

Centre for Operations Excellence

Balancing Customer Service and Financial Control for the Health Care Benefit Approval Process

Client Profile

WorkSafeBC is an organization dedicated to promoting workplace health and safety for workers and employers of British Columbia. In the event of work-related injuries or diseases, WorkSafeBC works with the affected parties to provide return-to-work rehabilitation, compensation, health care benefits, and a range of other services in different industries such as manufacturing, construction, forestry, fishing and healthcare.



Problem and Opportunity

WorkSafeBC provides a wide range of rehabilitation programs and services to assist injured workers to return to work. Each worker requires a different set of programs or services in order to be rehabilitated and the cost of the rehabilitation programs can quickly accumulate. As a financial control measure, when the cumulative costs of the services offered to an injured worker reach a specific dollar amount, additional review is required by a WorkSafeBC employee with a higher level of authority.

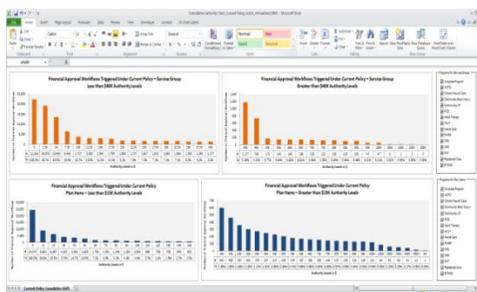
Although a larger number of reviews should reflect a greater degree of financial oversight, and therefore more sustainable operations for WorkSafeBC, the additional steps lengthen the approval process, potentially resulting in delays of payments to health care providers, and sometimes affecting service to the injured workers.

The COE was asked by WorkSafeBC to evaluate the efficiency and effectiveness of the current financial expenditure approval policy and provide recommendations to improve WorkSafeBC's operating policy while maintaining a balance between financial control and timeliness of service.

Approach and Solution

In order to gain a full understanding of the Health Care Payment Approval Process, the COE interviewed subject matter experts from various divisions. Once we confirmed the challenge and opportunity the current policy presents, based on 28 months of claims processing data, the COE constructed two Excel-based tools. The first tool estimates the number of financial approvals triggered when an authority level is set to a specific dollar amount for Health Care Entitlement Expenditure and Health Care Service Group under the current policy, while the second tool estimates the number of financial approvals triggered under a newly proposed policy. Our recommendations, based on the output of the tools, include clustering Health Care programs into different groups and applying a specific set of authority levels to improve efficiency of the financial approval process without a significant loss of financial oversight.

Benefits to Client



WorkSafeBC can assess the change in Health Care Benefit Approval workload if a different authority level were to be selected and if an alternative policy were to be used to trigger financial approval. Since any decision made based on the output of the tool is data-driven, WorkSafeBC can implement policy changes with assurance, knowing the likely reduction in employee workload and improvement of timeliness of service, while maintaining a sufficient level of financial oversight.