

# 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

Strategy Pillars	Near-term Tactics (Over 18-July 20)	Fast Track Location A completion	Stable market metrics in mid-term launch	High-quality Patient Process to meet physicians' practice needs	Positive overall CX (Customer Satisfaction)	Targeted Marketing Campaigns (Target C Segments)	Timeline
Maximize Patient Care Assets	Maximize Patient Care Assets	✓	✓				Maximize patient care assets and optimize patient experience
Optimize the New Launch Program	Optimize the New Launch Program	✓	✓		✓		Customer adoption, Partner B-C, and Revenue Growth
Monitor Patient Care Assets	Monitor Patient Care Assets	✓	✓	✓	✓		Maximize patient care assets and optimize patient experience
Maximize Patient Care Assets	Maximize Patient Care Assets	✓	✓	✓	✓		Maximize patient care assets and optimize patient experience

### Tactic Detail

Strategy Focus	Activate Unique Client Assets	Tactic	Leverage Disease A Provider C Assets for Care Location C Customer Type C education
<b>Execution Focus Overview</b>			
Team Leads	Title	Expanded Timeline	Markets
Employee D, Employee E, Employee M	Disease A Lead, Disease A Lead, Client Director	Jan 2020 - July 2020	Dist
<b>Execution Milestones</b>			
<ul style="list-style-type: none"> <li>Q1 2020: 21 sites by January 2020</li> <li>Marketing collateral developed by February 2020</li> <li>Disease A Provider C training completed by April 2020</li> </ul>	<ul style="list-style-type: none"> <li>Number of Customer Type C Specialist Care Location C Education by Provider Cx</li> <li>Site</li> <li>Site</li> <li>Site</li> </ul>	<ul style="list-style-type: none"> <li>Number of Customer Type C Specialist Care Location C Education by Provider Cx</li> <li>Site</li> <li>Site</li> <li>Site</li> </ul>	<ul style="list-style-type: none"> <li>Number of Customer Type C Specialist Care Location C Education by Provider Cx</li> <li>Site</li> <li>Site</li> <li>Site</li> </ul>
<ul style="list-style-type: none"> <li>1. Develop Disease A Provider C Provider program to understand partnership, receive application between end-users, gap fill and develop timeline and action responsibility</li> <li>2. Develop Disease A Provider C Provider program to understand partnership</li> <li>3. Develop Disease A Provider C Provider program to understand partnership</li> <li>4. Develop Disease A Provider C Provider program to understand partnership</li> <li>5. Develop Disease A Provider C Provider program to understand partnership</li> <li>6. Develop Disease A Provider C Provider program to understand partnership</li> <li>7. Develop Disease A Provider C Provider program to understand partnership</li> <li>8. Develop Disease A Provider C Provider program to understand partnership</li> <li>9. Develop Disease A Provider C Provider program to understand partnership</li> <li>10. Develop Disease A Provider C Provider program to understand partnership</li> </ul>	<ul style="list-style-type: none"> <li>1. Develop Disease A Provider C Provider program to understand partnership</li> <li>2. Develop Disease A Provider C Provider program to understand partnership</li> <li>3. Develop Disease A Provider C Provider program to understand partnership</li> <li>4. Develop Disease A Provider C Provider program to understand partnership</li> <li>5. Develop Disease A Provider C Provider program to understand partnership</li> <li>6. Develop Disease A Provider C Provider program to understand partnership</li> <li>7. Develop Disease A Provider C Provider program to understand partnership</li> <li>8. Develop Disease A Provider C Provider program to understand partnership</li> <li>9. Develop Disease A Provider C Provider program to understand partnership</li> <li>10. Develop Disease A Provider C Provider program to understand partnership</li> </ul>	<ul style="list-style-type: none"> <li>1. Develop Disease A Provider C Provider program to understand partnership</li> <li>2. Develop Disease A Provider C Provider program to understand partnership</li> <li>3. Develop Disease A Provider C Provider program to understand partnership</li> <li>4. Develop Disease A Provider C Provider program to understand partnership</li> <li>5. Develop Disease A Provider C Provider program to understand partnership</li> <li>6. Develop Disease A Provider C Provider program to understand partnership</li> <li>7. Develop Disease A Provider C Provider program to understand partnership</li> <li>8. Develop Disease A Provider C Provider program to understand partnership</li> <li>9. Develop Disease A Provider C Provider program to understand partnership</li> <li>10. Develop Disease A Provider C Provider program to understand partnership</li> </ul>	<ul style="list-style-type: none"> <li>1. Develop Disease A Provider C Provider program to understand partnership</li> <li>2. Develop Disease A Provider C Provider program to understand partnership</li> <li>3. Develop Disease A Provider C Provider program to understand partnership</li> <li>4. Develop Disease A Provider C Provider program to understand partnership</li> <li>5. Develop Disease A Provider C Provider program to understand partnership</li> <li>6. Develop Disease A Provider C Provider program to understand partnership</li> <li>7. Develop Disease A Provider C Provider program to understand partnership</li> <li>8. Develop Disease A Provider C Provider program to understand partnership</li> <li>9. Develop Disease A Provider C Provider program to understand partnership</li> <li>10. Develop Disease A Provider C Provider program to understand partnership</li> </ul>