

HIGHMARK: Transforming to Customer Communication Center of Excellence

“With Sefas we’re able to solve the operational integrity and efficiency objectives, as well as quickly accommodate the business needs by changing legacy applications on the fly.”

Steve Joachim

Director of Output Services, Highmark

Overview

In response to national healthcare reform, with increasingly stringent privacy and reporting regulations, Highmark Output Services embarked on a project to transform their entire customer communication process. They used Sefas to build an Automated Document Factory(ADF) environment that manages the customer communication process from start to finish. In the process they saved millions of dollars and became a true center of excellence.

Customer Background

Highmark Inc. and its health insurance subsidiaries and affiliates, comprise one of the largest Blue Cross and Blue Shield-affiliated organizations in the country. They serve over 4 million members and operate health insurance plans in Pennsylvania, Delaware and West Virginia.



- Transformation from a 'print and mail' operation to a customer communication center of excellence
- Integrity issues had to be resolved and reporting capabilities had to be improved

The Problem

New healthcare reforms created a unique set of challenges for Highmark, driving dramatic changes to their business model that forced them to transition from a wholesale, group service provider to a consumer-driven retail service provider

This shift in focus had a huge impact on the Output Services group, increasing volume six-fold in just a few years.

The Output Services Group had to prove to internal stakeholders that they were not only able to withstand the increase but also had the necessary service capabilities for a changing individual retail market.

Highmark's vision was to position Output Services as the central distribution point for all customer communications.

Beyond simply offering more delivery options, such as e-presentment or SMS delivery, Highmark wanted to re-engineer the way they managed their customer communications by focusing on the source: their data.

According to Steve Joachim, Director of Output Services, "In order for us to survive as an in-house service provider, we needed to expand our focus beyond traditional print and mail services and start to address digital and alternative means to deliver customer communications."



The Solution

Sefas' unique approach of separating the data model, document design and output formatting into segmented design components enabled Highmark to totally redefine the way they manage their communication development process.

Sefas' enterprise data architecture allowed Highmark to leverage data inputs from multiple sources. This greatly increased the amount of content available for customer communications and provided the foundation for delivering their flagship communication mechanism: the new combined health statement.

Highmark started with Sefas Designer's post-composition module to dynamically re-engineer legacy print streams, adding barcodes to automate the integrity control process. Producer, Sefas' production management and workflow automation solution, was installed to be the heart of their ADF environment.

Producer provided a centralized platform to manage the entire document production process from start to finish. The combination of the two products gave Highmark the ability to:

- Reduce or eliminate the possibility of Protected Health Information (PHI) breaches
- Track damaged mail pieces, duplicate documents, and missing documents throughout the process
- Create a reconciliation process for each unique piece and allocate postage charges based on individual mail pieces within a job
- Improve workflow and scheduling of jobs
- Establish an automated real-time reporting structure for scheduling, management tools, and business units
- Produce notifications to managers to alert them of missed deadlines or downtime

“We were very successful in solving (our integrity challenge). Utilizing Sefas products, we migrated about 95% of our output to the ADF environment.”



The Results

Implementing the Sefas suite of products acted as the catalyst for the Output Services Group to quickly enact enterprise-wide changes that improved their customer communication processes.

By using Sefas solutions to help support their Enterprise ADF strategy, Highmark was able to achieve significant time and cost savings. Joachim explains, "Time to market and business agility are two of our most important strategic corporate objectives. Sefas not only helped us get to where we want to be from a business standpoint, it dramatically reduced the time to market from an application development standpoint."

In addition to improved time to market, Highmark has continually refined and upgraded their

production processes, resulting in massive cost savings for their current business customers. Utilizing Sefas solutions, Highmark was able to optimize their production volumes by merging documents destined for a given recipient into a single envelope - a process called house holding. This initiative saved their internal business customer more than \$1.4 million per year in postage.

These incremental successes have helped the Output Services group build their skill level and credibility within the business community and, more importantly, helped them to realize their vision of becoming the customer communication center of excellence by reinforcing the value they add to the organization.

\$1.4+ million per year
Annual Savings

About Sefas

Sefas Omnichannel Customer Communication platform manages end-to-end communication for print and digital and includes a secure digital repository to store communications as well as dashboard capabilities to enable access and control for business users. By bringing the mature product offerings of Docaposte into a comprehensive solution, Sefas was recently recognized as a Leader in Customer Communication Management, and in the emerging ECP Space by independent analyst Aspire in its 2019 Aspire leaderboard.

Sefas is a part of Docaposte (a business unit of Groupe La Poste).

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