



CASE STUDY

National Benefits Administration (NBA) Team within Healthcare company achieved significant operational efficiencies by utilizing Bizagi to automate their business processes as a single platform across multiple teams.

American Healthcare Consortium

Department:

National Benefits Administration (NBA) within Kaiser Permanente

The National Benefits Administration (NBA) was looking to transform the manual and time consuming handoffs across various teams, by increasing accuracy and timeliness in support of CA, and regional members benefit configuration and their annual product to market. Their Leadership wanted to increase operational gains by applying more automation to the process across multiple teams, reducing delays and clarifying ownership and traceability.

Working in partnership with expert consultancy InnoVelocity, the NBA team used the Bizagi platform to put in place a structured and automated process in place which enabling various departments to coordinate and provide input to benefit and policy changes, understand impacts across various teams and departments, allowing clear delivery of requirements to the configuration team. All stakeholders are connected through the Bizagi platform, which provides visibility via a single source of information. This has helped to speed up turnaround times and provide reliable visibility over the end-to-end process, increasing the quality of benefits configuration deployed to production in support of our customers and members.

Distribute messages across departments in a single click

Full visibility of process helps to identify and eliminate bottlenecks

Centralized operational reporting to help gain a good visibility and reduce member impact

"Bizagi has increased our operational efficiencies and capabilities. It reduced the turnaround time and gave us more visibility on the key milestones."

Varoojan Deronian,
Director Business Process Management

Objectives

- Develop standardized process and cross-functional views of the annual product configuration activities.
- Create single source of truth for National Benefits Administration and their stakeholders to access the right information at the right time.
- Find solution to inconsistent and untraceable email activity.
- Apply automation to reduce manual hand-offs and increase time to market in support of our customers and members needs.
- Leverage expertise of individuals to ensure optimal process.

Achievements

- Established a structured end-to-end process to ensure clarity and consistency.
- Bizagi acts as a single source of information with real time updates, allowing team members rely on accurate and timely information.
- All communications go through the Bizagi platform, ensuring traceability and speed.
- Visibility over the entire configuration process means they can identify and eliminate bottlenecks to deliver amendments to the product faster.
- Individuals empowered by data visibility to make informed decisions that will benefit the business.

Overview

The National Benefits Administration (NBA), part of a health insurance and medical care consortium who manages over 9.5 million members, was looking to transform the way it supports its CA members to help with benefit configuration process of their annual product to market. With clear objectives to improve efficiencies and accuracy, to help increase operational gains across various teams, enabling reduction of manual steps and increased automation, with the focus of on accurate and timely benefits deliverable delivered to our customers and members.

After vendor selection, they selected Bizagi as the platform to develop the workflow process, and Innovelocity as implementation partners. The first phase of the project NBA selected various processes to implement across 20+ departments (e.g Policy, Coding, Config, Sales and Account Management, Care Delivery etc.). In the second phase of the project, NBA is planning to integrate more upstream and downstream departments to further improve integrate operational business needs and more focus towards regions outside of CA.

Thanks to their partnership with Bizagi and Innovelocity, NBA team now has a structured and automated processes providing input to policy changes, and impacts across various teams and departments allowing clear delivery to configuration team. All stakeholders within NBA and outside NBA are connected through Bizagi, which provides visibility via a single source of information. This has helped to speed-up turnaround times and provide reliable visibility over the end-to-end process, increase quality of benefits deployed to production.

Challenge

The primary focus was to improve and automate business processes and develop a cohesive, cross functional view of benefit changes from various teams. This would improve visibility and tracking of work throughout the year-long process.

When benefit changes need to be made, individuals on NBA team require input from up to 25 various departments such as Policy, Coding, Config, Ambulatory, Care delivery and Pharmacy, determine the best course of action. At the time Previously, this cross-departmental communication was carried out over email and Excel spreadsheets, which required offline manual tracking, leading to version control issues and many gaps.

This Process was also expanded to incorporate the Sales Team informed who could notify the NBA Team of the changes that they want to make based on customer requests. The previous ad-hoc communication was very time consuming and inefficient. This meant that the tracking and visibility of the end-to-end work was not easily accessible and the impact of changes to products was not consistently documented or properly vetted with all stakeholders.

To make matters worse, different departments had different Source of Truth (SOT), so data across departments was inconsistent and did not contain adequate plan and benefit details. This inefficient way of working resulted in bottlenecks and hold-ups to the configuration process.

Solution

The NBA team worked with Bizagi and partner Innovelocity to develop and deploy an integrated solution that would increase automation of business processes across multiple teams. This brought together workflow best practices and information from different departments, resulting in a comprehensive end-to-end process.

Bizagi was selected as the platform to facilitate this process management for its capability to facilitate the data exchange and information flow between departments, so that each team member has a good understanding of the status of their work.

Bizagi's platform allows multiple people simultaneously to feedback, view and edit important information. Based on their input, the system collates and delivers it to the individual, providing a centralized data repository which allows the right information to be shared with the right person at the right time. This timely communication and coordination allows users to prioritize work, as well as providing clear understanding of changes and impact.

Results

Using Bizagi, stakeholders can go to one single source to get all the information that they require, rather than chasing multiple individuals via emails and manually updating Excel spreadsheets. In real time, they can see exactly what the change is and act on it.

"Bizagi is great because in one click, I can distribute my message across departments, that's a major advantage. Plus, I have visibility: in Bizagi you can drill down to an individual level to see what the benefit changes are. It's very clear."

Director Business Process Management

Now that Bizagi has been implemented, traceability and visibility has significantly increased. Sales team can login to a simple page and generate their request where Information flows to NBA team.

In addition, in their Annual Benefit Change request work automation has helped to gain efficiencies and have defined clear timelines, requirements and deliverables for each accountable person, allowing accurate and timely benefits to their customer and members.

An additional benefit that comes with this visibility is empowering individuals to make informed decisions. Using the data in Bizagi they can determine which case is going to add the most value to the business and prioritize their workload, rather than being micromanaged by their supervisor.

"We rely heavily on Bizagi because it tells us what is coming up next", said the Director of Business Process Management. "At any given time, we can drill down and understand what the bottleneck is and what roadblocks need to remove, so that makes the work advance easier".