

## Montana State Fund

### Industry:

Workers' Compensation Insurance

### Size:

- 28,000 employers served
- 91,000 communications produced each month
- \$156 million premium
- 9,000 new claims on average

### Employees:

- 270+ employees
- 180+ Cincom Eloquence users

### Location:

Helena, Montana

### Impacts:

- Average template development time reduced from 40-60 hours to just 3-8 hours
- Template library consolidated by 11 percent

### Integrations:

- Guidewire ClaimCenter
- IBM FileNet Content Manager
- PHS Policy System (custom-built using Sybase's PowerBuilder)
- Oracle Database
- WebSphere Application Server
- Microsoft Exchange

### Applications:

- Claims Processing
- Customer Service
- Policy Issuance
- Medical Review
- Legal
- Mailroom

# Workers' Compensation Insurer Transforms Document Communications Processes

Cincom Eloquence® Improves Compliance, Productivity and Efficiency



Montana State Fund (MSF) is highly respected as a leader in technology innovation in the Workers' Compensation industry. However, one area where they were looking for improvement was their document communications processes. Although they were meeting the external needs of their policyholders, internally the processes were manual and inefficient. As MSF began executing a strategic plan of modernizing their legacy document processing across the enterprise, they knew their ultimate goal of providing increased automation to all of their insurance operations hinged on the selection of a new, web-based document communications platform.

The Montana State Fund is a quasi-governmental agency of more than 270 employees servicing more than 28,000 employers with workers' compensation insurance coverage in the state of Montana. Chartered by the Montana legislature in 1990, MSF works to ensure a fair and equitable system of workers' compensation for the benefit of both workers and employers alike.

MSF selected Cincom Eloquence in 2011 to provide professional communications to policyholders, agents, partners, providers and injured employees including the capability to offer both paper and the potential for electronic delivery. They were confident that Cincom could help them realize improved compliance, productivity and efficiency across their claims management and policy administration processes. They were able to reduce the average time to develop, edit and test a document template from 40-60 hours to just 3-8 hours and shrink their template library by 11 percent. MSF integrated Cincom Eloquence with its custom-built PHS Policy System, Guidewire ClaimCenter and IBM FileNet Imaging system, poising them for additional improvements in quality, productivity and operating costs.

## Situation

The exceptional work being done by Montana State Fund for its policyholders was increasingly obscured by the shadow of inefficient or outdated processes internally with their document communications processes. A plan was formulated to keep the agency's many constituents happy with the service they were receiving while updating their manual processes. Concerns existed about MSF maintaining necessary consistency in correspondence when operating in a regulated environment. In order to remain competitive and continue to be Montana's workers' compensation insurance carrier of choice, the agency needed a smarter, easier-to-use, all-in-one software system that allows business users to own and manage these processes limiting reliance on IT resources—and, if it could be less expensive, that wouldn't hurt either.

"In addition to advertised benefits of moving onto a document platform, MSF had architectural imperatives that supported the selection of a product like Cincom Eloquence," says Al Parisian, chief information officer of MSF.

*"It wasn't just a matter of replacing the address information in a couple of places. We had to actually go in and replace the address on every single document, of which there were more than 400. That was the point where we realized that having a modern document communications system would have simplified the process significantly!"*

– Sam Heigh, Director of Insurance Applications  
Montana State Fund

## The Solution

Montana State Fund's ability to remain competitive and continue to be Montana's Workers' compensation insurance carrier of choice relied heavily on its technical ability to support the operations and priorities of the entire organization. A key to accomplishing this hinged on the ability to update current document communications and create new ones with a software system that allows business users to play a more active role in managing these processes and limiting the reliance on IT resources.

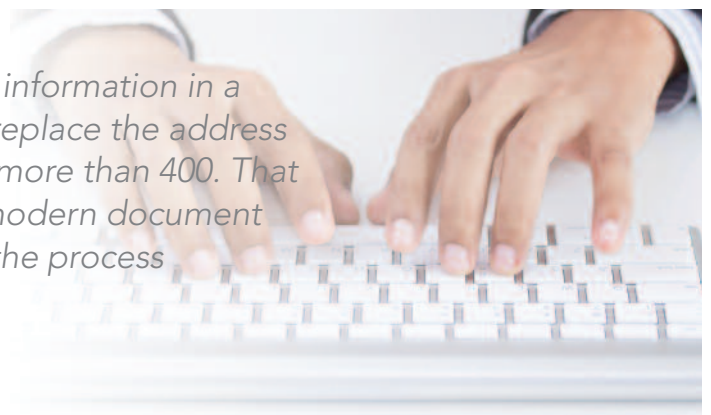
In pursuit of this goal and as part of its strategic plan to modernize all legacy insurance document processing system functionality, Montana State Fund sought a web-enabled, document communications software solution that would be utilized by all internal examiners, underwriters, customer-service specialists, communications, marketing, executives and legal personnel to produce the over 91,000 documents needed each month.

According to Sam Heigh, director of insurance applications for MSF, the organization recognized just how labor-intensive their old communications system was becoming when their offices moved a couple of years ago.

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After an extensive discovery process, Montana State Fund selected the solution that addressed many of its requirements: Cincom Eloquence. MSF looked to Cincom because of software capabilities that provided desired functionality for its business users.

MSF reached one of its primary internal goals of minimizing the heavy reliance on information technology (IT) resources for template development and maintenance. Much of the template creation, editing and testing can now be done in Cincom Eloquence within a familiar Microsoft Word-based environment. That kind of familiarity helped put document generation in an entirely



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new light for MSF personnel and will continue to free IT to work on projects of a larger scope that are more central to the operational goals of the organization. Template creation under Cincom Eloquence is now partially a business function rather than solely an IT function.

Based on the MSF IT governance model, document changes previously needed to be submitted through a change-request process requiring them to be scheduled like all other change requests, and they were subject to prioritization by a cross-functional management group. Now with Cincom Eloquence, content changes are placed under business control and the wait time has gone 3-6 months down to a couple of days for implementation.

"Our business users are pretty excited about being able to go in and handle language changes on their own. This is a testament to the ease of use of Cincom Eloquence" says Heigh.

Seamless integration between Cincom Eloquence and MSF's core systems—PHS Policy System, Guidewire ClaimCenter and IBM FileNet Imaging System—drives content consistency while streamlining workflow processes.

An example of improved workflow efficiency was experienced immediately with MSF's claims examiners. With the click of a button directly within Guidewire ClaimCenter, claims examiners can launch a new document generation workflow. If the appropriate template exists, it appears in a browser window with the associated claim data pre-populated in the workflow. If the program can't determine the appropriate template, the examiner can select the correct template and is then prompted for information needed in the workflow that's not already pre-populated from the database. Once the workflow is complete and the document is generated, the finished product can be printed to the main data center

printer in a queued batch mode, or to a floor printer for immediate access. In addition, the examiner has the ability to carbon copy (CC) the document generated to other entities, with Cincom Eloquence generating a cover letter to each of the CC recipients. The same interface can be launched with a click of a button from the policy application providing users with a common enterprise document generation experience for any insurance document produced. Other applications that produce documents programmatically take advantage of Cincom Eloquence services to seamlessly integrate with this same enterprise system to consistently generate and archive documents from all sources.

Management of most of MSF's document content is now overseen by the subject-matter experts directly involved in the relevant departments, who are outside of the IT group. After receiving training on Cincom Eloquence, employees at MSF were able to create content within the templates within two days, which is remarkably fast compared to other solutions in the market. By moving template development to business users, MSF now has more flexibility and capacity to support the more than 180 users throughout the organization who generate document communications using Cincom Eloquence.

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Cincom Eloquence not only streamlined template development and interactive, "ad hoc" document generation processes for MSF, it also created additional efficiencies that weren't necessarily anticipated at the project's outset.

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For instance, personnel from MSF and Cincom made extra efforts to be sure they were utilizing all of the power contained within Cincom Eloquence when it came to batch production of documents so that MSF would get maximum return on reducing the need for human involvement in the process. It required extensive collaboration on post-production processes whereby all policy documents are now sent directly to the mailroom for processing eliminating the need for manual sorting. Regular processes throughout monthly business cycles that were once done on a one-off basis are now done simultaneously in a single batch run.

Thanks to some well-conceived work by MSF developers and the flexibility and ease-of-integration standard with Cincom Eloquence, the team was able to provide a solution that automatically archives all documents, regardless of the output channel or format, to the IBM FileNet Imaging System in a secure, common, searchable PDF/A archive format to serve as the official source of record. Cincom Eloquence uses the link between Guidewire ClaimCenter and FileNet to allow users to view the archived image. That not only saves MSF time and money and ensures compliance, it also speeds up access to documents post-archive. "As soon as a user generates a document and delivers it, either print or electronically, Cincom Eloquence calls a service to automatically save an image of it to FileNet," says Heigh. "Users no longer have to print the document and then manually scan it. That's a capability that we never had before Cincom Eloquence."

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Numerous other similar successes marked the entire process. By utilizing Cincom Eloquence's data-driven rules logic and variations functionality that allows for the creation of multiple versions of a single document template based on jurisdiction, effective date and foreign-language support, MSF was able to trim its template library by over 11 percent. These templates, which were previously dispersed across several applications and written in multiple different formats, have now been centralized into one central repository that is version controlled, backed up daily and built upon common components. This helped to reduce the overhead costs associated with managing a growing library of complex templates.

In addition, the agency was able to gain new efficiencies utilizing the bar-coding capabilities that are part of Cincom Eloquence. Now MSF can dynamically insert a variety of bar codes on all document communications generated from Cincom Eloquence allowing the document to be sent directly to the mailroom, whereas in the past, literally days were consumed with staff personnel manually sorting and stuffing documents. Other gains not foreseen at the start of the project were made in the output processes involved with printing, sorting, splitting and electronic delivery. Where previously MSF only had mail and manual faxing capabilities for its documents, it now has the capacity to go beyond print into electronic delivery—including email, web presentation and mobile devices—without manual intervention.

Today, Montana State Fund has a whole new command of its document generation processes. "We now have a powerful product that helps the business produce high-quality, professional-looking communications in a much more efficient manner," says Parisian.

As a result, MSF's operations run smoother and more efficiently, overall costs have been reduced, the integrity of documents produced has been ensured and the overall image of MSF to its customers and constituents has been greatly enhanced. In short, MSF is a business success story created by realizing the true scope of impact that comes via improved document communications systems and processes.