Critical rules for using the power of mobile to transform your patient relationships.

Pharma 3.0 has arrived. Required reading for pharma executives, CRO’s, pharmacy benefit management, health plans, and ACO’s.
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Illustrations by Alex Bettencourt
How to Profit from the Mobile Health Revolution

Introduction: Welcome to Mobile Patient Relationship Management

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Welcome to Mobile Patient Relationship Management

For decades, the tactics for patient communications have stayed pretty much the same. Use television and print to build disease and brand awareness. Educate doctors and pharmacists to pass along information. Build goodwill by sponsoring disease-related events. Establish call centers to connect directly with patients. Expensive and sometimes unsuccessful, these broad reach patient communications programs have been a bit like looking for a needle in a haystack.

The methods for connecting with patients are about to change in a very BIG way thanks to the rapid adoption of smart phone technologies by all types of consumers.

Healthcare professionals are entering an exciting new world of patient communication where they will soon be able to build long-term, one-to-one, always on relationships. New mobile patient relationship management services (Mobile PRM) will boost patient acquisition, improve retention, deliver a better ROI and, most importantly, improve patient health.
- Do you want to increase adherence by helping people take their medications correctly?
- Do you want feedback from patients on how well your treatments are working?
- Do you want to play a larger role in educating patients on wellness?
- Do you want to make it easier for your customers to reorder medications?
- Do you want to connect directly with patients, all day, every day?
- Do you want to build sticky patient and caregiver relationships?
- Do you want to acquire new patients and clinical trial participants more efficiently?
- Do you want to improve the ROI of your patient communication programs?
- Do you want to boost your image, increase brand awareness, and help people get better?

Then keep reading.
### Chapter 1 | Patient Communications

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<table>
<thead>
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<tbody>
<tr>
<td><strong>Meet Lisa. As a pharma marketer to patients, she faces a lot of pressure.</strong></td>
<td><strong>It’s enough to make her head spin.</strong></td>
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<tr>
<td><strong>“Patient! Patient! Where are you?”</strong></td>
<td><strong>Hey, I’m right here.</strong></td>
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<tr>
<td>Lisa has a lot to share, but connecting directly with patients at the right time, place, and price is hard.</td>
<td>For example, meet Patient Alex.</td>
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Lisa’s life is about to get better. Keep reading.
Been There, Done That
The Promise of Health IT Remains Unfulfilled

Before we launch into the new world of mobile patient communications, we’d like to take a minute to pay tribute to the fortitude of healthcare marketers. Kudos to those of you who, for the last decade, have scrambled to keep up with an alphabet soup of the latest and greatest tactics for patient communications including:

Digital health, digital marketing, eMarketing, ePharma, SMS, apps, eHealth, search marketing, SEO, mHealth, CRM, PRM, viral marketing, patient IT, interactive marketing, and most recently, social marketing.

Feeling a bit dizzy?
Healthcare executives have faithfully attended conferences, read industry reports, set aside budgets, funded and managed pilot programs. Yet, in the end the final evaluation often is, “we learned a lot.”

Without viable alternatives, marketers keep doing what they always have, even though they have an underlying sense there must be a better way. According to Dr. Ray Fabius, Chief Medical Officer of the Health Care and Science Business unit at Thomson-Reuters, drug ads are losing their touch, “At least one-third of people aren’t hearing them or tune them out. After that, the data shows doctors serve as a significant filter on those ad-driven requests.”

For years pharma companies have supported call centers to maintain contact with patients. Tons of patient literature and physician advisories have been produced. Countless sophisticated sample starter kits are developed and sent out to patient counselors, who also have to be trained. The whole process is very expensive.
Why THIS Time is the Right Time for Change

We’re not in Kansas anymore.

Several converging trends make the long overdue promise of direct patient communications possible, and necessary. Media fragmentation, smart phone adoption, empowered patients, EHR meaningful use requirements, ACOs and accelerating health care costs create an environment ripe for change.

These trends will reward early adopters for their mobile initiatives and penalize marketing laggards with higher marketing costs.
Read on: the four trends that matter are discussed next.
Trend 1
Audience Fragmentation

Unless you have been living off the grid for the last decade, the rise of the Internet has transformed media consumption patterns.

Audiences are more fragmented and the numbers of access points for news, entertainment and information have multiplied. Consumers watch TV shows on Netflix or Hulu. They skim news headlines in an RSS reader, and listen to Pandora Radio on their smart phones or iPad. Smart phones are constantly used to update Facebook accounts and check sport scores. Traditional television, radio and print advertisements are simply less relevant than in the past. At times they serve as a good joke around the water cooler. Here’s one for your amusement: Pharmaceutical Drug Commercial Spoof.

Given the fast change in American’s media consumption patterns, adjustments in marketing budgets have lagged behind. Although there is no shortage of studies that show consumers spend more time online, at home, at work, and on the go; marketers have had to take a trial and error approach to connecting with fragmented online audiences.
Driving traffic to branded or unbranded websites, building community participation, implementing CRM systems to support email campaigns, building an ongoing use of iPhone apps, and increasing click-through rates for online ads; a marketer’s job gets harder each day.

But, help is on the way. Keep reading and we’ll show you how to easily connect directly with patients all day, every day.

<table>
<thead>
<tr>
<th>Medium</th>
<th>Pharma 2009 DTC</th>
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<tr>
<td>TV (all)</td>
<td>$ 2,980,700,000</td>
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<td>Magazines</td>
<td>$ 1,190,000,000</td>
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<td>Internet Ads</td>
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<td>Newspapers</td>
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<td>Radio</td>
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<td>Outdoor</td>
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<td>Source: John Mack, Pharma Marketing</td>
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Mobile health services will make it easier and cheaper to directly connect with patients.
Trend 2

Mobile Internet Access

As the success of WebMD shows, the Internet has become the leading source of credible healthcare information for consumers. As remarkable as that is, it is yesterday’s news.

Today there is tremendous interest in mobile as a new platform for patient communications:

“Mobile devices are changing us, once again, as internet users, making us more likely to share, more likely to access information on the go, and to erase the digital divide. Once information is untethered, the oceans part and the landscape changes. We are now on the other side of a massive shift in communications.

In 10 years we have seen the internet go from a slow, stationary, information vending machine to a fast, mobile, communications appliance that fits in your pocket. Information has become portable, personalized, and participatory.”

— Susannah Fox, The Power of Mobile, Pew Research Center
The mobile market is growing at a phenomenal rate. According to Morgan Stanley analyst Mary Meeker, head of the firm’s Global Technology research team, smart phone shipments will soon exceed those of PCs shipped (both desktops and notebooks). Meeker predicts 2012 will be the “inflection point” for mobile advertising and e-commerce. Smartphone shipments should also overtake the number of regular (in other words, not Internet-enabled) handsets shipped sometime in 2011.

The adoption of mobile services into the daily lives of most Americans presents an unprecedented opportunity for healthcare professionals to connect with patients, receive treatment feedback, improve adherence, distribute health information, and to help patients stay healthier.

The time has come to transform your patient communications by building on the power of mobile.
Trend 3
Rising Health Care Costs

Ouch. The increase in health care costs hurts, a lot. And it has many of us scrambling for relief.

Employers feel a great deal of the pain. According to a TriNet HR Trends Survey, 76% of employer respondents believe health care costs take as much as 10% of business revenues. To compensate they are shifting a larger portion of premium costs to employees, reducing benefits, and implementing wellness programs.

Employees, especially those with chronic illnesses, have suddenly become much more aware of the cost of healthcare as they see their discretionary spending go to co-pays, and higher premium costs, instead of vacations, new cars, and their kid’s college education. Baby boomers feel the pain especially; they lose productivity as they balance care for aging parents, jobs, and their own family at home.

Patients are paying attention and are more willing to make changes. Companies that help patients manage their health, or the healthcare of someone they love, will reap the rewards. Shouldn’t that be your company?
**Trend 4**

**ePatients Rule**

“There is an ePatient revolution underway.”

Passionate patient advocates like Dave deBronkarto, better known as **ePatient Dave** and **Regina Holliday** are showing patients the power of becoming empowered, engaged, equipped, enabled, and educated. Empowered patients are exhibiting greater influence and wielding greater power over their wellness. They want, and deserve the information, tools and services to help them manage their health.

One of the interesting signs of empowered consumers is increased interest in self-tracking. While there has always been a small segment of the population obsessed with tracking aspects of their health, affordable and easy to use iPhone apps have opened up the world of **self-tracking**. From gratitude journals, to sleep monitors, to fitness and calorie tracking, people are finding value in self knowledge through numbers.

The trend toward ePatients is also influenced by other technologies that empower us to take control of our lives.
If TripIt can help you get your travel plans in one spot, and Mint can help you to bring all your financial accounts together, and Facebook is the place where you can connect with all the friends in your life, then why, why, can’t you have all of your health information in one place?

TripIt, Mint, and Facebook are popular because they are conveniently available online and on a mobile phone. So, why not embrace the convenience of mHealth? Don’t you want all your health information, treatment feedback, medication reminders, wellness tips, personalized reports and more all accessible anytime and anywhere too?

If you provide ePatients with the tools they need to manage their health, you will be widely embraced.
Keep reading to discover why mobile health is such a big deal.

<table>
<thead>
<tr>
<th>Thanks to the power of mobile, Alex receives reminders to take his pills.</th>
<th>Health tweets give him bite-size tips on how to stay well.</th>
</tr>
</thead>
</table>
| **Recent Tweets**
Tweets4Baby: Trouble deciding what, or how much to dress the baby in? If you’re wearing shorts and a tank, a baby only needs a diaper and undershirt. 20 hours ago via Twitter
Tweets4Wellness: Nothing ever goes away until it has taught us what we need to know. - Pema Chodron 21 hours ago via Twitter |
| Each day Alex responds to a “How are you feeling?” message. | So he can see over time if he’s feeling better or worse. |
Why Mobile Health Matters to You and Your Patients

Mobile Power Rocks

While mobile health is a top agenda topic at industry conferences, there is little understanding of how to utilize this technology. Keynote speakers point out the vast array of iPhone apps. Others reflect on the fast state of technological change. Few provide any insight as to what marketers should actually DO.

Mobile health is changing the rules of patient communications. It’s an exciting opportunity, one that can give pharma marketers, health plan organizations, CROs and pharmacy benefit management companies a competitive advantage that comes from engaging directly with patients. Benefits include improved retention, better outcomes and increased marketing ROI.

While many people think of mobile health as a mobile optimized website or iPhone app, mobile health in actuality is much more. Wikipedia’s definition of mHealth in early 2011 includes the important concept of an eHealth platform.
“The mHealth field has emerged as a sub-segment of eHealth, the use of information and communication technology (ICT), such as computers, mobile phones, communications satellite, patient monitors, etc., for health services and information.

While there are some projects that are considered solely within the field of mHealth, the linkage between mHealth and eHealth is unquestionable. For example, an mHealth project that uses mobile phones to access data on HIV/AIDS rates would required an eHealth system in order to manage, store, and assess the data. Thus, eHealth projects many times operate as the backbone of mHealth projects.”

Connecting mHealth applications with an eHealth platform is an important concept in usability. Patients don’t want to have to interact with multiple apps. They want all their data in one place.
While an eHealth platform is the backbone of individual services, here are a few ways mobile health can be used to improve patient communications:

- Medication reminders to improve adherence
- Compliance reporting
- Event reminders for medical appointments
- Delivery of health information and safety alerts
- Treatment feedback
- Prescription refill reminders
- Prescription reorders
- Adverse reaction reports
- Disease outbreak, extreme weather, and allergy alerts
- Goal monitoring

- Biometrics tracking
- Locate/rate healthcare providers
- Loyalty programs
- Location-based discounts
- Patient monitoring
- Clinical trial recruiting
- Home care coordination
- Personal health record (instant access to patient data in case of an emergency)
- Health risk prevention
- Help line
- Check authenticity of drugs and drug interaction
Chapter 4 | Rules for Mobile Success

Alex uses a mHealth service to monitor his blood glucose and weight between medical appointments. He likes to be organized. When he sees a new doctor it's a snap to look up his current meds or when he last had surgery.

Having all his information in one place... ...made it a lot easier for Alex's family to help when he was very sick.
The six easy rules for success come next.

Alex invited them to his account where they could check his schedule, coordinate care, look up information, and even post updates on Facebook.

Each month, Alex gets a report that gives him feedback into how his medications and behaviors impact his overall wellness.
Rule 1
Start with the Patient

Patient-Centric Solutions
Whatever mHealth strategy you put in place, make sure it fits the needs of the patient. In the end, the solution is about them, not you. No matter how beautiful, technical, or medically sophisticated your application is, if patients don’t use it, your investment is wasted. Millions of lines of engineering code have been written to solve problems no one has. Most of the apps in the iPhone store have a handful of users. To increase adoption of your mHealth solution, take into consideration:

- **Value to the patient.** Does it solve a problem they have?

- **Ease of use.** Follow the KISS (keep-it-simple-stupid) principle from sign-up to cancellation.

- **Flexibility.** One size does not fit all. How each patient uses your application will vary. For example, with medication reminders, some people want to receive text messages, others email, and some as push messages on their smart phone. Your application must accommodate the different preferences of users.
• **Accessibility.** Ensure your services are accessible on the leading platforms, both mobile and desktop.

• **Affordability.** Having a chronic illness is expensive enough. If it is possible, making your mobile services free to patients is good for them and good for you as you will have more users to engage with.

• **Control.** Users should always have complete control over the services they opt in to, how to receive communications, and who can access their account information.

• **Connections.** People want to be able to connect with others.

• **Push communications.** Don’t expect patients to log in to use your application, you need to push content to them to keep them engaged.
What’s Your Buyer Persona?

Building applications from the patient’s perspective requires deep understanding of what their needs are. Create a few buyer personas that represent who your users are. When you make design and marketing decisions, make them from the patient’s point of view. This should influence your decision from product name, to platform support, to feature set, and patient support.

Here are a few things people told us as we did persona research for our mobile health solution:

- “It’s hard to remember my pills.” “Sticky notes fall off the wall.” “I forget when I play golf.”
- “What I hate most about helping mom is that my brother doesn’t know how to help, and it takes too long to teach him. I do all the work.”
- “When I left the hospital they gave me a bag of pills – my husband would set the alarm by the bed to wake me up, but then I couldn’t read the chart to see which pill to take.”
- “Things were much easier before computers.”
• “I don’t want anyone to know I’m sick.”

• “I want everyone to know I’m sick, and to help.”

• “My health info is a mess. When my doctor asks me what pills I take, I’m embarrassed and guess.”

• “I tried to use one of those fancy alarm reminders, but I would forget to take it with me.”

• “When I went on vacation I got mixed up on my pills and ended up in the hospital.”

• “I’ve been taking this new medication, but don’t think I feel any better so I’m not going to refill it. I can spend the money on something else.”

Understanding the challenges patients face when it comes to managing their health should guide your product development efforts throughout the lifetime of the relationship.
Rule 2
Build on an eHealth Platform

In a perfect world all your health data would be under your control, accessible anytime, anywhere, centralized, transportable, easily analyzed and shareable. That isn’t possible… yet. But things are moving in that direction and it’s an important consideration to make as you move down the mHealth path.

It all starts with an eHealth platform that safely centralizes the patient’s health data allowing them to store, share and analyze. Data locked in a variety of apps and devices has limited value. If you bring all the pieces together, you have a powerful 360-degree view of the patient’s health. Monthly patient reports provide reinforcement for behavior changes, reveal possible medication problems, help to spot trends, and make it much easier to manage one’s health.

The eHealth platform should support the ability to share personal health record information in a variety of ways. For some patients this may mean providing family members with complete account access, others may want the ability to email reports to their doctors, and some may want to share status updates with friends on Facebook. The important thing is to give patients complete control over their health information to keep them engaged. This is where the eHealth platform brings value to you.
The mobile component of an eHealth platform is what drives patient engagement. Most patients are not motivated enough to log into a desktop application. Yet, when information is continually pushed to them they have the ability to: update their status, input data, receive tweets, alerts and reminders anytime, anywhere. Mobile unlocks the potential of eHealth.

Example of messages sent from an eHealth platform to a patient’s smart phone.
Rule 3
Patients Need Support

A very important factor that often gets overlooked when planning a mHealth strategy is patient support. No matter how simple a service is, at some point users have questions. If your audience is a bit older and less tech savvy, they may have a lot of questions. And, they all have different expectations for customer support interactions. So, here are some things to think about:

- Will you offer phone support? In house or outsourced?
- Are you going to have online documentation?
- Is an online support community available?
- Have you considered secured account sharing for tricky support questions?
- The type of support you offer is critical. It reflects the credibility of the brand you’ve worked so hard to build.

“Will you answer, when I call?”
Rule 4

You Don’t Have to Build it Yourself

“The mobile health train has left the station.”

While mobile health means big opportunities for your business, it’s not that easy to do well.

Relax. You don’t have to do it all yourself.

As a healthcare marketer or patient communication pro, software development is probably not in your job description. Building a sophisticated patient relationship management service is not likely the core competence of your marketing agency either. Although home grown applications are exciting in the beginning of the project, they can get stale very fast. They also become increasingly expensive to support.

mHealth applications, (and the eHealth or customer service platform they connect to) are increasingly complex. Creating a mobile patient communications service is not the same thing as building a website, an iPhone app, a web tool, or an interactive video. It’s not as simple as putting a social media strategy in place, or setting up a tweet channel to blast out health messages.
The market is evolving at a tremendous pace. By the time you get a custom application built, it may already be outdated. Or, a new platform or version of an Internet browser may be released that you should be compatible with.

Instead of building your own, license the software from an experienced software company specializing in relationship management services or enterprise software. Even better, go with an on demand solution where you pay a flat fee each month per user. Your software vendor will be responsible for ensuring the service supports multiple platforms, hosting it in a secure environment, evolving with market demands, and supporting the needs of your patients. On demand pricing also means your costs will be more predictable. You will be able to get to market faster (within weeks or less) and you can cancel if you’re not satisfied.

Best of all, you will sleep better at night. Priceless.
**Rule 5**

Expand Your Thinking of ROI

“Show me the money.”

Measuring the **ROI** of mHealth services is not as simple as optimizing a Google AdWords campaign, or reviewing Nielson reports. It’s more like the analysis you would do for installing a CRM system.

The **ROI** is there, and it may be a lot larger than you expect. You just have to know where to look and what to look for.

First of all, there are obvious revenue enhancements through increase in scripts due to improved adherence, and more frequent refills. Mobile health solutions also create powerful sticky relationships that improve customer retention, and increase the cross-selling of related products or services.

Secondly, by getting feedback from patients you’ll gain insight on how to improve product effectiveness through education, early alerts to risks, and patient reports. This improves patient outcomes and helps to support the effectiveness of your product with plan providers.
A third benefit of a mHealth service is the cost reduction of direct patient communications. With mHealth you can directly target patients with health information and incentives, reduce calls to the call center, slash mail expenses, and get early alerts as to who is having the greatest challenge with compliance.

A fourth benefit often overlooked is the competitive advantage you gain by offering your patients an eHealth platform. They will only use one platform. Although they may take your competitor’s drugs, you own the communication channel and the direct relationship. This gives you a distinct competitive advantage.

Apart from the above benefits, there will be countless intangible benefits in the long run. This includes increased patient satisfaction, brand equity, and superior market intelligence. Although they are difficult to quantify, they are important. The benefits of these mHealth services unlock the power to reduce healthcare costs – and by making these available to your patients, you’ll earn goodwill from their care network, their employers, and their health plan providers.
A Few Bonus Tips for Improving Your ROI

1. Do you remember the adoption advice from the patient-centric section on page 24? Spend $100,000 to build an iPhone application that has 100 occasional users and the ROI is terrible. However, if you spend $5 per month to help a patient stick to their medication regime, and your treatment costs $250+/month, your ROI will look good. With a small increase in compliance, you’ll be able to pay for the service, without even calculating patient retention and goodwill.

2. You can negotiate a better ROI by changing the pricing model. Take a lesson from the world of CRM. Salesforce.com put Siebel out of business by changing the pricing model from licensed software, to an on-demand, per user subscription model. Overnight this eliminated the upfront expense of buying CRM software, especially for mid-sized businesses. It also eliminated the risk of licensing software that wasn’t customized correctly or deployed.

3. Your ROI depends upon your unique business dynamics. Build or implement features that deliver the highest ROI first. You don’t have to do it all at once. While no one knows for sure how the world of mobile health will evolve, one thing is certain in technology – change is inevitable. You will be adding or refining functionality for many years. Pick a platform and vendor that you trust, one that has the vision to look a bit down the road, and has the technical strength to execute.
Rule 6

Let the World Know You Care

Helping patients manage their health is a big deal. It’s important for the patients, for their family, for their employer and the entire healthcare system. It makes their doctor’s job easier. It lowers healthcare costs and it helps you offer better products and services.

So, once you’ve invested in a patient services platform, tell the world.

Promote, promote, promote. It’s always nice to be the good guy.
Chapter 5 | Reap the Rewards

With mHealth, everyone wins. Lisa connects with Alex all day, every day. His adherence improves, and he receives treatment feedback and education.

mHealth helps Alex stay healthier, gives his family peace of mind... helps Lisa sleep more peacefully at night... and it helps control health care costs.

That’s the end of Alex and Lisa’s story. Keep reading to learn how to achieve success in your company.
Success Can Be Yours
The ROI of Real-time Engagement

Communicating with your patients via mobile health enables real-time engagement. You are able to instantly deliver information, get feedback, and improve your product usage. This type of real-time engagement can have a powerful impact on your ROI at the executive level.

According to marketing guru, David Meerman Scott, real-time companies are more successful. His comparison of 2010 stock prices revealed that publicly traded Fortune 100 companies that engaged in real-time communications, beat the S&P 500 stock index; the others, (on average) underperformed the index. During the period he measured – the closing price on December 31, 2009 through closing price on September 3, 2010 (when his book Real-Time Marketing & PR went to print) – the stock prices of 67% of companies that operated in real-time were up, while 42% of those that did not were up 2010 year-to-date. Read his eye-opening free e-book: Real-Time: How Marketing & PR at Speed Drives Measurable Success

p.s. All of David’s e-books are excellent reading for all types of marketers. Fun, zippy, informative; we suffer from eBook envy.
Medication Adherence Studies

**Several studies** reveal the power of text messaging to improve adherence. But medication adherence is tricky. There is not a one-size-fits-all approach. Although text reminders improve compliance, patient education and feedback can improve it even more. mHealth makes it possible to increase scripts and improve patient health.

**Study Group:** Pediatric Liver Transplant Recipients
Research from Cutting Edge Information

Some of the best studies to support the ROI of improved patient communications come from Cutting Edge Information.

“Getting a patient to refill a prescription costs 62% of what getting a patient to start a new therapy does.” (Cutting Edge Study, 2006)

“The average drug forgoes 36% of its sales are due to adherence issues.” (Cutting Edge Study, 2009)

“38% of pharma companies engage in patient adherence programs, 62% offer disease management programs.” (Cutting Edge Study, 2009)
About the Author

Enterprise software marketing executive, Pamela Swingley, has spent more than two decades helping businesses of all types adopt technologies that improve their performance.

Today, as the CEO of Mobile PRM, Pam’s passion is to transform patient relationships through mobile services built on a patient-centric eHealth platform that enables patient communications across the healthcare ecosystem.

Mobile PRM’s suite of patient relationship services help to improve medication adherence, provide treatment feedback, reduce patient acquisition costs, disseminate health information, and facilitate market research.

Most importantly, Mobile PRM helps to keep patients healthier.

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- Visit Mobile PRM
- Watch the story of how we got started.