

CASE STUDY

## Healthcare consortium reconfigured disparate systems onto a single platform to transform the benefit configuration process.



**Organization:**

Healthcare consortium

**Industry:**

Healthcare

**Location:**

United States of America

The National Benefits Administration (NBA) was looking to transform the way it supports CA members to help with benefit configuration process of their annual product. They wanted to bring automation to the process across multiple teams, as well as clarity and traceability to the process to reduce delays.

Working in partnership with expert consultancy InnoVelocity, the NBA team used the Bizagi platform to put in place a structured and automated process in place which enables various departments to coordinate and provide input to policy changes, and impacts cross various teams and departments allowing clear delivery to configuration team.

All stakeholders are connected through the Bizagi platform, which provides visibility via a single source of information. This has helped to speed-up turnaround times and provide reliable visibility over the end-to-end process, increasing the quality of benefits deployed to production.

Distribute messages across departments in a single click

Full visibility of process helps to identify and eliminate bottlenecks

Centralized operational reporting to help gain a good visibility and reduce member impact

*"Bizagi has increased our operational efficiencies and capabilities. It reduced the turnaround time and gave us more visibility on the key milestones."*

**Senior Business Process Manager**

### Objectives

- 🎯 Develop standardized process and cross-functional view of the annual product configuration processes.
- 🎯 Create single source of truth for National Benefits Administration and Sales and Account Management Teams to access the right information at the right time.
- 🎯 Find solution to inconsistent and untraceable email activity.
- 🎯 Remove bottlenecks and roadblocks from configuration of annual product.
- 🎯 Leverage expertise of individuals to ensure optimal process.

### Achievements

- ✅ Established a structured end-to-end process to ensure clarity and consistency.
- ✅ Bizagi acts as a single source of truth with real time updates, so individuals know they are accessing the correct information.
- ✅ All communications go through the Bizagi platform, ensuring traceability and speed.
- ✅ Visibility over the entire configuration process means they can identify and eliminate bottlenecks to deliver amends to the product faster.
- ✅ Individuals empowered by data visibility to make informed decisions that will benefit the business.

## Overview

The National Benefits Administration (NBA), part of a health insurance and medical care consortium who manages over 12 million members, was looking to transform the way it supports its CA members to help with benefit configuration process of their annual product. They wanted to bring clarity and traceability to the process as with no single source of truth, there was no clarity on who was working on what and the team frequently encountered delays.

After vendor selection, they selected Bizagi as a platform to help with workflow process, and Innovelcity as implementation partner. The first phase of the project has seen the NBA team select 20 processes to implement cross 20+ departments (e.g. Policy, Coding, Config, Sales and Account Management, Care Delivery etc.). In the second phase of the project, NBA is planning to integrate more upstream and downstream departments to further improve operational business needs.

Thanks to their project with Bizagi and partner Innovelcity, NBA team now has a structured and automated processes in place which enables various departments to coordinate and provide input to policy changes, and impacts cross various teams and departments allowing clear delivery to configuration team. All stakeholders within NBA and outside NBA are connected through Bizagi, which provides visibility via a single source of information. This has helped to speed-up turnaround times and provide reliable visibility over the end-to-end process, increase quality of benefits deployed to production.

## Challenge

The primary focus was to improve and automate business processes and develop a cohesive, cross functional view of benefit changes from various teams. This would improve visibility and tracking of work throughout the year-long process.

When benefit changes need to be made, individuals on NBA team require input from up to 25 various departments such as policy, coding, config, ambulatory, care delivery and pharmacy, to determine the best course of action. At the time, this cross-departmental communication was carried out over email and Excel spreadsheets, which required offline manual tracking, leading to version control issues.

This format was also used when the Sales Team informed the NBA team of the changes that they want to make based on customer requests. The ad-hoc communication was very time consuming and inefficient. This meant that the tracking and visibility of end-to-end work was not easily accessible and the impact of changes to products was not consistently documented or properly vetted with all stakeholders.

To make matters worse, different departments had different Source of Truth (SOT) documents, so data across departments was inconsistent and did not contain adequate plan and benefit details. This inefficient way of working resulted in bottlenecks and hold-ups to the configuration process.

## Solution

The NBA team worked with Bizagi and partner Innovelcity to develop and deploy an integrated solution that would increase automation of business processes across multiple teams. This brought together workflow best practices and information from different departments, resulting in a comprehensive end-to-end process.

Bizagi was selected as the platform to facilitate this process management for its capability to facilitate the data exchange and information flow between departments, so that each team member has a good understanding of the status of their work.

Bizagi's platform allows multiple people simultaneously to feedback, view and edit important information. Based on their input, the system collates and delivers it to the individual, providing a centralized data repository which allows the right information to be shared with the right person at the right time. This timely communication and coordination allows users to prioritize work, as well as providing clear understanding of changes and impact.

## Results

Using Bizagi, stakeholders can go to one single source to get all the information that they require, rather than chasing multiple individuals via emails and manually updating Excel spreadsheets. In real time, they can see exactly what the change is and act on it.

*"Bizagi is great because in one click, I can distribute my message across departments, that's a major advantage. Plus, I have visibility: in Bizagi you can drill down to an individual level to see what the benefit changes are. It's very clear."*

Senior Business Process Manager

Now that Bizagi has been implemented, traceability and visibility has significantly increased. The Sales Team can go into one page, log their request, and it is immediately sent to the NBA team. So, the transaction from department to department is much faster than relying on emails. This has helped to speed-up turnaround time, so members benefit from having the most up-to-date details in their benefit plan.

An additional benefit that comes with this visibility is empowering individuals to make informed decisions. Using the data in Bizagi, they can determine which case is going to add the most value to the business and prioritize their workload, rather than being micro-managed by their supervisor.

"We rely heavily on Bizagi because it tells us what is coming up next," said the Senior Business Process Manager. At any given time, I can drill down and understand where the bottleneck is and what roadblocks I need to remove, so that makes the work easier."