

REGULATORY AND COMPETITIVE PRESSURES ARE MOUNTING. **IS YOUR DELIVERY LOCATION STRATEGY KEEPING PACE?**

Today's Healthcare Environment and the Need for an International Global Delivery Strategy

The value of varied delivery locations has long been understood in healthcare. After all, diverse delivery locations increase operational options while leveraging regional competitive advantages.

But as delivery quality across locations has plateaued, the days when some services could only be delivered by specific delivery locales are over. And with regulatory pressures increasing by the day, US- based delivery for some front- and back-office functions is becoming a common legislative requirement.

Organizations that still rely on a patchwork of legacy delivery locations stitched together for reasons that made sense in years past are feeling the pinch — struggling to quickly accommodate to changing requirements and saddled with a series of outdated delivery locations no longer producing their original benefits.

Competitive healthcare organizations today need much more than the incremental operational advantages they can still squeeze out of their heritage delivery networks. They need a fresh, dynamic, and intentionally chosen global delivery solution with the flexibility to support transformational operational change.

Align Your Locations Strategy with the Forces that Drive Change

Choosing the right locations strategy isn't easy. But since your business is evolving in response to a rapidly changing market, your locations strategy should be aligned with the forces that drive market change.

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When settling on the right site locations strategy for your organization, carefully consider the following drivers of change:

- **Operational forces:** regardless of the other competitive pressures you face, you will always need delivery locations that accommodate your organization's service standards. Your ideal locations strategy should have the flexibility to meet your organization's business continuity and disaster recovery goals. Be sure your locations can accommodate 24/7 operational access as well as systems redundancy and staffing flexibility. A hurricane, earthquake, or other natural disaster shouldn't disrupt your business operations.
- **Economic forces:** you don't need to be told that economic forces are a constant influence on your business. But while short-term cost considerations should not be overlooked, they must be considered within a larger—and longer term—business context. It's important to keep in mind that today's economic headwinds may turn into tomorrow's tailwinds. You need to make sure your locations strategy gives you the ability to easily scale up or scale down to your business needs in a cost-effective way. You need access to a flexible workforce to accommodate both seasonal staffing variations as well as market trends that necessitate change.
- **Political and regulatory forces:** the one certainty in your business is uncertainty. Social unrest abroad and regulatory uncertainty in the US should be weighed as you craft a locations strategy. Build in the flexibility to quickly adapt both to shifting political realities and rapidly changing state and federal requirements that may limit or expand the locations from which your members or patients can be served. If you provide services abroad but suddenly had to provide services from within the US, would you be able to quickly and cost-effectively accommodate that change?



The Advantages of a Nimble, Multi-Regional Approach

There is no perfect site delivery region. And one organization's ideal site delivery solution may not meet the needs of another. But one thing is clear: a nimble, global delivery model is the solution you should seek. Regardless of which delivery locations are best for your specific solution, be sure that your delivery site network supports operational flexibility, rapid scalability, and the capacity to accommodate evolving political and regulatory forces that remain outside your control.



Companies in the mortgage and credit card space have implemented solutions that save 10% to 15% in the first year alone.



You can choose from any number of locations. Provided below is a list of the more common healthcare delivery site options you may want to incorporate into your locations delivery network, along with examples of their strengths and relevance to healthcare:



The United States

Strengths: delivery sites in the US offer access to a highly entrepreneurial workforce, cost effective work-at-home options, and compliance with many US-focused regulatory requirements. For example, Sutherland's Houston facility provides claims adjudication for a client who had to quickly transition their Medicaid claims to the US due to a regulatory requirement.



India

Strengths: the workforce in India can apply their well-developed IT skills and analytic capabilities to a variety of vital healthcare functions. For example, Sutherland's Hyderabad facility is extensively used for automating data management and claims processing activities.



The Philippines

Strengths: site delivery in the Philippines provides access to highly skilled professionals with strong English proficiency for 'around the sun' customer service. Sutherland provides US-based care providers with 24/7 call support from our facilities in the Philippines.



Jamaica

Strengths: steeped in a service-oriented culture and familiar with US norms, Jamaican locations offer a young, college-educated workforce with sales and support experience. Sutherland deploys this workforce to help major US healthcare players scale up and down, ensuring an enhanced and cost-effective customer experience during annual enrollment periods.



Mexico

Strengths: business process delivery locations in Mexico give US health plans a cost-effective, bilingual support option for several customer-facing services in which bilingual support is needed. For example, health plans that require Spanish speaking agents at an affordable rate utilize Mexican delivery sites to field their members' calls.

Global Delivery Best Practices

To effectively prepare for operational, economic, and political or regulatory change—whether anticipated or unforeseen—all organizations should keep in mind the three global delivery best practices below.

First, be sure to adopt a blended delivery model that leverages multiple, intentionally chosen locations that align with current and future business goals. Remember, your site delivery solution should give you more than incremental operational improvements. It should position you for transformational operational change.

Second, make sure that your global delivery solution balances disaster recovery and business continuity standards with a cost-effective capacity to scale; don't settle for a solution that boxes you in to an unnecessarily expansive full-time equivalent (FTE) footprint that prevents you from accessing the flexibility—and affordability—you need.



Balance business continuity standards with cost-effective capabilities.



And finally, remember that finding a solution that satisfies these best practices isn't an easy thing to do on your own—especially when you already have a business to run. That's why you should consider one last best practice: leveraging the value of a trusted, experienced, and capable partner.

Sutherland has a wealth of experience designing business process strategies that maximize the customer experience our clients provide while enhancing their bottom line. Let us apply our business process, analytic, and design thinking expertise to help you craft a truly transformative global delivery strategy that positions you to benefit from immediate operational improvements and long lasting competitive success.

Case in Point

Sutherland provided automation and claims adjudication services to a major health plan based in New York. When legislative changes mandated operations be performed by US-based personnel, Sutherland quickly transitioned operations to a Houston location. And we did it in less than 90 days – ensuring a seamless operational transformation that safeguarded compliance, satisfied members, and kept our client in the game.

For more information on how we can help you transform your processes, visit us at www.sutherlandglobal.com, email us at sales@sutherlandglobal.com, or call 1-800-388-4557 ext. 6123.



As a process transformation company, Sutherland rethinks and rebuilds processes for the digital age by combining the speed and insight of design thinking with the scale and accuracy of data analytics. We have been helping customers across industries from financial services to healthcare, achieve greater agility through transformed and automated customer experiences for over 30 years. Headquartered in Rochester, N.Y., Sutherland employs thousands of professionals spanning 19 countries around the world.