

# Improving Service Delivery for the Province of British Columbia's Ministry of Health

## The Issue

British Columbia has Canada's third largest provincially-sponsored medical and drug benefits plans. Administering these plans, known as the Medical Services Plan (MSP) and PharmaCare, involves program enrolment, account management, claims processing and payment, and information and education for more than 4.5 million residents and more than 13,000 health care providers.

Before 2005, high call volumes (approximately 1.5 million annually) and the number of documents processed for MSP and PharmaCare (approximately 800,000 documents each year) had created service challenges for the Province's Ministry of Health. The challenges included busy signals on dedicated phone lines for the public and providers, as well as delays in document processing. The Ministry was also challenged to modernize the technology platform supporting MSP and PharmaCare. The provincial government, with its strong desire to provide superior service to citizens, recognized that outsourcing the administration of MSP and PharmaCare was the key to ensuring the best service possible.



## The Challenge

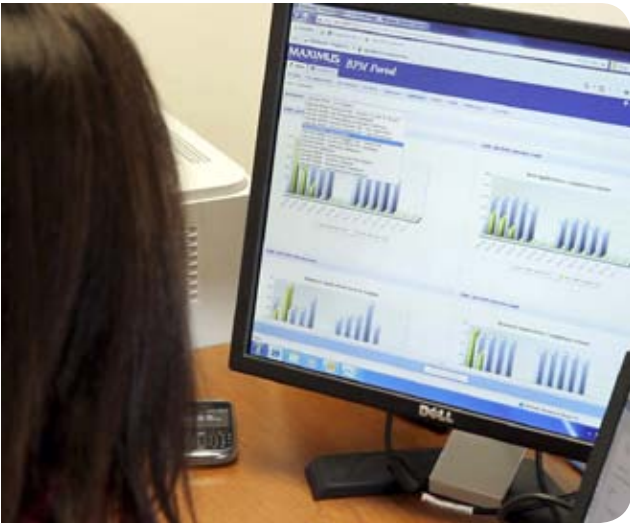
Through the Joint Solution Request for Proposal process, the Province selected MAXIMUS as the vendor to manage and administer the day-to-day operations, including the information system applications, for Health Insurance BC — the new program banner for MSP and PharmaCare.

Under a 10-year contract that commenced on April 1, 2005, MAXIMUS conducted a seamless transition of the programs from the Ministry of Health to Health Insurance BC, while immediately embarking on service improvements to enhance performance and accountability of MSP and PharmaCare, and to modernize and replace its systems for registration, billing and claims. This required a more performance-based approach with better enterprise wide metrics on volumes and productivity. MAXIMUS also needed to deploy management tools and a Quality Management system, plus dedicated communications resources to ensure quality and effectiveness of client communications.

## The Solution

MAXIMUS provided the private-public partnership the Province was looking for, delivering a comprehensive solution and improved service delivery. MAXIMUS tapped into its extensive expertise and experience in health services operational management and deployment of supporting technology to stand up the new organization on schedule. MAXIMUS delivered service improvements by consolidating and modernizing two previously outsourced call centres, and implementing a new document processing system that integrated document image capture, tracking and work queue planning functionality. Working to strict service levels, combined with a commitment to continuous process improvement, MAXIMUS focused on enhancing the customer experience through the public and provider contact centres, and document and claims processing.

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These Service Level Requirements (SLRs) include standards that require 80 percent of beneficiary documents to be processed within 10 business days and 99 percent within 20 business days, and the average speed to answer a telephone call must be less than three minutes for general public inquiries and less than one minute for health care provider inquiries.

Since the transition, MAXIMUS continues to refine both the business processes and underlying technology that support MSP and PharmaCare with a goal of enhancing customer service through continuous business process improvements. Most recently Optical Character Recognition technology has been implemented

at Health Insurance BC to further improve document processing turnaround time for high volume forms. Successfully automating end-to-end processing ensures a higher level of privacy of personal information by removing the need for agents to manually enter data into systems. The result is a faster and more efficient processing service.

## The Outcome

Since MAXIMUS Canada began operating Health Insurance BC, British Columbians who rely on MSP and PharmaCare have received higher levels of service from these programs than ever before. Since November 2005, MAXIMUS has consistently met or exceeded all 27 stringent SLRs covering contact centre, documents processing and technology services.

As MAXIMUS completes projects and initiatives now underway that will further improve service delivery, the Province of British Columbia can look forward to completely modernized MSP and PharmaCare services that will meet the growing and changing needs of British Columbia's citizens for years to come.

To learn how MAXIMUS can improve your program efficiencies and improve service delivery to the public, contact us at: [canada@maximus.com](mailto:canada@maximus.com) or 250.405.3706.



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