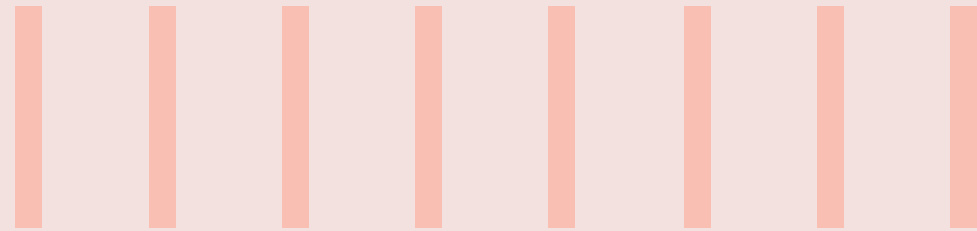




A CURE FOR CONTRACTUAL COMPLEXITY

How Infosys BPM helped a healthcare giant modernize its contract management system



Abstract

David Bennet, Executive Director of Legal Operations & Contract Governance at a leading integrated healthcare system, faced a fragmented contract management function characterized by manual processes and unstructured workflows. As rising contract volumes and regulatory demands exposed operational inefficiencies and compliance risks, David partnered with Infosys BPM to transform the ecosystem. This case study explains how Infosys BPM's AI-enabled modernization and standardization initiative enabled 40% faster contract drafting and 50% faster vendor onboarding, resulting in \$300,000 in annual savings.



An unhealthy contract lifecycle

David Bennet is the Executive Director of Legal Operations & Contract Governance at a \$14.2B integrated healthcare system with a multi-state network of hospitals, clinics, and healthcare services. He leads the strategy and execution of the organization's contract lifecycle management function and serves as the key liaison between vendors and internal leadership. He also manages cross-functional coordination and develops policies that protect the organization from legal and compliance risks.

Every vendor relationship across the healthcare system passed through David's function. From onboarding and negotiations to renewals and compliance reviews, each contract required careful management to ensure operational continuity and regulatory compliance. With hundreds of stakeholders across multiple states and business units, maintaining consistency and governance throughout the contract ecosystem demanded constant attention.

Over time, David began to see

inefficiencies in the existing operating model that were affecting his team's deliverables. Contract management activities lacked standardization across teams, resulting in recurring errors and inconsistent execution. Without a structured clause library or role-based procedures, workflows relied on individual interpretation and institutional knowledge rather than a centralized governance framework. Teams spent hours manually drafting contracts and onboarding vendors, leading to delays and compliance gaps.

A closer review revealed that the inefficiencies extended beyond the processes. Contracts lacked a central storage system and were scattered across emails, shared drives, and departmental folders. During audits and renewals, the team spent valuable time retrieving information rather than proactively addressing it. Due to the absence of a central repository, the organization had no single source of truth for its contract portfolio.

David was most concerned about the cumulative risk created by these inefficiencies. A fragmented vendor ecosystem and disconnected systems made governance and compliance oversight increasingly difficult. David recognised that the operating model was no longer sustainable, due to the changes in regulatory expectations and increasing volume.

The leadership team in the client organization decided to onboard a specialized partner to deliver a comprehensive digitally driven operating model for the contract management function. Infosys has been supporting this client across multiple operational functions and has a deep understanding of its business environment. David reached out to Shyam Singh, the Infosys BPM Project Lead, for support. A series of discussions on process gaps and challenges led to a shared vision for a streamlined, technology-enabled contract management ecosystem.

Undergoing a modernization treatment

With a clearly defined scope, Shyam assembled a team of experts to evaluate

the current operations. Following the assessment, he directed the team to address

the fragmented operating foundation first.

The team mapped the contract lifecycle from intake and drafting through approval, onboarding, and renewal. Progress was initially slowed by incomplete information from business owners. To prevent further delays, Shyam worked closely with the intake specialist to improve information capture at the source. Together, they introduced clear submission requirements

and structured intake controls, ensuring that accurate information reached the contract specialist on time.

Based on the process assessment, the team developed standard operating procedures (SOPs) that defined responsibilities across teams and established execution standards for every stage of the contract lifecycle.

With the governance framework in place, Shyam focused on improving drafting efficiency and legal consistency. He worked with the team to set up a comprehensive library of pre-approved contract templates for key agreements used across the healthcare system, including Master Service Agreements (MSAs) and Business Associate Agreements (BAAs).

Approach Summary



Redesigned the operating model to sustain scalability



Set up SOPs for the contract lifecycle



Built a pre-approved template library



Deployed a centralised cloud repository



Implemented an AI-enabled contract lifecycle management platform



Created a digital playbook with automated workflows



Introduced a pre-onboarding checklist

To eliminate storage and visibility gaps, Shyam and the team established a centralized source of truth for all vendor contracts. They created a secure cloud repository with role-based access controls, enabling David's team to access the organization's entire contract portfolio from one location whenever needed. Building on this foundation, Shyam

selected and implemented an AI-enabled contract lifecycle management (CLM) platform to digitize and automate key workflows. To support the rollout, the team developed a digital contract playbook with clause guidance, redlining standards, approval pathways, and workflow rules.

The final focus area was vendor onboarding. Recognizing that delays

often arose before contracts reached execution, Shyam proposed a structured pre-onboarding framework. After receiving David's approval, the team developed a readiness checklist with automated stakeholder alerts. The framework ensured that required contracts, documents, and approvals were shared proactively, accelerating vendor onboarding.

Back in the pink of operational health

Within days of embedding the transformation into contract lifecycle operations, David observed a marked improvement in how contracts moved through the organization. The function now became a streamlined contract

management ecosystem designed for speed and scale.

The first improvements were visible in contract creation. With standardized SOPs and pre-approved templates, David's teams

drafted contracts 40% faster. Legal review time also fell by 30%. Agreements that previously took weeks to progress now moved through the system swiftly with limited interventions.

Key benefits



40% improvement in contract drafting speed



30% reduction in legal review time



100% centralised access to contracts



25–30% reduction in legal workload



\$300k in annual savings



50% improvement in vendor onboarding timelines

The cloud-based repository was equally transformative. For the first time, the team had centralized access to the healthcare system's entire contract portfolio. This improved day-to-day productivity while strengthening visibility, governance, and audit readiness across the organization. Digitized workflows improved compliance

tracking across the vendor ecosystem, while the new operating model created a scalable foundation for future growth, risk mitigation, and increasingly complex regulatory requirements.

Delighted with the results, David formally recognized Shyam and his team for their

contribution. David appreciated the Infosys team's ability to adapt quickly, streamline critical processes, and drive engagements to a successful close with speed and precision. Team's collaborative approach and high-quality execution also earned recognition from stakeholders across the project.

**Names have been altered to preserve the identities of the people involved.*

For more information, contact infosysbpm@infosys.com

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