

CASE STUDY



TM Floyd & Company
Building Better Solutions

Case Summary

Client

The client is a major health insurer and part of a nationwide association of health plans.

Industry

Healthcare Insurance

Market Position

The client is the third largest health plan in its state, serving 3.3 million members and earning \$7.5 billion in annual revenue

Consulting Need

The client needed TMF to perform a strategic analysis of its EDI business practices.

Defining EDI Business Practices

TM Floyd & Company was engaged by a major health insurance company to provide strategic analysis of its EDI business practices.

In a previous engagement, TMF performed an analysis of the client's technical infrastructure in regard to its processing of EDI transactions. To complete the entire scenario, TMF was requested to perform an assessment of the business practices around EDI processing.

The Problem

The client recognized a need to improve the effectiveness of its EDI business teams and enlisted TMF to: document the current Data Exchange/EDI processes involving eBusiness, Business Operations, and IT departments; identify the roles and responsibilities of the business units and IT EDI; capture interactions among its departments, eBusiness, Business Operations, and IT; and, analyze Data Exchange/EDI activities.

TMF observed that the Claims, I&M, eBusiness, and the IT departments were not strategically aligned. The divisions were working in separate directions, on different solutions, and without effectively communicating with one another. Working towards a common strategic direction for the company would improve the communication among these business units, thereby improving the services that the client can provide.

The Solution

Based on its analysis of the client's EDI business processes, TMF was able to recommend organizational, process, and measurement changes to positively affect business and EDI operations.

TMF identified the roles and responsibilities of each of the business areas through the use of process flow diagrams. Each step was highlighted through the use of the diagrams, which were used to identify where disconnections and duplicate work were taking place.

As these were identified, steps were put in place to clarify those roles and responsibilities. TMF also recommended that the eBusiness group be put into the specific business groups that needed the highest level of attention. This would help the EDI/IT further understand the challenges that face the eBusiness and business groups.

TMF also produced a set of recommendations and suggestions to assist in redefining organizational roles and responsibilities. TMF identified areas where relationships and communications, production operations, and applications standards and architecture could be improved and where divisions could be more strategically aligned.

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