

Kidney Care Program Design and Implementation Roadmap Case Study



Integrated payor provider develops market entry roadmap for novel kidney care program

Background and Objectives

A market-leading integrated pharmacy, insurance benefits, and healthcare services provider was launching a new outpatient services venture in two pilot markets. The client asked BCE to support planning activities; from program strategy development, to initiative planning, and implementation. The goal was to develop an end-to-end playbook to guide program launch in initial markets, as well as expansion areas in the long term.

Approach

BCE began by evaluating broader program objectives and proposed timeline for the two initial launch markets. We engaged the core client team, in-market partners, and additional company assets to clearly define strategy pillars, supporting tactics, and associated resource requirements.

For each strategy pillar and initiative, BCE mapped individual activities to individual team members/leads, resource requirements, dependent steps, and required timelines. This included coordination between 30+ client team members with roles in program implementation.

Recommendations

Outputs informed a master playbook for new market entry along with nuanced recommendations for program elements to tailor to individual market conditions. The playbook included recommendations for communication cadence and tracking/project management modules for each workstream.

The Business Line B business is a critical pillar supporting Client's long-term success as a business



Business Line B' strategy pillars support long term program success and near-term priorities for Key Markets

Alignment to Goals

Strategic Pillars and Tactics	Facilitate Location A adoption	Reduce the impact of non-coverage	Engage with Provider Network	Facilitate Care Location A or Provider Network	Support Patient Journey	Other
Market Entry	Identify and engage with key providers in target markets	Identify and engage with key providers in target markets	Identify and engage with key providers in target markets	Identify and engage with key providers in target markets	Identify and engage with key providers in target markets	Identify and engage with key providers in target markets
Operational Readiness	Develop and implement operational processes for Care Location A	Develop and implement operational processes for Care Location A	Develop and implement operational processes for Care Location A	Develop and implement operational processes for Care Location A	Develop and implement operational processes for Care Location A	Develop and implement operational processes for Care Location A
Financial Viability	Develop and implement financial models for Care Location A	Develop and implement financial models for Care Location A	Develop and implement financial models for Care Location A	Develop and implement financial models for Care Location A	Develop and implement financial models for Care Location A	Develop and implement financial models for Care Location A
Marketing & Sales	Develop and implement marketing and sales strategies for Care Location A	Develop and implement marketing and sales strategies for Care Location A	Develop and implement marketing and sales strategies for Care Location A	Develop and implement marketing and sales strategies for Care Location A	Develop and implement marketing and sales strategies for Care Location A	Develop and implement marketing and sales strategies for Care Location A
Customer Experience	Develop and implement customer experience initiatives for Care Location A	Develop and implement customer experience initiatives for Care Location A	Develop and implement customer experience initiatives for Care Location A	Develop and implement customer experience initiatives for Care Location A	Develop and implement customer experience initiatives for Care Location A	Develop and implement customer experience initiatives for Care Location A
Compliance & Risk	Develop and implement compliance and risk management processes for Care Location A	Develop and implement compliance and risk management processes for Care Location A	Develop and implement compliance and risk management processes for Care Location A	Develop and implement compliance and risk management processes for Care Location A	Develop and implement compliance and risk management processes for Care Location A	Develop and implement compliance and risk management processes for Care Location A

Tactic Detail

Strategy Focus	Activate Unique Client Assets	Tactic	Leverage Disease A Provider C Assets for Care Location C Customer Type C education
Execution Focus Overview			
Team Leads	Title	Expected Timeline	Markets
Employee D, Employee E, Employee F	Disease A Lead, Disease A Lead, Client Director	Jan 2020 - July 2020	Both
Strategic Milestones			
<ul style="list-style-type: none"> Client: D to meet by January 2020 Marketing collateral developed by February 2020 Client: A Director: D to meet by February 2020 	<ul style="list-style-type: none"> Number of Customer Type C enrolled: Care Location C Education by Provider: D Sub: Care Location C Type C Growth 		
<ul style="list-style-type: none"> Identify and engage with key providers in target markets Develop and implement operational processes for Care Location A Develop and implement financial models for Care Location A Develop and implement marketing and sales strategies for Care Location A Develop and implement customer experience initiatives for Care Location A Develop and implement compliance and risk management processes for Care Location A 	<ul style="list-style-type: none"> Employee D Employee E Employee F Employee G Employee H Employee I Employee J Employee K Employee L Employee M Employee N Employee O Employee P Employee Q Employee R Employee S Employee T Employee U Employee V Employee W Employee X Employee Y Employee Z 	<ul style="list-style-type: none"> Employee D Employee E Employee F Employee G Employee H Employee I Employee J Employee K Employee L Employee M Employee N Employee O Employee P Employee Q Employee R Employee S Employee T Employee U Employee V Employee W Employee X Employee Y Employee Z 	<ul style="list-style-type: none"> Employee D Employee E Employee F Employee G Employee H Employee I Employee J Employee K Employee L Employee M Employee N Employee O Employee P Employee Q Employee R Employee S Employee T Employee U Employee V Employee W Employee X Employee Y Employee Z