

# Case Study: Blue Cross Blue Shield of Massachusetts



## ADP's Time Management Solution Boosts Efficiency at Blue Cross Blue Shield of Massachusetts

Blue Cross Blue Shield of Massachusetts was founded 69 years ago by a group of community-minded business leaders. Today, headquartered in Boston, BCBSMA provides coverage to 3 million members. BCBSMA believes in rewarding doctors and hospitals for delivering safe and effective care, and in empowering patients to take more responsibility, become educated health care consumers and become stronger partners with their doctors.

### Manual System Created Risk and a Heightened Potential for Error

"Before we implemented ADP's Enterprise eTIME®, every department had its own way of collecting their associates' time. The only thing they all had in common was that their procedures were manual," Stephen Capuccio, Director of Human Resource Operations for Blue Cross Blue Shield of Massachusetts, said.

BCBSMA timekeepers completed manual timesheets each pay period and presented them to respective leaders for review and approval. "Timesheets would arrive in payroll in every which way," Capuccio said. "Some would come through the interoffice mail. Some would be hand-delivered. Others were faxed to us. The whole approach was time-consuming and confusing."

The manual system gave BCBSMA's leaders a "past tense" view of the world of labor costs. "Paper-based systems are just not designed to help you effectively plan for future needs," Capuccio said. "Best case is you'll know what you spent in labor costs, but the information would be too old to help you budget for what your needs are going to be next week."

### BCBSMA Challenges

- Replace a system featuring paper timesheets and manual data entry with an efficient, Web-based time collection process
- Eliminate the time lag in reporting accrual information for planning and forecasting
- Shift the responsibility of entering time from timekeepers to associates
- Deploy a solution that interfaces with payroll and provides enhanced time reporting features
- Choose a time collection and workforce management solution that offers predictable operating costs and a low capital expense

### ADP Solutions

- ADP's Enterprise eTIME®

"With ADP's solution, our data is secure since ADP is SAS70 certified, time collection is automated, the process is streamlined, and it all integrates with payroll."

**Stephen Capuccio,**  
Director of HR Operations  
Blue Cross Blue Shield of Massachusetts

## Web-based Solution Reduces Risk and Streamlines Workflow

“We were already using ADP for outsourced payroll, benefits enrollment and other applications. The features and benefits offered by ADP’s Enterprise eTIME were what we were looking for in a new solution. Deploying Enterprise eTIME meant the manual timesheets are out and electronic approvals and routing are in,” Capuccio said.

“The system captures and records our associates’ time, using pre-populated electronic schedules so associates enter exception time only. Once time is approved it is electronically routed to payroll – exported from Enterprise eTIME and imported into Enterprise EV2. Everything in the process is integrated and seamless, and we not only have accurate time going to payroll but also access to current information,” Tom Hayes, Sr. Manager of HR Operations for BCBSMA, said.

Before ADP, tracking paid time off was a tedious process with the imperfection of spreadsheet data management. “With the ADP system, our managers have access to schedules and reports that help them manage PTO. We replaced a time-consuming, less than satisfactory solution with a very efficient business tool,” Hayes said.

Now the entire time input, collection and approvals process is streamlined – from the electronic schedule to effortless payroll data entry. Just as important, employee data is also safe. “With ADP’s solution, our data is secure since ADP is SAS70 certified, time collection is automated, the process is streamlined, and it all integrates with payroll,” Hayes said.

## ADP Hosting Service Allows Greater Focus on Core Business Issues

Capuccio likes the many benefits his company derives from having ADP host the time management solution. “With hosting, you don’t need a lot of technical expertise on your end, and we have eliminated having to purchase additional software to keep up with system upgrades,” he said. “ADP ensures that the system is up and running. They maintain the system for you, they upgrade it, and they worry about what’s coming next in terms of new technology.”

BCBSMA’s HR productivity is also seeing measurable gains from the hosting relationship. “One example: We’ve been able to move two people from doing routine time and labor data entry over to becoming active members of HR project teams that manage system enhancement work and meeting other business needs,” he said.

“Before ADP, it was very difficult to track who was working on large special projects. The project view feature of ADP’s Enterprise eTIME product allows us to account for the time that specific employees spend on certain projects. Another big benefit is that we can track productivity on any given project, which is a great help for project leaders tasked with resource planning,” Capuccio said.

## Measuring Return on Investment

Capuccio said the company prefers to “measure our return on investment mainly in productivity savings – and there are real savings. For one thing, the ADP time and labor management solution has given us the flexibility to re-allocate two full-time associates from redundant, routine tasks in the payroll area to other areas of the corporation where we now benefit more from their professional expertise.”

The elimination of the variety of manual time collection and input procedures also translates into additional productivity savings. “We found that, before we began using Enterprise eTIME, approximately 150 different people touched manual time sheets. All that effort and the time it took every pay period are now gone. Today these associates are spending their time in far more productive ways to help the company.”

## Meeting Expectations

The carefully planned implementation resulted in acceptance across the entire landscape of the Boston-based healthcare insurer. Capuccio acknowledged some of the key benefits for various constituencies within the company:

- Associates – “Our associates like it because approved time is accurately reflected in their paychecks. They are part of the process. Not only do they directly input their time, but also can check things like how much paid time off they have left.”
- Managers – “Improved access to information, including accruals for each employee, contributes to better management of attendance and productivity. Managers can do more effective workforce planning, by tracking project hours and people costs.”
- Accounting – “Finance particularly likes the benefit of tighter audits and the controls that are in place by the ADP solution.”
- Payroll – “The seamless integration of the time collection solution with our ADP payroll significantly reduces manual data entry in the payroll area.”
- IT Department – “Hosting frees up internal resources to support other strategic activities within the company.”