

MEMBER ADVOCACY AND CONCIERGE

DESIGN THINKING APPROACH TO DEVELOPING A MEMBER ADVOCACY SOLUTION FOR A REGIONAL HEALTH PLAN

Deployed a human-centered design thinking approach to design a market-competitive Member Advocacy solution

Client situation

- The client identified the need to develop a robust Member Advocacy strategy and solution as a top priority to improve the member experience, address market demands, and drive customer retention
- Concierge offerings that help members navigate the complexities of the healthcare ecosystem are increasingly expected by customers
- Near-term, the goal was to deliver an Advocacy solution that offered a step-change in experience for a key customer while developing the longer-term strategy in parallel
- Oliver Wyman was engaged to support the design and development of the multi-year strategic roadmap and initial product launch

Oliver Wyman approach

- Deployed a human-centered, design thinking approach to define the solution strategy and multi-year roadmap
- Redefined the member journey to span both healthcare and non-healthcare events and used extensive proprietary research to map hassles across the journey
- The project team facilitated weekly workshops with a cross-functional team to define the intended member experience and resulting capabilities required to deliver that experience
- The solution design culminated in synthesis of the outputs from a two-day, 50+ stakeholder design workshop, including a comprehensive multi-year solution roadmap

Key impacts achieved

- Design thinking approach delivered new, human-centric features, capabilities, and functions that will solve core healthcare hassles
- The initial version of the solution is demonstrating early success – 120% increase in member engagement
- Additionally, several foundational capabilities were designed and built as part of this effort, which will support and enable broader enterprise strategic initiatives

CUSTOM CONCIERGE SOLUTION BUILD FOR PAYER AND COMMERCIAL ASO EMPLOYER

Joint design and launch of an enhanced concierge solution that resulted in engagement of >60% of the group's contracts

Client situation

- Regional health plan client was negotiating contract renewal terms with a large Commercial ASO employer
- Commercial ASO employer was pushing for leading edge Advocacy and Concierge capabilities to deliver a superior and simple experience for its employees and was threatening to carve-out Customer Service and key clinical functions to a TPA and supporting Advocacy vendors
- Health plan did not have a ready made concierge solution off the shelf
- OW was hired to help co-design and launch a custom Advocacy solution for the Commercial ASO employer to ensure they renewed their ASO product for another cycle

Oliver Wyman approach

- Collaborated with Commercial ASO employer to understand their key pain points with existing solutions and desired goals with an Advocacy solution
- Facilitated multiple sessions per week across payer client and large ASO customer to align on program goals and co-design key components of the Advocacy solution
- Codified design criteria for key functional areas spanning Customer Service, Care Management, IT infrastructure, and new vendors to ensure integrated design
- Created roadmap for continuous improvement and new capabilities for the Advocacy solution

Key impacts achieved

- Client retained one of their largest group customers under a multiple year contract by successfully delivering an Advocacy solution
- Custom Advocacy solution created the blueprint for a broader Advocacy strategy, design and business case for all Commercial ASO groups looking to buy-up to enhanced offerings
- Custom Advocacy solution significantly increased the engagement with employees over traditional, historic customer service and clinical solutions through a mix of inbound and outbound touchpoints

ADVOCACY PLATFORM ARCHITECTURE AND OPERATING MODEL DESIGN, DEVELOPMENT, AND LAUNCH

Designed solution architecture, roadmap, and business capabilities to implement a competitive advocacy offering for a health plan's large group customers

Client situation

- A regional health insurance provider recognized the need to bring a market-leading advocacy and concierge platform to market within a 1.5-year timeframe
- Oliver Wyman was engaged to collaborate with senior leaders to design the platform, develop the underlying solution architecture and business requirements, and coordinate development and launch

Oliver Wyman approach

- Engaged cross-functional solution design team (digital, IT, product development, sales, clinical) to develop solution architecture for advocacy platform
- Developed staffing requirements and operating model / org structure for clinical and concierge team supporting the advocacy platform
- Led identification and evaluation process to choose vendor partners
- Developed solution requirements document and led working sessions to define requirements across digital and concierge elements of the solution
- Coordinated across IT, digital, and PMO teams to ensure solution-build was on track for the next year's launch

Key impacts achieved

- Developed complete solution architecture – across client capabilities and vended solutions – to support advocacy platforms
- Designed key solution components, including a comprehensive member 360 dashboard used by both the concierge and clinical teams to meet customer needs
- Drove efforts to design, develop, and launch a major new platform within 1.5 years with digital, clinical, and customer services solution components

ADVOCACY/CONCIERGE SOLUTION STRATEGY, DEVELOPMENT, AND LAUNCH FOR A HEALTH PLAN

Developed a comprehensive, multi-year strategy for a market-competitive Member Advocacy solution portfolio and led detailed design and implementation of the initial solution launch

Client situation

- The client identified an advocacy /concierge solution development as a key strategic priority to support their large group ASO customers
- They had previously designed the key capabilities and features to include in this solution and were seeking support developing a broader offering and pricing strategy to monetize the solution
- Oliver Wyman was engaged to develop the full offering portfolio, business case, and pricing strategy for the advocacy solution

Oliver Wyman approach

- Developed a long-term product offering strategy, including considerations for deploying components of the offering for other lines of business
- Built the Advocacy solution business case to secure funding and launch implementation efforts, including working closely with the sales team to project likely sales over the next three years
- Led Advocacy solution strategic pricing design, including defining performance guarantees

Key impacts achieved

- Developed a detailed sales pipeline and designed an offering that is expected to be purchased by ~30% of the client's large group customers
- The newly designed Advocacy buy-up products are expected to deliver upwards of \$15 M incremental margin per year and drive ~1% total cost of care savings for the groups that purchase this program