

Business Process Improvement and Greater Data Accuracy Helps Healthcare Insurer Raise Audit Score in Only 4 Months

Keane's BPO team improves data accuracy and benefits enrollment processes, which enables healthcare insurer to improve customer service.

Abstract

A leading regional healthcare insurer in the US engaged Keane to improve its national association metrics related to operational performance, data accuracy, and customer satisfaction. This two-phased data accuracy and process improvement project began with a Business Process Outsourcing (BPO) team focused on cleansing data across multiple systems and developing the standard operating procedures (SOPs) that enabled the client to identify and eliminate the root cause of the errors that were bringing down its audit scores. Keane's BPO team also provided the benefits enrollment support and QA that enabled the client to achieve its highest audit score in the previous 12-month period. In addition, the client

saved between 30% and 50% of the costs associated with internal and contract resources while more than doubling its production capacity.

Challenge

In 2009, a leading regional healthcare insurer resolved to improve inconsistency related to the scores it receives on customer satisfaction, data accuracy, and operational performance from its governing association. These scores are critical metrics the association uses to measure an insurance plan's performance.

An area of concern was Benefit Inquiry Accuracy, the data captured about a member's insurance benefits. With Benefit Inquiry Accuracy scores below

Keane's benefits enrollment BPO and QA team worked as an extension of our client's organization, increasing data accuracy and improving the business processes that enabled our client to post its highest-ever audit score.

Application and Infrastructure Solutions

Keane Client Story:

Industry: Life Sciences and HealthCare

Offering: Business Process Outsourcing | Data Accuracy and Process Improvement



target, our client risked increased costs to correct issues, customer satisfaction concerns from providers and members, and the loss of its national designation.

Keane was engaged to review and mitigate system data inconsistency, enhance workflow, and ultimately improve audit scores.

Solution

Keane tailored an offshore BPO team skilled with health insurance business processes and systems to work as an extension of our client's benefits enrollment team.

During phase one, the team worked directly with the client to fully understand and document standard operating procedures (SOPs) for every step in the benefit enrollment process — from coding benefits to comparing and cleansing data across multiple systems.

Keane's BPO team followed these SOPs, identifying and working out coding and data inconsistencies during robust sample processing, and performed accuracy mapping — reviewing and updating data across the client's multiple enrollment systems.

Test audits revealed that Keane's process changes immediately reduced the total number of data errors that occurred. In addition to this reduction in total number of errors, there was a shift from disparate to recurring errors, which could be permanently fixed because their root causes could be quickly analyzed.

The client, with Keane, performed root-cause analysis across accounts and by month four, the full portfolio of accounts had been test audited three times, resulting in 100% data consistency.

With phase one complete, Keane's BPO team continued to work as an extension of our client's organization to code plan benefits for new and existing accounts. Partnering with Keane, the client experienced higher levels of consistency across systems related to the data capture and coding processes. This consistency has resulted in more accurate information and a 31% increase in audit scores during the performance year.

Based on Keane's performance and these results, the client staffed its Quality Audit (QA) support team with Keane experts, more than doubling its size, which enabled our client to expand QA capacity and ensure data quality, without increasing costs. The QA team reviews the organization's process work prior to monthly national association audits.

Results

With standard operating procedures for benefits enrollment in place, our client can now identify the cause of every error, prevent its costly recurrence, and ensure its ability to achieve its mission of providing valuable health benefit services to its regional customers.

By providing benefits enrollment support and QA, Keane helped this regional healthcare insurer improve its

ShoreWise Adaptive DeliverySM

Keane's onsite transition resources worked face-to-face with our client to document the benefit enrollment process during daytime business hours and held virtual training sessions with the offshore team at night, greatly reducing transition time and accelerating time to results.

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customer service–related audit scores in a few short months and realized the following benefits:

- » **Improve audit scores by more than 17%** within the first 4 months of processing and 31% increase during the performance year
- » **Posted its highest-ever inquiry accuracy audit score of more than 93%** less than 5 months after Keane became only BPO provider in this area
- » **Greatly reduced time to analyze and fix errors** by shifting error types from disparate to recurring
- » **Save 30% to 50% of operations costs** compared to cost of the client’s internal and contract resources
- » **Expand production capacity and quality auditing** by leveraging a trained and experienced team at a fraction of the cost of internal resources

About Keane

Keane, an NTT DATA Company, is an IT services firm headquartered in the US with more than 12,500 professionals worldwide. For 45 years, Keane has been an Application Services specialist with distinguished project management credentials. Today, we offer a flagship suite of Application Services, as well as Infrastructure and Business Process Outsourcing solutions delivered through onsite, nearshore, and offshore resources.

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