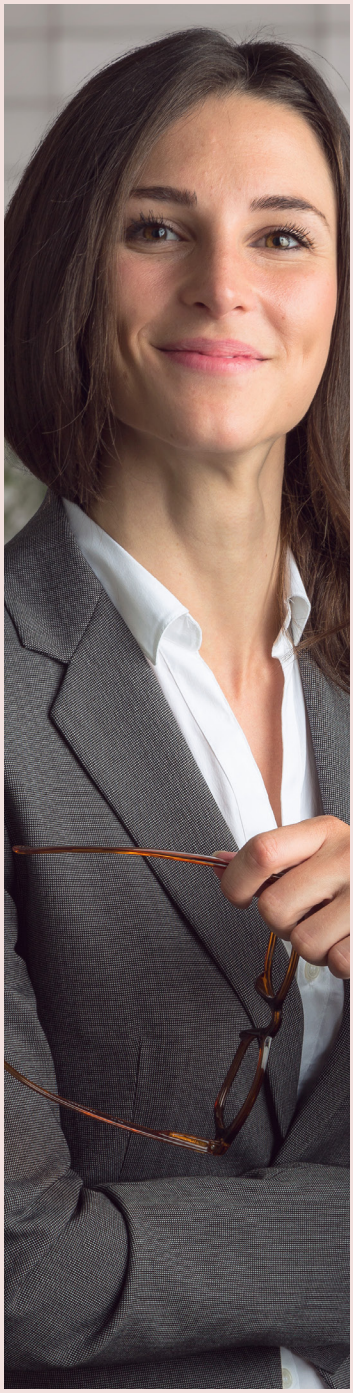
CASE STUDY



TURNING THE TABLES ON INEFFICIENCY USING AUTOMATION

Abstract

When Tessa Palmer, the director of claims department for one of the leading US-based healthcare organization, struggled to manage the claims inflow and the associated manpower issues, Infosys BPM stepped in to streamline the process by implementing automation to enhance efficiency by 18% and reduce claims aging to less than 15 days.

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Is it a line or a queue?

In a claims adjudication process, timeliness plays a vital role, and every healthcare payer organization needs to adjudicate claims and process payments to be released to the providers as per CMS guidelines, which is within 30 days from the claims' submission date. The claims adjudication system reviews all the information necessary for the respective claim, then auto-adjudicates those claims, and the fallouts are adjudicated manually. Every time, a claim does not get auto-adjudicated and requires manual processing, it is referred to as a 'pend.' Payers are required to meet critical business metrics, which include, but are not limited to timeliness goals, member satisfaction, and CMS payment guidelines.

Tessa wanted to enhance the process and implement several technological initiatives. For her, claims adjudication was a crucial aspect of business since it impacted other downstream sub-processes. In her quest at improving the overall efficiency of the process, Tessa and her team performed a Value Stream Mapping (VSM) of the entire process, and in turn, realized that about 45% of the claims received were complex in nature, and the team had to toggle between multiple applications before updating the details on the claims application. Because of constant toggling between applications, there was a high risk of manual error, and this impacted the transactional quality output. Also, the payments were getting impacted due to delayed claims processing, in addition to the associated costs of rework.

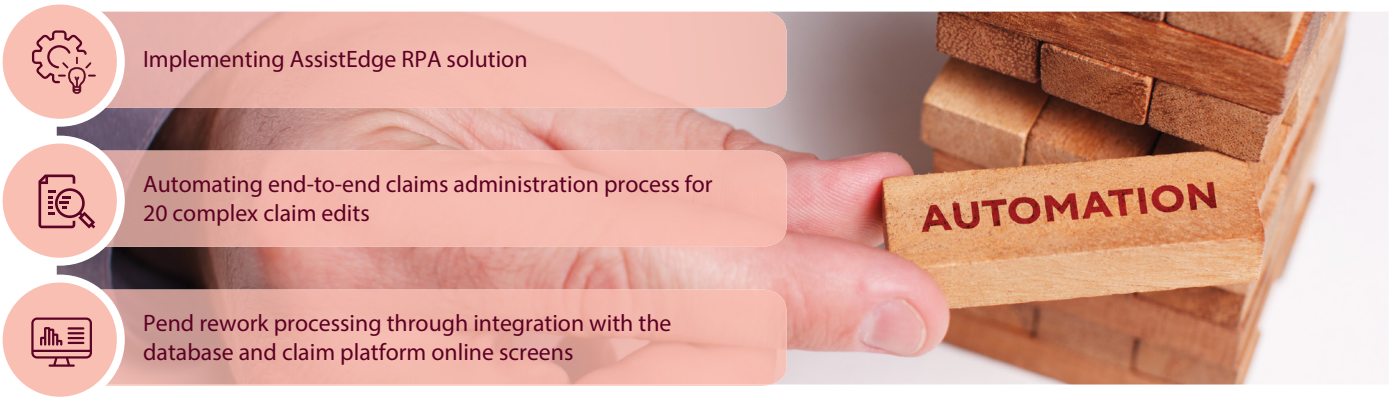
Two heads are better than one

With mounting costs, Tessa was left with no option but to explore solutions to resolve the issue. Initially, she felt that it could be rectified in-house, but delays in clearing the claims and the associated costs prompted her to introspect about finding solutions outside the company. She decided that an external vendor would be a better choice since they would examine the process with a fresh perspective. Infosys BPM had an existing relationship with Tessa's company and hence was chosen as the partner of choice for the scope of work.

Whitney Fletcher and her team managed the Healthcare offering for Infosys BPM. Since both the companies shared a warm camaraderie, Whitney quickly assessed the problems faced by Tessa. After an initial study, Whitney suggested that the claims adjudication process for the most complex 20 claim edits should be automated with the Infosys BPM proprietary AssistEdge RPA solution. These claims were complex due to the fact that employees needed to toggle between multiple screens to fetch information to process them as well as indulged in manual calculations to derive the claim amount.

With the AssistEdge solution, Whitney was able to automate the manual steps for pend rework processing through integration with the database and claim platform online screens. However, there was some resistance from Tessa's end. Her reasoning was that if Infosys BPM team had access to the former's data or ran any automation systems, it would impact the current processes, which would thereby lead to dissatisfaction among the members and cause financial implications. In turn, Whitney, assured Tessa that the automation systems wouldn't impact the current processes.

Approach summary



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Cometh the hour

Tessa and her team accepted the solutions provided by Infosys BPM after a proof of concept was presented to them. The AssistEdge RPA solution automated and streamlined the entire process for those 20 complex claim edits and the claims were cleared within the stipulated time. To provide a perspective, the overall efficiency of the process was improved by 18%, and the automation solution helped Tessa to reduce the overall claims ageing to below 15 days from 30+ days previously. Tessa was extremely delighted that Infosys BPM understood the requirements, business metrics, and pain points and delivered a holistic solution.

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Key Benefits

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

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