The rapid shift in technological advancements has pushed enterprise leaders to reshape their business processes to enable the future of work. Enterprises are combining Automation, AI technologies, and Analytics to transform business functions and supercharge performance.

The second-largest healthcare organization in the U.S. has more than 130 million customers, with underwritten direct premium amounting to more than US$100 billion per year. To increase productivity, eliminate rework, improve customer experience, and reduce all of these processing costs, this organization embarked on a journey to partner, co-develop, and implement Hyper-Automation solutions … in less than 18 months.

This is their story …

The focus of Hyper-Automation solutions

This immense healthcare organization applied automation techniques to the back-end processes of their customer-facing operations and divided them into two key categories:

Transactions

Within the Transactions side of the business, the organization successfully implemented Hyper-Automation solutions for Claims, Appeals, and Grievances - primarily where well-defined processes involve multiple rules engines and structured data. The organization streamlined and automated claims processing using state-of-the-art automation technologies where software bots replace manual clicks, interpret data, and process claims based on rule-based decisions. It has led to enhanced productivity, accuracy, optimal quality, and the freeing up 1,000s of FTEs to focus on improving customer experience.
Voice

Within the Voice side of the business, implementing Hyper-Automation techniques and technologies focused on supporting the following teams:

- **Healthcare Agencies** - as a provider of medical care
- **Health Advocates** - as a single point of contact to help and guide customers
- **Contact Center**

These (human) teams needed a more advanced and creative solution to enhance their customers’ experience in the digital world.

One way in which Hyper-Automation helped these teams was by reducing the long process of (human) support teams navigating multiple channels to retrieve customer data and act upon it. The organization deployed a voice-enabled Virtual Assistant (VA) built on a back-end RASA* framework that communicates with health advocates. The VA collects and processes the data from multiple systems in real-time and delivers it into a Unified Screen, enabling health advisers to provide that data to their customers.

This has allowed the health advisers to serve their customers in a more timely manner and provided more opportunities to interact with, and assist them.

*RASA is an open-source machine learning framework to automate text-and voice-based conversations.*

**Approach to Hyper-Automation solutions**

The healthcare organization had high-level management support, a detailed vision, a well-organized plan, and the ability to track key success metrics to ensure long-term success, funding, and maximum gains from Hyper-Automation solutions.

“Journey” to scale up the Hyper-Automation practice
A Healthcare Giant’s Hyper-Automation Journey

Enterprise hyper-automation journey

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<td>Form a rules-based automation for intelligent automation technology</td>
<td>Identify the processes, functions, business arms where automation could make a meaningful impact</td>
<td>Analyze the internal and external capabilities to develop an implementation strategy</td>
<td>Enable high-level management support focused on a long-term roadmap</td>
<td>Identify the metrics to ensure long-term success and maximum gains</td>
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For the healthcare organization in this study, the successes they realized from integrating Hyper-Automation solutions started long before they took the tech plunge and even longer before they engaged vendors. The key steps in their success story were:

**An innovation roadmap**

The healthcare organization developed their requirements based on their experience, internal capabilities, problem statements, and use cases. Their collaborative approach allowed them to break down the problems into specific workstreams, with each providing a clearer understanding of the path/approach needed, and identifying the top ways to achieve their business goals.

**Combined initiative**

After a series of internal discussions, the healthcare organization engaged their IT and business teams to evaluate the internal capabilities available to achieve the plan and to select external resources to ensure success.

As part of this stage, an internal learning and development team analyzed their in-house capabilities to determine how much they could build with internal resources. They then created a long-term strategy, with a five-year roadmap, to build the automation solution (fully) in-house.

**Results of Hyper-Automation solutions**

The organization collaborated with UiPath, a provider of end-to-end automation platforms combining RPA and AI technologies.

It took them six months to scale up their automation operations, leveraging the vendor’s capabilities in addition to the in-house team.

To date, they have had more than 50 successful Hyper-Automation deployments.
Based on this experience, they estimate that around 80-85% of transactions processed are currently in Stage 2 (Advanced) or Stage 3 (Intelligent) of Hyper-Automation. Even a few areas where the organization has completed pilots and proof of concepts in Stage 4 (Cognitive).

The rapid adoption of Hyper-Automation has also resulted in quantifiable gains, including:

- Increasing operational productivity by **35%**
- Increasing internal operating income (IOI) by **10%**
- Savings of many 1,000s of hours of human effort (i.e., ability to leverage bots for roles previously fulfilled by humans)

The organization estimates that 80-85% of the staff replaced by bots were repurposed (retrained and redeployed), thereby moving humans up the value chain (versus simply cutting the workforce).

Rethinking “workforce” in the digital age

Movies and, in many aspects, popular opinion, would have us believe that software bots are better than humans and will wind up replacing humans as the workforce of the future.

Bots can work 24x7, so the theory goes that they should be at least 3 times more effective than humans working only 8x5 shifts. In reality, this ratio is probably more like 1.8:1 or perhaps 2:1 (based on the experiences of this healthcare organization).

Furthermore, the software struggles with unstructured data and human interactions, so humans are still crucial to optimizing the customer experience.

I may deliver half a billion dollars in savings, but if I have done nothing to improve the customer experience, then those half a billion dollars mean nothing to the organization.

Head of Automation, Healthcare Group

The best path forward is likely a marriage of ‘Bob & Bot’ (human and automation)

Within this marriage, Hyper-Automation solutions can play a crucial role by providing:
Conversational AI chatbots to obtain information from customers

Automation of financial reporting and other structured, repetitive tasks

Automation of admin and finance functions (e.g. calendars, reports)

AI-based analytics to analyze unstructured customer information (e.g., voice, text, photos)

Real-time access to customer data

Reduced cycles employees go through to retrieve accurate customer data
Humans then move into more crucial roles in:

- Optimizing engagement with customers
- Improving the customer journey
- Re-engineering processes to make bots more efficient
- Fixing bots to make them more effective

The result is a more digitally-enabled workforce focused on optimizing the customer journey by delivering a personalized customer experience supported by AI-enabled automation techniques.

Often, enterprises are unclear when and where to start their hyper-automation journey and thus fail to develop a long-term roadmap. To better organize and prepare for their Hyper-Automation transition, enterprises should embrace best practice research. Contact us to learn more:

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