



NO SURPRISES, NO DELAYS: STREAMLINING HEALTHCARE DISPUTES

Abstract

Georgia Green, Executive Director of Service and Operations for NSA (No Surprises Act) disputes at a leading U.S. health insurance provider, was confronted with escalating challenges as her team struggled to manage rising dispute volumes and adhere to tight negotiation timelines. A backlog of 14,000 cases and significant revenue implications underscored the urgency for intervention. Turning to long-time strategic partner, Infosys BPM, she initiated a transformation. This case study highlights how Infosys BPM rapidly scaled her team within four weeks, eliminated the entire backlog and cut turnaround time by 50%—all while maintaining a quality score above 98% and ensuring zero missed disputes.



Overwhelmed by unresolved disputes

Georgia leads the end-to-end strategy and execution of the No Surprises Act (NSA) dispute resolution process at a major U.S. health insurance provider. Her role requires seamless coordination across legal, compliance, payer relations and operations teams, while also serving as a key liaison between internal leadership and external regulatory bodies.

To manage the dispute resolution workflow, she initially deployed a lean 17-member onshore team tasked with reviewing provider-submitted disputes, updating the Independent Dispute Resolution (IDR) application and submitting final offers for negotiation. However, the surge in incoming claims quickly outpaced the team's capacity,

leading to operational bottlenecks and escalating financial strain.

Frequent misses of the mandated 10-day negotiation window led to defaulting to provider-submitted amounts that contributed to a measurable decline in revenue. As dispute volumes continued to escalate, timely resolution became increasingly difficult, culminating in a backlog of 14,000 unresolved cases. Each case represented delayed payments and potential revenue leakage, underscoring the urgent need for a scalable and efficient solution.

To enhance operational efficiency, Georgia implemented an automation solution. However, it fell short of delivering the

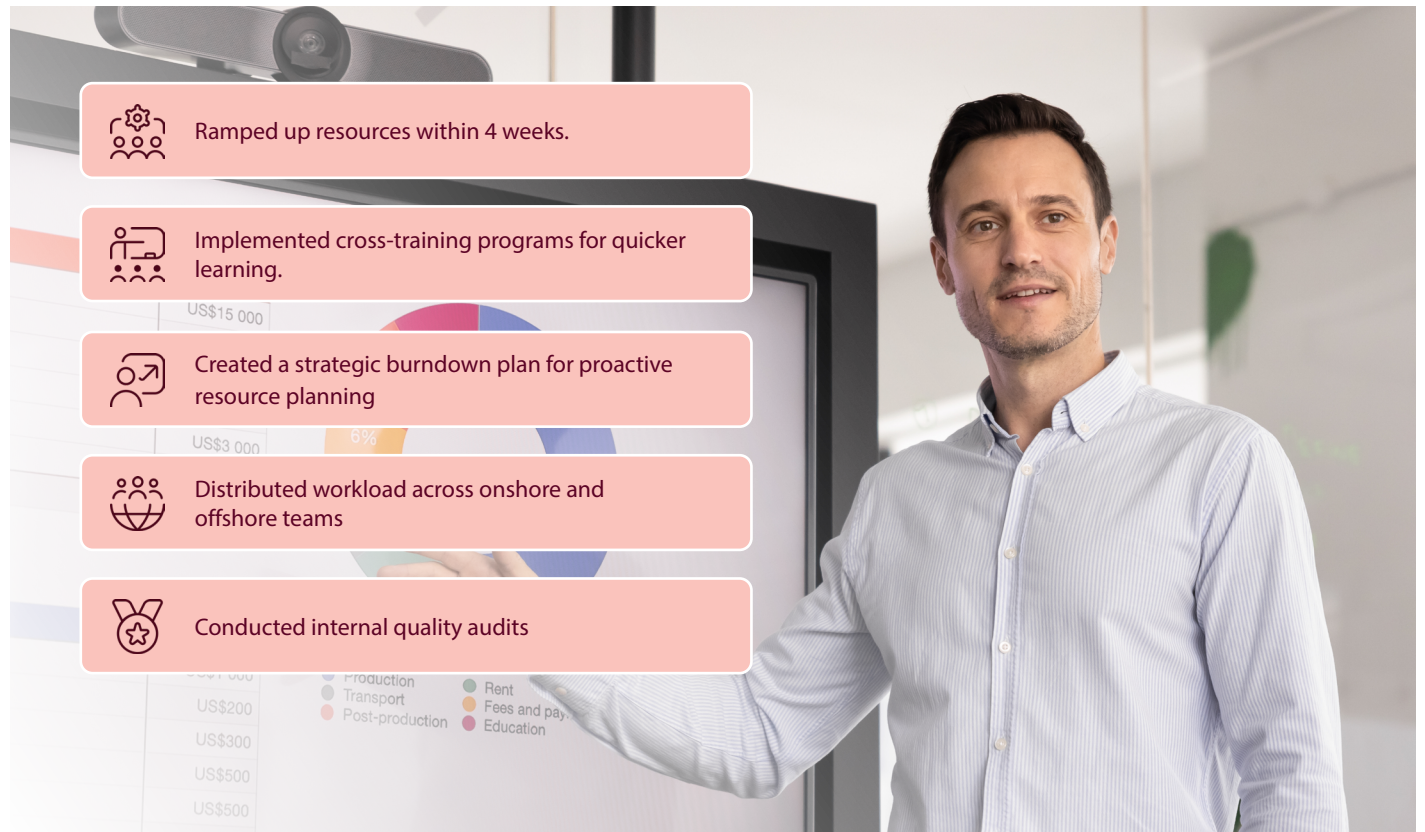
expected productivity gains. With the backlog continuing to grow and her team under increasing pressure to meet compliance timelines, she recognized the need for a strategic partner.

Infosys BPM being a long-term partner, Georgia reached out to Vandan Mitra, Project Lead, to explore a scalable solution. Through a series of collaborative discussions, she outlined the dispute resolution workflow, highlighted key operational challenges and emphasized the urgency of deploying a high-performance support model. Their partnership exemplifies the power of agile collaboration in overcoming complex healthcare operational hurdles.

Jumpstarting the recovery

Vadan, after reviewing the project brief and requirements, recognized the urgency and swiftly mobilized a team of SMEs. Given the operational strain and the surge in dispute volumes, he and Georgia mutually agreed to onboard a dedicated team of experts to manage the workload effectively.

Approach summary



Vandan proposed a six-week transition plan to ramp up the team, train them on dispute workflows and ensure alignment with compliance requirements. He collaborated closely with Georgia and other process experts to implement intensive cross-training and knowledge-sharing initiatives, accelerating the onboarding process.

Within just two weeks, the newly formed team demonstrated impressive progress. The team swiftly adapted to the complexities of the No Surprises Act (NSA), building confidence in handling compliance-driven dispute cases. Encouraged by the early results, the transition timeline was shortened by 33%. The team was now fully trained and equipped to handle the challenge.

The workload was strategically distributed across onshore and offshore teams to maximize efficiency. To uphold high quality standards, a robust internal audit process was introduced and a strategic burndown plan was developed to support Georgia's long-term resource planning. This plan provided clear visibility into workflow impact and enabled proactive staffing based on dispute volumes.

No more surprises with zero backlogs

The impact of the extended team was immediate. Disputes began closing efficiently and the 14,000-case backlog was resolved within weeks—bringing

much-needed relief to Georgia's team.

In a turnaround that once seemed out of reach, the team began resolving disputes 50% faster than the mandated timeline.

This accelerated resolution not only prevented further revenue loss but also significantly improved overall financial outcomes.

Key benefits



100% of backlogs cleared



98% quality score maintained



>50% reduction in overall TAT



Zero misses or flips on disputes



Despite the high volume and rapid pace, the team consistently maintained a quality score above 98% throughout the engagement. Each dispute was resolved with precision and no errors were reported. What had once been a strained and inefficient process is now

a streamlined and high-performing engagement.

Georgia commended Vandan and his team for their diligence, consistency and the speed with which they brought the process under control. She also

highlighted his ability to quickly hire and onboard the right talent required for the success of this project. Ultimately, the partnership delivered a seamless execution, with no surprises.

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

For more information, contact infosysbpm@infosys.com



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