Cognizant Technology Solutions - Best Achievement in Operational Excellence in Delivering Digital Transformation - Reimagine the Intake Process with Cognizant's Smart Intake COE

The Strategic Objective:

At Cognizant, the focus of operational excellence goes beyond the traditional event based model of improvement towards a long term change in our clients' ways of doing business. Our solutions are innovative and combine both technology and domain expertise thus addressing the key industry and business challenges of our clients. One of Cognizant's key focus areas has been Digital Transformation. In its pursuit to unlock Digital Capabilities, Cognizant launched the **Smart Intake COE** in 2018. Cognizant aspires to be the amongst the Top 3 leaders in Intake Solutions by 2020 through this initiative which focusses on driving digitization at source.

Smart Intake COE's mission is **to significantly reduce manual efforts through automation by converting all kinds of data and documents into machine-readable formats with help of type/hand-written recognition, machine learning, image enhancement, language translation & AI tools, thereby solve for intake challenges faced by different practices in order to deliver significant savings for the business.**
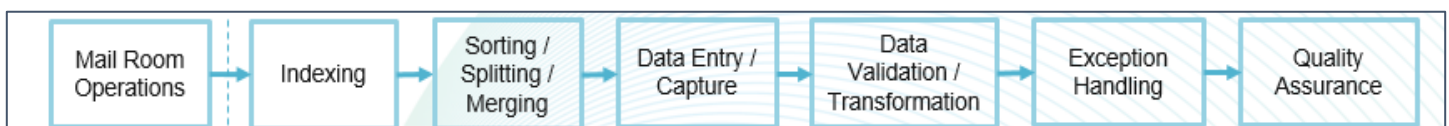
Building Blocks:

Smart Intake Leadership Set up and operationalized the Intake CoE very quickly in Q1-18, built the team, established the Lab, engaged with all the Business Unit and major Account teams through a rigorous governance mechanism for Intake Assessments and Solutioning.
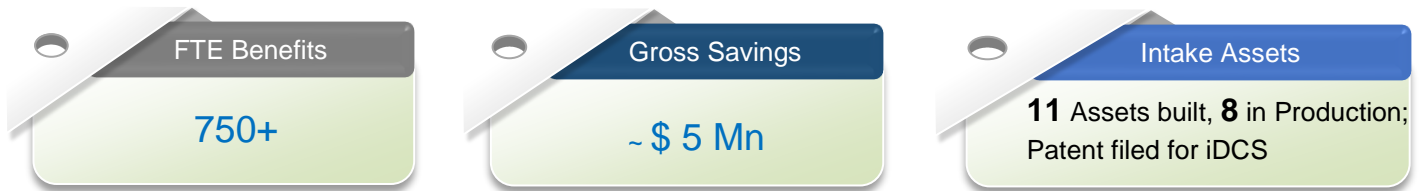

The Scope:

The services industry has had only limited success in fully leveraging RPA Automation and Analytics in the downstream scope because of the intake challenges such as image enhancement, handwriting recognition and language translation faced by different practices.

Cognizant Digital Operations receives a wide spectrum of inputs such as unstructured, structured, standard & non-standard documents and compatibility of existing workflow to the Intake tools still holds a challenge that the initiative focusses to solve for quickly. Each vertical and account within Cognizant Digital Operations experiences this problem and hence the Smart Intake efforts are kept Vertical agnostic and encompasses all Service Lines depending on the various types of input available.
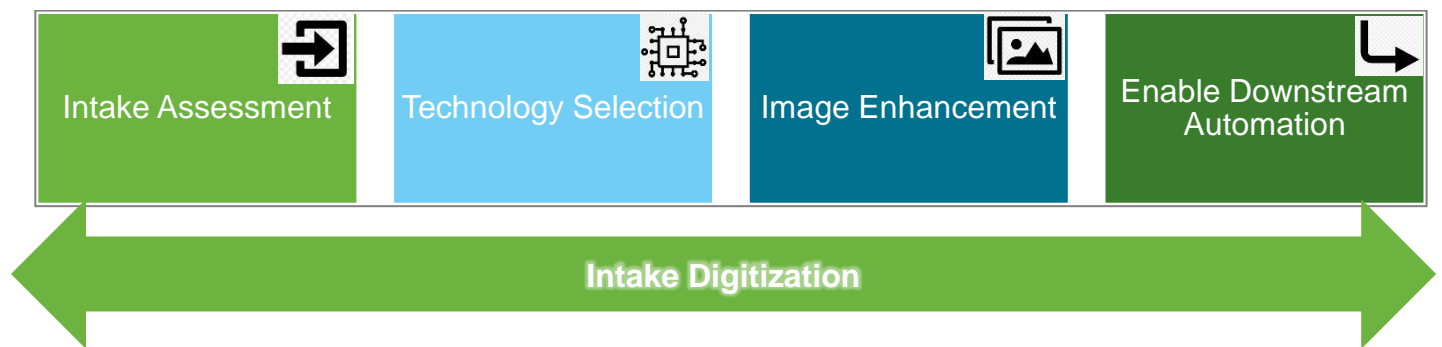
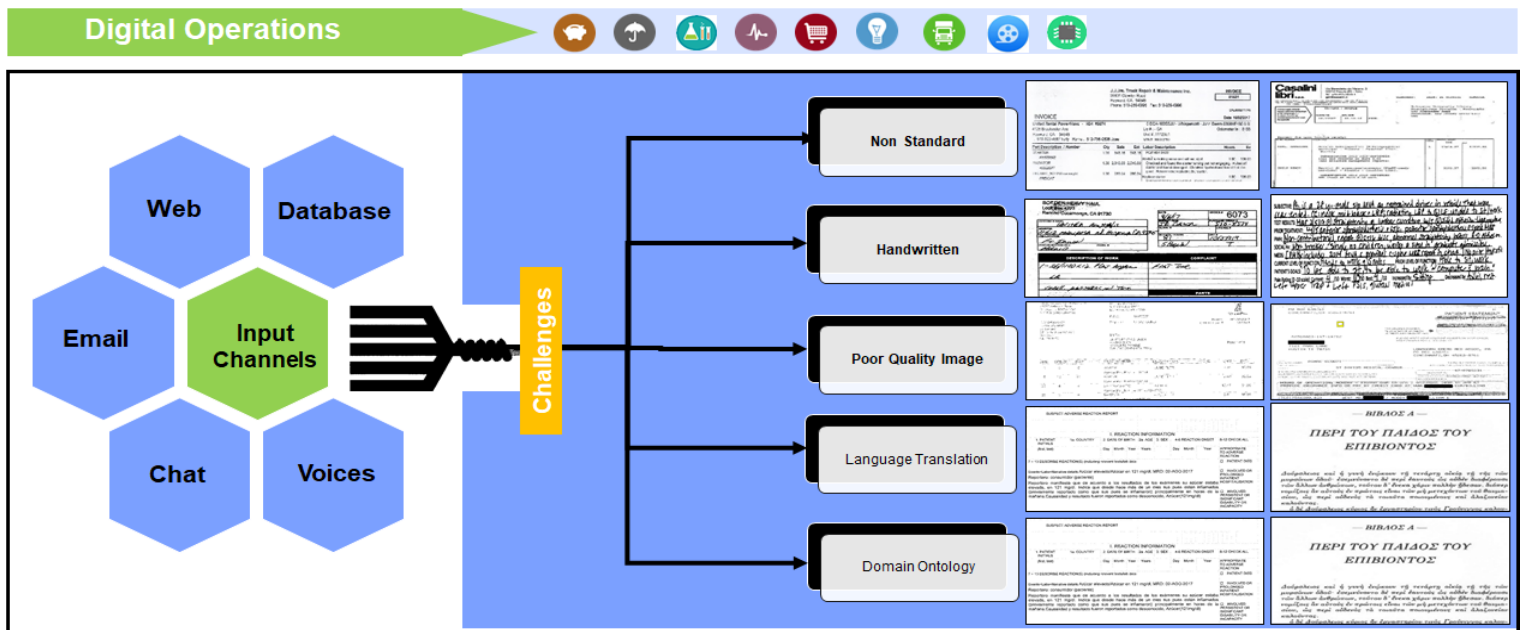# Smart Intake Key Achievements within 9 months since launch:

FTE Benefits	Gross Savings	Intake Assets
750+	~ $ 5 Mn	**11** Assets built, **8** in Production; Patent filed for iDCS

Smart Intake Approach

➢ <u>High Level Step</u>: Smart Intake is at the Source of Digital First

Intake Assessment	Technology Selection	Image Enhancement	Enable Downstream Automation

Intake Digitization

Categorizing the Challenges

Digital Operations

- ✦ Non-standard input formats from heterogeneous sources makes meaningfully combining data difficult
- ✦ Some of the content in forms continues to be in handwritten format
- ✦ Poor image quality due to lower scanning resolution with noise and blurring resulting in very low accuracy of digitization
- ✦ Documents in various languages need to be translated into English for regulatory filing and other purposes
- ✦ Humungous amount of textual and medical data to be interpreted in the protocol

Intake Assessment - Form Based Analysis

Top Form / Input Types	Brief Description of Forms	Tool for Deployment
CMS 1500/HCFA	Health Care - Claim forms to bill Medicare Fee-For-Service (FFS) contractors when a paper claim is allowed	Cognizant Driven/Partner Solution
Invoice	F&A Accounts Payable - Invoice documents related to vendor payment	Partner Solution
PPA	Health Care - Order billing, held billing, collections forms	Cognizant Driven
Intake Form	Insurance - Blended forms related to back office operations	Cognizant Driven
ISI Form	Life Sciences – Pharma – Co-vigilance forms related to Adverse Event or Sentinel Event	Partner Solution
Flexi XML	Life Sciences – Pharma – Co-vigilance forms related to Adverse Event or Sentinel Event	Partner Solution
Accord	Insurance - New Business, endorsement , personal, certificate of insurance	Partner Solution
CAQH	Health Care - Provider Data Management forms for self-reporting professional and practice information to health plans and other healthcare organizations	Cognizant Driven /Partner Solution
PM AE Form	Life Sciences – Pharma – Co-vigilance forms related to Adverse Event or Sentinel Event	Partner Solution
PHR	Insurance - Premium Audit review and support forms	Partner Solution

Intake Assessment - Form Based Analysis : Further Drill Down

Healthcare

- ❖ Total number of forms: 46
- ❖ Top 5 Forms cover 50% of FTEs
- ❖ Next set of Top 7 forms cover 12% FTEs

Next Steps Planned
- ❖ Target is to achieve 30-40% efficiency for the year from Top 5 forms (CMS 1500, PPA, HCFA, CAQH, EDI)
- ❖ Focus on the 2nd top 7 forms to get to increased benefits for the year

Life Sciences

- ❖ Total Number of Forms: 31
- ❖ Top 5 Forms covers 51% of FTEs
- ❖ Next set of Top 5 forms cover 22% FTEs

Next Steps Planned
- ❖ Target is to achieve 30-40% efficiency for the year from Top 5 forms (EDC, ISI Form, Flexi XML, E2B, PM-LAM AE)
- ❖ Focusing on the 2nd top 5 forms to get to increased benefits for the year

Insurance

- ❖ Total Number of Forms: 59
- ❖ There are 18 types of Accord forms which cover 13% of FTEs for the Accounts
- ❖ Next set of Top 15 Forms cover 71% of FTEs

Next Steps Planned
- ❖ Target is to achieve 30-40% efficiency for the year from Accord and Top 15 forms

Finance & Accounting

- ❖ Invoice Processing Covers 45% of FTEs and this process is common across F&A Vertical.

Next Steps Planned
- ❖ Target is to achieve 30-40% efficiency for the year through deploying Cognizant driven & Partnership solution

2018 Key Outcomes

- Comprehensive analyses of Intake opportunities across all BU's/Major Accounts completed; Detailed functional assessments through sample evaluations, VSM reviews and process walk through done
- Form-type based analysis completed for top 27 Forms; **Identified top 10 Forms with an annual volume of 30 Mn**; Solutioning for scalable deployment in progress
- Early focus and adoption of Intake reimagine, augmented with technology solutions including iDCS deployment, DAF enhancements etc. led to over achievement of the annual Intake FTE targets
- Intake Assets: **11 Assets built ; 8 In Production ; 3 WIP and would be ready by Q1-2019**
- Connect with Markets & Consulting teams established; RFP Support commenced from Q4-2018, Intake Consulting planned from Q1-19

Success Stories

Leading Financial Services Company

- **High number of FTEs delivered through DAF tool enhancement and Intake Reimagine
- Error reduction 43% and Improved TAT

Large US Insurance Company

- **Large efficiency delivered through Smart Email Intake tool deployment
- AHT reduction 40% and 100% Wait Time Reduction
- Potential replicability on processes with text interpretation

Leading Accounting & Payroll service Provider

- **High number of FTEs delivered through iDCS tool deployment
- Header and line item level extraction
- 90% reduction of manual effort in Indexing work
- Improved TAT on Invoice Processing

Global Pharmaceutical Company

- **High Impact delivered through standardization of various reconciliation template and Intake Reimagine
- AHT reduction of 50%
- Productivity and quality enhancement

2019 Outlook

** Pipeline of Efficiency Benefits	** Increased Gross Savings	Intake Assets 10+	** Consulting Revenue

Engagement : Offshore and Onshore	**Industrialising Technology Assets**	**RFP Support**	**Intake Re-engineering & Consulting**
• Enhance the qualified BoW for Intake automation • Focus on Intake opportunities on-shore, to drive significant efficiency benefits in US/Europe in 2019 • Involve Client Partners and Market teams for faster client approvals and solutions deployment • Expand benefits potential through form and document-type based analysis	• Build reusable assets specific to Intake types; expand to voice processes • Create a strong pipeline of technology assets, file patents and create IP; white label partner solutions • Introduce market leading intake solutions; bring learnings from partners to enhance internal solutions • Aspire to be amongst the top 3 leaders in intake solutions by 2020	• Build a standard set of solution PoV's to be incorporated for addressing intake challenges in new deals/solutions • Conduct trial runs/POC's on samples to demonstrate capability and create comparative views for alternate solutions • Documentation, cost modelling and deployment approach based on domain and chosen technology	• Engage with clients and client vendors to fix intake challenges upstream; intake elimination or streamlining for a higher downstream benefit • Drive client facing Intake Consulting assignments to deliver revenue benefit

** Numbers not shared for confidentiality reasons