NTT DATA
Global IT Innovator

Business Process Improvement and Greater Data Accuracy Helps Healthcare Insurer Raise Audit Score in Only 4 Months

NTT DATA Americas' BPO team improves data accuracy and plan benefit loading processes, which enables healthcare insurer to improve customer service.

Abstract

A leading regional healthcare insurer in the US engaged NTT DATA to improve its national association metrics related to operational performance, data accuracy, and customer satisfaction. This two-phased data accuracy and process improvement project began with a Business Process Outsourcing (BPO) team focused on cleansing data across multiple systems and developing the standard operating procedures (SOPs) that enabled the client to identify and eliminate the root cause of the errors that were bringing down its audit scores. NTT DATA's BPO team also provided the plan benefit loading support and QA that enabled the client to achieve its highest audit score in the previous 12-month period. In addition, the client saved between 30% and 50% of the costs associated with internal and contract resources.

Challenge

In 2009, a leading regional healthcare insurer resolved to improve inconsistency related to the scores it receives on customer satisfaction, data accuracy, and operational performance from its governing association. These scores are critical metrics the association uses to measure an insurance plan's performance.

An area of concern was Benefit Inquiry Accuracy, the data captured about a member's insurance benefits. With Benefit Inquiry Accuracy scores below target, our client risked increased costs to correct issues, customer satisfaction concerns from providers and members, and the loss of its national designation.

NTT DATA was engaged to review and mitigate system data inconsistency, enhance workflow, and ultimately improve audit scores.

NTT DATA's plan benefit loading support and QA team worked as an extension of our client's organization, increasing data accuracy and improving the business processes that enabled our client to post its highest-ever audit score.

NTT DATA Americas Client Story:

Industry: Healthcare and Life Sciences
Offering: Business Process Outsourcing | Data Accuracy and Process Improvement

Solution

NTT DATA tailored an offshore BPO team skilled with health insurance business processes and systems to work as an extension of our client's plan benefit loading team.

During phase one, the team worked directly with the client to fully understand and document standard operating procedures (SOPs) for every step in the plan benefit loading process — from coding benefits to comparing and cleansing data across multiple systems.

NTT DATA's BPO team followed these SOPs, identifying and working out coding and data inconsistencies during robust sample processing, and performed data comparisons — reviewing and updating data across the client's multiple inquiry systems.

Test audits revealed that NTT DATA's process changes immediately reduced the total number of data inconsistencies. In addition to this reduction in total number of inconsistencies there was a shift from disparate to recurring errors, which could be permanently fixed because their root causes could be quickly analyzed and corrected.

The client, with NTT DATA, performed root-cause analysis across accounts and by month four, the full portfolio of accounts had been test audited three times, resulting in full data consistency.

With phase one complete, NTT DATA's BPO team continued to work as an extension of our client's organization to code plan benefits for new and existing accounts. Partnering with NTT DATA, the client experienced higher levels of consistency across systems related to the data capture and coding processes. This consistency has resulted in more accurate information and a 31% increase in audit scores during the performance year.

Based on NTT DATA's performance and these results, the client staffed its Quality Audit (QA) support team with NTT DATA experts, more than doubling its size, which enabled our client to expand QA capacity and ensure data quality, without increasing costs. The QA team reviews the organization's process work prior to monthly national association audits.

Results

With standard operating procedures for plan benefit loading in place, our client can now identify the cause of every error, prevent its costly recurrence, and ensure its ability to achieve its mission of providing valuable health benefit services to its regional customers.

By providing plan benefit loading support and QA, NTT DATA helped this regional healthcare insurer improve its customer service–related audit scores in a few short months and realized the following benefits:

» **Improved audit scores by more than 17%** within the first 4 months of processing and by 31% during the performance year

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ShoreWise Adaptive Delivery℠

NTT DATA's onsite transition resources worked face-to-face with our client to document the plan benefit loading process during daytime business hours and held virtual training sessions with the offshore team at night, greatly reducing transition time and accelerating time to results.

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» **Posted its highest-ever inquiry accuracy audit score of more than 93%** less than 5 months after NTT DATA became its only BPO provider in this area

» **Greatly reduced time to analyze and fix errors** by shifting error types from disparate to recurring

» **Saved 30% to 50% of operations costs** compared to cost of the client's internal and external contract resources

» **Expanded production capacity and quality auditing** by leveraging a trained and experienced team at a fraction of the cost of internal resources

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