

# CASE STUDY:

CREATING A CUSTOMER COMMUNICATION CENTRE OF  
EXCELLENCE



**HIGHMARK**

"WITH SEFAS WE WERE ABLE TO SOLVE  
THE OPERATIONAL INTEGRITY AND  
EFFICIENCY OBJECTIVES, AS WELL AS  
QUICKLY ACCOMMODATE THE BUSINESS  
NEEDS BY CHANGING LEGACY  
APPLICATIONS ON THE FLY."



"WE WERE VERY  
SUCCESSFUL IN SOLVING  
(OUR INTEGRITY  
CHALLENGE). UTILISING  
SEFAS PRODUCTS, WE  
MIGRATED ABOUT 95%  
OF OUR OUTPUT TO  
AUTOMATED  
PROCESSING."

## OVERVIEW

In response to national healthcare reform, with increasingly stringent privacy and reporting regulations, Highmark Output Services embarked on a project to transform their entire customer communication processes.

They used Sefas to build an Automated Document Factory (ADF) environment that manages the customer communication process from start to finish. In the process they saved millions of dollars and became a true center of excellence.

New healthcare reforms created a unique set of challenges for Highmark, driving dramatic changes to their business model that forced them to transition from a wholesale, group service provider to a consumer-driven retail service provider.

This shift in focus had a huge impact on the Output Services group, increasing volume six-fold in just a few years.

The Output Services Group had to prove to internal stakeholders that they were not only able to withstand the increase but also had the necessary service capabilities for a changing individual retail market.

Highmark's vision was to position Output Services as the central distribution point for all customer communications.

Beyond simply offering more delivery options, such as e-presentment or SMS delivery, Highmark wanted to re-engineer the way they managed their customer communications by focusing on the source: their data.

- Transformation from a 'print and mail' operation to a customer communication center of excellence
- Integrity issues had to be resolved and reporting capabilities had to be improved



**HIGHMARK INC.  
AND ITS HEALTH  
INSURANCE  
SUBSIDIARIES  
AND AFFILIATES,  
COMPRISE ONE  
OF THE LARGEST  
BLUE CROSS AND  
BLUE SHIELD-  
AFFILIATED  
ORGANISATIONS  
IN THE  
COUNTRY. THEY  
SERVE OVER 4  
MILLION  
MEMBERS AND  
OPERATE HEALTH  
INSURANCE  
PLANS IN  
PENNSYLVANIA,  
DELAWARE AND  
WEST VIRGINIA.**

**CUSTOMER  
BACKGROUND**

# THE SOLUTION

Sefas's unique approach of separating the data model, document design and output formatting into segmented design components enabled Highmark to totally redefine the way they manage their communication development process.

Sefas's enterprise data architecture allowed Highmark to leverage data inputs from multiple sources. This greatly increased the amount of content available for customer communications and provided the foundation for delivering their flagship communication mechanism: the new combined health statement.

Highmark started with HC Designer's post-composition module to dynamically re-engineer legacy print streams, adding barcodes to automate the integrity control process. HC Producer, Sefas's production management and workflow automation solution, was installed to be the heart of their ADF environment.

HC Producer provided a centralised platform to manage the entire document production process from start to finish. The combination of the two products gave Highmark the ability to:

- Reduce or eliminate the possibility of Protected Health Information (PHI) breaches
- Track damaged mail pieces, duplicate documents, and missing documents throughout the process
- Create a reconciliation process for each unique piece and allocate postage charges based on individual mail pieces within a job
- Improve workflow and scheduling of jobs
- Establish an automated real-time reporting structure for scheduling, management tools, and business units
- Produce notifications to managers to alert them of missed deadlines or downtime



# THE RESULTS

Implementing the Sefas suite of products acted as the catalyst for the Output Services Group to quickly enact enterprise-wide changes that improved their customer communication processes.

By using Sefas solutions to help support their Enterprise ADF strategy, Highmark was able to achieve significant time and cost savings. Joachim explains, "Time to market and business agility are two of our most important strategic corporate objectives. Sefas not only helped us get to where we want to be from a business standpoint, it dramatically reduced the time to market from an application development standpoint."

In addition to improved time to market, Highmark has continually refined and upgraded their production processes, resulting in massive cost savings for their current business customers. Utilising Sefas solutions, Highmark was able to optimise their production volumes by merging documents destined for a given recipient into a single envelope - a process called house holding. This initiative saved their internal business customer more than \$1.4 million per year in postage.

These incremental successes have helped the Output Services group build their skill level and credibility within the business community and, more importantly, helped them to realise their vision of becoming the customer communication center of excellence by reinforcing the value they add to the organisation.

# DISCOVER MORE WITH SEFAS

Sefas is a global leader in document production. Established in 1991, Sefas leads the document composition industry in terms of innovation, performance and flexibility.

With Sefas's software capabilities, you are able to easily optimise your document production to gain flexibility in the creation and the management of your document templates for multi-channel distribution. You will ensure the quality and integrity of your documents, while maintaining brand identity and meeting budget expectations.