KYRUUS HEALTH

Banner Health

Transforming the Digital Front Door

How Banner Health meets consumer demand for convenience with online booking

Snapshot

- HQ: Phoenix, AZ (Presence in AZ, CA, CO, NE, NV & WY)
- 11,780 Physicians (Almost 3,500 Employed)
- Nonprofit Health System
- > 8M Patients Per Year
- 28 Acute Care Hospitals

35%

increase in organic web traffic to find-a-doctor

68%

of online appointments booked for new patients

38%

of online appointments booked after hours

Headquartered in Arizona, **Banner Health** is one of the largest nonprofit health systems in the US serving more than eight million patients across six states in the Southwest. The health system provides care across 28 acute care hospitals, academic and employed physician groups, long-term care centers, outpatient surgery centers, and an array of other care settings. As the Banner team has undertaken significant efforts to enhance access to its high-quality care, its network of ambulatory primary care clinics has been a focal point.

THE GOAL: Enable Better Access to Banner's Care with a Digital-First Approach

Banner Health consistently strives to deliver a superior holistic consumer experience that aligns with its brand motto, "making healthcare easier so life can be better." Delivering on this vision starts with making access to care easy, so in 2017, Banner set out to raise the bar on its consumer access experience, with an emphasis on the digital channel—a growing entry point among

today's consumers. Recognizing shifting consumer preferences, the Banner team sharpened their understanding of how consumers seek care nowadays and then put the wheels in motion to make it easier for them to gain access to Banner's high quality care through digital means. As the team set out to offer a more engaging, consumer-friendly, and action-oriented "digital front door," they designed a comprehensive digital access strategy with key three objectives:

Empower consumers to self-select

As consumers take an increasingly active role in their healthcare, Banner wanted to make its website a go-to resource and means of access, with a new physician search experience that would help consumers more easily navigate to the right physicians across the network. Thus, launching a more robust online find-a-doctor was a fundamental part of the initiative.

Create a frictionless access experience

Pursuing its commitment to being easy to do business with, Banner recognized that it needed a digital-first access approach that would remove informational barriers, such as limited insight into physicians' specific clinical focus areas or availability. Ensuring its new find-a-doctor would factor in both consumers' clinical needs and logistical criteria was essential.

Meet consumer demand for online booking

Understanding the premium that consumers place on convenience and the rising interest in online booking across age groups, Banner also prioritized launching self service scheduling on its website for new and existing patients. Making this happen would require not only new technology solutions, but also a proactive strategy for engaging physicians.

THE SOLUTION: A Care Search Experience Designed with Consumers in Mind

When envisioning a new digital front door, the Banner team knew that true transformation wouldn't happen overnight or through a few isolated tactics. They established a common set of goals, a clear sense of purpose built around a shared persona, and a comprehensive initiative aimed at unlocking digital access to Banner's physician network. Technology would play a foundational role in the initiative, but success required effective communication, collaboration, and change management alongside it.

This would all start with more comprehensive and reliable physician data, so Banner started by aggregating data from its nearly 12,000-physician network into the **Kyruus Connect for Providers** data management platform. The platform enabled teams from across Banner to create a single source of rich physician information with a new level of visibility into their unique clinical areas of focus, alongside other high-demand profile elements like ratings

and reviews, videos, and photos. The platform became part of physician onboarding, so Banner could scale the process of capturing the specific conditions physicians see and procedures they perform over time, and sustain high-quality data.
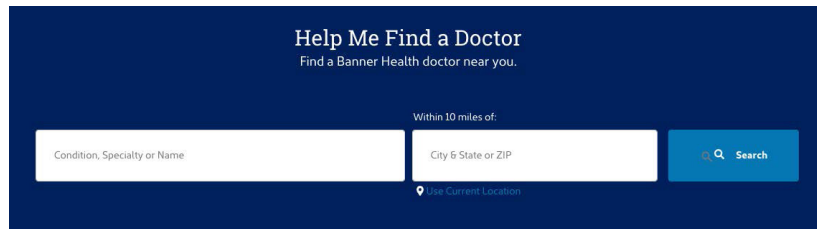
Leveraging the data from **Kyruus Connect**, Banner went on to launch **Search** on their website, offering online consumers a modern and dynamic find care experience. The intuitive keyword-based search allows consumers to search for care in their own words and filter results by important personal and logistical criteria, such as language and location. Given the breadth of its network, Banner also incorporated a "use my location" link to allow consumers to search more easily within their geography, furthering the utility of its search experience. This launch was foundational for positioning Banner's website as a go-to resource, not only for researching physicians, but also for accessing appointments with them.

To achieve the latter, the Banner team needed to empower consumers with both visibility into appointment availability and the ability to book themselves online. The direct integration between the **Kyruus Connect** platform and Banner's underlying EHR (through **Schedule**) enabled it to deliver both, but technology was just the beginning; the team knew they needed to couple the right technology with the right rollout plan. Thus, to ensure the success of online scheduling and expand it over time, the team undertook significant efforts to socialize the initiative with physician practices and developed a phased approach to scale after initial success. That success hinged on partnering closely with practices to ensure ongoing engagement; build buy-in through joint design and collaborative decision-making; and garner trust through scheduling results and accuracy. The momentum the team was able to achieve came in no small part from their recognition of the role of change management in bringing online scheduling to fruition.

Banner also utilized **APIs** to create service line and location pages to help consumers filter search results by their specific needs, while tying all searches back to a single source of information, **Kyruus Connect**. In addition, the team uses the **APIs** to power Banner's mobile app and further connect the consumer experience across the network.

> Partnering with the medical groups was critical for ensuring accurate physician profiles and fostering ongoing support for Banner's digital transformation. Being proactive and collaborative helped us build a basis of trust as we drove change.
>
> **HEATHER FRANCIS**
> Clinical Director of Customer Integration, Strategy & Design

THE IMPACT: Higher Traffic. Higher Conversion. Support for Expansion.

Improved Patient Acquisition

Making Banner more accessible required making its physicians more visible online and, with **Search**, the health system significantly improved its search engine rankings and organic website traffic. Search engines like Google encountered more relevant information on Banner physician profiles, resulting in a 23% increase in top search engine ranking (keyword search results in which Banner physician profiles appear in the top three spots) in the first six months. More importantly, with more robust profiles and structured data, Banner achieved a 35% increase in organic traffic to its find-a-doctor year over year in that same period. Additionally, due to the strategic way in which Banner cross-linked informational pages on their website to the finda- doctor, they generated a 15% increase in referral traffic as consumers were able to find the information they needed.

23%
Increase in top search engine ranking

35%
Increase in organic traffic to find-a-doctor

Increased Demand Conversion

Within six months of first launching **Schedule** as part of a phased rollout, Banner scaled to offer self-scheduling for more than 300 of its primary care physicians and enable more than 4,000 appointment bookings online. Online scheduling helped Banner convert demand for both new and established patients, but it was particularly impactful for new patient acquisition; new patients made up more than two-thirds of these online bookings. Additionally, 38% of online bookings occurred after business hours, underscoring the value consumers place on having the convenience to schedule on their terms. With access to the analytics included as part of **Kyruus Connect,** Banner is continuously iterating on the scheduling process to drive conversion, using insight into key indicators like drop-off rates.

38%
of online booking occured after business hours

Enhanced Scheduling Accuracy – Building Critical Support

For all health systems, and especially those as big as Banner, success metrics play a critical role in paving the way for expanding online scheduling with physician support. With **Search**, Banner has been able to offer a valuable way for physicians to differentiate themselves, increase appointment volumes, and partner to improve access. Between the consumer-friendly keyword search and its two-step booking workflow, Banner physicians have gained confidence that consumers can find the right appointment type on their own. In fact, the new online booking workflow has a 99.8% accuracy rate based on physician-reported scheduling errors – even higher than with phone scheduling. No-show rates for online appointments have also been 7 percentage points lower than Banner's historical averages. The early results of the online scheduling rollout have been so well-received that physicians have started raising their hands to be part of the next phase.

99.8%
Scheduling accuracy rate for online booking

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LOOKING AHEAD: Expanding Self Service and Balancing Demand across Access Points

As Banner continues its efforts to enhance digital access, the team plans to continue expanding online booking within primary care and also extend it to include employed specialist physicians, a key milestone in the health system's ongoing digital transformation. In addition to covering larger physician populations for in-person appointments, the expansion will also include enabling broader online booking for virtual visits (as appropriate) – something the Banner team rapidly made available online in the face of the COVID-19 crisis.

Expanding self-service options stands to not only deliver the capabilities and convenience consumers seek, but also reduce the burden on Banner's call center agents and allow them to focus further on more urgent and complex cases at a time when call volumes are skyrocketing. While "digital transformation" intuitively implies a focus on online access, the Banner team has designed its digital initiatives as part of a broader system-wide access strategy, which also includes a cloud-based ACD phone system. As Banner continues evolving to meet both the short- and long-term needs of its different patient segments, this system-wide approach will play an important role in enabling the organization to deliver on its commitment to making healthcare easier – even in the face of unprecedented challenges.

> As we set out to make it easier for consumers to access care at Banner, we knew we needed to first build a comprehensive view of the physicians who deliver that care and their unique areas of focus. With Kyruus Health, we found a partner for both the physician data and patient access components of our digital front door initiative.
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