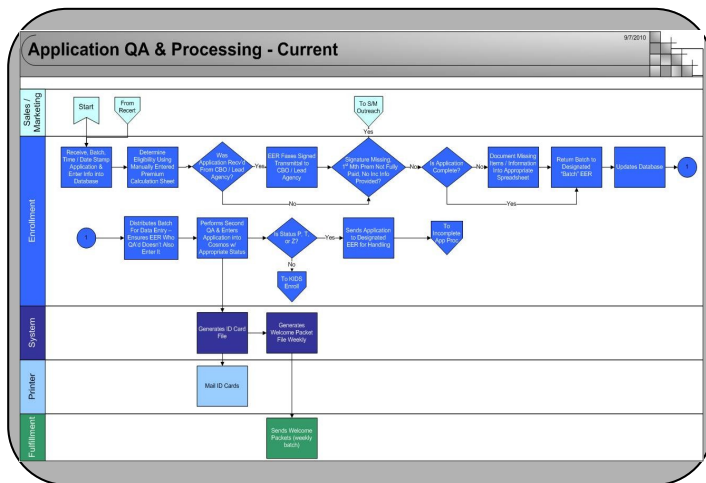


Case Study: Business Process Management—Health care



ValueWise helped the client to re-engineer its enrollment process.

- Identified process bottlenecks,
- Designed and modeled process improvements,
- Improvements incorporated organizational changes and the use of technology to automate manual activities,
- Provided mechanisms to monitor and optimize, and
- Helped demonstrate improvements to eliminate State sanctions.

CHALLENGE

A Fortune 100 organization lost \$2.1 million in income due to a government imposed suspension. The firm was no longer allowed to enroll new customers in its Medicaid program. As the reasons behind the suspension were investigated, it became clear the company needed to take a new approach to its business process. Issues included increased complaints about timely processing, failure to resolve complaints, inadequate customer service, and failure to issue ID cards. In addition, these process problems were negatively affecting the firm's branding.

SOLUTION

ValueWise staff worked with the client to design, model, execute, monitor and optimize its enrollment process. The assessment revealed several bottlenecks:

- Insufficient staffing to perform required functions
- Ambiguous definition of roles and responsibilities between operational groups
- Dependence upon manual rather than automated actions
- Lack of visibility to application status
- Inability to determine compliance with regulations

Improvements deployed included:

- Modified role accountabilities to be more specialized
- Optimized the enrollment workflow to reduce turn-around times
- Deployed tracking and reporting capabilities to provide management oversight and regulatory compliance
- Automated manual activities through a web-based application which streamlined data entry, provided visibility to application status and facilitated reporting.

RESULT

After conducting an audit to validate process changes and service improvement, the State lifted all enrollment sanctions. Through designed outreach campaigns and marketing efforts, the client restored its brand and produced growth that outpaced its earlier sales projections.