

Experience Paper

FINANCIAL AND HEALTHCARE Insurance Experience

For almost 30 years, TeleTech has successfully supported the insurance products of some of the most recognized financial and healthcare companies in the world.

During this time, we have delivered a broad range of BPO services for programs supporting the health, auto, life, and homeowner insurance support needs of our clients and their customers. These insurance programs have encompassed both licensed and non-licensed work for multichannel, inbound, and outbound services.

This service and support has included:

- Providing live and automated customer support for all manner of customer inquiries from claims questions and billing issues, to eligibility questions and welcome calls, etc.
- Marketing and sales of insurance for both U.S. and global customers
- Back-office fulfillment and policy services
- Web-based customer support (i.e. generating and following up on Web leads via web chat)
- Dynamic messaging (i.e. Using outbound IVR unit or e-mail to reach out to the customer regarding their insurance application status)

The chart below highlights the insurance programs that TeleTech has delivered over our company history. It is followed by a profile of two insurance support programs.

Program Description	Approx. Program Size	Location
<ul style="list-style-type: none"> • Auto and homeowners' insurance: outbound and inbound sales • Inbound phone support for 60% of company's volume • Outbound support for retention efforts • Back-office including accounting services, complex policy and billing inquiries, fulfillment of requests for documents • Up-sell/cross-sell programs targeting Hispanic customers 	400 FTEs	United States

Program Description	Approx. Program Size	Location
<ul style="list-style-type: none"> Inbound and outbound phone support for Medicare Part D, Eligibility and Benefits Implement training and communications strategies to educate on ongoing healthcare changes 	1,200 FTEs	United States and the Philippines
<ul style="list-style-type: none"> Inbound contacts from healthcare providers for eligibility /benefits and claims inquiries 	240 FTEs	The Philippines
<ul style="list-style-type: none"> Inbound program operating 24 X 7 to support emergency calls from policyholders regarding a range of financial or non-financial home or auto issues 	10 FTEs	New Zealand
<ul style="list-style-type: none"> Outbound telesales for the company's three types of insurance products for targeted customers Welcome calls to new insurance policy holders 	50 FTEs	Hong Kong
<ul style="list-style-type: none"> Outbound sales of insurance products covering medical conditions 	250 FTEs	South Korea
<ul style="list-style-type: none"> Outbound casualty insurance sales to credit card company's customers 	120	South Korea
<ul style="list-style-type: none"> Outbound sales of insurance products. Emphasis on retention and fulfillment 	50	Hong Kong
<ul style="list-style-type: none"> Outbound sales of cancer products campaign 	50	South Korea
<ul style="list-style-type: none"> Inbound customer services to the customers of group life assurance division and its affiliates Inquiries related to coverage verification, benefits information, claims status, disability claim initiation, premium payments, medical underwriting, supply ID cards, and general administrative matters 	20	United States

Major Insurance Provider

Program Background

For over four years, TeleTech partnered with this client to deliver both licensed and non-licensed support for Automotive and Homeowner insurance products. During that time, TeleTech demonstrated our:

- High level of performance
- Ability to positively impact the client's economics
- Flexibility in assuming changing volumes and types of work
- Readiness to recommend and execute process improvements
- Ability to partner with the client in various initiatives regarding technology and process changes for their customers

Program History

TeleTech launched this project and began to build a dedicated service delivery center. Two months later, the service delivery center handled its first call. In the beginning, the center was dedicated to handling licensed work and representatives were grouped according to geographical areas. However through time, the service delivery center serviced both licensed and non-licensed work, had virtually no operational management turnover, grew to an FTE count of 402, assumed approximately 20 percent additional call volume, and participated in numerous client initiatives.

Program Accomplishments

Through our experience and use of best practices, we achieved the following:

- Improved the post call work process: \$20 million/year savings due to an improved after call work process which reduced overall AHT.
- Increased economies of scale: Recommended reducing the number of skills required by each specialist. Under this recommendation, the client implemented more of a Universal Specialist process in which licensed specialists were grouped according to state. The client was able to benefit from a reduction in the quantity of required specialist skills (212 skills were reduced to 24) as well as increased workforce management. This recommendation saved the client over \$22 million per year and resulted in a head count reduction of over 760 FTEs across all three centers.
- Improved the licensing process: Due to industry experience, TeleTech was able to recommend ways to save money on state level Department of Insurance licensing appointment fees. This represented a savings of \$2,010 per license or \$1.3 million/year. TeleTech also recommended an improved method to manage documents throughout the licensing process which greatly expedited licensing time and resulted in further cost savings. The client adopted this program internally.
- Reduced translation costs by \$1 million/year.
- Focused on growing the client's existing customer base by cross-selling existing customers: For instance, using the multi-line discount as leverage, the site was able to cross-sell 152 policies during a sample quarter, which comprised 17 percent of its overall written policies for that quarter.
- Provided outstanding delivery: The service delivery center had performed extremely well in comparison to internal sites. As previously illustrated, the center excelled in CCC Registrations. Likewise, in the client's Product Quality Audit, the center outperformed the other two centers.
- Improved policy rejection figures: The center was the first site to exceed and sustain the client's goal of 3 percent or less policy rejection.
- Utilized internal resources: A devoted service delivery center technology team was leveraged to reduce the number of calls to the client's Help Desk. In the process, this team was able to close approximately 90 percent of all open tickets without having to escalate the issue to the client.

Partnership Contributions

Throughout the relationship TeleTech proved itself as a reliable and engaging partner. Particularly in areas such as our:

Flexibility in assuming greater volumes and types of work

- Catastrophe response: TeleTech is extremely responsive and nimble during catastrophes or days with particularly high volumes. The dedicated service delivery center continued to take on additional volumes virtually immediately and had never declined an opportunity. The center assisted the client during the following occasions:
- Snowstorms: On numerous occasions, the center had assumed the call volume from the internal client centers with little notice due to snowstorms which shut the client centers down.
- Hurricanes: The TeleTech center supported the client during multiple hurricanes by providing in excess of 5,000 hours of service. In addition, our center trained all of its representatives on First Notice of Loss on very short notice. Thus, more than 400 FTEs were trained in this area which makes representatives more valuable as Universal Specialists possess an expanded skill set.

Readiness to recommend process improvements

During our relationship, TeleTech made the following process improvements:

- Launched the Service Partner Liaison (SPL) group, a back-office group which handled processing and concerns from the field. Prior to this time, the client handled this function internally.
- Implemented a billing queue so that current representatives awaiting their licenses could field billing and payment inquiries. This change enabled the specialists to become productive and allowed the center to effectively utilize the skills of these fully-trained representatives while avoiding down-time.
- Executed Vector Check Backup, VCB. This TeleTech-driven concept provided our center with the ability to answer state specific calls during ramp up when specialists may not have had all licenses necessary for a given regional set of skills. In the process, the center reduced the number of abandoned calls. This technology ensured that, by using VCB, the center increased workforce utilization, efficiencies, and improved customer service.
- Recommended splitting sales and service work. This change resulted in increased sales opportunities as skilled sales representatives could devote their time to selling.
- Recommended the collapse of the Tier 2 skill set which reduced the number of transfers while improving the customer's experience.
- Analyzed the IVR and determined that claims calls represented the highest quantity of transfers. After making this recommendation, the client changed the IVR to route claims default calls to the Claims Department rather than Tier I representatives.
- TeleTech's Quality Department recommended and implemented consistency and quality best practices in which reviewers were reviewed. This suggestion was also implemented internally by the client.
- Implemented a program for lead generation after suggesting various process improvements in this area.
- Implemented a policy review checkpoint process. Due to this proactive procedure, the client implemented this process in its internal centers in an effort to reduce policy rejections.

Ability to grow and assume more volume as well as types of work

In addition to recommending and implementing many process improvements, our center demonstrated its ability to assist with numerous initiatives. TeleTech had participated in the following pilots:

- Bi-lingual Motor Club sales
- Cancellation Audit
- Web Pilot
- eCRM - During this pilot, our center recorded 3,704 sales which was 991 more than pilot competitors
- Inbound/Outbound Sales
- Outbound Pilot
- EZ Pay IVR pilot
- Claims Transfer Pilot
- Agency Relationship Project
- Co-Browsing pilot
- Six Sigma project to increase customer self-sufficiency and reduce manually assisted calls
- VIN Marketing Program

In conclusion, TeleTech's ability to understand the needs of a major insurance provider led to accomplishments of their business goals, in addition to implementing numerous cost saving measures/solutions.

Healthcare Insurance Provider

The breadth of BPO services TeleTech provides for this client and other healthcare providers span the full healthcare customer life cycle. This includes: provider and member support, on-boarding, member loyalty/retention programs, Medicare Part D support (recruitment, enrollment, E&B support, and mail order pharmacy support), claims inquiries, and member card support.

We have almost ten years of experience handling support for both providers and members. During this time, we have learned that quality, accuracy, and data security are the paramount concerns for health plan providers when dealing with their providers and members.

TeleTech became one of the first U.S. outsourcers to manage customer care for a healthcare company offshore (in Manila, Philippines). In doing so, we lowered our client's costs by over 35 percent, reduced their AHT by 37 percent and improved customer satisfaction scores by more than three percentage points.

TeleTech services:

- Process provider E&B and claims inquiries
- Process pending claims, data input and updates in the Philippines
- Process ITS and NASCO functions encompassing out-of-state and out-of-network providers, national accounts and claims against outside host plans where our client is the claim administrator
- Process member and provider E&B support onshore

Program Overviews

Medicare Part D

For this program, TeleTech provided Inbound English and Spanish customer service support for Medicare Part D, Prescription Drug Plan (PDP) Medicare approved discount drug card programs.

Call types include:

- Features and benefits of these programs and educating callers on the structure, design, and function of these programs.
- Processing customer requests as they relate to these programs.
- System applications navigation to fulfill caller requests, update caller information, respond to billing and payment questions, and research caller status inquiries.
- Outbound calls to update customer records when needed to complete their applications for our card or PDP programs.
- Processing many non-phone functions which may include researching and completing card or PDP applications, completing several reports that facilitate member application completion, researching payment, billing and account balances questions, responding to e-mails, written correspondence, processing orders, or performing follow-up account maintenance when needed.

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Licensed Associate Work**Overview**

- Our licensed associates held a California resident Life & Health license and non-resident Life & Health license in the other 49 states.
- The only function that a licensed associate can perform that a non-licensed associate cannot is to offer advice, or steer a customer towards a certain product. A non-licensed associate can provide the facts and information on all products offered and enroll a customer if they are ready, but they cannot provide a recommendation a.

General breakdown on the call types that we handled for Med D work:**Sales**

- PDP Product Inquiries / Request for Info
- Enrollment Calls

Service

- Billing / Premium Inquiries / Account Status
- ID Card requests
- Co-Pay / Deductible / General Claims questions

For MAPD, a team performed inbound sales inquiries and enrollments along with service calls; they also were required to handle outbound calls (utilizing the client's dialer) on various marketing/sales campaigns.