



# PRESCRIPTION FOR SUCCESS

## A Healthcare Expansion Case Study

In anticipation of increased volumes and a growing need for Prior Authorization support, a leading Pharmacy Benefits Manager (PBM) turned to Alorica for help. We collaborated closely with the client to design and execute a solution that allowed for quick and efficient **recruiting and training of more than 700 Pharmacy Technicians and Registered Pharmacists within a two-month time period.**

### THE CHALLENGE

- **Recruit and train** over 500 Pharmacy Technicians and 200 Registered Pharmacists within a two-month timeframe
- **Identify viable sites** for workforce across multiple states
- **Meet local and state regulatory and licensing requirements**

### THE RESULTS

- **Reduced travel, training and support costs**
- **Standardized onboarding and development processes**, including proficiency in Prior Authorization
- **Implemented solution** prior to client's peak season
- **Achieved 99.9% average Quality Compliance scores** across all sites





## THE CLIENT

### Growing Needs Demand Speed, Efficiency and Awesomeness

In anticipation of increased volumes and a growing need for Prior Authorization support, a leading PBM — servicing more than 13.5 million people through mail-service pharmacies and a national network of more than 67,000 community pharmacies — needed an outsourcing partner to manage a significant amount of work.

Beginning in 2011, Alorica handled Mail Orders for the client — starting with 50 licensed Pharmacy Technicians in Tucson and eventually growing to 230 across two Tucson locations and one location in Phoenix — all supported by fully licensed, non-dispensing pharmacies.

Within a two-month timeframe, the client needed Alorica to secure more than 500 additional licensed Pharmacy Technicians, and fully train them to a master level of proficiency in order to support the Prior Authorization function. In addition, the client tasked Alorica with simultaneously hiring 200 Registered Pharmacists to manage the anticipated volumes.

Marching orders, check. We were off.



## THE PROGRAM

### A Multi-Phased Approach Addressed Challenges While Fulfilling Rigorous Regulatory Requirements

#### Licensed Pharmacy Technicians

Realizing that this expansion would entail performing the work out of various locations across the U.S., we quickly began researching viable sites for the Pharmacy Technician positions. Adding to the complexity of the situation, Alorica had to take into account that each state has its own unique laws and regulations pertaining to Pharmacy Technician licensing — a key component that could either expedite or hinder the recruiting process.

After a thorough investigation, we selected five additional sites based upon several criteria, including the above-mentioned laws and regulations from Boards of Pharmacy within the selected states, time zones conducive to client hours of operation, confidence in candidate pools and leadership, as well as the necessary facility security measures required by the client. This meant introducing new healthcare work into five sites and expanding existing healthcare work in three sites.

*Premium pay and license fee coverage were among the benefits Alorica offered to secure and retain top talent.*

*With a search for more than 500 Pharmacy Technicians underway, we understood the importance of securing the right talent and retaining them over time. Alorica offered premium pay for these positions and invested in each technician by paying for their initial Pharmacy Technician licenses.*

#### Registered Pharmacists

Alorica took an innovative approach in hiring 200 Registered Pharmacists by recommending a virtual or at-home work environment. This was a first for the client, and to instill a high level of confidence and obtain their approval, we presented a 360-degree demonstration of the Work-at-Home training and virtual environment that highlighted its secure, structured and effective nature.

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## THE IMPLEMENTATION

### A Nationwide, Cross-functional Methodology Paved the Way for Efficiency and Success

We were asked to introduce new healthcare work into five sites, while expanding existing healthcare work in three sites. This meant calling into play a number of Alorica areas of expertise, including Real Estate, Project Management, Operations, Human Resources, Recruiting, Training, Compliance and IT.

### Licensed Pharmacy Technicians

We developed a comprehensive project plan that covered every aspect of the launch. Each step was mapped out for the impacted area; from site system connectivity to network security, recruiting requirements and training curriculum, the plan was thoroughly vetted with the intention of executing a flawless, successful launch.

Training was a key component of the implementation phase. Initial training was conducted at each site and facilitated by client Trainers, who efficiently prepared and educated Alorica Trainers for instructing subsequent new-hire classes — thus eliminating the need for client Trainers to travel to multiple locations to educate new Pharmacy Technicians.

### Registered Pharmacists

Leveraging our depth of experience in the Work-at-Home environment — with more than 5,000 agents across the U.S. — we developed a meticulous, robust and highly secure deployment model that allowed newly hired Registered Pharmacists to easily connect to both the client's and Alorica's systems, and be ready for training in a short amount of time.

To facilitate virtual training, Alorica applied its award-winning program to the client's dynamic training materials, and tailored them to a virtual environment. And we didn't stop there, opting to build in enhancements — including “knowledge checks” and assessments — to ensure thorough understanding of the material. The client has since adopted these enhancements and incorporated them into their own training content.



**Travel and training expenses were reduced through the development of in-house trainers.**



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## THE OUTCOME

Thanks to our strong relationship with the client and meticulous planning and execution, more than 500 Pharmacy Technicians went through training and gained proficiency on the Prior Authorization process in time for the client's peak season.

Our experience in the virtual environment resulted in a stress-free onboarding and training process for Registered Pharmacists, which has ultimately driven high productivity among this group.

Finally, the Prior Authorization function requires extremely high-quality work to be completed within an expedited time-to-proficiency window. Specifically, Medicare Part D Prior Authorization requires a Quality Compliance goal of 99.5%. The average Quality Compliance across all eight Alorica locations is 99.9% — and never one to rest on our laurels, we're working on that final tenth of a percent.



## ABOUT ALORICA

Alorica is a global leader in customer experience solutions. We are made up of more than 100,000 passionate problem solvers who make lives better through positive customer interactions—at every touchpoint—across voice, chat and social. Leveraging innovative technologies—including intelligent automation and a comprehensive analytics suite—we support the world's most respected brands with the talent and resources necessary to create insanely great experiences. Alorica provides a host of world-class services—from customer care to financial solutions and digital services—to clients across industries of all kinds, many of whom are on the Fortune 500. Celebrating our 20th anniversary this year, Alorica contact centers and operation hubs span the globe with 130 locations in 15 countries. To learn more, visit [www.alorica.com](http://www.alorica.com).

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