

# Benefitfocus® Success Story

## Company Overview

Blue Cross Blue Shield of Massachusetts (BCBSMA) is a community-focused, not-for-profit health insurance carrier headquartered in Boston. The company has a simple vision: to make quality health care affordable. That's why it spends 90 percent of every premium dollar on medical care.

BCBSMA has served individuals, families and businesses for more than 80 years with a single-minded commitment to doing what's best for its members. In light of this, BCBSMA is rated among the nation's best health plans for member satisfaction and quality.

## Market-Leading Mentality

One of the areas health insurance providers lagged compared to the rest of the financial management industry was online billing and payment. Always looking for new and better ways to serve its members and as part of its digital transformation efforts, BCBSMA saw an opportunity to be a leader by implementing a paperless billing and payments solution to support small group and individual markets.

BCBSMA aimed to provide group and individual members with an online solution for viewing and paying invoices, improving customer experience and in-house efficiency. The company set three KPIs to track success:

- Decrease call volume related to billing inquiries by promoting self-service via online billing
- Reduce outstanding accounts receivable for small groups
- Increase online billing adoption to reduce paper and postage expenses

## The Solution: Benefitplace™ Billing & Payments

With 20+ years of experience supporting health plans, Benefitfocus was the natural choice to support BCBSMA's objectives. The solution chosen was Benefitplace™ Billing & Payments, which enables health plans to consolidate invoicing and payment across their commercial group and individual lines of business.



Blue Cross Blue Shield of Massachusetts is an independent licensee of the Blue Cross Blue Shield Association.

### Industry

Health Insurance

### Membership

3 million members

41,000 groups

### Solution

Benefitplace™ Billing & Payments

### Results

- Increased paperless billing adoption by 3X
- Reduced call volume by 59%+
- Reduced account receivables for small group business by 39%

“The Billing & Payments solution has added real value for our customers. We appreciate the close relationship we have with Benefitfocus, and the innovation they bring year after year to help us deliver a better experience for our members.”

*Michael O'Leary*  
Director of Customer Financial Management, BCBSMA

With Billing & Payments, BCBSMA aimed to eventually

-  eliminate paper-based billing,
-  improve efficiency,
-  and provide a higher quality digital experience for its groups and members.

## Implementation and Adoption

With any technology solution, implementation and user adoption is critical to success. For its group business, BSBCMA strategically set all new small business (1-50) and mid-size group (51-99) accounts to paperless by default. Renewals within the same segments were also migrated to paperless billing. The company continues to make the platform easy and convenient for individual members. For example, implementing Single Sign On from BCBSMA's member portal encourages members to switch to paperless billing and payment.

As the technology partner, Benefitfocus enabled BCBSMA to enhance the online experience for both group and

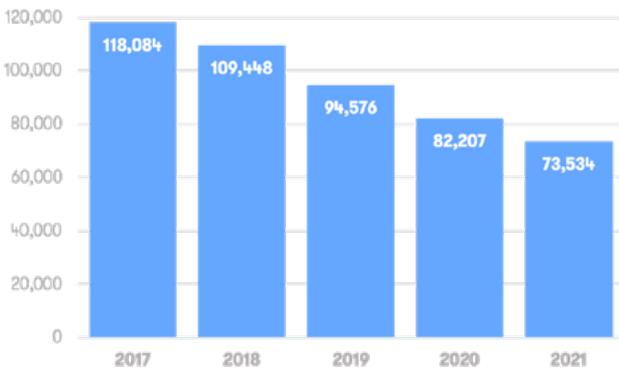
individual customers. This included improvements to the UI for both market segments, a quick print feature, self-service reporting and auto linking bank accounts for new groups. To further boost adoption, BCBSMA uses billing packets to promote the benefits of Benefitplace Billing & Payments.

## Boosting Efficiency, Payment Speed and Customer Experience

Between 2015-2020, BCBSMA more than tripled paperless billing adoption with Billing & Payments and saw higher adoption of self-service tools. In doing so, the company realized a host of benefits, including:

- **Decrease in customer service calls related to billing and payments: 59%+ reduction in total call volume between 2015 and 2021**
- **Faster and more reliable payments by all groups: 38% reduction in delinquency letters between 2017 and 2021**

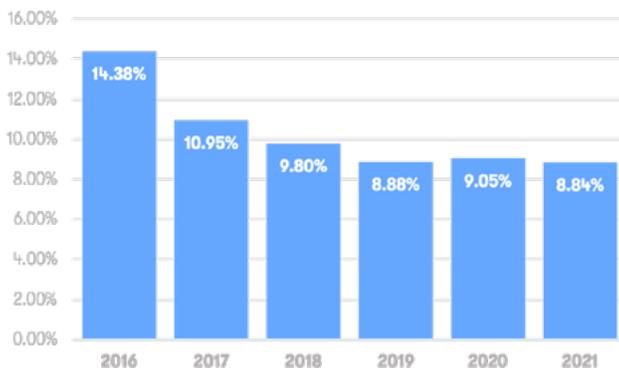
Total Group Delinquency Notices Per Year



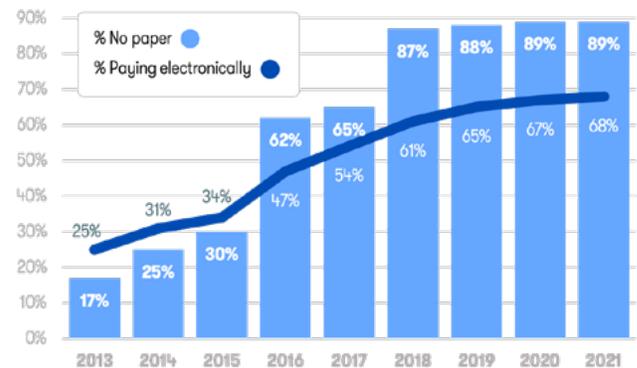
Customer Service Call Trends - Average Calls and Speed of Answer



Account Receivables for Small Business End of Month



Year End % of Groups on Electronic Invoices and Paying Electronically



In 2021, BCBSMA reported that 89 percent of groups received invoices electronically and 68 percent submitted payments online. As a result, the health plan has seen a substantial reduction in paper billing while improving the overall user experience.

“With the help of our partners at Benefitfocus, we have significantly improved the online experience for our customers,” explains Michael O’Leary, Director of Customer Financial Management at BCBSMA. “Their support has been instrumental in the successful rollout of our online billing solution.”

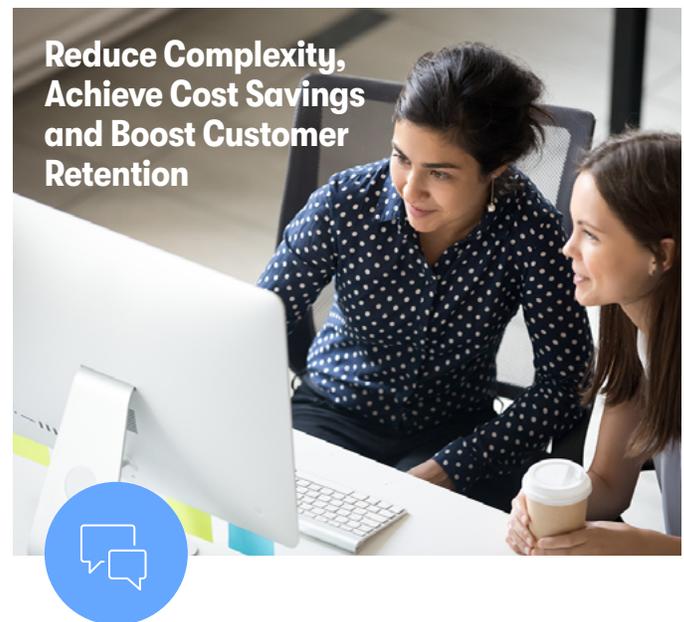
## Solving COVID-19 Challenges

When COVID-19 hit, BCBSMA faced a new challenge. The state of Massachusetts issued a Shelter in Place order, leaving the company’s Medicare population unable to pay their bills. This population traditionally relied on paper-billing and manual payments were now unable to visit the post office to buy stamps or leave their homes to mail payments. In most cases, they were also uncomfortable accessing and using the new online billing solution.

BCBSMA prides itself on putting members first, and, in collaboration with Benefitfocus, quickly put measures in place to solve the problem. The Benefits Service Center, set up by Benefitfocus to support health plans and their members throughout the COVID-19 pandemic, took over BCBSMA’s phone pay service, which couldn’t handle the sudden call volume O’Leary explains:

“Our Customer Success Manager worked with the Benefits Service Center and arranged for Benefitfocus to take over the phone pay service. The call volume quadrupled and the Benefitfocus team handled it flawlessly. It was a huge win for our members and reiterated the value of our partnership with Benefitfocus.”

“Billing & Payments has added real value for our customers and improved retention rates,” concludes O’Leary. “It’s a key selling point for new business in the small-group market as they have limited financial resources. We’re excited about our results and the innovation Benefitfocus brings to deliver a better experience for our customers.”



**Reduce Complexity,  
Achieve Cost Savings  
and Boost Customer  
Retention**

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