



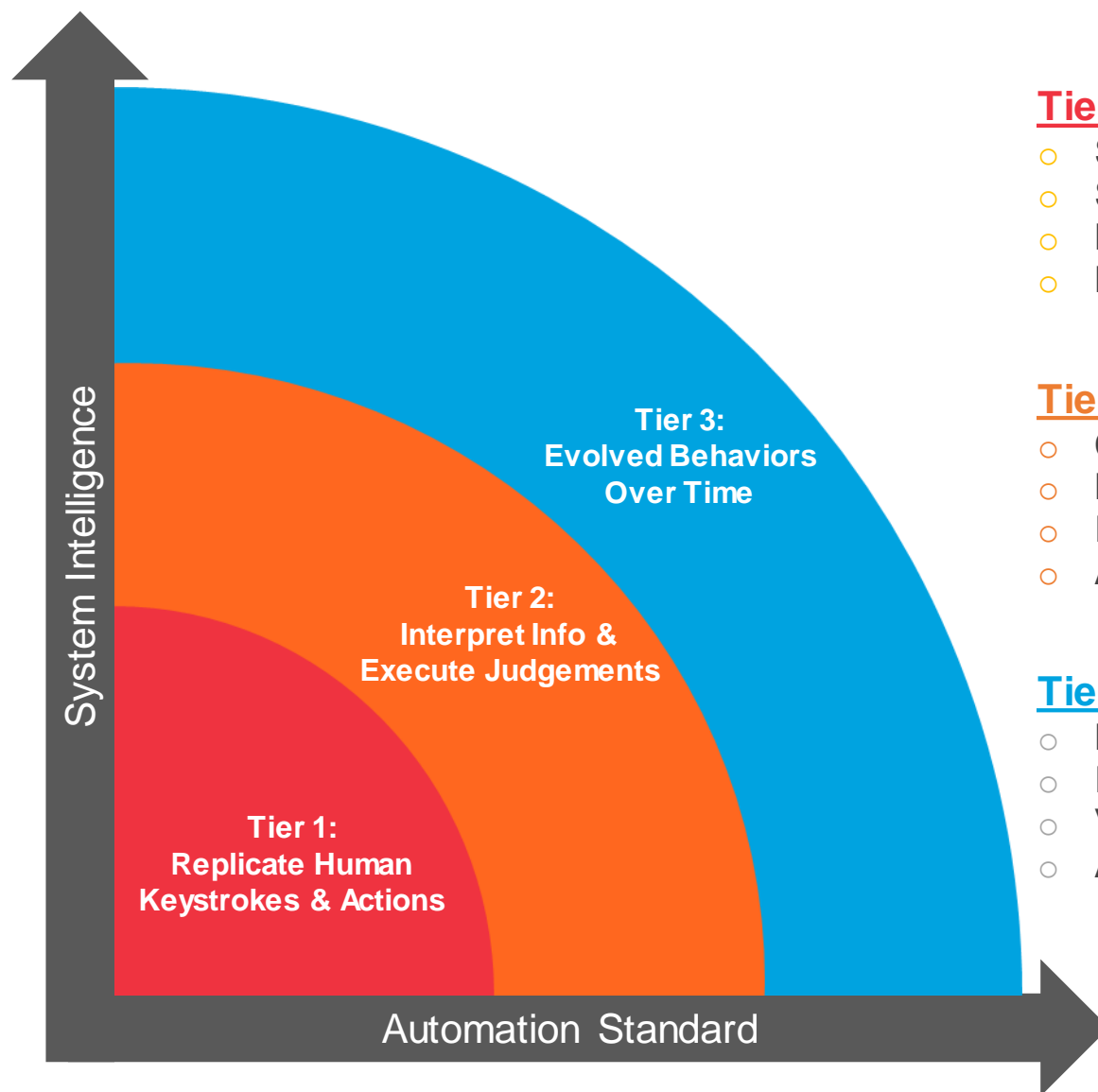
Our Robotic Process Automation Journey

Sharon Gipson, CPA
VP, Enterprise Audit
Blue Cross Blue Shield of Michigan

Provide an overview of our RPA journey

- RPA overview
- Current and planned automations
- Implementation approach
- Lessons Learned

Division is focused on an intelligent automation journey



Tier 1 – Initial Application

- Simple Robotic Process Automation
- Simple Workflow & Apps
- Basic Data Capture
- Basic Dashboard & Monitoring

Tier 2 – Functional Performance

- Complex Robotic Process Automation
- Business Process Management iBPMs
- Intelligent Data Capture & Extraction
- Advanced Analytics

Tier 3 – Differentiated Performance

- Natural Language Processing
- Intelligent IVR & Chatbots
- Voice-to-text Technology
- AI-driven Machine Learning Technology



Where we are in our journey

When is RPA relevant?

Use Cases

- Repeated Manual Tasks ✓
- High Volume Tasks ✓
- Rule-Based Limited Judgement ✓
- Low Exception Volume ✓
- Error Prone
- Searching, Updating, Reporting
- Matching, Comparing, Merging Data ✓
- Extracting Data from various sources ✓

- Authorization Submissions
- Claims Eligibility and Status Checking ✓
- Denials Management
- Charge Reconciliation
- Physician Credentialing
- Quality Assurance ✓
- Claims Processing
- Claims Image Searching ✓



Industry Benchmark Benefits

90% Pre-Auth Volume Capture

85-95% Claim Status Performed

Reduced Denial Backlog & Turnaround Time

90% Reconciliation at the Encounter Level

Captures Credential Lapses Prior to Service

Improved Compliance Rates and Quality

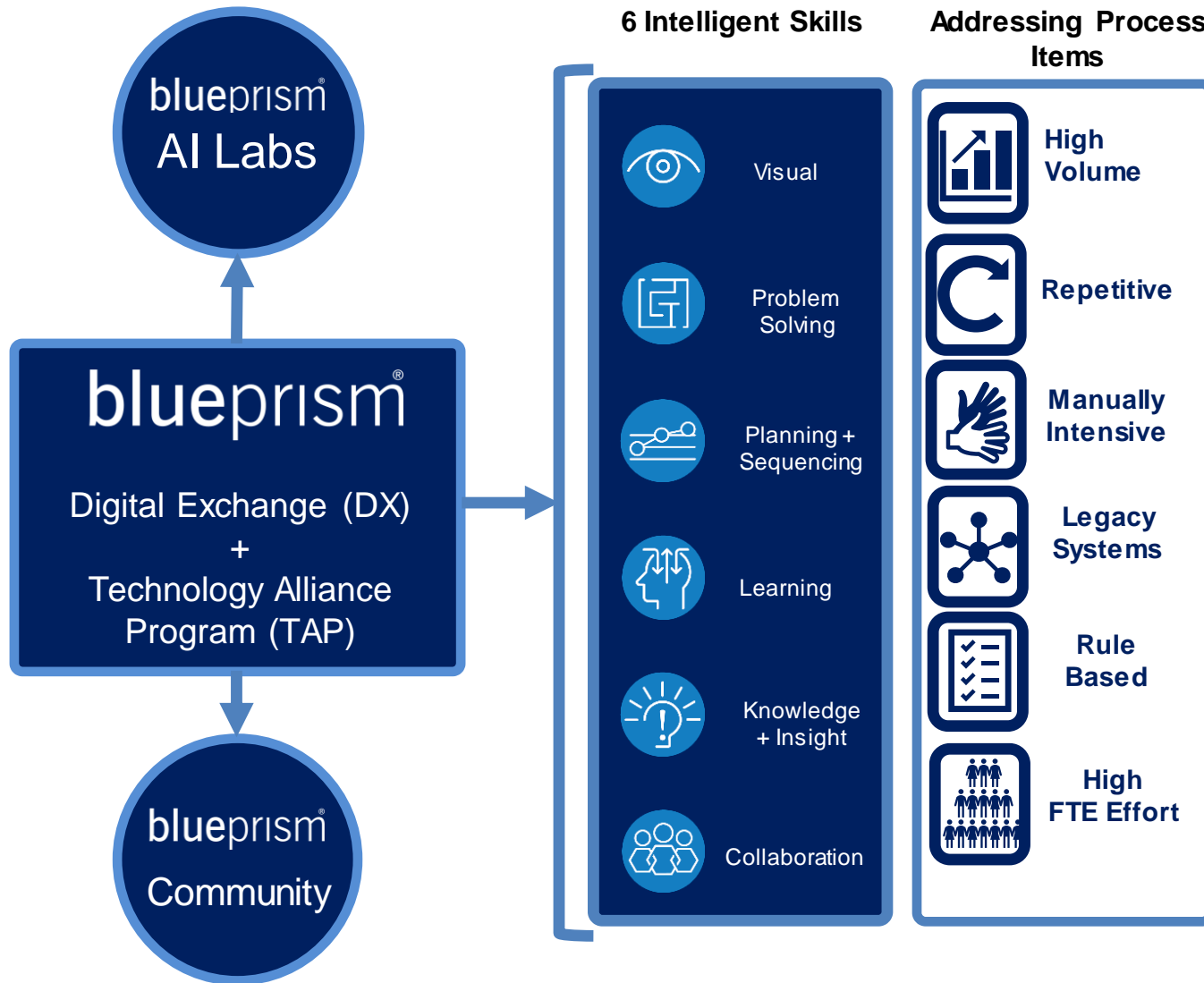
90% Reduction in Avg. Handling Times

75% Reduction in Claims Search Time

✓ Initial implementation hits RPA sweet spots.

✗ Targeted benchmark/ROI goals will be evaluated as part of the pilot process.

“Next is Now” is a driving force in the Division as we look to implement automation



Team is currently focused on automation to support Member Touch Point Measures and Audit Coordination

Current automation efforts

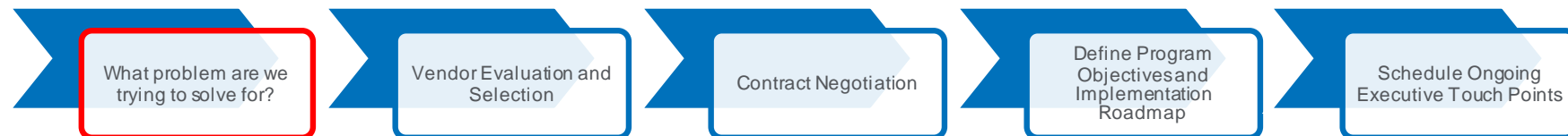
- Development of case file documentation for MTM and audit coordination
 - Completed and approved process design documents
 - Conduct user acceptance testing

Planned future automation

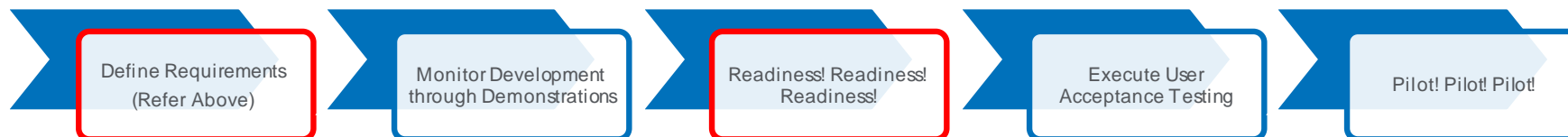
- Corporate Quality and Customer Audit Services
 - Expand case file documentation for all other internal claims processing systems and other Blue Cross Blue Shield Association mandated audits
 - Begin development of manual attestation processes for SOC and Federal Employee Program
 - Retrieval of source documents
 - Implementation of manual reporting activities for Association mandated programs
- Other Areas
 - Evaluation of SOC control testing automation
 - Data migration between various audit systems
 - Internal controls owned by Office of the General Auditor and Corporate Compliance
 - Special investigation case files

Maintain a sound approach focused on areas that are ready, willing and able

Vendor Identification and Selection



Implementations



Ongoing Support



Learn from the past or you're doomed to repeat it

People

- Require iterative training for refresher, use of videos for efficiency
- Mind set change from “that’s how we always did things”
- Manual processes completed by workforce members require change management support

Process

- Opportunity to standardize similar processes
- Robots can be powerful but strike a balance
- Pilots are important and plan for more testing than you think
- Redundancies reduced, increases efficiency and transparency
- Document a playbook for who you talked to throughout the process to help streamline future automation
- Have test data ready for all types of scenarios before automation begins
- Know your required system roles for your people and your robots

Technology

- Engage with your IT department frequently and often
- Understand and vet the required technical setup at the beginning of the implementation
- Tools typically require significant platform planning for internal user and external user access
- Number of servers needed and space requirements
- Number of machines needed (PCs, laptops or VDIs)

Vendor

- Maintain the partnership and grow through collaboration
- Remember the strategic nature of the program and stay connected even if you aren’t currently developing new robots
- Ensure third party vendors are willing to impart enough knowledge so that the system can be maintained and modified when they leave