

Reducing errors and classroom training time through standardization and upgrading of a multi-state online reference tool database

Challenge: WellPoint is one of the largest health care insurance providers in the United States. One of their national divisions had the challenge of combining different processes previously performed in each specific state before the states were merged together into one plan – and it was struggling. Unique training was required for each state’s customer service and claims processing individuals to learn how to perform their tasks even though many of them were operating on the same platform. Those states that weren't on the same platform were being converted to a single standard system. Processing errors were high, the existing reference tool was incomplete, and the information that was in it was out of date.



Solution: WellPoint realized that by upgrading the reference tool software that could be better supported internally, and updating the content and structure of the reference tool database, the national team could "train-to-the-tool" and thereby eliminate specialized state-by-state training, reduce errors and have a better history of process changes for auditing and quality control.

Entelechy was engaged to help enhance the old reference library by converting all the existing documentation. The content required updating, standardization across states, and conversion to a user-friendly, structured documentation format. The effort included the hiring of four temporary documentation specialists. Entelechy’s role was full-time management of the documentation conversion project and consulting on the development of the new documentation repository database that was created internally. Entelechy’s project management included directly supervising the temps, directing and facilitating the efforts of Subject Matter Experts (SME), tracking the work, reporting, doing stakeholder presentations, and other normal project management responsibilities.

Entelechy also created all the user and contributor training including a computer-based online introductory module, reinforcement activities, job aids, and a contributor guide for future creators and maintainers of the documentation.

The new online reference tool database was designed to provide:

- Associates with a reliable, complete, easy-to-access source of information on guidelines and processes.
- Managers with a way to assess associate performance against a standard process.
- Auditors with approved processes and guidelines to performance.
- Trainers with a consistent curriculum as they train the processes associated with each state.
- The database administrator with a quick and easy way to maintain and update information.
- External and internal auditors a complete archive to be able to access past practices.

To meet all these objectives, Entelechy led the project to provide a reference tool that became:

- Organized so all users could easily access what they need.
- Standardized in look and feel
- Logical in architecture, format, and flow with multiple filtering options.
- Focused on the task with access to additional information when needed.
- Structured with the end-user in mind.

Results: Based on pre- and post- end-user survey results the new reference tool database was a huge improvement. Here is some direct feedback from survey comments:

"All the feedback that I've heard regarding BlueLINK has been great, which directly reflects the work Entelechy provided towards this project."

"I personally had one associate comment to me on how much she was impressed by the CBT that was created. She found it very informative and preferred the non-classroom instruction."

One of the challenges in working on any project is the need for Subject Matter Expert input. We worked with a dedicated, fantastic group of people who had to fit this project work in with all the other demands on their time. The results of a SME-specific satisfaction survey showed that they were very satisfied with the



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experience of working with Entelechy – a delicate balance for any vendor to master!

This division is so satisfied with the end result that they are presenting it as a best practice to the Blue Cross/Blue Shield National Conference in 2010.

