WeCare
PRD

PM: Christian Kulik
UX: Pat Pixels
EM: Casey Code
DS: Noel Numbers

STATUS: <mark>DRAFT</mark>

Background

In our country, Americans die of preventable diseases. In international comparison, the USA is the sad frontrunner. Add to that one of the most expensive healthcare systems in the world. Diabetes in particular is one of the most widespread diseases in the country. The citizens of the USA are very concerned about their health, yet many people do not know that diseases can be prevented - especially diabetes.

Problem

The digitization of the healthcare system is on the advance - we can feel this especially when we look at the competition, which is investing several millions in the transformation. In addition, customers are constantly asking for new digital solutions. At the same time, this creates the opportunity to bring tailored preventive measures closer to our customers and the citizens of the United States. The diabetes treatment market as well as the health coaching market offer us great potential.

In order to protect people from preventable diseases, to keep pace with our customers' demands, and to reduce our high level of healthcare spending through prevention, we need to create new technologies and digital offerings. We need to establish an intelligent solution for advanced proactive care.

Goals

- Build an app to raise awareness for preventable diseases.
- Advice and coach customers to increase physical activity and healthy habits.
- Connect with patients through a digital channel for improved customer satisfaction.

Success Metrics

- After launch, the app has a minimum app rating of 4.0 stars (Google Play Store) and 4.5 stars (Apple App Store)
- A minimum of 80% of logged in users completed their risk profile survey
- Across all users 3 goals should be set on average
- Average session length within the app of 15mins per day and user

Key Features & Scope

Priority	Feature	Description
P0	Login with KP member ID	The user can log into the app by entering their Kaiser Permanente Member ID. No password is required. Non-KP members will not be able to login.

P1	Automatic Profile retrieval	When the user is logged in, the matching user profile to the member ID from KP should be retrieved and saved. All member and profile data can be edited by the user in the app.
P0	Initial Health and risk survey	Users should have the ability to conduct an initial survey about their health status and current risk assessment for (preventable) diseases.
P0	Intelligent Advisor	Users should be able to get advice from the expert algorithms ("Intelligent Advisor") based on the survey conducted. The advice should include specific goals for the categories Activity, Habits and Nutrition, based on the current best practices of the KP scientific research.
P0	Supported preventable diseases	The algorithms and analyzed survey results should focus on the preventable diseases "prediabetes" and "diabetes type 2".

P1	Goal grouping	On the detailed goals results page (e.g. activity goals, habit goals, nutrition goals), users should have the ability to group the goals as they like. Users should be able to group the goals in the following ways:
		   - Time series
		   - Goal entities (e.g. "Steps" within activities)

P0	Activation of goals	Users should be able to activate and deactivate goals which they will pursue. The
P0	Add and edit goals	Goals can be added and modified by the user manually. Every goal needs an icon.
P0	Download reminder for the calendar	Users should be able to download a calendar notification for each goal. Calendar dates should be according to the time series and should include the information of What, When and How.

P1	Notifications	The user should be notified when
		   ● New Goals will be advised
		   ● Achievements of goals
		   ● Urgent updates from Kaiser Permanente
		   ● Weekly Summaries exist

P2	Weekly summary	A weekly summary of all activities, habits and nutrition facts should be shown to the user.

P0	Knowledge Base	A knowledge base should be implemented with the essential information about every supported disease. Information can include different types of media and text.
P1	Health vital stats	The user should be able to look up their vital stats.
P2	Daily happiness	A question regarding happiness should be asked daily. This should be done by a system notification. The user should be able to answer these questions either by tapping on a happy or a sad smiley.
P2	Subscriptions	Users should have the ability to create subscriptions to subscribe to get access to premium content. Premium content should at least include the wellbeing hotline of Kaiser Permanente.

Core UX Flow

The Core UX Flow can be found behind these links: Mocks Prototype

Target Market

The Total Addressable Market (TAM) for diabetes type 2 treatment is $313B. This can be concluded from: (34M Americans with diabetes [1]) x (92% diabetey type 2) x ($10.000 additional costs for treatment per capita [2])= $313B. This includes direct and indirect costs for the patients. The size of the U.S. Health Coaching Market will reach ~$8B by 2022, with a strong growth outlook (+5.4% YoY) [3].

For our product, we will focus on our Kaiser Permanente Members with prediabetes or diabetes type 2. This will lead to two segments. Currently, Kaiser Permanente has 12.2.M members [4]:

> Segment a.   26%=3.2M of them will likely have prediabetes (concluded from 88M/330M = 26% U.S. Americans with prediabetes [2]).

> Segment b.   10%=1.2M will likely have diabetes type 2 (concluded from 34M/330M = 10% U.S. Americans with diabetes type 2 [1]).

For Segment a., the TAM for our product will be **$32B** (3.2M x $10.000).

For the other Segment b., we will focus on Health and Wellbeing Coaching. Therefore, an estimation for the TAM will be: 3.2M x $150/month[1] x 6 = **$2.9B**.

Competitors

Top competitors include DIGNITY HEALTH and Mayo Clinic [7]. Target audience: Users who need advice or support for their healthcare, wellbeing, nutrition coaching.

> 01. DIGNITY HEALTH
>> a. App downloads: (iOS and Android combined): n.a., assumption < 100.000
>> b. App ratings: (Android): 3 / 5 Stars - 12 ratings; (iOS): 3.6 / 5 Stars - 20 ratings
>> c. Sales: not available, free app
>> d. Revenue: assumption of $10.000/month or $120.000/year

> 02. Mayo Clinic
>> a. App Downloads (iOS and Android combined): ~1M [6]
>> b. App Ratings: (Android): 4 / 5 Stars - 6.602 ratings; (iOS): 3.4 / 5 Stars - 823 ratings
>> c. Sales: not available, free app
>> d. Revenue: assumption of $100.000/month or $1.2M/year

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[1] "The average package price for three months is $125-$275 per month and $100-$225 per month for six months." [5]

Marketing and Pricing Strategy

The Marketing Guide and what factors did we consider for setting Pricing.

Channels

1. KP's contracted Doctors
   Description: All doctors that are currently paid by KP or have an active partnership with KP.
   Doctors play a central role in preventable diseases and are usually the first point of contact for patients. Our contracted physicians can bring our product closer to our target groups in a targeted manner and with the necessary conviction.
2. Gyms
   Description: Partnering with Gyms and their coaches
   We will reach out to fitness centres and gyms to advertise our product as a support for their offerings. At gyms, we will catch users that are open minded for health optimization and nutrition advice and should be targeted directly.
3. SEO
   Description: Search Engine Optimization for our product
   SEO is vital when customers look for opportunities to get healthier. We will be optimizing by using keywords like "health coaching", "healthy lifestyle", "nutrition experts", "activity tracking" and "wellbeing". Also, we will place ads on Rating Portals for healthcare, such as ZocDoc.com
4. Apps Stores
   Description: Optimizing our App Store SEO
   The App Stores are the main contact point between our customers and our product. We will need to optimize how a user gets notified about our app.

Marketing Guide

The Marketing Guide is linked here.

Pricing Strategy

Our initial revenue goal will be 30.000 paid subscriptions for at least $1.99/month and should reach $716.400 per year. The goal was set to attract roughly 3% of our target customers (diabetes type 2, see above), because some of them will likely need to have special advice for a healthier lifestyle.

KP members:
- Free registration on the app
- Paid subscription ($1.99/month) for premium expert coaching (e.g. personalized meal plans, nutrition optimization, activity advices)

Non-KP members:
- Not available at first
- Will be offered to join Kaiser Permanente (revenue sharing)
- Later this year, non-KP members can join a freemium model and will pay $5.99 per coaching

Pre-Launch Checklist

List of internal partners for an approval:
- Leadership team → Last acceptance test and final GO decision
- Legal → Data privacy and HIPAA/SAFE HARBOR/PHI compliance
- Marketing → Screenshots, Websites and App Store design
- Backend IT → Preparation of profiles and capacity planning
- App Store → Submit for review
- Analytics Team → Preparation of launch metrics
- Engineering: → Last sprint is done, testing is done

Testing approval is the last step in the process. Once we have all approvals, we will make sure we are ready for submission to Google and Apple.

Risk Factors

At least three risk factors are identified in the PRD
A mitigation plan is included for each risk factor

Risk	Team to address	Mitigation
Do we have clear marketing messages regarding data privacy of health related data.	Legal & Marketing	Confirmation that we cleared all legal topics.
Are we able to handle the data flow between the login of the app and the download of profiles	Backend IT	Prepare with extra load balancers
Major bugs that prevent the app to work	Engineering	Confirm that major tests are done and QA has no findings.

Guides

Training Guide

The Training Guide for Sales and Customer Support is linked here.

User Guide

The User Guide is linked here.

Testing

Feedback: The users are adopting the app, but they are not granting permissions for notifications (only 10% of all our users granted the app notifications permissions).

Description of proposed solution

The team will implement an eye-catching overlay badge on the top of every screen, which will kindly ask the user to enable notifications. There will be an activate button which will transfer the user to the system settings of notifications for the app. A smaller dismiss button is also implemented. The badge will be shown to the users as long as it's not dismissed.

Success Metrics

Two metrics will describe the success of the new solution:
- Number of enabled notifications permissions
- % of clicks to Activate the notifications instead of dismiss the badge.

If both metrics will show that our variant group will grant permissions significantly more often (more than 25%) the permissions than the control group, then we will implement the feature globally.

Description of the Control

No badge is shown to the user.

Description of the Variant

The badge is shown to the user on the top of every screen.

Hypothesis

The user will easily find the option to enable the notifications. By pointing out that she/he cannot use an important feature if she/he does not activate the notifications she/he will for the most part adjust the setting. We expect to have more than 40% of users granted the permissions.

Launch Email

The internal Launch Email is linked here.

Sources

[1] C. Centers for Disease Control and Prevention, "Type 2 Diabetes," May 03, 2019. https://www.cdc.gov/diabetes/basics/type2.html (accessed Apr. 05, 2020).

[2] American Diabetes Association, "Economic Costs of Diabetes in the U.S. in 2017," Dia Care, vol. 41, no. 5, pp. 917–928, May 2018, doi: 10.2337/dci18-0007.

[3] J. LaRosa, "Health Coaching Gains Favor Among Consumers, Insurers, & Employers," Jun. 06, 2018. https://blog.marketresearch.com/health-coaching-gains-favor-among-u.s.-consumers-insurers-employers (accessed Apr. 05, 2020).

[4] Kaiser Permanente, "Fast Facts / Kaiser Permanente," Sep. 01, 2019. https://about.kaiserpermanente.org/who-we-are/fast-facts (accessed Apr. 05, 2020).

[5] Thumbtack, "Average Health and Wellness Coach Cost (with Price Factors)," Jul. 24, 2018. https://www.thumbtack.com/p/health-coach-prices (accessed Apr. 05, 2020).

[6] DigitalCommerce360, "Mayo's health app is now at one million downloads and growing," Feb. 21, 2018. https://www.digitalcommerce360.com/2018/02/21/mayos-health-app-is-now-at-one-million-downloads-and-growing/ (accessed Apr. 05, 2020).

[7] "Top Kaiser Permanente competitors," Top Kaiser Permanente competitors, 2020. https://craft.co/kaiser-permanente/competitors (accessed Apr. 05, 2020).