

Health Insurer Addresses Compliance Challenges with Flexible Business Analysis Solution

NTT DATA helps insurer improve processes and systems with a scalable, consistently high-performing team of business analysts.

Abstract

For this healthcare payer, building IT systems capable of keeping up with the industry's many regulatory compliance initiatives as well as consumer and market demands required high-quality business analysis and consistency across delivery. The health insurer partnered with NTT DATA to establish a Business Analysis Center of Excellence (CoE) and a team of business analysts to deliver high-quality business analysis across multiple functional areas and methodologies. NTT DATA's CoE was responsible for hiring, on-boarding, and training analysts, as well as for scaling the team as the client's needs changed. This approach enabled the client to reduce rework by 20% and realize considerable cost savings.

Challenge

The health insurer needed to move its processes and systems to a new platform to better meet consumer, market, and regulatory demands. It determined that high-quality business analysis was a prerequisite for such a large-scale project, a capability it lacked. Among the client's challenges was finding and retaining top-tier business analysts. This had proved to be a difficult, time-consuming, and cost-prohibitive process. The existing full-time business analysis staff did not have the capacity to successfully complete its initiatives. Inconsistent methodologies led to delays and rework, and fluctuating project demands produced unpredictable resource estimates.

Solution

NTT DATA, with its years of business analysis experience and its mature practice, worked with the client to establish a Business Analysis Center of Excellence (CoE). The CoE's goal was to provide business analysis services, such as requirements engineering and enterprise analysis services. In addition the CoE held the responsibility for on-boarding business analysts and building the requisite baseline knowledge of analysts. Using domain-oriented academy training, NTT DATA deployed business analysts in the client's functional or business areas as needed. These analysts are able to work effectively in the methodologies matching the client's project implementation practices. NTT DATA also introduced a flex-pool resourcing model, enabling a quick response to any short-term spikes in the client's business analyst resource needs. A strong leadership and governance structure was established to provide coaching and support to all business analysts. As part of its service, NTT DATA deployed Requirements Elicitation, Analysis, and Documentation (READ), which was customized and fine-tuned to the client's needs. In addition, requirements quality was measured using NTT DATA's proprietary Requirements Quality Diagnostic (RQD) tool.

NTT DATA Client Story

Industry

Healthcare and
Life Sciences

Offerings

Business Analysis
Strategy Services (BASS)

About the Client

Regional health
insurance provider

Results

By establishing a Business Analysis Center of Excellence this healthcare payer was able to make the process and system improvements to consistently deliver projects to meet changing regulatory and market demands:

- » **Maximized savings.** NTT DATA created a multi-shore delivery model for the client that shifted administrative management of business analysts and associated risks to NTT DATA, helping the client maximize savings while reducing rework efforts by 20%. To demonstrate its commitment to a successful partnership, NTT DATA offered the client one week of business analyst on-boarding services free of charge. As a result, the client saved approximately \$4,000 for every business analyst hired.
- » **Improved knowledge and skills.** A Business Analysis Academy ensures the client's in-house business analyst resources have the appropriate business knowledge, skills, and expertise in both NTT DATA's and the client's methodologies. Synergies were achieved by combining the institutional knowledge of the client's existing team with NTT DATA's depth of knowledge in the healthcare payer industry and its aligned skills and experience.
- » **High quality results.** In a Q1 2015 survey, the client rated 100% of the staff as "good" or "excellent" performers. NTT DATA's business analysts also scored 100% in the monthly methodology adherence audits conducted during a 6-month period. According to the client, the quality of NTT DATA's business analysts far surpasses in-house talent.

The client identified BASS by NTT DATA as an important component in the success of projects related to health insurance regulations, such as the Affordable Care Act (ACA).

About NTT DATA

NTT DATA is a leading business and IT services provider and global innovation partner with 80,000 professionals based in over 40 countries. NTT DATA emphasizes long-term commitment and combines global reach and local intimacy to provide premier professional services, including consulting, digital, managed services, and industry solutions. We're part of NTT Group, one of the world's largest technology services companies, generating more than \$100 billion in annual revenues and partner to 80% of the Fortune 100.

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