

Payer develops plan to improve compliance and litigation response through efficient records management

Client's challenge

A payer had incurred unusually high costs to identify and produce data in response to requests for information during litigation proceedings. The organization recognized that the difficulty it had searching through a large volume of information indicated that its document-management program needed many improvements.

The payer needed to overhaul its records-management program to achieve several goals:

- Reduce the internal and external cost of document discovery during litigation
- Integrate records management into the enterprise content-management (ECM) initiative
- Reduce the risk of noncompliance by improving the records-management program
- Understand the timing and costs of implementing the improvements
- Integrate the initiative with the overall compliance and IT strategy
- Overcome employees' reluctance to change

PricewaterhouseCoopers' Advisory solution

The client selected PricewaterhouseCoopers to help it accomplish these goals because of our work in inventorying the company's documents and developing a plan to enhance the efficiency and quality of document production. The client asked us to conduct a risk assessment of its records-management program, to recommend improvements, and to identify operational, legal, and compliance risks related to document retention.

We assembled an experienced team of industry, records management, technology, change management and project management specialists. The team focused on analyzing the needs of the company's business units and on identifying the types of information considered critical to meeting this organization's document- and record-retention requirements.

Our analysis gave the payer:

- An understanding of its current record-retention policies
- An evaluation of the current environment
- A program analysis and recommendations for improvements
- An overall records-management program strategy and approach, incorporating functional organization design, policy and procedure improvements, and technology deployment, including enterprise content management
- A plan for implementing governance and technology enhancements for the records program and for persuading key management of the “case for change,” including required resources and timeline

Impact on the client's business

The payer gained an accurate assessment of its current records management program. Senior management obtained a clear understanding of which areas need to improve and how to address those needs. Our analysis led to a detailed plan, including budget and timeline, that guides the company's overall compliance, operations and legal risk management strategy.

Contact:

Rosalind Conway
(646) 471-2781
rosalind.d.conway@us.pwc.com