Innovative Prescription Benefit Management Leader

Opportunity

A physician visit often results in filling a prescription for medication. It's a process that seems simple enough. However, for a prescription benefit management (PBM) leader that fills almost two billion prescriptions annually through mail order, it can be a daunting task. The PBM has over 5,000 employees supporting the process, including contact center agents, back-office data entry and processing staff in order fulfilment, professional pharmacists, and packaging and shipping personnel.

For the company, growth through acquisitions and mergers had created numerous system and process integration challenges. On top of this, forecasting and scheduling of back-office personnel across multiple sites was done primarily using spreadsheets, which was laborious and error prone. This and other manual processes resulted in little visibility into back-office staff performance, which, in turn, hampered management's understanding of performance drivers.

"Improving our operational model required more than eliminating manual processes," says the senior manager of shared services at the prescription benefit manager. "With so many disparate systems, we'd become accustomed to basing decisions on gut feelings because we lacked the tools and data to provide the right level of visibility into performance and enable more informed, data-driven decision making."

Solution

An internal team at the PBM spent a considerable amount of time evaluating vendors and, after thorough due diligence, selected and implemented Verint® Enterprise Workforce Management™, as well as Verint Desktop and Process Analytics™ and Verint Advanced Scorecards™.

"Verint was a valued partner beyond the technology it brought to the table," says the senior manager of shared services. "The breadth and depth of their expertise in workforce optimization enabled us to create an efficient operating model that was unparalleled to our previous methods. Verint spent substantial time helping us develop the model, asking the hard questions that led to our realization that many of our established practices weren't fully documented or even understood."

The impact of the deployment of the Verint software across more than 5,000 back-office and contact center employees was far reaching. New, automated processes, along with accurate data, proved vital in helping leadership evolve from decision making in silos to an insightful method for assessing best practices across the entire workforce.

Customer
Innovative Prescription Benefit Management Leader

Industry
Healthcare

Solutions
Verint® Enterprise Workforce Management™

Verint Desktop and Process Analytics™

Verint Advanced Scorecards™

Region
Americas

Results
- Saved $200,000 per month by reducing agent idle and non-productive time.
- Improved visibility into performance, leading to the faster processing of work.
- Stabilized enterprise prescription drug inventories by effectively balancing workloads and reducing downtime.

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> *"Workforce optimization is not about the software or the vendor. It's about bringing people and processes together. Verint Workforce Optimization enables us to knock down barriers across lines of business and drive best practices across the enterprise."*
>
> *– Sr. Manager, Shared Services, Innovative Prescription Benefit Management Leader*

"Verint's solutions provided us with accurate data," the senior manager of shared services continues. "More important, it was the right types of data and it was actionable."

Verint Desktop and Process Analytics gave the company needed insight into employee workflows, which enabled it to more effectively categorize work. It was also able to better quantify employee idle time using the software's Application Analysis component, which was a huge win according to the senior manager. "We thought idle time was an issue, but Verint Desktop and Process Analytics really brought to light its magnitude."

Results

While, historically, the PBM measured idle time at what it viewed as an acceptable 12 percent rate, its outlook quickly changed with the advent of Verint Desktop and Process Analytics. Using the software to analyze work flows and for subsequent reporting, the company uncovered a three-minute grace period between agents' work activities. To management's surprise, this translated to an actual idle time rate above 40 percent.

The Actionable Intelligence® gained prompted leadership to formulate a roadmap to drive best practices across the organization. Coinciding with this, the PBM developed a holistic set of key performance indicators (KPIs) within Verint Advanced Scorecards, giving employees and managers visibility into objective, data-driven assessments of performance. The KPIs were established in a manner so that each one supported

and validated the others. Thus, as performance changed, it would be reflected across KPIs, further helping to drive optimal performance across the organization.

"Verint's software and partnership was instrumental in helping us identify cost savings through process improvements, heightened accountability, and productivity gains," says the senior manager of shared services. "Beyond numbers, our emphasis on accountability never diminished our cultural transformation efforts. To the contrary, employees embraced the focus and change."

Data from Verint's solutions helped employees clearly understand how work moved through the organization and their role and performance related to the work's efficient flow. Moreover, management could now share data with employees demonstrating how their work reflected directly on the customer experience. With the back-office staff clearly seeing performance, they were able to process work faster. This ultimately stabilized enterprise prescription drug inventories by effectively balancing workloads and reducing downtime related to waiting on stock.

"Once we had visibility into how work flows through our prescription fulfilment operations, we were able to recapture both idle and non-productive time that amounted to a savings of $200,000 a month," the senior manager concludes. "And this is just the beginning of recouping our investment in Verint's software, as we continue to drive incremental value across the organization and we identify new ways to optimize our business and the customer experience."

Verint. Powering Actionable Intelligence®

Verint® is a global leader in Actionable Intelligence® solutions for customer engagement optimization, security intelligence, and fraud, risk, and compliance. Today, more than 10,000 organizations in over 180 countries use Verint solutions to make more informed, effective, and timely decisions. Learn more at **www.verint.com**.

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