

Listening Strategy & VOC Program Development Case Study

Integrated payer/primary healthcare provider implements first-ever VOC program



Background and Objectives

A large regional payer with a network of integrated primary care sites asked BCE to help the organization execute on an emerging strategy to become more patient- and member-centric in its approach to decision-making. The first frontier along this journey was outlining a listening strategy to guide "where," "when," and "how" to collect feedback from insurance plan members and primary care patients. With this listening strategy developed, BCE's client also needed support developing a VOC program to execute on the new feedback collection framework and analyze monthly results to the executive team in customer-centered decision-making.

Approach

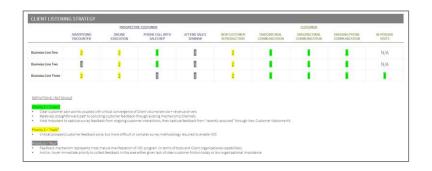
BCE began the engagement by interviewing key internal stakeholders across the organization to better understand foundational member/patient dynamics, including existing touchpoints with the each line of business, particular elements of friction or delight among those interactions, along with frequency, volume, and "criticality" to the business. BCE also worked to better understand internal customer engagement capabilities like CRM, existing feedback collection practices, and the revenue distribution across lines of business. With the client's perspectives on current-state defined through these interviews, BCE then analyzed three years' worth of existing member and patient feedback to complement its analysis of the "state-of-the-customer."

Based on this internal mapping exercise, BCE identified key opportunities across the spectrum of member and patient experiences to both proactively solicit and passively allow feedback collection. BCE outlined these opportunities in terms of "crawl," "walk," and "run" capabilities, highlighting moments across customer experiences where the client could begin collecting feedback most quickly/easily versus more advanced and sophisticated mechanisms of feedback collection.

Finally, BCE created a custom survey that could be deployed regardless of experience type or client's line of business to facilitate comparison and action across the organization. BCE developed a corresponding KPI dashboard to house customer feedback and visualize trends in the feedback KPIs over time, with the objective of speeding time to insight, action, and continuous improvement in the organization. As an output of this engagement, BCE now collects, analyzes, and reports on the feedback collected through the organization's VOC program on a monthly basis.

Recommendations

Leveraging the listening framework developed during the project, BCE recommended a comprehensive set of "customer moments" in which to direct the organization's feedback collection efforts and a phased approach to enabling these listening mechanisms over a three year period ("crawl," "walk," "run"). In generating the monthly VOC analysis on behalf of the organization, BCE has also developed new insights that have led to recommendations supporting enhancements to online member/patient portals, new contact center handling protocols, and patient experience improvements.



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Note: This approach can and she areas of the customer journey	ould evolve as customer feedbac	ck is collected, directing Client atter	ntion to potential alternative