Study of process flow and evaluation of TAT under chronic management program in Retail Underwriting at Aditya Birla Health Insurance

Presented by-

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Introduction

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- In the Indian market, life insurance and general insurance are regulated by Insurance Regulatory and Development Authority of India (IRDAI). The Health insurance helps individuals manage unforeseen medical costs by providing access to the required treatment through financial support.
- The Insurers uses the actuarial principles to identify, assess and categorise the applicants into various risk buckets and determine the premium rates to be offered for providing the required coverage.
- The proposal form shared by the applicants contains the details that helps insurers to categorise the risk, map the relevant product offerings and the benefits that's tailored made to meet the applicant requirements.
- Aditya Birla Health Insurance provides a Chronic disease Management Program (CMP) that offers assistance to applicants with long-term medical illness like Diabetes, Asthma, Hypertension and Hyperlipidaemia.
- In this programme, the team evaluates the details shared by the applicant to supports applicants with access to medical experts like doctors and health coaches who guides the applicants on various health queries in addition to the insured amount planned for the policy.
- The study aims to understand the process flow of manual tagging of CMP, identify factors contributing to delays, and improve customer satisfaction through digitalization.

Aim

To examine and analyse the process flow and turnaround time of tagging the Chronic management program within the Retail Underwriting department at Aditya Birla Health Insurance.

Objective

i. To identify the gap in the process flow

ii. To provide recommendations for reducing customer grievances

iii. To identify factors that contribute to delays in the manual CMP process to improve efficiency.

Rationale

The digital tagging process will have a shorter TAT compared to manual tagging resulting in improved efficiency and data accuracy for Active Plan which in result will help customers to avail benefits of Chronic management program with a quick turnaround of applications.

Methodology

Study design

A comparative cross-sectional study design was used to compare the TAT of the manual and digital tagging process.

Setting

The study was conducted at the Retail Underwriting department of Aditya Birla Health Insurance Company, Mumbai

Study population

A sample size of 50 cases was used, 25 samples of manual tagging and 25 samples for digital tagging.

Duration of the study

The study was conducted over a period of three months (Feb 2023 to May 2023)

Sampling technique

A convenience sampling method used.

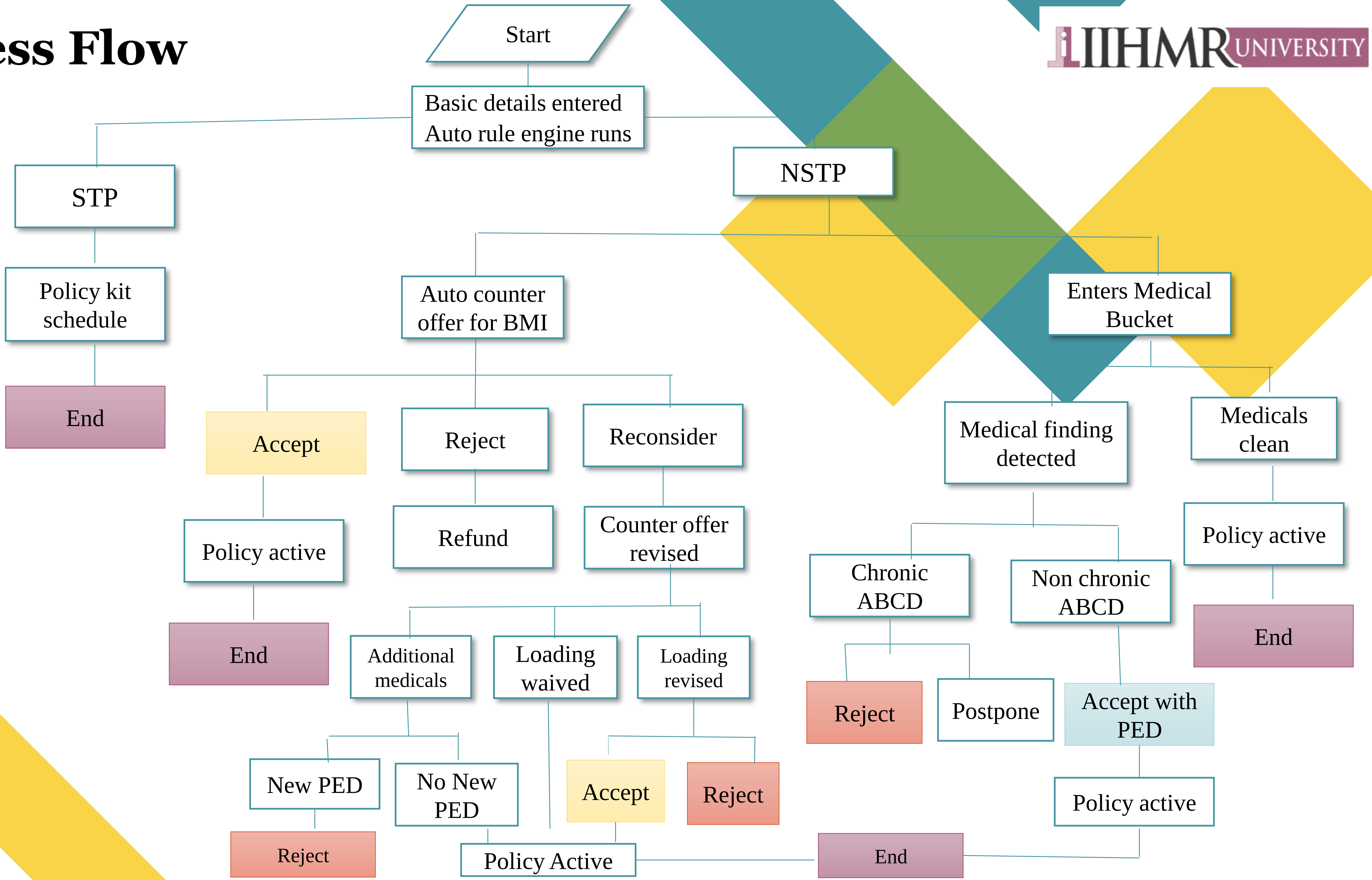
Data collection procedure

The data was collected by analysing TAT for manual and digital tagging processes. The data was collected by the underwriting team through company portal and observation at ABHI office and entered into a Microsoft Excel spreadsheet.

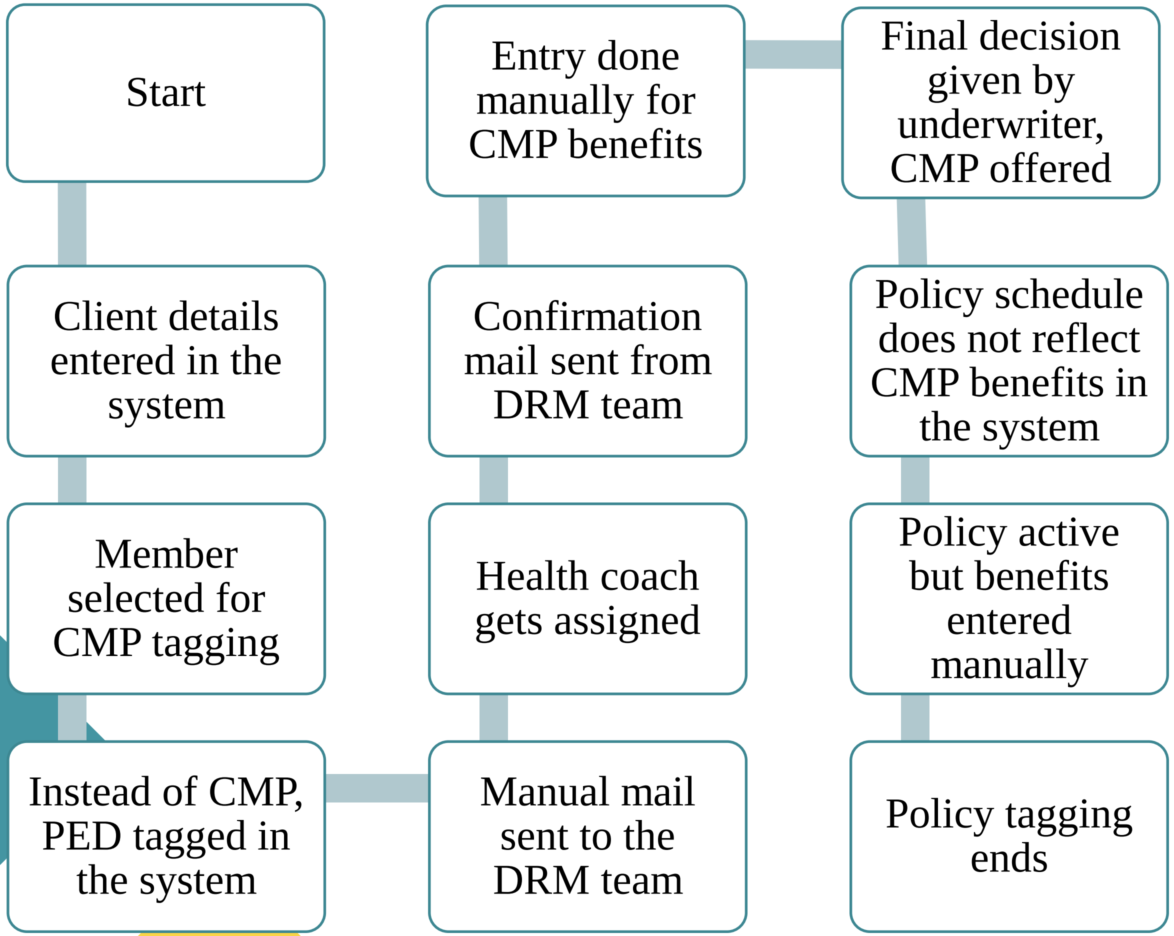
Ethical Consideration

Throughout the study, the confidentiality of the data was upheld as it is encrypted in special codes provided by the organization, thereby preventing any linkage to other data by unauthorized persons.

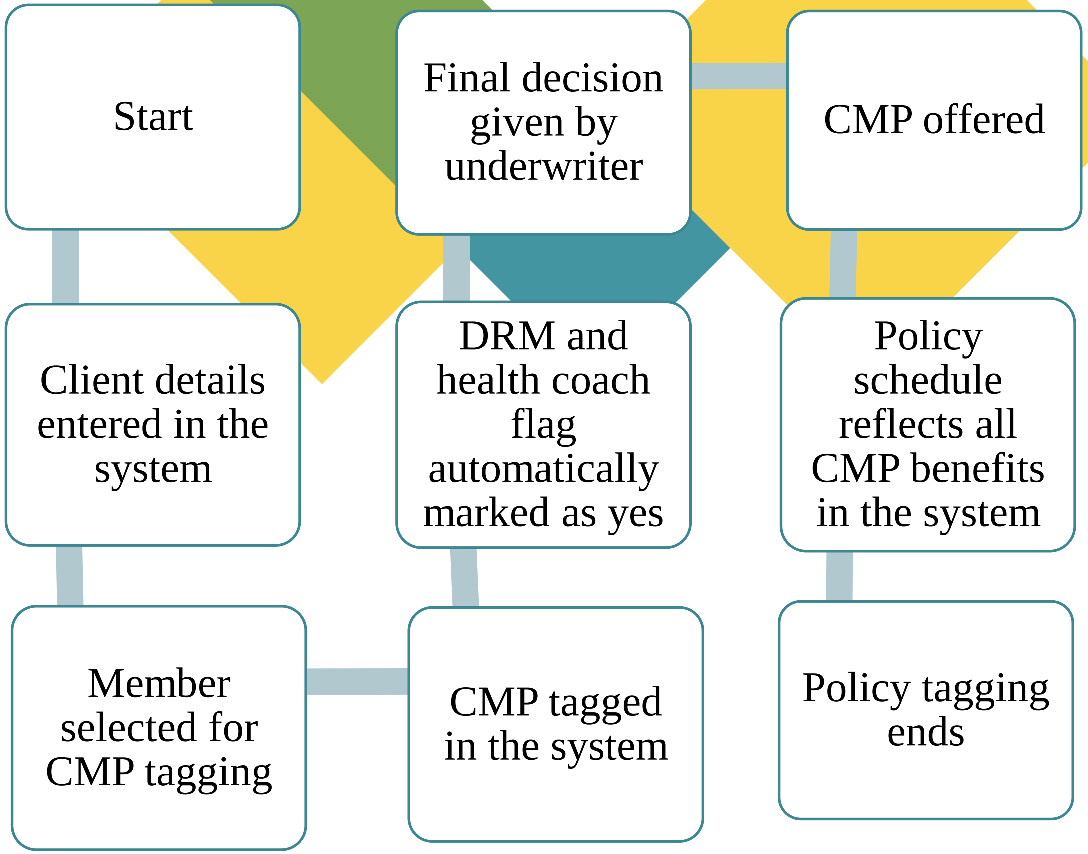
Process Flow



Manual CMP tagging Process flow



Digital CMP tagging Process flow



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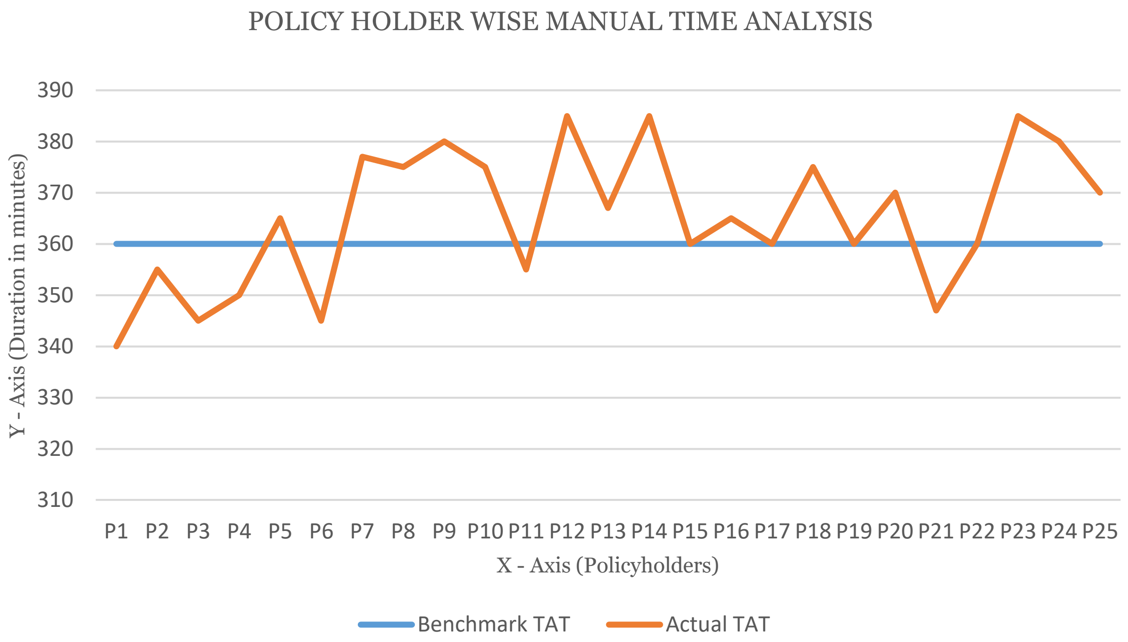
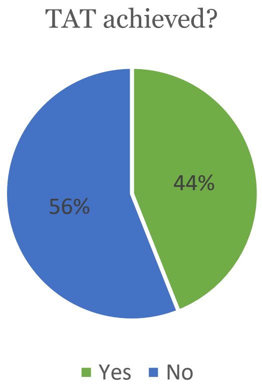
Manual TAT



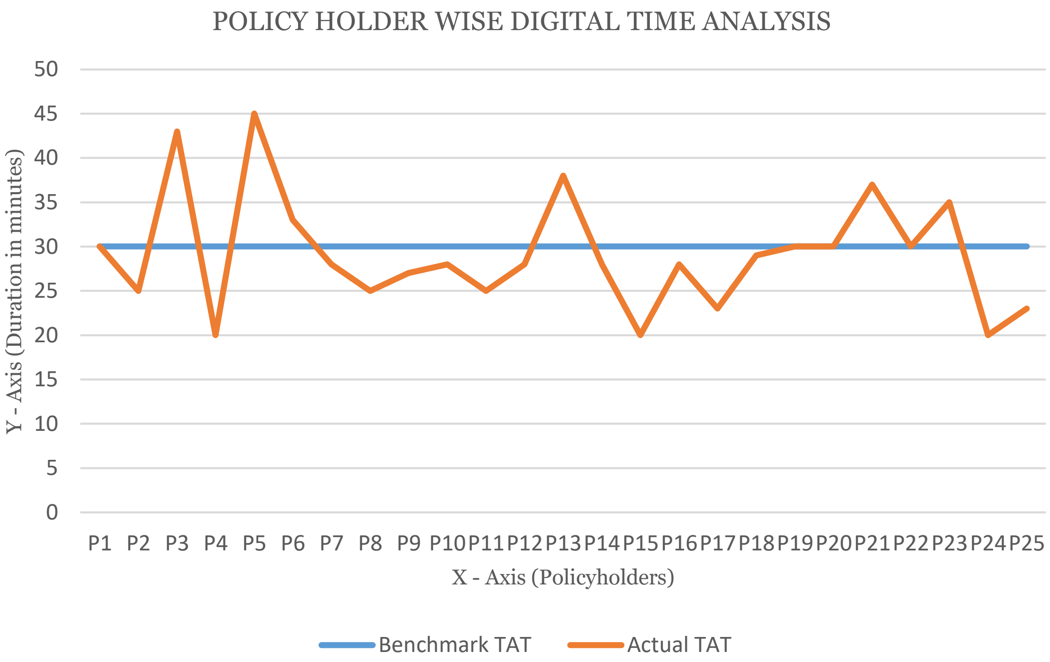
Average TAT recorded was 365 minutes.

The lowest and the highest TAT was 340 and 358 minutes respectively.

Only 44% of samples were within the standard TAT of 360 minutes



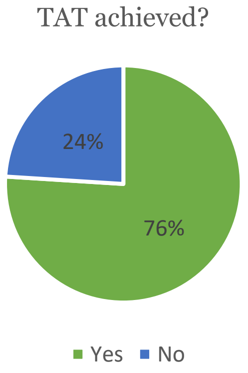
Digital TAT



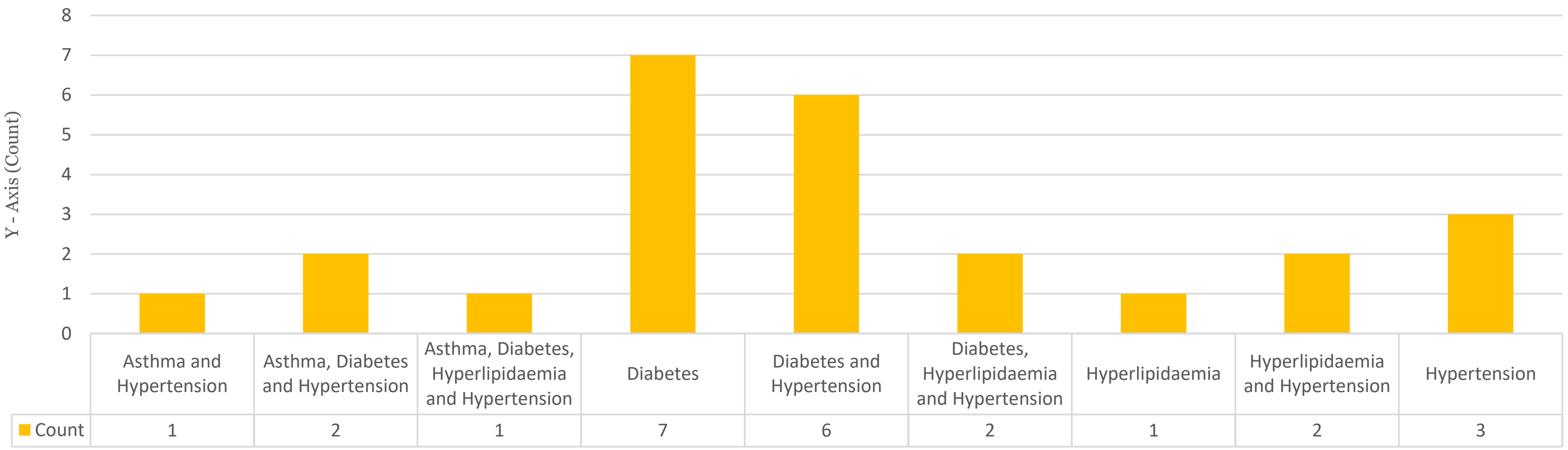
Average TAT recorded was 29 minutes.

The lowest and the highest TAT was 20 and 45 minutes respectively.

76 % of samples were within the standard TAT of 30 minutes

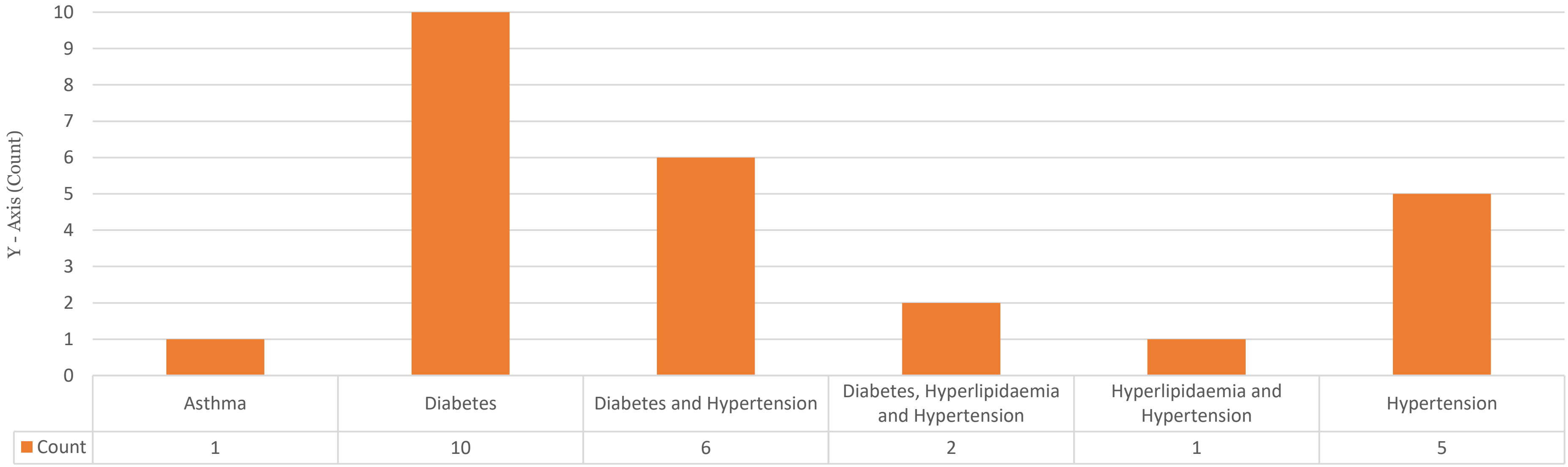


MANUAL TAGGING DISEASE CATEGORY ANALYSIS



	Asthma and Hypertension	Asthma, Diabetes and Hypertension	Asthma, Diabetes, Hyperlipidaemia and Hypertension	Diabetes	Diabetes and Hypertension	Diabetes, Hyperlipidaemia and Hypertension	Hyperlipidaemia	Hyperlipidaemia and Hypertension	Hypertension
Count	1	2	1	7	6	2	1	2	3

DIGITAL TAGGING DISEASE CATEGORY ANALYSIS



	Asthma	Diabetes	Diabetes and Hypertension	Diabetes, Hyperlipidaemia and Hypertension	Hyperlipidaemia and Hypertension	Hypertension
Count	1	10	6	2	1	5

Applicant wise analysis

New	• 354 minutes • 12 applicants
Portable	• 367 minutes • 5 applicants
Renewal	• 380 minutes • 8 applicants

In the cases selected for manual tagging, noted that 'New' applicants contributed the highest with 48%

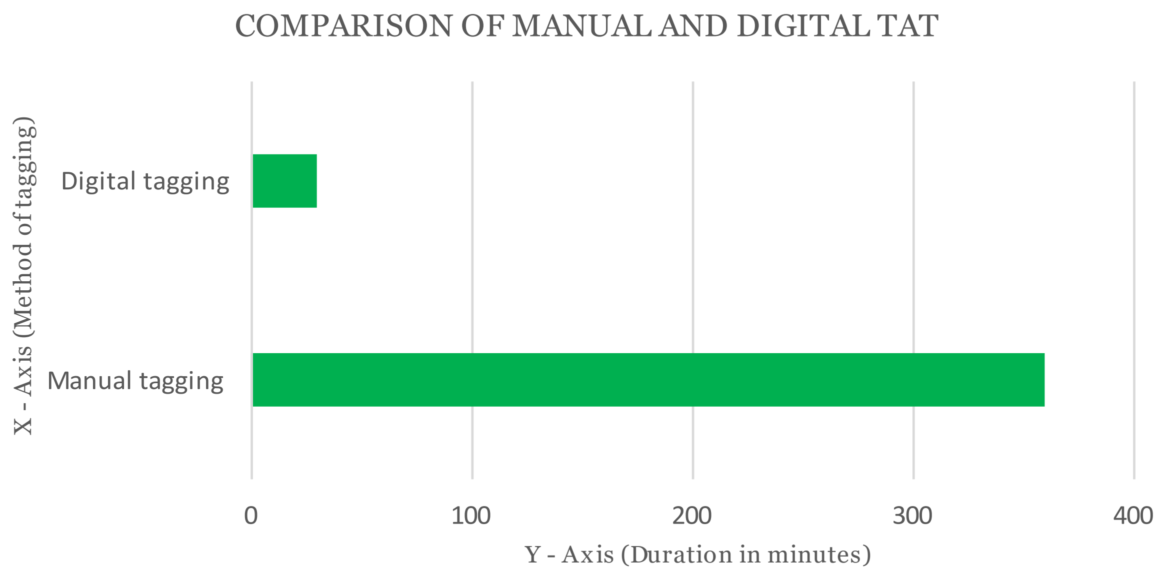
The 'Renewal' cases involved higher amount of time for the processing of applications with average time of 380 minutes.

New	• 26 minutes • 16 applicants
Portable	• 29 minutes • 3 applicants
Renewal	• 39 minutes • 6 applicants

In the cases selected for manual tagging, noted that 'New' applicants contributed the highest with 64%

The 'Renewal' cases involved higher amount of time for the processing of applications with average time of 39 minutes.

Comparative Analysis of tagging methods



i. The digital tagging process helped in significant reduction of TAT by 92%

ii. Average of 12 applications can be processed when compared to 1 application processing in manual tagging method

iii. The digital tagging has helped in improving the customer service, efficiency of processing and saving of overhead costs to the company

Gantt Chart

PROCESS	FEBRUARY		MARCH				APRIL				MAY		
WEEK	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3	Week 4	Week 1	Week 2	Week 3
Define the problem													
Brainstorm solutions													
Evaluate solutions													
Prototype and test solutions													
Solution selection													
Develop solution													
Test trial													
Solution implementation													

Understanding of Business

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Key activities other than dissertation

- Conducted a comparative analysis of medical proposal forms used by different insurance companies.
- Studied various products offered by the company, including their proposal forms and guidelines.
- Contributed with chronic disease complications information for auto-decisioning project.
- Conducted quality assurance for in-house Tele-MER calls.

Key Learnings

- Developed a better understanding of the insurance industry and terminologies
- Understanding of various departments within the insurance sector and their respective functions.
- Understanding of Process flow and role of underwriter in insurance sector.
- I observed how Standard Operating Procedures (SOPs) are drafted and discussed for approval.

Conclusion

- The demand for CMP which are intended to provide coverage for consumers with pre-existing medical illnesses, has grown significantly and the Digital tagging is essential to reduce time, improve accuracy, efficiency and consumer satisfaction.
- The difficulties with the manual procedure was noted, and a potential solution is the addition of digital tagging software and techniques in the operation of chronic management programmes.

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Thank You

A presentation on dissertation report

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