



**The Client**

One of the pioneers in the health insurance industry with a long track record of providing customers with excellent health benefits. A trusted insurer since 1934 and the oldest and largest health insurance company headquartered in Ohio.

**The Challenge**

The company lacked accurate, timely and credible data to effectively balance quality, service and cost. Payment accuracy was below industry standards and the organization was having difficulty extracting promised cost savings from a multi-million dollar investment in a frontend workflow solution. Processes were not optimized in the new paperless environment so systems were not leveraged to their fullest extent. Managers lacked tools and information necessary to react to daily fluctuations in volume and work complexity. The environment was purely reactive. The company was incurring significant fines for failing to meet contracted cycle times for key accounts.

**The Solution**

**PROCESS:** Our consultants streamlined and reengineered back office processes to allow for greater leveraging of the software investment, thus resulting in more accurate and efficient throughput. We eliminated task duplication by using area process maps that provided visibility across cross-functional teams and highlighted redundant tasks and activities.

**QUALITY:** Our team designed and installed a quality program to improve payment and procedural accuracy and we redefined the quality process and established new protocols to minimize internal disputes on quality errors and customer reporting.

**PERFORMANCE MANAGEMENT:** We developed a consistent set of KPIs, metrics and performance criteria. We defined and built these KPIs and standards based on work complexity and focused the KPIs on the desired outcome and result. This ultimately created a common operational language across all teams that was supported by a standardized reporting methodology. This common approach, language and reporting enabled the executive team to perform comparative analysis across functionally disparate work teams. We combined the quality, production and service reporting so leaders had a clear and balanced view of performance.

**TRAINING:** We developed a leadership training methodology to ensure continuity and sustainability. We developed and deployed targeted training to help coach under performers and implemented daily stand-up meetings with the teams. This back-office change-management effort delivered outstanding results for our customer.

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4.6:1 ROI  
Productivity + 28%

15% Better  
Service Levels

51% Reduction in  
Inventory

90% Reduction in  
Performance Fines

**Results**

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