

# VWA Capgemini Improves B2C (Bill to Cash) Cycle

**VWA Capgemini Solutions for the Pharmaceutical Industry has helped clients improve recoveries through the use of technology and processes reengineering.**



**People matter, results count.**

# The Situation

The Bill to Cash (B2C) Cycle for most providers can be challenging and costly to manage. With extremely complex practices from insurance companies, providers wrestle with obtaining timely payment, while managing high volumes of denied claims and a patient demographic that struggles with simply understanding their responsibilities as it pertains to payment of non-covered or non-paid claims. The typical response is to address the workload by adding additional resources, but by merely applying a band-aid to the problem, providers are in essence doubling their costs, as more resources may not increase recoveries which are already suffering.

By employing strategies that address both front and back end issues such as the ones described above, barriers to payment can be minimized and recoveries can be improved.

The VWA Capgemini Solution addresses both sides of the B2C Cycle with the use of technology, supported by best in class services to deliver efficient and effective results.

# The Solution

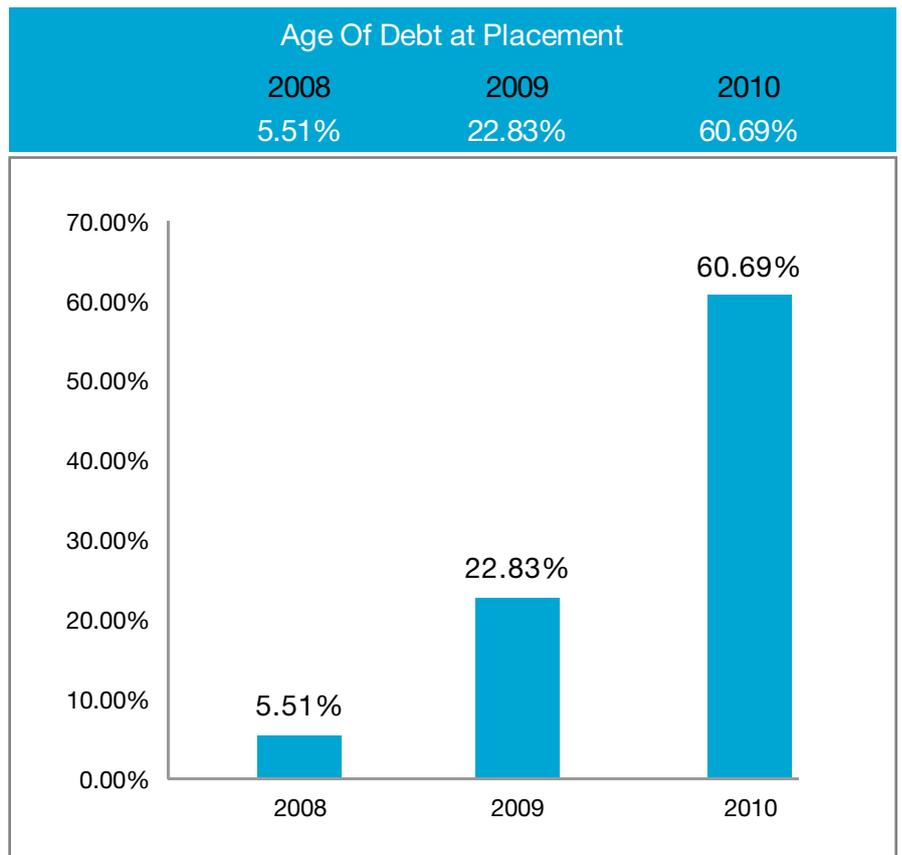
Understanding the nature of the problems facing pharmacies, VWA Capgemini has a three stage process for improving the Bill to Cash (B2C) process, proven successful over multiple client engagements.

**Stage 1 - Revenue Leakage:** The immediate concern for our clients' was stopping revenue leakage due to unpaid, unbilled or denied claims. With the timely filing windows different for every provider, VWA Capgemini employs the use of our secure technology, Webcollect, to load the insurance contracts between the provider and the insurance companies. Using the contractual relationship as the primary method for the strategic approach, VWA Capgemini was able to filter through the receivable, focusing on those carriers that 1- owed the most to the provider and 2- had the most claims approaching the filing window. With the receivable prioritized into the most critical risk of exposure, VWA Capgemini focused its attention on the second major problem; managing denials.

Denials, in themselves, are simply a pain point of dealing with insurance companies. Having a solution in place to address denials as they occur is critical. Understanding how an insurance company denies claims is even more important. By using Webcollect, VWA Capgemini is able to concatenate denial codes and form a strategic approach to managing that particular part of the receivable. Sorting claims by denial code allows the VWA Capgemini specialist to focus on quickly resolving batches of claims.

For one client engagement, both the contract and denial process were major factors in the lack of recovery within the receivable. Using VWA Capgemini's approach, we were able to drive recoveries on claims that were all but written off as uncollectible. Even on two and three year old claims, VWA Capgemini was able to negotiate, appeal and prove that certain denials were erroneous.

Figure 1



VWA Capgemini's approach has a proven track record of driving recoveries to the bottom line. While addressing **Revenue Leakage**, VWA Capgemini analyzes our findings to assist providers with Stage 2 of the recovery process; patient enrollment.

**Stage 2 - Process Reengineering:** Front end processes have just as much impact on the receivable as the procedural payment practices of the insurance industry. Understanding how the front end process impacts the receivable can greatly impact the bottom line with regard to collecting on receivables.

New patient enrollment, the very starting point of the receivables process, is the most critical aspect of the recovery process. Simply obtaining the most current

insurance card from the patient can mean the very difference between a denial and a timely payment. But deeper than that, understanding **what** medications are covered under a patient's plan or **if** monthly maximum benefits apply for specific medication is even more important. In our engagements, VWA Capgemini provides Eligibility and Verification services, whereby we electronically verify the allotments, maximum benefits and coverage for each patient. This process helps reduce **Revenue Leakage** and denials from insurance companies. It also helps ensure that patients' coverage hasn't expired, resulting in non-payment from insurance companies. While improved eligibility processes helps reduce denial rates, VWA Capgemini uses data from Stage 1 to address the second problem.

In Stage 1, VWA identifies the contractual arrangement between the providers and the how insurance companies intend to pay the provider, but more importantly, using Webcollect, we uncover the root cause of why denials occurred in the first place. By cataloguing reasons for denial, VWA Capgemini develops upstream business intelligence and works with our clients to improve the Dispense to Bill process.

With a wealth of information available from an insurance denial, providers can drive change within their business to correct claims before they ever leave the facility. By analyzing the denials from insurance VWA Capgemini identifies trends in incorrect coding, lack of supporting documentation, and other reasons causing non-payment. Strategies are developed in conjunction with clients to address these issues, which may be as simple as some additional training for front end process management and controls.

The analysis of denial data and improved management controls addresses insurance related barriers to payment, the final stage of the VWA Capgemini process addresses the more challenging issue; patient interaction.

**Stage 3 - Patient Approach:** Patients are the XFactor in the B2C cycle. In many cases, patients simply do not understand their insurance coverage and what becomes their responsibility once the insurance company remits payment.

Using our technology, Webcollect, VWA Capgemini prompts our agents with specific data, obtained during the Eligibility process that clearly shows the patients coverage, allotments and maximum benefits. This is an important component of speaking with patients. Their lack of understanding is treated carefully. Agents are provided training and coaching in sensitivity and communication so that they can convey the specifics, while taking a nurtured approach to collection tactics. While the B2C cycle can be challenging, with unyielding practices by insurance companies and a patient demographic that poses specific behavioral barriers, VWA Capgemini's solution delivers benefits to the entire cycle, addressing revenue leakage, process reengineering and patient approach that results in improvement in recoveries and bottom line results.



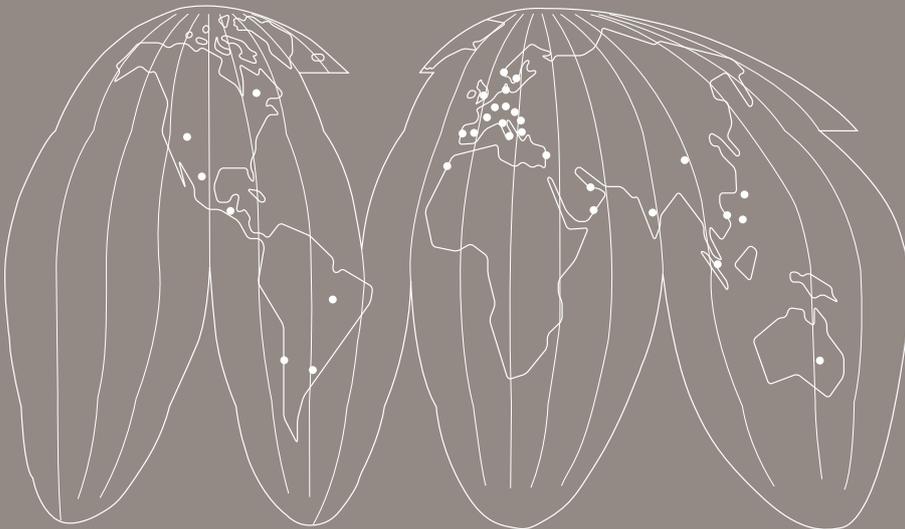
## About Capgemini

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With 120,000 people in 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2011 global revenues of EUR 9.7 billion.

Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want.

A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.



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