

Improving Drug Disbursement Effectiveness for Healthcare Leader

Re-engineered process and centre of excellence enhances efficiencies in pharmacy benefits management

Client

One of the largest Pharmacy Benefit Management (PBM) service providers in North America, this client serves millions of members through facilities in nine states and Canada. It also provides services for tens of thousands of client groups, including managed care organizations, insurance carriers, third-party administrators, employers and union-sponsored benefit plans.

Business Requirement

This client was looking for a suitable solution to help achieve a strategic objective-of bringing down its operational costs by managing its enrolled members' access to prescription drugs, specifically through the prior authorizations process within its key claims management function. To achieve this, the client was willing to deploy a technology platform and other required tools, and operate a parallel run to ensure success. The solution also demanded confidentiality of data. Data security and privacy are of prime importance for all players in the pharmacy/healthcare industry.

INPUTS	BUSINESS PROCESS	CORE SERVICES	ALLIANCES	CUSTOMER
<ul style="list-style-type: none"> Retail pharmacies/ Pharmacy networks Individual and corporate patients Pharmaceutical manufactures Mail services Research Clinical management 	<p>Develop</p> <ul style="list-style-type: none"> Patients Relationship with drug manufacturers Discounting contracts with pharmacies Specialities Doctors empanelment Telemedicine <p>Sell/support</p> <ul style="list-style-type: none"> Member discounts Expansion of member base <p>Produce</p> <ul style="list-style-type: none"> Claims processing Network development Medication therapy management Customer services 	<ul style="list-style-type: none"> Enrollment Prior authorization Insurance verification Member receives medication Prescription drug claims paid Design plans for members Develop and maintain members records Contract with pharmacies Research Clinical trials Coordination with insurance companies and TPAs 	<ul style="list-style-type: none"> Retail pharmacies Pharmaceutical manufacturers Doctors Corporate houses 	<p>External</p> <ul style="list-style-type: none"> Workers Retirees Pharmacies Drug manufacturers Active members Discount and cash card program <p>Internal</p> <ul style="list-style-type: none"> Claims adjudication team
EXTERNAL DRIVERS	<ul style="list-style-type: none"> Competitors Economic and social environment 	<ul style="list-style-type: none"> Markets Regulatory environment 	<ul style="list-style-type: none"> Members Suppliers 	<ul style="list-style-type: none"> Technology Group data

Figure 1: Concentrix Pharmacy Benefit Management Solution

Our Solution

With tight deadlines for compliance to the requirements of the Healthcare Insurance Portability and Accountability Act (HIPAA), Concentrix' process excellence team conducted a detailed process scoping exercise, mapped the upstream and downstream processes and created an outsourcing roadmap for the client to deliver and deploy a full solution on time. We also captured process shortcomings from our business assessment and then used our "training design factory" and "knowledge management system", to train our associates effectively on the client's processes, and enable them to find relevant supporting/product information seamlessly. This was key to reducing the learning curve of new associates rapidly.

With client inputs, we created a detailed plan with toll gates to review important milestones through Concentrix' robust FMEA transition management framework along with a complete risk mitigation strategy. This ensured the stability of a complex set of critical processes without affecting transaction quality and accuracy.

- **Center of Excellence (COE):** Our approach ensures that we engage with the entire client organization to gain visibility into the quality and performance parameters of delivered services. The COE thus provides a central source of support, expertise, and best practices for the client's products and services. It also aligns our services with the client's business objectives for its members.
- **Performance management and continuous improvement:**
 - **Speech analytics:** Speech-to-text technology was deployed to analyze the Voice of the Customer (VoC) by "positive" and "negative" voice interactions for internal and external stakeholders. We capture the most detailed set of end-customer wants and needs (VoC), and hierarchically organize the information, prioritized for relative importance and satisfaction with current alternatives (Voice of the Process), using proprietary in-house developed ECHO and MINT tools.
 - **Pulse database:** We developed an online database to track and trend coaching requests and client feedback for better account management. This facilitates process re-engineering to improve transaction quality and efficiencies.
 - **Automated MIS and reporting:** This in-house tool tracks prior authorization and specialty back office processes for measuring associate productivity and the efficiency of inventory management.
- **Calibration meetings:** For quicker grasp of critical clinical process updates, we initiated a bi-weekly meeting to improve the repeatability and reproducibility of transactions at a uniformly high quality.

Major Results

With these targeted strategies the client's prior authorizations process was greatly optimized with improved drug disbursement efficiency.

- **Reduced costs:** Our combination of process expertise, solution development, and location arbitrage has reduced prior authorization costs by almost half (47%).
- **Increased productivity:** Average call handling time was reduced again almost by half (49.6%). In addition, our training interventions helped multiply call handling capacity from 2.84 to 10.84 calls per hour and fax handling increased from 14.93 to 25.59 per hour, thus improving operational efficiency.
- **Enhanced flexibility:** Multiskilling our associates as universal advisors has allowed this client to absorb variations in transaction volumes within the process and across other lines of business.
- **Improve TAT and accuracy:** We re-engineered the prior authorization process with our Six Sigma based approach to remove several process handoffs and improved turnaround times and transaction accuracy.

Since the successful go live, we have continually improved quality, efficiency, and governance.

Contact us today: inquiry@concentrix.com

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