



Talent Manager Resource Assessment (TMRA)

Identifying the competency level of the Health Plan Analyst

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EXECUTIVE SUMMARY

In today's competitive Health Plan Market, it is vital to ensure that the resources supporting the core administrative system possess the knowledge and competencies essential to meet the demands of your customers. Whether you are a Health Plan, System Vendor, Consulting Firm or Resource Placement company, having the ability to evaluate, measure and compare staff, contractors and consultants against the key skills and technologies that are mission critical to serving your customers is indispensable.

A self-service resource evaluation solution, that includes over 12 years of real-world industry assessment content, for evaluating new and existing

Proper identification of qualified resources is proven to increase quality, improve SLA compliance and save money.

resources, will allow your management team to not only identify the best resources, but also more effectively align work with the appropriate qualified resource. This insight translates into less re-work, increased customer satisfaction, reduced costs and more time to focus on organizational goals and client needs.

A **Talent Manager Resource Assessment (TMRA)** solution that provides a self-service platform along with real-world content is **crucial** for the selection of resources and the assignment of the right resources to support the configuration needs of your customers.

IVSTech has designed the **TMRA** solution specifically for the Health Plan market to focus on:

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- *Identifying, evaluating and assessing new candidates*
 - *Measuring the competency of existing staff, and identifying opportunities for development*
 - *Increasing the value to your customers by providing competent resources*
 - *Improving your organization's reputation by placing the right resources in the right role*
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IVSTech developed this web-based/self-service solution to provide these benefits and value. Our assessment solution contains over 12 years of health plan configuration content and automates the ability to assess, evaluate and select resources that are right to support day to day operations, yearly updates and new initiatives. **IVSTech** can deliver a long-term solution to address your demand for competent resources.



INTRODUCTION

Are you sure that the resources you hire or assign to projects are current and operationally knowledgeable on your core administrative system? Odds are that many of the resources, whether an employee or contractor, that you depend on to manage and maintain your systems do not possess some of the keys skills you require.

The management and operation of the Health Plan's core administrative system, such as Cognizant's Facets™ Extended Enterprise, utilized by many of today's Health Plans and Third-Party Administrators (TPA), requires a stable and knowledgeable roster of Business System Analysts (BSA) at the helm. These resources must be knowledgeable in Health Plan / TPA operations and possess the competency necessary to configure clinical aspects of claims processing, administration of benefits, reimbursement of providers, application of care management, management of membership and enrollment, compliance, reporting, HIPAA EDI transaction sets and SQL/data analysis. In addition to this formidable set of topics, they also require a sound understanding on how these functional areas of the system and business interact.

Do can you currently assess candidates against the complex mix of operational, industry and system knowledge sets needed to support your systems?

It is vital to the success of your organization to have your core administrative system properly configured and supported.

From a candidate or staff assessment perspective, this complex mix of operational, industry and system knowledge is difficult to measure, manage and cultivate. Many organizations utilize word of mouth, resumes and interviews to select the resources to hire or contract. These methods in practice, without a way of measuring the competency level of the resource explicit to a specific set of knowledge or system, tend to present a misleading picture of the candidates' competencies and can lead to an ineffective placement of resources. It is difficult to compare candidates if all measurements are subjective. These practices lead to unnecessary re-work, inconsistent configuration and can directly negatively impact both customer satisfaction and the bottom line.

To effectively confront this problem faced by your organization, we will help to transform your resource assessment process by providing a customizable, content based repeatable solution, that leverages our experience supporting health plan systems, people and processes over the past 12 years.



OVERVIEW

Today's market demands that Health Plans can quickly identify the best resources when staffing both permanent and contract positions. Competent resources that can demonstrate the desired skills and knowledge, outside of a well written resume, or phone screen are difficult to identify with confidence. Selecting a solutions partner that, not only understands the Health Care market and its challenges, but also recognizes the crucial operational resources competencies needed for success should be a priority for your organization. The **IVSTech TRMA** solution provides the system to evaluate and identify competent resources your business and customers need. Out of the box the **TRMA** delivers pre-loaded assessments for Cognizant's Facets™ Extended Enterprise, ready to use. In addition, the **TRMA** is scalable and has an architecture to support other technology and skill assessment needs.

Within this article we will examine how a systems approach to candidate and resource evaluations can be applied to the Business System Analyst (BSA) role. By delivering a quantifiable measurement of knowledge, and in return a greater **transparency** to system and operational proficiency through a standardized evaluation process, the **TRMA** can ensure staffing decisions for existing and potential new resources are made with more confidence and precision.

To study this common obstacle facing most Health Plans, System Vendors, Consulting Firms and Resource Placement companies involved with staffing for core Health Plan Administrative systems, we will cover the following topics:

- Examining the Problem
- Discuss the benefits of addressing the problem
- Present the IVSTech solution to the problem
- Provide a conclusion



THE PROBLEM

During the process of identifying resources to support your implementation or provide on-going maintenance of the core processing system, such as, Cognizant's Facets™ Extended Enterprise, resources are typically selected based on a resumes and phone interviews. Even with some pointed questions, this approach can barely scrape the surface of the resources' capability to support their role in health plan. Identifying capable resources, by utilizing a content based resource assessment system, maximizes the success of the Health Plan or TPA to select the best resources.

Following the implementation of many solutions, the reality of day-to-day operations lead to challenges identifying qualified new resources, and cultivating existing BSA with the knowledge to properly support and grow the business.

Without a quantitative method to assess and screen resources, much is left to chance? How many times have new resources been added to the team, either as full-time or contract; and it is later determined they did not really have the experience and skills needed? These are real risks that all organizations face when staffing roles that involve both complex business requirements and complex industry specific systems.

Identifying the right resource for the job is just as, if not more important, than the job itself.... Configuration done, is not so easily, undone...

Over the past twelve years **IVSTech** has worked with a variety of Health Plans and TPAs across the United States. While interacting with our clients, we have observed some common trends related to BSA resource staffing practices. Within the Facets™ client base specifically, we observed the practices used to identify and assess resources to be a **hit or miss** process rather than a pre-defined system that included specific content and measurement for the specific role to be filled.

Also, as a company that also provides some of the best Facets™ BSA's available, we also found ourselves in need of a better, more tangible way to ensure our analysts and potential analysts knew their stuff. This experience and our own operational needs led us to create the **TMRA**.

THE SOLUTION

The **TMRA** solution was created by **IVSTech** to measure a resource's knowledge level within predefined areas, and to help identify aptitude to assist in cultivating existing BSA's to better support your business. The model is designed to evaluate and quantify the knowledge and aptitude of new and existing resources based on the selected modules for a specific role. The self-service systems approach to identifying qualified resources will provide your team with the ability to determine the right resources necessary to support your health plan. The solution can be used independently as part of the candidate screening process, as part of a continual education program, or as part of the **IVSTech Resource Development Program (RDP)** for existing staff.

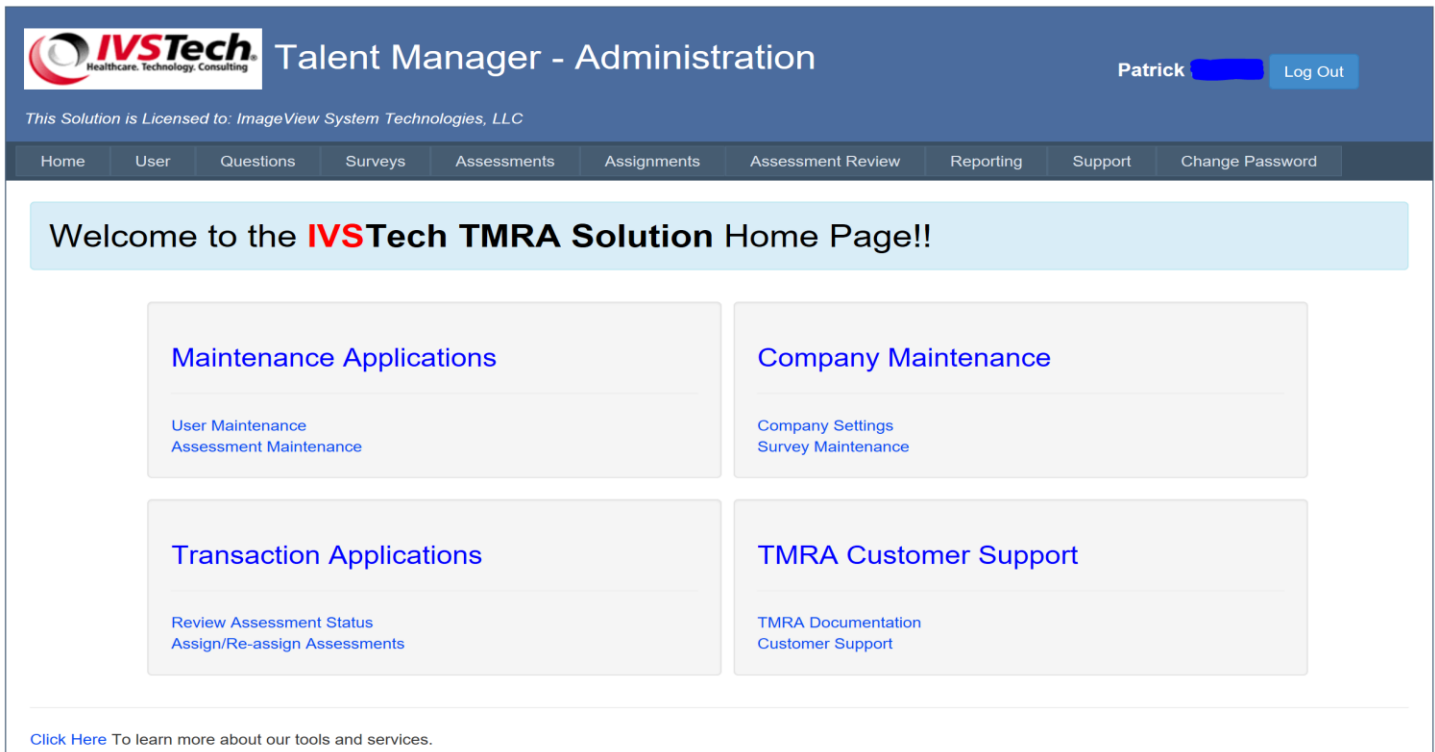


The value of this system is demonstrated by providing Health Plans the ability to identify, evaluate, train, improve and retain qualified resources. Using the **TMRA**, each resource is given one to many module based assessments to evaluate their competency level, and assist in identifying qualified candidates, or the skills and knowledge that require development. Although the system includes over 16 Facets Assessments, including Application Support, Accounting, Subscriber/Family, Provider, Pricing, Medical Plan, NetworXPricer and more, right out of the box, these assessments are customizable and licensed users can add new assessments to meet the specific needs and solution design of you organization.

Our structured approach to resource assessments for each system module follows a common path to ensure that the content provided to participants is pertinent to the role, and the evaluation is in-line with the content provided in a repeatable yet customizable way. We begin with evaluating the assessment modules necessary to support your specific role needs. To begin this process, we perform the following steps:

- 1) Identify the resource candidates that have the potential or who already fill identified roles.
- 2) Upon identifying the resources, gather all information regarding the resource to register them in the **TMRA** System.
- 3) Based on the modules and resources identified, assign the modules to the appropriate resources.

- 4) The resources receive an email identifying the specific module(s) that have been assigned.
- 5) Following the supplied link, the resource signs in to the **TMRA** solution and is presented with a dashboard that displays the assigned module assessments.
- 6) The resource then executes the assessment and, upon completion, will be directed to the dashboard with additional assessments or a message that there are no more assessments assigned.
- 7) The **TMRA** sends an email to the health plan administrator that the resource has completed the module(s). The email includes the resource name, module and assessment score achieved.
- 8) The health plan **TMRA** Administrator can then run reports from the administration portal to determine whether a resource meets or does not meet the requirements necessary to continue forward with the interviewing process.



The screenshot shows the IVSTech Talent Manager - Administration dashboard. At the top left is the IVSTech logo. The main header reads "Talent Manager - Administration" and includes a user profile for "Patrick" with a "Log Out" button. Below the header is a navigation menu with links: Home, User, Questions, Surveys, Assessments, Assignments, Assessment Review, Reporting, Support, and Change Password. The main content area features a welcome message: "Welcome to the IVSTech TMRA Solution Home Page!!". Below this are four main sections: "Maintenance Applications" (with sub-links for User Maintenance and Assessment Maintenance), "Company Maintenance" (with sub-links for Company Settings and Survey Maintenance), "Transaction Applications" (with sub-links for Review Assessment Status and Assign/Re-assign Assessments), and "TMRA Customer Support" (with sub-links for TMRA Documentation and Customer Support). At the bottom left, there is a link: "Click Here To learn more about our tools and services."

IVSTech believes that with this **real-world** content based assessment approach, along with its process to identify and evaluate capable resources, will provide your organization with the processes, tools, and strategies necessary to support your business and customers.

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A TPAs EXPERIENCE WITH OUR SOLUTION

The experience of a large national TPA will help illustrate the powerful nature of our **TMRA** and how it was utilized to support our **Resource Development Program (RDP)**.

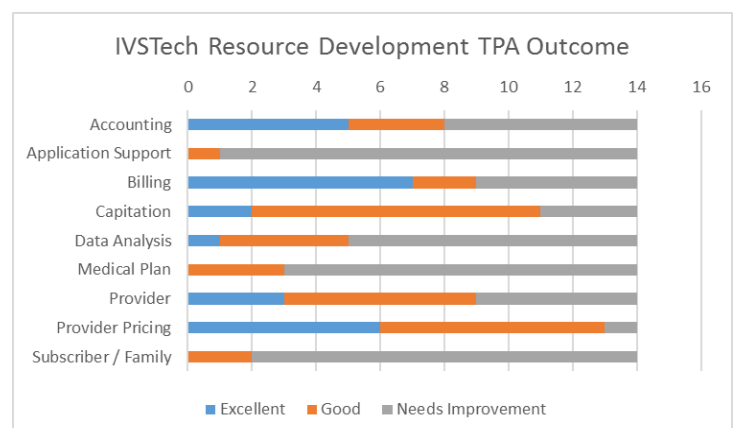
The TPA has a large BSA team to support both project and day to day operations around the Facets™ system. Like many Facets™ centric BSA operations, the team was comprised of highly experienced resources who have been supporting the system for years, and newer resources at the beginning of their career as a BSA.

Management found it difficult to balance the work load across this pool of resources, as some resources were only experienced in specific modules, and there was no standardized measurement for module competency. **IVSTech**, working with the management team, deployed our Resource Development Program utilizing our **TMRA** solution. The program included the following:

- Pre-Assessment – The pre-assessment helped determine participation in the RDP and to refine curriculum scope.
- Resource Development – Facilitated BSA focused sessions on identified modules. Sessions included both lecture and hands-on lab activities based on real work activities BSA encounter as part of their role.
- Module Assessments – Module specific evaluations to test the proficiency of resources following instruction.
- Post Assessment – Full end to end evaluation of participants against program defined scope and objectives.

The chart on the right represents one of the key **TMRA** deliverables provided following the Post Assessment.

We were able to identify at a resource, role and module level where there was opportunity to improve the team, and as a result, better support internal and external constituents. Each Health Plan and/or TPA is unique in their own way, and have resources of different experience and competency levels accordingly. By evaluating



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resources with the **TMRA** solution, **IVSTech** could focus on the resource development needs of this TPA based on what they needed to meet their goals and objectives.

This roadmap now provides the TPA with an understanding of the competency levels of their resources, including the areas of the system where they are strong as well as the areas that need improvement.

Key Findings

OUTCOMES OF OUR TPA THAT COMPLETED THE **IVSTech** RESOURCE DEVELOPMENT PROGRAM WITH **TMRA** INTEGRATION:

- THERE IS NOW A VERY STRONG UNDERSTANDING OF PROVIDER MODULES, INCLUDING PROVIDER, PROVIDER PRICING AND CAPITATION.
- OUR TPA IS ALSO STRONG IN OTHER AREAS, SUCH AS, ACCOUNTING AND BILLING
- WE CAN SEE CLEARLY THAT THE AREAS OF LOW COMPETENCY LEVELS, WHERE WE KNOW THERE IS A NEED FOR IMPROVEMENT, INCLUDES APPLICATION SUPPORT, DATA ANALYSIS, MEDICAL PLAN/BENEFITS AND SUBSCRIBER/FAMILY MODULES



CONCLUSION

In summary, Health Plans and TPAs are successful when there is an alignment between resource competencies and allotted tasks. Capable resources that understand how to configure the system right the first time, is proven to improve customer satisfaction, increase efficiency, reduce costs and allow management to focus more on what needs to be accomplished rather than the how to accomplish the task. Resource capabilities and knowledge are not static, but rather an ever-evolving competency improvement process.

Having the **TMRA** solution in place as compared to basing resource decisions solely on resumes' and interviews, not only ensures the strength of the workforce, but provides a platform for continuous improvement throughout the organization. Systems approach, standardized processes, role based real-world content and quantitative measurement can provide a pathway for your success.

What kind of resource evaluation and recruitment systems do you have in place at your Health Plan? How might it benefit your Health Plan or TPA to have a structured, proven resource assessment system in place for your workforce? The **IVSTech TMRA** can provide this for you and much, much more.



FOR MORE INFORMATION

If your organization is interested in additional information on our Talent Manager Resource Assessment system, or any of our broad range of professional services and tools that are specifically focused on serving Health Plans, please contact us at info@ivstech.com or visit our website at <http://ivstech.com>.

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