

## Integrated Healthcare Management Exchange

### “How To” Series: Business Processes

#### Enhance efficiencies and realize maximum ROI

Extracting the most value from a Facets® core administration upgrade starts with the identification and modeling of business processes to take advantage of new capabilities. The following guidelines for best practices help ensure a successful upgrade.

**The challenge:** Any health plan preparing to upgrade its core administration system needs to fully understand the potential impact of the new features on its business processes and prioritize the addition of features based on projected ROI.

New features will obsolete some existing work-arounds; implementing them will simplify administrative operations when a payer carefully evaluates and plans for how the technology changes will affect the people and processes in place.

**The solution:** By following a three-step best practices approach, the payer can optimize processes for enhanced efficiencies and maximum ROI on the Facets upgrade. These steps include identifying the business processes that will be affected by the upgrade; modeling their current and future states; and implementing new processes and training.

The first stage is to assess the impact of the upgrade on current business processes. Evaluate the upgrade’s new functionality against known issues like high transaction rates, backlogs, and the need for manual intervention during processing. Even if the new features help solve a known issue, it is likely that you’ll need to re-engineer the people, processes or technology to leverage the new capability. Use the Mini Upgrade Assessment to identify a short list of processes that need further analysis.

Once the team has identified a list of impacted processes, the next step is to analyze the current-state business processes and associated metrics and pain points. Use a modeling tool to map the business workflows and associated costs. This will quickly identify bottlenecks. TriZetto Business Analysts and Modelers have developed over 2,000 process models to jumpstart the analysis.

The next step is to develop future-state models that include detailed specifications of processes—both existing and new—and their configurations, as well as related interfaces and extensions. As part of the future-state definition, you should also identify key performance indicators (KPIs) to measure efficiency improvements once the upgrade is live.

A simulation of this future-state model identifies the most promising processes for improvement, and also demonstrates the anticipated ROI generated by automated and streamlined processes. Modeling and simulation help you justify the cost of

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adding new functionality from the Facets 4.51 application release.

An important part of your upgrade project plan is your business process re-engineering effort, which should include changes to people, process and technology. Changes to people could include reorganization and training. Treat your re-engineering effort like any other major project and use project management resources experienced in change management to help drive a smooth integration of people, process and technology with minimal backlash. Going forward, you should use periodic measurement of the new—or improved—processes against the KPIs defined in the future-state model to verify ROI and identify areas for further improvement.

### **The TriZetto Effect**

**The Results:** The following are just two examples of the many TriZetto clients that have benefited from this best-practices approach.

TriZetto helped one health plan assess an upgrade's impact on its business processes and found that it could increase productivity significantly by creating flexible job functions that allowed the plan to shift resources and better handle spikes in workloads. Reacting quickly to this "low-hanging fruit," the plan realized an immediate 30 percent increase in productivity, saved \$20,000 in salary and \$4,000 in materials per year by streamlining its processes. And less than five weeks after the implementation, it reduced "incurred by not reported errors" from more than 22,000 claims to less than 1,000.

During a business process engineering assessment, another payer was able to identify the processes that would be affected by the upgraded features. Working with TriZetto consultants who used many of its 2,000 process model templates to jumpstart the project, the payer received both current-state and future-state process models to determine how its processes would be affected by the new upgraded features to drive a successful upgrade.

TriZetto's Business Process Engineering (BPE) team has deep understanding of a health plan's business operations, Facets' application functionality—including the latest enhancements—and how the product works within the environment. Its BPE team members average 19 years of healthcare experience and have access to proven BPE best practices and industry benchmarks to help identify the processes with the greatest potential for improvement.

TriZetto's Mini Upgrade Assessment includes a high-level analysis of the impact an upgrade will have on your business processes. Use this assessment to identify and prioritize the processes you want to re-engineer.

For more information on the TriZetto Mini Upgrade Assessment service or other professional services from TriZetto, please call 1-800-569-1222, or visit [www.trizetto.com](http://www.trizetto.com).