Customer Success Story

Nationally-Recognized Health Insurer Gains Healthy Dose of Financial Visibility

Blue Cross & Blue Shield of Rhode Island
Healthcare
Providence, RI

Blue Cross & Blue Shield of Rhode Island (BCBSRI) is the state's leading health insurer and covers more than 550,000 members. BCBSRI's mission is to improve its members' health and peace of mind by facilitating their access to affordable, high-quality healthcare. BCBSRI is an independent licensee of the Blue Cross and Blue Shield Association.

Blue Cross & Blue Shield of Rhode Island uses improved insights via Adaptive Suite to lead more informed decision-making

"We're a much more predictive, data-driven organization today as a result of Adaptive."

– Sarah Renaud, Team Leader of Budgets

For Sarah Renaud, detailed and efficient performance analysis is essential to keeping pace with the fast-moving healthcare industry. And in order to produce high quality analysis that helps drive better business decisions, Renaud uses Adaptive Planning, part of the Adaptive Suite, to take quick action according to changes in financial performance factors.

Renaud is the Team Leader of Budgets for Blue Cross Blue Shield of Rhode Island, a 1,000-employee healthcare company and a licensee of the Blue Cross and Blue Shield Association. As recently as 2012, the finance team exclusively used Excel spreadsheets for all FP&A processes. But having far exceeded Excel's limitations by mid-2012, they implemented Adaptive Planning to better support the business' needs.

Improved Analysis within Individual Markets

"We measure our success by market segment performance, so new regulations, fluctuating premiums, and other factors regularly impact our main business drivers," said Renaud, explaining the need to upgrade to a modern finance tool. "Adaptive helps us more clearly see our costs per market, and more easily forecast the impact of any major changes or key decisions, like the consequences of exiting a particular market."

Effective financial reallocation, driven by factors like time or enrollment, is central to a company that measures overall success by individual market performance. One example of such a market is Medicare, which the finance team benchmarks against competitors' financial performance in the same field. Those benchmarks turn into detailed finance reports in Adaptive that heavily influence future strategy within that market.

"Putting cube sheets on top of allocations is an important part benchmarking for us," said Renaud, detailing her team's benchmarking and reporting process. "It took us weeks to do this when we used Excel exclusively. Now it's done instantly within Adaptive."

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An Improved, Collaborative Approach to FP&A

Today the finance team uses the comprehensive historical data view in Adaptive to produce more well-informed financial forecasts and more detailed 'what-if' scenarios. And in addition to measuring performance by market, they also model core planning drivers in Adaptive for personnel, members, and premiums. Then Renaud's team can drill into financial performance by department and individual transaction to learn what's driving those numbers. These and other benefits have combined to convert a top-down FP&A approach into an improved bottom-up strategy; one that starts with deeper performance visibility, and leads to greater financial accountability across the business.

"There's a lot more information sharing between departments than before," continued Renaud. "People are adding more performance details that help us in finance to produce reports and forecasts that better support long-term, organizational strategy. Our CEO is so happy with our improved monthly forecasts that he even held up a report in a meeting and talked about how great it was."

Real-Time Updates Lead to Data-Driven Decisions

Using those added performance details, finance is more accurately allocating operating expenses and creating individual forecasts for revenue and health coverage claims. Adaptive then automatically updates those forecasts according to changes in business drivers so that company leaders are constantly making decisions using the most current financial analytics.

"We can create a 'what-if' scenario in the middle of a leadership meeting, make any changes to actuals on the fly, and Adaptive automatically updates and rolls those changes up to the corporate level. That automation frees up more time to uncover and share more valuable insight into financial performance with the entire company. We're a much more predictive, data-driven organization today as a result of Adaptive."