EVALUATION AND IMPROVEMENT OF HOSPITAL EMPANELMENT PROCESS AT MAX BUPA HEALTH INSURANCE COMPANY

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INTRODUCTION

- Healthcare purchasing department serves as a connecting link between the hospital (providers) and the company.
- This is done by developing and managing a network with the capacity and competency to meet the service needs of each member within the network.
- The department comprises various sub-units that interact with one another to achieve a common goal like Central Operations & Provider Services, Provider Analytics, Provider Contracts.

AIM

To evaluate and improve the process of hospital empanelment at Max Bupa Health Insurance

OBJECTIVE

- To evaluate the complete process of hospital empanelment
- To assess factors causing delays in the process
- To recommend measures for improvement of process

METHODOLOGY

Type of study: Descriptive observational study

Duration of study: 3 months

Study area: Mumbai, Maharashtra

Type of data: Qualitative primary data

Data collection technique: Convenience sampling

Sample size: 5

OBSERVATIONS

PROCESS OF EMPANELMENT

1. NEED ANALYSIS (BY ANALYTICS and SALES TEAM)
2. IDENTIFICATION OF THE PROVIDERS
3. EVALUATION OF THE SHORTLISTED HOSPITALS (BY ACCOUNT MANAGERS)
4. RATE PROPOSAL and TARIFF NEGOTIATION
5. QUALITY CHECK, APPROVAL and FINALIZATION OF AGREEMENT

1. NEED ANALYSIS

DETAILS OF TARGET HOSPITALS IS PROVIDED BY ANALYTICS TEAM

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MARKET COMPARISON OF NETWORK HOSPITALS IS DONE

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A TARGET LIST IS CREATED THROUGH DATA ANALYSIS

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TARGET LIST IS SHARED WITH THE RESPECTIVE REGIONAL and ZONAL ACCOUNT MANAGERS

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REQUIREMENT OF HOSPITALS IN A PARTICULAR REGION IS PROVIDED BY SALES TEAM

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DETAILS ARE SHARED WITH THE RESPECTIVE REGIONAL ACCOUNT MANAGER

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ACCOUNT MANAGERS DECIDE WHICH HOSPITALS SHOULD BE TARGETED

2. IDENTIFICATION OF PROVIDERS

HOSPITALS ARE FURTHER ANLAYZED AND THOSE ACCEPTABLE FOR EMPANELLMENT ARE IDENTIFIED

IDENTIFIED HOSPITAL IS SHORTLISTED AFTER FULLFILMENT OF CRITERIA.

A RECORD WITH NECESSARY DETAILS OF THE HOSPITAL IS MAINTAINED AND UPDATED REGULARLY

3. EVALUATION OF SHORTLISTED HOSPITAL

THE HOSPITAL (ADMIN/TPA HEAD/DIRECTOR) IS CONTACTED AND INTIMATED ABOUT THE INTEREST FOR EMPANELMENT BY THE COMPANY.

LIST OF NECESSARY DOCUMENTS FOR INITIATING THE EMPANELMENT PROCESS IS SHARED

DOCUMENTS FROM THE HOSPITAL ARE RECEIVED AND EVALUATED AS PER THE EMPANELMENT CRITERIA.

THE HOSPITAL IS VISITED WHENEVER REQUIRED TO EVALUATE ALL THE MENTIONED FACILITIES AS PER THE SUBMITTED DOCUMENTS.

CHECK THE HOSPITAL IN FRAUD and CAUTION LIST WHICH IS ISSUED BY THE FRAUD CONTROL TEAM EACH MONTH.

CHECK WHETHER HOSPITAL IS PRESENTLY WORKING WITH OTHER INSURANCE COMPANIES.

4. RATE PROPOSAL AND TARIFF NEGOTIATION

RATES OFFERED BY THE HOSPITAL ARE REVIEWED

A COMPARISON OF HOSPITAL RATES AND GIPSA RATES IS DONE

A COMPARISON OF RATES WITH RATES OFFERED BY SIMILAR HOSPITALS IN THAT AREA IS DONE

IF NOT APPROVED, NEGOTIATION IS DONE BY BOTH THE PARTIES

ON APPROVAL BY THE HOSPITAL, DOCUMENTS ARE SENT FOR APPROVAL BY ZONAL MANAGERS

5. QUALITY CHECK, APPROVAL AND FINALIZATION OF AGREEMENT

ON APPROVAL BY THE ZONAL MANAGERS, IT IS FORWARDED TO COPS TEAM FOR QUALITY CHECK.

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EVALUATION OF ALL THE SUBMITTED DOCUMENTS IS DONE BY COPS TEAM

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IT IS SENT FOR APPROVAL TO HOD

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IF APPROVAL FROM THE HOD IS RECEIVED, FINALIZATION OF AGREEMENT IS DONE WITH THE HOSPITAL.

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DULY SIGNED MOU IS COLLECTED FROM HOSPITAL AND UPLOADED ON THE SYSTEM.

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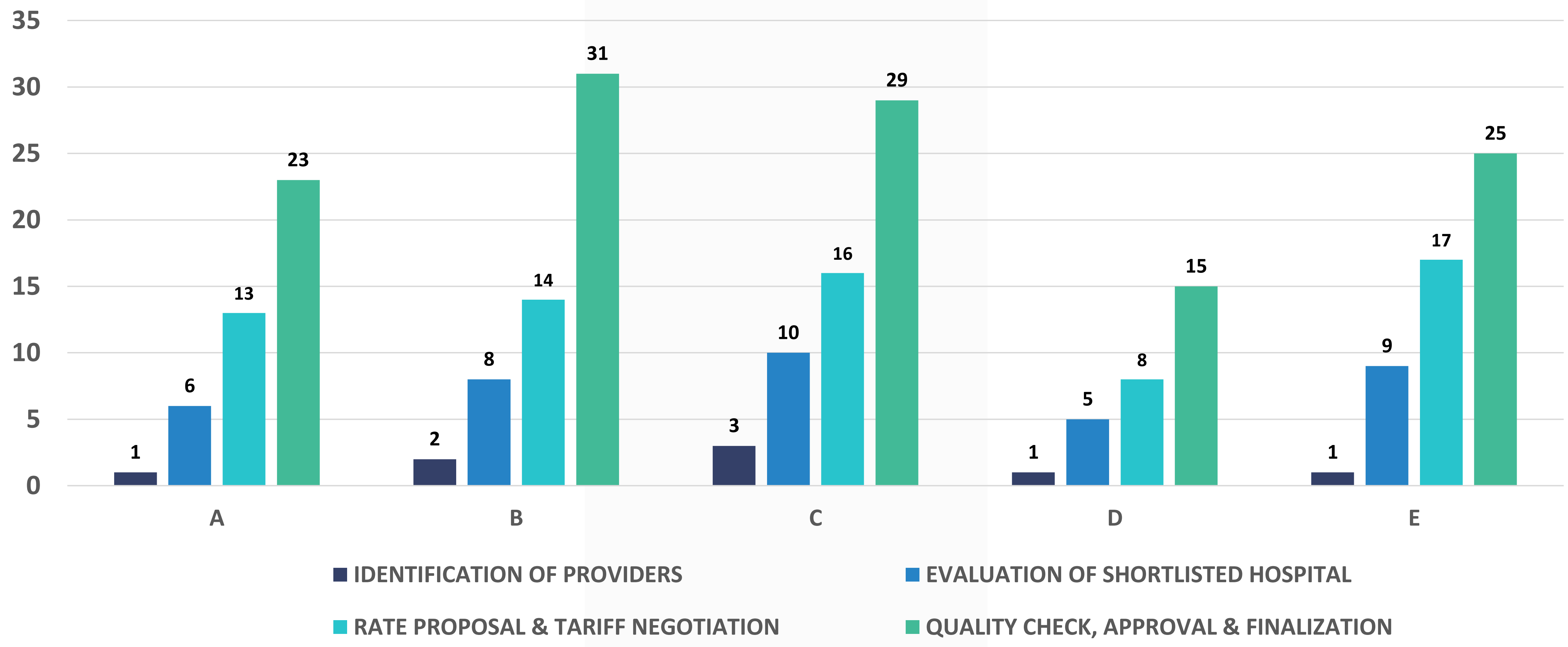
ONBOARDING OF HOSPITAL IS DONE THROUGH MAIL

TIME TAKEN FOR EMPANELMENT



ROOT CAUSE ANALYSIS

IT ISSUES/ SYSTEM ERROR	MANPOWER/ STAFF		PROCESS	ENVIRONMENTAL
	ORGANIZATION	HOSPITAL		
Technical error in mailing	Accurate contact details could not be gathered from the hospital	Hospital could not be contacted due to less workforce.	Re submission of documents	Less availability of staff due to current situation
Format sensitivity of documents to be uploaded	Discrepancies/ large difference in rates	Poor quality/ Incomplete documents	Re negotiation of rates	No timely MoU generation with signed copy due to current situation
Generation of provider code on system	Delayed consent from Zonal Manager	Details provided do not match with the actual scenario	MoU generation / signed copy from hospital	
Repetitive system crash if documents are not in specific format	Unsatisfactory tariff	Unsatisfactory rates in the package		
	Delayed consent from HOD	Poor quality/ Incomplete documents		

RESULTS

- Hospital D required 15 days for the entire process of empanelment
- Hospital B required 31 days to get on board.
- The total days for completing the empanelment process of hospitals for Hospital A, C, and E were 23, 29, and 25 days, respectively

RECOMMENDATIONS

IT

PROCESS

MANPOWER

ENVIRONMENTAL

CONCLUSION

The process of hospital empanelment can be improved by improving negotiation strategies with the hospitals, reducing unnecessary file transfers to other departments, Head of the department approvals done right after the negotiations by account managers, and correcting the existing system issues

Thank you