



Rescuing a Digital Marketing Solution

Averaging more than 15 years of experience in the healthcare industry, our consultants have worked in a variety of management positions within commercial and government payer organizations, so we understand your challenges first-hand—including competitive pressures, organizational obstacles, and limited resources.

Case Overview

A large health plan in the Northeast contacted Change Healthcare Consulting to help turn around a troubled project. The project, an enterprise digital marketing solution implementation, had fallen far off track. The client had already made significant investments in time and resources but, given the complexity of the different workstreams and lines of business, they couldn't figure out a way forward.

Change Health Consulting started by listening to the client's pain points. The Consultants met with key stakeholders and team members to learn what they were struggling with. Throughout those interviews, the Consulting team was able to assess the scope, planned approach, the project management style, the politics, and the project culture. After careful review and consideration, it became clear that the scope was too large and complex for the project team to handle in the way it was being implemented. The project was initially designed as a single-phase "big bang" approach. The Consulting team recommended a phased approach instead, allowing each phase to leverage best practices and lessons learned from previous phases.

Challenges

Despite the new agreed upon incremental approach, there was pressure to maintain tight timelines, budget neutrality, and resource levels. In the initial analysis, the Consulting team discovered that many business units relied on separate and often proprietary applications for member communications. Not only were the applications and systems different, with conflicting data structures, but they were used differently between lines of business.

Even the communications created by each LOB when analyzed side-by-side were inconsistent in nearly every area of member communication. There was no unified look and feel for the "brand." Lastly, several LOB heavily relied upon manual processes causing several bottlenecks in daily operations.



Solutions

The Consulting team started problem-solving the minute they got pulled onto the project. They started by combining member communication to a single source across all lines of business. They also instituted a “crosswalk” system to identify all key data fields across diverse systems and building sets of fact tables to facilitate pre-processing quicker and at a much lower cost than a fully realized data warehouse.

They coached the client to deliver consistently themed communication designed to elevate the company’s reputation, increase brand loyalty, and build long-term customers. Wherever possible, they implemented small and simple changes to shift from manual to automated processes for better end-results.



Results

Despite many challenges and joining the team well into the project timeline, Change Healthcare Consulting team aided and advised the health plan in successfully implementing the digital marketing solution. The health plan’s members will now receive member communications with a consistent user experience while the health plan itself saves money, time and frees up resources. Our consultants have the experience to avoid issues, mitigate risks and rapidly deliver an end-to-end solution to meet all organizational goals.

About Change Healthcare

Change Healthcare is a leading independent healthcare technology company that provides data and analytics-driven solutions to improve clinical, financial and patient engagement outcomes in the U.S. healthcare system. We are a key catalyst of a value-based healthcare system, accelerating the journey toward improved lives and healthier communities.

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