WellCare Health Plans, Inc., USA

ISIS Papyrus America, Inc., USA

1. EXECUTIVE SUMMARY / ABSTRACT

Headquartered in Tampa, FL, *WellCare Health Plans, Inc.* focuses exclusively on providing government-sponsored managed care services primarily through *Medicaid*, *Medicare Advantage* and *Medicare Prescription Drug Plans*, to families, children, seniors and individuals with complex medical needs. As of Dec. 31, 2016, *WellCare* serves approximately 3.9 million members, partners with 417,000 contracted health care providers and employs 7,600 associates nationwide.

All marketing and regulated materials required for members, partners or internal departments are provided by the *Creative Services Team*. An Enterprise Content Management System (ECMS) based on an Adaptive Case Management (ACM) framework provides the collaboration to keep pace with the creation, modification and administration of more than 60 media types in nearly 30 languages. Requests to the *Creative Services Team* are triggered by filling an online request form. This creates a *request case* and is evaluated by a triage task. Positive assessment will be pursued by a *project case* steered by five to 20 participants to handle the variety of creative *job cases* which actually moderate the media creation in all needed languages and formats. Several project cases may be linked to a *campaign case* for promotion reasons.

The ACM solution empowers the *Creative Services Team* to govern its processes without involvement of IT-departments. All 120 participants working within the system follow for each goal the tasks defined by business administrators, finishing with a checklist of performance indicators. Users can add any time alternative processes by selecting from different goal templates. Approval cycles with voting tasks and iteration tracking guarantee progress and control. Seamless communication and collaboration with other departments and third-party providers through a common access point establishes a powerful digital-era business application.

2. OVERVIEW

WellCare Health Plans, Inc. provides government-sponsored managed care services in all 50 U.S. states. As of Dec. 31, 2016, the company covers ten different brands and carries more than 40 lines of businesses. The company's *Creative Services Team* provides all marketing materials for external and internal use ranging from brochures, flyers, internet presence and email campaigns to call center scripts and corporate internal promotional material. Regulated materials like annual notice of change, explanation of benefits, provider directories or ID cards are provided by the team as well. This adds up to a media repertoire of more than 60 different media types in 30 different languages including braille. Most of the material has to comply with Section 508 of the Rehabilitation Act of 1973 of the U.S. government. The material required for approximately 3.9 million members, 417,000 contracted health care providers and 7,600 employed associates is created within the team or in collaboration with third-party providers.

Between October 2016 and April 2017, an ECMS based on an ACM framework has been configured to manage the media content and the workflows of the *Creative Services Team*. The media content and case-related documents became digital part of the cases accompanying the workflow and being permanently shared for

all project participants. The processes of the *Creative Services Team* were analyzed by business analysts and mapped into reusable components of case templates for reduced maintenance efforts. These templates relate goals with tasks and workflows. Predefined quality checks and approval processes were added to the workflow templates. Case and workflow templates are self-governed and can be enhanced by business administrators of the team without involvement of IT-departments. To date, 120 users have been trained and work within the system experiencing the benefits resulting from adding ad hoc goals and content, in-process quality checks and the clearly definable service level agreements. Another 100 to 150 users will follow in a second project phase.

3. BUSINESS CONTEXT

Ninety percent paper-based

The work of the *Creative Services Team* in the initial situation was 90 percent paper-based. Thus, cases contained data mostly in printed form. Documents were gathered in physical case folders. These growing case files were passed on from project group to project group. Deliverables (proofs) of project groups were usually printed, marked up and added to the folders. The legacy application used to track was a flat file with basic form data about the media piece and a tracking number. The system could not track the material development workflow other than sequential log of, free-form comments entered by the employees.

Implicitly practiced workflows

A dedicated *Traffic Team* (also called *Project Managers*) tacitly knew the processes for work requests and projects of the *Creative Services Team*. Members of the *Traffic Team* moved the physical case files to definite project groups and to subsequently working project groups. The trace of case files was on tracking forms within the physical case folders.

Isolated software applications

Several isolated software applications were used in the *Creative Services Team*. These applications were not linked and could not share data. Case relevant data had to be entered repeatedly. Deliverables had to be printed to be added to the case file.

Enhancement needed

To reduce the involved efforts of the *Creative Services Team* as well as supporting daily production, the following requirements needed to be considered:

- The workflows and case files of the *Creative Services Team* shall be managed by a specialized system fully taking care of the tasks, goals and documents of the team.
- Workflows shall be managed by the *Creative Services Team* without involvement of IT personnel.
- Quality assurance measures shall be added to the workflows.
- Case files shall be handled in digital form for easy sharing between all stakeholders...
- Data and documents related to cases shall be archived to be available for participants of cases at any time.
- The usage of paper documents shall be minimized.
- As the number of different workflow scenarios is high it cannot be fully prescribed and must be adaptable by the business users to unexpected situations.

- The system must be flexible enough to accommodate unique require-ments or circumstances for each case by supporting ad hoc actions.
- Track reportable progress and metrics by media type, team, and individu-al to support true service level agreements with business owners.

4. THE KEY INNOVATIONS

The implementation of the ECMS based on an ACM framework improves the daily work of the *Creative Services Team* due to the following key innovations.

4.1 Business

The new system brings a **unified goal-oriented collaboration platform** in which the *Creative Services Team* can interact within the team and with third-party pro-viders. Within the team the workflow and data are handled systematically without paper. Inbound and outbound communication is tightly integrated in the system. And thus, working time as well as personal and material resources are reduced.

The wide variety of media and project types as well as the big amount of job vari-ants forces the members of the *Creative Services Team* to decide based on given **content and context**. Adaptive Case Management ideally provides goal-oriented workflow patterns and the freedom to react ad hoc by adding goals or content.

The new system has **report and tracking features** that provide the management with details of the business process at any time. Therefore, financial issues can be tracked back directly in the system. Integrated quality assurance measures like predefined checklists and approval cycles can be used by the team's business administrators to improve workflows in case templates.

4.2 Case Handling

Before the ACM-based ECMS system was introduced, the daily work was fully based on the implicit knowledge of the *Traffic Team*. Thus, the workflows and processes have been analyzed and transformed by this team into **nine case tem-plates** and **50 workflow goal templates**. These case templates provide possible goals to be reached before the case can be closed with predefined tasks or whole workflows. The goals can be added to cases ad-hoc by the *Creative Services Team* members working on a certain case, based on their assessment of the particular situation. The amount of goal templates is expected to rise by 50 percent within the first production year.

Work request handling

Inquiries and work requests for the *Creative Services Team* have been standard-ized by introducing an online request form for business owners across the organi-zation. This multi-page form gathers all information necessary to evaluate poten-tial assignment for the team by using dynamic fields. The entry fields are content-driven and the form asks for details depending on the inquired material or pro-ject. Business owners can request not only new materials to be developed for marketing purposes or required regulated material, but also internal corporate promotional materials, reprints of existing materials, and digital (web) requests.

As an example, figure 1 shows the first page of the *Request Form*. Based on the entry *Media Request* in the field *Request Type* the subsequent form page will pre-sent a choice of media types.

Figure 1: First page of the *Request Form*

The receipt of the form creates a *Request Case* in the ECMS ACM System. The so-called *Triage Request Goal* of the *Request Case* is to have the inquiry reviewed and continues either with a consequential *Project Case* or a clarification of the inquiry. This *Triage Team* collects all additional data necessary to clearly define the project. All combinations of case data total over 200 possible data fields.

Hierarchical Case organization to handle different media types

Between five and 20 team members usually participate in a *Project Case*. They determine requirements, plan and create content, and manage approvals. This includes regulatory approvals like state or federally mandated requirements as well as the business owner's approval.

For the actual media creation, the project is split in different related *Job Cases*. The original request retains the original request materials, media types, requested language versions, etc. After triage the original request is locked to preserve the integrity of the original request.

Project Sub-Cases are created, one per media type. Then, *Job Sub-Cases* are created under the project to break out the individual versions of the media type, which will have different languages, states, disclaimers, logos, images, etc. But it is still considered a version of the same media type (e.g. an inquiry for brochures for the *Medication Therapy Management Program* becomes approved and a project). This *Project Case* is split into different related *Job Cases* covering the actual creation of the required brochures: one *Job Case* for an English brochure used in Florida, one *Job Case* for a Spanish brochure used in Florida and one *Job Case* for the same English brochure with a different brand used in Hawaii.

For promotion purposes several *Project Cases* can be linked for a marketing campaign. The campaign can be handled and managed in a *Campaign Case*, e.g. a campaign for a new product line. Figure 2 presents an example of two *Request Cases* (purple) with their related *Project Cases* (orange) and the *Job Cases* (pink) related to these *Project Cases*. Three *Project Cases* are pooled in a *Campaign Case* (green). Another *Campaign Case* contains one *Project Case* only. *Campaign Cases* encapsulate appointed work or media projects with common characteristics for marketing.
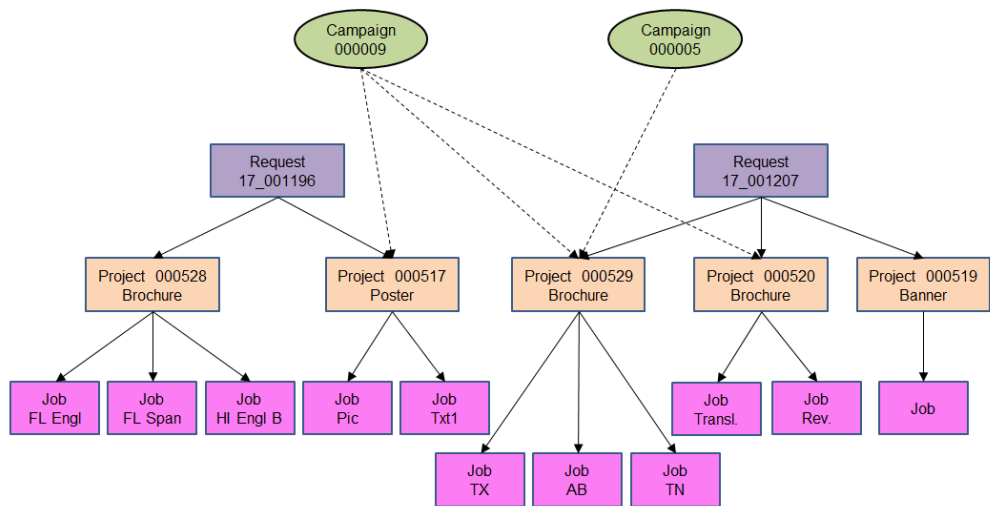
Figure 2: ACM case relations

Figure 3 shows the user interface with a typical workplace of a case manager presenting the available cases in the left frame, the activities (goals and related tasks) of the selected case separated by goals (middle frame) and tasks for the selected goal (right frame). Users can click the *Add* button of the respective frames to add ad hoc goals or tasks in order to meet the given circumstances of the case.
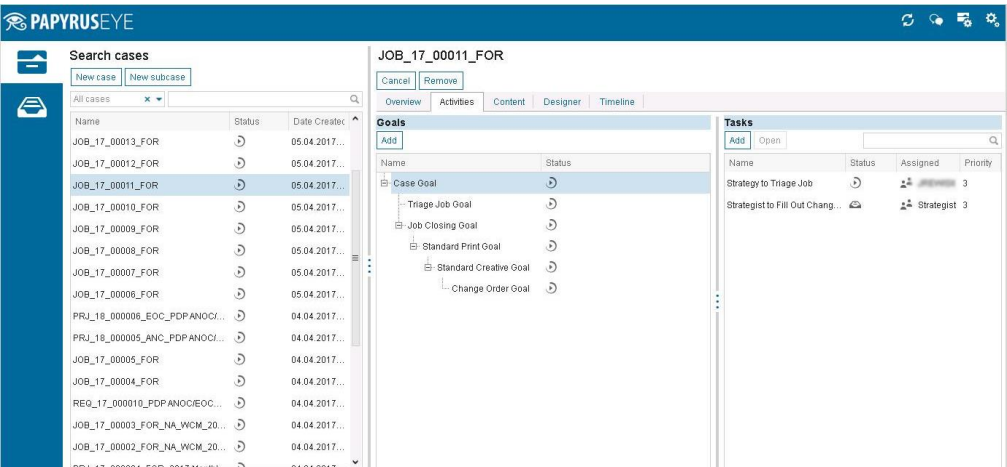

Figure 3: Case Management - Typical activities view on goals and tasks of a certain case

Figure 4 shows the example of a dialog for adding of an ad hoc goal which allows to define a due date and whether it must be reached (mandatory) or not (optional).

Figure 4: Adding an ad hoc goal from the library

Self-governed workflows

Every request form arriving at the *Creative Services Team* is automatically transformed into a case. Specialists triage the requests, collect additional information and make a judgement on whether to move the request forward to *Project* and workable *Jobs*. The *Traffic Team* reviews the overall request data and assembles an appropriate workflow based on the available goal templates. Team participants performing cases follow the available goals with related tasks or add goals from available templates.

The business administrators of the *Creative Services Team* can add, enhance and administrate the templates without involvement of IT-departments. Users experiencing working steps with remarkable success may mark and propose these combinations for templatization to continuously enhance the ACM library with reusable items.

The combination of change management, version control and an authorization concept via roles and policies allow a clean separation of the test environment from the production environment without the need of physically separated domains.

Data digitally stored within the case

Data and documents necessary for a case and connected to the case are stored within the case directly. Multiple proof files can be attached to the request form or simply added to the case by drag and drop. Case-specific emails can be included in the case content by drag and drop from the email program. Content doesn't have to be retyped several times. Also included in the case content are the data forms including relevant data fields from the original request. Content is organized within the case in a pre-defined folder structure, with a preview pane for images and text files. Participants only work with the user interface providing all information for their work. Moreover, users can validate multiple data records by one click, which speeds up the data validation process. Information is available for all participants where it is needed at any time. Content available for an exemplary *Job Case* is presented in figure 5. The selected file is detailed in the right hand column.
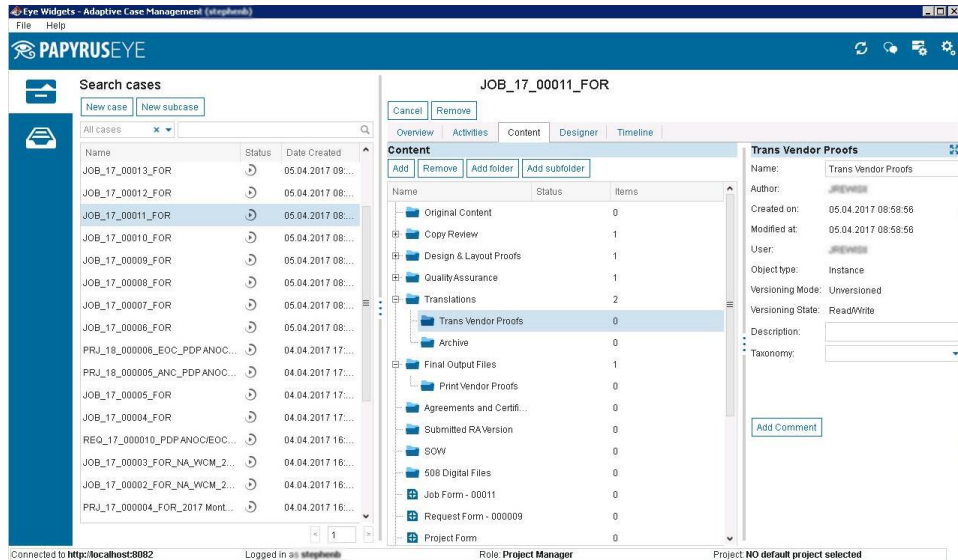
Figure 5: Case Management - Content view

The workflow templates operated by the system are designed with the built in workflow designer using Business Process Model and Notation (BPMN) which also allows users to observe the status of all steps that have been already done. The system provides graphs of the workflow presenting performed tasks (1), the blue colored active task (2) and upcoming work steps (3) as shown in figure 6.
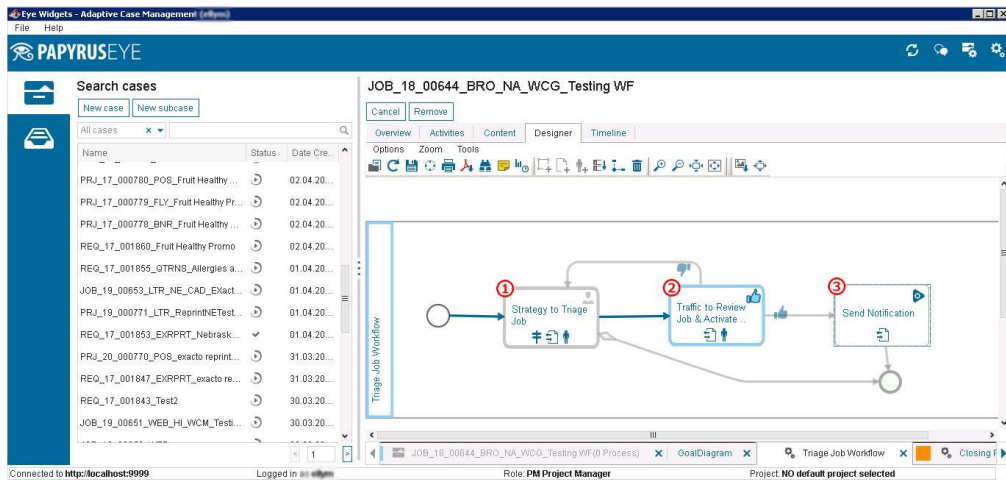

Figure 6: Case Management - Integrated workflow designer using BPMN

Validation, verification and approvals

Previously, a comprehensive questionnaire/checklist was used at the end of media creation life-cycle to validate/verify the content of the piece. If there were any errors found, the folder would return to the beginning of the process for corrections. With the ECMS solution, the checks and validations are embedded throughout the lifecycle of each piece, not just at the end. Specific **checklists** at

the task level allow validating the required results of working steps. Each checklist is included in the template of the solicited tasks used to perform the approached work. The task can be finished only when the participant confirms a satisfactory result with his checks on the list, e.g. on the *Job Triage Checklist* of the *Strategy to Triage Job* shown in the inbox of the case worker presented in figure 7. The *Complete* button (1) is only available when the checklist is 100 percent complete. **Approval cycles** are integrated in the workflow templates using voting tasks. The options for voting are given within the template. Disapproval returns the workflow with a meaningful comment for improvement and resubmission. Approval advances the process to the next task or goal. **Iteration tracking** informs the management on accumulated denials. It enables targeted examination and fosters improvement.
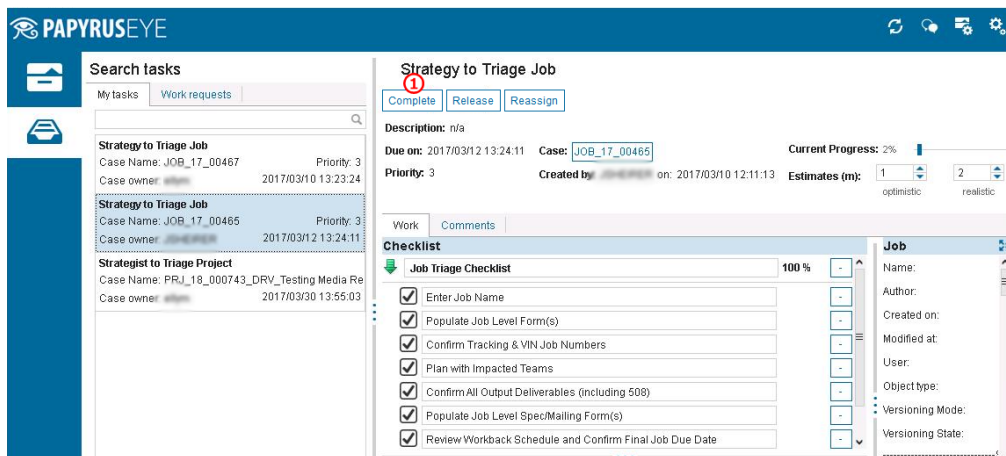

Figure 7: Inbox of case worker - Overview of assigned tasks with a Checklist Task for QA purposes

Stakeholders and role organization

There are nearly 100 different people assigned to nearly 20 roles in the system. The following **key roles** are assigned:

The **Strategist** vets work or change requests to the *Creative Services Team*. He/she rejects or accepts requests and adds data, i.e. creates a *Project Case*. *Campaign Cases* are created by the *Strategist* too. The *Strategist* is the primary case owner and liaison between the *Creative Services Team* and the business owners.

The **Project Manager** (a.k.a. *Traffic Team*) assigns goals/tasks to the *Execution Team* and manages the execution. He/she manages the reviews and approvals. *Job Cases* and *Projects Cases* are closed by the *Project Manager* if the goals are met and positively evaluated.

The **Execution Team** has a variety of performing roles, e.g. graphics, copywriting, web-design, image processing, print, translation, a. s. o.

The **Vendor Coordinator** requests bids from third-party providers and assigns tasks to vendors. Third-party providers are primarily used for printing, translation, compliance and services related with Section 508 of the Rehabilitation Act.

Figure 8 shows a simplified outline of the functions of the *Creative Services Team* by roles. The *Requestor* may be company-internal as well as external. *Third-party Vendors* are always external parties.
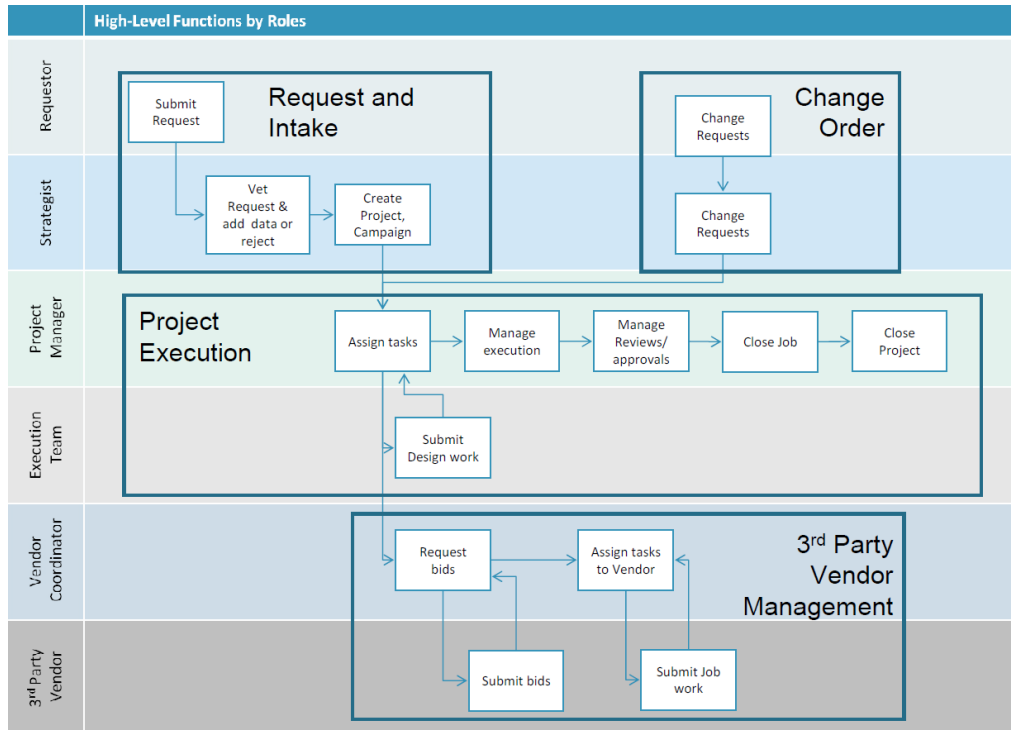

Figure 8: Outline of the functions of the *Creative Services Team* by roles

Monitoring case execution

Each case participant with tasks to perform can monitor his/her work with the *My Tasks* queue and the tasks waiting to be accepted with the *Work Requests* queue. The lists are pre-sorted by priority and due date to ensure that high-priority and "rush" jobs are met first.

Managers have access to **reporting dashboards** presenting lists of active and completed tasks or jobs with due dates, calculated task aging, assignees, tension metrics a.s.o. Figure 9 presents one of the reporting dashboards with listings of tasks active and ready with past due dates (center top), accepted active tasks with days active (center bottom), tasks waiting to be accepted with days waiting (right top) and tasks on hold (right bottom). These lists allow monitoring of how long tasks perform, how long tasks wait to be accepted, how many tasks are sitting idle, etc. Each table of the dashboard can be expanded or exported. The data is archived and available for analyzing and reports.
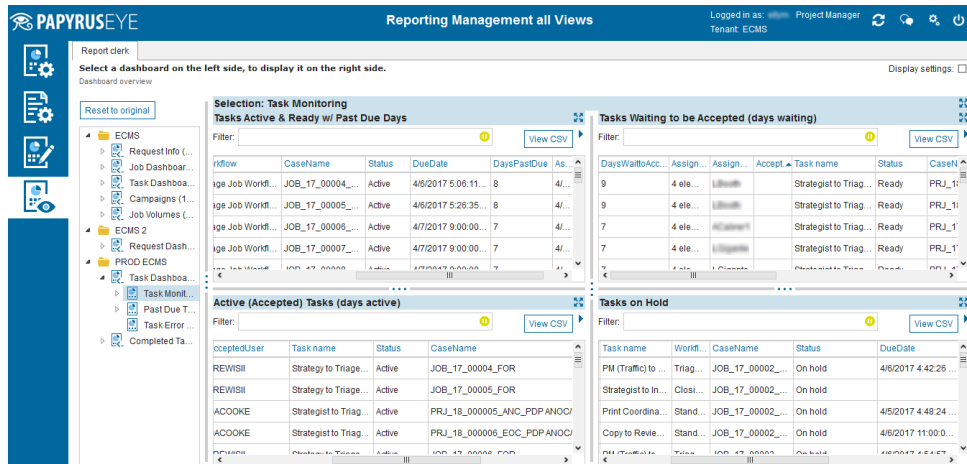
Figure 9: Reporting - Task monitoring view

Project and team managers can analyze data for individual or team performance metrics. Figure 10 shows one of the real-time reporting dashboards exemplarily presenting pie charts of *Request Case* types and *Media Request* status (center top). On the right top *Media Requests* are counted by the requester and at the bottom *Media Requests* are listed the progress on live cases and monitor tasks.

Figure 10: Reporting dashboard

4.3 Organization & Social

There was no reduction in personnel based on the introduction of the ACM-based ECMS system. **Working habits** changed with digital work inboxes and digital data. Some groups were a bit resistant because of these changes. The improved traceability and accountability was not taken kindly by everyone.

The Traffic Team enjoys the new system, finding immediate relief in paperless cases and disappearing case folders that had to be carried from one working group to another. The gained visibility on the workflows and overview eased their project responsibility.

Overall the **communication** within the *Creative Service Team* increased based on the wide-spread usage of the comments and chat functionalities within the ACM software.

5. HURDLES OVERCOME

5.1 Project implementation

Due to the fragmented knowledge of the only tacitly known old manual based workflow no documentation was available and extensive interviews with all stake-holders had to be conducted including a reverse engineering approach. A lot of time had to be invested into testing and verification.

5.2 Management

The company management had to plan for the paradigm change from a physical to digital world and promote the new system to employees by identifying the bene-fits in order to get a high acceptance and adaption for the daily work. As users need time to adjust to new systems, they were involved in the project specifica-tions and user interface designs from its conception. Due to reduced efforts of ECMS, the management needed to care for their employees fear that the number of involved people could be reduced thus, making them reluctant to accept the new system.

5.3 Organization Adoption

The administration of the ECMS system requires new knowledge related to the underlying Adaptive Case Management components. E.g. in order to create a new process with service tasks and user tasks, users have to understand the basics of workflow modelling which was rather quickly adopted with the intuitive graphical designer. The company provided blocks of training workshops for administrators as well as business users so that they can use the system in daily work in a com-fortable way.

6. BENEFITS

6.1 Cost Savings / Time Reductions

- Job lifecycle time savings are at least 20% due to eliminating the human hand-off bottlenecks and introducing the context- and content-related adding of ad hoc goals, triggering predefined workflows. Additionally the automated workflow allows parallel processing. E.g. the *Print Team* can begin gathering print quotes for material right away based on the data collected at the early triage and does not have to wait for the paper file right before actual printing.
- About 75% reduction in printing and paper costs as well as physical file storage costs. With electronic file storage in the case, printed proofs are not required for every job anymore and the physical storage of job files is eliminated. Only physical archives for final printed materials are required.
- Visibility and insight into all open jobs, tasks and bottlenecks enable pro-ject managers to reassign tasks in case of absence or overload of personal resources. This speeds up all processes.
- Approximately 20% reduction of rework due to the quality measures de-fined in the overall workflow.
- The huge amount of ACM component templates can be easily handled by the business users of the *Creative Services Team*. This allows an iterative adoption to daily encountered needs and optimizations. Due to the inte-grated change management also the deployment of new templates can be handled by the team without involvement of IT departments. The savings

could not be numbered yet, but the flexibility to adapt immediately to constantly changing markets and regulations guarantees that the business is in control of templated or live processes.

6.2 Increased Revenues

- New market expansion requires an enormous amount of not only marketing material, but also the subsequent regulated materials. The ability to expand the overall material creation capabilities of the Creative Services team enables the entire company to expand and meet the growing needs. WellCare is currently expanding at a pace of over 2% per year, with increasing needs for materials targeted to both members and providers.

6.3 Quality Improvements

- Improved quality by having explicit and in-process quality checks throughout the project lifecycle reduces the risk of late or inaccurate materials and related regulatory fines.
- The ability to develop true service level agreements based on reportable metrics.
- The extensive data collection and request evaluation at the early *Triage Tasks*, enables the *Strategist* to better evaluate a *Request* and prevent starting work on a material without a vetted need or budget as well as reduces rework by establishing expectations up front.

7. BEST PRACTICES, LEARNING POINTS AND PITFALLS

7.1 Best Practices and Learning Points

- ✓ The ACM configuration and setup involved only two consultants in the development and introduction phase of 6 months. What made it work was that they were embedded with the business team. A core team of 3 *Project Managers* were part of the configuration and design process throughout the entire project. This combined team allowed for an extremely fast and reactive configuration process.
- ✓ Having business personnel as integral part of the project development team also created in-house business experts on the system who are able to teach staff, to trouble-shoot live jobs and to create new workflows immediately. It improved self-reliance and sped up system introduction.
- ✓ The project was developed defining iterations by 'chunks' of functionality. The first iterations included initial setup of the software environment and the *Request* intake. The first iterations should be longer than latter iterations as the users begin to learn the software. E.g. the business team members had never created BPMN-style workflows before.
- ✓ With the flexibility of the iterative development process the traditional waterfall project management reporting and planning did not work well. Ideally, a capable project management office familiar with scrum processes should be integrated with the team to facilitate project management.
- ✓ Thorough testing at the completion of each project iteration to test all workflow components, paths, combinations, etc.
- ✓ Avoid custom extensions to the software. Using only configurable software settings for the project allows for low-impact software upgrades.

7.2 Pitfalls

- ✗ Despite all the capabilities of the *Creative Services Team*, some technical support is needed for the health of the IT environment. An in-house IT

support team had to be trained for on-going technical support and trou-
bleshooting.

× Bring the training team early into the development. With a powerful Adap-
tive Case Management system, training is not simply an introduction of a
new user interface. It presents a paradigm shift in business and process
management, requiring additional explanation and time for the users.

8. COMPETITIVE ADVANTAGES

The new system with flexible ad hoc goal decisions, enhanced quality assurance
measures and added approval cycles grant quality and compliance in a highly
regulated area of *WellCare's* core business. The digital platform is highly scalable
and can grow over time with the needs of an expanding business. New users can
be easily added and will be guided by the system based on the implicit knowledge
sharing capabilities of the platform. In a later phase the business intelligence
component User-Trained Agent will be applied to help users learning from other
users successful decisions.

9. TECHNOLOGY

The *Creative Services Team* uses an Adaptive Case Management framework built
on a flexible and scalable repository platform. The ACM framework supports the
full range of ad-hoc user actions with goals and tasks as well as BPMN process
fragments to optimize the automation of the system which can be combined with
automatic service tasks. Different external systems can be integrated with the
ACM framework provided platform using adapters and type managers.

10. THE TECHNOLOGY AND SERVICE PROVIDERS

The implementation of the ECMS is based on the ACM framework of the Papyrus
WebRepository platform. It was solely done by ISIS Papyrus America, Inc. and its
consultancy services handling the customization of the standard platform solu-
tion. ISIS Papyrus offers a consolidated, end-to-end solution for inbound and
outbound business communication and process management, based on standard
software components and solution frameworks:

• Papyrus WebRepository
• Papyrus ACM Solution
• Papyrus Business Correspondence Solution
• Papyrus Postprocessing/PrintPool
• Papyrus Server

ISIS Papyrus – Communication and Process Platform: https://www.isis-
papyrus.com/