Streamlining Communication Workflows for a Non-Profit Healthcare Provider

Novitex

CLIENT

Founded in the 1990s, this large, not-for-profit health plan covers more than 40,000 constituents within MLTC, MA, dual eligibility, and Special Needs plans. This provider is a high-volume printer and mailer, who deals with sensitive, private, and HIPAA-protected patient information. With over 700 employees working across multiple locations, they came to us with a lack of unifying processes and technology. Novitex was tasked with developing an integrated solution.

CHALLENGES

This health plan provider contacted Novitex after incurring multiple fines from CMS for various infractions – putting them at risk for sanctions. As those in the healthcare industry are well aware of, what happens to an organization when they are sanctioned can be devastating. Under sanctions, organizations cannot perform marketing actions or enroll new members, and current members who qualify for auto-enrollment are subsequently enrolled with other plans. As you can imagine, this can wreak havoc on an organization's financials and brand reputation.

When this specific plan provider first reached out to us, they were utilizing 11 separate vendors to handle their print and mail needs, and 6 legacy systems to produce and track communications – making it nearly impossible to meet SLAs, control costs and meet quality standards. Disconnected workflows created a number of other issues including a lack of transparency and the inability to track communications. These issues were compounded when the provider started to see an increase in member complaints resulting from their outbound mailings.

> Sanctions are devastating to healthcare organizations. For example, one provider sanctioned by CMS saw enrollment numbers plummet from 100,000 members to 32,000.

EVALUATION

To determine the extent of this provider's needs, Novitex Solution Architects went on-site, interviewed a number of different departments, and met with managers and employees from each operational unit. After conducting 21 days of due diligence at each location, we completed our evaluation. Below are our findings.

PROCESS

- Disjointed communication workflows
- Inability to track communication inputs & outputs
- Increased member dissatisfaction & CMS complaints
- Lack of detailed reporting

PEOPLE

- Managing 11 separate locations for print & mail ops.
- Missed Service Level Agreements
- Unfulfilled CMS requirements
- High employee turnover

TECHNOLOGY

- Utilizing six disconnected legacy systems
- Wanted a print & mail vendor located in Manhattan
- Limited, to no data tracking capabilities
- Non-compliant with CMS audit requirements

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RECOMMENDED SOLUTION

Novitex designed a solution for this organization, addressing the three operational pillars of **People**, **Process**, and **Technology**.

Following our evaluation, we recommended a shared services staffing model, which would not only allow for responsive, reliable execution of projects, but would also put an end to the turnover and loss of institutional knowledge this provider was experiencing. Our 30 years of experience, coupled with access to Subject Matter Experts in the areas of mail, print and records management would ensure that operations could run smoothly, while still leveraging best practices and proven methodologies.

Additionally, we designed a Vendor Management & Sourcing Department, composed of three employees, rather than 20-30, who would act as the point of contact for CMS in the event of an audit or questioning.

At the core of our solution was the integration of Healthcare CONNECT – a web-based application that provides insight into day-to-day workflows and communications. Features included within Healthcare CONNECT could be specifically engineered to assuage the issues facing this provider. With version control functionalities, as well as a central document repository within CONNECT, output consistency in terms of both branding and compliance for communications could be brought under control.

Fig. 1 Healthcare CONNECT Portal

Healthcare CONNECT would also provide this organization with much needed transparency in the form of complete member communication histories. Including call logs, communication send/receive dates, return mail, and address changes; every single outbound and inbound touchpoint with their constituents could be trackable with our solution. Because the Healthcare CONNECT platform supports end-to-end document tracking, and provides complete transparency into who designed or approved the document; both plan members and CMS could be provided with the information they needed, precisely when they needed it.

By implementing our solution, communication workflows would be unified and simplified. Consistency would then be added into the process at a systemic level, further enabling this provider to best-serve their members.

The flexible, scalable solution we developed would provide the centralized hub that this provider needed to streamline communication workflows, increase member satisfaction, and decrease their risk of non-compliance.

Novitex Solution Architects consider each client we serve carefully and individually. While what is described above was the customized, best-in-breed solution set for the specific issues they were facing, our solution design work is completely unique, and done in a customized manner for each client; applying the people, processes, and technologies that make sense for each particular, unique solution.

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