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CASE STUDY

UnitedHealthcare®



2.6M FEWER CALLS: HOW UHC BUILT A DIGITAL-FIRST MEMBER EXPERIENCE BY UPSKILLING THEIR ADVOCATES

When UnitedHealthcare needed to shift how 20,000 call center advocates support members across five lines of business, they built Drive to Digital — an always-on applied learning experience designed to change advocate behavior, enable member digital adoption, and prove its value in business metrics: app visits, chat volume, and 2.6 million calls obviated.

CHALLENGE

UHC launched an app to help members check benefits, find providers, and review claims, but building an app doesn't mean members will use it. Call center advocates are the frontline team who could make that happen. That's why UHC built Drive to Digital, to prepare approximately 20,000 of them to guide members toward digital self-service.

- **BUSINESS CHALLENGE**
  Digital Adoption & Upskilling
- **INDUSTRY**
  Healthcare
- **NUMBER OF LEARNERS**
  20,000+
- **L&D STRATEGY**
  Always-On Applied Learning

The design challenge was significant: advocates ranged from long-tenured U.S.-based staff to globally distributed team members brought in during peak enrollment periods, with widely varying comfort levels with the digital tools they were supporting. The program had to work for all of them. Always-on, with no fixed start date, consistent across five lines of business, and flexible enough to fit around a call center workday.

SOLUTION

- **Flexible access and a scalable learning journey.** Drive to Digital's always-on structure let advocates access the program during scheduled breaks, between calls, and across time zones. No fixed start date, no single delivery format locking them out. The same journey scales across regions, roles, and lines of business, so flexibility doesn't come at the cost of a consistent experience.
- **Real-world application from the start.** Advocates practiced member call scenarios in AI simulations and got feedback before taking live calls. Because many advocates aren't UHC members themselves, the program also simulated the member experience — including the digital tools they guide members through — building trust, empathy, and confidence before the stakes were real.
- **Peer learning built into the design.** By sharing their experiences supporting members with digital adoption, both new and tenured advocates contributed to an ever-growing body of peer knowledge. Advocates weren't just learning from content, they were learning from each other.

RESULTS

Success meant members getting answers on their own, and advocates ready to guide them. Drive to Digital moved the metrics that matter:

56%

Increase in Member Chats

Advocates successfully shifting interactions to digital channels.

76%

YoY Increase in Mobile App Visits

Members adopting self-service at a meaningful rate.

2.6M

Calls Obviated

3% of calls that didn't happen because members were better equipped.

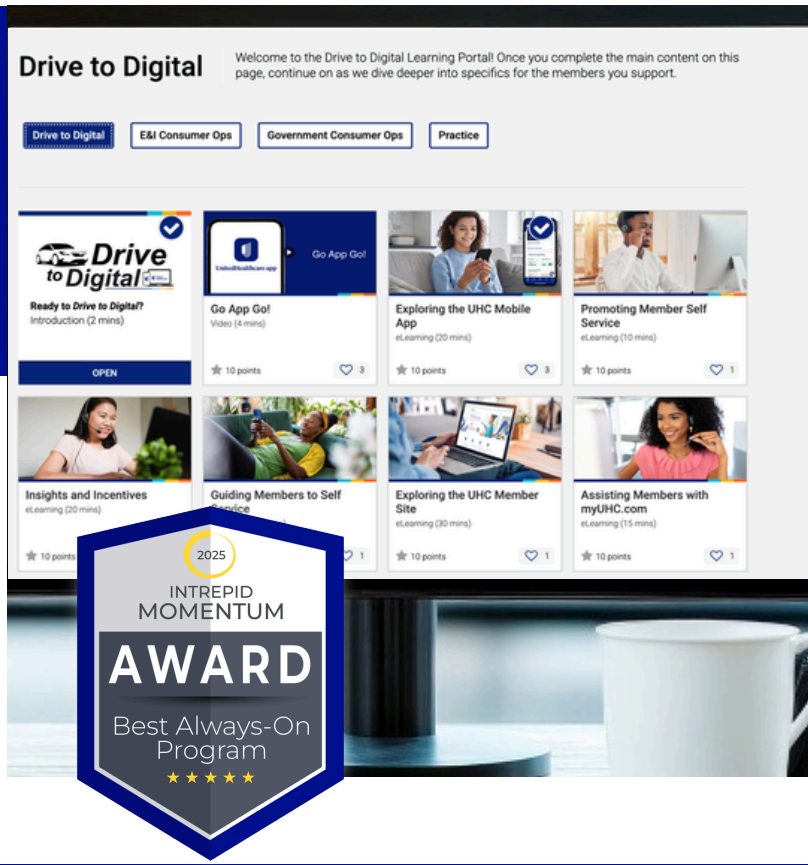
96

Learner NPS

A signal that advocates felt genuinely prepared.

> "L&D doesn't just support the program. We have to be a performance engine for the business—a different kind of function."

Christy Pletcher
VP, Learning & Development



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