Case study
A health care case study from EY’s Advisory Services

Operationalizing regulatory compliance for success

The client
Our client, one of the largest health care organizations in the Americas, is focused on achieving 100% compliance across its Commercial, Medicare and Medicaid lines of business. With an organization that serves millions of members across the United States and operates in every state, the client sought a model that was simple, yet flexible enough to support federal, state and contractual changes encompassing dozens of regulatory change triggers.

Process redesign efforts had been under way for nearly two years but had gained little traction. Roles and responsibilities were vague, and the process was undefined across more than 10 operational functions. The complexity of regulations required collaboration and a clear understanding of accountability throughout the implementation process, from intake and interpretation to end-to-end implementation and monitoring.

The client engaged EY to help drive predictability and transparency around compliance into its operations – and to do it quickly.

How EY assisted the client
The EY team rapidly identified the risks and worked with key stakeholders to design a clear accountability framework around defined process steps.

The framework can be leveraged across the organization (legal, regulatory affairs, compliance, audit management and operational functions) to improve the timeliness and accuracy of implementations related to regulatory changes. This effort and vision is driving the centralization, standardization, accountability and consistency required for measurable transparency and visibility into operational compliance workflow. The result is increased overall predictability with audit results and regulatory adherence.

Over the nine-month phase, the team developed standardized intake and interpretation documentation, impact assessments, a “cross-solutioning” process, and implementation criteria (for prioritization,
testing and validation). EY helped the organization build new teams and develop new job
descriptions. EY also built the processes and provided the necessary tools, templates and
forms, and further identified the technology needed to manage the new processes. The end
result was a closed-loop process with stakeholders to improve implementation accuracy and
alignment to regulations.

As part of the change management effort, EY engaged all of the affected teams
across operations, as well as people in the compliance function. Before and during the
transformation, EY also worked to educate and inform employees of the organization who
needed to develop an understanding of the changes. The goal was to embed regulatory
adherence processes into operations, with operations personnel performing these activities as
part of their day-to-day job.

A successful outcome

The EY team helped the client create a new culture of compliance. New regulations, as well as
corrective action plans and other required changes, are now treated in a consistent, coherent
fashion across the organization. Compliance challenges can be identified and mitigated before
audits, and the operational executives will be armed with the knowledge needed to discuss
any issues that might remain. The client now has a functional area supported by the people,
processes and technology necessary to embed compliance processes across its operations.

The EY team helped the client respond to the challenges of regulatory pressure in a way that
differentiates it from the competition and positions it to be one of the most responsive and
successful organizations in the market.

To talk more about your organization's
needs, please contact:
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