

Pharmacy Benefits Management Company

Opportunity

This leading U.S. pharmacy benefits manager (PBM) employs thousands of people and dispenses over 500 million prescriptions annually. It provides pharmacy services for private and public employers, health plans, labor unions, government agencies, and individuals served by Medicare Part D Prescription Drug Plans.

Recognized as a pioneer in personalized medicine, dispensing technology, and patient care, the company's goal is to help lower costs and improve the lives of its customers. In 2000, as part of its culture of innovation, it implemented Verint® Quality Management™ to help ensure the quality and consistency of service delivered by its customer care representatives.

Following years of successful use of the quality monitoring solution within its contact center operations, the PBM sought to introduce similar automation within its complex pharmacy operations environment. This was driven by a growing recognition of the impact back-office processing areas have on the customer experience, combined with a lack of means to effectively manage, measure, and improve the performance of such a large, diverse set of resources.

The company wanted to ensure that its highly skilled pharmacy operations employees were brought into the service process at the right time to maximize their utilization. It also wanted to align its pharmacy operations with a “virtual queue” strategy, enabling transactions to be moved and shared across nine processing sites.

Solution

After carefully evaluating a number of solutions, the PBM selected Verint's Back-Office Workforce Optimization™, initially choosing to deploy Verint Forecasting and Scheduling™ from the comprehensive workforce optimization suite designed specifically for back-office environments. The robust software automates forecasting and scheduling of back-office resources, enabling organizations to increase throughput and reduce costs by deploying the right number of staff with the right skills at the right time. This is particularly important in pharmacy operations, where more complex, specialized tasks require the attention of pharmacists, while less complex, lower-value tasks can be handled by technicians.

The company chose Verint based on the solution's proven ability to help large, diversified, multi-site operations effectively measure and manage performance.



Customer

Pharmacy Benefits Management Company



Industry

Healthcare



Solutions

Verint® Quality Management™
Verint Back-Office Workforce Optimization™

- Verint Forecasting and Scheduling™
- Verint Adherence™
- Back-Office Desktop and Process Analytics™



Region

Americas



Results

- Projected \$25 million in annual savings through a reduction in FTE requirements and an increased capacity to process additional work volumes.
- Saved \$80,000 per week by reducing employee idle and non-production time.
- Reduced scheduling team resource requirements by roughly 50 percent.
- Enabled efficient, effective scheduling of 2,200 employees with over 400 work queues.

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“Verint Back-office Operations helped make a single, virtual queue environment a reality, enabling us to forecast and balance workloads across sites – reducing downtime and improving productivity.”

– Director of Enterprise Systems, Pharmacy Operations

The PBM implemented the solution across its pharmacy operations group, including eligibility, accounts receivable, customer service, header entry, and order fulfillment.

During the broader deployment, the adherence and desktop and process analytics capabilities of Verint Back-Office Workforce Optimization were added to the forecasting and scheduling functionality. Together, these solutions enabled the PBM to gain new insight into its pharmacy order-processing operations.

With the ability to forecast workload, schedule employees, monitor their adherence to schedules, and capture and measure their desktop activities, the company was armed with the very intelligence it needed to drive productivity, proficiency, and process improvement.

Results

After analyzing the results of the proof of concept, the PBM identified \$25 million in potential annual savings from a full-fledged deployment of Verint Back-Office Workforce Optimization. These savings could be realized by better aligning work with employee skills and balancing workload and inventory across queues and sites, enabling more work to be processed faster, with less downtime and better management of inventory and spikes in volume.

In terms of meeting the primary objective of engaging employees with the right skills in the service process at the right time, the solution proved even more successful than the PBM anticipated

in addressing the challenges of a complex order-processing environment. In fact, with an ability to use skills profiles to prioritize and schedule activities, enhance productivity reporting and measurement, and rationalize the queue structure and volume measurement, the company was able to optimally schedule 2,200 employees with over 400 work queues.

However, this may only be the tip of the iceberg. With the ongoing implementation of the solution across its entire network, the company continues to achieve numerous other operational benefits, including:

- Identifying and recapturing idle and non-production time by monitoring employee desktop activity with Back-Office Desktop and Process Analytics™, translating to a savings of \$80,000 per week.
- Reducing scheduling support staff by approximately 50 percent, while simultaneously improving forecast accuracy through automation of data feeds, introduction of electronic scheduling, and implementation of self-service time off management.

In addition to productivity improvements, Verint has also helped enhance quality and drive consistency throughout the PBM's organization. By automating a myriad of day-to-day administrative tasks, Verint Back-Office Workforce Optimization helps managers focus on coaching and improving the skills of their employees. At the same time, the company has been able to rationalize the number of work activities from the tens of thousands to a fraction of this, simplifying the work environment and making it easier to ensure consistency across its nine sites.

Verint. Powering Actionable Intelligence®

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