

CASE STUDY

A New Value Stream Journey, A Familiar Destination

HCSC

CLIENT PROFILE

Site: www.hcsc.com

Industry: Health Care Services

Headquarters: Chicago, IL

BUSINESS

HCSC is the largest customer-owned health insurer in the United States, operating Blue Cross and Blue Shield plans in Illinois, Montana, New Mexico, Oklahoma, and Texas. Affiliates and subsidiaries offer group life, disability, and dental and other individual solutions.

CHALLENGE

Overcome a long-term focus on projects and programs to meet leadership's desire to transform into a value-focused, product-led organization.

SOLUTION

A value-based approach focused on collaboration, with processes that evolve in response to feedback, combining to optimize performance using a solution that the organization trusts.

BENEFITS

Improved ability to validate that the right investments are driving the right work to achieve the right results, with the ability to adapt and adjust when necessary.

Business

Health Care Service Corporation (HCSC) is the largest customer-owned health insurer in the United States, operating Blue Cross and Blue Shield Plans in Illinois, Montana, New Mexico, Oklahoma and Texas. HCSC affiliates and subsidiaries such as Dearborn Group, Medecision and Dental Network of America offer group life, disability, and dental solutions, as well as a range of other individual solutions.

Challenge

HCSC has recently undertaken an agile transformation for delivery, moving much of its execution work to an agile approach, especially for technical teams. Leadership has become more comfortable with agile concepts and, as a result, agile is being leveraged more and more.

However, planning and approvals still use a very traditional approach where work is approved based on a budget, and resources then have to be found to execute those approved initiatives. This has resulted in a disconnect between how work is approved and how it gets delivered.

HCSC leadership mandated that the organization evolve to a more product-driven approach, requiring evolution to occur from legacy processes, as well as to the infrastructure and tools that support that legacy approach. This requires changing all elements of planning and delivery, as well as fundamental adjustments to everything from resource planning to data flow.

Solution

HCSC determined that a value stream management (VSM) approach using ValueOps™ by Broadcom® was right for them. In combination with an investment in business architecture, they are defining and understanding their capabilities and the value streams that deliver on those capabilities. They are currently at the start of this journey, designed to help them, as Mike Crowley, Senior Manager EPMO, puts it “become a better company”.

“We committed to VSM to become a better company. ValueOps is helping us achieve that.”

MIKE CROWLEY
SENIOR MANAGER EPMO



Solution (cont.)

This is a familiar goal for all organizations, but for HCSC, it is being achieved through a conscious reimagining of how work happens. Moving away from a traditional program and project-based approach, rethinking information and data flow, and recognizing the need to combine people, work and strategy to deliver success represents a fundamental shift.

To achieve this, HCSC knew that they needed the right solution to provide the information and technology infrastructure they needed. They selected ValueOps to provide them with a single solution to connect all planning and delivery work, and providing consistent data from the initial idea to the validation of benefits.

Jesus Campos, Manager EPMO, points out, “Once you start, you’re not going back. We know that we will adjust and adapt during the journey, but we’re committed to the process.” ValueOps supports that by providing all stakeholders with insight, helping them to adjust to new ways of working – from leaders who are now planning based on value delivery, to teams who are adapting to a product-driven approach, to organizational functions like Finance who are adapting to using something other than budget tracking as the indicator of performance.

Benefits

HCSC are only just starting out on their value stream management journey, but they are clear about what they need to achieve. They’re focused on the fundamental elements that will allow them to become that better company through better addressing capacity, better understanding demand, etc. This shift to understanding ability to deliver instead of simply understanding budget approvals will result in better decisions and better outcomes.

At the same time, the complete picture that ValueOps provides makes it easier for stakeholders to buy in. HCSC is very focused on improving their organizational change management, helping both leaders and users to choose to commit rather than forcing change on them. That’s much easier when the information available from the tool is contextualized, intuitive, complete, and accurate.

HCSC sees a roadmap to success in areas of benefits tracking and realization, performance management, internal relationships across functions and business areas, and in delivering an aligned, value-focused culture. Value stream management may be new to HCSC, but with ValueOps by Broadcom, they’re making rapid progress.

For more information, visit our website at: www.broadcom.com

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