



Igniting a consumer-centric culture

CVS Specialty® demonstrates how they deliver results

1 Igniting culture

2 Acting on feedback

3 Applying our learning

Executive summary

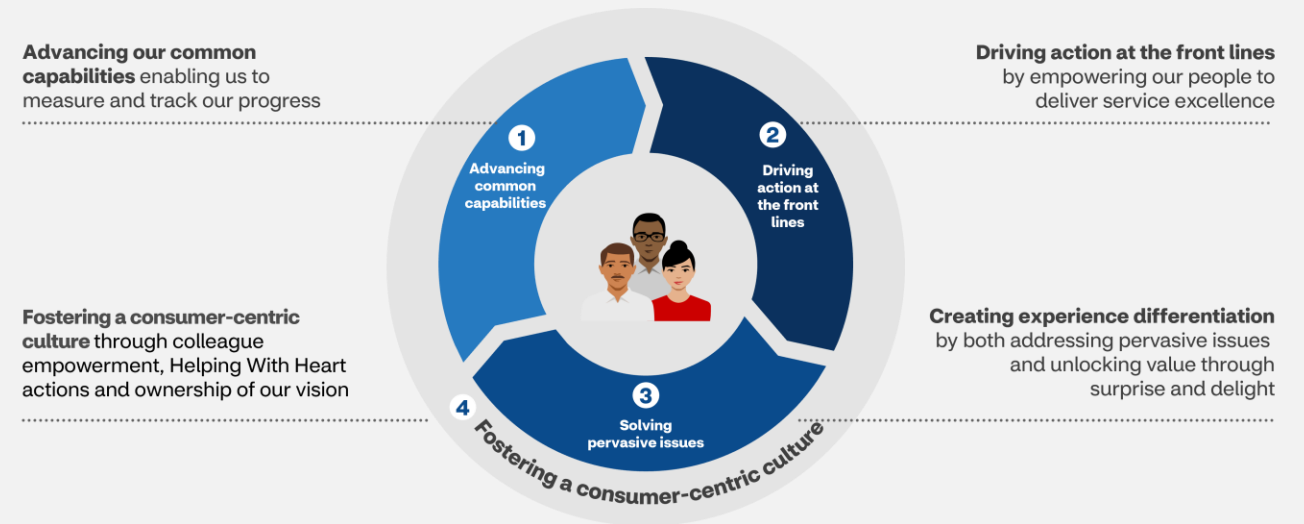
Our Purpose at CVS Health® is to bring our hearts to every moment of health care. We want it to be simpler, more accessible, more personalized, and more affordable for every American. It's important to recognize health care has undergone a transformation. In today's rapidly shifting health care industry, with consumer switching rates at an all-time high, delivering a consistently outstanding consumer experience has never been more critical in maintaining a competitive advantage. We need to be more consumer-centered.

At CVS Health, consumer feedback helps us better understand how we can provide the best care possible. With dedicated teams, tools, and processes in place, we are building a strong Voice of Consumer (VOC) foundation, advancing our ability to listen, learn, and ultimately drive action focused on improving how we do business to consistently deliver outstanding experiences.

When you put the consumer at the center of everything you do, you start to think differently. You develop empathy for the consumer. Becoming consumer-centric starts with a perspective change and adopting the Net Promoter System as our NorthStar. As we look across our consumer touchpoints, we are focused on four key pillars to drive consistency across the enterprise:

- 1. Advancing our common capabilities**
- 2. Driving action at the front lines**
- 3. Creating experience differentiation**
- 4. Fostering a consumer-centric culture**

Our consumer-centric strategy



In this white paper, you will learn how CVS Specialty® utilized our enterprise strategy along with consumer experience (CX) best practices to create a consumer mindset amongst their team and deliver promising results.

What more can we do?

The answer is simple but not easy. To truly walk the walk, we must look beyond foundational capabilities to a consumer-centric culture. Consumer-centricity is a shared way of thinking and behaving, focused on the needs, wants, and expectations of our consumers, with an ultimate goal to put people first — our consumers, patients, members, and colleagues. In a consumer-centric culture, we collectively rise to the occasion to truly embody the notion of helping with heart.

This year, as part of an internal multi-phased engagement campaign, CVS Specialty® Order and Care team walked the walk, demonstrating that consumer-centricity delivers results. Enthusiastically adopting a new approach to closing the loop on consumer feedback, the CVS Specialty team took swift action to deepen relationships and improve the lives of our most vulnerable patient population while simultaneously increasing NPS and demonstrating measurable business improvement.

"We gave this effort a megaphone by focusing on the cultural aspects and setting a consistent drumbeat. The importance of a consumer-centric culture was routinely shared, not just from the top down, but bottom up as well. We created a ground swell by applying focus across all levels of the organization, motivating employees across all levels to solve pervasive issues, and drive change focused on the consumer perspective." - Sri Narasimhan, Vice President, Enterprise Consumer Experience.

This three-part case study series breaks down the primary reasons for the CVS Specialty team's tremendous success and outlines key learnings and takeaways that can broadly apply across CVS Health®. Continue reading Part One to learn how cross-functional engagement, frequent communication, positive reinforcement, and dedicated leadership culminate to deliver tangible improvements for patients, colleagues, and the business.

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We gave this effort a megaphone by focusing on **the cultural aspects and setting a consistent drumbeat...**



Srikanth Narasimhan

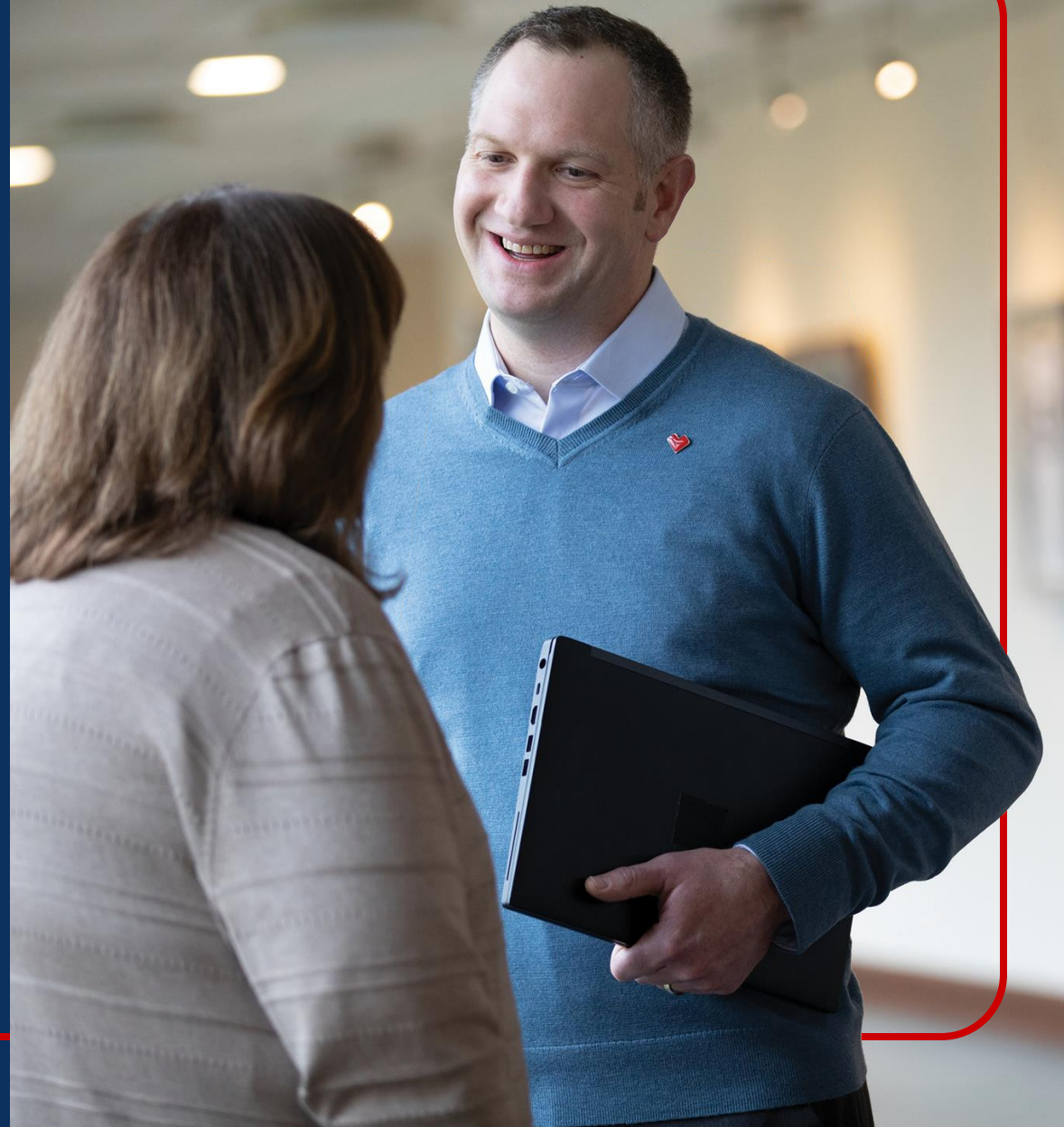
Vice President, Enterprise
Consumer Experience

Part one:


Igniting culture


Key takeaways

- 1 Change has to come from the top-down and the bottom-up:** CVS Specialty® efforts were successful because cross-functional colleagues enthusiastically stepped up to participate in change initiatives, and leadership amplified their efforts with active, vocal support, engagement, and reinforcement.
- 2 Creating a consumer-centric culture does not require an army of resources or a massive budget;** it requires dedicated prioritization of consumer-centric behaviors and tasks, based on formal staffing and capacity planning, as well as sufficient VOC data awareness, access, and training.
- 3 Feedback should be used for individual and team celebration and recognition on an ongoing basis;** to create a continuous cycle of improvement and have a positive impact on the colleague experience, resulting in a better consumer experience in turn.



As with all organizational change, there was no easy button or shortcut. However, within a relatively short time span, the CVS Specialty® team was able to demonstrate how a more comprehensive and proactive approach to consumer feedback engagement delivered measurable business improvement, including:

 **Reduced time required to service patients end-to-end**

 **Improved cross-functional and operational workflows**

 **Increased digital share leading to lower overall cost-to-serve**

Going beyond acknowledging feedback response, the team took action to implement more durable solutions, avoid repeat incidents, and resolve issues proactively. For patients, these efforts led to more streamlined interactions with CVS Health®, including faster prescription fill times, enhanced self-service digital capabilities, and greater medication compliance leading to lower medical costs and bills.

“Feedback is a gift. Anything our patients share with us — appreciative or constructive — we take action on it. Sharing feedback is part of our daily routine at every level.”

– Emily Pefanis, Vice President, CVS Specialty Operations

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Anything our patients share with us — appreciative or constructive — we take action on it.

Sharing feedback is part of our daily routine at every level.



Emily Pefanis
Vice President, CVS Specialty Operations

Moreover, the team simultaneously benefited from an improved colleague experience developing closer patient relationships by resolving problems and in turn, experiencing the joy of directly improving the lives of CVS Health® patients.

"This is the first time we have been able to get more direct feedback from our patients — not just from individuals, but the broader patient base as a whole. In CVS Specialty®, we may never see an individual patient more than once. This program has allowed us to understand our positive impact, share recognition, and learn from our mistakes to serve our patients even better in the future." -Ashley Oliver, Clinical Advisor.

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...we may never see an individual patient more than once. **This program has allowed us to understand our positive impact, share recognition, and learn from our mistakes...**



Ashley Oliver
Clinical Advisor

How did they accomplish all of this?

It all started with a six-week engagement campaign intended to:

- 1** Create awareness of patient feedback solicited and collected within the enterprise VOC platform
- 2** Drive consistent utilization and engagement with feedback, and
- 3** Foster cultural excitement and buy-in as to the importance of listening, understanding, and acting on patient feedback.

The campaign included a variety of highly engaging content sourced from colleagues, leaders, and patients; reinforcing the notion that organizational change spurs from frequent, transparent, consistent communication throughout all levels of the organization and is represented by leaders willing and able to set an example of consumer-centric behavior. However, this approach isn't simply a top-down directive. To adopt and embrace change, colleagues need to see, hear, and understand the "why"; "why should I care about learning a new system and taking on additional responsibility? How does this help me do my job or bolster my career?"

In the case of CVS Specialty, Brett Kiley, Executive Director, Patient Experience and Client Engagement, paved the path for a consumer-centric cultural shift via colleague-led excitement and buy-in. Without assigning named responsibilities, a group of cross-functional volunteers raised hands to be involved. The volunteers spanned the gamut of pharmacists, operations supervisors, the escalations team, and more, taking initiative to join the effort and share stories of how reviewing and incorporating patient feedback into daily workstreams helped improved job performance and get the patient experience right.

“We didn’t want to assign people to a task, we wanted enthusiasm and ideas that could change the world. We asked for volunteers who wanted to make a difference in patients’ lives. Our success has come because this team genuinely cares about our patients.”
– Brett Kiley, Executive Director, Patient Experience and Client Engagement



We didn’t want to assign people to a task, **we wanted enthusiasm and ideas that could change the world...**



Brett Kiley

Executive Director,
Patient Experience and
Client Engagement

A key component of the engagement campaign included patient videos sharing feedback firsthand, enabling teams to build empathy across the range of patient emotions associated with their health experience. Brett and other leaders, including Emily Pefanis, Vice President, CVS Specialty® Operations, made a point to regularly recognize colleagues who were mentioned in patient feedback, celebrating the wins and acknowledging individuals on a personal basis to highlight and reinforce what good CX looks like. Lastly, there were frequent reminders for team members to log into the enterprise VOC platform and build the muscle of engaging with consumer feedback, as well as direct training and technical support to clear any blockers to accessing the platform.

As a result of this focused effort...



VOC Platform utilization increased

3.5x

over the course of the campaign



Totaling over

6000

logins in the month of October



From roughly

2000

different colleagues

Furthermore, to ensure teams understood the meaning and the “so what?” behind the data in the system, CVS Specialty® delivered a “Foundations of NPS” training to drive awareness around what NPS is, why it’s important, and contextualize the scores. CVS Specialty was the first group in the enterprise to assign this training to relevant roles, making it mandatory to supervisors, and incorporate it as part of official internal communications throughout the campaign. As a result, the training was completed by nearly 9,000 colleagues, an increase of 2x compared to beforehand. CVS Specialty leadership then doubled down and made an impressive commitment that Foundations of NPS would be part of all new hire training in 2023, an important step forward to set the right tone, boost awareness, understanding, and adoption of CX fundamentals from day one.

Once these aspects of phase one of the engagement campaign were complete, Emily determined to maintain the momentum and committed to continuing with a second phase of the campaign.

Emily’s enthusiastic leadership, alongside Brett’s, was in fact one of the primary reasons for the campaign’s success. In any organization, meaningful, sustained change requires an active, engaged team members, such as the frontline CVS Specialty volunteers, but also must be directly supported and advocated for by senior leaders. Emily and Brett exemplified this notion through a consistent positive attitude, as well as several tangible actions: staffing and capacity planning, frequent communication and reinforcement, and colleague recognition.

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As leaders, it starts with us. If we’re a company that says we’re consumer-obsessed, we have to demonstrate it across the board.

Emily Pefanis

VP, CVS Specialty Operations

As an initial step at the forefront of the campaign, leadership evaluated staffing capacity and prioritization to create space for CVS Specialty supervisors to dedicate the necessary time and energy toward consumer-centric work. They reviewed supervisor responsibilities, conducted a prioritization exercise, and adjusted expectations to ensure each individual could allocate 10-15 minutes of daily capacity to engage with Medallia and review patient feedback. In parallel, they clearly articulated what tasks could fall off of supervisors’ plates, in order to make feedback review a habitual priority.

On top of this, Emily carved out dedicated time in her town halls to focus on CX topics (e.g., NPS education), share verbatim comments from feedback, and provide public recognition to colleagues who received positive patient feedback. She also proactively created a Heartbeat “Wow of the Week” article, which included comments from patients who completed surveys and acknowledged colleagues who were mentioned in the feedback. Emily made it a habit to log into Voices every morning to start her day, to consistently provide colleague recognition. These efforts served to reinforce good behaviors as they occurred within teams, which is a critical mechanism to accelerate change initiatives.

Feedback is a gift

Consumer feedback is a gift and a real opportunity. Listening to our consumers and embracing feedback to genuinely learn and improve is a game-changer in driving consumer-centricity. The entire CVS Specialty® team, across all levels, took the initiative to adopt this positive mentality and mindset shift and treat all feedback as good feedback, which created space for the incredible transformation that occurred throughout the course of the campaign.

Brett has been very clear to point out that many people are responsible for CVS Specialty success and that this truly was a team effort. The leader sets the priorities, and Emily made it clear by her words and actions that our priority is improving the patient experience and fully utilizing the VOC platform.

William Irvin, AVP, Specialty Pharmacy Services, started this all by sharing his idea of challenging the status quo with patient experience, pushing boundaries, and he has fully supported every effort along the way.

Cathy England, Lead Director, Operations, has led the execution of these ideas from the first day and has been instrumental in identifying and recruiting our volunteers. Tony Russo, Dennis Wilson, W. Backus, Megan Hepler, and so many more have selflessly given their time and their talented people to help the project. Stephanie Powell, a frontline rep, showed us with words and actions how to unlock the power of close-loop follow-up (CLF). (Editor's note: Brett has provided a long list of people and their contributions, but we regret we only have so much space.)



It started with an idea — one that challenged the status quo with patient experience and pushed boundaries.

William Irvin

AVP, Specialty Pharmacy Services

Impressively, the CVS Specialty group achieved these results with a lean team of 14 individuals who were participating in this project *in addition* to their current work. Often, organizations may have a perceived belief that change requires an immense amount of money and resources, which prevents change efforts from getting off the ground to start. However, by dedication to capacity planning, prioritizing, tapping into training, having an enthusiastic mindset, proactively buying in, generating tool awareness and utilization, and having leadership support, CVS Specialty has proven that the pieces are already in place. While this movement started with a small group, more and more volunteers have joined along the way and the team is now up to 40 colleagues outreaching to all survey respondents regardless of score.

“CVS Specialty colleagues represent the best of the best — they are truly advocating on behalf of the patient and make sure we’re delivering on our promises. I am just so proud of them.” – Emily Pefanis, Vice President, CVS Specialty Operations

CVS Specialty commitment and initiative to improving the patient experience, by listening to feedback, has delivered an accelerated rate of change in terms of key business metrics. For example, NPS has increased 12 percentage points (pp) for CVS Specialty Care and 11pp for CVS Specialty Order.

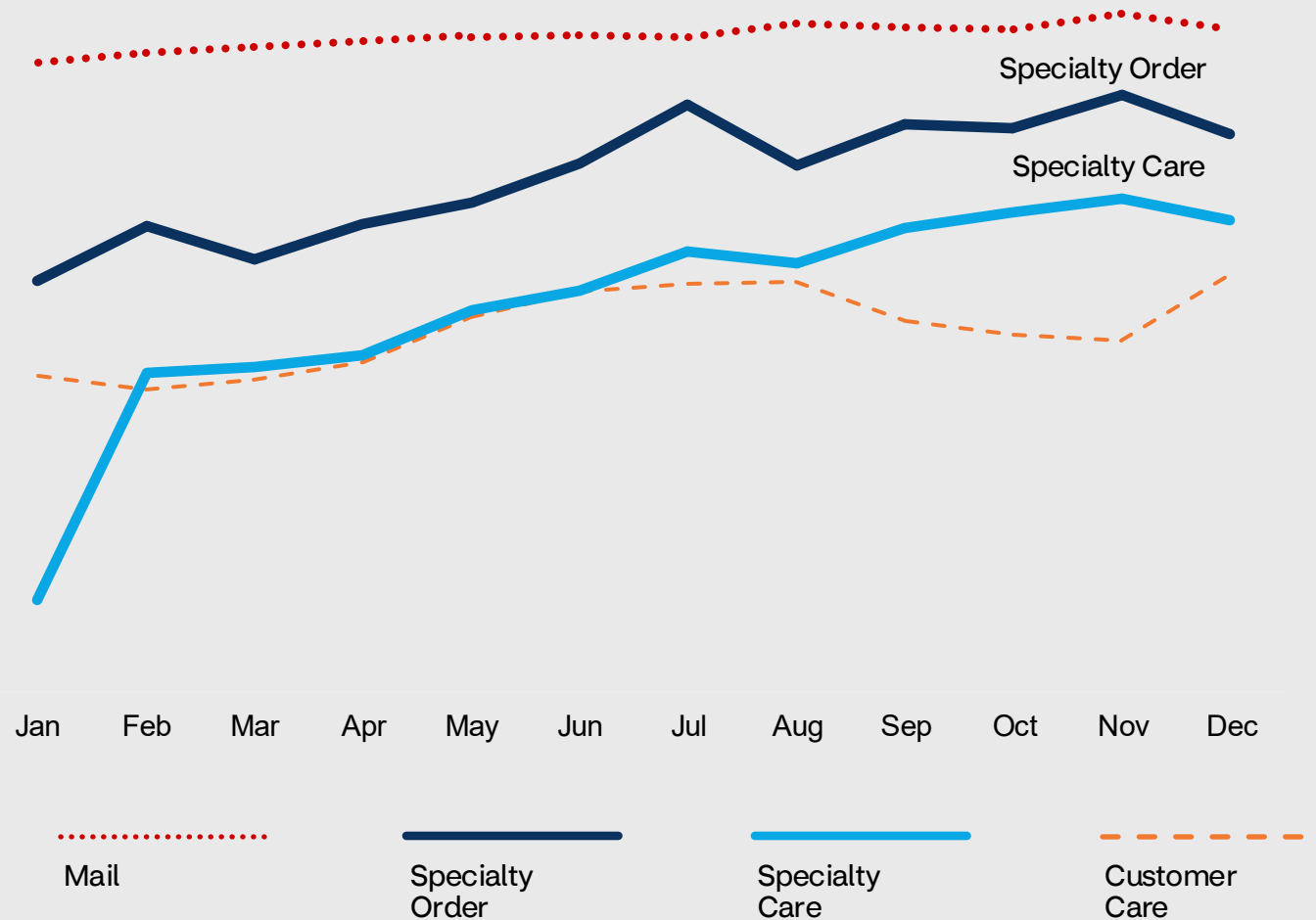
The learnings from CVS Specialty® are intended to be used and applied as the gold standard for the rest of the enterprise. We will explore further in the third section of this whitepaper how leadership plans to bring that expansion to life.

In the meantime, CVS Specialty is now focused on prioritization of the work allocated to the second phase of the engagement campaign, which includes enablement of systemic value reporting for CX efforts (e.g., ROI, financial linkage, CLV), continued monitoring to measure utilization, engagement and impact from the VOC platform, and creation of a potential consumer advocacy funnel based on outreach to promoter patients.

The pace of change certainly is not slowing, as the team looks to capitalize on its fantastic foundation and continue delivering impressive results through ongoing engagement and excitement around cultural change.

In our next chapter, we will explore how CVS Specialty implemented a closed-loop follow-up process with its patients to put its consumer-centric mindset to work, for more systematic, meaningful issue resolution for patients.

2022 Month-over-month NPS

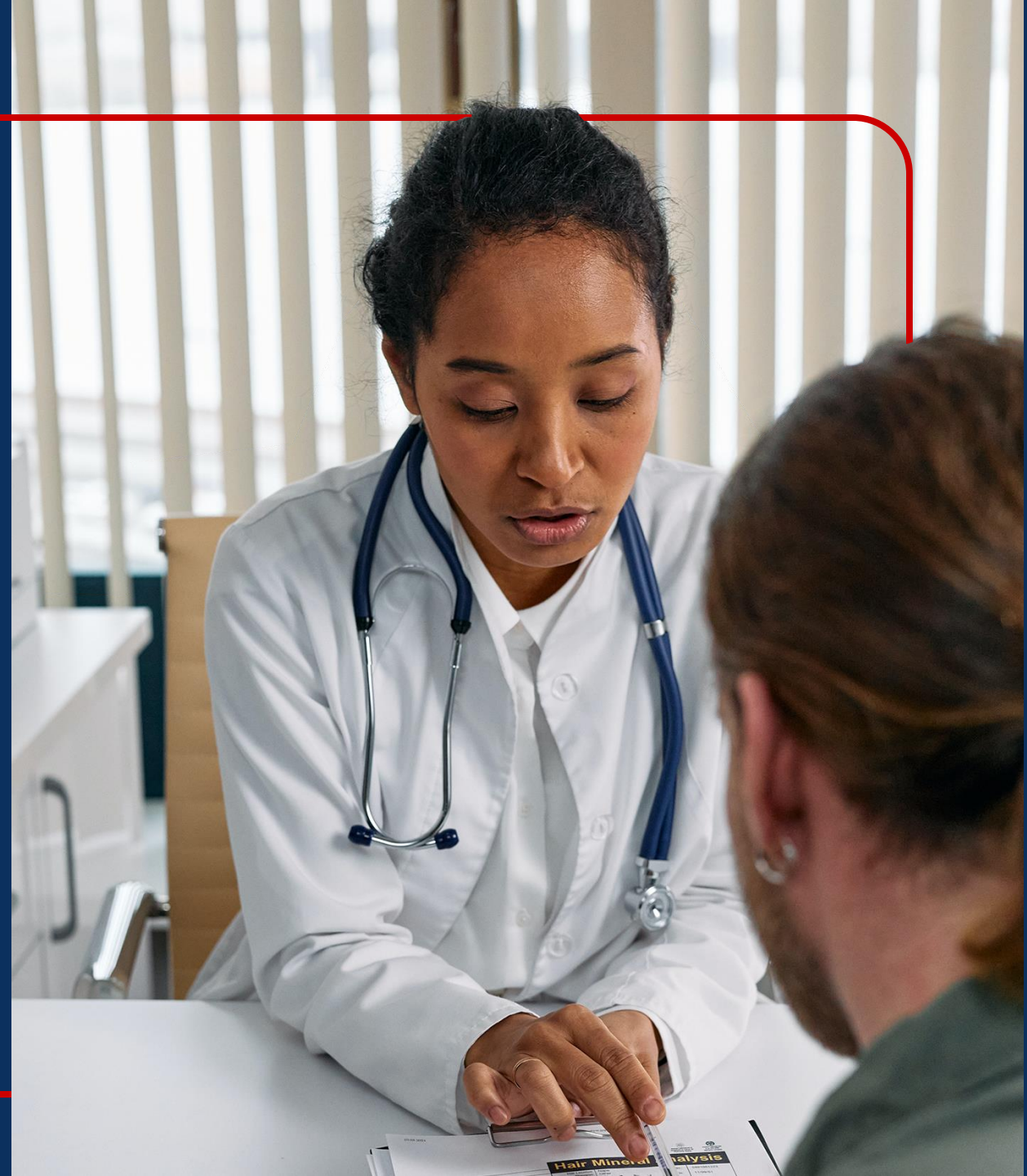


Part two:

Acting on feedback

Key takeaways

- 1** While closing an alert is an important step of a CLF process, what's more important is to help the consumer, solve their problem, and get to the root of why the problem occurred, in order to prevent it from happening again in the future.
- 2** We must close the loop with not just detractors, but also passives and promoters. Our advocates are often overlooked as we tend to focus on fixing what's broken; however, passive and promoter respondent groups can help us celebrate the wins and serve up ideas to make the consumer experience even better.
- 3** Successful CLF efforts start small, with a lean team, low budget, a specific and focused scope, as well as a clear intent to test and learn what works and what doesn't work, before scaling capacity to close the loop across all consumer segments and channels.



The type of cultural change that occurred within the CVS Specialty® group, which was explored in chapter one [\[here\]](#), quickly delivers a compounding impact to organizations; adoption of a consumer-centric mindset and willingness to change also paves the way for new best-in-class processes and procedures to truly stick, and quickly. Close-loop Feedback (CLF) practices are a necessary part of delivering value to consumers, colleagues, and our business. In this chapter, CVS Specialty team's adoption of CLF best practices act as a proof point for how to materialize business value in a very short period of time.

In summary, closing the loop with our consumers builds trust. Proactive outreach to promoters, passives, and detractors alike, ensures consumers feel seen and heard. It helps us identify and remove friction points, fosters positive word of mouth, recovers dissatisfied patient relationships, and allows us to address and resolve small issues for our patients before they turn into huge problems.

In parallel, our colleagues benefit from closed-loop processes, by uncovering new coaching and training opportunities, validating patient pain points identified by client-facing colleagues, learning what areas to prioritize for operational, and process improvements, and proactively mitigating patient issues before they balloon into problems that drain time and resources.

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The follow through with patients is what keeps colleagues engaged and inspired, wanting to be a part of the cultural shift.”

Emily Pefanis

VP, CVS Specialty Operations

The business value resulting from CLF practices is proven by research to demonstrate a range of positive outcomes: from higher survey response rates, to increased rate of referral and higher Net Promoter Score, to more frequent returning consumers and increased spend. In any industry, closing the loop is a best practice that leads to market differentiation; it is one of the primary foundational elements that will advance an organization's CX maturity, and shift a reactive organization to become proactive.

Closed-loop processes exist on a spectrum and are not necessarily one-size-fits-all. It is common for an organization to roll out a phased CLF approach: starting with a subset of consumers, testing tactics and messaging, learning, and iterating along the way, to discover the specific process that works best, given feedback volume, industry and consumer expectations, resource and time constraints. However, the ultimate goal of any CLF process should be to eventually provide personalized follow-up via their channel of choice to every consumer who provides feedback to the organization, in order to truly move the needle.

In FY 2022 alone, the CVS Specialty® group has contacted

10,000+ members through their CLF process

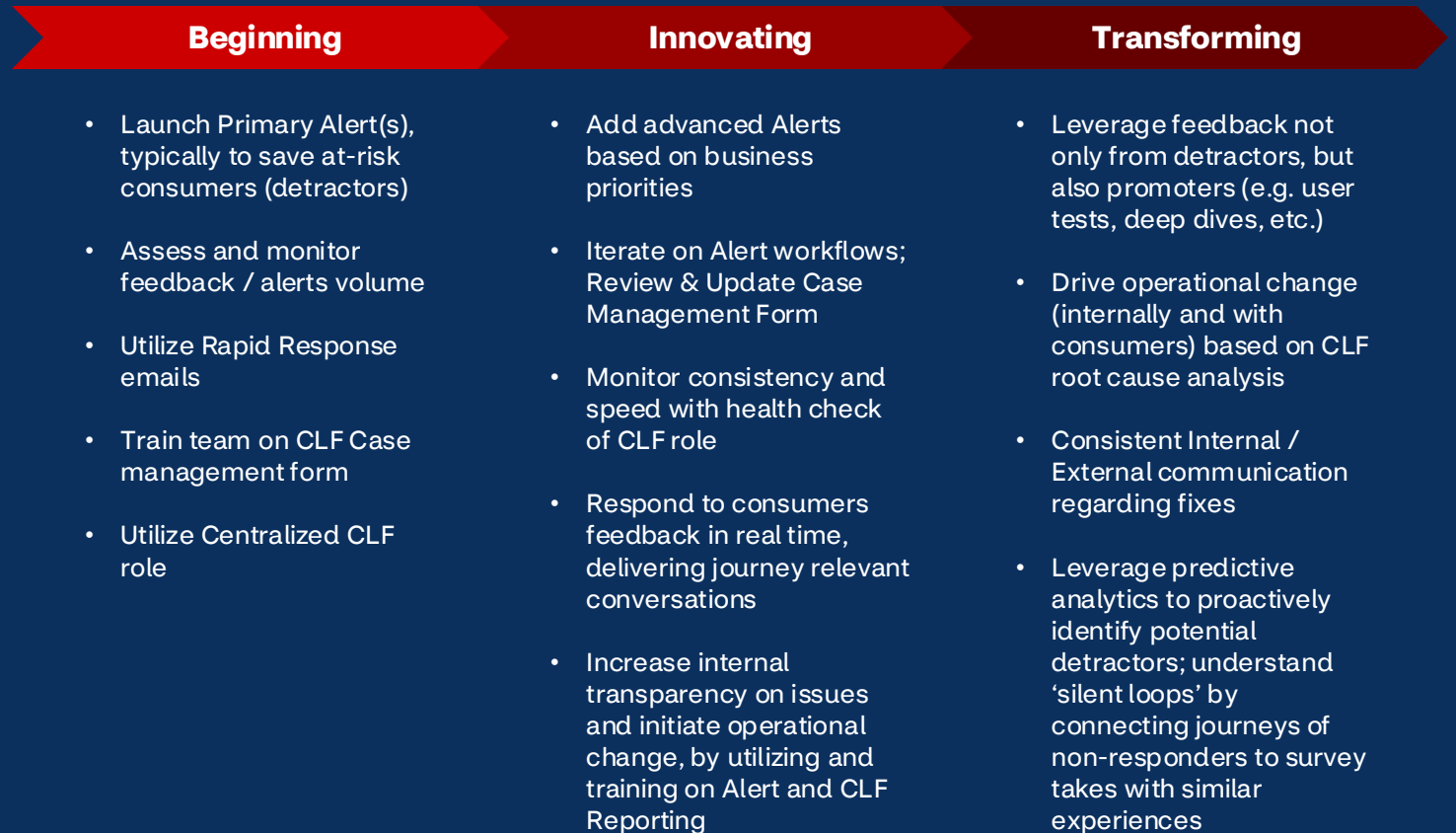
The team acted upon 66.1% of CLF alerts within 24 hours and closed 63.1% of those alerts within 24 hours. The level of change here is dramatic, as now

100% of all surveys are receiving proactive outreach

compared to only 3% before this dedicated CLF adoption effort began.

It all started with a simple, narrow scope, that was achievable by a lean team of only 6 colleagues. The initial phase involved follow-up with detractor respondents only who provided 0-2 scores on surveys.

Evolution of closed loop process maturity

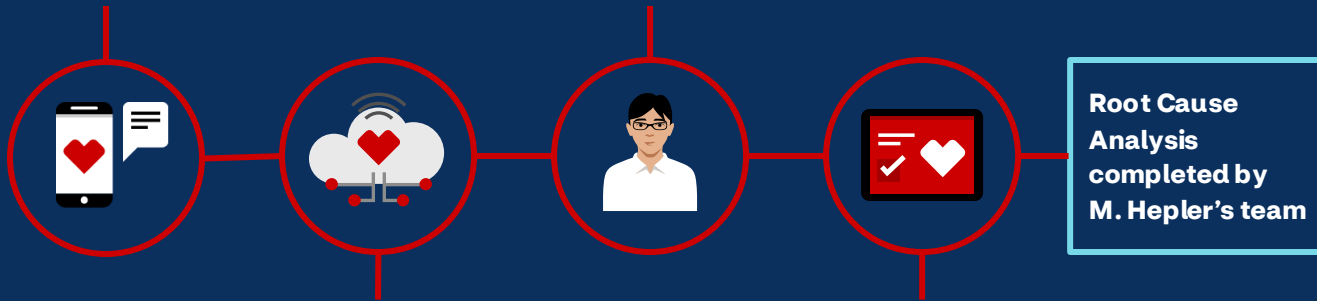


Survey
complete for either
Specialty Care or
Specialty Order

**Member
responds back**
or has issue
in comments

**Routed to
Escalations
Team**

**Root Cause
Analysis
completed by
M. Hepler's team**



Surveys Review Process:

1. Specialty CLF team (6 colleagues) investigates issue
2. Understand it or solve
3. Call the patient
4. If no answer, VM that rings directly to the rep who called and put SPRX notes to transfer to that person if they call back
5. Message the patient:
Either great talking with you or I tried to call you
6. Update case management form

Alert closed
within Service
Level Agreement
(SLA) of
48 Hours

63.1% of alerts
have been closed
within 24 hours

66.1% actioned
in 24 hours

After four months of testing, gathering data, learning and fine-tuning, CVS Specialty® took a huge leap to expand CLF to all respondents (0-10 scores), with the overarching goal to continue the momentum with issue resolution and colleague engagement. This expansion effort outlined specific intended outcomes, such as:

- Drive promoter respondents to make repeat purchases
- Incentivize promoters to remain promoters
- Move passives to promoters
- Resolve issues for detractors
- Continue to inspire and motivate colleagues
- Track impact across all survey respondents

Throughout the expansion, the CLF process remained the same as it was for the initial phase, but with an expansion of internal ownership and clear delineation of responsibilities to prepare for the increase in alert volume. Four additional colleagues volunteered to respond to Passive and Promoter patients, over the course of 45 minutes per day, five days per week. This incremental 15 hours per week enabled CLF for 70% of surveys, and the team discovered that

25 hours per week = 100% CLF rate

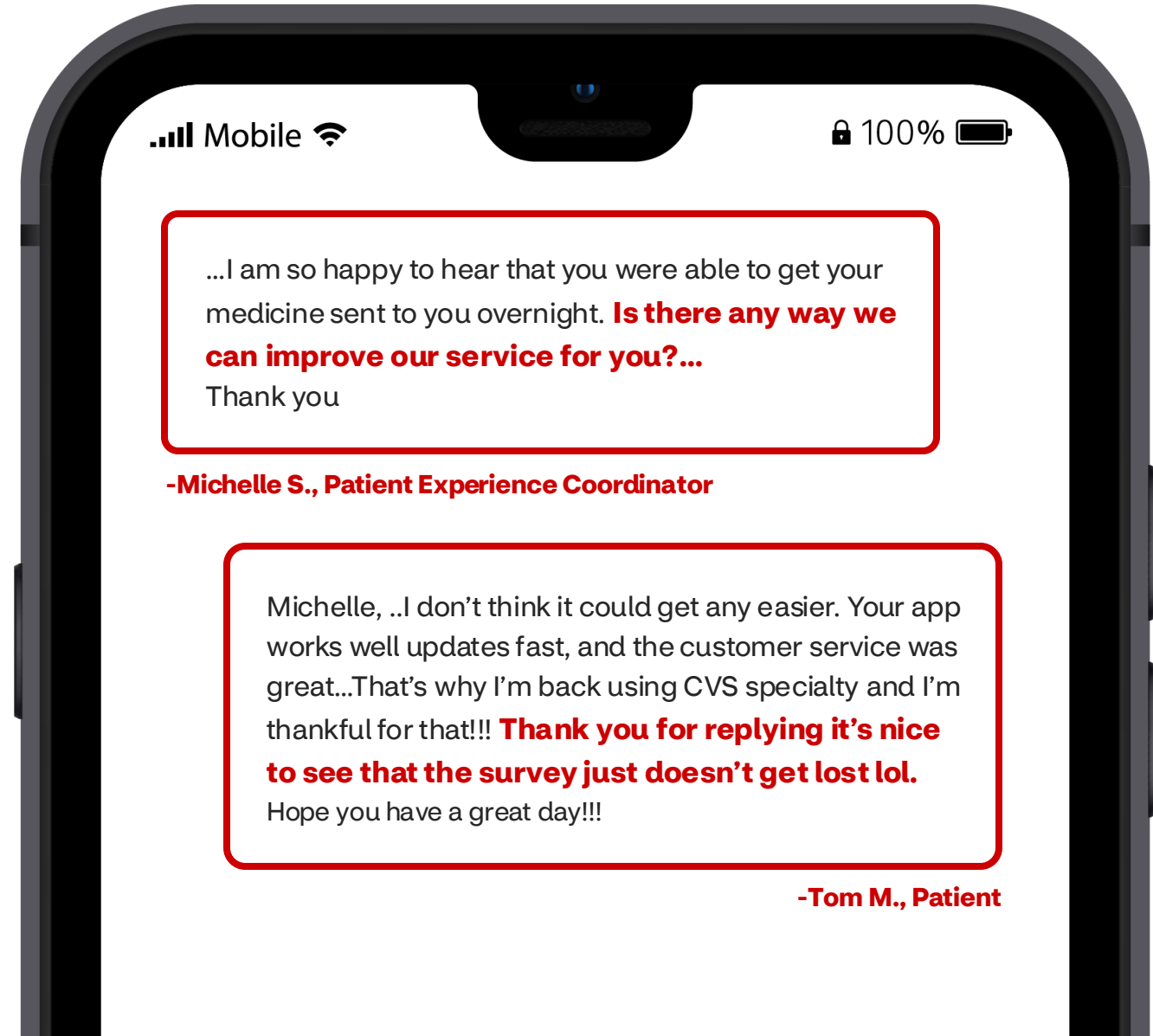
Furthermore, the team leveraged and refined Rapid Response templates with personalized messaging to tailor responses to detractors, passives, and promoters. In alignment with the intent to make patients feel seen and heard via CLF outreach, personalized templates for each type of respondent were critical to ensure appropriate, empathetic tone of voice for the patient's individual circumstance.

"For promoters, we want to reinforce their positive impression and instill confidence that they will continue to receive the same superior level of patient care in future interactions. For detractors, we must have a sense of urgency in taking action to not only remediate the immediate issue, but also find durable solutions that prevent recurrence. It is critically important that we identify the root cause, quickly and fully resolve the barrier/issue and take the time to re-instill trust for each and every patient."
- Emily Pefanis, Vice President, CVS Specialty® Operations

...find durable solutions that prevent recurrence. It is critically important that we identify the root cause... and take the time to re-instill trust...

Emily Pefanis
VP, CVS Specialty Operations

Personalized messaging example



Perhaps the most compelling aspect of this CLF initiative, and a major reason for its success, was Brett setting the tone for the team that patient outcomes mattered more than time-to-alert closure in the system. When any organization implements a new CLF program, rapid alert closure is nearly always the focal point, as frontline colleagues are measured by how quickly they respond to a consumer after they receive a feedback alert, and reporting tends to center around alert closure metrics. While rapid response to consumers is absolutely critical as part of CLF, and it is best practice to respond to a consumer as quickly as possible (targeting no more than 48 hours for an initial response), alert closure is only as valuable as the extent to which it also corresponds to issue resolution for the consumer.

“We intentionally did not talk about how fast we closed alerts. We made it clear that taking care of a single patient and solving their problem is more important than closing 100 alerts without solving anything.” - Brett Kiley, Executive Director, Patient Experience and Client Engagement

The team followed Brett’s lead and became obsessed with helping the patients, solving their problems, digging to discover root cause issues, escalating necessary process changes cross-functionally, and driving systemic change as a result. With CLF, taking action to follow up with the patient is one piece (what we call the “inner loop”), and taking action within the organization to drive continuous change as a result of the patient’s feedback (what we call “outer loop”) is the realm in which we very quickly accelerate the business impact of CLF.

...taking care of a single patient and solving their problem is more important than closing 100 alerts without solving anything

Brett Kiley

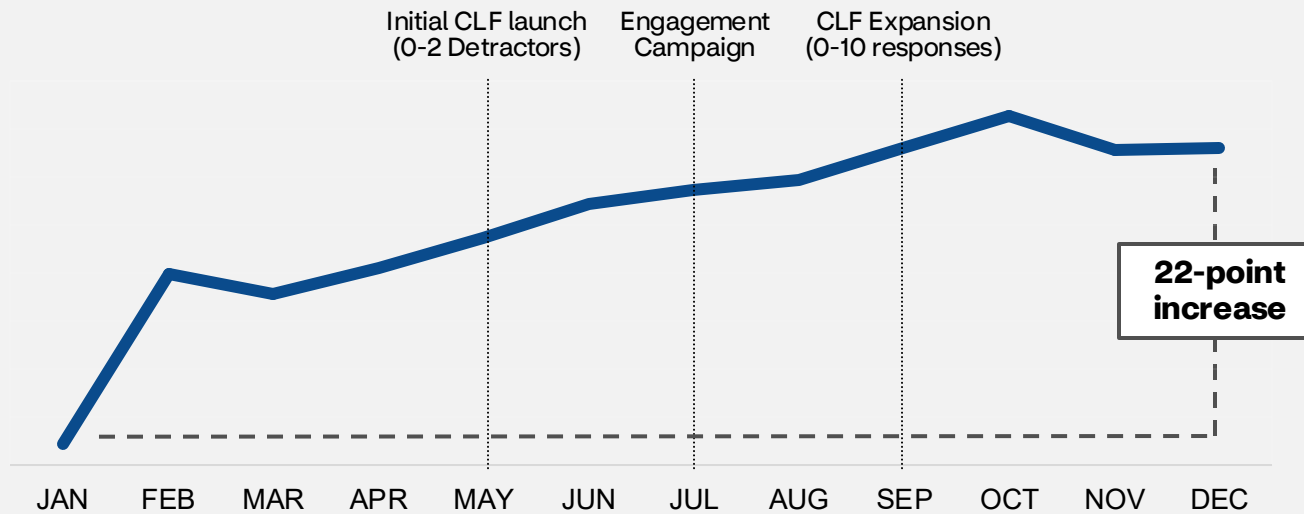
Executive Director,
Patient Experience and Client Engagement

CVS Specialty® group's rigid adherence to not only inner loop patient follow-up, but also outer loop internal cross-functional problem-solving and operational improvements, is what drove the program’s success. This shift in perspective and action kicked off a cycle, in which everyone benefits: the patient, who receives a solution to their problem and is less likely to ever experience the same problem twice, and the frontline colleague, who builds empathy with the patient and experiences a greater sense of fulfillment from helping to improve the patient’s life and make a real difference.

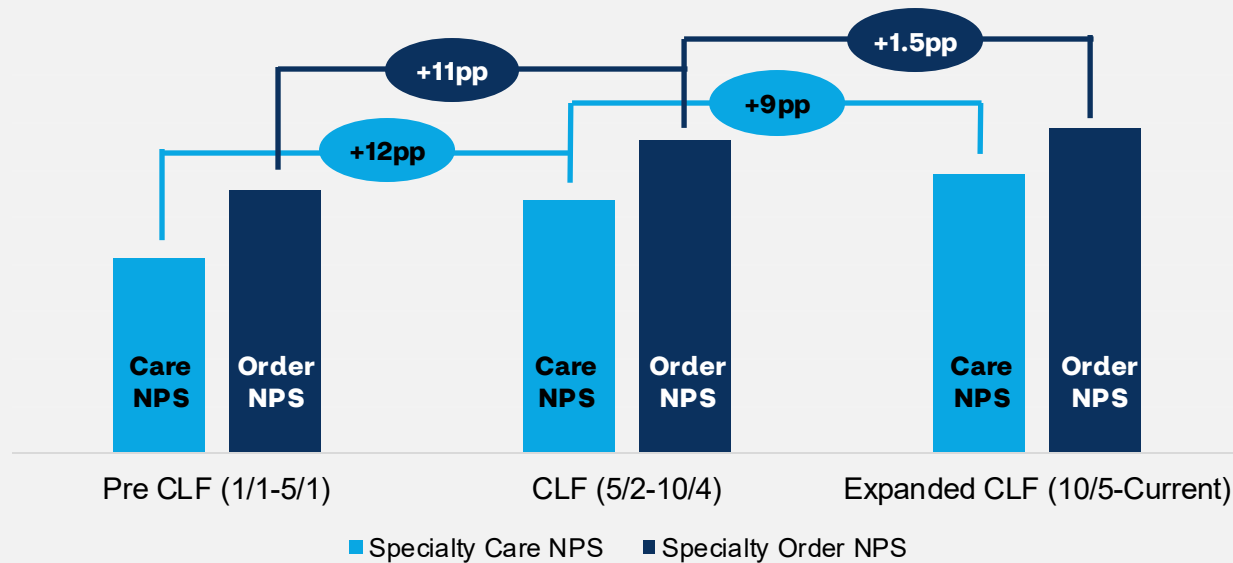
“When our volunteers hear the patient feedback and their tone of voice, it really helps our volunteers empathize with the patient experience. Our volunteers want to continuously improve, to solve problems, and to ultimately deliver greater personal impact for our patients. That is our CVS brand.” – Emily Pefanis, Vice President, CVS Specialty Operations

Lastly, the business benefits too. When we overlay the two major milestones of CVS Specialty CLF efforts on their NPS trajectory from this year - the first being the initial detractors-only rollout, and the second being the expansion to all respondents - the positive impact from inner and outer loop CLF improvements is clear.

2022 Combined Specialty NPS



Specialty CLF Impact on NPS



At this stage, as the team marches forward with its change initiatives, closing the loop with patients will continue to be a priority. Emily has defined a series of stretch goals for 2023, including: (1) solving and responding to all 0-6 scores within 24 hours, compared to the current SLA of 48 hours, (2) move the lowest three therapies up by 20% NPS through taking action on feedback, and (3) continue to address the goal of reaching CLF for 100% of survey responses, regardless of scores. Meanwhile, CLF frontline colleagues remain actively engaged to make recommendations for future process and system enhancements, in an effort to continuously learn, improve, and advance CLF maturity, resulting in ongoing returns for the business.

In the final chapter of this case study, we will identify the key learnings and takeaways from the CVS Specialty® group's engagement campaign and CLF initiatives that will be applied across the enterprise, to continue optimizing the consumer experience and maximize returns on investment in CX for CVS Health®.

Part three:

Applying our learnings

Key takeaways

- 1** When we consistently view our business from an outside-in perspective, enabled by the democratization of VOC data across the organization, everyone wins: our consumers, our colleagues and the business.
- 2** Taking action on consumer feedback is more than reactive issue resolution; it involves using feedback to proactively mitigate problems before they occur and optimizing our internal processes and operations, resulting in more time, space, and energy to drive strategic change and innovation.
- 3** Closing the loop is proven by cross-industry research to drive business results for leading enterprises, and the CVS Specialty® group has provided us with a sneak peek into the “how.” Our other BUs now have an advantage, with an opportunity to build on top of the foundation they have laid and realize material gains (e.g., higher NPS, increased consumer loyalty, increased spend, increased revenue).





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Democratize our data

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Close the loop with all of our consumers

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Drive systemic change

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Consistent drum beat of consumer-centricity

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Apply a consistent framework of best practices

As we look toward the future, there is a concrete set of actions that senior leadership is committed to taking, to ensure that we capitalize on the learnings from the CVS Specialty® group and apply them across the enterprise to drive widespread change and advance our common capabilities:

- 1** Democratize our data, not only with feedback access, but also active engagement
- 2** Close the loop with all of our consumers to truly learn how CVS Health® can improve
- 3** Drive systemic change using feedback, taking a critical eye to what strategic changes need to be made across the organization
- 4** Reinforce consumer-centricity with a consistent drumbeat of feedback across all levels: top-down and bottom-up
- 5** Apply a consistent framework of CX best practices to enable the frontline, close the loop with consumers, and embed a consumer-centric culture enterprise-wide



1 Democratize our data

Data democratization refers to the act of enabling everyone in an organization with accessible, actionable and useful data; it's not only about data access but also providing the tools and training to make data usable by everyone, regardless of their technical ability. The concept seems simple in theory, but in reality, is often difficult to execute. At CVS Health®, this is an area where we can go further across the enterprise. It's not enough to merely look at data, analyze it, distribute reports and grant access to those who need it. Rather, as CVS Specialty® has demonstrated, we need to drive active user engagement with feedback data as part of our regular operating rhythms. This starts with removing barriers to accessing and understanding the data we consume and the insights we produce. But it continues and becomes useful and actionable when we engage with data by embedding it as a topic of conversation on a daily basis, as part of our regular vernacular to make decisions and drive the business forward. This must occur at all levels of the organization - from the frontline to executive leadership.

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2 Close the loop with all of our consumers

There are two key sentiments that we need to live and breathe across the enterprise in order to fulfill our brand promise to our consumers. First, feedback is a gift. Second, all feedback is good feedback. The way that we operationalize this mindset is by closing the loop with all consumers: not only to perform service recovery with detractors but also to learn from passives and promoters. One of the most common mistakes in CLF efforts is to overlook promoters, and this highly invested respondent group can often provide the most valuable feedback to help us learn what we need to stop, start, and continue doing for our consumers. Furthermore, it's easy to spend energy on the negative and over-rotate on the areas we need to fix, yet sometimes we need to focus more heavily on what we are doing well. When we look at the entire picture of consumer feedback as a result of dedicated follow-up with all consumers, we find reasons to celebrate, share stories about how we are making a difference in our patients' lives, and acknowledge colleagues who are receiving positive feedback. This creates a cycle of happier, healthier patients, and happier, more engaged colleagues, which feeds itself on an ongoing basis.

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3 Drive systemic change

Similarly, when we examine feedback data through the lens of helping our business to evolve and grow, we create systemic change through a strategic business direction that aligns with our patients' needs. CVS Specialty® exemplified this by using constructive feedback themes to rapidly make changes to business operations that impact the patient experience. They leverage Customer Journey Mapping to identify and act upon pain points throughout the patient's experience, then take those pain points into a problem-solving arena called Internal Service Solutions, to take action to devise and implement a solution with the right cross-functional voices in the room. And the solution isn't a one-time fix; the intent is to determine a proactive solution to prevent the pain point from occurring to any patient who goes through that journey in the future. Then they follow through by closing the loop with consumers to inform them that they listened to their feedback, took action, and implemented a solution that makes a real difference for them and other patients in the same circumstance. This is the exact type of approach that we intend to roll out across the enterprise.

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4 Consistent drum beat of consumer-centricity

CVS Health® leadership is committed to standing at the front of the march ahead to embed consumer feedback as an essential priority to our culture and our business. They intend to reinforce the extent to which feedback matters to the vision and strategy, by directly supporting access, utilization, and engagement with feedback data, the celebration and colleague acknowledgement that comes from positive feedback, as well as the tech, processes and capacity necessary to support this cultural shift. Many of our senior leaders are actively engaging with feedback by looking at scores, reading consumers' comments, and recognizing colleagues who are mentioned, and this activity will continue and expand further to build the muscle of feedback engagement every single day. CVS Specialty® demonstrated this when all levels of the organization show up and buy in to a committed mindset simultaneously, with everyone in lockstep, it can drive change. Their work built a ground swell that must be capitalized upon across the enterprise.

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5 Apply a consistent framework of best practices

It's a common misconception - a paradox, in fact - that closing the loop with consumers takes too much time and money, and that reviewing consumer feedback is yet another task, another burden, that distracts from our "real" priorities. The CVS Specialty® team has proven how a lean team, allocating a small number of hours per week, using defined and documented CLF best practices that enable the frontline to do their jobs more efficiently and effectively, is able to make meaningful change to the consumer experience, resolve and proactively mitigate issues, and drive business results in turn. CVS Specialty had no budget for this work; they asked for volunteers, made CLF a priority, and the initiative is now completely funding itself. The truth is that when you proactively reduce the number of issues that consumers are facing, by listening and learning from consumers, closing the loop, and using their feedback for both short- and long-term solutions impacting all consumers, over time you need fewer resources and less investment to spend on issue resolution, positively impacting the bottom line. While this work requires passion, heart, the right mindset, and dedication on a personal level, it also involves defined and documented best practices that can and will be repeated across the organization to drive change, efficiently and cost-effectively.

Conclusion

If we portray ourselves as a company that is consumer-centric, then we must not only act this way, but we must live and breathe consumer-centricity on a daily basis, across the board at CVS Health®. Exhibiting empathy with our consumers through everyday behaviors and interactions is a non-negotiable for us to be the most personalized, knowledgeable, convenient, and caring health care company that delivers a consistent experience — which will lead to consumer trust, stickiness and growth.

In order for us to achieve our purpose and strategy as we continue to transform the future of health care, empathy, compassion and trust are required skills for consumer-facing roles. Through the engagement campaign and the CLF roll-out, the volunteers in the CVS Specialty® group have proven how critical it is, and how personally meaningful it is, to view the reality of care delivery through the lens of the patient. This outside-in perspective helps us learn what we don't know, and fulfill our commitments to our Heart at Work behaviors: put people first, rise to the challenge, join forces, create simplicity, inspire trust and champion safety and quality. Walking in our consumers' shoes and helping them in a time of need - however big or small that need may be - reinforces why we are here.

“At the end of every survey is a patient — a human being. This isn't simply about reaching a score or number. Ultimately, we have the unique opportunity to positively impact the lives of our patients and their families.” - Brett Kiley, Executive Director, Patient Experience and Client Engagement

We need to put the consumer experience at the heart of everything we do. It must be a prioritization mechanism for decision-making — we need to always be thinking how will a member, the consumer, the client, the patient feel about this change we're making? Consumer-centricity is an imperative not only because the marketplace demands it, but it's also a way for us to grow the business and build brand loyalty by continuing to improve how we deliver our services to our consumers.” - Sri Narasimhan, Vice President, Enterprise Consumer Experience

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Consumer-centricity is an imperative not only because the marketplace demands it, but it's also a way for us to grow the business and build brand loyalty by continuing to improve how we deliver our services to our consumers.”

Srikant Narasimhan

Vice President,
Enterprise Consumer Experience

For that, feedback really is a gift. Any company can collect feedback, read it, understand it, and discuss it. We at CVS Health have to go further: we have to take action if we're going to expect a different result - a better result.

