

# Digital Architecture Assessment and Experience Blueprint Executive Report Summary

## Purpose

Document and analyze Memorial's current digital landscape to enable the development of a strategic road map to optimize Memorial Health's Total Experience. The assessment should provide (1) a technical architecture that enables efficient responses to changing market dynamics (2) enable a comprehensive understanding of the technology environment across common journeys for patients and colleagues (3) provide insight into how those journeys influence the total experience (4) bring forward opportunities to enhance touchpoints to improve the total experience with Memorial.

## Approach

1

### User Engagement Discovery and Journey Maps

Evaluated the digital ecosystem through a collaborative workshop, identification of key user journeys and stakeholders, and a competitive analysis.

2

### Technology and UX Audit

Synthesized insights from over 50 interviews with patients and colleagues to inform comprehensive user journeys and guide technical assessment.

3

### User Engagement Discovery and Journey Maps

Mapped 80 integrated systems across 10 user journeys. Conducted comprehensive platform evaluations through product demonstrations to assess current technological capabilities.

4

### Data Validation

Through collaborative working sessions and stakeholder validation, verified the detailed workflows within all 10 user journeys to ensure accuracy and prioritization.

5

### Report Out and Recommendations

Final report includes summary, 10 user journey maps, technology assessment by user journey, strategic road map for moving forward and recommendations.

## Core Journeys of Focus

- New patient schedules a primary care appointment
- Prospective urgent care patient schedules a telehealth appointment
- Current patient schedules primary care appointment and needs lab work
- Current patient is referred to a specialist after PCP visit, undergoes imaging and surgery at SMH and is referred to rehab
- Urgent care patient is referred to the ED
- Patient needs to pay bills
- Current patient schedules and attends follow-up appointment
- Current patient needs to renew a prescription
- Patient gets in line for urgent care via the app
- New employee onboarding (first 90 days)

## What We Learned?

### Current State

- **Disjointed EMR and patient portal systems** have contributed significantly to colleague and patient pain points over recent years.
- The **number of operation systems that exist across the system is significant**—many are redundant or left over from acquisitions.
- Several **systems have been “bolted on” to help solve for deficiencies** with the current EMR.
- **Workaround systems/processes are often siloed** to specific locations and/or departments with lack of a single system owner and are not integrated more broadly to the patient or colleague experience across Memorial Health.
- **Many systems implemented were specialized**, and the total colleague and patient experiences were not considered.
- **Obtaining patient/user input is challenging**, making it difficult to establish a process for continual enhancement that puts patients at the forefront.
- There has been a **lack of governance and ownership of systems and processes**.

### Pain Points Across Various Patients' Journeys

- **Scheduling an appointment** involves unsecured requests, inconsistent processes across tools and locations, inability to cancel or reschedule digitally, and inconsistent reminder systems.
- **Checking-in** remains a very manual process for both patients and staff with no ability to load or confirm information digitally prior to appointments.
- **Reviewing records** is fragmented with information appearing across different portals, notifications coming from various sources, and results that are not always timely or comprehensive due to back-end inefficiencies.
- **Getting a referral** involves significant wait times, cumbersome transfer of health information, and disjointed experiences caused by different systems.
- **Communicating with a provider** is complicated by different portals offering varying types of communication, with HealthLife directing messages to general inboxes rather than directly to providers.
- **Disparate technology systems** increase the overall workload of staff and in some cases the quality of care they deliver.

### Pain Points Across Colleague Experience

- **A disjointed technology ecosystem** has increased the overall workload of staff and, in some cases, the quality of care they are able to deliver.
- **Lack of standardization and centralization** can cause gaps in training, as well as increased difficulty in communicating, collaborating and uncovering information.
- **Lack of functionality, awareness and usage of self-service tools** contributes to high call volumes.
- **Errors are inevitable with the amount of manual work**, which causes gaps in patient experiences.
- **Departments are largely siloed** within our own system and in some cases departments. As changes occur staff are often unaware.
- **Colleagues are forced to work around system limitations**, troubleshoot for patients, bridge gaps in communication and promote usage of the tools we have.

## What's Next

### Now (2025)

- Build on your foundation by increasing adoption of current tools, enhancing processes, and engaging staff as part of the solution.
- Conduct a deeper evaluation of current and potential tools while assessing systems for both short-term and long-term improvements.
- Prioritize short-term opportunities by evaluating redundant systems and scoping critical risk areas (see executive report for recommendations).
- Finish assessing the impact of Epic and determine what should be addressed prior to implementation.
- Start building components for a new website/digital front door experience while establishing product owners and governance.

### In the next few years (2026-27)

- Establish clear technology ownership and governance structure across the patient experience.
- Deploy iterative optimizations across key patient touchpoints to continuously improve the integrated experience.
- Integrate essential workflows and technologies that enhance the Epic implementation.
- Develop a streamlined digital front door/web experience that connects seamlessly with Epic.
- Strategically evaluate, integrate, and phase out technologies to eliminate duplication and maximize Epic's value.