

Authored by **MHC Services Group**

WHITE PAPER

From Disconnect to Delivery

How Business & IT Alignment Drives
Successful System Implementations for
Healthcare Payers





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Executive Summary

System implementations in healthcare payer organizations are often complex, high-stakes initiatives. Yet, many fall short due to a persistent issue: **misalignment between business and IT operations**. Without clear communication, shared goals, and collaborative planning, requirements get lost, and execution suffers.

This paper provides payers with a practical roadmap to reduce rework, accelerate delivery, and achieve measurable ROI on technology investments.

MHC Services Group specializes in helping healthcare payers **close these gaps** by offering the structure, tools, and expertise needed to bring business and IT into alignment.

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70% of failed system implementations cite poor business and IT alignment as a root cause. (GARTNER) Our clients have seen up to a **40% reduction** in implementation rework by aligning teams early.

— RONNY NEIRA, CHIEF SERVICES OFFICER OF MHC SERVICES GROUP.



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Introduction & Industry Overview

Technology is only as effective as the plan behind it.

In healthcare payer organizations, system implementations aim to automate and enhance core operations from member enrollment to claims processing. However, without strong alignment between business leaders and IT teams, these initiatives often fall short of expectations.

Objectives of this White Paper

This paper explores why alignment matters, where disconnects typically occur, and how healthcare payers can establish a collaborative, outcome-focused implementation approach. MHC Services Group works with payers at every phase of this journey, from discovery and design to deployment and adoption, to ensure that business goals and technical execution stay in sync.

The Gap in Alignment

Despite working toward the same organizational goals, business and IT teams often approach system projects from different perspectives:



Business teams focus on member experience, process efficiency, and compliance.



IT teams prioritize scalability, system security, and data integrity.

For example, business leaders may prioritize provider data accuracy to ensure members can access the right provider. Meanwhile, IT may focus on system security controls that restrict data access, unintentionally slowing provider updates.

When these priorities don't align, the consequences include:

- ❌ Incomplete or inaccurate requirements
- ❌ Technology that doesn't reflect real-world needs
- ❌ Delayed timelines and budget overruns
- ❌ Systems that fail to improve or automate key workflows

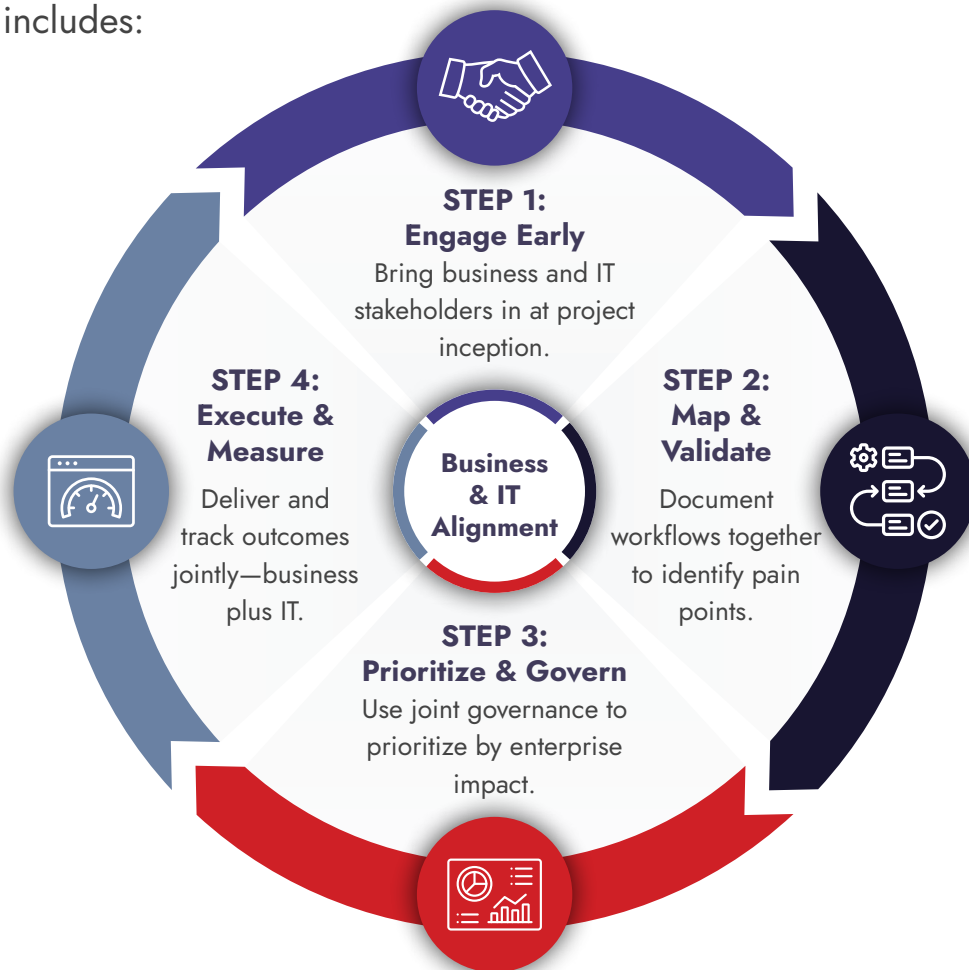
The Solution

MHC Services Group helps eliminate these disconnects by facilitating cross-functional collaboration, translating requirements across disciplines, and guiding teams toward unified implementation strategies.

Aligning for Execution: A Joint Framework

The 4 Essential Steps to Close the Gap

To close the gap, payers must foster early and sustained collaboration between business and IT. This includes:



Bringing Proven Frameworks to Align Teams and Establish Shared Accountability

MHC Services Group plays a hands-on role in facilitating these planning structures, bringing proven frameworks to align teams and establish shared accountability from the ground up.

Process Mapping: The Foundation for Automation

Automating flawed or outdated processes is a common pitfall. Instead, effective automation starts with clarity. Steps to build alignment through process mapping:

STEP 4
Prioritize automation opportunities based on business value and technical feasibility



STEP 1

Involve business Subject Matter Experts (SMEs) to map current workflows



STEP 2

Identify pain points such as manual handoffs or inconsistent rules



STEP 3

Validate future-state designs with both teams before development



Without this discipline, payers risk automating broken workflows—delivering errors instead of better outcomes.

MHC Services Group leads structured process mapping sessions that bring together business and IT stakeholders to define and validate workflows that are ready for automation—avoiding wasted effort and misaligned builds.



Technology Selection and Configuration

While choosing the right platform matters, how it's implemented and configured is just as critical.

Best practices for successful configuration:

- ✓ Include both business and IT stakeholders in evaluations
- ✓ Prioritize configurable solutions over heavily customized ones
- ✓ Ensure capabilities align with business process goals
- ✓ Engage end users throughout testing and training

MHC Services Group guides clients through the selection and configuration process with a focus on business impact, long-term scalability, and adoption. We help ensure that system builds reflect real operational requirements—not just technical possibilities.

CASE STUDY:

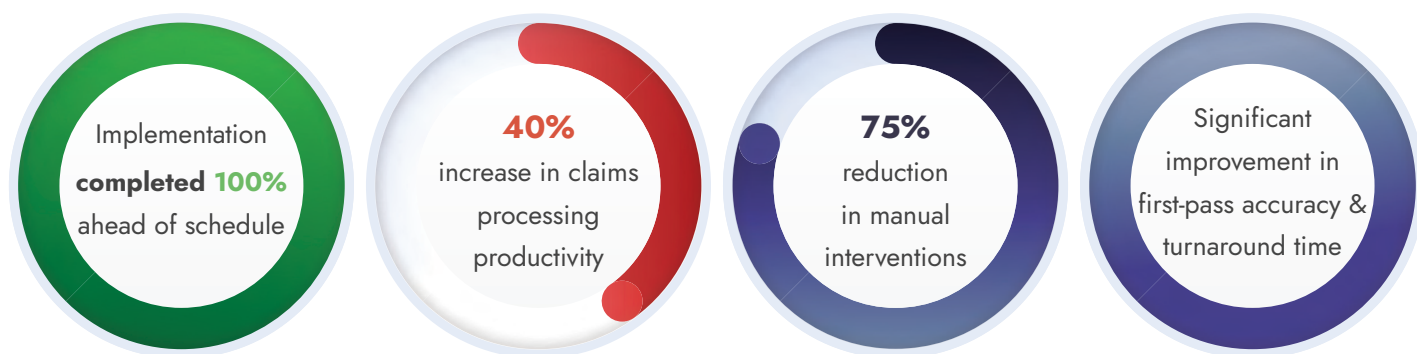
Enhancing Claims Processing with RPA Integration

A regional health plan embarked on a project to automate claims processing workflows, but initially excluded key operational stakeholders from the project scoping phase. This oversight led to misaligned requirements, automation gaps, and costly rework cycles.

After a strategic pause and reassessment, the organization recalibrated its approach. IT and business teams jointly led weekly working sessions, collaboratively mapped current-state workflows, and established shared KPIs to align automation priorities with real-world pain points.

As part of the revised solution, Robotic Process Automation (RPA) was introduced to handle high-volume, rules-based claim validation and adjudication tasks—freeing staff from repetitive manual work and reducing error rates.

Results



Collectively, **the changes saved about 960 FTE (Full Time Employee) hours annually**—accelerating claims processing and improving member experience.

MHC Services Group played a critical role in facilitating the turnaround—bridging the gap between IT and operations, introducing automation best practices, and supporting change management across business units.

Achieve Future Success

Engage Operations Early

Involve claims, provider data, and finance teams from the planning phase to avoid misalignment.

Expand RPA Use Cases

Identify other manual bottlenecks suitable for automation (e.g., eligibility checks, duplicate claim detection).

Implement Real-Time Dashboards

Monitor automation metrics and adjust rules dynamically to maintain throughput.

Institutionalize Agile Governance

Use sprint-based governance and joint IT–Ops reviews to ensure continuous alignment.

Metrics That Matter

To track the success of an implementation, payers need metrics that reflect both delivery and impact:

Implementation Metrics:

- ☑ Timeline adherence
- ☑ Budget performance
- ☑ Post-launch change request volume

Business Process Metrics:

- ☑ Processing times
- ☑ Automation rates
- ☑ Rework and error frequencies

Shared Metrics:

- ☑ User adoption
- ☑ Uptime and support ticket resolution
- ☑ Operational ROI

MHC Services Group works with organizations to define and monitor these metrics, ensuring accountability and a clear view into how technology investments are supporting operational goals.

Recommendations for **Payers**

Healthcare payers looking to improve their system implementation outcomes should:

1. Form cross-functional planning teams early
2. Conduct joint process mapping workshops
3. Define KPIs that reflect both business and IT priorities
4. Assign shared ownership for major project milestones
5. Monitor metrics continuously post go-live

MHC Services Group helps organizations put these recommendations into practice, offering facilitation, tools, and consulting expertise that accelerate alignment and reduce implementation risk.

Conclusion

Alignment between business and IT is not a “nice to have,” it is essential for successful implementations. Successful system implementations are not the result of technology alone, but of disciplined alignment. With shared goals, continuous collaboration, and structured governance, payers can turn costly failures into measurable successes. MHC Services Group brings the expertise and experience to bridge the gap, helping payer organizations plan, build, and deliver systems that actually work—for everyone involved.

About **MHC Services Group**

MHC Services Group helps healthcare payers simplify operations and automate business processes through purpose-built technology and implementation support. Our team brings deep experience in both business operations and IT strategy to ensure your next deployment delivers real results. We specialize in aligning stakeholders, translating complex requirements, and driving execution across the full implementation lifecycle.



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