

Customer Potential Management Corporation

THE CRM HEALTH PORTAL: PERSONAL PATIENT PATHWAY FOR BETTER HEALTH MANAGEMENT

A CPM WHITE PAPER

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SECTION 1:

HEALTHCARE TODAY AND THE INTERNET

The e-revolution is here to stay. E-business, e-commerce, and yes, e-healthcare. Several years ago, George Lundberg, MD, declared, “The Web is the most important advance in medical communication since the printing press.” Lundberg has served as chief editor of Medscape, a clinical information Web site, and former editor of *JAMA* (Journal of the American Medical Association).

Looks like he was right. There doesn't seem to be an end in sight to the capabilities and permutations that are occurring in Web applications for healthcare—many of which are designed to drive out inefficiencies of paper-based transactions, gather market intelligence and serve customers more quickly and personally.

In its global survey, Healthcast 2010, PricewaterhouseCoopers, noted that more than 89% of respondents believe Internet consulting services would reduce the number of real-time visits, while 71% believe the Internet will force improvements in the healthcare industry.

Web sites will be used for everything from insurance and other commercial transactions, communications between physicians and patients, clinical transactions such as ordering a lab test and posting test results, and of course, for information and education.

In many respects, the Web has enabled individuals to take a much more active role in their healthcare. The sheer volume and variety of healthcare information on the Internet has created “empowered consumers,” a growing healthcare market trend. According to researcher IntelliQuest, more than 100 million individuals will seek information online to make decisions on their own. They are better educated on disease and treatment protocols than ever before, and they are demanding choice and the ability to select their own healthcare.

With the Internet's ability to produce new levels of interactivity and personalization, consumer expectations have risen. Healthcare organizations that respond to these desires and provide requested services have the advantage.

WHAT THE TRENDS MEAN FOR PROVIDERS:

Across industry and healthcare, organizations spent millions of dollars and countless hours on Y2K problems and readiness. In comparison, futurists and analysts believe that Web applications and inventions for use in our daily lives will have much greater impact. Web sites will become strong supplements to bricks and mortar operations and may actually become surrogates for non-virtual providers.

In this environment, healthcare leaders must ask and answer some key questions to capitalize on the empowered consumer trend and the Web's enormous potential and capabilities. "How can we use this technology to provide higher patient satisfaction? How do we design a site that makes it easier for customers to get information they seek and to better interact with healthcare providers--that makes consumers turn to the health portal as an important resource and part of their health care? How does this technology change the way we work and fulfill our mission? Can it save us money? How do we compete in the landscape of national health portals?"

Keep in mind that clearinghouses or national Web health sites are designed to move YOUR business to theirs. Thus, the competition of today and tomorrow is not just the competitor down the street, it's e-health.

However, a recent FIND/SVP (www.findsvp.com) survey indicated that 77% of patients prefer to get their online health information directly from their *own* physicians, but only 10% of physicians have a Web page or give out their e-mail address. Nearly 50% of patients would like to communicate with their doctors' offices via e-mail, but only 3% are, according to Cyber Dialogue.

And, in a recent national survey by LaurusHealth.com, more than one-third of respondents said they would be "more likely" to choose a doctor who offered electronic communication options than one who does not. The poll concludes that this determinant may be one of the largest challenges physicians face in keeping and attracting patients in the future.

In addition, "speed and service will be keys to consumer satisfaction," according to HealthCast 2000. The study also acknowledges that technology and online systems can help to gather market intelligence, create consumer-oriented networks, simplify financial transactions

and make it easier for consumers to interact with a healthcare provider.

Offering these services to patients locally meets important and identified needs and gives consumers what they want—comprehensive information and interaction with healthcare providers in their communities that they know and trust.

There is evidence in other sectors of the community model’s validity and success. For example, Barnes and Noble booksellers, an established “bricks and mortar” company is surpassing Amazon, an Internet-only retailer. Established brands are more trusted than those started from scratch just for the Internet.

A localized e-health strategy can enhance the visibility of the care provider in the community and serve as a dominant unifying community source of health and wellness information. And, unlike many national sources, an online community “health center” will contain ONLY health, wellness and medical information and information most pertinent for the local community and personalized for the user.

But, remember, that while healthcare organizations of all sizes across the country are exploring the integration of the web into their care delivery strategies, an e-health strategy is more than a Web site. It requires partnerships and collaboration with physicians and local organizations to enable the delivery of comprehensive e-healthcare to physicians, patients and consumers.

SECTION 2:

THE CRM WEB PORTAL AS A PATH TO BETTER CUSTOMER RELATIONSHIPS AND SERVICE

Although sometimes used synonymously, there is a distinct difference between a “web site” and a “health portal.”

A **web site** is a group of related files, including text and graphics that can be accessed on the World Wide Web by typing the site’s unique address. A Web site usually contains a home page and layers of supporting pages.

A **health portal** is a Web site that serves as a doorway to a variety of other sites and services. Healthcare portals can lead visitors to search engines or databases with specific healthcare content, as well as allow

them to order prescriptions online, chat with others in a support group, take a health risk assessment, and send and receive email to their doctor's office.¹

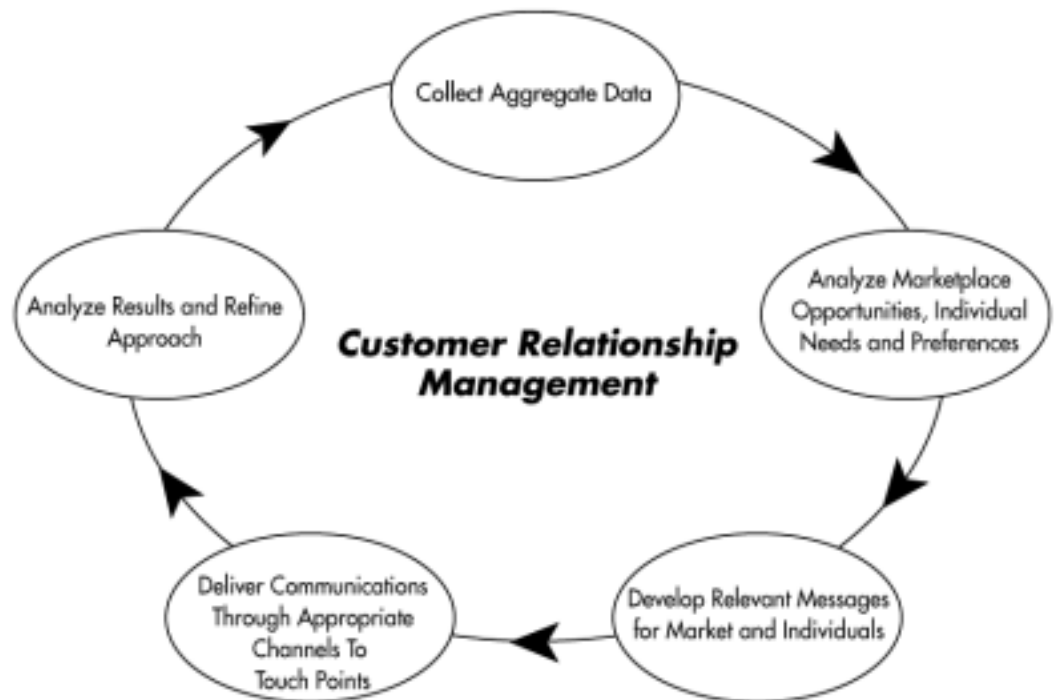
While these are basic explanations, we've expanded our position and outlook to a come up with a new definition--that of a **CRM health portal**. The CRM (Customer Relationship Management) health portal is THE personal communications channel within a carefully constructed system to manage and optimize interaction between patients, their physicians, hospitals and other healthcare providers. This CRM health portal focuses less on content and more on customer satisfaction and provider efficiency enabled by the transactional abilities of the portal technology.

A Health Forum Journal article titled "The Healthcare Profit Pool: Who Stands to Gain and Lose in the Digital Economy?" affirms this model by stating: "Who stands to gain and lose most among the current health care industry players? Those players who use information technology to embrace the patient, to create trust and long-lasting relationships, to provide the patient with comprehensive yet understandable information and to ease the transactional burdens of doing business with health care will win. All others will lose."²

Winning in healthcare today means linking the CRM health portal to the overall CRM solution. CRM, also called one-to-one marketing or relationship marketing, develops customer relationships by delivering relevant personal messages to the customer within a mechanism for response and ongoing dialogues. And that capability is designed to increase customer health and satisfaction and build lifetime relationships. Without the data captured, refined and mined in the CRM data mart, the CRM health portal would not be possible.

Simply stated by the Gartner Group, CRM "involves capturing data from across the enterprise, consolidating all internally and externally acquired customer-related data into a central database, analyzing the consolidated data, distributing the results of that analysis to various customer touch points and using this information when dealing with customers via any touch point."

In diagram form, CRM looks like this:



The physical components of CRM include:

- Central comprehensive database—the information foundation of CRM that is leveraged through each of the touch points.
- Interaction, analysis and selection. Software tools that pull and interpret information from the database.
- Communications management to link and track messages through all of the CRM channels which include:
 - CRM Health portal—web-based information provider and gatherer. Offers immediate customized messages.
 - Direct mail—programs triggered by patient attributes, risk factors, aggregate health data.
 - Call center—information provider and gatherer. Like portal, offers immediate customized messages.

The CRM health portal channel is increasingly becoming the main CRM contact point because of its efficiencies in both sending and receiving information. Click stream analysis is one way to measure Internet or portal activity, but in the CRM health portal, it is tied to the database. As the CRM database gathers information about viewer activity, providers can respond more personally by looking at the totality of information from the database and web activity. Each

interaction changes and refines profiles so the portal can provide a dynamic personal and relevant context for follow-up visits.

BENEFITS OF THE CRM HEALTH PORTAL:

Until CRM, customer service has been practically non-existent in the healthcare delivery system. The healthcare portal as an integral part of a CRM solution changes all that.

While there are numerous WedMD and drkoop national health portals available for health information seekers, they focus on content. They're just like CBS Market Watch for news junkies.

But the CRM health portal is more like the financial portals allowing individuals to bank online, do financial planning, secure loans and credit card services, the CRM health portal is a health management tool, connecting the individual to local healthcare sources and providers.

The benefits of CRM for healthcare are numerous. They allow you to:

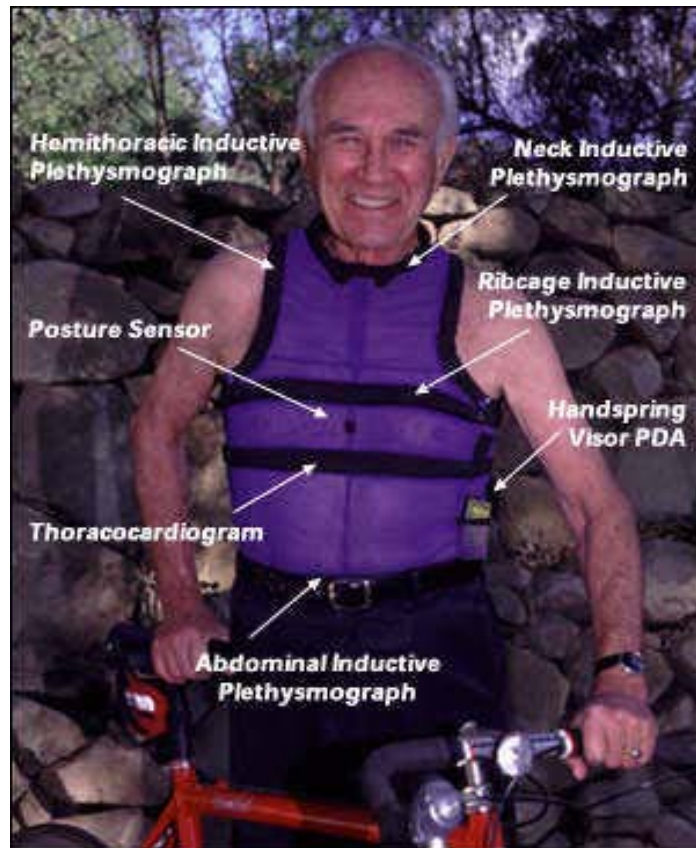
- Get control of your customers by focusing on them, their needs and preferences.
- Increase customer loyalty and build long-term customer relationships using a one-to-one dialogue.
- Understand, measure and manage customer and service area profitability.
- Improve disease management and service utilization.
- Use your most untapped resource—your information.

As an integral part of CRM, the healthcare portal can improve customer service, economize provision of information and services, streamline costs and turnaround time.

The web is a communications medium through which you can deliver services. Technology is available for customers to go online to complete a health risk appraisal (HRA), find a doctor, refill a prescription, see a friend's new baby. An intranet, or hospital-defined communications network, gives staff members quicker and more convenient access to a host of services that can help them do their jobs more efficiently. It can empower physicians to continue the doctor/patient relationship beyond the office. The Internet will "digitally transform" the doctor-patient relationship and automate disease management, reported *COR Healthcare Market Strategist* recently.

Web portals will mature to include telemedicine, which may include the provision of online services such as blood pressure readings via high-speed cable and other technology infrastructure set-ups, such as through the Life Vest shown below. With a growing affluent aging population, more customers will not only be able to afford such services, they will welcome the ability to receive them at home. The CRM health portal is an entry point to these and other emerging technologies.

Life Vest

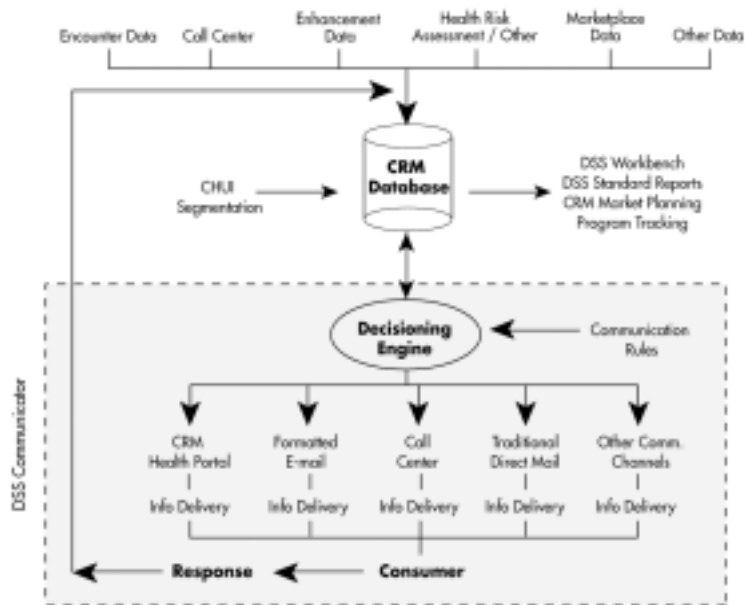


Done correctly, the health portal can reduce operational costs, increase market share and utilization. While you may have to shift financial resources from one area of your organization to another to build the health portal, think of the portal as a new point of access to care. Used as an integral part of the care delivery process across the care stream, it will allow your organization to further promote and leverage its brand and recognition. According to the national Health Care Advisory Board, “A Web site adds to the creation of a branded image. If consumers access the Web site, learn about hospital

services, find the information they are looking for quickly, receive e-mails and updates about events or newsletters, the hospital's image becomes stronger and ingrained in consumers' minds. If you are ingrained in their minds, they become loyal and you become the first place they go to when they wake up in the middle of the night with a sick child or chest pains.”³

INTELLIGENTLY MANAGING COMMUNICATIONS:

All of the communications channels must work together in CRM. To control and build the cohesiveness of CRM channels, a communications management system such as the one illustrated below can automatically monitor, manage and track single-step and multi-step campaigns.



This campaign manager is an intelligent agent that sits on the database, receives feedback from all channels and makes the database smarter. In addition it tells the database what to do next at any point in a campaign.

Event triggers and specific campaign materials are delivered via customer preferred CRM touch points: health portal and calendar, formatted email, call center or traditional direct mail. Customer

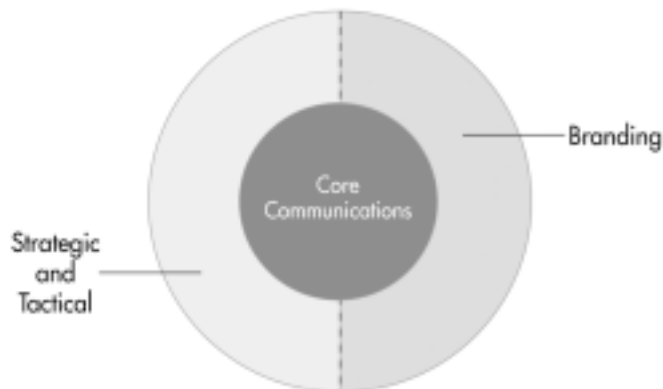
responses are received by the database and immediately entered as opt-out, instantaneous suppression or need for fulfillment.

This intelligent agent allows specification of and manages:

- Campaign name and type--single or multi-step.
- Customer type—individual or household.
- Description and objective.
- Start and end dates of campaign, which can be manipulated in the cycle as necessary.
- Mailing list criteria—age, Do not Solicit, quantity.

Because the campaign management system is automated, it knows when to begin a campaign, how to answer responses and how to measure them. As shown in the above diagram, the campaign manager can send the initial communication, and wait for a coded response. The code tells the database how to respond—such as sending a health information packet to one recipient through the mail, while sending birthing center information to another through the health portal. Another example of this automated system in action is: an individual receives a postcard via regular mail or an email message about the warning signs of a heart attack. The message may direct the recipient to a page or section of the website that provides additional information and offers a class schedule for a free seminar. If registration is required, the viewer could do that online.

The automated campaign manager is designed to work with the innovative CRM “core communications” model that consists of the main communications a healthcare provider should use to advance its mission. Core communications are surrounded by brand management and strategic program and service promotions, such as the opening of a new women’s center.



Core communications send the right message to the right individuals at the right time. This can be determined by all of the information collected in the database and analyzed in a variety of ways including a segmentation system such as the Consumer Healthcare Utilization Index™ (CHUI). CHUI can score individuals in the database on their likelihood to utilize certain healthcare services, based on both major diagnostic codes (MDC) and diagnosis related groups (DRG) and ICD-9. Interpretation and analysis of these scores will change the way planners communicate with customers, and can help with disease management and service utilization models.

Core communications include information on immunizations and screenings triggered by birthdays; classes and education seminars triggered by risk or personal interest; thank you letters, outcome and satisfaction surveys triggered by encounters; and new movers programs and customized newsletters.

SECTION 3: EVOLUTION--MOVING FROM WEB SITE TO HEALTH PORTAL

There are three phases of Web presence development. Most likely, your organization fits somewhere into Phase I or II with functionality in Phase III the ultimate goal.

Phase I: Static information and images—essentially an online brochure.

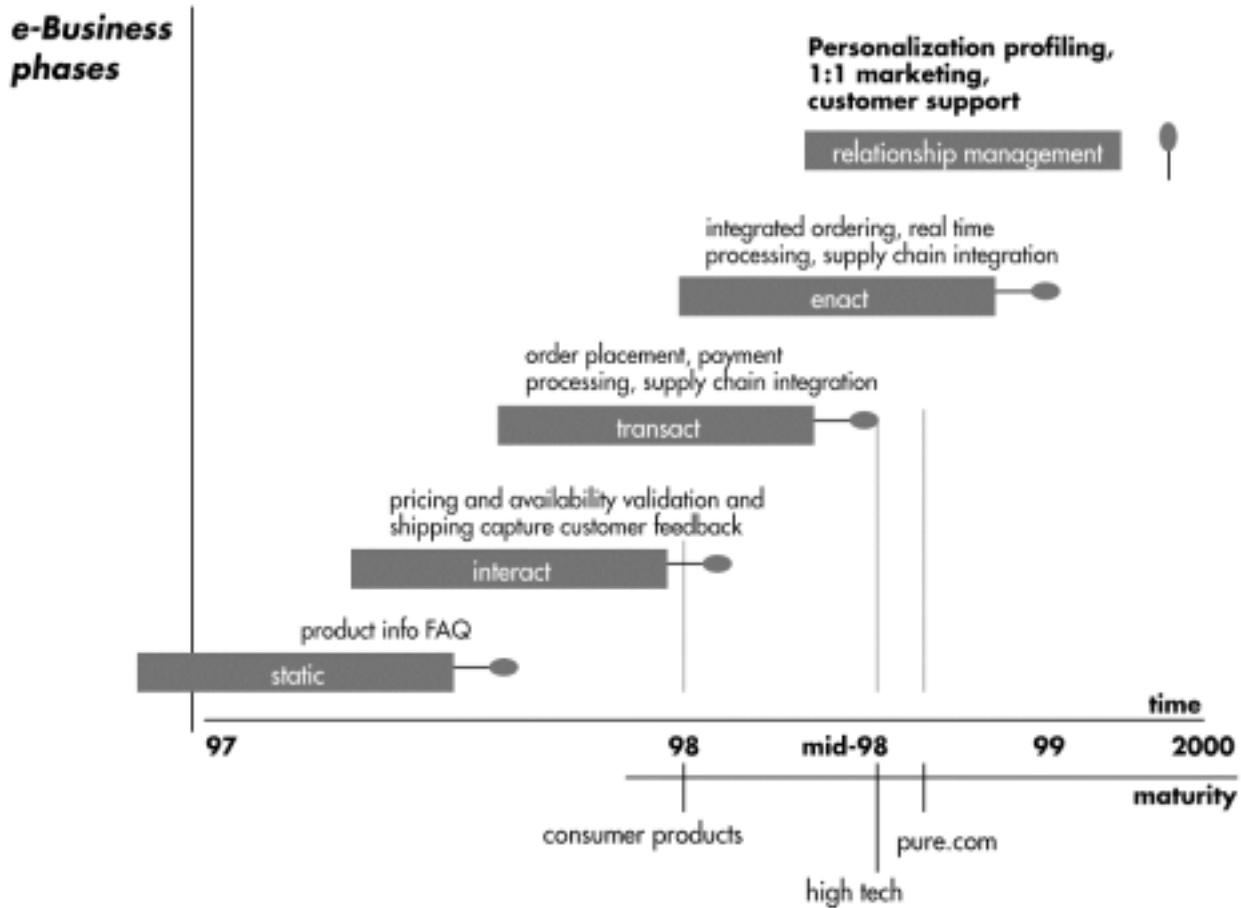
Phase II: Includes opportunities for interaction and ongoing relationship building and support with online forms, Health Risk Assessment (HRA), and tools for searching the CRM databases and other informational resources.

Phase III: Includes ability to conduct transactions online such as scheduling appointments and inpatient/outpatient registration, tapping into “chat” rooms for support groups, communication with physicians and office staff, and other e-healthcare/commerce capabilities.

While some hospitals have added interactivity between physicians and patients, most healthcare organizations still use their Web sites primarily for promotion or recruiting purposes, reported ComputerWorld in its May 2000 issue.

You know what they look like—static pages that resemble billboards or static brochures that stay up for months without any updates. While these Web sites serve the purpose of making traditional direct mail and advertising material available through another channel, they fail in today’s environment because there is no reason for visitors to stay on the site long or to return.

By contrast, Phase II and III Web sites will not only offer information, but will be “transactional.” They’ll provide information AND require visitors to do something with it, such as filling a prescription, following a care plan, or preparing for a hospital admission.



While the chart above from analyst Garter is optimistic even for industry, it nonetheless charts the way healthcare must move to capitalize on the empowered consumer trend and respond to predictions that passive Web sites are history. By 2005 the majority of doctors and hospitals will be operating robust Web e-service channels for health knowledge, product sales, and actual medical delivery.”⁴

When consumers can do their banking and talk with a customer service representative online, they want to know why they cannot receive the same service from their hospital or physician. Thus, healthcare doesn't just have to live up to competitors' standards, but to other service industry standards as well.

The CRM health portal is not an expense without a return on investment, but in fact, a new point of access for care. While the portal will not replace the physician-patient relationship in the office, it will empower both doctor and patient to continue the contact beyond the office. Done correctly, the CRM health portal can reduce operational costs, increase market share and service utilization.

Most office visits today are very brief because physicians are urged to maximize profits by reducing costs and do more in less time. Patients often feel frustrated and confused after a visit. The CRM health portal can change that. Imagine if the next time you visit your physician, he or she says, “I know you may have some questions about what we discussed today. Here's a card with an email address where you can get more information. You may also send email questions to me and I have an online chat session every Thursday from noon to 1 p.m. My office also can send an electronic reminder to your web calendar for your next visit. If you don't have an Internet connection, my front desk will give you more information.” You would feel more connected and cared about, and your physician maintains efficiency.

Your CRM health portal can be a link on the front of your Web site or it can be the main page with other pages linked in.

SECTION 4:

BUILDING YOUR WEB PORTAL—FROM RESEARCH TO REALITY

Developing a CRM health portal may seem like a daunting task, and it certainly shouldn't be done without careful planning by an interdisciplinary team of top management, marketing, IT (often outsourced) and yes, physicians. Yet, there is a methodical way to build the health portal so it meets the needs of your customers and healthcare providers while serving as an integral and key part of your CRM solution.

First, the CRM health portal web building team should examine the organization's current CRM program and existing web support.

Moving into the Phase III Internet age requires a series of small steps, not a giant leap. The important thing is to develop a plan and make small steps toward it. If you wait for everyone to get on board or make everything "perfect" before going live, it's unlikely to happen.

HEALTH PORTAL CONTENTS:

The CRM health portal is a great vehicle for helping customers to obtain, organize and personalize their health information in an easily stored and accessible format. And it **comes to them** based on their preferences. This is a key difference between national health portals and the CRM health portal.

Unlike national health portals where consumers must find and/or log onto specific sites, the CRM health portal delivers or "pushes" information to consumers based on their preferences, click stream analysis and database profiles. And it is available on the desktop when consumers turn on their computers. An "enunciator" or blinking icon notifies consumers when something of interest or importance to them is available on the CRM health portal. They click on it and have immediate access to personalized and relevant information.

The CRM health portal eliminates the need for consumers to search national web sites because they will receive everything they need through the personal CRM health portal as soon as it is available.

With the CRM health portal, consumers also can receive notices of pertinent information or events via an email, page, call, etc., again based on their preference.

The CRM health portal supports the provider's mission and brand, becoming the main information and transaction link between the provider and customer.

Common communication methods and components may include:

Portal Communication Methods:

- Desktop icon that can optionally change colors, blink, or possibly emit a sound--push technology.
- Health portal main page message alert. Changes colors, blinks--push technology.
- Health portal main page. Entry to the site or the first thing visitor will see. May include health headlines and breaking news, which can be personalized, a message center, calendar reminders, and link to a privacy statement.
- Customized health portal main page articles and messages.
- Customized, personalized e-zine content.
- Health portal message center containing personalized messages that can be replied to.
- Calendar which can be remotely altered with special events, appointments, etc.

Security

Security issues are very important to consumers and require the action of a human gatekeeper, such as the provision of a password or other activation methods before the portal can be accessed. These include:

- Call center authentication for medical record activation.
- User defined levels of security, such as:
 - Password
 - Digital certificate. This is similar to a birth certificate and includes a “digitized signature” that is encrypted. With the use of such certificates or signatures, doctors will be able to electronically send orders, read X-rays and access data from home. Patients or consumers may request this level of security beyond the password, to access their personal health portal.
 - Call center authentication for medical record activation
 - Smart Card—a card similar to a credit or debit card that contains medical information and security protection
 - Family links—permission that allows family members to access and share information by mutual consent.

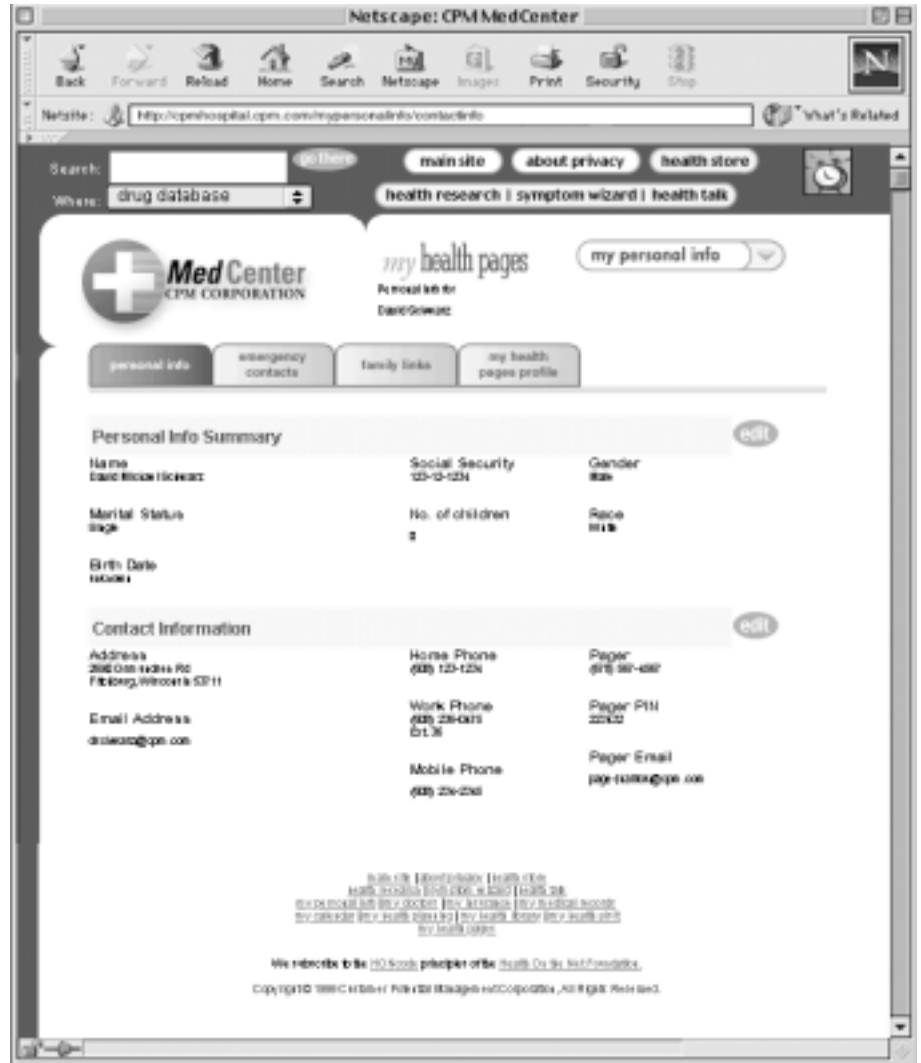
Additional Features

The following features enhance the health portal:

- Ability to pre-register for visits. Increases customer satisfaction while saving costs for the institution.
- Ability to e-mail medical records to personal physician.
- Medical records available during an emergency.
- Ability to view multi-media medical information and education before a procedure. Opportunity to answer questions and journalize information.
- Ability to correct name, address and other pertinent information.

Health Portal Components

- **Personal Information.** Allows visitors to compile standard information about themselves including address, phone, key physician contacts, address book, web mail inbox, selected health interests, allergies, personal and family history, how they want portal to notify them of messages such as alarms, immunizations, channel preference opt-out.



- **Physician Information.** Includes doctor search engine, list of personal physicians and detailed contact information, hot link to doctors' home pages, ability to e-mail medical records to physicians, send e-mail, schedule appointments and participate in chat forums with physicians.



- **Physician Templated Web Sites.** Physicians can build these and link them into the portal. They would include general practice information, specialty, contact information, medical training/education credentials, photos, location with map, medical plans in which the practice participates, practice e-zine, doctor hot links to valuable sites, user defined information.
- **Medical Records.** Includes personal and family health history, allergies, immunizations, current and historical medications, illnesses and procedures, lab tests, historic analysis, emergency and medical reports, pre-admission forms, wallet card, automatic loading of CRM medical records and links to health research that

relates to disease, medication and test contents, such as asthma or mammography. These words would be hot linked in the medical records area to related sites and articles.



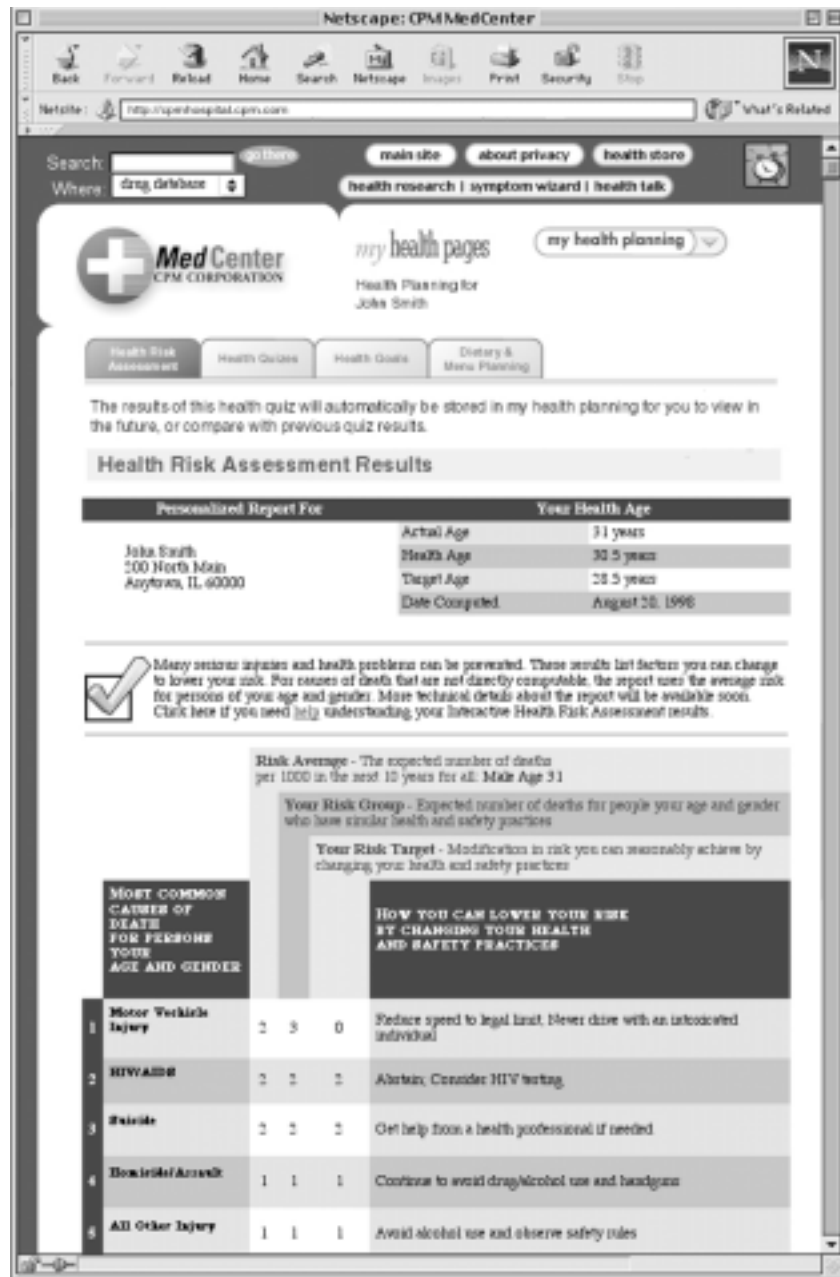
- **Insurance Information.** Benefits, plan phone number, claims submission numbers, commonly asked questions, commonly used forms in PDF and HTML format, submit new questions via e-mail, list of plan physicians and facilities.

- **Health Calendar.** An electronic calendar for personal and medical appointments, birthdays, recurring medication, exercise and diet schedules, dates of hospital-sponsored events and education, ability to register for events, ability to respond to offers that require fulfillment, maps to events, alarm features to remind viewer of important dates.

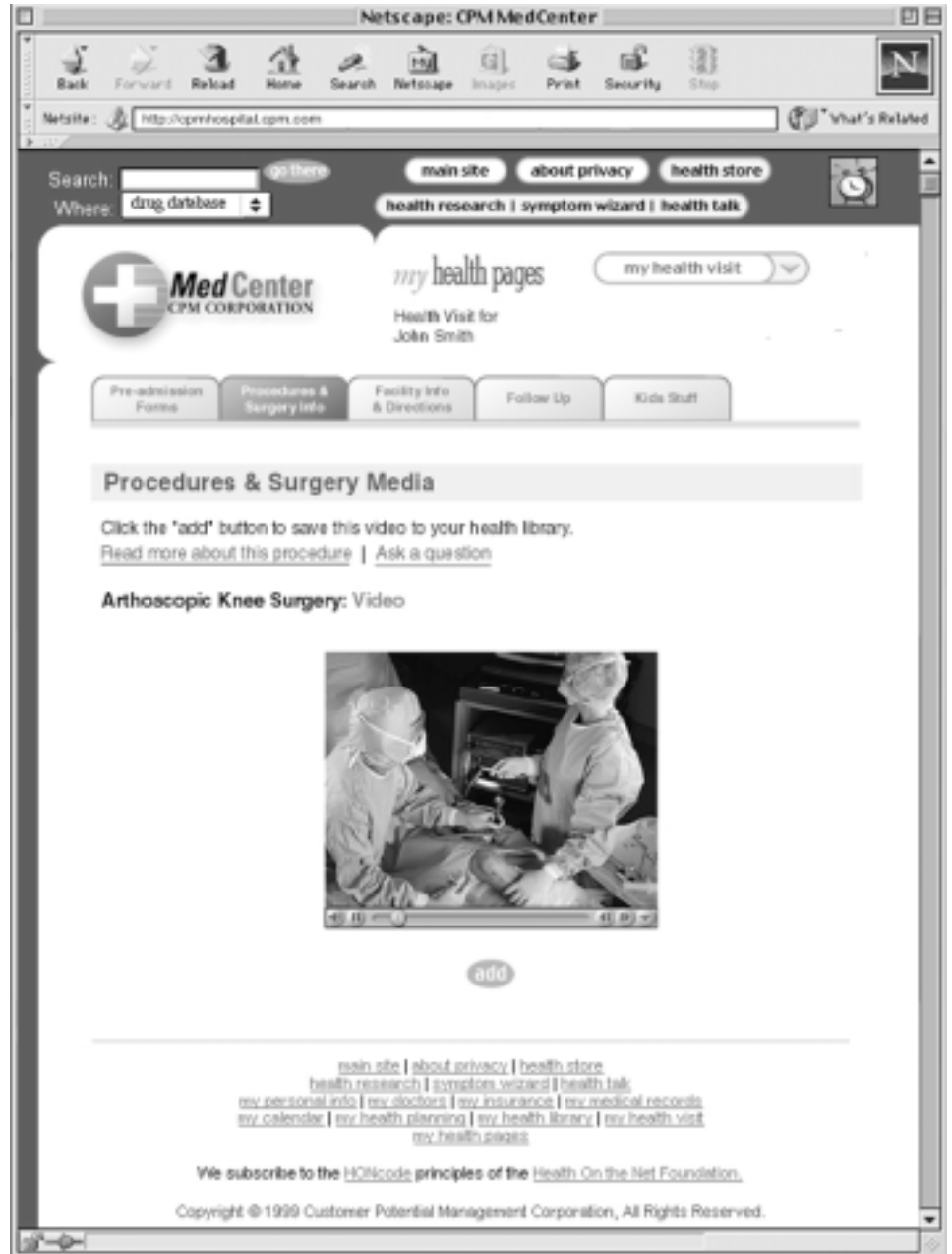


- **Health Planning.** Ability to determine health status and receive lifestyle recommendations for better health with quarterly Health Risk Assessments, specialized quizzes and goal management programs such as diet, stress management, smoking cessation, and exercise. These would be integrated with the personal calendar to

keep on track and the health planning area would allow portal users to journalize their progress.



- **Health Visit.** Pre-procedure multimedia medical information and education, pre-registration for procedures, virtual facility tours, directions, coloring books for children.



- **Health Research.** Ability to link to the World Wide Web Physicians' Desk Reference (PDR), medical dictionary, Medline NIH search engine, American Medical Association, alternative medicine, clinical trials, doctor-derived content and "Ask a Doctor?" sites.



- **Health Talk.** Allows viewer to connect to news groups, support groups with chat features, physician-supported seminars via chat features, to question physicians, search physician answers to previous questions, and frequently asked questions.
- **Health Library.** Contains personalized health newsletter or e-zine, and personal health links to favorite sites. Health Library.
- **Health Store/E-Commerce.** Includes links to supported e-commerce sites such as the Gift Shop and other local healthcare vendor templates, accounting to pay bills.
- **Medical Support.** Offers health wizard for self-diagnosis, access to the call center and participation in tele-medicine. Tele-medicine, is a rapidly evolving and emerging area that will use Internet technology and device technology worn by the patient to measure vital signs such as respiratory rate, tidal volume, systolic

function of the heart, central venous pressure and pulse, apnea/hypopnea, blood pressure, heart rate, EKG waveform, temperature and weight (see Life Vest on page 7). As society becomes more affluent, technologically complex and aged, these features will allow individuals to receive more home care via the Internet and better connect those in remote areas to medical care.

SECTION 5: CONCLUSION

Healthcare providers are quickly realizing the power of the Internet to enhance and transform the patient experience. Evidence is increasing that Web-enabled patient-provider interactions will enhance clinical and economic outcomes, both in quality and cost control.

The CRM health portal replaces the need for consumers to search the national portals by providing a daily and personal link to comprehensive and personalized healthcare information and services right on their desktop. The CRM health portal enhances rather than replaces face to face care, and links with providers. It serves as a personal health manager and a place to perform healthcare transactions, much like popular online banking capabilities. When integrated with in-person interactions and other communications as part of a comprehensive CRM program across the organization, the CRM health portal becomes THE main contact channel, supporting personalized health maintenance and tracking, and increasing patient loyalty.

The investment in a CRM health portal as a new access point for patient care and as an integral part of the care delivery and marketing streams will also help the healthcare organization further and leverage its brand. When done correctly, the CRM health portal can reduce operating costs, increase market share and utilization.

SECTION 6: Privacy Issues

Discussion of the Internet, direct mail and other CRM communications today is usually mentioned in the same breath as “privacy.” The Health Insurance Portability and Accountability Act (HIPAA) of 1996, was designed to improve quality and efficiency while cutting costs and protecting privacy. In August 2000, the long-awaited regulations governing health care providers and their use of electronic claims and other administrative healthcare transactions were set forth. Other standards proposed under HIPAA designed to protect the privacy and security of electronic data are still under review, but due to be released by the end of 2000. Once finalized and published, providers will have two years to comply with the new standards.

What does this mean for health care providers in terms of CRM and the health portal?

Essentially, CRM communications have to be done within a permission-based framework. While many Internet travelers give their credit card information out at the drop of a hat, others are extremely nervous about providing any information that can link them to their health status. There are writings and arguments on both sides of the issue.

The bottom line is that opt-in and opt-out policies are here to stay, and all organizations need them. These policies must be promoted on the health portal, on patient admission forms and at other communications touch points. These policies give patients the opportunity to consent to or refuse to receive certain messages. They may also indicate a channel preference such as email, fax or direct mail.

The opt-out policy gives individuals an opportunity to tell the organization they don't want to receive certain or all types of communications.

Our responsibility is to provide a balance between patient privacy and information sharing that results in treatment advances and improved health. Here are some tips to maintain patient confidentiality in the electronic marketplace.

- Use legal counsel to keep up to date on federal and local regulations and to approve your posted privacy policy.

- Manage your data to maintain its power for CRM efforts. This includes learning how data can and cannot be used and seeking patient approval for consent for use in marketing purposes.
- Add data privacy policies to CRM initiatives.
- Design database to mitigate risk. For example, obscure any individually identifiable information during list selection and analysis. Patient consent is not necessary for use or disclosure of non-identifiable health information. Add market/consumer segmentation information to the database that doesn't include protected patient information.
- Design communications to mitigate risk. For example, gain patient consent at all contact points for relevant healthcare communications—including new and existing patients. Design all communications packages with an opt-out mechanism, including channel preference—direct mail, inbound calling, and electronic. And, ensure the systems are rapidly updateable.
- Prominently display a link to your privacy/security policy on your home page. Ensure that the policy is easy to read and clear—no legalese!

SECTION 7: ABOUT CPM

Customer Potential Management (CPM) Corporation is an international leader in developing systems and programs designed to connect healthcare providers with their customers through integrated customer information marketing databases and marketing strategies, thereby solving social and business problems.

CPM's Customer Relationship Management (CRM) solution allows healthcare providers to manage their customer relationships through targeted, personalized communications, which build loyal long-term patient relationships. Designed and maintained by CPM, the key component of the solution is an Internet-enabled information database providing individual customer information to answer who, what, where, when and why questions about past, current and prospective patients. Our intelligent CRM pieces fit together seamlessly into an application framework that produces a single, top-level business strategy.

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