



Who Owns Customer Experience?

2012
**SERVICE
EXCELLENCE
SUMMIT**

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Diane Kelley | VP of Customer Service,
Blue Cross Blue Shield of Florida

David Medvedeff | President,
Avatar International

Katie Catlender | Director, Customer Service,
Harvard Pilgrim Health Care

Moderated By:
John Clark
Director

J.D. Power and Associates

Important Questions for Today

1. How do we align our organizations to deliver outstanding service?
2. Are there lessons on how to drive service improvement from the product quality revolution?
3. What is the role of CX executive – and where should this person sit within the organization - marketing, customer service, operations?
4. What data are the most important to capture to truly understand the customer experience?
5. How do we move beyond listening to customers, and really acting on customer feedback?
6. How do leading organizations move beyond employee satisfaction to employee engagement?



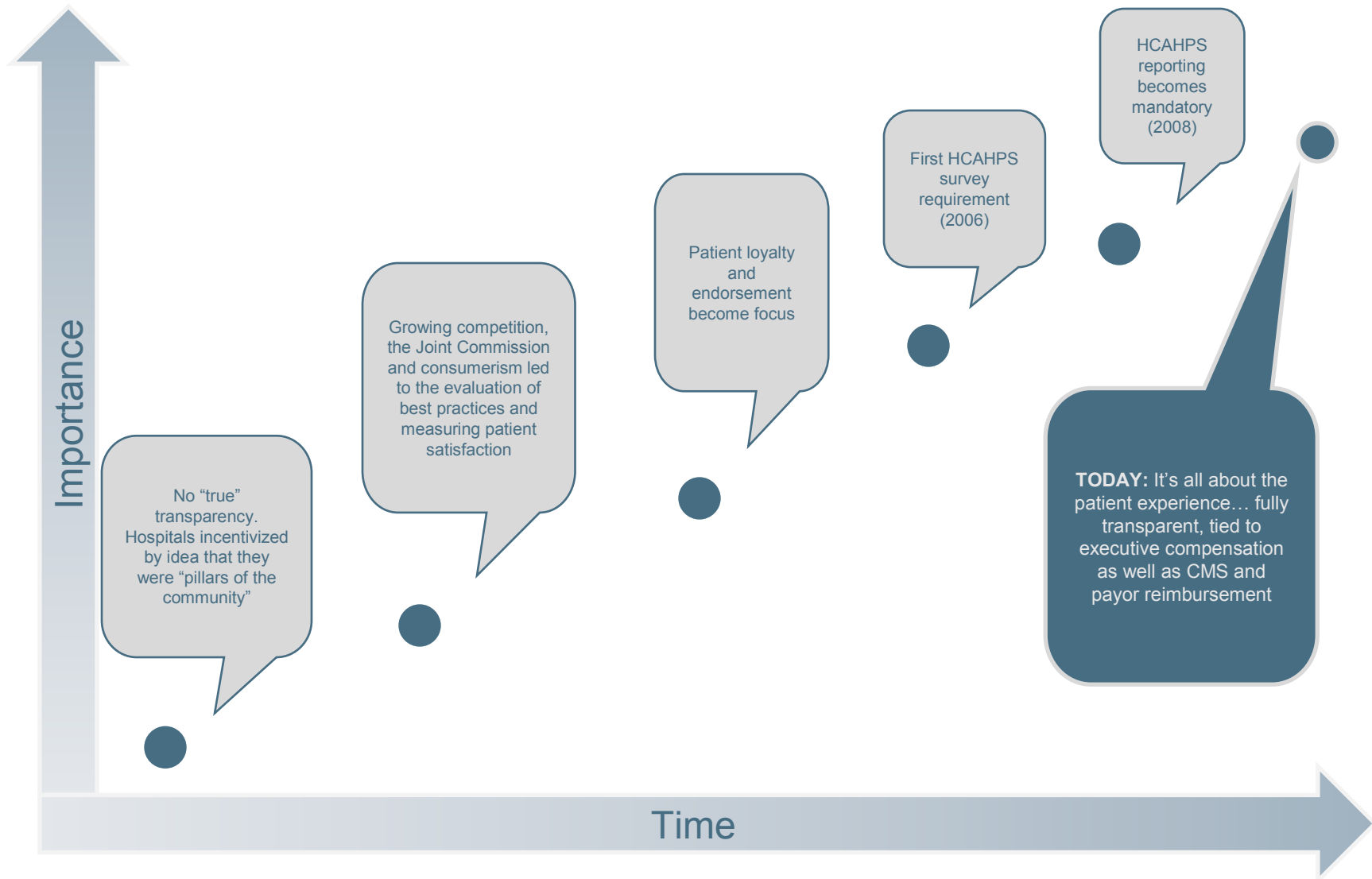


Optimizing the Patient Experience

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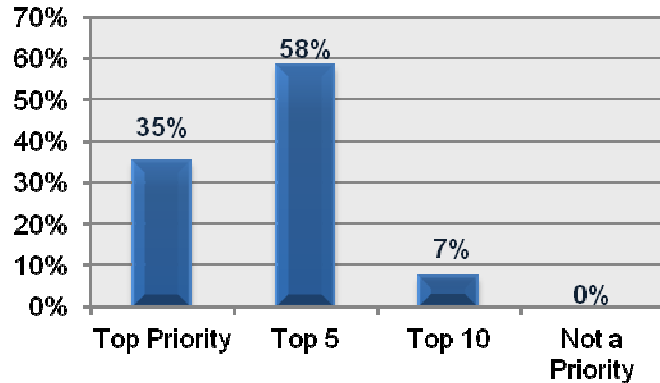
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David Medvedeff
CEO
Avatar International

History & Background of Patient Experience

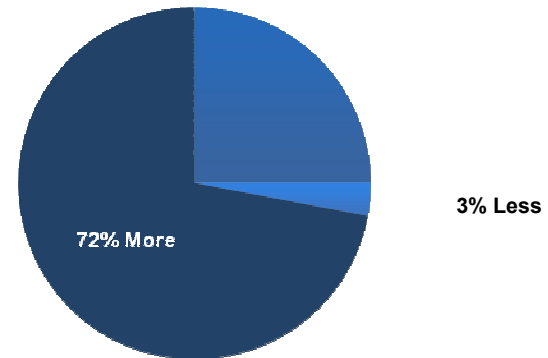


Momentum Is Building In Healthcare

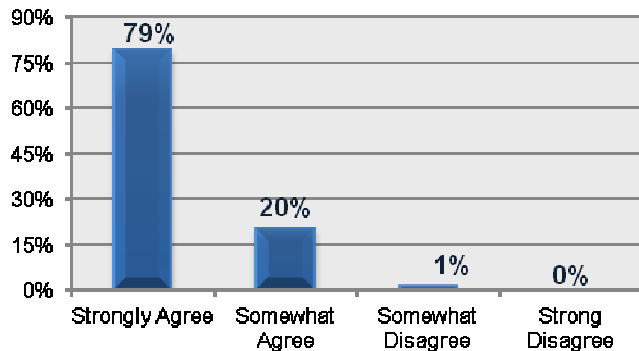
Relative to All Priorities in Your Organization, Where Does Patient Experience Rank Today?⁽²⁾



Patient Experience More or Less of a Priority in Past Year

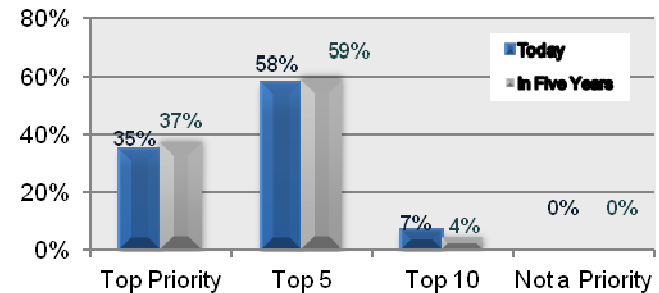


Patient Experience as Driver of Referrals, Volume, and Revenue



Hospital executives say this importance will continue to grow over the next five years

Relative to All Priorities in Your Organization, Where Does Patient Experience Rank Today? In five years?



1) Hay Group 2010 Physician Compensation Survey
2) HealthLeaders Media Intelligence Report: Patient Experience



The Quality Definition Is Pervasive

Hospital

**Physician &
Providers**

HHAs

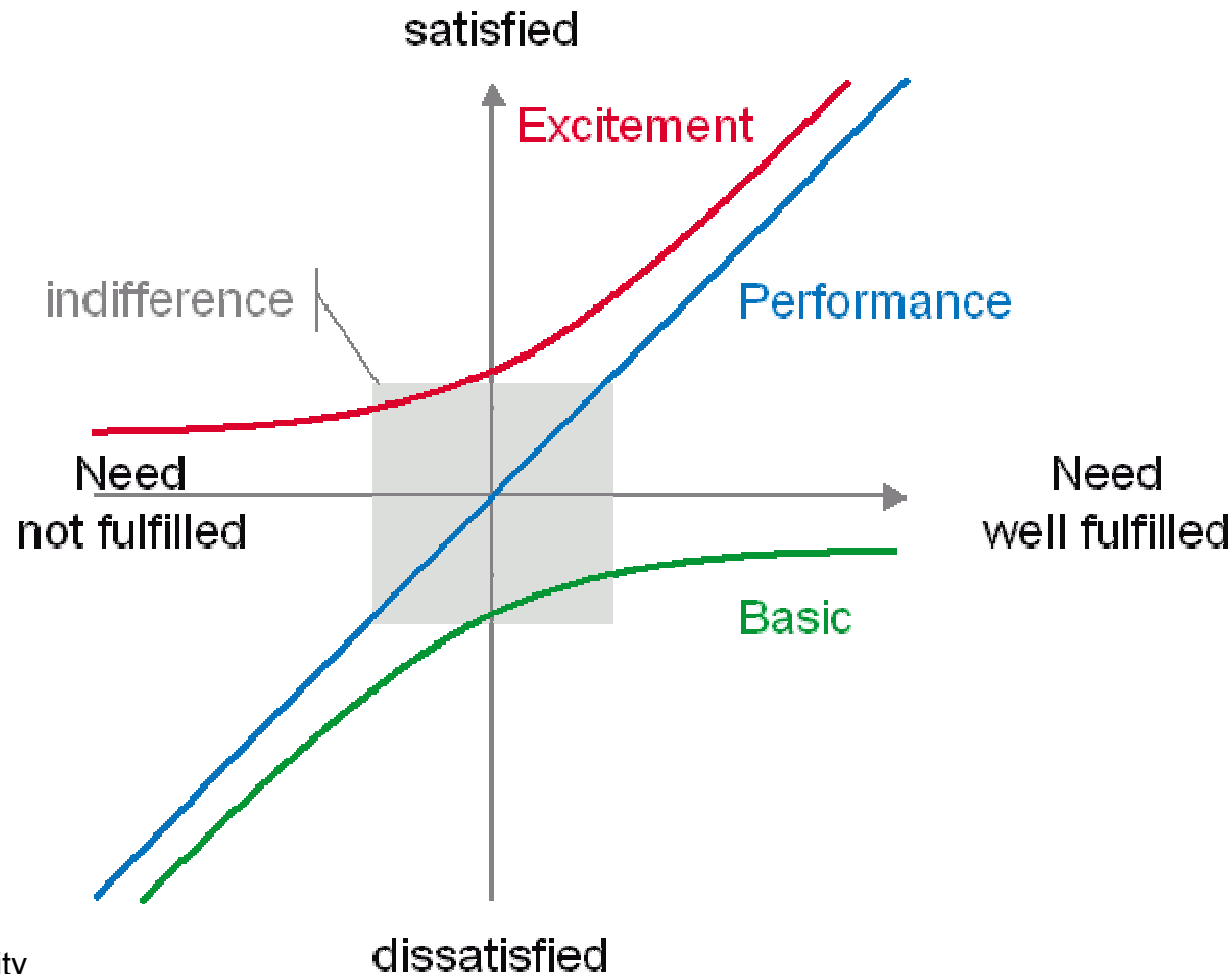
**Nursing
Home**

**Medical
Home**

ESRD

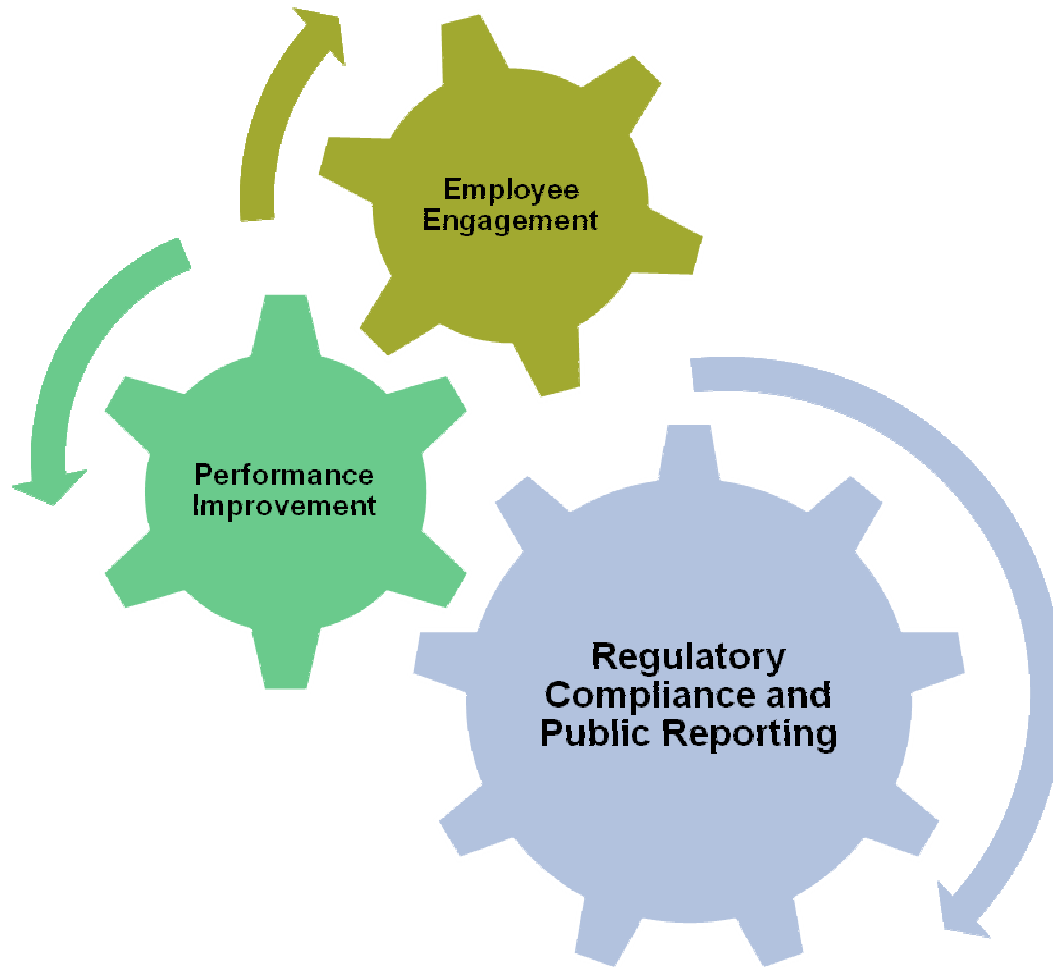


Understanding the Drivers of the Experience



Kano Model of Quality
Quality Function Deployment

Turning the Gears To Optimize Performance





Who Owns Customer Satisfaction?

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Diane Kelley

VP, Provider Services

Blue Cross Blue Shield Florida

Who Owns Customer Satisfaction?

- The entire organization
- All are interconnected (e.g., how customers view network access affects their perception of customer service)
- The "customer service" organization is just one of many enablers



How Do We Align The Organization to Take Ownership?

- Begins at the CEO level
- Corporate performance indicators (CPI's):
 - Heavy weight on customer satisfaction (200 of 1,000 points)
 - Heavy weight on member net gain - driven heavily by retention and positive word of mouth (300 of 1,000 points)
 - In summary 50% of the corporation's success is based on the customers' perception of BCBSF
 - All employees are accountable (CPI's affect each and every employee's evaluation)
 - Heaviest impact on leaders (total compensation)



What is Needed to Be Successful?

- Improving satisfaction requires "intelligence"
- First measure based on what your customers say is important (develop drivers)
- Use objective sources to assess performance of drivers
- Build the following into your analytics:
 - How much each driver impacts overall satisfaction
 - Relationship between drivers
 - Enough granularity for improvement actualization
 - Focus on most significant opportunities (e.g., issue resolution, understanding product, etc.)
 - Utilize multiple sources (e.g., VOC surveys, JDP results, etc.)



What is Needed to Be Successful?

- Establish governance:
 - Top leader chairs
 - Process owners of key drivers at the table
 - Leaders accountable for plans and results (data driven)
 - Measure progress regularly (e.g., "indicators")

- Communicate:
 - Keep organization aware
 - Share success





Influencing the Ecosystem

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Katie Catlender
Director, Customer Service
Harvard Pilgrim Health Care

INSIDE THIS WEEK: A 14-PAGE SPECIAL REPORT ON AGEING

The
Economist

JUNE 27TH - JULY 3RD 2009

Economist.com

Iran's agony
The mystery of Mrs Merkel
Asia's consumers to the rescue?
The Greeks and those marbles
Evolution and depression

Reforming health care

This is going to hurt



Preventive Services: Free...or Not?



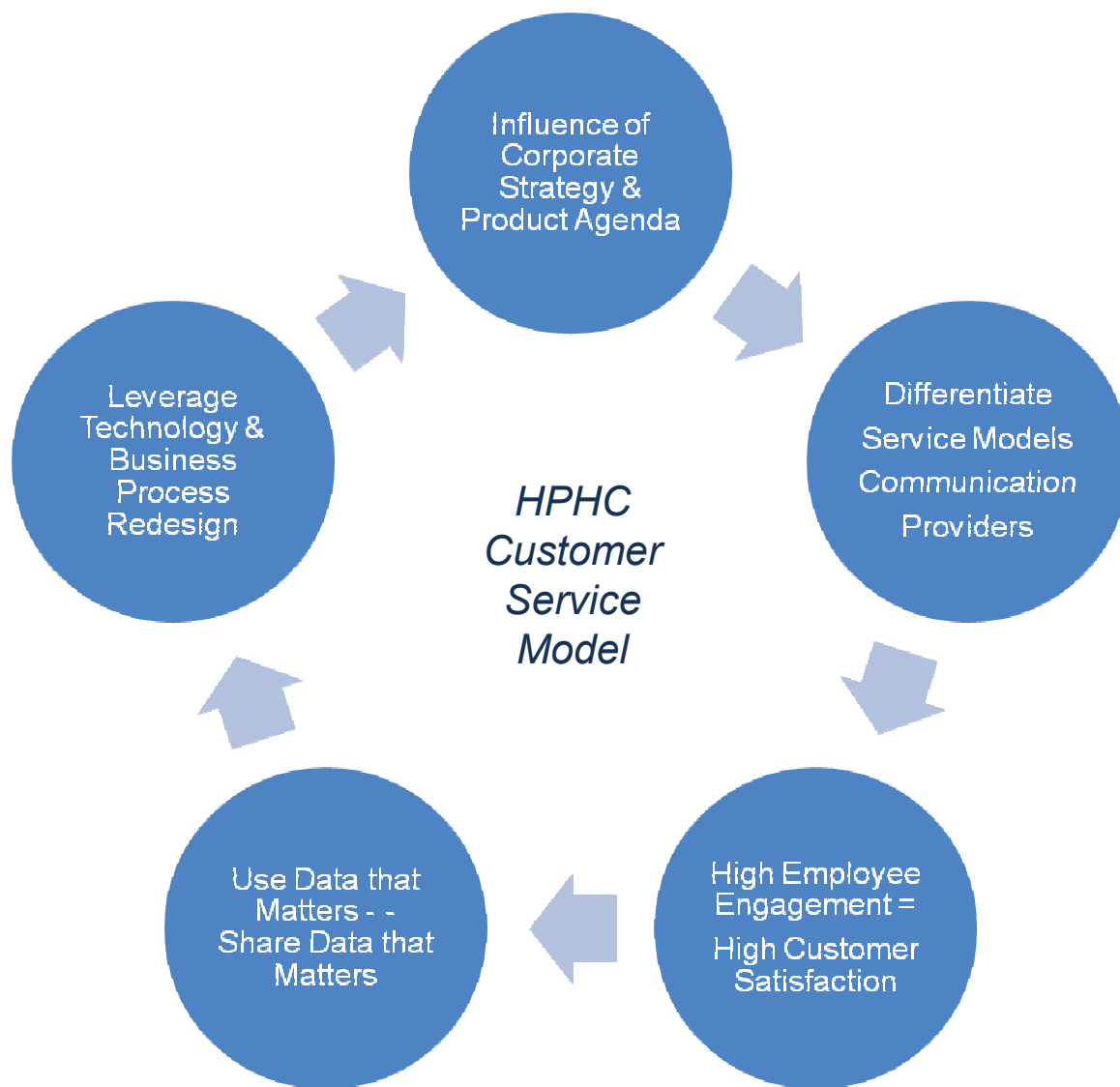
Source: <http://www.cbsnews.com/video/watch/?id=6285039n>



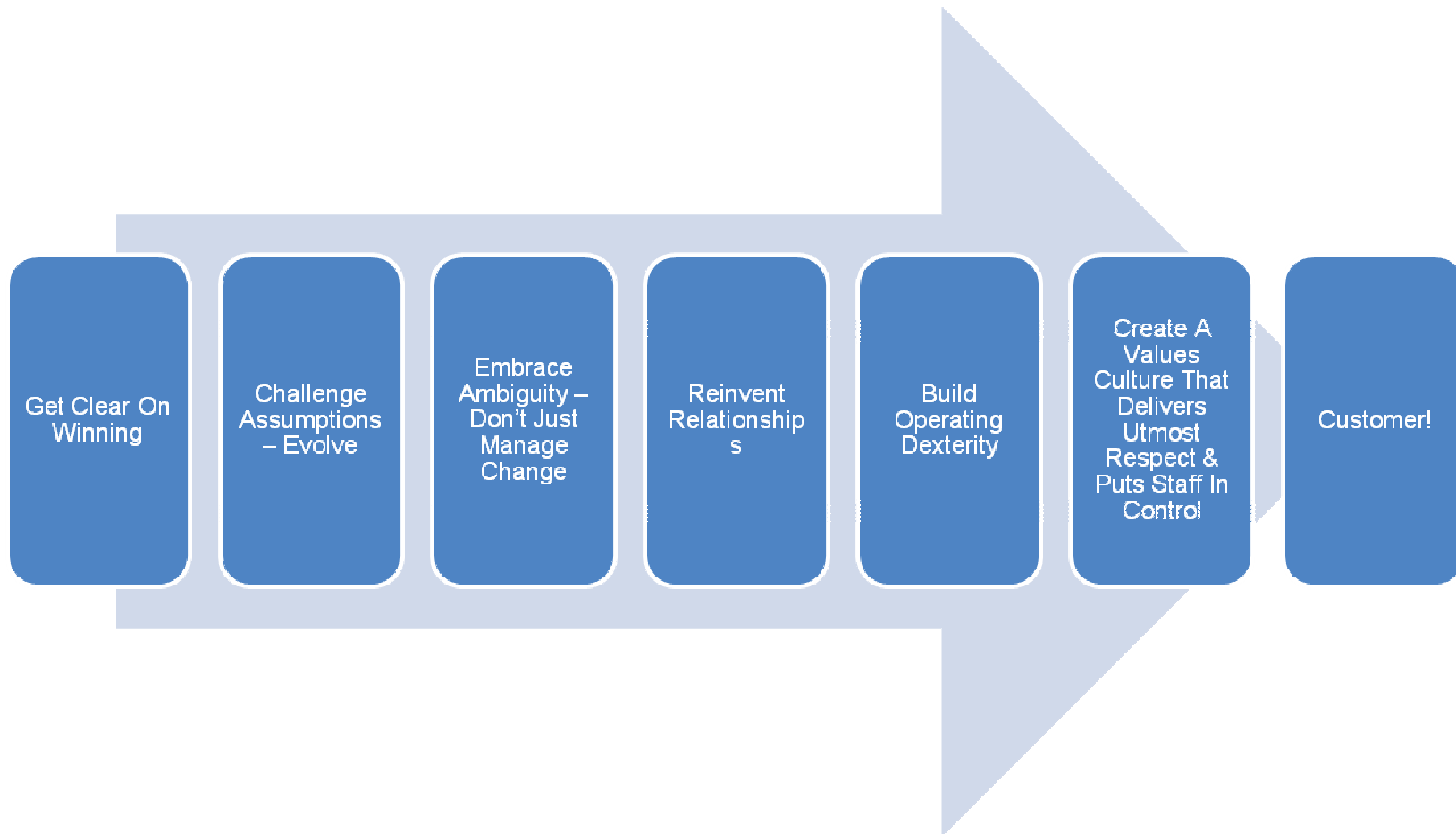
**How customers perceive their interactions with a company*...
*Is It In Your Control?***

Source: Forrester Research Group

Influence the Ecosystem...Influence Satisfaction



Tenants of Success



katie_catlender@harvardpilgrim.org

617 509 6544

