Onboarding 400+ FTEs in 45 Days While Achieving Quality and Performance SLAs

Overview

Knack Global (Knack) partnered with the largest provider of medically integrated vision care in the United States, operating over 700 locations across 18 states with more than 1,000 providers.

Challenge

The provider had previously outsourced their revenue cycle management (RCM) operations to a third-party healthcare BPO provider but faced several critical staffing, quality control, and operational responsiveness challenges.

The vision care provider recognized the need for a change and sought a new partner capable of addressing these issues. After a thorough vendor assessment, they chose to partner with Knack because of their fast ramp-up timeline and commitment to quality and responsiveness.

The engagement required rapid onboarding of 400+ full-time employees (FTEs) across several revenue cycle functions, including self-pay, cash posting, AR/denials, and patient/insurance credits. The provider's goal was to have operational readiness within 30 days and begin full functionality in 45 days with an aggressive ramp production schedule —an ambitious timeline that required precise execution in resource management, knowledge transfer, and process implementation.

The Provider turned to Knack to:

- Deploy 400+ resources, including supervisors and auditors, within the deadline.

- Complete a comprehensive knowledge transfer with clear communication metrics and training plans.

- Initiate a pilot run to measure project performance and ensure quality parameters were met.

Solution

To address the provider's challenges and meet their objectives, Knack implemented a multifaceted approach to ensure rapid deployment, training, and quality management.

Resource Identification

Knack initiated a rigorous recruitment process to meet the aggressive timeline, ensuring a balanced mix of experienced Knack professionals and new hires. This including moving greater than 50% of resources allocated as buffers on various clients. This approach helped to meet staffing demands while maintaining high-quality standards. Additional Buffers were built into the staffing plan to account for unexpected attrition or performance issues.

Knowledge Transfer

Knack employed a phased approach, engaging the client's transitioning teams and internal operations to ensure a smooth handoff. This phase included:

- Reviewing the full scope of business requirements and conducting an analysis of existing processes.
- Developing a comprehensive training plan and schedule.

Process Mapping and Documentation:

Knack meticulously mapped all key processes and created detailed documentation to drive operational consistency. This included:

- Mapping processes and creating flowcharts.
- Navigating software and defining project deliverables.
- Establishing communication metrics and assessing training needs.
- Documenting quality assurance procedures and deliverables.
- Recording standard operating procedures (SOPs).
- Defining task responsibilities and timelines and creating the go-live checklist.

Quality

Knack's proprietary QA methodology was deployed which included the following steps:

- Review Productivity: Thoroughly assess user productivity to select samples for audits.
- Conduct Audits: Perform audits based on client requirements and directives.
- Identify Errors: Detect errors with high inspection efficiency.
- Provide Feedback: Communicate errors to concerned users verbally and via email.
- Communicate with Operations: Relay errors to respective Operations associates following defined communication protocols.
- Ensure Corrections: Verify that errors are corrected by the appropriate Operations associate.
- Accuracy Reporting: Email the accuracy score to each user post-audit.
- Record Errors: Maintain an organizational record of identified errors for further training and analysis.
- Share Findings: Provide Ops Team Leaders (TL) with insights on trending issues such as denials, rejections, and provider-related problems.

Results

Through a well-executed strategy focused on speed, quality, and transparency, Knack was able to deliver exceptional results within the client's tight timeframe:

- Production started on Aug 15 as expected with 30% of output and gradually increased to 85% by Sep 23
- The project achieved a 97% or better quality rating throughout the production timeline
- Stakeholder satisfaction was high, with positive feedback on the onboarding process and operational performance after the pilot run.

Pilot Run

Before going live, Knack conducted a pilot run to evaluate operational readiness and project performance. **The pilot included:**

- Measuring project performance during the pilot run.
- Conducting project/process gap analysis.
- Creating a steady state and assuring continuity.
- Ensuring continuous quality monitoring.