

# Engage all Plan Staff in the Process

## Horizon “C experts” Map Out How Current Duties Impact Member Experience

Horizon is embedding customer experience into its organizational structure and core functions through multiple methods and initiatives driven by its customer experience department, including a customer experience council, embedded experience champions, and a companywide campaign to promote each employee’s role in affecting member experience.

Embedded experience champions are a trained select group of mid-level employees across the organization who identify and highlight member experience frictions throughout their daily work. It includes eight dedicated staff members who drive all consumer experience activities and support execution across all functions. The employees get certified as “c experts” after an all-day immersion training, during which they are asked to map out and think about how their department or function ultimately impacts members’ experience.

“C experts” are then tasked with improving identified frictions within their own departments.

### Horizon BCBSNJ’s Planned Champion Certification Process



- All-day group training reviews consumer insights, drivers of member satisfaction, aspects of Horizon’s brand experience
- Attendees document examples of daily work that affect experience directly or indirectly; asked to identify further examples in weeks prior to next session

- Trainees grouped by similar functions and divided into teams of 4-5
- Teams review examples of current operational impacts on member experience and brainstorm solutions
- Teams pick one solution to present and discuss with larger group
- Trainees leave with list of opportunities, ideas

- Trainees take multiple-choice test covering key customer experience principles
- Certified champions represent the member perspective in normal team functions
- New experience objective may be included in future employee evaluations<sup>1</sup>

**CASE EXAMPLE** 

### Horizon Blue Cross Blue Shield of New Jersey (BCBSNJ)

3.8 million-member plan headquartered in Newark, New Jersey

- Horizon is instilling a sustained focus on member experience through educational campaign for all employees and certification program to develop customer experience experts