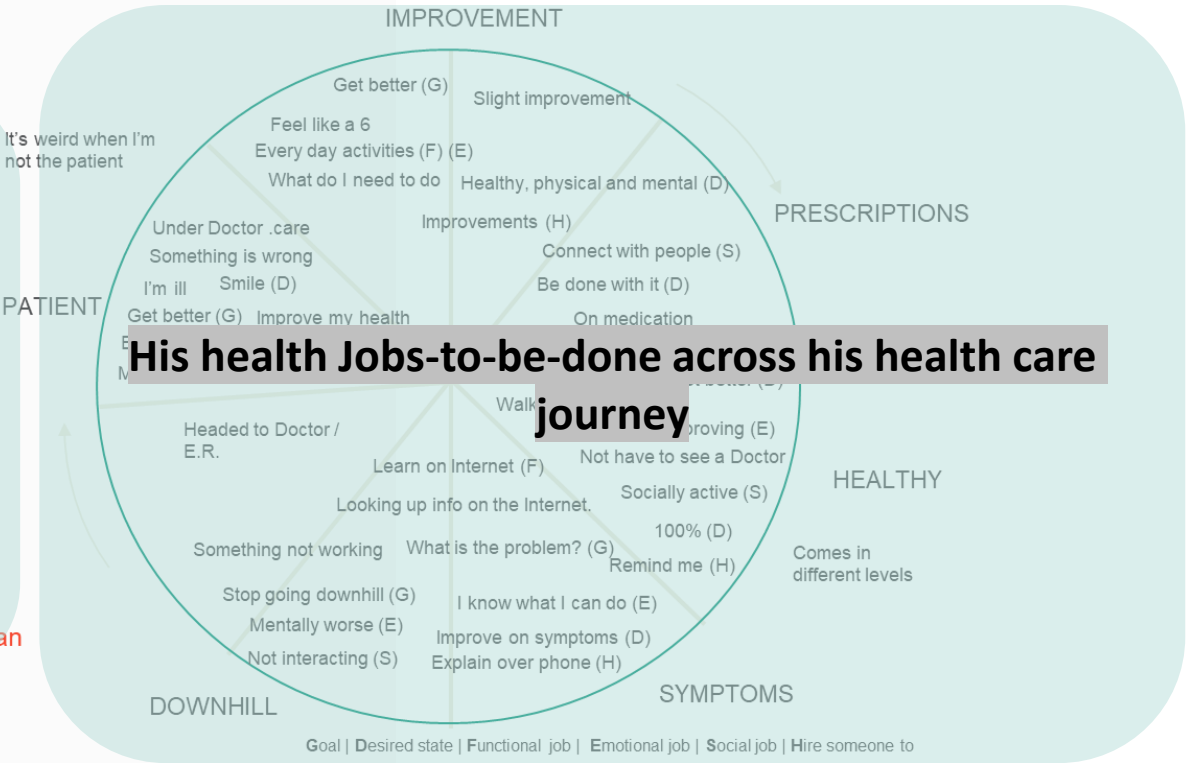
Age	65-69
Gender	Male
Race	White
Education	College
Employment	P/T
Income	50-75K

### KEY WORDS

	Sick	Healthy	Chronic	Worried
Feel	Pain, age, ailments	Smile	Need to improve self	Worried in a good way
Engaged	Talk to	Things going well	Not taking stuff	I watch stuff/read stuff
Probe Deeper	Testimonies	You're happy	No solution	Documentaries

**How he describes engagement with his health in different scenarios**

*Kenneth is interested in alternative solutions for asthma. He wants to improve his condition rather than just treat it.*





# Patient Co-Creation Phase

## DESIGN YOUR OWN AI :: NIGHT TWO EXAMPLE

**IDEA**  
Celebrate progress on small goals  
Helps you accomplish and celebrate your small, everyday goals so you are able to eventually dominate your bigger goals. The AI assistant is there with you all along the way, sending daily reminders and motivations.

**WHAT IT GUIDES**  
In-the-moment help based on location, time of day, and history. It provides reminders to help you stay on track and educational tips so you can make better decisions in the future.

**WHAT IT ENABLES**  
Assists you in recognizing the small goals so you are motivated to keep working towards the big goals.

**WHAT IT CONSTANTLY LEARNS**  
• Habits  
• What motivates you  
• How much you can handle at once

**Self-Talk motivator**  
You are prompted to recognize your successes and to think positively about what you have accomplished.

Guides your thinking so that positive thoughts and mindfulness can keep you motivated. Reduces stress about the bigger goals by celebrating the small ones.

Greater self-awareness the track you creates a positive experience and confidence along the way.

**HEALTHCARE COLLABORATIVE**  
© Stone Mantel

## IMPORTANT DESIGN REQUIREMENTS

**Elements Of Success**

- Voice Activation
- Custom Education
- Timely Reminders

Reminders were an important part of support to the participants. They wanted to customize the intensity and frequency of the reminders. They also wanted to be able to turn them off.

## SUPPORT FOR MEDICATION ADHERANCE

Your doctor has prescribed medication for your immunological disease, but you struggle to take your medication as prescribed. Review your spent time thinking about this technology, what does next generation technology look like for you? Describe what would be useful for you.

**KEY RECOMMENDATIONS**  
Understand context by integrating patients' personal calendar and learning from their habits/modes. This way you can provide them with the most relevant reminders. Use voice as an option for all the patient support features, including education, reminders, and future-self results. Test how patients engage with voice features vs. other forms of communication, alerts and reminders. Explore integrating technologies that could help the patients not only know and be told their future-self results, but be shown their results using images or video.

**Intensity of Reminders**  
I only receive relevant reminders. I am in charge of setting up my own preferences for the frequency and intensity of the reminders (e.g., caregiver, etc.) and if the reminders are too frequent, the back-up support.

**See Future-Self Results**  
I am motivated if I can see the term implications if I am shown where I could be prescribed.

**Informed**  
I am often confused about what my health and condition is. I want to be voice activated and linked to my phone.

**THE SOLUTION: Empowered Health Program**  
Objective: Provide the patient with tools to improve their conversations with their doctors and help ignite the patient with inner fire they need to feel empowered.

**THE APP WILL COLLECT:**  
Family history, personal current meds, and reliable options about the future.

## FAVORITE DASHBOARD FEATURES

Shirone wants to upload photos on her dashboard to be used as motivation.

Sade points out the most important features to include: ideal range, trending data, preferences and goals.

your results today  
your results yesterday  
your results last 30 days

Daily results  
Improvements  
Wonderful job doing...

20 more pts needed for \$10 discount

Shawnta includes the ability to compare day over day.

## INTERACTIVE HEALTH MONITORING SUPPORT JOURNEY

Participants felt that support between healthcare visits was important, especially during the cold winter months. Both patients and caregivers appreciated predictive alerts and the involvement of the next generation.

Changes and slow engagement over time felt like a Bluetooth monitor on the skin.

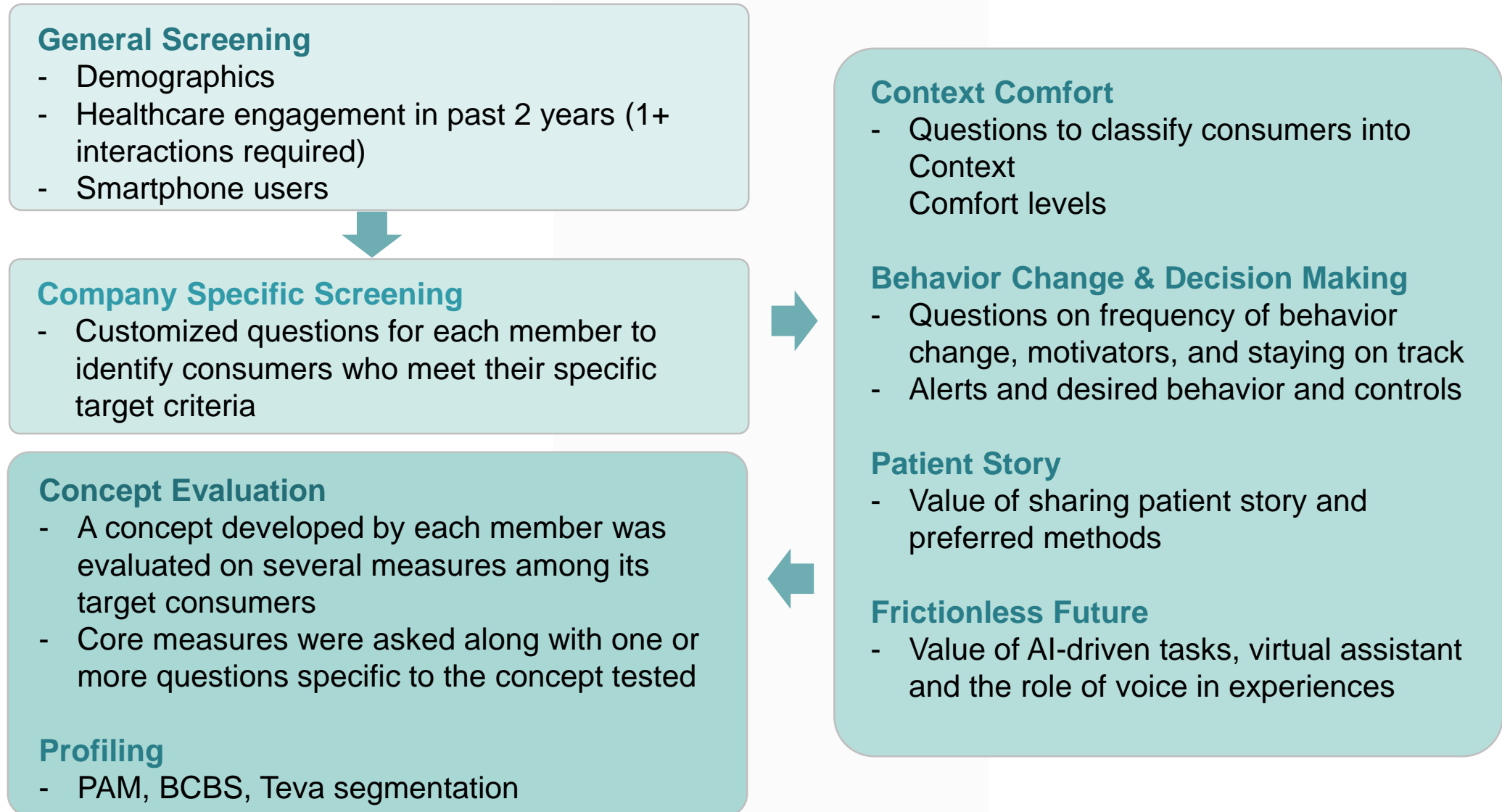
**Survey & Alerts**  
**Imperfect Engagement**  
**Perfect Engagement**  
**At Risk**  
**Helping Others**

## GETTING TO IMPROVED OUTCOMES WITH SMART EXPERIENCES

We solve for an actionable growth opportunity scenario/case study that brings the point of view to life.

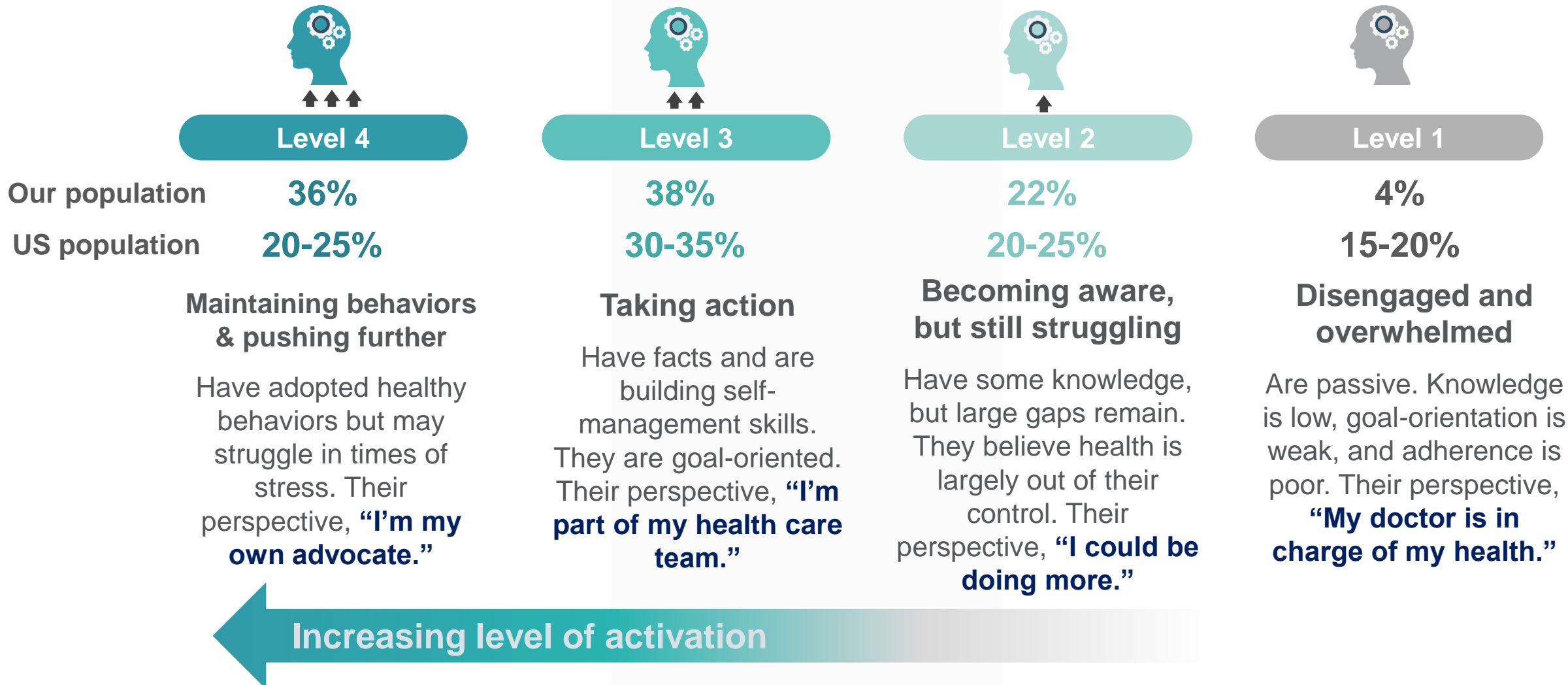
**Alerts & Reminders**  
**Access To Records**  
**Online Community**  
**Transparent Notes**  
**Inner Fire**  
**Shared Decision Making**

# Example of Quant Study: Topics & Survey Flow



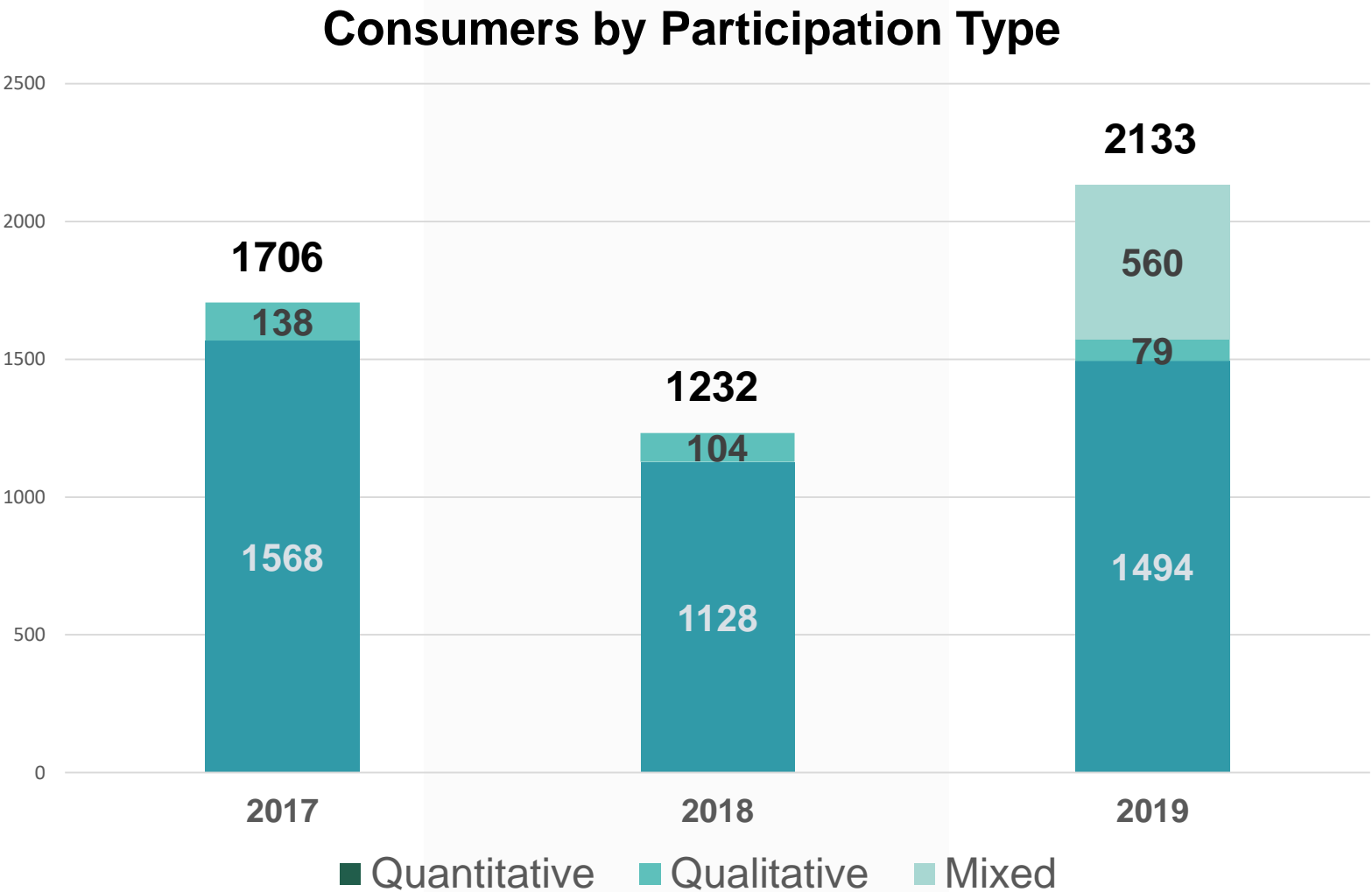
# Example Quant Study Research Finding

Most Consumers Surveyed are in the Top Two PAM® Levels.



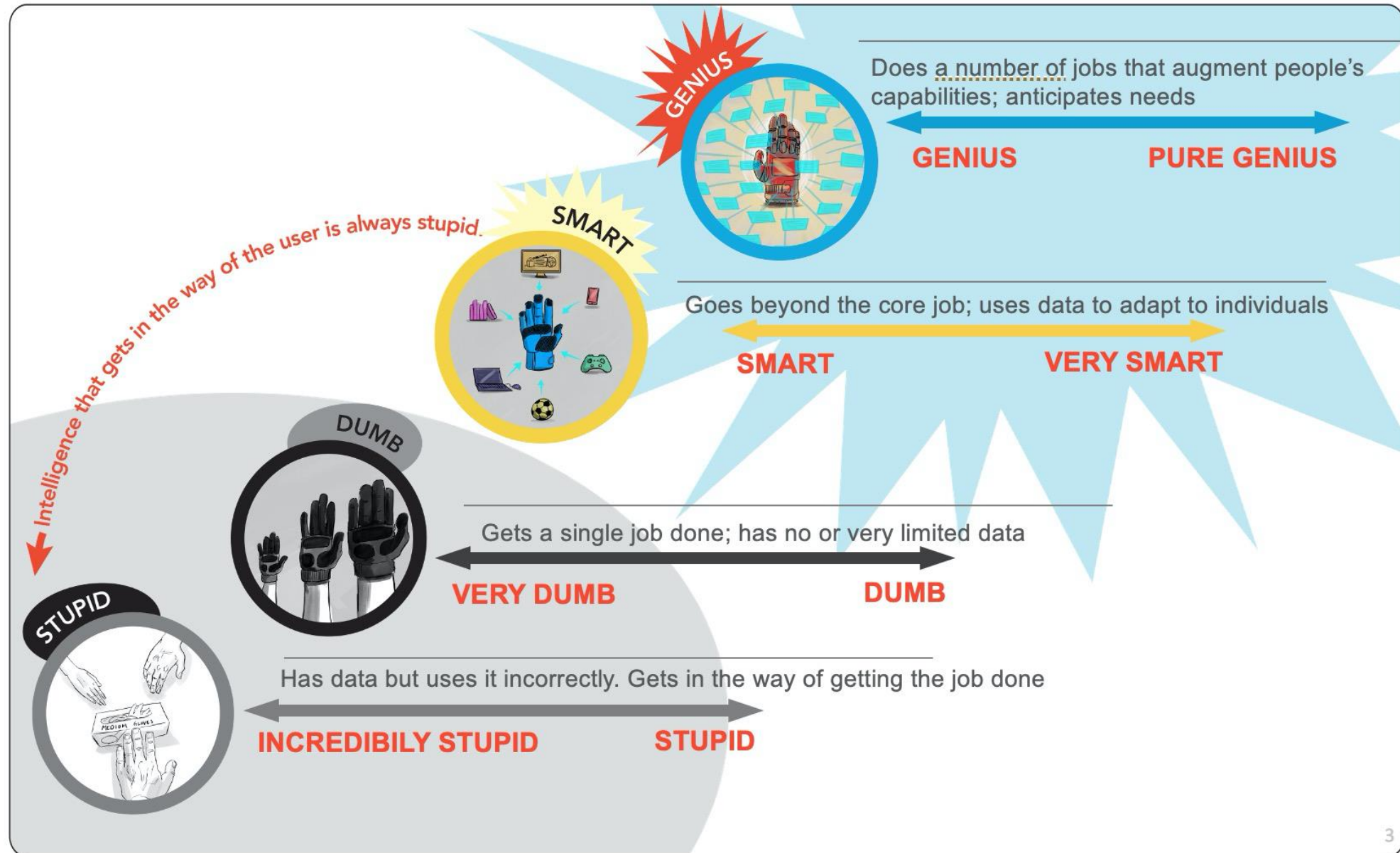
# Research Methodology

3-year research total: 5,071 consumer participants





# Develop/Leverage Frameworks – Stupid, Dumb, Smart, Genius



# How to Get Diverse Teams to Work Effectively



Teeny-tiny TED talks



One big adventure each time



Collaboration, collaboration, collaboration



Framework Building Exercise



PechaKucha: Key learnings from the year in 10 slides in 10 minutes

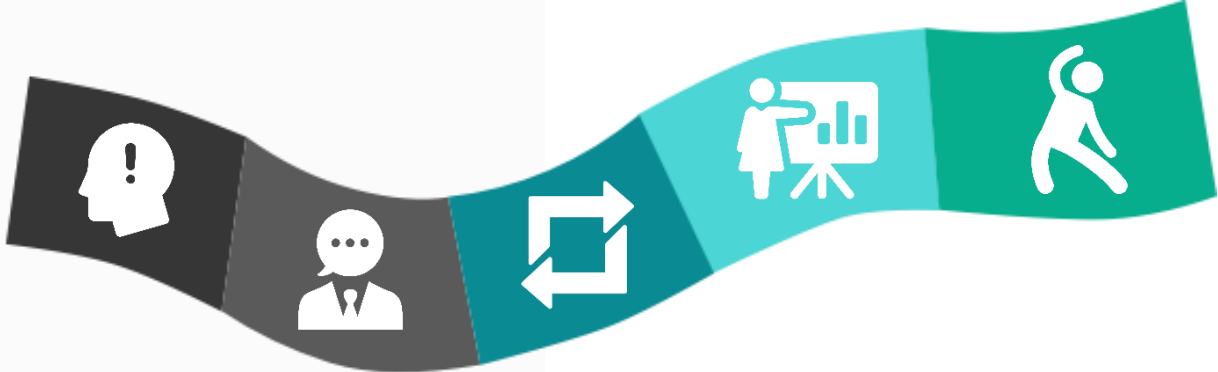
Debating what the research tells us



Learning from experts



# Summary of Findings



ACT

**SET GOAL  
& WHY**

**PLAN**

**TRIGGERS**

**SELF-TALK**

**MODE**

**SEEING  
RESULTS**

**ROUTINE**

Whether directed or co-shaped, goals had to align with their why, feel achievable and something they were motivated to try to accomplish.

Initial structure was critical for participants to plan within. They then figured out how to fit goals within daily life and plan around life variability.

Triggers are prompts people use to help them incorporate new behaviors into their existing daily routine.

The internal monologue is the only mechanism for improving motivation, gaining momentum, and overcoming obstacles.

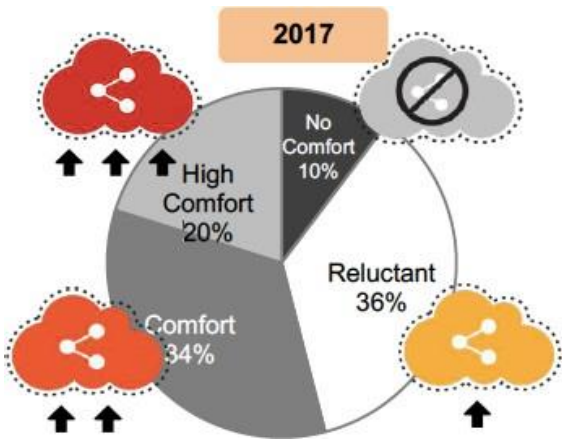
Modes are a mindset & a set of behaviors that people get into and use in getting things done. Leveraging modes leads to improved engagement.

People who saw improvements, added goals and felt strengthened as they saw parts of their life get better.

Getting to routine requires everything to work together: planning, desire, accountability, life fit and seeing results.

# Concepts That Emerged

## Context Comfort



**Context comfort:** Attitudes toward data sharing are the best indicator of people’s willingness to try digital experiences

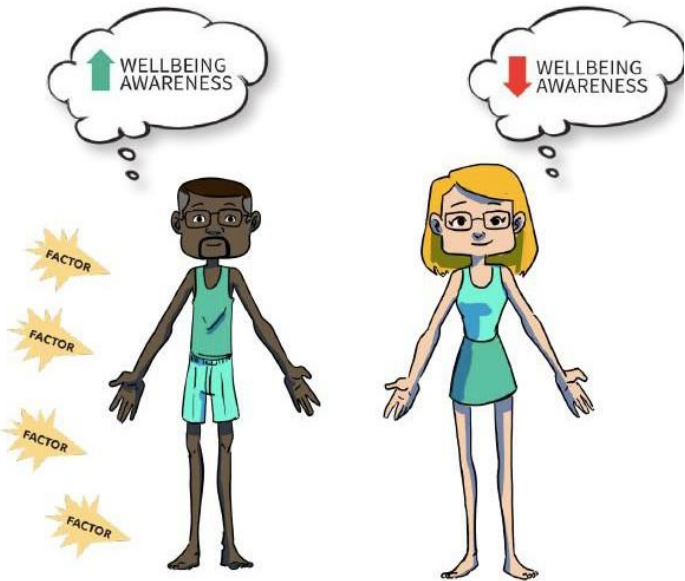
## Modes

*A mode is a mindset and a set of behaviors that the consumer gets into*

Purpose	Facilitates getting a job done, creates focus, and introduces variety
Engagement	Can be triggered and can trigger Wide spectrum of modes ranging from lazy to 100% To lead to routine must affect wellbeing awareness
Duration	Can be very short or longer, but is transitional Has a start and a stop
Digital	Lends itself to digital support
Downside	Individual modes cannot maintain engagement over a long period of time Easier to get into modes that lead to lack of engagement than modes that increase engagement

**Modes:** Modes either support or detract from health. Helping people shift to modes that reinforce health goals may be key to effective behavior change

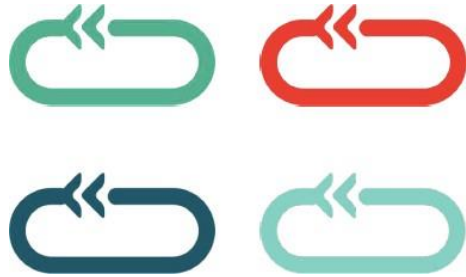
## Well-Being Awareness



**Well-being Awareness:** Change only happens when the person has wellbeing awareness, but well-being awareness did not correlate well to other data we studied

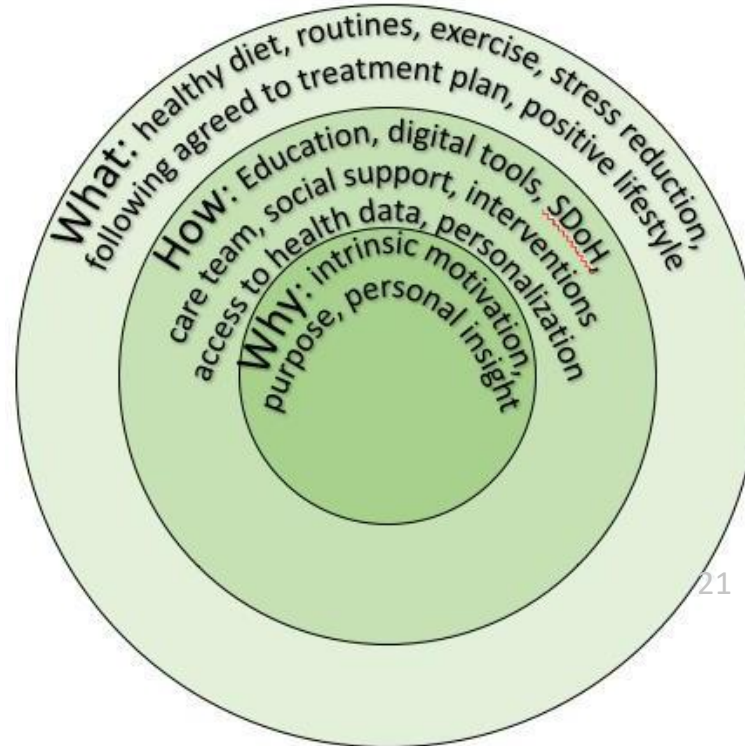
# Concepts That Emerged

## Routine



**Routines:** Routines can support healthy activities (or unhealthy ones); but routines can be disrupted by variability: in environment (weather), physical ability, family needs, etc. Routines or habits are not sufficient to overcome variability by themselves

## MI marries the Golden Circle



**Motivational Interviewing and Simon Sinek:** Getting to the “why”--an individual’s purpose--facilitates behavior change

## Inner Fire

**Motivation  
+  
Momentum**



**Inner fire:** inner fire is the result of Motivation + Momentum. Momentum is created when individuals see success and understand that their behaviors impact success

# Lessons Learned

- Collaboration can provide order of magnitude value
  - Seek opportunities to add outside thinking to research plans
  - Like minded colleagues in adjacent industry firms can change POV
- Let's use alternative approaches to solve business problems
  - Structure matters – find a solution that works for you
  - Look beyond your organization's walls
- Leverage frameworks and processes to enhance collaboration
  - Adopt/adapt frameworks to describe markets and prescribe action
  - Pilot test and scale collaboration to build momentum
- Incorporate insights from market, behavioral and academic research