

# Tufts Health Plan Partners With Keane to Manage Applications and Improve Operational Efficiency

## Leading Health Plan Reaps Benefits of Nearshore Application Outsourcing

### Abstract

Recognized as a leader in service excellence, Tufts Health Plan (THP) is committed to leveraging technology to continuously upgrade the service it delivers to its customers. With the health insurance market continually expanding and competition increasing, THP evaluated opportunities to significantly improve its customer service offerings through the development of e-business solutions. In order to redirect internal IT staff to its e-business initiatives, the company selected Keane to support its managed care administrative systems and improve operational efficiency within IT. Utilizing Keane's nearshore capabilities in Halifax, Canada, THP realized significant cost savings, while raising the performance and process maturity of its IT organization.

### Client

Founded in 1979 as a non-profit health maintenance organization (HMO), Tufts Health Plan (THP) is a pioneer in bringing together physicians, hospitals, and health plan members to deliver high quality customer service. One of the country's largest HMOs, THP offers a full array of healthcare coverage options to over 830,000 members through a network of 83 hospitals and more than 18,000 physicians in private practice.

### Challenges

Increased competition at both a local and national level has led healthcare organizations to seek out the benefits and efficiencies of e-business solutions, especially in the area of customer self-service. After evaluating existing business processes and customer applications, THP recognized that to

maintain competitive advantage through customer service, it needed to leverage new e-business technologies, while simultaneously enhancing its managed care administrative system.

Maintenance of this system was already straining business operations and occupying valuable IT resources. In addition, significant functionality enhancements would be required to support the planned e-business initiatives. THP partnered with Keane, a recognized leader in application management and process maturity programs, to bring stability, reliability, cost savings, and predictability to the claims application. This partnership has enabled THP to reallocate its IT staff to strategic e-business initiatives and benefit from an improved legacy systems environment.

### Solution

Keane provided a combination of onsite management at the THP facility, along with delivery, maintenance, and support for the managed care administrative applications via Keane's nearshore Advanced Development Center (ADC) in Halifax. The application suite handles claims processing for THP's partners, clearinghouses, and payers; enrollment; premium billing; and group and member services. After a 90 day transition of application ownership from THP to the Halifax ADC, Keane provided 24/7 production support, ongoing maintenance, user support, and enhancements.

By establishing processes and software product management, Keane's solution provided high system availability, reliable product maintenance, and predictable

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**"Keane developed a solution that met our evolving business needs, reduced our production costs, and enhanced current systems. Most importantly, Keane demonstrated a commitment to quality delivery through metrics and by meeting its service level agreements."**

Joseph Imbimbo, Vice President of Technology Operations, Tufts Health Plan

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software releases for the managed care applications. Keane used its Application Management Methodology (AMM), which comprises project management processes, performance metrics, and process improvement procedures. Aligned with the industry-standard Software Engineering Institute's Capability Maturity Model (CMM), the AMM enabled Keane to commit to fast-tracking THP's environment to CMM Level 3.

### Results

By accessing Keane's nearshore delivery option, THP's managed care administrative system maintained the highest level of quality and operational efficiency, while providing significant cost savings for the organization. With Keane's Halifax ADC handling the maintenance and round-the-clock support of the application suite, THP was able to redirect IT expertise to support strategic e-business initiatives. New online services have been successfully delivered to THP customers, providing a competitive edge in customer service. In addition, the business areas that rely on these applications are functioning

## Client Story: Healthcare

at maximum capacity, due to improved predictability and reliability of the system.

“Keane worked as a true partner, providing a service that reduced our production costs and enhanced current systems to meet evolving business requirements,” said Joseph Imbimbo, vice

president of technology operations, Tufts Health Plan. “The processes and metrics implemented through Keane’s AMM will enhance our quality of service, reduce cycle times, lower support costs, and create a more effective IT organization.”

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**“Keane’s Advanced Development Center (ADC) in Halifax met our need for flexible pricing combined with high-quality process maturity and an unsurpassed commitment to quality.”**

Joseph Imbimbo, Vice President of Technology Operations, Tufts Health Plan

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*Keane is a global services firm that specializes in enabling transformation of its clients' business and IT functions.*