
Best Practices in Workflow & e-Process

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It’s no mystery that businesses need to react to changing market conditions faster than ever. But how do you improve your current business operations while adapting to constantly changing market and customer needs? One of the keys to this effort is gaining an understanding of your organization’s business processes, which can define how effectively the company is managed. To address these needs, a new generation of tools is emerging to give executives visibility into business processes, providing essential information for understanding—and improving—their operations. . . .
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Think of repetitive, manual tasks within your business processes as drips from a leaky faucet. If your sink drips all day long, you can lose buckets of water. When you have already tightened and streamlined your company’s business processes through automated workflow, how do you gain even greater efficiencies and avoid wasting precious resources such as time and money? Move non-value-added tasks from associates to “automated agents” that work through processing steps without human intervention. . . .

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Workflow: The Biggest Industry You Never Saw

By Andy Moore, Editorial Director, *KMWorld* Specialty Publishing Group

Everyone knows the famed Henry Ford comment about the Model T that “you can have any color you want, as long as it’s black.” But did you ever wonder why he chose black in the first place? Did Ford picture a nation of somber funeral hearses? Did he think that black hid dirt better (if he ever had a black car, he’d know THAT can’t be it).

No. Ford chose black because, of all the paint formulations available to him at the time, black *dried the fastest*. Even this choice had a basis in efficiency and contributed to Ford’s legendary productivity.

As in Ford’s day, today’s best productivity tools are invisible. No one ever answered your call by saying, “Hello. Welcome to our CRM system. An automated work process is now being generated. Your low-value transactions are being routed by a software agent to various business applications so that our highly paid CSRs can deal with all your disruptive exceptions in the order in which they were received. Have an efficient day!”

In a way, it’s the same message Ford was delivering with his Famous Wisecrack: “Mr. Consumer, to heck with what you want; I’m calling the shots here. It’s my business goals that are important. You’ll have to take what you get.”

Imagine trying to pull that today. What’s different? At the time, Ford’s serious competitors numbered in the—let’s see if I remember—oh yeah, *none*.

And that makes all the difference.

Flipping the Competition Coin

“Competitive edge can come from a BPM (business process management) system in a number of ways,” says Chris Preston, Director, Product Marketing North America for FileNET Corporation. “Sure, I can reduce my overall cost of doing business, because I streamline the processes. But I am also more agile. I can react to market influences as they occur.”

The two sides of the BPM coin—saving money versus better service—are actually BOTH accomplished through automation. As it turns out, both sides of the equation feed one another in a cumulative effect ... reduced costs directly yields better service, which attracts more customers, which adds profitability, which ... is something Ford *did* seem to care about.

“We call it ‘growing in the same footprint,’” says Tracy Shelby, DST Systems’ Officer for AWD Sales and Marketing. “We measure productivity not so much on reducing costs, but on increasing growth—how many more accounts-per-associate can a mutual fund company handle, etc.”

Productivity is thus selective. “You don’t want valuable people comparing policies, confirming approvals, verifying the suitability...,” explains Shelby. “Offload those tasks! Let the person focus on their experience. THAT lets you scale. If your costs aren’t going up, if you don’t have to add people at the same rate as you add business, then obviously, your profits increase.”

FileNET’s Preston adds, “There’s tremendous pressure on cost and revenue management right now. It’s an interesting time. We’ve actually had the technologies for some time. However, scrutiny and accountability have made them that much more critical.”

Business Process Magic

So, where on the account sheet do you place workflow, or BPM or whatever you call it this week? Is it a cost or a benefit? Is it a profit or a loss?

“If you believe,” says Preston, “that the total value of the organization is a summation of all their different processes—for example HR, accounting, finance, customer service—then how I perform those processes determines how much value I bring at the end of the day. If I’m not doing well at customer service, then how am I perceived by the outside market? If I’m not performing well on



Andy Moore

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most significant business and organizational revolution: the drive to leverage organizational knowledge assets (documents, records, information and object repositories) and the expertise and skill of the organizations’ knowledge workers in order to create true learning organizations. He can be reached at andymore@adelphia.net and welcomes feedback and conversation.

my financial and accounting operations, then how am I perceived on Wall Street? So how I perform on each of those processes determines—in the ultimate aggregate—how I deliver as a company. The ultimate point is: it’s all about the process.”

This is an old tune. Back in the ’80s, pundits were talking about business process reengineering. What’s new?

“The reason BPR didn’t work is because the idea back then was to re-engineer and forget,” explains Preston. “The one concept we all have to live with is change. Change occurs all the time, and BPR never had that built in. Business visibility is all about watching—and responding to—the changes. Gartner calls it ‘The Real-Time Enterprise.’”

It’s all a matter of perception. DST’s Shelby draws it out this way: “You can calculate payback across departments and come up with a pretty specific dollar-savings figure. OR, you can take that same calculation and present it as a growth opportunity ... *because* of this saving, you can process X more accounts with the same people.”

I guess it depends on if you’re a glass-half-full, or glass-half-empty kinda guy. But ignore it at your peril. If you don’t explore business automation, you might as well put your money, as Dilbert says, in a special kind of hole in the ground. ■

Andy Moore is an editor by profession and temperament, having held senior editorial and publishing positions for more than two decades. As a publication editor, Moore most recently was editor-in-chief and co-publisher of *KMWorld* (formerly *ImagingWorld*) Magazine. Moore now acts as a contract editorial consultant and conference designer.

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Process Visibility: The Key to Optimizing Business Operations

By Michael W. Harris, Senior Vice President, Products and Strategy, FileNET Corp.

It's no mystery that businesses need to react to changing market conditions faster than ever. But how do you improve your current business operations while adapting to constantly changing market and customer needs? One of the keys to this effort is gaining an understanding of your organization's business processes, which can define how effectively the company is managed.

To address these needs, a new generation of tools is emerging to give executives visibility into business processes, providing essential information for understanding—and improving—their operations.

These tools are critical for businesses in a variety of industries—from manufacturing companies to financial services organizations to government agencies. For example, a mortgage lender with a goal to reduce approval cycle time by 30% could track progress and identify potential roadblocks to achieving the goal. By analyzing various metrics of its business processes, the organization could evaluate types of loans processed, processing time for each, customer response time, productivity per employee, and also take corrective action to realign any areas of the process.

This article describes the market drivers and customer requirements for business process analysis and reporting, and describes new reporting and analysis solutions that can add to the bottom line by helping companies measure and improve their business processes.

Demand for Analytic Applications on the Rise

With the exponential growth in corporate data, managers need faster, more granular and more flexible information processing. At the same time, sifting through the data to identify the organization's strengths and weaknesses remains a daunting task.

Business visibility is the term that best describes the ability to sort through vast amounts of data to provide insight into the effectiveness of business processes. Using comprehensive metrics and reports, executives can identify business patterns, make more timely decisions and continuously improve the processes that drive their operations.

Industry experts agree that the ability to analyze process performance is a critical element of maximizing the returns enter-

"Executives can identify business patterns, make more timely decisions and continuously improve the processes that drive their operations."



Lee Roberts
CEO and chairman

Lee Roberts, CEO and chairman of FileNET, continues to guide FileNET's global course. Since joining FileNET in 1997, Roberts has led the company's transformation from a leading document management supplier to the industry's top Enterprise Content Management provider. Additionally, Roberts

has championed a number of initiatives aimed at leveraging FileNET's extensive customer base, global marketing presence and vast research and development resources. His many contributions include the globalization of FileNET's sales, marketing and support organizations to expand the company's presence in more than 92 countries. Roberts joined FileNET after 20 years at IBM in a variety of sales, marketing and product management and general management roles.

prises realize from their Business Process Management (BPM) investments.

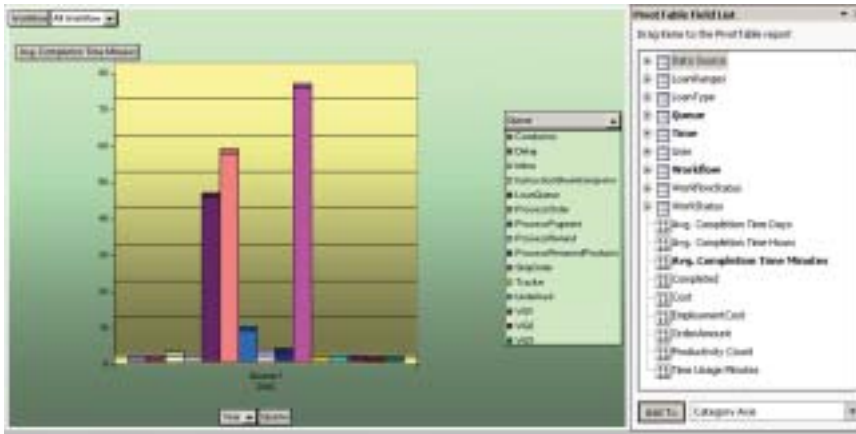
"Now more than ever, enterprises are looking for a rapid ROI from their process technology investments," says Jim Sinur, vice president and research area director at Gartner Group. "Understanding process performance is key to demonstrating the value of BPM implementations—and a critical component of the end-to-end BPM functionality that successful businesses require in today's marketplace."

Enhancing Business Value by Monitoring Process Performance

To the end user, business visibility provides interactive reports that allow them to monitor their processes, and if necessary, drill down into the detail of what they are monitoring. Visibility into these processes can provide critical information for understanding customer needs, assessing organizational strengths and weaknesses, and guiding executive decision making.

Monitoring is typically implemented in a Business Management Console (BMC), where high-level reports are constantly updated to reflect the changing business metrics. This approach is very useful in helping business users understand how current performance metrics compare to estimated standards of performance, otherwise known as Key Performance Indicators (KPIs).

If one of the KPIs falls out of the specified range, managers can click on the relevant report and drill down to a more granular view of the data. From here, the user may organize the data to determine a cause and effect relationship, and take corrective action to fix the problem.



In a simple bar chart format, this example illustrates the average completion time of a loan process in minutes, giving managers visibility into critical performance metrics.

For the mortgage lending organization mentioned in the previous example, a quick approval cycle time would be considered one of the company's KPIs. In this case, the line-of-business manager might want to request detailed reports if approval cycle times went beyond the desired goal. These detailed reports would help identify information such as cycle time by day of the week, by time of day or by employee to help pinpoint potential causes of any approval delays.

New Reporting Mechanisms Improve Organizational Agility

Traditional reporting mechanisms interrogate data stored in a database. A programmer or business analyst, in consultation with the user, usually implements the report templates. As a result, these reports are typically static in nature and difficult to modify.

The data structures of a traditional database do not provide the required flexibility for producing interactive reports. This approach, therefore, limits an organization's agility and its ability to react to changing market conditions because valuable time is lost in creating new reports.

To provide true business visibility, a new data structure is needed. This structure is an online analytical processing (OLAP) data cube. OLAP is a category of database soft-

ware technology that enables analysts, managers and executives to gain insight into data through fast, consistent and interactive access to a variety of possible views of the same information.

Data cubes differ from traditional relational database representations in that they store the entire data set in a multi-dimensional format. This can be queried through a BMC or drag-and-drop spreadsheet tools like Microsoft Excel.

Two types of data cubes are required to address the needs of business visibility: real-time cubes for system monitoring and historical cubes for in-depth analysis. Referencing the mortgage lending organization mentioned earlier, management could track approval cycle time using a real-time cube. It could also use a historical data cube to measure cycle time by employee, region or month, or examine other more detailed metrics.

Moving BPM into the Front Office

Until recently, process-analysis solutions have been add-on packages that required costly and time-consuming integration. Today, analysis tools are available that make process analysis data accessible for line-of-business managers and executives.

With an easy-to-use interface based on popular applications such as Microsoft Excel, these new analytics packages monitor data without the added time and expense of an outside analyst or consultant. They also offer sophisticated reporting and analytics capabilities, including the ability to create customized and detailed reports on the fly.

Simulation Capabilities Enable Continuous Process Improvement

Next-generation process analysis tools will incorporate simulation capabilities that allow business analysts to model business processes and then simulate them under real-world conditions. This will allow managers to uncover potential bottlenecks as well as resource or cycle time issues, and will enable processes to be tested and optimized before being put into a production environment.

Business analysts will be able to use their own simulation data, historical data or a combination of both as input into the simulation tool. To improve the original model, analysts will replicate a process, simulate it, deploy it in production, report on its performance and use historical data as input into the simulation tool.

Driving ROI Through Business Visibility

Numerous organizations have used BPM technology to enhance efficiency while using fewer resources. For example, Standard Bank of South Africa improved productivity by 140%, while decreasing financial decision cycle time from one week to seven minutes. In addition, Advance Bank, the first German banking institution to redesign and automate the complex process of opening an account via the Web, dramatically reduced bank processing time and costs, and enhanced its competitive edge with faster service and improved quality.

By understanding process performance and gaining greater business visibility, organizations can optimize their ROI from BPM initiatives. Through detailed data analysis on business processes, the business analyst and user can improve existing business processes, remove bottlenecks and repurpose underutilized resources. In this way, business visibility is essential for enterprises seeking to maximize the value from BPM implementations. ■

"Numerous organizations have used BPM technology to enhance efficiency while using fewer resources."

FileNET Corporation provides The Substance Behind eBusiness™ by delivering Enterprise Content Management (ECM) solutions that enable organizations to realize increased productivity, customer satisfaction and profitability by empowering customers, business partners, suppliers, and employees to engage in business processes and exchange relevant content. For more information on FileNET's ECM solutions, visit www.FileNET.com.

Workflow: The New Generation

By **Tim Donnelly**, VP, Workflow Solutions, Mobius Management Systems, Inc.

The Internet has changed the dynamics of workflow. Once relegated to the department, workflow has now gone companywide—and beyond. The challenge is to design and deploy an infrastructure that cost-effectively automates business processes, leverages vast stores of enterprise content and uses the Internet to foster collaboration with the entire trading community.

Workflow is not a new technology by any means. But until recently, workflow applications have been mostly restricted to back-office operations like invoice processing, in which a set number of tasks could be automated to accelerate them and reduce the possibility of error. Workflow involved employees. With thick-client technology, how could it be otherwise? Including a customer, partner or supplier—or an infrequent, internal user—would drive up costs and make administration prohibitively complex.

Introducing “Webflow”

The Web and browsers have changed all that. The boundaries between enterprises have fallen. Anyone—inside or outside the enterprise—can access any application with a browser and proper authorization. Workflows are now inter-enterprise. This shift from client/server to Web-based workflow systems is enabled by advances in Web technology and driven by the demands of businesses to automate and improve business processes that extend outside the enterprise.

Closing the loop: The next-generation workflow system that is emerging to meet this need doesn't just route paper. It delivers a closed-loop system in which an external business process such as an online loan application is seamlessly tied to the back-office process for loan approval, creating an automated round-trip workflow that increases the efficiency and speed of applying for, and receiving, a loan. Web customers expect instant results and your business processes must deliver them.

Web architecture: The best of these systems are entirely Web-based. End users and administrators use only a standard browser, eliminating the costs of adding users and allowing full participation by infrequent

users and those outside the organization. On the server, Java-based architecture allows the workflow system to benefit from the services of Web application servers such as load balancing, session management and security management.

Smart workflow: The new workflow system integrates process, content, people and systems—inside and outside the firewall. It makes intelligent choices about how tasks are routed in order to maximize throughput, avoiding human intervention except when absolutely necessary. Smart

“Web customers expect instant results and your business processes must deliver them.”

workflows work and play well with other applications and with other workflow systems—they automate as much as possible and deliver a smooth, uninterrupted process that may weave in and out of different applications and seamlessly hand off tasks between people and computers.

The Content Connection

Content and workflow are inextricably linked. Workflow is only as effective as its ability to provide all supporting information at each step.

While traditional workflow systems got their start in the document arena—for example, routing scanned invoices for accounts payable—content today is a lot more than just scans of printed information. It is a digital asset that is created in many different formats—printer output formats, image files,



Tim Donnelly

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HTML/Web pages, audio, video, animation, desktop files, transaction data and more. Any of this content may be required to support your business processes.

Contemporary workflow engines must be tightly linked to a robust content repository that stores and integrates *all* the enterprise content that supports your business processes. You must be able to link stored content to a task or a user at any point in the workflow and a document's “arrival” in the repository must be able to initiate or be added to a workflow process.

As an example, Mobius's Web-based WorkflowDirect™ product is fully integrated with the Mobius ViewDirect® TCM Content Repository, the foundation of a *total content management* solution that integrates content and process to support e-business and internal operations.

In summary, the new generation of workflow systems addresses the issues that have until now kept workflow systems in the back office. The new workflow:

- ◆ supports collaboration not just throughout the organization but within your entire trading community;
- ◆ is tightly coupled with a content repository that integrates content in any format from any source and makes it available at every step of the workflow; and
- ◆ eliminates the costs and complexities of desktop software, with all user interactions via the browser. Implementation is quick and return on investment is immediate.

Today's workflow systems deliver flexibility, cost-efficiency and collaboration across the enterprise and beyond. ■

Mobius Management Systems, Inc. (www.mobius.com) is a leading provider of integrated solutions for total content management. The market-leading ViewDirect® TCM Content Repository serves as the foundation for a software suite that meets a broad range of e-business requirements, including back-office/front-office integration, Internet presentation and payment, customer care, and imaging and workflow. Mobius products are used by nearly 1,300 organizations worldwide including more than sixty percent of the Fortune 100.

Beyond Workflow:

The Benefits of Straight-Through Automation

By Rick Welch, Product Manager, DST



Rick Welch
Product Manager

Rick Welch is product manager at DST Systems, Inc., for the AWD product suite. He has worked for 22 years with content and digital rights management, document imaging, and workflow. To help define new market concepts, Rick is a speaker and panelist for industry events and publishes articles and white papers.

Think of repetitive, manual tasks within your business processes as drips from a leaky faucet. If your sink drips all day long, you can lose buckets of water.

When you have already streamlined your company's business processes through automated workflow, how do you gain even greater efficiencies and avoid wasting precious resources such as time and money? Move non-value-added tasks from associates to "automated agents" that work through processing steps without human intervention.

The Next Logical Step

With a foundation of workflow to automate the movement of work between individuals and departments, the next logical step is to automate or eliminate repetitive tasks within each work process.

Straight-through processing uses predefined business rules or instructions to automate individual and/or groups of work steps and performs functions similar to how associates process work: obtaining work from the workflow, executing a predefined set of instructions, and interacting with other integrated application systems. The engines that execute the instructions are known as automated agents.

The predefined instructions can be as simple as evaluating the value of a data field and routing the work accordingly, or can be as complex as entering a transaction into a business application. Automated agents continue to pull work from specified processing queues until there is no work remaining, at which time they "rest" for a predetermined period (usually seconds) and then begin the process again.

Beyond the obvious benefits of eliminating duplicate data entry, increasing processing speed, and increasing accuracy, automated agents can significantly increase an organization's processing capacity without additional personnel.

A financial services company utilizing the Automated Work Distributor™ (AWD®) from DST, has automated their data validation processes. In this scenario, when AWD receives a specific business fax, it automatically creates a corresponding work object. After a form is indexed, AWD's automated agent performs a battery of tests on the indexed data.

Such tests determine if the work meets predefined "high-value" criteria, if the transaction should be executed or rejected due to predefined rules, and to which subgroup within the department the work should be routed.

Transactions that pass all of these tests are routed to an associate for verification and then returned to the automated agent, which automatically enters the transaction into the line-of-business system and waits for an acknowledgement from that system. Upon receiving an acknowledgement, the automated agent performs a final test to determine if the transaction incorporates enough shares to require a quality review and then routes the work accordingly.

Prior to the implementation of AWD, the data validation process was completely manual. The result has been reduced overall process time per transaction, increased accuracy of data entry into the line-of-business system, and increased uniformity in the application of business rules.

Another financial services company utilizing AWD automation has eliminated redundant data entry and improved the quality and integrity of the data when updating their legacy system with customer-related information from workflow.

This updating process is now completed faster and with greater efficiency than it had been completed with associates. The automation also eliminates the need to quality-check the data entered and the need to correct input errors.

The hours once spent on simple, redundant tasks can now be dedicated to enhance customer service and allow associates to do what no automated agent can do: provide subjective judgment for exception handling and more complex processing.

The Biggest Bang

AWD provides the unique ability to seamlessly move work items to and from automated agents and associate processors or "knowledge workers." The knowledge workers moniker is applicable because these associates provide subjective, knowledgeable analysis to complex transactions and processing exceptions.

It stands to reason that automated agents can work without human intervention so

long as all of the data required to complete the work is readily available within the workflow system, or within another integrated application system or database, and delineated in the predefined rules.

Therefore, knowledge workers provide added value because they are privy to various types of transient data, or event-based content, that may not be, or cannot be, documented within workflow.

When combining the machine-like efficiency and accuracy of straight-through processing with the reasoning power of the knowledge workers, companies are able to maximize the use of all of their resources. For example, a major U.S. financial services firm already relying on AWD for workflow was faced with additional challenges associated with end-of-day fund pricing. Fund accountants were rushing to manually calculate daily NAVs in order to submit prices for publication in the next day's newspapers.

With AWD's straight-through processing automatically verifying fund prices, fund accountants now focus only on securities exceptions when calculating end-of-day pricing, rather than sifting through pages of securities data.

Utilizing rules-based work delivery to eliminate redundant tasks while allowing knowledge workers to provide subjective analysis is a rewarding combination. To determine how much time and money you can save with process automation, you should first identify redundant tasks. Specifically, look for those functions that can be moved from processing by people to automated processing—to provide your organization with quantifiable return on investment. ■

DST Technologies, Inc. is a wholly owned subsidiary of DST Systems, Inc. Through sophisticated information processing and computer software services and products, DST helps clients improve productivity, increase efficiencies, and provide higher levels of customer service. For clients in a variety of industries, including mutual funds, brokerage, healthcare, insurance, and video/broadband, AWD has helped reduce the cost of operations while increasing the speed and accuracy of transaction processing and customer service through business process management technology.

For more information on AWD, call (888) DST-INFO or e-mail awdinfo@dstsystems.com.

Best Practices in Workflow: IHC Health Plans

Good organizations are recognized for their achievements. But the best never rest on their laurels. Intermountain Health Care (IHC) has won several awards this year, ranking them high in national healthcare studies. Yet for this integrated healthcare system, the recognition is just one layer of a continuous business improvement strategy through technology.

In January, IHC was named the nation's top integrated health system in a study conducted by *Modern Healthcare* magazine and SMG Group, a Chicago-based health information organization. IHC also ranked No. 2 in the same study in 2001 and No. 1 in 2000.

The 2002 study reviewed health systems based on hospital utilization, financial stability, services and access, physicians, outpatient utilization, and technology integration.

It is no surprise then that their ability to apply new technologies has been recognized, too. In July, a study by the industry magazine *Hospitals & Health Networks* ranked IHC in its Top 100 list of "Healthcare's Most Wired." The study polled 794 health systems on their usage of Internet-based technologies to connect with patients, doctors and nurses, employees, suppliers, and health plans.

From a practical standpoint, awards for implementing technology would mean little if IHC did not also reap tangible benefits from their investments. The Most Wired study found that hospitals making the top 100 list had better expense control and higher workforce productivity than the nation's hospitals as a whole.

This quest for continuous process improvement was the impetus for IHC Health Plans (a division of Intermountain Health Care) to implement the Automated Work Distributor™ (AWD®) workflow technology. AWD is a product of DST Technologies, Inc., a wholly owned subsidiary of DST Systems, Inc.

AWD workflow, integrated with IHC Health Plans' other internal applications systems, has helped them to maintain their strategic edge while controlling costs and increasing productivity across the organization.

Going Paperless

The IHC health organization includes hospitals, clinics, affiliated physicians, and health insurance plans. Their business operations manage enrollment and claims processing and offer customer service to its more than 470,000 members.

Before implementing AWD workflow, IHC Health Plans' operations were organ-

ized along functional boundaries of membership enrollment and eligibility, customer service, and claims processing. Those boundaries had created problems inherent to the management of paper volume and paper flow across disparate business areas.

IHC Health Plans knew that if they could eliminate paper and integrate workflow among their business areas, they could deliver higher quality customer service with increased efficiency to better serve their rapidly growing membership.

In addition, IHC Health Plans' management recognized that their capacity to improve customer service would depend on their ability to instantly file, track, and receive information.

Increased customer satisfaction was the highest priority as IHC Health Plans investigated workflow vendors. The company wanted a system to improve its already high service levels and set even higher performance goals: to process claims within 15 days of submission, answer phone calls within 20 seconds, achieve 98% accuracy on claims processing, and achieve three-day turnaround on member enrollment.

IHC Health Plans also required that their workflow solution help reduce the need to hire and train new employees in order to accommodate significant annual membership growth.

The new workflow system had to integrate with their existing technology infrastructure, accommodate rapid growth through system flexibility and capacity, and enhance their employees' quality of work life.

Based on these requirements, IHC Health Plans chose AWD. One month after the initial rollout, the claims processing department began a three-phase installation process to handle the average volume of 350,000 claims each month.

Workflow at Work

AWD workflow at IHC Health Plans begins with imaging an overlay for an electronic claim, scanning a claim for hard copy receipts, or scanning an enrollment form. Once work is scanned and imaged, it is stored in AWD's central information repository, making it instantly accessible to any authorized person within the health system.

Claims processors can launch the image from workflow to conduct the claims analysis, adjudicate the claim, and route it through the auditing process. IHC Health Plans also uses AWD to monitor and measure quality and productivity of their claims processing. Claims that require quality review are tracked and routed automatically.

IHC Health Plans' teams of health benefit specialists handle customer service inquiries, claims processing, and claims payment. AWD's automated workflow has helped to erase the boundaries that had existed between eligibility coordinators and claims analysts, and the boundaries between customer service representatives and payer services.

Application Interface

In April 2001, IHC Health Plans made the decision to migrate to a new managed care administrative system. In September 2002, the first line of business went live on the system. The phased implementation process will require IHC Health Plans to support and effectively manage two claims systems until the final product line has been migrated onto the new system. AWD is helping to facilitate the workflow integration between the two systems.

Tangible Results

IHC Health Plans' ability to improve customer service, reduce overtime, and achieve a more productive and efficient working environment while accommodating membership growth, is a testament to the implementation and "best practices" of workflow technology.

IHC Health Plans routinely meets performance goals of processing 80% of claims within 15 days. They respond to 75,500 phone calls each month—answering 90% of those calls within 20 seconds.

Claims payment has improved to 98% accuracy, while new member enrollment and enrollment renewal is down to an average of a two-day turnaround.

IHC's willingness to apply workflow technology and set high performance goals is another example of its continued endeavor to improve business practices. In addition to their awards for "Top Integrated Health System" and "Healthcare's Most Wired," their success with workflow is evident in one of the most meaningful accolades: customer survey results indicate that 90% of IHC Health Plans members rate their overall satisfaction as "good," "very good," or "excellent."

Of course, a little recognition never hurt. ■

IHC Health Plans, a division of Salt Lake City-based Intermountain Health Care, is a nonprofit organization serving the medical and healthcare needs of Utah and Idaho. Unlike other healthcare organizations, IHC Health Plans combines the financial, administrative, and delivery aspects of healthcare into one integrated network and administers managed care plans for approximately 470,000 members. For more information on the health system, visit their Web site at www.ihc.com.

For more information on the companies who contributed to this white paper, visit their Web site or contact them directly:



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