



# Drive Healthcare Customer Experience with a OneOffice Mindset

Blue Cross Blue Shield Louisiana's digital transformation  
roadmap in partnership with Capgemini

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# Introduction

Improving member (or patient) experience is at the heart of healthcare transformation. COVID-19 has further exacerbated the need to accelerate digital healthcare initiatives to drive consumer-centric healthcare services. However, internal silos, fragmented approaches, unclear business cases, and accumulating process debt hold us back from realizing our digital healthcare dreams. Patient centricity requires a OneOffice mindset of breaking down silos to create the only “office” that matters—the office that caters to the customer. Exhibit 1 shows the sentiment from a survey of leading health care executives conducted in late 2020.

One healthcare payer aligned with our OneOffice vision is Blue Cross Blue Shield Louisiana (BCBSLA). With more than 3.5 million members in Louisiana, it’s been the primary source of healthcare insurance for the state. However, with rising PMPM (per member, per month) costs and the potential entry of a new competitor—Oscar, a more digital-savvy competitor targeting younger population segments—in 2020, BCBSLA had a burning platform to focus on member experience to ensure it retained its market share.

BCBLA hired Sue Kozik as their CIO from GroupHealth (a \$4B non-profit healthcare delivery system that was recently acquired by Kaiser Permanente) and David Yoo as their Chief Digital Officer who brought 25+ years of IT

and digital experience to BCBLA. It also hired Shane Bray, a US Air Force veteran who most recently served as the Chief Experience Officer for Willis Tower Watson as its first-ever Chief Customer Officer. BCBLA also leveraged its partnership with Capgemini to help develop and implement its member experience roadmap.

We caught up with Shane recently to understand his perspective on the healthcare experience and his vision for BCBSLA.

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*The healthcare experience for both patients and providers is suboptimal. Patients now expect their experience to be impersonal and difficult—in short expectations are low. On the other hand, providers have to deal with excessively large patient panels, heavy-handed regulations and bureaucracy that severely dampen their joy of practicing medicine. As volume increases, despite best intentions, overall quality is likely to get worse. My goal is for patients and providers alike to enjoy a concierge-like healthcare experience that improves quality of outcomes and improves patient expectations and experiences.*

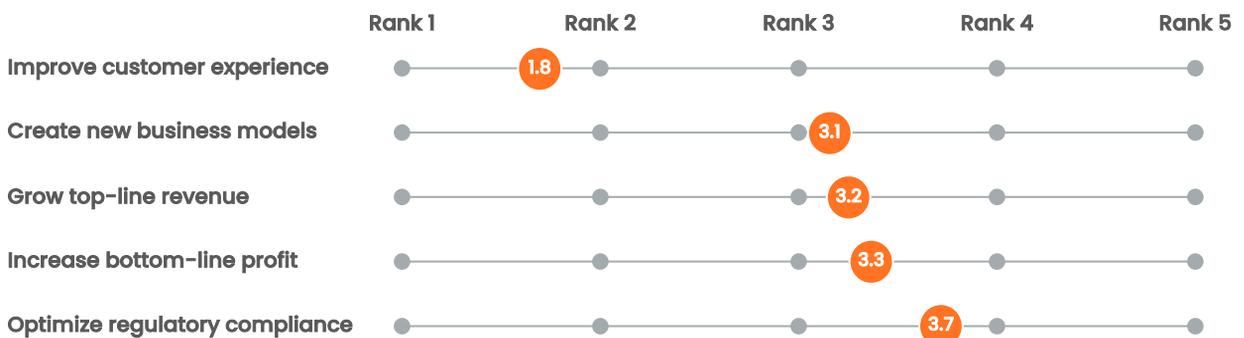
**- Shane Bray, Chief Customer Officer, BCBSLA**

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## Exhibit 1

### Improving customer experience is at the heart of healthcare transformation

Rank the following statements about your organization's objectives for business operations transformation over the next three years (Average rank across respondents)



Sample: 41 healthcare clients  
Source: HFS Research, 2020

# — Patient centricity requires a OneOffice™ mindset

A OneOffice mindset requires collaborative, cross-functional enterprise operations powered by an integrated stack of emerging tech that complements your core, natively automates your processes, enables your people, and powers your decisions—breaking down your front-to-back legacy silos to create the only “office” that matters: OneOffice (See Exhibit 2).

BCBSLA’s vision revolves around three pillars that span the end-to-end customer lifecycle:

**1. Pay attention to the whole patient** by leveraging electronic medical records (EMRs) to improve the quality of care, patient outcomes, and safety through improved management, reduction in medication errors, and reduction in unnecessary investigations.

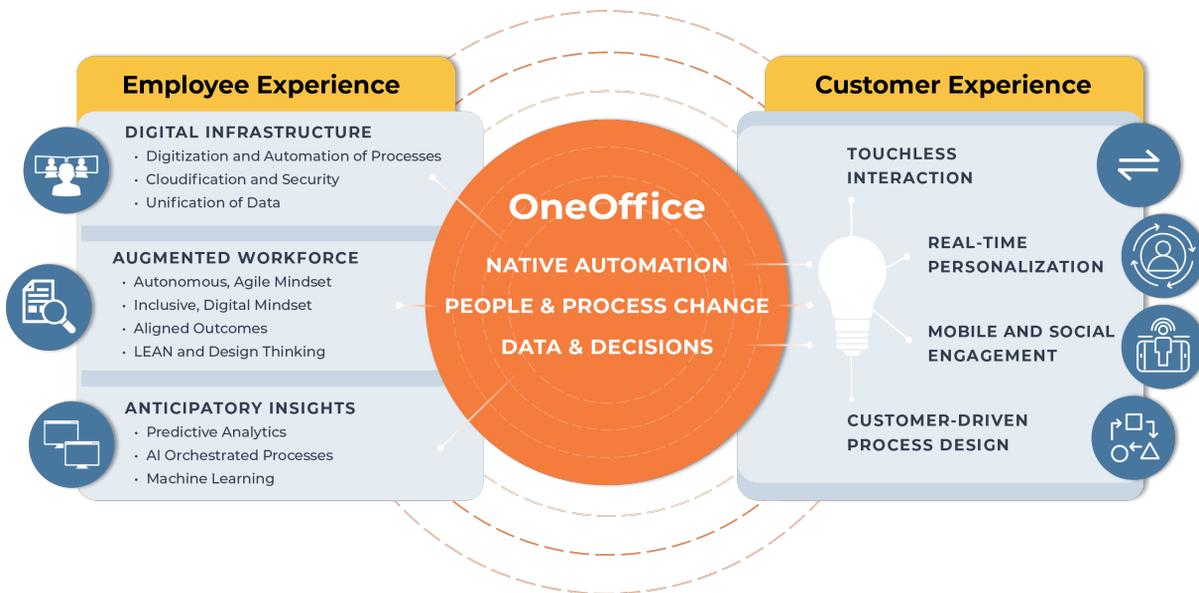
**2. Tightly coordinate care** between providers and payers with improved communication and interactions among primary care providers, patients, insurers, and other providers involved in care. The coordination must also include a greater focus on health and wellness, not just treatment.

**3. Develop more intuitive and much simpler administrative processes**, such as payment models and claims administration that leverage emerging technologies.

BCBSLA approaches its digital transformation in two broad phases. The first phase focuses on reducing internal friction and minimizing administrative costs by re-platforming the organization. The next phase focuses on the whole member experience by pivoting the organization to members’ overall wellness.

## Exhibit 2

### The OneOffice Organization



Source: HFS Research, 2021

# BCBSLA's customer experience approach aligns with HFS' Five OneOffice Tenets

Enterprises will need to expand the traditional “people, process, and technology” paradigm to include data and change management to create a OneOffice experience for its customers. We found BCBSLA's vision aligned with HFS's OneOffice tenets (see Table 1).

Table 1

## BCBSLA's customer experience approach aligns with HFS' OneOffice tenets

HFS OneOffice Tenets	BCBSLA's approach
<b>Invest in people skills</b>	
Companies that thrive in the post-pandemic environment will build enduring relationships through virtual channels and compete on experience. But you can't compete if your employees are not skilled and empowered across the organization to drive creative solutions and respond to customer needs.	BCBSLA realizes that it will need a creative talent base with problem-solving skills to facilitate employees and organizations to break silos, drive experimentation, and use diverse perspectives to discover solutions. It bolstered its IT and digital team by hiring experienced leaders like Sue Kozik (CIO), David Yoo (CDO) and Shane Bray (Chief Customer Officer).
<p>“  <i>Our culture is great. Everyone is focused on improving the health and life of our members. But we need to start thinking differently. We often tend to retrofit products on requirements versus solutioning for the problems we have.</i>  <b>– Shane Bray, Chief Customer Officer, BCBSLA</b>            ”</p>	
<b>Eliminate process debt</b>	
There is a need for extreme ideas (the “x” factor) to eliminate the process debt of wasteful activities that plague Global 2000 enterprises.	BCBSLA's digital transformation story is informed by similar transformations and the customer experience emphasis in other industries like retail and banking and financial services long before it was fashionable in health.
<p>“  <i>I don't call Apple customer service. It's about intuitive design. Look at Amazon's delivery model; they take the product back—no questions asked. That's exceeding expectations.</i>  <b>– Shane Bray, Chief Customer Officer, BCBSLA</b>            ”</p>	

HFS OneOffice Tenets	BCBSLA's approach
<b>Use experience-centered technology architecture</b>	
<p>We need to focus on technologies that innovate the operating model and support the dimension of experience.</p>	<p>With Capgemini as its digital transformation partner, BCBSLA is investing in a Microsoft Azure-based cloud-based platform. It is also building an Amazon Connect layer over Avaya to create a seamless omnichannel experience.</p>
<p><b>“</b> _____</p> <p><i>Capgemini plays a vital role in identifying solutions that fit together, integrates well with data, and have a clear scope.</i></p> <p style="text-align: right;"><b>— Shane Bray, Chief Customer Officer, BCBSLA</b></p> <p style="text-align: right;">_____ <b>”</b></p>	
<b>Make data a first-class citizen</b>	
<p>We need to treat data as an asset. We will need new approaches, different sources of data, open data marketplaces, and the ability to discover new datasets that reside beyond organizational silos.</p>	<p>BCBSLA's digital transformation focuses on understanding customer data and customer experience. However, currently, healthcare members are over-surveyed, often receiving a survey after every transaction. BCBSLA plans to leverage NLP (natural language processing) and text analytics in two to three years to drive more predictive analytics.</p>
<b>Lead with change management</b>	
<p>Success will not be determined by the rate of digital adoption but by the effectiveness of change management and the ability to change behaviors at scale.</p>	<p>While BCBSLA will continue to focus on NPS (net promoter score), it also considers innovative metrics such as a customer effort score to measure customer experience.</p>

## Leveraging the experience of IT service providers to realize CX aspirations

As digitally transforming their customer experience becomes pivotal to business, Health Plans are looking to partner with a host of large system integrators (SIs), start-ups, technology vendors and hyperscale cloud providers. Large SIs like Capgemini are bringing their healthcare clients experience

from other industries like Retail and Banking which are way ahead of the curve when it comes to their customer experience journey. BCBSLA chose Capgemini as its Technology partner to implement its strategic, multiyear customer experience transformation program.

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*The ACA changed the rules of the game by making Healthcare, a largely B2B industry, into an individual centric market. Regulatory initiatives around customers' access to their health information at the time and the manner of their choosing have forced the Health Plans to finally confront their Customer Experience problem. Especially in the post pandemic world, we are seeing increased traction as we continue to working with several Health clients who are investing in modernize their member experience.*

**– Dr. Christina Remediakis, head of Capgemini's healthcare business**

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## The Bottom Line: Healthcare enterprises need a 2025 vision to survive and thrive, not a check-the-box and just-in-time play

A trifecta of challenges—demand explosion, supply shortage, and the pandemic shock—has created a burning platform for the healthcare industry to embrace change. The major innovations in the worldwide healthcare industry today focus on reducing the cost of care (thereby improving the supply equation), the shift from illness to wellness (to manage rising demand), and

driving resiliency and compliance to manage risks better. Improving the customer/patient experience will be at the heart of healthcare transformation. But this requires a change in mindset, a bold vision, and a five-year plan and roadmap. BCBSLA's example in partnership with Capgemini provides an example of how to get it done.

## HFS Research authors



### **Saurabh Gupta | President, HFS Research**

Saurabh Gupta is the President of Research and Business Operations at HFS. He oversees HFS's global research function managing the international team of analysts and operations across the US, Europe, and Asia-Pac. He works closely with the CEO to set the HFS vision and ensure we deliver unmatched insights, impact, and inspiration to our clients. He sets the strategic research focus and agenda for HFS Research, understanding and predicting the industry's needs and ensuring that HFS maintains its position as the strongest impact thought leader for business operations and services research. Saurabh is also HFS's lead analyst for business services such as F&A, procurement, and supply chain, horizon three emerging technologies such as blockchain, and industry verticals like healthcare & life sciences and energy & utilities.



### **Don Ryan | Senior Vice President**

Don Ryan joined HFS Research in August 2020 as Senior Vice President of Research and Consulting. His recent role was as Director for global research and thought leadership for business and outsourcing services, digital technology, and AI deployment at KPMG LLC. Don brings a broad background in forecasting technology trends, quantifying the market impact of brand experience/ customer loyalty and analyzing the changing nature of business operating models. At HFS Don will lead large research-based advisory engagements and continue his long-standing coverage of technology, media & telecom vertical as well as enterprise application platforms and ecosystems.

## Acknowledgment

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### About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of 270,000 team members in nearly 50 countries. With its strong 50 year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms.

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HFS is a unique analyst organization that combines deep visionary expertise with rapid demand side analysis of the Global 2000. Its outlook for the future is admired across the global technology and business operations industries. Its analysts are respected for their no-nonsense insights based on demand side data and engagements with industry practitioners.

HFS Research introduced the world to terms such as "RPA" (Robotic Process Automation) in 2012 and more recently, the HFS OneOffice™. The HFS mission is to provide visionary insight into the major innovations impacting business operations such as Automation, Artificial Intelligence, Blockchain, Internet of Things, Digital Business Models and Smart Analytics.

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