

CASE STUDY: MARKETING/COMMUNICATIONS (MARCOM)



Marketing/Communications (MARCOM)

- Marketing/communications serves a critical role in communications, messaging and *branding* to both internal (members/providers/network) and external constituents
- MARCOM also serves a critical role in *compliance* to Medicare and many Medicaid lines of business
- Effective design and *use* of MARCOM processes is key to increasing the *effectiveness* of member communications, reducing provider frustration and minimizing *admin expense* associated with *preventable* calls to member services, provider inquiry, denials, disputes, etc.
- When *coordinated* across health plan operations and all lines of business, MARCOM is a key enabler for growth, member satisfaction, provider network development and product branding

LEAN SOLUTIONS: MARKETING AND COMMUNICATIONS

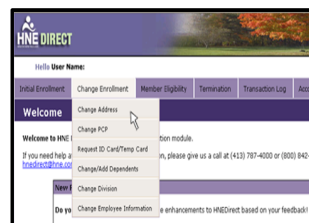
Overview: Within most health plans, MARCOM is viewed as an expense or operations department. This is true when viewing Marketing and Communications as a series of *independent* encounters with your members and/or provider network. In reality, *without* a MARCOM strategy, what your members and providers *see* and *hear* from your health plan is a form of random communications coming from *all* areas of your business (e.g. new benefits, don't forget to "X", health awareness, special diabetes services, Medicare notifications, ePortal updates, etc.). Too often these *mailings* are sent *without* engaging MARCOM at all or engaging at the 11th hour resulting in poor languaging/messaging, duplicate communications, old logos/branding ... *junk mail*.

The challenge (and opportunity) for health plans is how to coordinate communications with a *service line* in mind. More specifically how much more *effective* (messaging) and *efficient* (cost) can we be if we viewed member communications as a strategy and a series of *contiguous* communications? In the case of one of our health plan clients, this was the *business case* for Lean for the MARCOM team (*reduce cost, increase effectiveness, improve quality*). A **Lean Event** structure was used to both expand the vision of a MARCOM strategy and improve the operational performance *throughout* the organization.

Case Study: Understanding that actually services multiple *internal*

(i.e. health plan operations and *line of business*) and *external* constituents (members, providers, provider network, CMS), establishing a *vision* for the role(s) of MARCOM was key. In some cases, the roles were *easy* to define (CMS/Medicare compliance), since the organization had already *accepted* MARCOM's role as being *the* center of communications for 'government' programs. However for commercial lines of business or where a *department* wanted to send out a 'letter' things were not so clear. Often times *outside of the Medicare and Medicaid* lines of business, there are no formal *tollgates* or *milestones* to engage MARCOM (other than perhaps to 'do the mailing'), as a result we get the *11th hour* behavior, so exists the quandary and the opportunity.

One of the key solutions implemented by the MARCOM team included the development of a communications strategy by *line of business* (e.g. large group communications are *scheduled for the 1st Monday of each month*). This approach creates a *common vision* for communications amongst all *departments*. At the simplest level, this approach reduced postage by being able to send '1' mailing per month instead of 10 (\$300+k). At a higher level, defining the *cadence* of communications results in MARCOM being brought into the process for *proper* design, messaging, and integration of otherwise disparate communication. This approach results in increasing retention and perceived value from members/providers and reducing overall compliance risk to the health plan



MARCOM: Marketing and Communications

- * Reduced *number* of mailings/member/month 56%
- * Reduced postage \$25+k/month, \$300k/year (50% of savings used for *additional* marketing)
- * New process eliminated *member services* 'call volume surges' tied to unclear communications.
- * MARCOM process addressed 2012 CMS finding associated with template approval and use
- * Supported overall strategy to *reduce overall admin expense*

