

Wellpoint Case Study



Corporate metrics system helps company quickly and accurately measure operational health.

Overview

WellPoint's mission is to improve the lives of the people it serves and the health of its communities. WellPoint, Inc. is the largest health benefits company in terms of commercial membership – more than 34 million - in the United States and employs over 40,000 people. As of September 30, 2005, WellPoint's assets were approximately \$41.8 billion.

Through its nationwide networks, spanning over 14 states, WellPoint delivers a number of leading health benefit solutions through a broad portfolio of integrated health care plans and related services, along with a wide range of specialty products such as life and disability insurance benefits, pharmacy benefit management, dental, vision, behavioral health benefit services, as well as long term care insurance and flexible spending accounts. The company is headquartered in Indianapolis, Indiana.

Challenge

Given the rapid growth of the company through mergers and acquisitions, there was a need to measure WellPoint's operational health through a common set of metrics. WellPoint engaged Quest to assist them in establishing and managing a metrics program office and to serve as the project managers of the company-wide metrics initiative. There were four main objectives of the WellPoint Company-Wide Metrics initiative:

- Identify common metrics.
- Develop consistent and common definitions for each of the metrics.
- Perform a company-wide gap analysis to determine to what extent the measures could be captured and reported across the company.
- Develop and implement the metrics.

Solution

WellPoint had an established department that managed operational metrics. Quest worked with this group and together comprised a core project team to oversee the project. Quest engaged stakeholders from throughout the company to assist with identifying and defining a common set of company-wide metrics. The initiative immediately expanded from just operational metrics to also include metrics derived from a legal settlement, as well as the measures derived from WellPoint's five-year strategic plan.

Once the metrics were defined, Quest developed a set of GAP analysis templates designed to gather and report on the metrics' discreet components. Quest developed and delivered workshops to over 150 subject matter experts on the use of the templates and managed the process of gathering and reporting on the gaps.

From the gap analysis, changes were incorporated into the metrics, and the implementation plan was developed to gather and report the metrics from over 3,500 different data sources.

Results

Quest met WellPoint's objectives to identify, define, and report on all of the metrics. There were several administrative and organizational changes that occurred during the course of the eight-month project and Quest's flexible and agile methods were applied in order to meet those changes.