2023 DigiM™
Digital Maturity Momentum Awards

DAMO

DigiM™ Digital Maturity
Momentum
Awards

2023

Results and Analysis of 2023 DigiM™ Awards

REPORT

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Foreword

This is the second year of DigiM™ Awards. A lot has happened since we did our inaugural Awards in July 2022. As you might be aware, the founder of Damo, Paddy Padmanabhan, unfortunately, passed away due to cancer. With Vidya Padmanabhan's support, Damo has found a home at BigRio.

BigRio is a technology company focused on delivering innovative healthcare solutions and working on maintaining and restoring Brand Damo. It has been quite a journey so far. Keeping up with the DigiM™ Awards was important to maintain data continuity for our loyal participants and offer value addition. We understand the timing for this year's award has not been very convenient for many who would have loved to participate but could not. Please know that we understand and value your time and decision and are committed to launching our 2024 awards on time this year. With that, let's dive right into the awards results for 2023.

This year, our six finalists and awardees have demonstrated that there is a growing interest in the use of GenAI and AI to further the organizational digital transformation journey. This year, we also have two global entries from the Middle East region. These entries tell us that digital transformation in healthcare is no longer about healthcare in the United States alone. Owing to the growing importance of GenAI and AI in digital transformation in healthcare, we have updated the DigiM™ Digital Maturity Model. The revised model demonstrates how GenAI and AI will now impact the digital maturity of health systems in the United States and globally. With this, I could not be more pleased to announce Intermountain Healthcare as the overall leader in digital transformation strategy and execution for 2023. The health system has not only demonstrated outstanding progress along the different dimensions of the DigiM™ Model but also made significant progress in using GenAI and AI to automate and optimize its digital goals and initiatives.

The Honor Roll includes Geisinger and Virtua Health in the US, and Al Amiri Hospital and American Mission Hospital in the Middle East. Organizations have demonstrated excellence in individual transformation tracks – Geisinger and Intermountain Healthcare for Consumer Digital Leadership, Virtua Health for Technology Enablement and Innovation Leadership, and Intermountain Healthcare for AI Leadership.

This year, the focus is more on technology enablement, which continues to evolve as the AI and GenAI landscape matures. Most mature and advanced health systems invest in different enabling technologies, including AI and GenAI, to make access to care easier and more convenient for patients. There is a growing trend towards hospital-at-home facilities for post-discharge and geriatric care. A natural extension of hospital-at-home facilities is the demand for remote monitoring that makes on-demand consultation and patient monitoring easier.

In governance, we see greater leadership buy-in and participation, with comprehensive budget allocations for digital transformation initiatives; health systems are beginning to see real ROI because of automation.

In the coming year, we will see more health systems using AI and GenAI to automate and optimize their digital initiatives. Analytics, especially GenAI, will become part of the digital transformation enabler suite and find leadership buy-in.

All the participants in our inaugural DigiM™ Digital Maturity Momentum Awards Program reported that they learned much about their progress and current digital transformation state through benchmarking with peer organizations. They hope to use that to target their priorities for the coming year. In this report, we have shared benchmark data to inform digital and technology leaders in their digital transformation journeys.

Congratulations to all the winners from the Damo DigiM™ Digital Maturity Momentum Awards Team!

Rohit Mahajan

Rohit Mahajan

Managing Partner & CEO
Damo Consulting INC.

2023 DigiM™ Digital Maturity Momentum Award Winners

Industry Leaders: Digital Transformation Strategy & Execution

Intermountain Health

Honor Roll: Digital Transformation Strategy & Execution

Geisinger | Virtua Health | Al-Amiri Hospital

Consumer Digital Leadership

Intermountain Health | Geisinger

Technology Enablement & Innovation Leadership

Virtua Health

Artificial Intelligence (AI) Leadership

Intermountain Health

Honor Roll: Non-US Winners

Al-Amiri Hospital | American Mission Hospital مستشفى الإرسالية الأمريكية

Award Categories & Awardees

Overall Leadership Award for Digital Transformation Strategy & Execution

	ABOUT	AWARD CATEGORIES	DIGITAL TRANSFORMATION LEADERSHIP
Intermountain Health	Non-profit health system # of employees – 42,000 Annual revenue - $7.7 billion www.intermountainhealthcare.org	• Industry Leader: Digital Transformation Strategy & Execution • Excellence in Consumer Digital Leadership • Excellence in Artificial Intelligence (AI) Leadership	• **Dan Liljenquist**, Chief Strategy Officer • **Craig Richardville**, **MBA**, Chief Digital and Information Officer • **Mona Baset**, Vice President, Digital Services

"Our mission at Intermountain Health is to help people live the healthiest lives possible. Our consumers, patients, members and caregivers are the foundation of our digital strategy. We continually work to simplify to help create industry-leading digital experiences, and guide and empower people to take the next step in their health journeys."

Craig Richardville, MBA

Chief Digital and Information Officer
Intermountain Health

INDUSTRY LEADER
Digital Transformation
Strategy & Execution

EXCELLENCE
Consumer Digital
Leadership

EXCELLENCE
Artificial
Intelligence (AI)
Leadership

Honor Roll Winners for Digital Transformation Strategy & Execution

	Geisinger	**Virtua Health**
ABOUT	Academic medical center # of employees – 24,000 Annual revenue - $7 billion www.geisinger.edu	Not-for-profit hospital # of employees – 14,000 Annual revenue - $2.8 billion www.virtua.org
AWARD CATEGORIES	• Honor Roll: Digital Transformation Strategy & Execution • Excellence in Consumer Digital Leadership	• Honor Roll: Digital Transformation Strategy & Execution • Excellence in Technology Enablement & Innovation Leadership
DIGITAL TRANSFORMATION LEADERSHIP	• **Rebecca Stametz, DEd, MPH,** VP Digital Transformation • **Don Stanziano,** Chief Marketing Officer • **Emily Fry, MBA,** VP Innovation Operations • **Sarah Sommer, MBA,** VP Digital Engagement • **David Vawdrey, PhD,** Chief Data Informatics Officer • **Dan Bennet,** Chief Technology Officer • **Mike Angelakos, DrPH, MBA,** Chief Information Officer • **Ben Hohmuth, MD,** Chief Informatics Officer • **Sean Koenig, MBA, MS,** CHCIO, Chief Applications Officer	• **Dennis W. Pullin**, President and Chief Executive Officer • **Thomas F. Gordon**, Senior VP and Chief Information Officer • **Tarun Kapoor**, M.D, Chief Digital Transformation Officer • **Jennifer Khelil**, DO, MBA, Senior VP and Chief Medical Officer • **Danielle Wilson**, AVP of Digital Transformation

Dr. Jonathan Welch, MD
Chief Population Health and Chief Innovation Officer

Geisinger

"At Geisinger, we are committed to making better health easier for our community. This recognition is a testament to the work we're investing in to help our patients and community. We believe in innovation, digital engagement, the power of data and will continue to invest in digital capabilities to help us achieve our goals."

HONOR ROLL
Digital Transformation Strategy & Execution

EXCELLENCE
Consumer Digital Leadership

Honor Roll Non-US Winners	
Al-Amiri Hospital	amh American Mission Hospital مستشفــى الإرســاليــة الأمريكـيـة
General Hospital # of employees 3000 https://www.moh.gov.kw/en/Pages/Default.aspx	Not-for-profit hospital # of employees 780 https://www.amh.org.bh
• Honor Roll: Non-US Winners	• Honor Roll: Non-US Winners
• **Saad Alzanki**, Chairman, Department of Medicine • **Dr. Abdul Rahman AlFares**, Head of Digital Transformation Committee / ICU & Anesthesia Head	• **George Cheriyan,** Corporate CEO / Chief Medical Officer • **Ms. Julia Tovey,** Group CEO • **Mr. Peter Kennedy,** COO-KHAMH • **Dr. Deepak Abraham,** Chief of Medical Staff • **Ms. Elize de Bod,** Director of Nursing

Digital Maturity Benchmark Data

Average Payer Mix

Legend:
- Commercial
- Medicare
- Medicaid
- Self-insured
- Other

2% 4% 28% 27% 40%
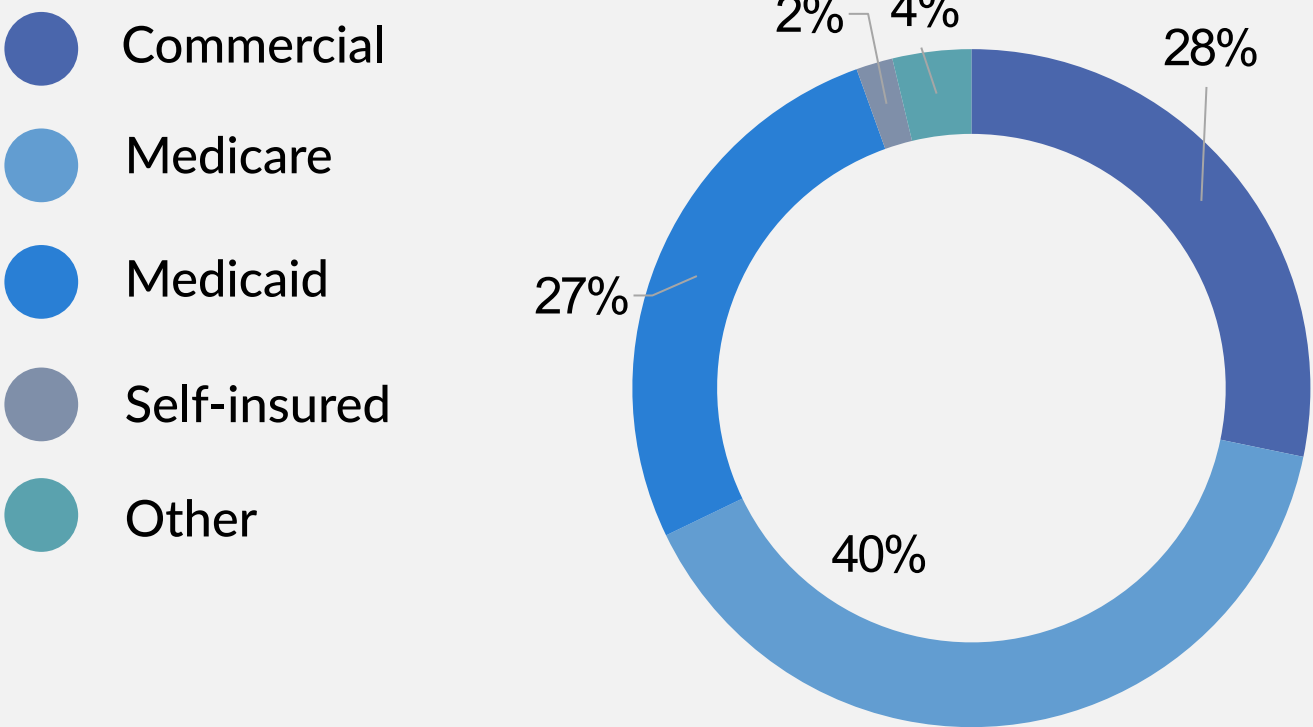
FIGURE 1: Breakdown By Payer Mix

Source: Damo DigiM™ Digital Maturity Model Benchmarks

The payer mix of the leading organizations indicates higher percentage of Medicare populations, followed by Medicaid, and Commercial. The payer mix influences investment priorities and choices for digital programs. Digital leaders are taking into consideration the needs of every population segment while developing technology-enabled solutions.

Implementation/Importance/Performance Status

Widely Implemented   **High Importance**   **Performance Mostly Meets**
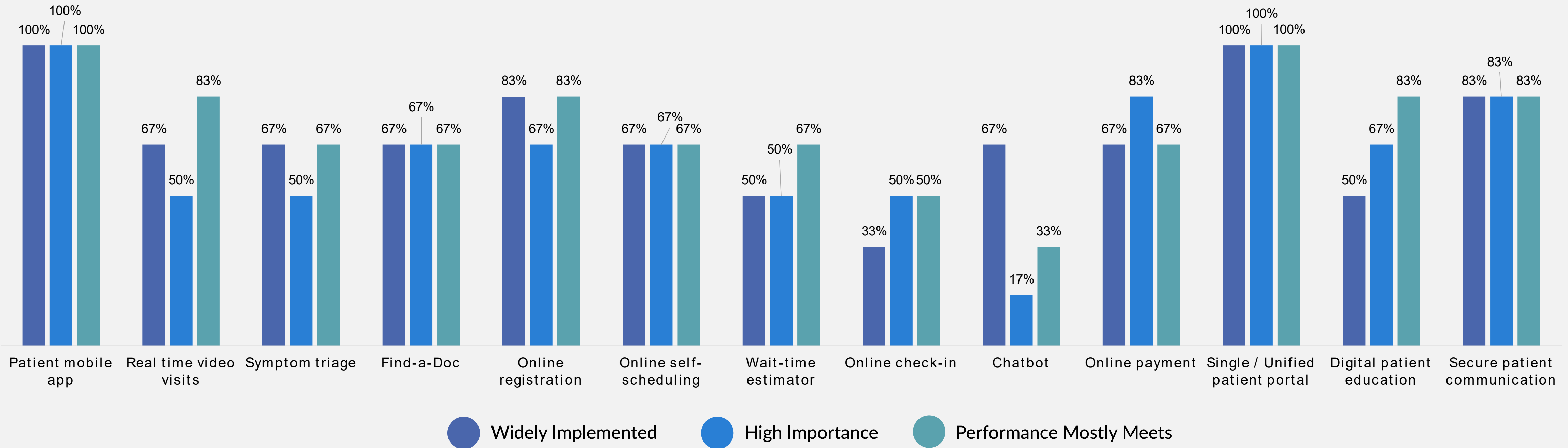
FIGURE 2: Patient Engagement – Digital Adoption

Source: Damo DigiM™ Digital Maturity Model Benchmarks

Our benchmark data indicates that hospitals are increasing patient engagement with patient mobile apps and creating a single/unified patient portal. There are opportunities for further streamlining digital workflows in the scheduling and registration space by using AI-enabled chatbots for patient queries and triage and guiding patients through registration and appointment scheduling. Find-a-doc, chatbot, symptom triage, online registration, online self-scheduling, wait-time estimation, online check-in, and online payment are all areas where there is scope for further digitization and engaging patients during patient acquisition.
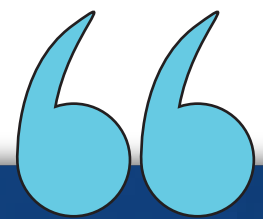
"We leverage automated and conversational SMS or phone calls for appointment reminders and discharge follow ups. We have expanded unauthenticated scheduling to where consumers can schedule appointments online without having a patient portal account or authenticating to our largest region. We have also launched a voice assistant that helps patients take care of basic tasks without ever speaking with a human if they don't want to."
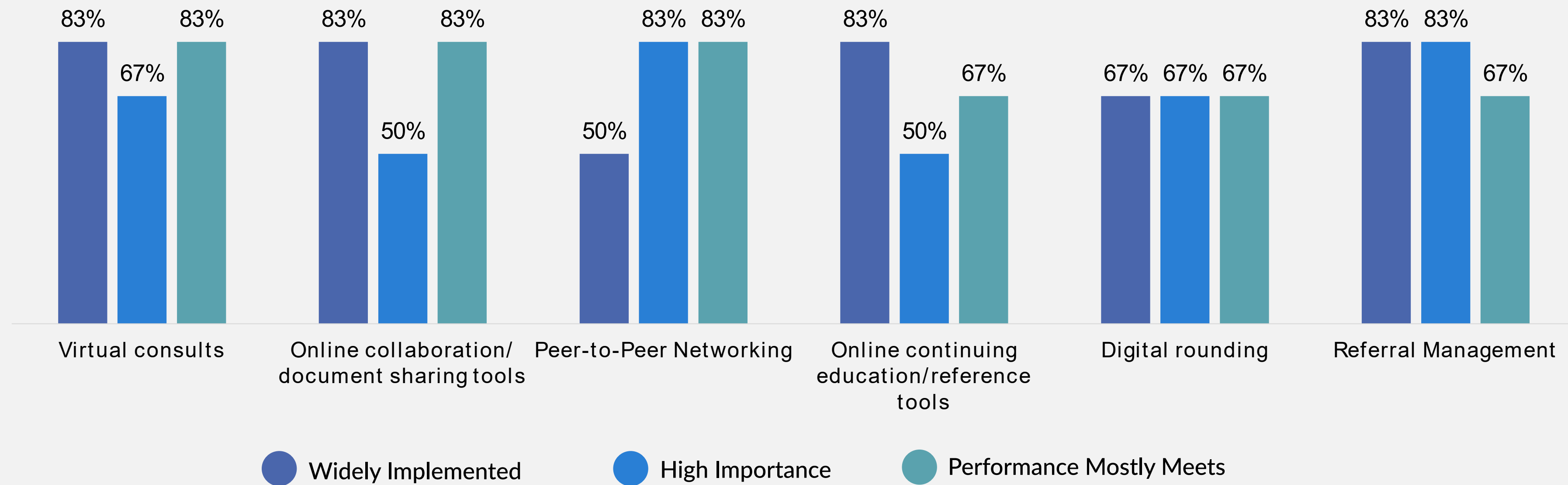
Implementation/Importance/Performance Status

FIGURE 3: Provider Enablement - Digital Adoption

Source: Damo DigiM™ Digital Maturity Model Benchmarks

There is a remarkable improvement in the implementation of provider implementation tools compared to previous years. Investing more in referral management tools can help to prevent revenue leakages to out-of-network providers.

"We have a partnership with Microsoft, emphasizing a Cloud-first approach. Our strategic plan includes establishing a foundational build in a suitable Cloud data center to support advanced technologies like genomics and HoloLens. We're developing a virtual platform as a service to ensure flexibility and prevent Cloud lock-in. Security measures align with recognized best practices, and governance is in place for efficient Cloud utilization with proper resource allocation, operational guardrails, and spending metrics. Our focus on Cloud is a key strategic driver in improving community health, especially in areas such as social determinants of health."

Implementation/Importance/Performance Status
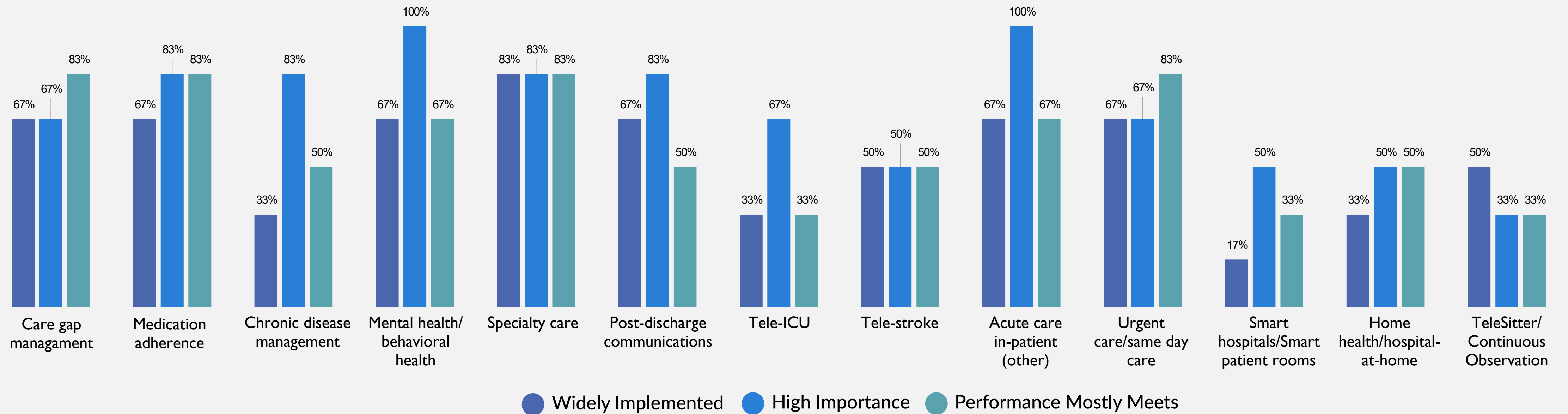
FIGURE 4: Care Management - Digital Adoption

Source: Damo DigiM™ Digital Maturity Model Benchmarks

Robust chronic disease management tools and programs influence medication adherence and post-discharge communications, all of which can be combined with implementing digital programs. TeleICU, TeleStroke, Smart Patient Rooms, and Home Healthcare are other areas of opportunity for digital transformation in healthcare.
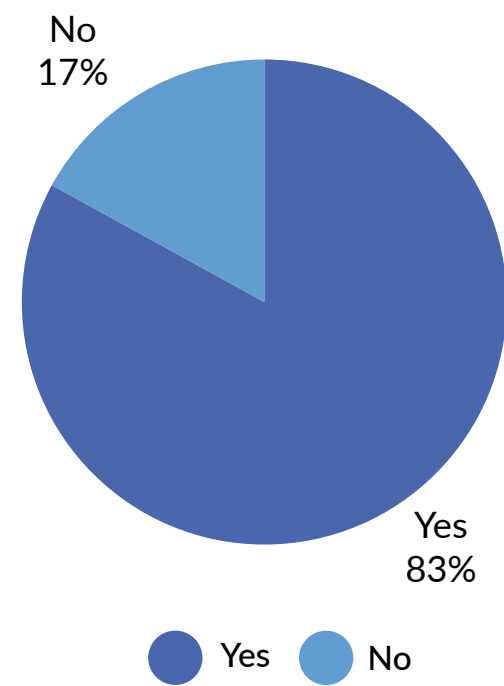
"Launched enterprise remote patient monitoring strategy that includes hospital-at-home."

"Keen focus on evolving smart room of the future, accelerating self-service capabilities, and utilizing areas such as AI to add efficiencies for the care team."

Industry Adoption: CRM

CRM Implementation

CRM Implementation by Use Cases

- Widely Implemented
- High Importance
- Performance Mostly Meets
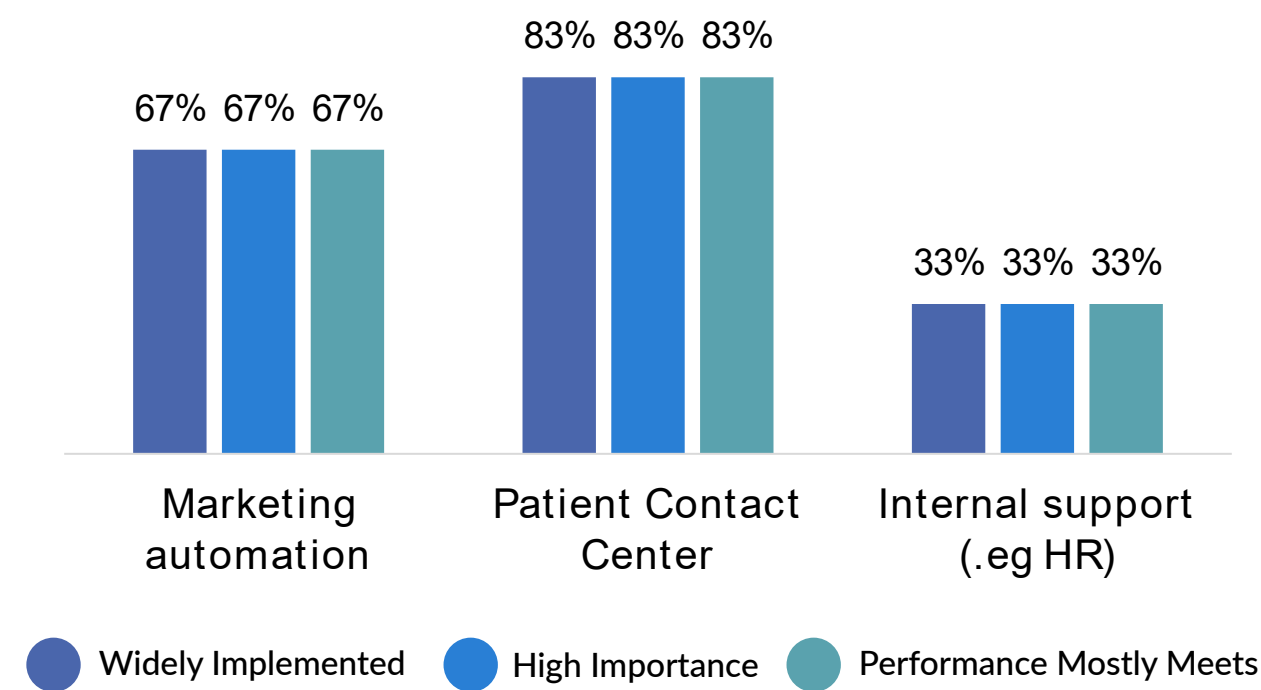
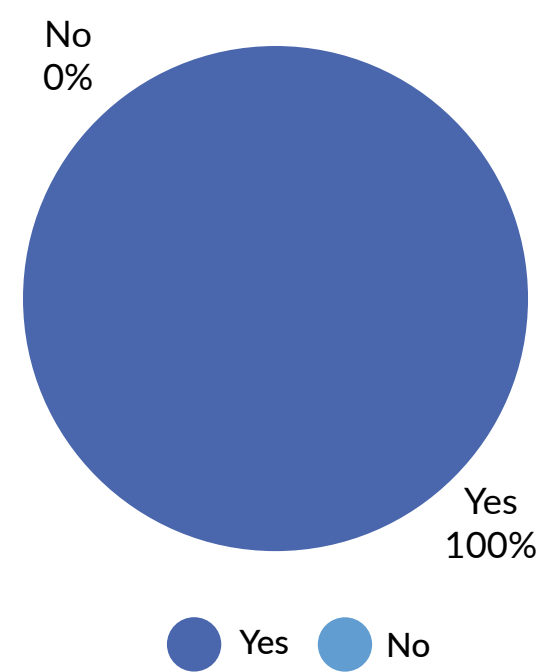# Industry Adoption: Cloud

Cloud Implementation
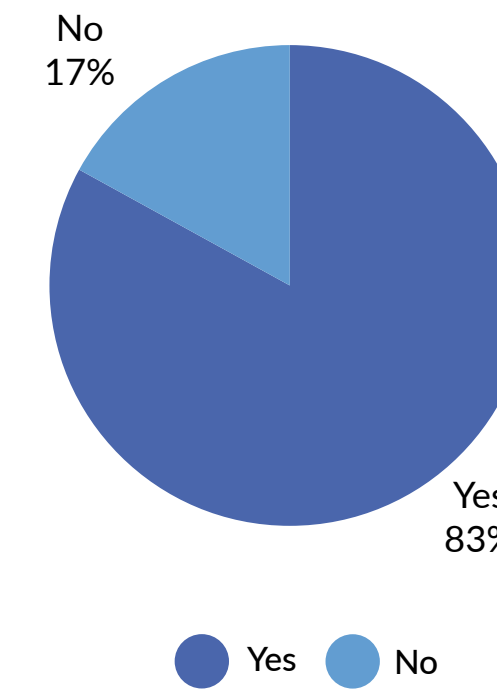
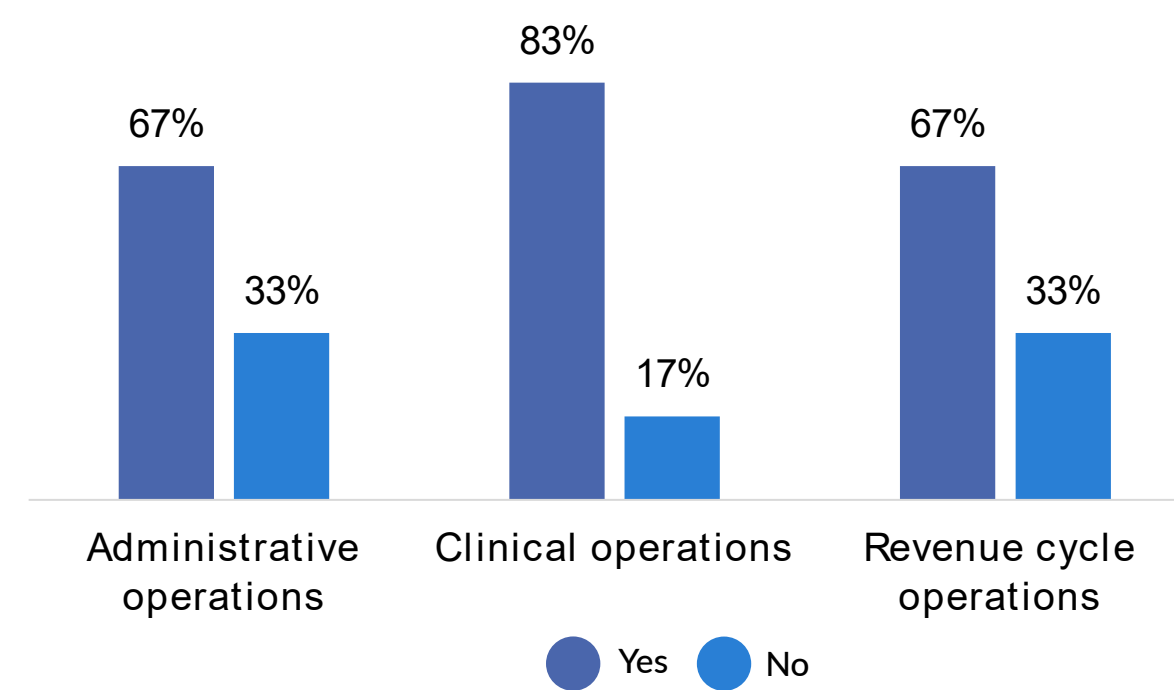## Cloud Implementation by Use Cases

- Yes
- No
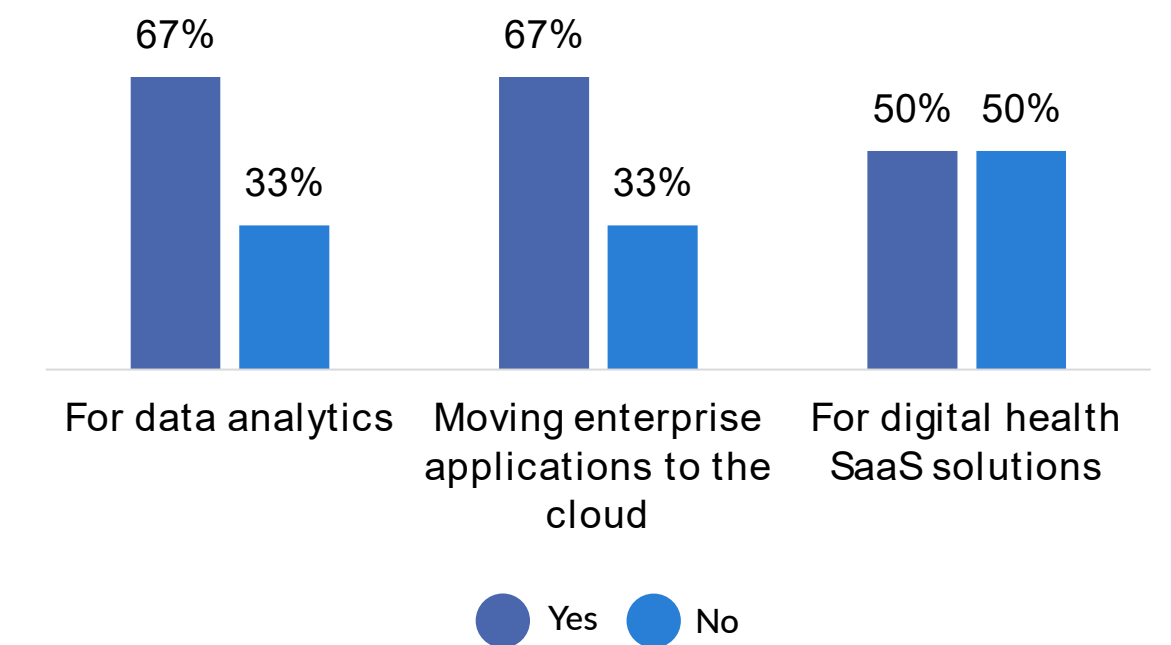
Industry Adoption: Automation
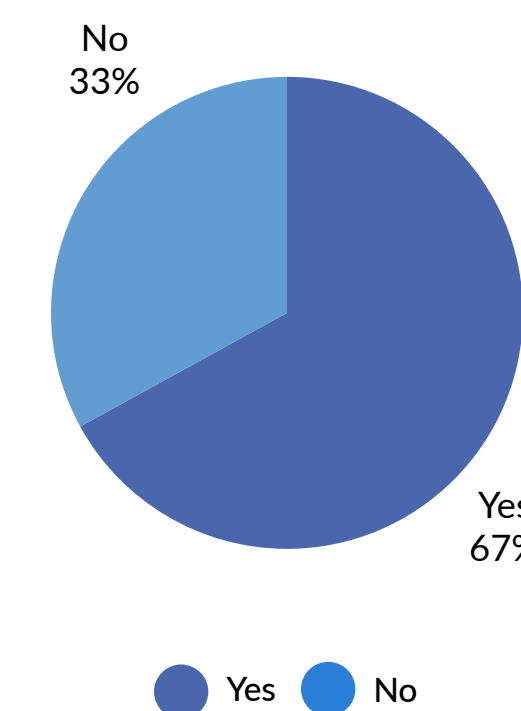
Automation Implementation

Automation Implementation by use cases

- Yes
- No

Industry Adoption: Chatbots

Chatbots Implementation

Chatbots Implementation by use cases
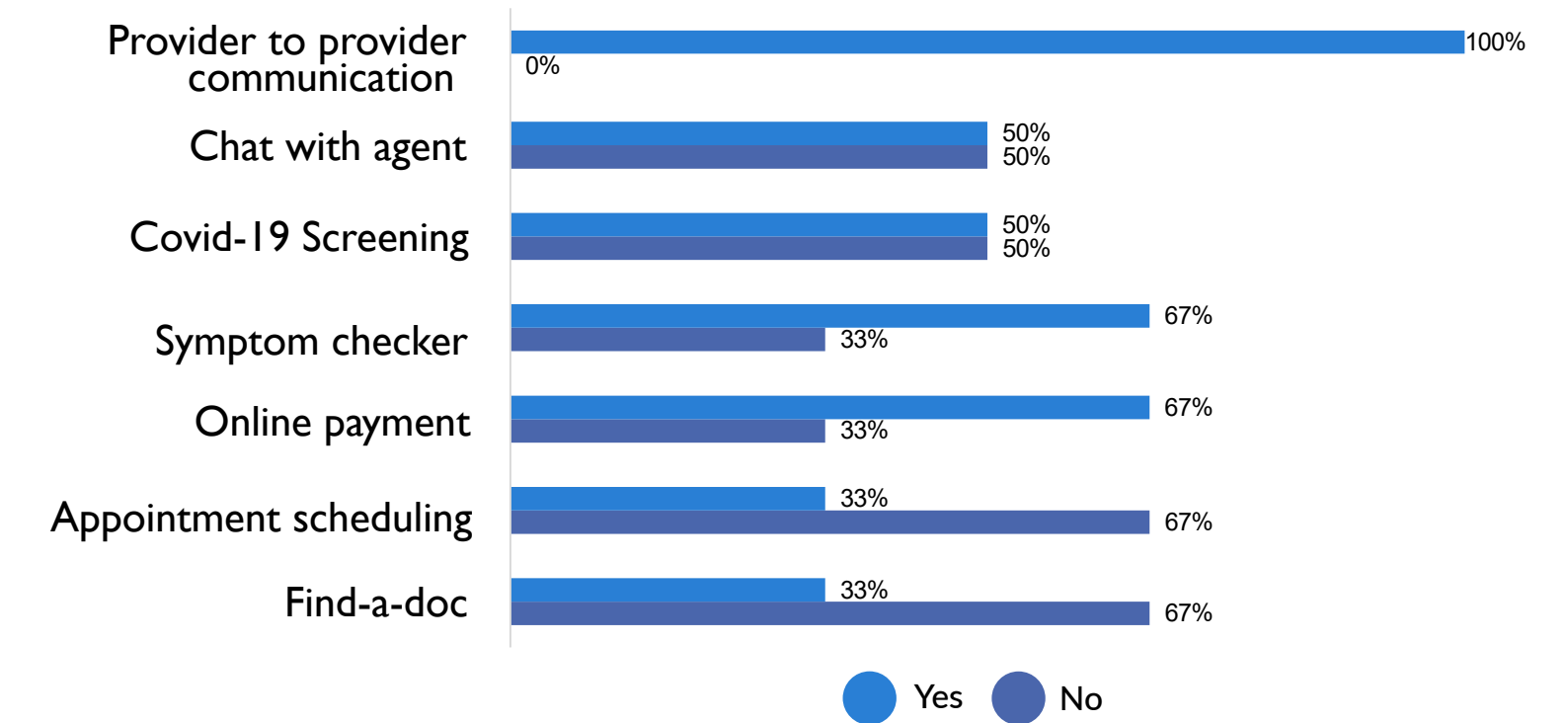

- Yes
- No

FIGURE 5: Enterprise Technology Platforms And Tools That Are Being Deployed In Digital Transformation Programs
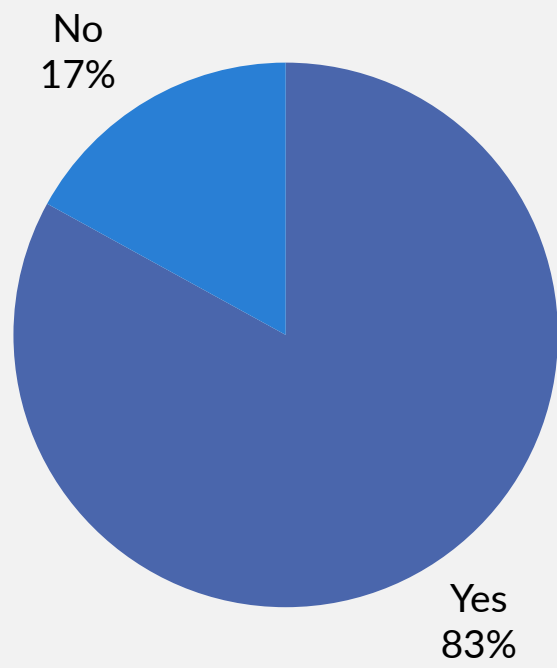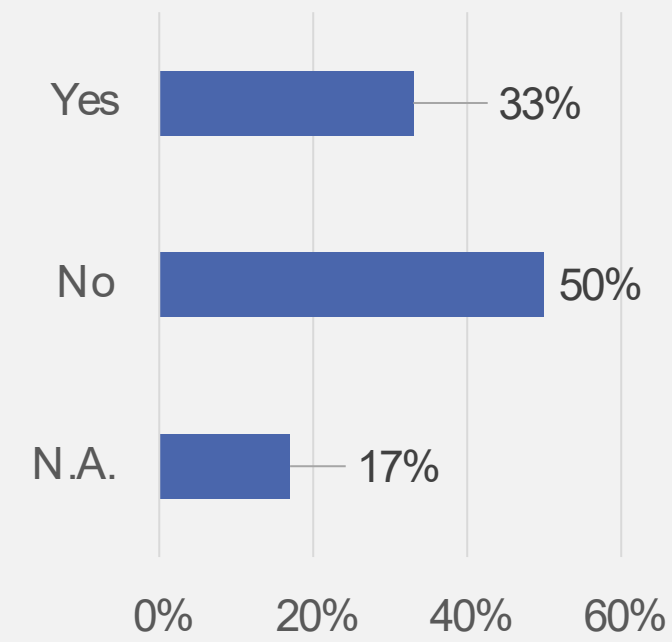
Source: Damo DigiM™ Digital Maturity Model Benchmarks

> "We are piloting ambient dictation to reduce documentation burden on providers and allow them to spend more time with patients and less time documenting after hours."
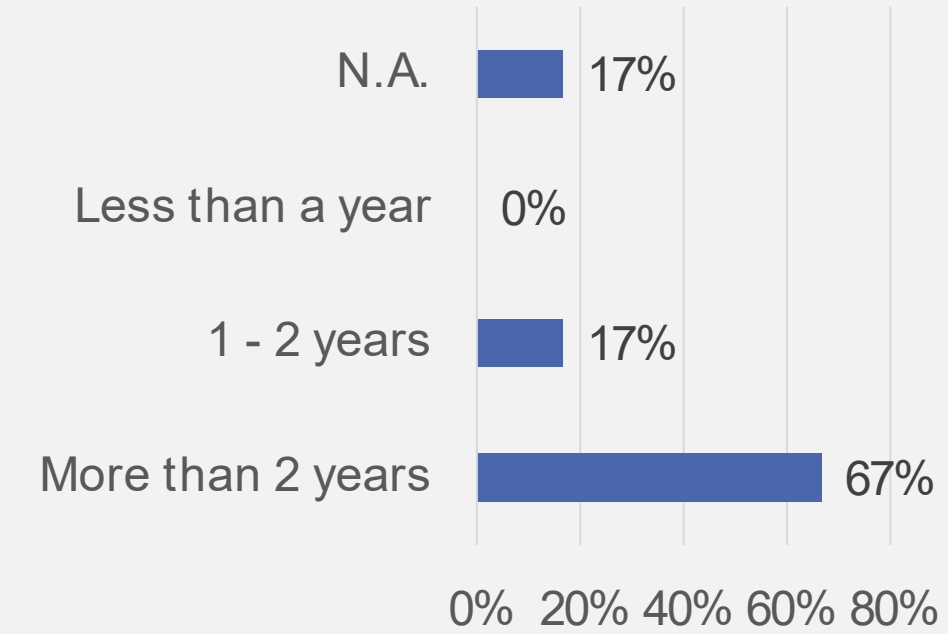
Does your organization have a dedicated digital function?

No
17%

Yes
83%

Does the digital leader report to CEO?

Yes	33%
No	50%
N.A.	17%

0% 20% 40% 60%

When did your organization formalize the digital function?

N.A.	17%
Less than a year	0%
1 - 2 years	17%
More than 2 years	67%

0% 20% 40% 60% 80%

Does your organization have a documented digital strategy/roadmap?
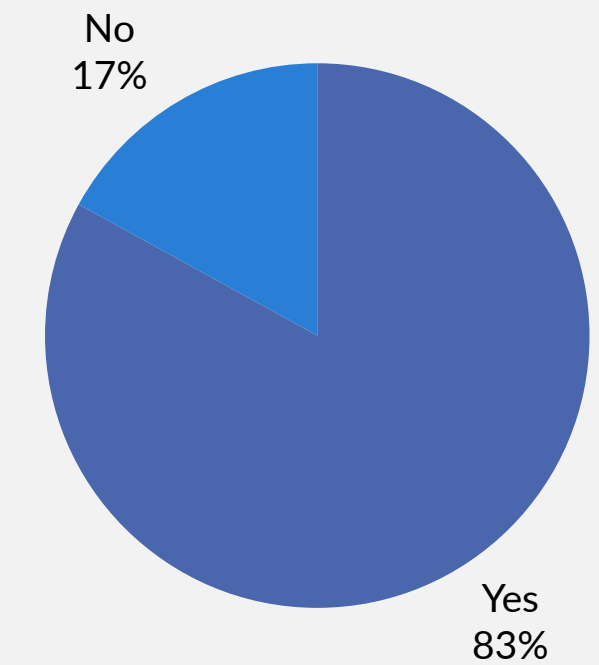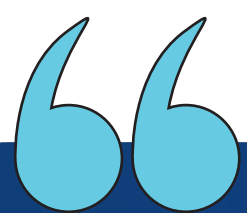
No
17%

Yes
83%

FIGURE 6: Industry Benchmarks: Org Model And Governance

Source: Damo DigiM™ Digital Maturity Model Benchmarks

"The goal was to bring all strategy, platform and budget oversight for different technologies into digital services, with cross-functional steering committees and sub-committees helping to drive prioritizations and decisions. Centralizing the digital function allowed for a unified digital strategy and accelerated implementations of key technologies and approaches to benefit our patients, consumers and caregivers."

2023 DigiM™ Digital Maturity Momentum Awards - Methodology

The DigiM™ Digital Maturity Awards Program recognizes the leaders among healthcare provider organizations who have demonstrated significant progress with their digital transformation programs. The awards are based on submissions provided by individual health care organizations. The online submissions were based on Damo's proprietary DigiM™ maturity assessment framework and a scoring tool that evaluated the individual submissions across five major dimensions. There were finally six submissions that were considered for the awards. The final awardees were selected based on overall scores as well as excellence in a few specific individual dimensions. An independent panel of advisors/judges provided advice and guidance on the overall process and final outcomes.

If you have still not taken the DigiM™ Digital Maturity Assessment

Take The Assessment

For more information about how Damo can help you with your digital transformation journey

Download Brochure

Talk to Our Consultant

DAMO

Damo Consulting provides digital transformation advisory services to enable healthcare organizations navigate the technology-enabled transition to telehealth and virtual care. We bring deep industry knowledge, market insights and technology skills to help develop and implement enterprise digital roadmaps.

For more information, write to us at
info@damoconsulting.net

We invite you to visit
www.damoconsulting.net

For additional content on digital strategy, case studies of our work, and ongoing research. **Subscribe** to our newsletter and our highly rated podcast, **The Big Unlock**.