Overview
The Aetna Network Management Department in the PA/DE/WV area is responsible for maintaining the relationships between Aetna and all providers in the market. The employees in this department are known as NRC/NRMs, Network Relations Consultants or Managers. Currently, the NRC/NRMs are overworked, especially in their two key job processes of making demographic updates and solving claim disputes. The sponsors of this project requested that the team study these tasks and develop process flowcharts and standard work, as well as identify any process inefficiencies.

Objectives
1. Create process flowcharts for provider database updates and claim dispute resolutions.
2. Create Value Stream Maps of the two key job processes to outline standard work for the NRC/NRMs.
3. Provide new and current NRC/NRMs with training documents and guidelines for two key job processes.

Approach
● Talk with project sponsors and two experienced NRC/NRMs to fully understand scope of work
● Travel to Aetna’s Harrisburg office to overview two key processes with experienced NRC/NRMs
● Develop process flowcharts for demographic updates and claim dispute resolutions and review and iterate with experienced NRC/NRMs until finalized
● Hold a focus group with multiple NRC/NRMs to discuss specific inefficiencies in the process
● Conduct time studies of two mapped out processes with four additional NRC/NRMs in Harrisburg
● Create a questionnaire based off of process flowcharts and time study results to send to all NRC/NRMs in the market and receive further feedback
● Analyze quantitative data from time studies and questionnaire responses to identify trends and make the data easily interpretable
● Based on the collected data and process flowcharts, determine inefficiencies in the tasks and highlight areas for future improvement

Outcomes
● Submitted a portfolio of all final deliverables to Aetna Project Sponsors including:
  o One-page project summary
  o Summary of NRC/NRM interviews and questionnaire responses
  o List of specific identified process inefficiencies
  o Suggestions for next steps for Aetna’s continuous improvement efforts based on key findings
  o Process Flowcharts (electronic copy)
  o Value Stream Maps (electronic)