



Healthcare



Insurance



Business Process  
Outsourcing



Administrative  
Processing

**enlighten**   
operational excellence

## CASE STUDY

# Pharmacy Benefit Management

How we helped a fast-growing US provider of pharmacy benefit services standardize processes and improve efficiency to provide the best care for patients at the most appropriate price – Improved daily output per FTE by 13.4% in back office and by 15.2% in call center while improving service levels.

Realized total  
benefit of  
**\$3.2**  
million

### Overview

Client is a pharmacy benefit management provider promoting better health outcomes for consumers through clinical and technological innovations.

*Challenge:* Siloed operations and lack of visibility to waste was limiting the organizations ability to effectively handle the growing volumes of work even with constrained capacity

### Goals

- Effectively balance the workload across the impacted business units to achieve outcomes.
- Make tactical improvements in its day to day operations
- Improve efficiency across the organization
- Standardize processes and practices
- Open up communication channels

## The Program

- Covered over 388 FTE in two US locations
- Aligned people, processes and technology components to enable real-time performance of individuals and teams to be measured and managed at a granular level
- Introduced management tools to enable managers to make informed management decisions about their sections performance

## Results

- Back Office:
  - ◆ Realized total benefit of \$3.2 Million
  - ◆ Revealed capacity of 90 FTEs
  - ◆ Increased daily output per FTE by 13.4% in Back Office Processing
- Call Center:
  - ◆ Increased daily output per FTE by 15.2%
  - ◆ Improved service levels from 7%-31%
  - ◆ Decreased abandon rate by 131%-269%
  - ◆ Increased average answer speed by 96%-442%
  - ◆ Reduced talk time by 3.5%-12.5%