UNLOCK DIGITAL TRANSFORMATION

Healthcare CX Index

Connect healthy values with digital experiences.

Connecting through meaningful experiences

Every healthcare customer experience, no matter how trivial, is influenced by human emotions. Stress is ever present and patients are seeking guidance through personal challenges.

At the same time, people are interacting with healthcare professionals in new ways. Telehealth is expanding, in-depth information is at everyone’s fingertips, and personalized content guides people on their health journey.

Knowing what your customers value, how well you’re performing, and where to invest resources is imperative.

Healthcare CX Index

Successful digital transformation outcomes come from making the right choices for your business based on what matters most to your customers.

Human truth lies at the heart of every beautiful customer experience. In a world full of distractions, embracing foundational truths is the key to creating moments that positively impact people's lives.

Hero Digital's CX Index connects human values with digital experiences, giving business leaders the tools they need to understand their customers, diagnose their CX performance, and prioritize transformation investments that directly impact loyalty and revenue growth.

What's good for people is good for business. This inaugural report provides key industry and audience benchmarks to drive focus when making critical digital transformation decisions. Take actions that enhance your customers' lives and build lasting value by viewing your business through a human lens.

TABLE OF CONTENTS

05 Framework

08 Today’s Landscape

14 Generational Insights

22 Medical Care Insights

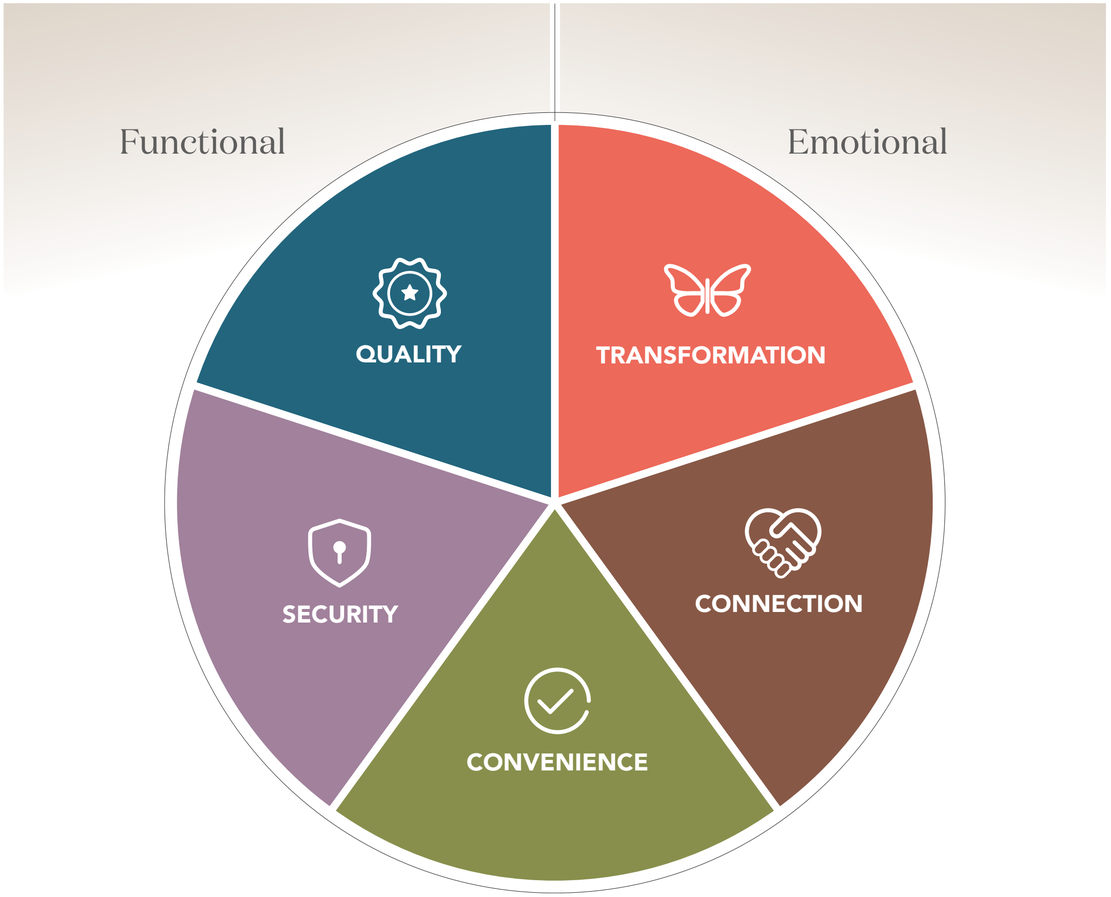
32 Pharmacy Insights

39 Take Action

40 Our Method

Customer truths are derived from **essential** human needs.

The CX Index uncovers the human truths that are most likely to drive both customer choice and customer advocacy. These functional and emotional truths are driven by 5 essential customer needs: Quality, Security, Convenience, Connection, and Transformation.

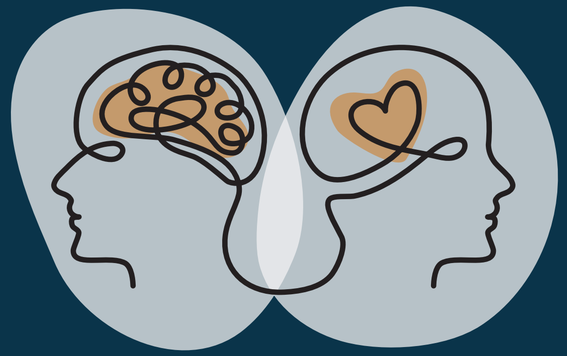


10 core truths drive customer behavior

By zeroing in on five essential customer needs, we've identified 10 human truths that every brand must pay attention to if they want to deliver exceptional experiences. Digital transformation is needed to drive exceptional experiences. These core truths range from the functional to the emotional.

Functional → ← Emotional

QUALITY	SECURITY	CONVENIENCE	CONNECTION	TRANSFORMATION
Price & Value	**Privacy & Control**	**Access & Availability**	**Empathy**	**Empowerment**
I need an experience that gives me something worthwhile in return for my investment.	I need a secure experience that will protect my data, and give me the power to set boundaries.	I need an accommodating experience that offers quick resolution to my wants and needs.	I need a supportive experience that cares about me and understands my unique set of challenges.	I need an inspirational experience that enables me to live my best life.
Brand Stature	**Trust & Transparency**	**Ease**	**Principles**	**Disruption**
I need a reputable experience from a brand my cohort respects.	I need a reliable experience that keeps me updated on any changes.	I need an easy-to-use experience that prioritizes function and efficiency.	I need a conscientious experience that reflects back to me the values I hold most dear.	I need a revelatory experience that fundamentally alters my relationship to the category.



Revealing truth by connecting the mind with the heart

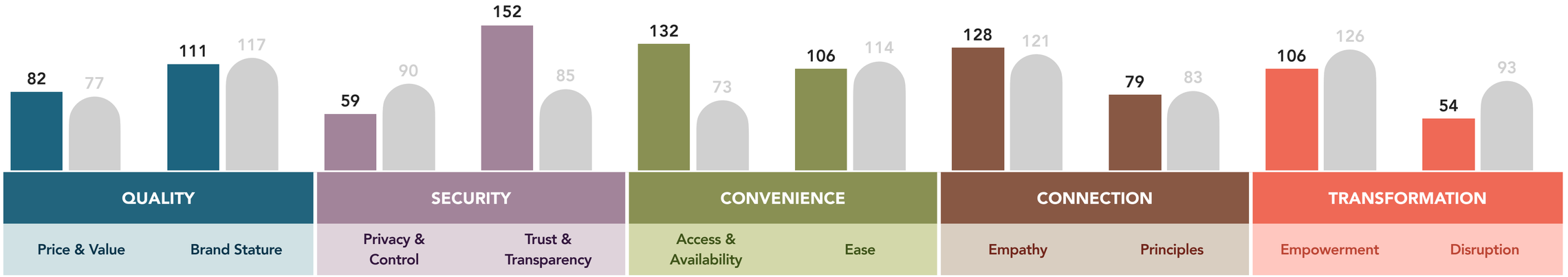
LEARN ABOUT HERO'S CX INDEX

Today's Landscape

A mix of functional and emotional attributes drive choice

STATED IMPORTANCE
(indexed to Healthcare industry average)

Stated Importance Index Score
Derived Importance Index Score



Price ranks surprisingly low when people are choosing a healthcare provider.

Trust is a leading driver of healthcare customer choice.

Empowerment is more important than **Disruption** for healthcare customers.

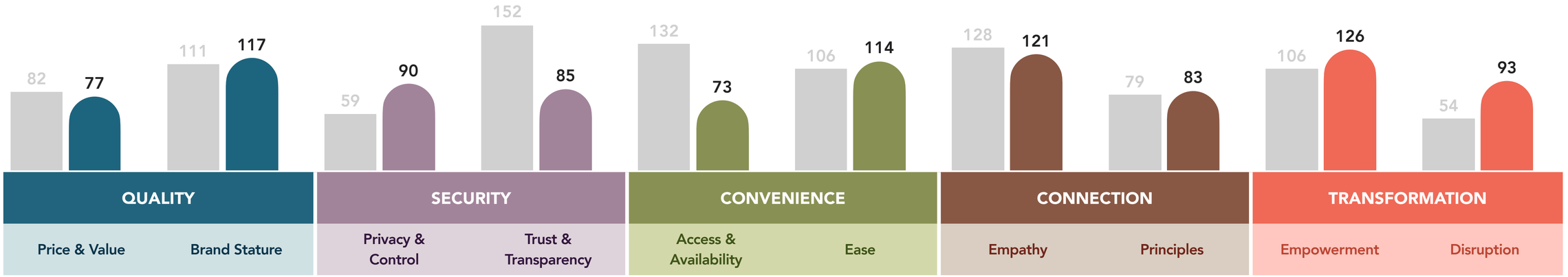
Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324 *(scores indexed to industry average)*

Healthcare advocacy is a balance of functional and emotional truths

DERIVED IMPORTANCE
(indexed to Healthcare industry average)

Stated Importance Index Score

Derived Importance Index Score



Brand Stature has a high derived importance for healthcare customers.

Ease is highly valued when advocating for a healthcare company.

Empowerment is *the* most important CX factor when people are advocating for a healthcare company.

Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324 *(scores indexed to industry average)*

Experience drives advocacy

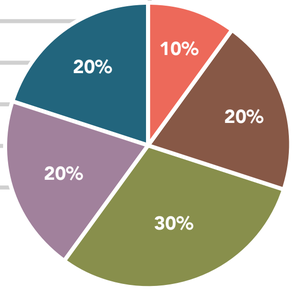
What drives customer choice isn't always the same thing that makes people love a brand. Healthcare companies must balance a mix of functional and emotional attributes to deliver a superior customer experience.

QUALITY SECURITY CONVENIENCE CONNECTION TRANSFORMATION

What we say

Top 10 stated attributes that drive **CHOICE**

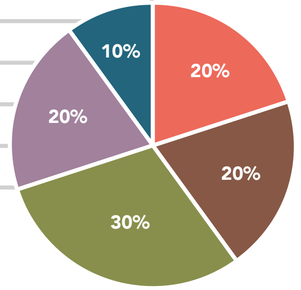
	1	Takes my insurance
	2	Provides high-quality care
	3	Is care I can trust
	4	Cares about my health
	5	Communicates with me clearly about my healthcare options
	6	Easy to get an appointment
	7	There is a location nearby
	8	Makes me feel heard and understood
	9	Is effective
	10	Supports my physical and emotional needs



How we feel

Top 10 derived attributes that drive **ADVOCACY**

	1	Provides high-quality care
	2	Gives me confidence in my healthcare decisions
	3	Is care I can trust
	4	Has easy to use app/website
	5	Gives me a sense of pride
	6	Helps me live my best life
	7	Makes me feel accepted (not judged)
	8	Offers both online and in-person options
	9	Trusted to protect my personal information
	10	Provides outstanding customer service



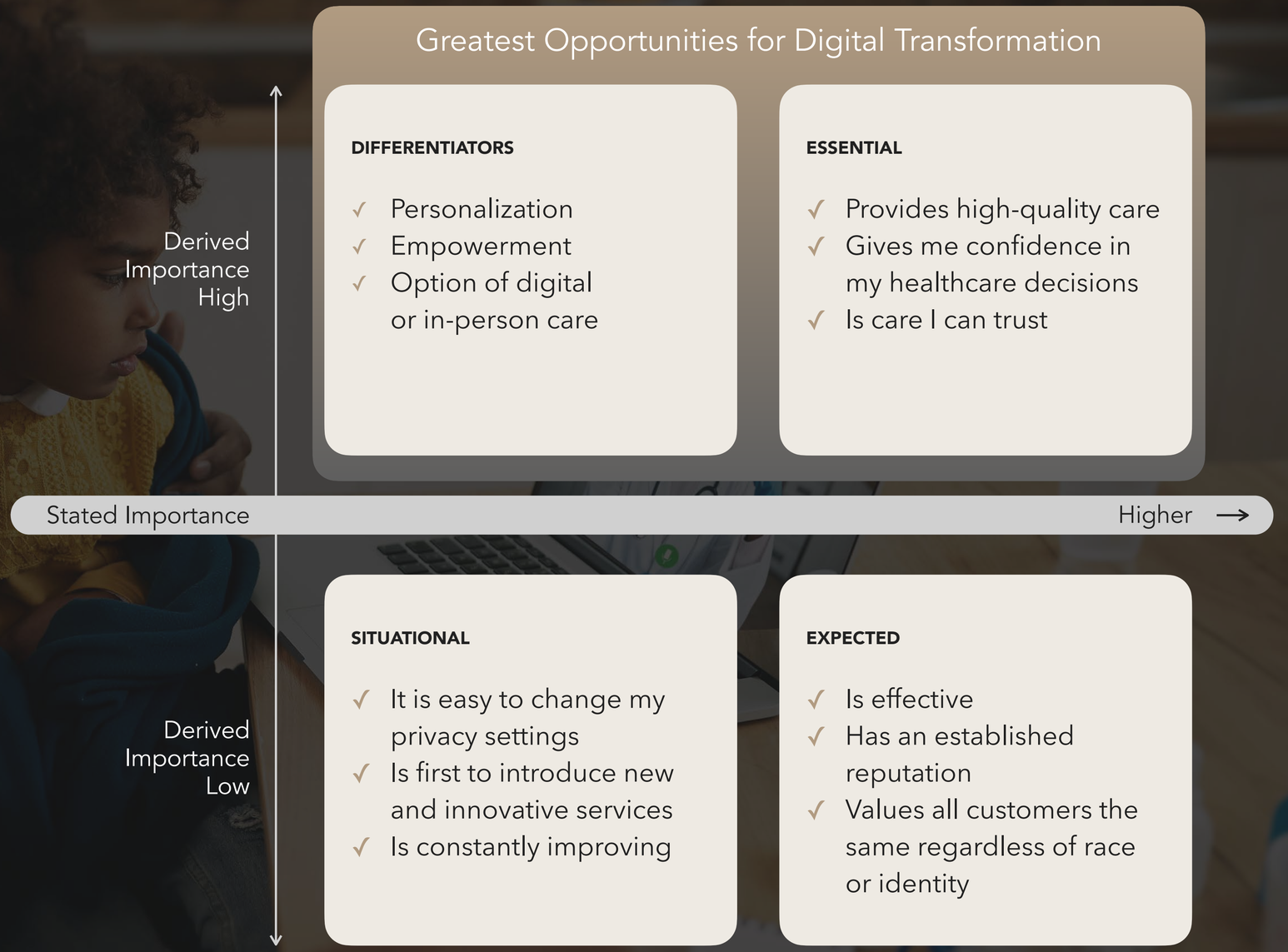
Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

Healthcare

Reconciling what people say with how they feel

Healthcare companies should focus on ease, quality, and understanding while delivering personalized customer experiences and options for digital or in-person care.

Leading healthcare companies must empower customers by giving them digital options for seeking care (online visits) and interacting with their brand (an easy-to-use app/website).

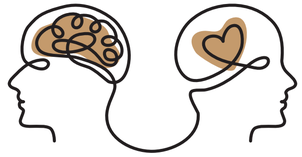


Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

Truth: Human connection is the foundation to a superior experience

Today's healthcare customers value brands they trust. It's essential to show you care by delivering high quality care through customer experiences that are constantly improving.

WHAT PEOPLE SAY



HOW PEOPLE FEEL

ACCESS IS EXPECTED	INDEX SCORE
✓ Takes my insurance	190
✓ Cares about my health	173
✓ Communicates with me clearly	163
✓ Easy to get an appointment	160
✓ There is a location nearby	153

STATED AS DRIVING CHOICE
High stated importance

OUTSTANDING SERVICE IS ESSENTIAL	INDEX SCORE
✓ Provides high-quality care	173 / 162
✓ Is care I can trust	173 / 155
✓ Helps me live my best life	140 / 138
✓ Outstanding customer service	133 / 131
✓ Trusted to protect my information	127 / 136

CHOICE + ADVOCACY
High stated / High derived importance

EMPOWERMENT IS DIFFERENTIATING	INDEX SCORE
✓ Gives confidence in healthcare decisions	161
✓ Has easy to use app/website	147
✓ Gives me a sense of pride	142
✓ Helps me live my best life	138
✓ Makes me feel accepted (not judged)	137

IDENTIFIED AS DRIVING ADVOCACY
High derived importance

Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324 *(scores indexed to industry average)*

INSIGHTS

Advocacy Across Generations

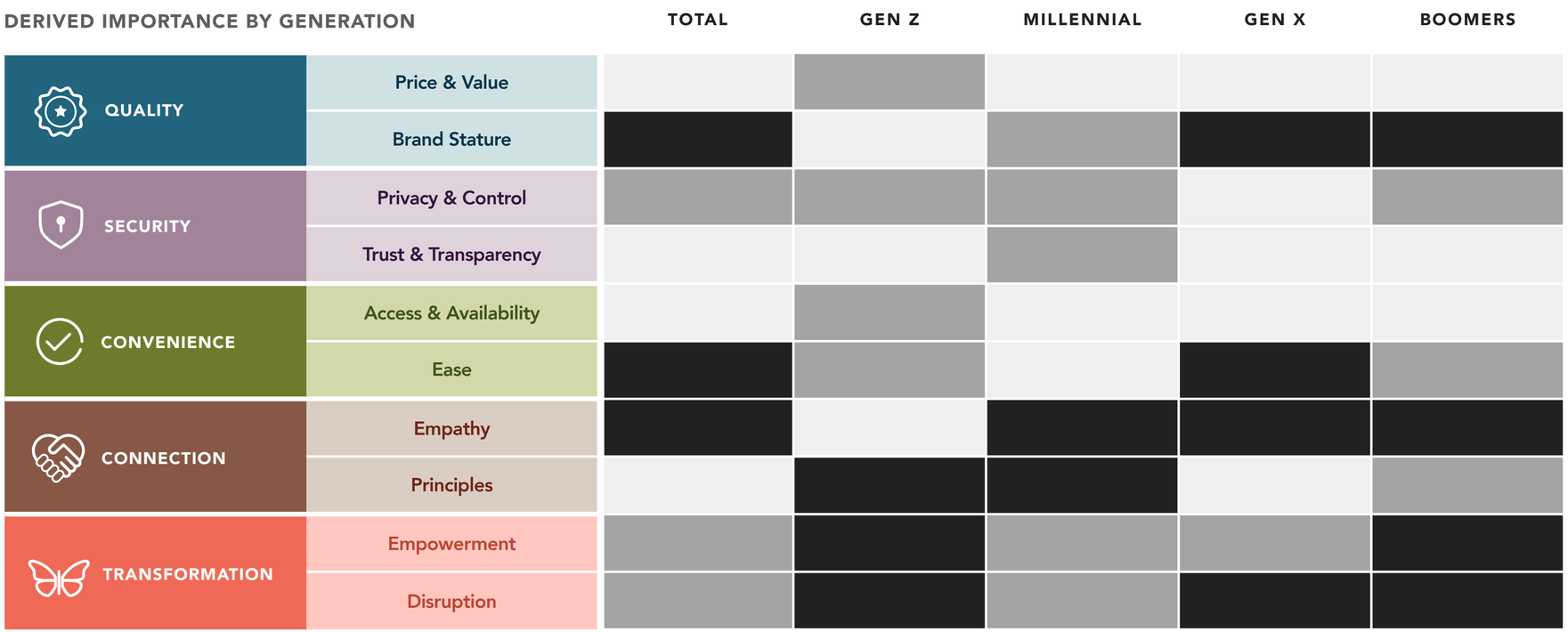
Keeping a pulse on every generation

People’s values shift at different stages of their life, depending on their current health and future outlook.

By understanding what drives advocacy across generations, healthcare business leaders meet people where they are, and see where they’re missing the mark with key age groups.

What consumers feel is important shifts across generations

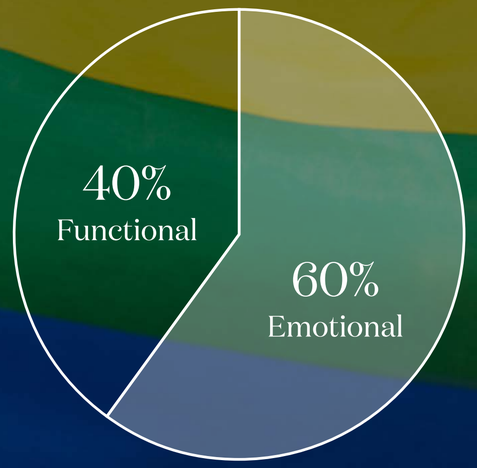
Each generation has different reasons for what drives them to recommend a brand. To build brand advocacy with today's consumers, businesses must develop a digital transformation strategy that meets core truths across every generation.



Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

Generation Z 18 - 26 years old

Gen Z is a growing group of digital natives. They value flexible options, unique products, and innovative services worth paying for. Gen Z patients and customers value emotional needs, like connection and transformation, when they're advocating for the healthcare companies they love.

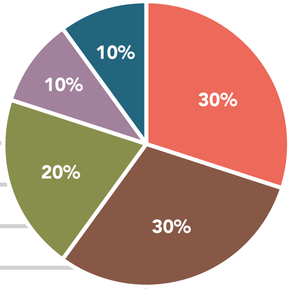


Relative Importance of Functional vs Emotional needs on likelihood to recommend

Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

GEN Z'S TOP 10

derived attributes that drive brand advocacy

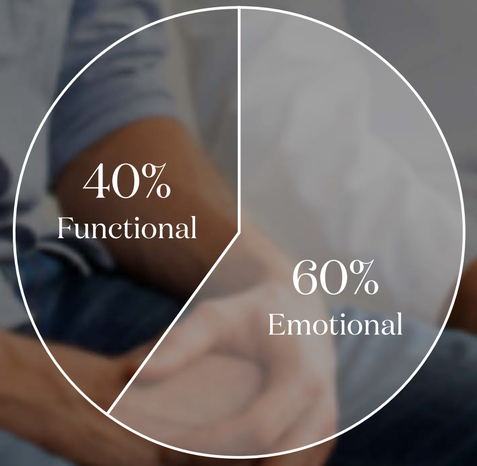


	1	Offers both online and in-person options
	2	Has unique products I can't find anywhere else
	3	Is first to introduce new and innovative services
	4	Is worth paying more for
	5	Offer high quality virtual or "teledoc" options
	6	Cares about their employees
	7	Gives me a sense of pride
	8	Brand acts on my feedback
	9	Offers personalized recommendations
	10	They care about the environment

QUALITY SECURITY CONVENIENCE CONNECTION TRANSFORMATION

Millennial 27 - 41 years old

Millennials are facing responsibility. As new parents and business leaders, connection, in the form of empathy and principles, is overwhelmingly significant. It's also important to create secure healthcare customer experiences that are easy to use

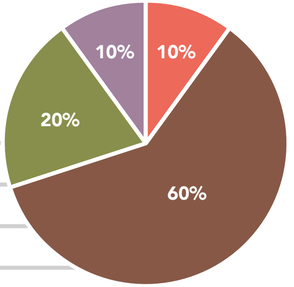


Relative Importance of Functional vs Emotional needs on likelihood to recommend

Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

MILLENNIAL'S TOP 10

derived attributes that drive brand advocacy

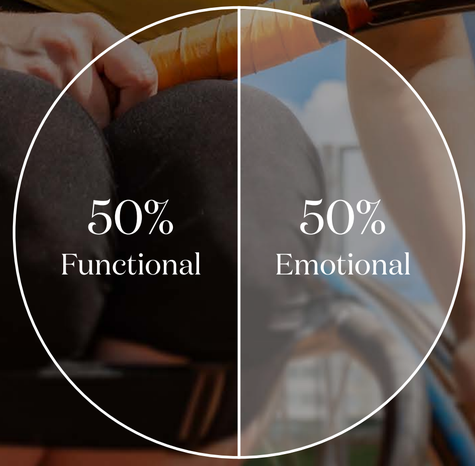


	1	Can be trusted to protect my personal info
	2	Makes me feel heard and understood
	3	They care about the environment
	4	Has easy to use app/website
	5	Offers personalized recommendations
	6	Values all customers the same regardless of race or identity
	7	Supports my physical and emotional needs
	8	Offers both online and in-person options
	9	Makes me feel accepted (not judged)
	10	The brand is fun

QUALITY SECURITY CONVENIENCE CONNECTION TRANSFORMATION

Generation X 42 - 57 years old

Gen X healthcare customers value trust, customer service, and confidence in their decisions. To gain advocacy from this influential group, healthcare companies must offer guidance while delivering a balance of functional and emotional truths.

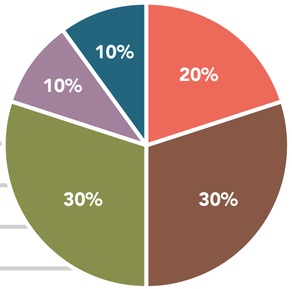


Relative Importance of Functional vs Emotional needs on likelihood to recommend

Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

GEN X'S TOP 10

derived attributes that drive brand advocacy



	1	Is care I can trust
	2	Provides outstanding customer service
	3	Gives me confidence in my healthcare decisions
	4	Makes me feel accepted (not judged)
	5	Provides high-quality care
	6	Is constantly improving
	7	Shares similar values as I do
	8	Helps me live my best life
	9	Easy to get an appointment
	10	Guides me/helps me with decisions

QUALITY SECURITY CONVENIENCE CONNECTION TRANSFORMATION

Baby Boomers 58 - 76 years old

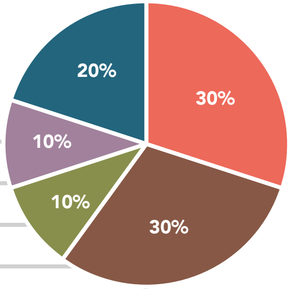
Boomers have experienced drastic changes over their lifetime. Healthcare companies must demonstrate confidence and be easy to communicate with while empowering people to live their best lives to gain advocacy from this wise generation.

Relative Importance of Functional vs Emotional needs on likelihood to recommend

Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

BOOMERS' TOP 10

derived attributes that drive brand advocacy



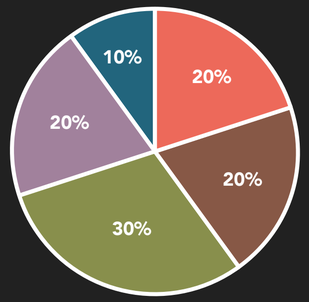
	1	Gives me confidence in my healthcare decisions
	2	They are easy to contact and communicate with
	3	Provides high-quality care
	4	Cares about their employees
	5	Gives me a sense of pride
	6	Empowers me
	7	Has access to the world's leading medical experts
	8	Helps me live my best life
	9	Is care I can trust
	10	Shares similar values as I do

QUALITY SECURITY CONVENIENCE CONNECTION TRANSFORMATION

Connection is critical

Empathy and principles are key drivers of healthcare advocacy. Leaders must create genuine connections with people across every generation to gain their loyalty.

Healthcare Average

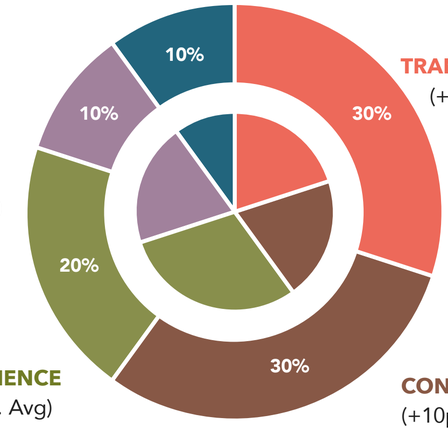


QUALITY SECURITY CONVENIENCE CONNECTION TRANSFORMATION

Source: Hero Digital Truth & Beauty Index August 2021
Healthcare n=324

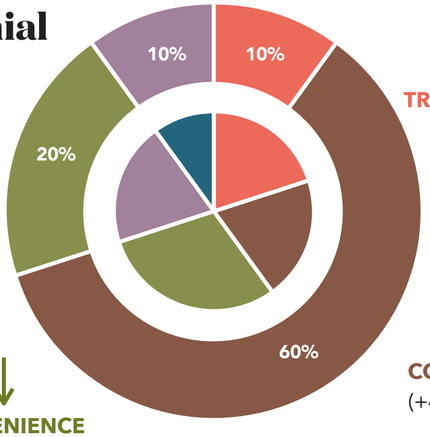
DERIVED IMPORTANCE (compared to Healthcare average)

Gen Z



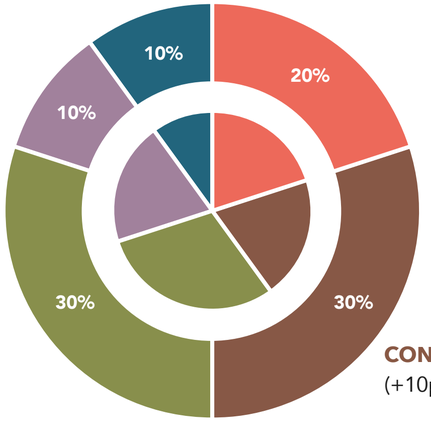
TRANSFORMATION (+10ppt v. Avg)
SECURITY (-10ppt v. Avg)
CONVENIENCE (-10ppt v. Avg)
CONNECTION (+10ppt v. Avg)

Millennial



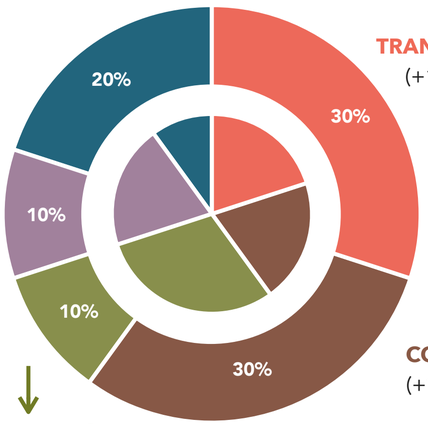
TRANSFORMATION (-10ppt v. Avg)
QUALITY (-10ppt v. Avg)
SECURITY (-10ppt v. Avg)
CONVENIENCE (-10ppt v. Avg)
CONNECTION (+40ppt v. Avg)

Gen X



SECURITY (-10ppt v. Avg)
CONNECTION (+10ppt v. Avg)

Boomer



TRANSFORMATION (+10ppt v. Avg)
QUALITY (+10ppt v. Avg)
SECURITY (-10ppt v. Avg)
CONVENIENCE (-20ppt v. Avg)
CONNECTION (+10ppt v. Avg)

INSIGHTS

Medical Care

Primary Care

Primary care is shifting fast

The primary care landscape has changed for both doctors and patients. Fueled by the pandemic and new technology, people are combing virtual and in-person care and physicians are now increasingly employed by hospitals and corporate entities.

Connecting people with the right services is all about giving them access to growing networks of primary care doctors.

58%

of US adults are expected to have at least one in-person visit with a primary care physician in 2022—down from 62.8% in 2018.

7 in 10

physicians were employed by either hospitals or corporate entities, such as insurers and private equity firms. Since 2019, 48,400 US physicians—including both PCPs and specialists—have left independent practices and become employees of hospitals or other corporate entities.

21-55K

Association of American Medical Colleges prediction of potential primary care doctors by 2023.

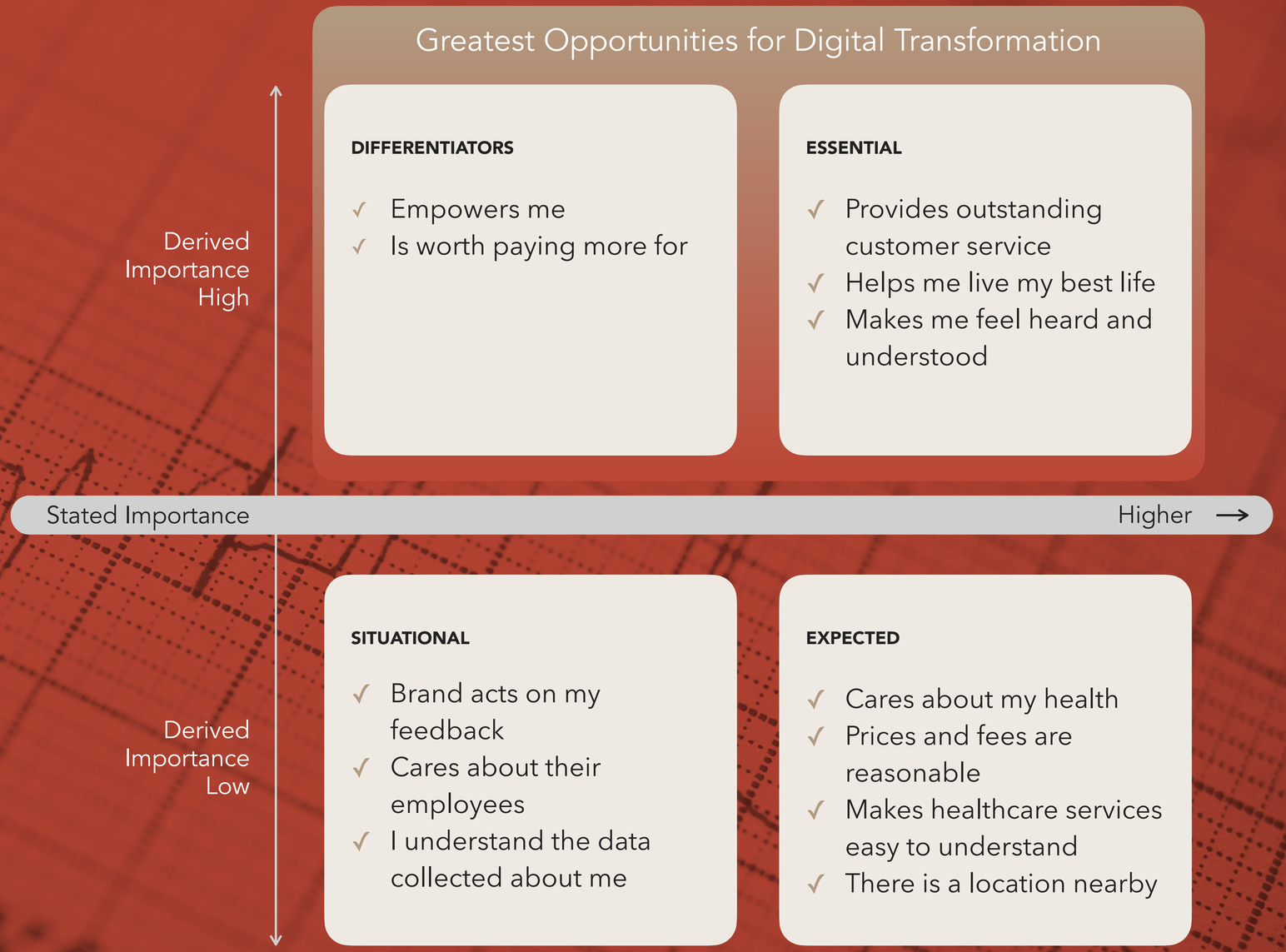
Source: E-marketer, Elation Health

Primary Care

Serving people's individual needs

Selecting a primary care provider is a personal choice. Serving people's individual needs is the key to customer loyalty.

Digital transformation initiatives must move beyond simple feedback to tailored services that improve people's lives.



Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

Primary Care: People want to be heard

When seeking primary care, people trust providers with their long-term health. They want to be understood and they're willing to pay more for a customer experience that empowers them to live their best lives.

WHAT PEOPLE SAY

HOW PEOPLE FEEL

EMPATHY IS EXPECTED

- ✓ Cares about my health
- ✓ Prices and fees are reasonable
- ✓ Makes services easy to understand
- ✓ There is a location nearby

CONNECTION IS ESSENTIAL

- ✓ Provides outstanding customer service
- ✓ Helps me live my best life
- ✓ Makes me feel heard and understood

EMPOWERMENT IS DIFFERENTIATING

- ✓ Empowers me
- ✓ Is worth paying more for

STATED AS DRIVING CHOICE
High stated importance

CHOICE + ADVOCACY
High stated / High derived importance

IDENTIFIED AS DRIVING ADVOCACY
High derived importance

Source: Hero Digital Truth & Beauty Index August 2021

Urgent Care

Efficiency drives urgent care success

Urgent care is more important than ever as people seek care for shorter visits at all hours of the week. As healthcare companies improve their urgent care offerings, quality and customer service remain paramount.

Using new digital services to supplement in-person care for vital health issues is now the norm. Digital transformation in urgent care helps save lives with streamlined interventions.

45%

of adults between 18- and 29-years old do not have a primary care provider.

94%

of urgent care centers patients were seen in less than 30 minutes.

85%

of urgent care clinics are open seven days a week, with 95% open after 7pm.

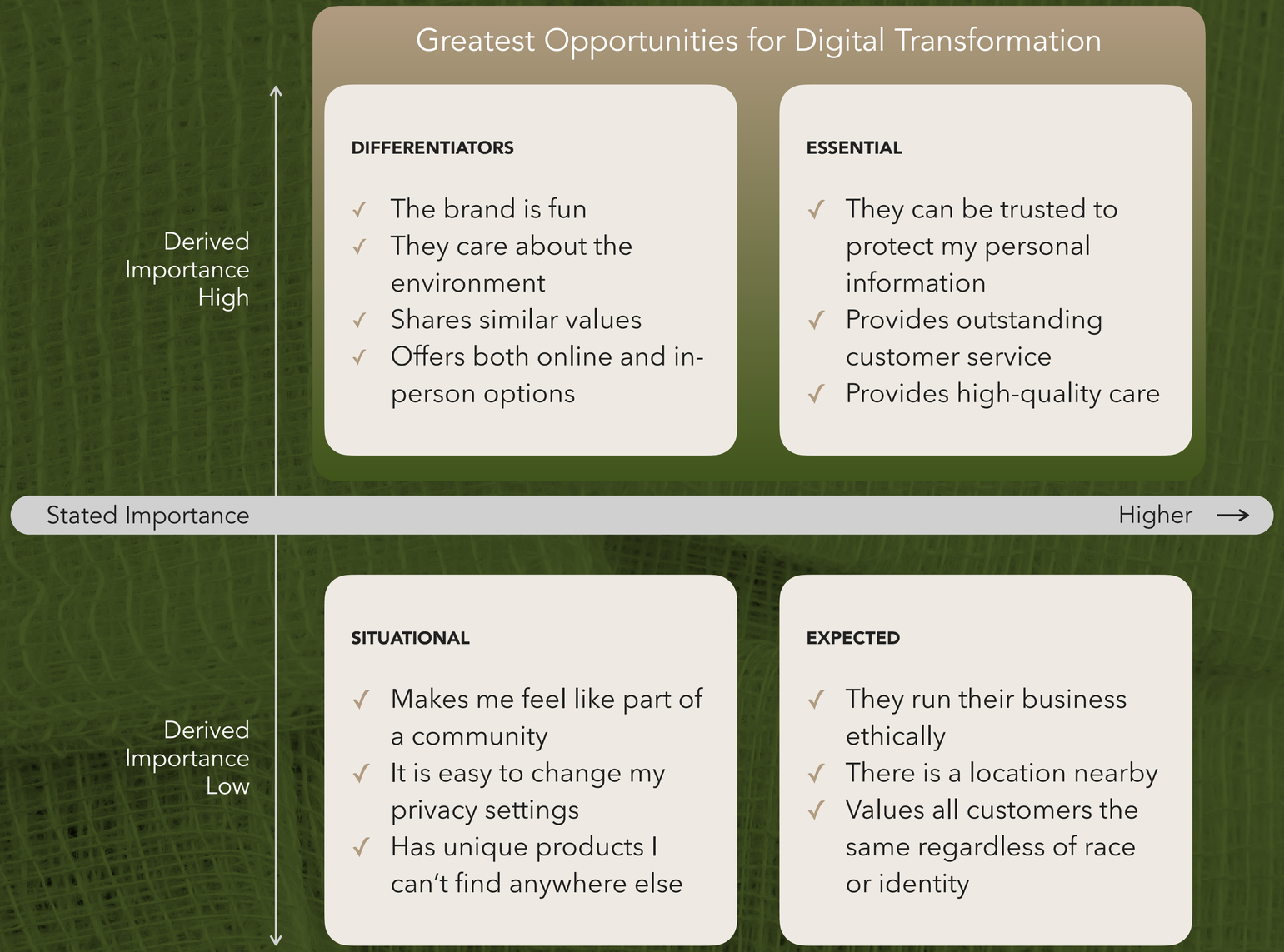
Source: eMarketer

Urgent Care

Delivering outstanding service through every experience

As urgent care has become more competitive, convenience and ease no longer sets providers apart.

Delivering outstanding service through every customer experience is the key to future success.



Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

Urgent Care: Quality care streamlines services

Urgent care solves critical human needs when time is most valuable. Efficient customer experiences improve quality and service, while supplementing in-person care with digital services.

WHAT PEOPLE SAY

HOW PEOPLE FEEL

EFFECTIVENESS IS EXPECTED

- ✓ They run their business ethically
- ✓ There is a location nearby
- ✓ Values all customers the same, regardless of race or identity
- ✓ Is effective
- ✓ Prices and fees are reasonable

STATED AS DRIVING CHOICE
High stated importance

QUALITY IS ESSENTIAL

- ✓ Protects my personal information
- ✓ Provides outstanding customer service
- ✓ Provides high-quality care

CHOICE + ADVOCACY
High stated / High derived importance

DIGITAL IS DIFFERENTIATING

- ✓ The brand is fun
- ✓ They care about the environment
- ✓ Shares similar values as I do
- ✓ Offers online and in-person options

IDENTIFIED AS DRIVING ADVOCACY
High derived importance

Source: Hero Digital Truth & Beauty Index August 2021 *(indexed to apparel industry sub-sector average)*

Specialty Care

Digital impressions come first

People want support for their unique needs. They're willing to go the extra mile for their loved ones.

Since people are quick to research topics on their own, your digital profile is often the first touchpoint, heightening its importance. Standing out requires strategic transformation across multiple channels.

37%

said a doctor or hospital website was a trusted source.

77%

are willing to pay more for best-in-class care for their children.

85%

want doctors to support their individual needs.

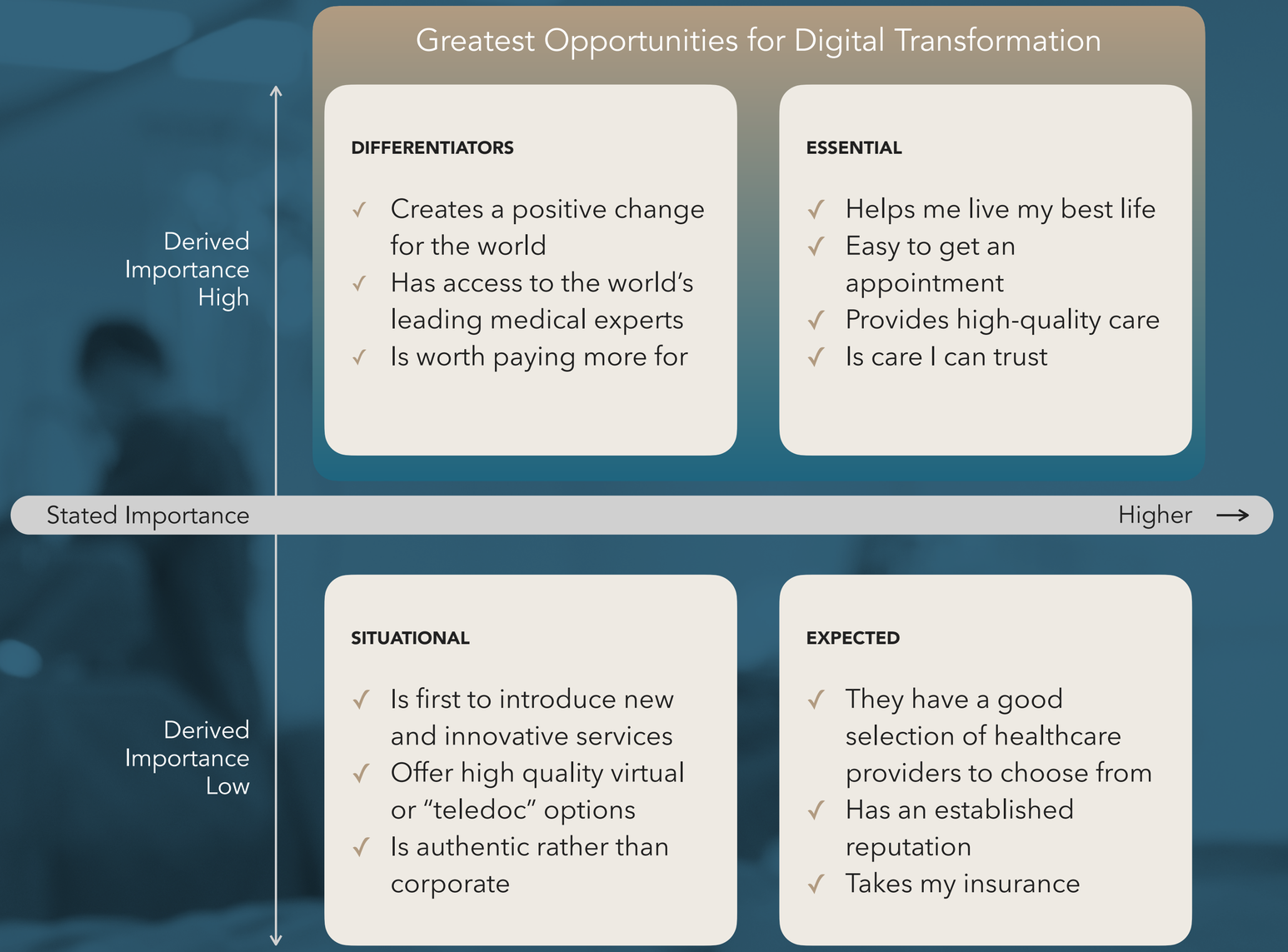
Source: Hero Digital Consumer Research Study, March 2022

Specialty Care

Connecting people with the best-in-class care

Digital transformation for specialty care isn't just about new technology. It's about quality and connection.

Loyalty is gained by supporting people's individual needs through interactions with the world's leading medical specialist.



Source: Hero Digital Truth & Beauty Index August 2021, Healthcare n=324

Specialty Care: Standards are high for specialized care

When seeking specialized medical care, people have high standards. They're seeking personal recommendations from the world's leading experts.

WHAT PEOPLE SAY

HOW PEOPLE FEEL

EASE IS EXPECTED

- ✓ Selection of providers to choose from
- ✓ Has an established reputation
- ✓ Takes my insurance
- ✓ Makes services easy to understand

STATED AS DRIVING CHOICE
High stated importance

TRUST IS ESSENTIAL

- ✓ Helps me live my best life
- ✓ Easy to get an appointment
- ✓ Provides high-quality care
- ✓ Is care I can trust
- ✓ Makes me feel accepted (not judged)

CHOICE + ADVOCACY
High stated / High derived importance

EXPERTISE IS DIFFERENTIATING

- ✓ Creates a positive change for the world
- ✓ Access to the world's leading experts
- ✓ Is worth paying more for
- ✓ Offers personalized recommendations
- ✓ Empowers me

IDENTIFIED AS DRIVING ADVOCACY
High derived importance

Source: Hero Digital Truth & Beauty Index August 2021 *(indexed to grocery industry average)*

INSIGHTS

Pharmacy

Delivering through digital services

People are changing how and where they obtain prescriptions.

Standing out from a crowd of countless pharmaceutical offerings, many of which are not FDA approved, requires a clear customer experience that makes it easy to order online and delivers prescriptions to people no matter where they are.

66%

of US millennials are at least somewhat interested in getting prescriptions delivered to them.

45%

mistakenly believed that all websites offering prescriptions for sale to Americans had been approved by the FDA.

34%

of US adults say they buy prescriptions online - mostly amazon or national retailers like CVS of Sam's Club.

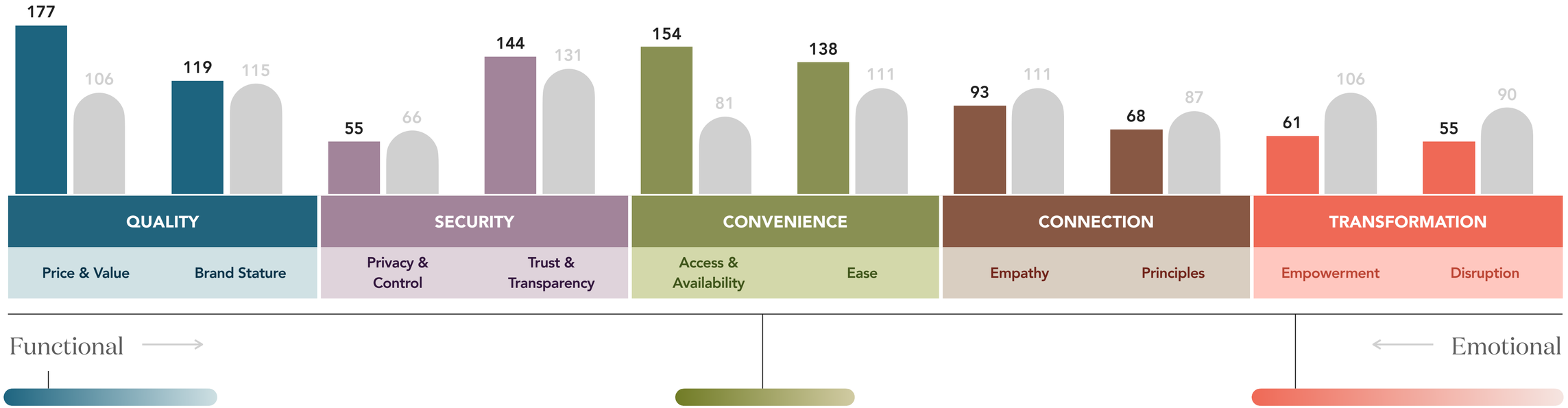
Source: eMarketer

Functional attributes drive pharmacy choice

STATED IMPORTANCE
(indexed to Consumer Goods industry average)

Stated Importance Index Score

Derived Importance Index Score



Unlike general healthcare, **Price** is a leading factor when people are choosing a pharmacy.

Access and Ease influence choice for pharmacy customers.

Empowerment and Disruption rank relatively low when people are choosing a pharmacy.

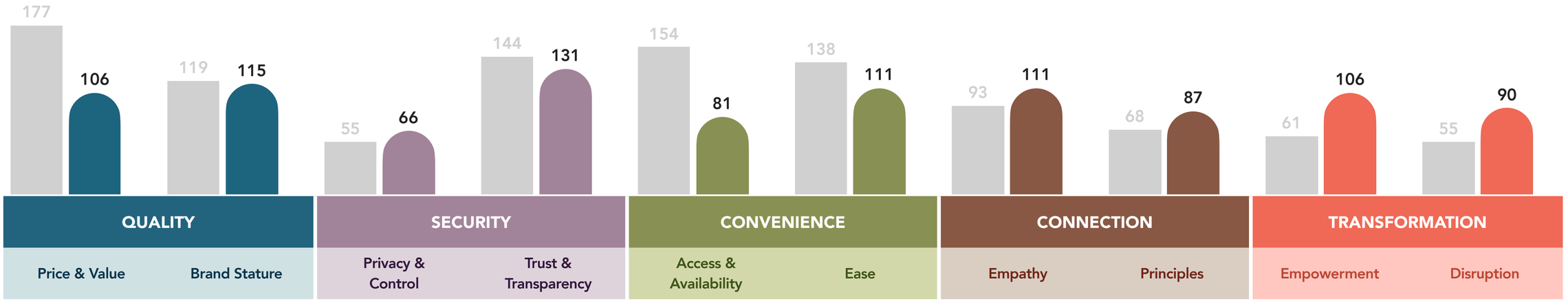
Source: Hero Digital Truth & Beauty Index August 2021, Pharmacy n=636 *(scores indexed to industry average)*

Balancing functional and emotional truths wins people's hearts

DERIVED IMPORTANCE
(indexed to Consumer Goods industry average)

Stated Importance Index Score

Derived Importance Index Score



Functional → ← Emotional

Price, Value, and Brand Stature play a key role in driving advocacy.

Access ranks surprisingly low when people are advocating for a pharmacy.

Empathy plays a key role in creating pharmacy brand advocates.

Source: Hero Digital Truth & Beauty Index August 2021, Pharmacy n=636 *(scores indexed to industry average)*

Access and ease drive advocacy

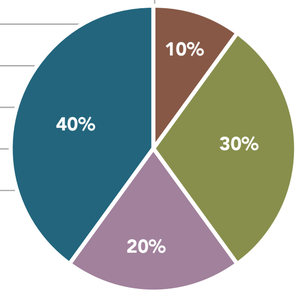
What drives customer choice isn't always the same thing that makes people love a brand. Pharmacies must balance quality and convenience to create a meaningful customer experience.

QUALITY SECURITY CONVENIENCE CONNECTION TRANSFORMATION

What we say

Top 10 stated attributes that drive **CHOICE**

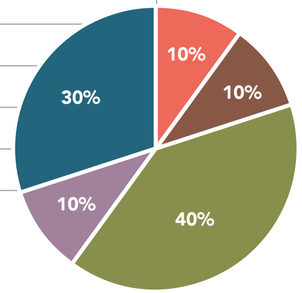
1	Prices are reasonable
2	Easy to fill prescriptions
3	There is a location nearby
4	Is care I can trust
5	Cares about my health
6	Easy to shop
7	Provides high-quality care
8	Communicates with me clearly
9	Has expert providers
10	Has the highest quality products



How we feel

Top 10 derived attributes that drive **ADVOCACY**

1	Is care I can trust
2	Cares about my health
3	Provides high-quality care
4	Easy to fill prescriptions
5	Easy to shop
6	Has the highest quality products
7	Prices are reasonable
8	Helps me live my best life
9	They are easy to contact and communicate with
10	Good selection of products/services to fit my needs

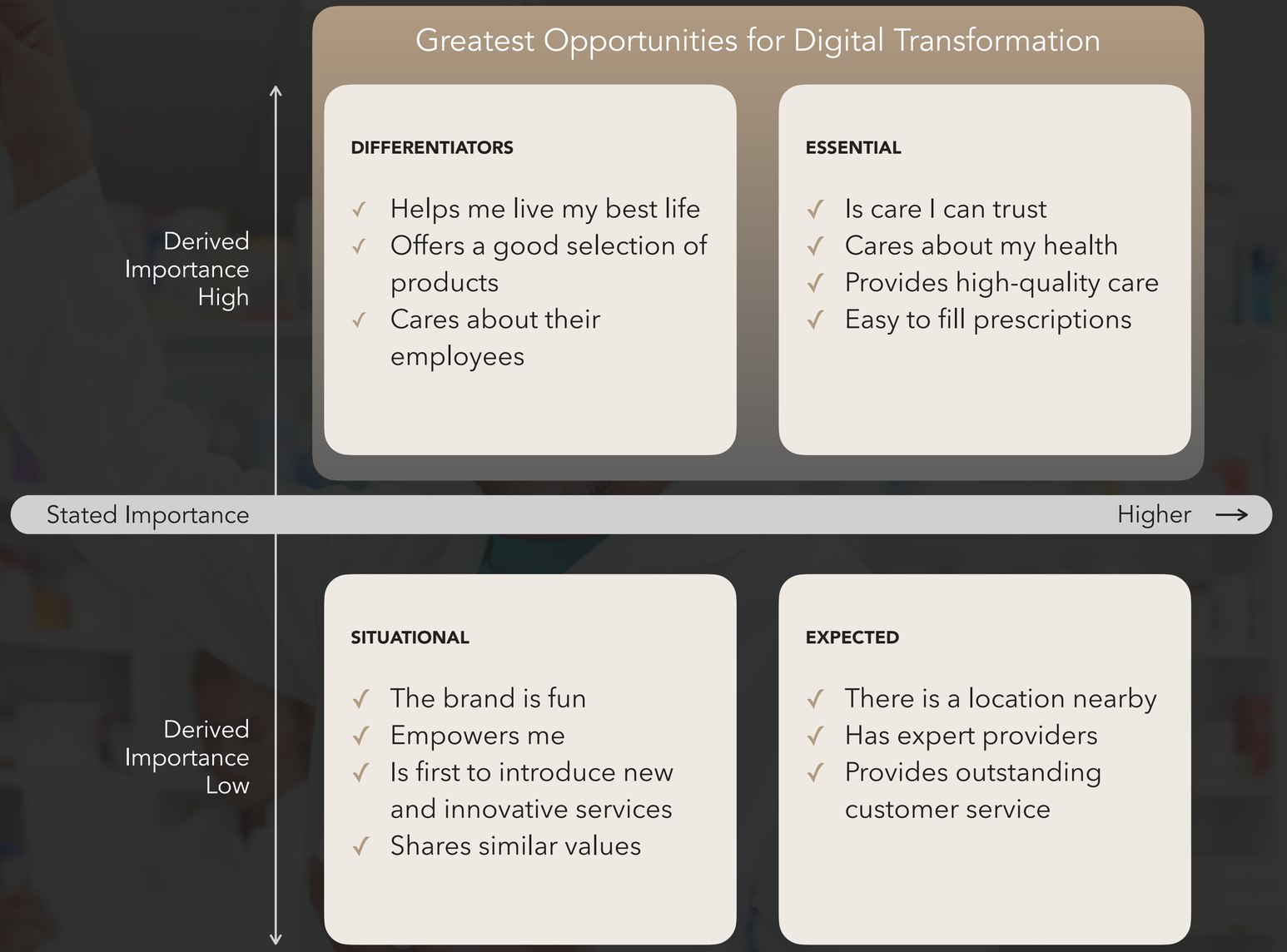


Source: Hero Digital Truth & Beauty Index August 2021, Pharmacy n=636

Pharmacy Opportunities

Moving beyond transactions with quality care

Pharmacy companies have significant opportunities to create closer connections with people by caring about their health and helping them live their best life. Constant improvement isn't optional and running your business ethically sets you apart.

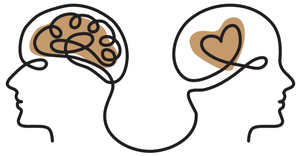


Source: Hero Digital Truth & Beauty Index August 2021, Pharmacy n=636

Truth: Quality customer experience builds trust with every interaction

Pharmacies are more than transactional. Delivering a superior customer experience improves the quality of care and builds trust with every interaction, leading to long-lasting loyalty.

WHAT PEOPLE SAY



HOW PEOPLE FEEL

ACCESS IS EXPECTED	INDEX SCORE
✓ There is a location nearby	287
✓ Has expert providers	133

STATED AS DRIVING CHOICE
High stated importance

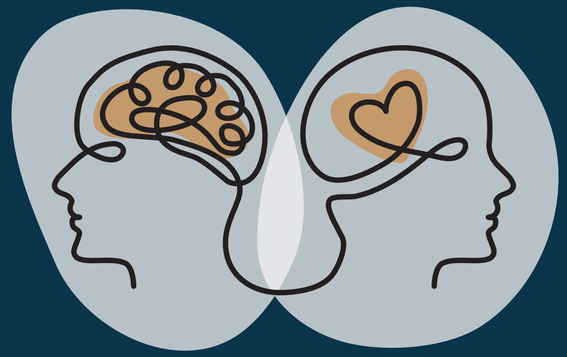
QUALITY & SECURITY IS ESSENTIAL	INDEX SCORE
✓ Is care I can trust	199 / 211
✓ Cares about my health	188 / 192
✓ Provides high-quality care	177 / 192
✓ Easy to fill prescriptions	298 / 138

CHOICE + ADVOCACY
High stated / High derived importance

EMPOWERMENT IS DIFFERENTIATING	INDEX SCORE
✓ Helps me live my best life	131
✓ Offers a good selection of products	130
✓ Cares about their employees	127

IDENTIFIED AS DRIVING ADVOCACY
High derived importance

Source: Hero Digital Truth & Beauty Index August 2021, Pharmacy n=636 *(scores indexed to industry average)*



Logic tells you one thing. But what do your patients really feel?

Connect with us to prioritize customer experiences that directly impact customer choice and brand advocacy.

truthandbeauty@herodigital.com

INDEX YOUR BRAND WITH TRUTH & BEAUTY

CX Index Methodology

In August 2021, Hero Digital commissioned a study of 3,011 participants to understand what mattered most to them in a customer experience. The research study was conducted by Material. Respondents are reflective of the U.S. internet population (18-64), weighted back to U.S. Census data.

Results were analyzed by industry sub-sector and rolled up by industry:

Financial Services Industry: Retail Banking, Investing, Mortgage

Consumer Goods Industry: Grocery, Apparel, Mass Merchandise

Health & Wellness Industry: Healthcare, Wellness Brands, and Pharma

To calculate derived importance, advocacy was measured and benchmarked across a representative sample of 52 individual brands, ranging from more traditional businesses to recent tech entrants.

Truth Beautifully