WHITE PAPER:

Redefining Healthcare Through Intelligent Operations

sagility®

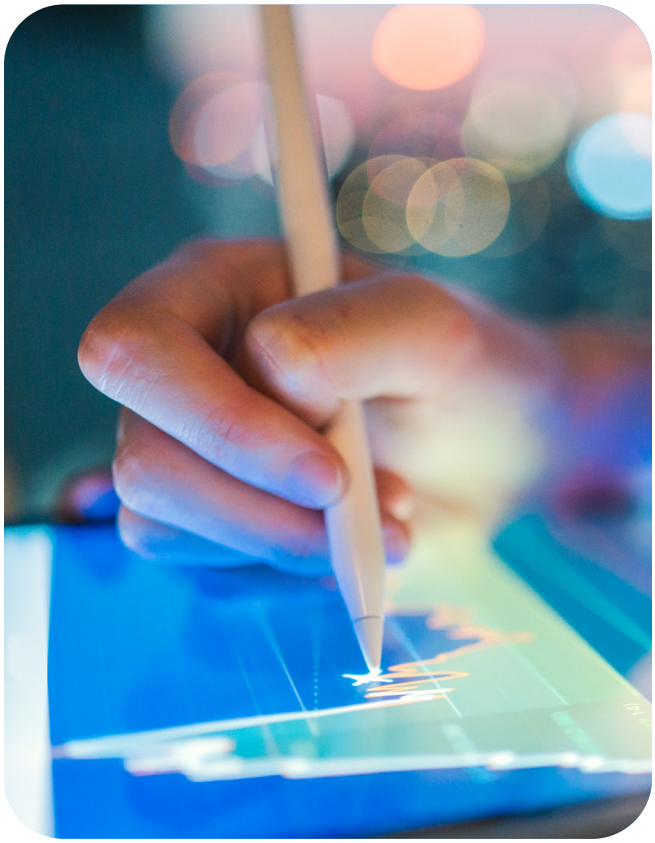
Table of Contents

Overview

The strain in healthcare operations is unprecedented.

Rising medical costs, regulatory complexity, workforce shortages, utilization volatility, and increasing expectations around member and provider experience are converging simultaneously across the healthcare ecosystem. Health plans and providers are being asked to process higher volumes, accelerate decisions, improve quality outcomes, and maintain financial discipline — all while operating within increasingly constrained administrative and clinical environments.

At the same time, policy shifts, such as the One Big Beautiful Bill Act (OBBBA), for example, interoperability mandates, prior authorization reform, and growing demands for transparency are exposing operational inefficiencies that legacy operating models were never designed to manage.



Addressing Pressures Incrementally

Many healthcare organizations have responded with previous tactics: offsetting incremental challenges with incremental measures, such as point solutions or isolated AI pilots.

While these approaches may deliver localized gains, they fail to address the root problem — fragmented workflows, disconnected systems, and operating models built for yesterday's scale.

Layering automation onto broken processes only increases complexity.

Why Reinvention Is Not Incremental

Sagility's reinvention thesis is simple but powerful: sustainable transformation happens at the intersection of AI, workflow redesign, and deep healthcare domain intelligence. The next phase of transformation is not defined by technology or automation.

It is defined by orchestration.

Organizations must embed AI directly into operational workflows, paired with redesigned processes, and guided by clinical, financial, and engagement expertise.

An Operating Model That Scales

Healthcare organizations must move beyond siloed modernization efforts toward AI-led orchestration — a model in which workflows, intelligence, automation, ecosystem partners, and human expertise operate as a coordinated system rather than isolated functions.

In this model:

- AI is embedded directly into operational execution
- Workflows are dynamically coordinated across domains
- Operational intelligence continuously identifies friction and optimization opportunities
- Automation manages routine execution at scale
- Human expertise governs complex, judgment-intensive, and clinically sensitive decisions
- Partner ecosystems integrate into a unified operating environment

This model represents a fundamental shift in how healthcare work gets done.

Organizations that succeed over the next decade will not simply automate tasks.
They will redesign how healthcare operations move across the enterprise.

Modular, repeatable patterns are fundamental for transformation, achieved by embedding AI, not just pilots, into real-world workflows — supported by governance frameworks that sustain performance at scale.[1,2]

Sustainable transformation requires more than technology and workflow redesign. It requires governance — the ability to manage performance consistently across engagement, claims, and clinical operations.

Organizations that successfully scale operations establish clear performance accountability, standardized workflows, and enterprise metrics that align member/provider experiences, cost, quality, and financial outcomes. Governance ensures that operational improvements are repeatable, measurable, and sustainable.

This white paper outlines how healthcare leaders can move beyond tactical automation toward true operational modernization. Below, you will learn why:

- Modern healthcare operations must evolve from episodic transformation to continuous operational discipline
- An end-to-end operating model connects individual functions
- Guidance is needed for determining where GenAI, automation, and workflow redesign fit in daily operations
- Performance is measured across experiences, cost, quality, and financial outcomes

Most importantly, this white paper reframes AI orchestration from a technology initiative into a business transformation strategy.

Healthcare organizations that succeed over the next decade will not be those that simply adopt new tools. They will be the ones that redesign how work moves across their enterprises — aligning intelligence, operations, and domain expertise to deliver better outcomes at lower cost.

This is the future of healthcare operations: integrated, intelligent, and built to scale.

[1] https://www.mckinsey.com/industries/healthcare/our-insights/the-coming-evolution-of-healthcare-ai-toward-a-modular-architecture

[2] https://www.cio.com/article/4115662/the-ai-readiness-gap-why-healthcare-and-insurance-struggle-to-scale-beyond-pilots.html

Healthcare Operations Are at an Inflection Point

Healthcare organizations across the payer and provider ecosystems are facing unprecedented operational difficulties. These pressures have risen from converging forces — regulatory, financial, workforce-related, technological, and demand-driven.

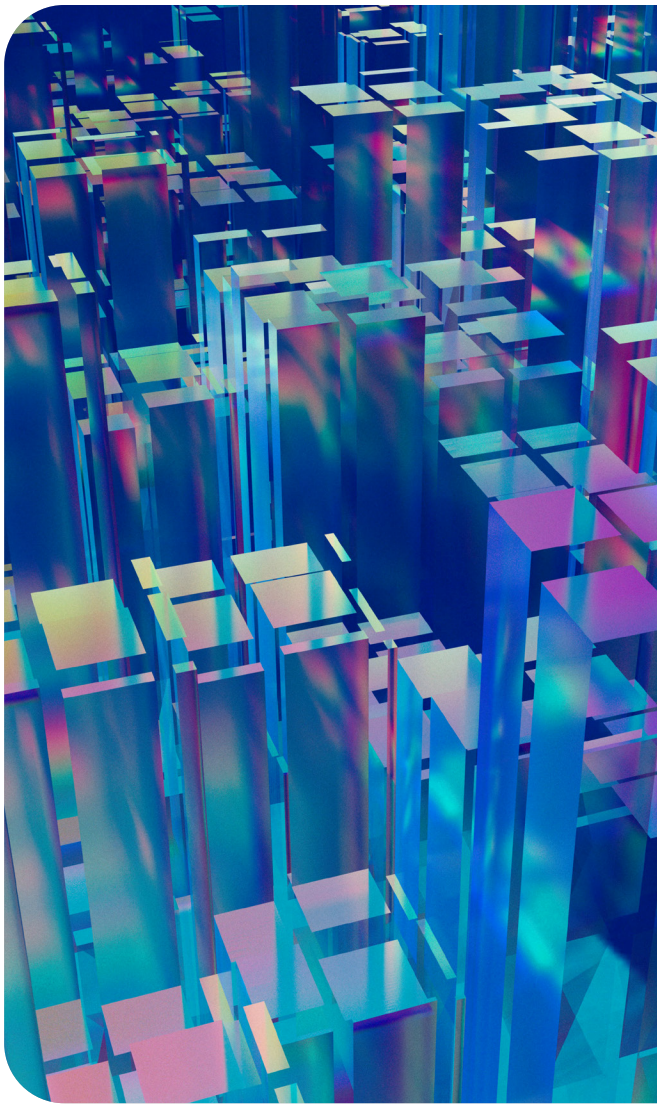
Demand volatility (engagement spikes, prior authorization surges)[3,4]: Healthcare demand has become increasingly unpredictable, driven by regulatory changes, surges in prior authorization (PA) requests, higher patient acuity, and rapid shifts in utilization patterns.

Claims complexity and regulatory scrutiny[5]: Increasing regulatory requirements and documentation standards have added layers of complexity to claims and utilization management workflows.

Workforce shortages and burnout[6]: Labor shortages across clinical and administrative roles have become structurally entrenched, not temporary.

Margin compression, medical loss ratio,[7] and rising medical costs[8]: Economic pressures squeeze both payers and providers, forcing operations to do more with less.

Fragmented technology ecosystems[9]: Disconnected data and legacy systems continue to obstruct efficient, real-time operations.



[3] https://racmonitor.medlearn.com/prior-authorization-crackdowns-coding-documentation-and-appeals-in-2026/

[4] https://www.fitchratings.com/research/insurance/high-costs-aca-disruption-drive-deteriorating-outlook-for-us-health-insurers-in-2026-05-12-2025#:~:text=Fitch%20Ratings%2DChicago/New%20York,they%20prepare%20for%20these%20shifts

[5] https://www.commonwealthfund.org/publications/issue-briefs/2025/oct/administrative-burden-primary-care-causes-potential-solutions

[6] https://www.beckershospitalreview.com/hospital-management-administration/10-healthcare-workforce-challenges-defining-2026/

[7] https://www.mckinsey.com/industries/healthcare/our-insights/the-future-of-medicare-advantage

[8] https://www.pwc.com/us/en/industries/health-industries/library/behind-the-numbers.html

[9] https://aihc-assn.org/part-2-interoperability-and-system-fragmentation-in-healthcare/

The Shift Required: From Fragmented Operations to Intelligent Execution

Given that many organizations still operate on legacy models with labor-intensive scale built around siloed functions, overcoming these challenges requires an operational pivot. Across the value chain, a business model change is needed for engagement teams, who rely upon manual handoffs to optimize engagement resolution, for claims teams relying on adjudication efficiency, and for clinical teams operating independently to manage utilization and quality programs. Even if each function improves locally, the enterprise largely remains fragmented.

This fragmentation shows up in familiar ways:

- Disconnected member, claims, and clinical journeys
- Reactive service models driven by volume spikes
- Manual workflows that create delays, rework, and inconsistent outcomes
- Scaling achieved primarily by adding labor rather than intelligence

These models cannot sustain rising demand, tightening margins, and increasing regulatory complexity. To the extent that thriving depends upon changing how work moves across the ecosystem, organizations must shift their approach from:

Siloed functions to **an integrated operating model**

Reactive service to **proactive orchestration**

Manual workflows to **AI-augmented execution**

Labor-driven scale to **intelligence-driven scale**

This shift does not simply require a technology upgrade. Instead, it requires transforming the healthcare operating model.

This transformation means operational functions are no longer isolated domains. They become interconnected layers of a unified system, sharing data, intelligence, and workflows in real time. AI supports frontline teams with decision assistance. Automation handles routine tasks end to end. Human expertise addresses exceptions, judgment-intensive scenarios, and clinical oversight. Performance is managed holistically across experience, cost, quality, and outcomes.

The result is an enterprise that anticipates demand, resolves issues upstream, and scales without proportional increases in headcount.

From Automation to AI-Led Orchestration

The next generation of healthcare operations is not built on isolated automation.

It is built on orchestration.

Traditional automation strategies focus on optimizing individual tasks or workflows. While valuable, these approaches often create disconnected pockets of efficiency that fail to improve enterprise-wide coordination.

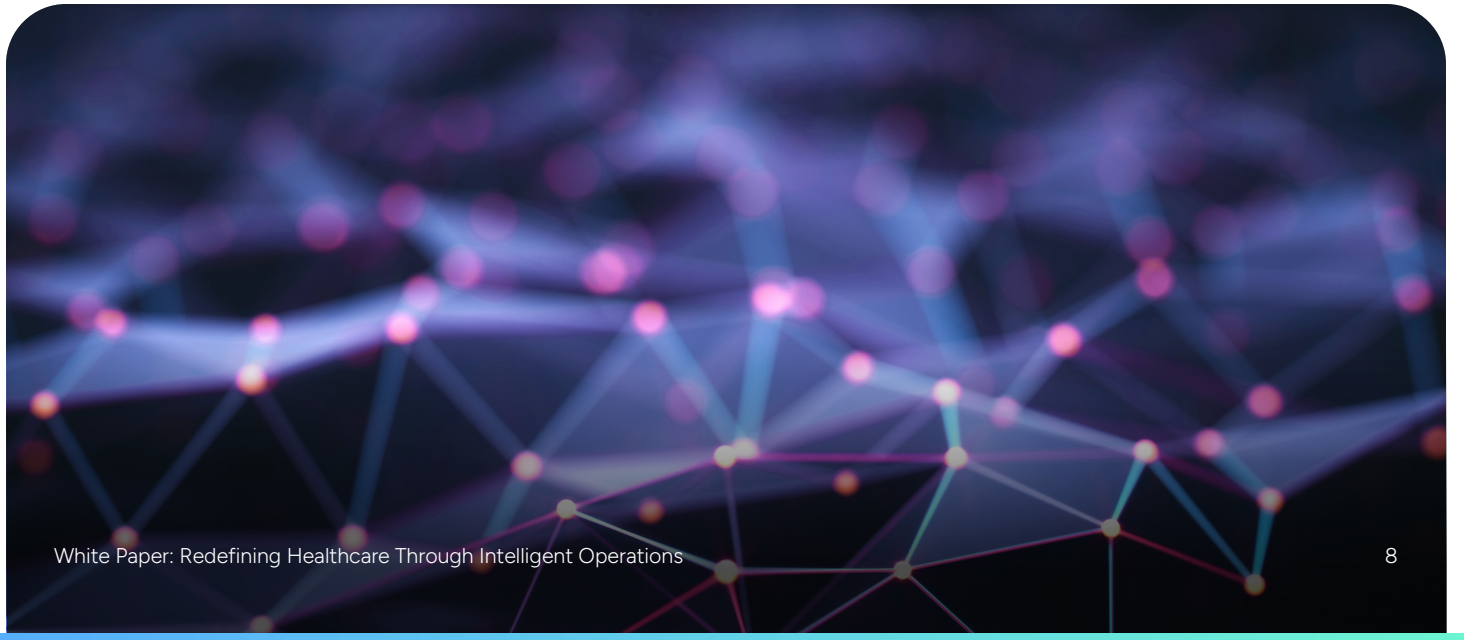
AI-led orchestration fundamentally changes this model.

Rather than treating engagement, claims, clinical operations, payment integrity, and workforce management as separate domains, orchestration connects them through shared intelligence, workflow coordination, operational governance, and real-time execution.

In an orchestrated operating model:

- **AI agents** support frontline execution and workflow coordination
- **Automation** manages routine workflows end to end
- **Operational intelligence** continuously identifies risk, friction, and optimization opportunities
- **Human expertise** governs clinical judgment, regulatory oversight, and complex exception handling
- **Ecosystem partners** integrate into a connected operational framework
- **Workflows** dynamically adapt to operational demand and business priorities

The result is not simply faster work, but scaled transformation.



Sagility's AI-Orchestrated Healthcare Operations Architecture

Sagility modernizes healthcare operations through an integrated AI-led orchestration architecture designed specifically for the complexity of healthcare.

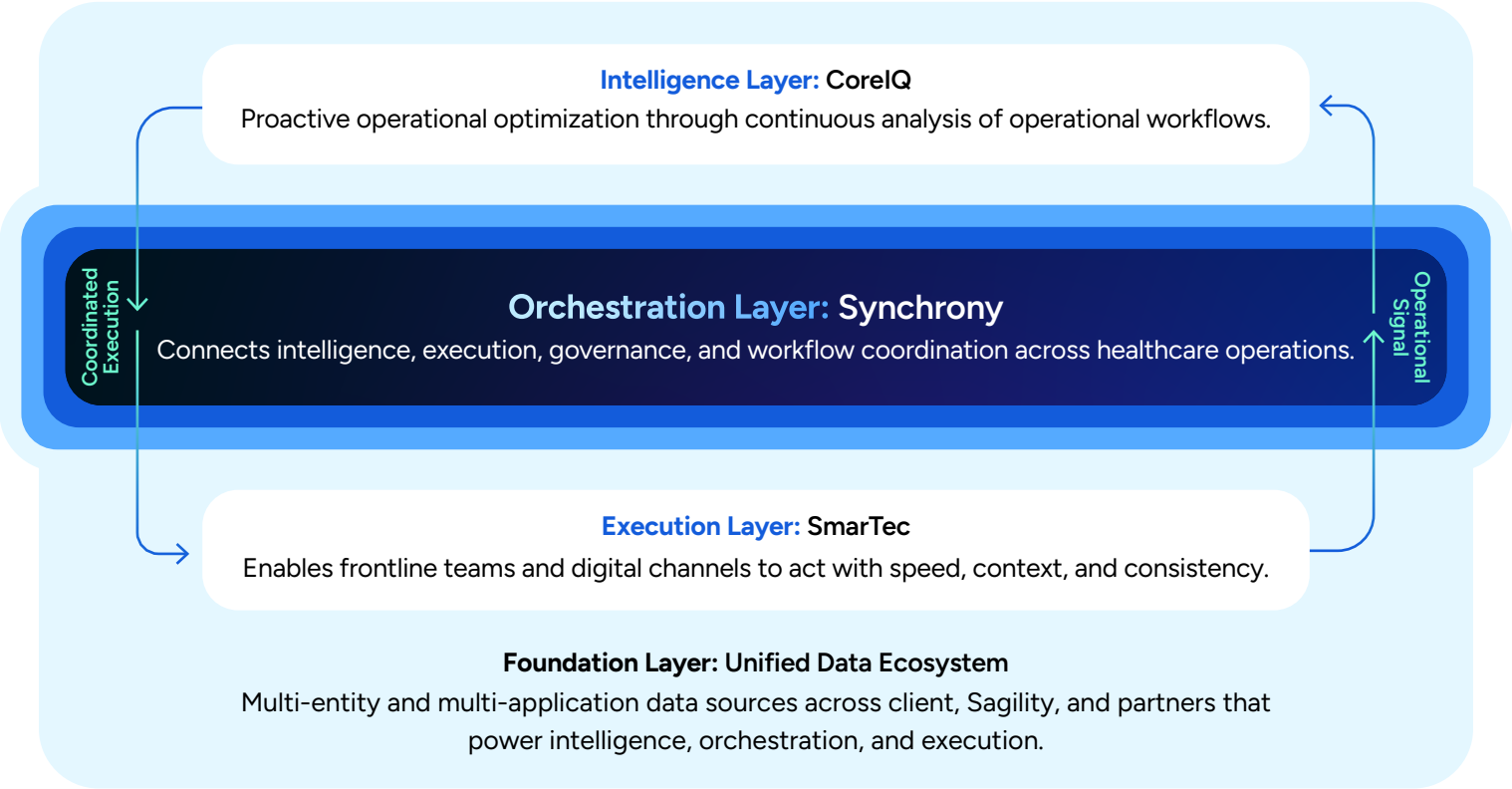
Rather than deploying disconnected technology solutions, Sagility coordinates workflows, intelligence, automation, human expertise, and partner ecosystems across the healthcare operations value chain.

This architecture is built around three interconnected operational layers: Intelligence Layer — CoreIQ, Orchestration Layer — Synchrony, and Execution Layer — SmarTec.

Synchrony is the orchestration layer inside the broader AI-Orchestrated Healthcare Operations Architecture. As the central orchestration layer, Synchrony connects intelligence, execution, governance, and workflow coordination across healthcare operations.

Thus, Synchrony enables the coordination of workflows, intelligence, automation, human expertise, and ecosystem partners as a unified operating system.

Together, CoreIQ, Synchrony, and SmarTec function as interconnected operational layers within Sagility's AI-Orchestrated Healthcare Operations Architecture.



Intelligence Layer: CoreIQ

CoreIQ delivers the intelligence layer — which includes sensing, analyzing, predicting, and advocating — across healthcare operations.

Working continuously, CoreIQ analyzes operational workflows, identifies performance gaps, surfaces friction points, and enables data-driven optimization across the healthcare journey.

Capabilities include:

- AI-driven operational analytics
- Real-time touchpoint visibility
- Workflow performance intelligence
- Predictive operational insights
- Continuous optimization recommendations
- Enterprise performance monitoring

CoreIQ enables organizations to shift from reactive operations management toward proactive operational optimization.

The outcomes enabled by CoreIQ have addressed friction points across the payer, provider, and member journey, including earlier risk and gap detection, reduced rework from better visibility, faster issue identification, improved performance insight, and Star measure improvements.

Clients have realized:

$7M
in realized benefits in the first year

30%
reduction in claims rework

7
days average complaint resolution, down from 35

20%
improvement in Star Rating measures

When data reveals a clear view of where breakdowns occur, organizations can prevent issues before they escalate.

Orchestration Layer: Synchrony

Synchrony is Sagility's system of orchestration, coordinating workflows, automation, governance, ecosystem partners, and operational execution across engagement, claims, clinical, payment integrity, and administrative domains. It ensures work moves through the right pathway, to the right resource, with the right context and controls.

Capabilities include:

- Dynamic workflow orchestration
- AI-enabled operational coordination across healthcare domains
- Intelligent routing and exception management
- Enterprise workflow and execution management
- Dynamic prioritization of operational execution
- Workflow automation across interconnected healthcare operations
- Integrated governance and control of enterprise operational flows
- Real-time operational visibility and execution monitoring
- Orchestration of ecosystem partners, platforms, and external workflows

Rather than optimizing isolated functions, Synchrony enables healthcare organizations to operate through a continuously connected execution model.

This orchestration layer becomes increasingly critical as organizations integrate AI, automation, and ecosystem partners into daily operations.

The outcomes orchestrated by Synchrony include reduced administrative costs, faster cycle times or speed to value, improved workflow throughput, fewer handoffs, better exception management, and improved governance and compliance.

In addition to transaction quality and compliance, our clients have realized significant outcomes through domain-led transformation:

$11.4M
administrative cost reduction for Medicare based national plan for CY2025

~$5M
benefits for large commercial & Medicare national plan

$4.5M
cost avoidance for a large blue plan

Execution Layer: SmarTec

SmarTec is Sagility's system of action, enabling AI-assisted engagement and frontline execution across member, provider, patient, and workforce interactions. It translates intelligence and orchestration into real-time guidance, next-best actions, proactive outreach, and improved service resolution. SmarTec employs voice, digital, chat, and self-service channels.

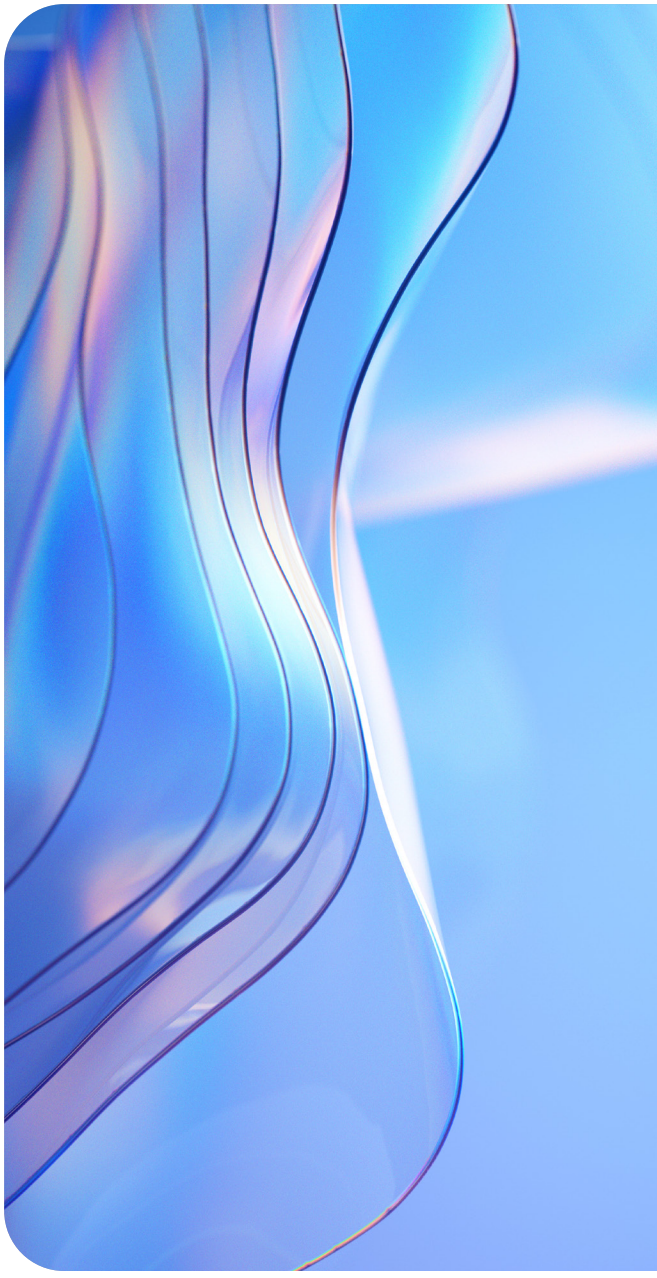
While Synchrony coordinates enterprise workflows across operational domains, SmarTec activates those workflows at the point of engagement. It equips frontline teams and digital channels with the guidance, context, and next-best actions needed to execute consistently and efficiently.

Capabilities include:

- AI-assisted workforce enablement
- Real-time guidance and next-best-action recommendations
- Intelligent routing and interaction support
- Proactive outreach and care gap engagement
- Workforce optimization aligned to operational demand

SmarTec transforms engagement from reactive service into proactive, AI-enabled interaction management and frontline execution.

The outcomes that SmarTec makes possible include reduced clinician workload, faster decisions, improved interaction quality, improved compliance in reviews, and better member/provider experiences.



An example of SmarTec performance is SmarTec Nurse Assist — a winner of the 2026 Augmented Intelligence Awards. This platform represents a shift from task automation to decision intelligence embedded directly into clinical workflows.

The result: Clinicians can make decisions in minutes instead of hours, overcoming prior authorization delays.

One client saw:

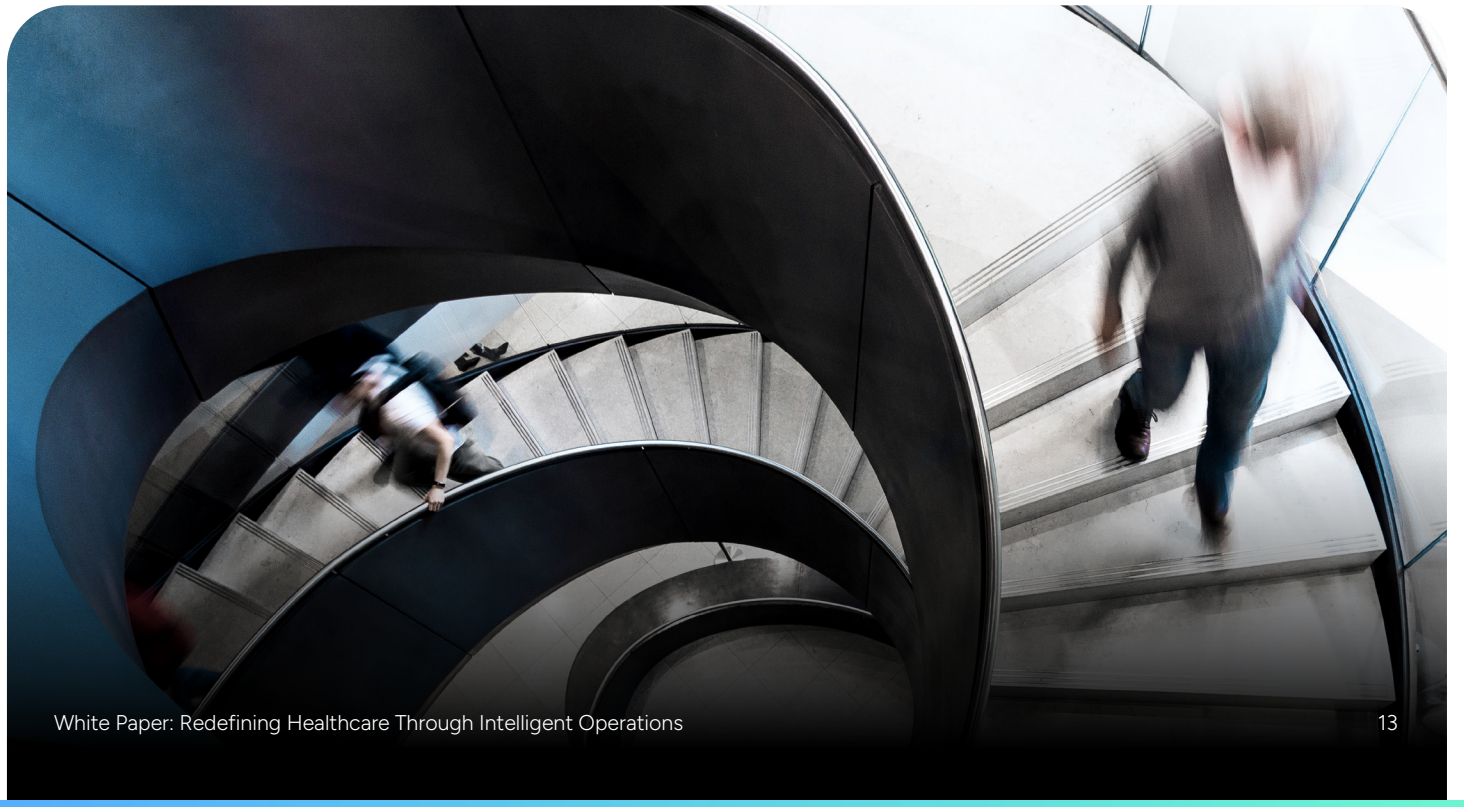
25-35%
reduction in clinician workload

80%
boost in quality

96%
AI accuracy overall, resulting in improved compliance

100%
accuracy with AI-assisted reviews

Together, the three layers create a closed-loop operating model: CoreIQ identifies operational signals and optimization opportunities; Synchrony coordinates workflows, governance, automation, and ecosystem execution; and SmarTec enables frontline teams and digital channels to act with speed, context, and consistency.



The Power of the Partner Ecosystem

Healthcare transformation cannot occur through isolated technology deployments alone.

Healthcare organizations operate within highly complex ecosystems spanning:

- Core administration platforms
- Clinical technologies
- Interoperability frameworks
- Payment integrity vendors
- Contact center infrastructure
- Data and analytics platforms
- AI and automation technologies

Sagility's orchestration model is strengthened through an ecosystem of healthcare and technology partners that extend operational capabilities while reducing fragmentation.

Rather than replacing existing client systems, Sagility integrates partner technologies into a unified operating environment coordinated through Synchrony.

This ecosystem-based approach enables organizations to:

- ✓ Accelerate modernization efforts
- ✓ Reduce implementation complexity
- ✓ Improve interoperability
- ✓ Coordinate workflows across platforms
- ✓ Enhance operational flexibility
- ✓ Scale transformation more efficiently

Outcomes resulting from our partnerships have enabled clients to achieve:

15-30%
faster claim processing

~10-20%
improvement in workforce utilization

20-45%
faster audit readiness and response time

By orchestrating workflows across internal systems, external partners, AI technologies, and operational teams, healthcare organizations gain a more adaptive and resilient operating model.

The Shift From Fragmented Operations to Intelligent Execution

Healthcare operations transformation requires more than technology adoption.

It requires redesigning how work moves across the enterprise.

In a modern operating model:

- Engagement becomes proactive and orchestrated
- Claims operations evolve into intelligent workflow coordination
- Clinical operations become operationalized care intelligence
- AI agents augment frontline execution
- Automation manages routine operational throughput
- Human expertise focuses on oversight, judgment, and complex decision-making

This creates a closed-loop operational system where:

- ✓ Engagement signals trigger clinical workflows
- ✓ Clinical decisions influence claims operations
- ✓ Claims insights inform proactive outreach strategies
- ✓ Operational intelligence continuously optimizes performance
- ✓ AI dynamically coordinates workflows across domains

The result is a connected enterprise capable of anticipating demand, reducing friction, and scaling operations without proportional increases in labor.

Transformation at Scale

Scaling operations is not defined by technology deployment alone.

It is defined by an organization's ability to:

- Sustain operational performance under rising complexity
- Expand capacity without proportional headcount growth
- Maintain quality and compliance during periods of volatility
- Improve financial outcomes while enhancing experience
- Continuously adapt to regulatory and market changes

Organizations that achieve transformation at scale move beyond episodic modernization initiatives.

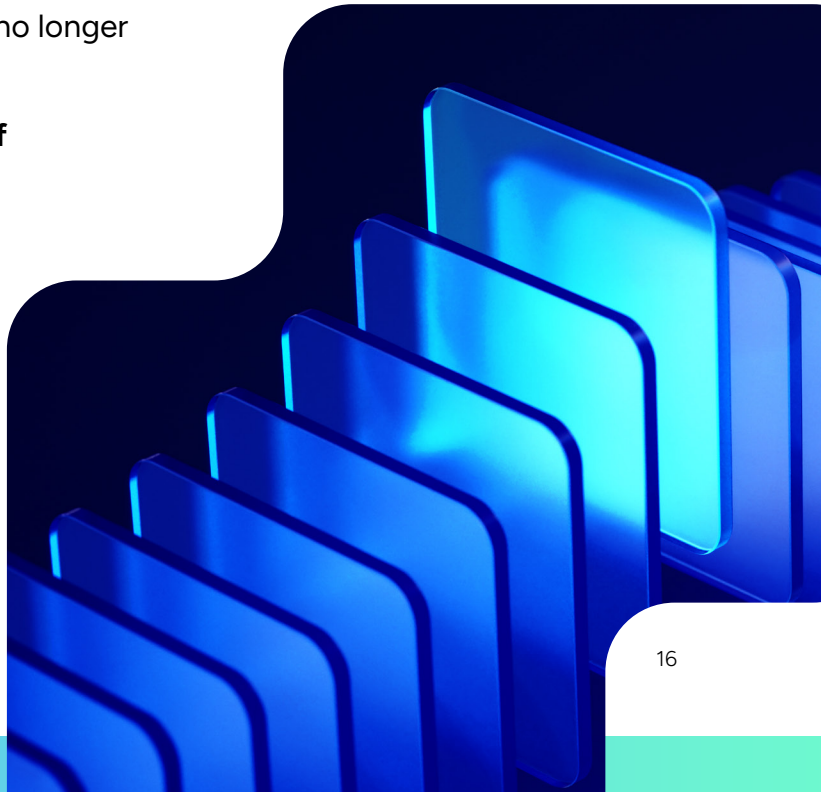
At scale transformation means establishing intelligence-driven operating systems capable of continuous optimization and operational discipline.

This progression typically follows five stages:

STAGE 1	STAGE 2	STAGE 3	STAGE 4	STAGE 5
Workflow Modernization	Intelligent Automation	Enterprise Integration	Performance Governance	Continuous Operational Orchestration

Organizations that reach this level of maturity no longer manage operations as disconnected functions.

They operate through coordinated systems of intelligence, orchestration, and action.



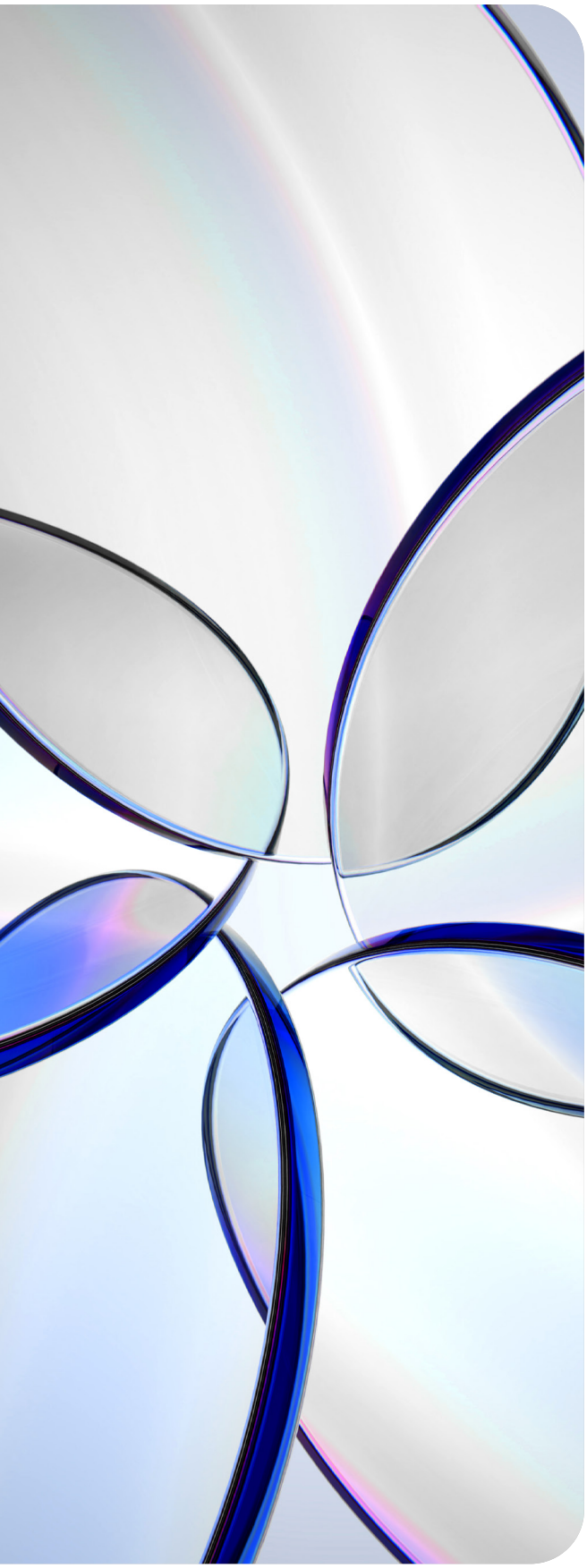
Operational Readiness Is the New Competitive Advantage

Healthcare operations have entered a period where operational readiness determines organizational resilience.

Organizations that continue to rely on fragmented workflows, disconnected systems, and labor-intensive scale will increasingly struggle to maintain:

- Financial performance
- Regulatory compliance
- Workforce sustainability
- Member and provider satisfaction
- Clinical and quality outcomes

The organizations that succeed will be those that operationalize AI-led orchestration across the enterprise.



In this next-generation operating model:

- **Intelligence** is embedded directly into workflows
- **AI** coordinates execution across domains
- **Automation** handles routine throughput
- **Human expertise** governs complex decisions
- **Operational performance** is continuously optimized
- **Ecosystem partners** operate within a coordinated execution environment

This is the future of healthcare operations:

- ✓ Connected
- ✓ Intelligent
- ✓ Orchestrated
- ✓ Adaptive
- ✓ Built to scale

Sagility believes this shift is already underway across the healthcare ecosystem.

The question is no longer whether healthcare operations will transform.

It is how deliberately — and how quickly — organizations will operationalize AI-led orchestration at scale.

From Strategy to Execution: What Comes Next

Operations transformation at scale is achieved through disciplined execution, not isolated initiatives. Organizations that succeed translate strategy into repeatable operational capabilities and measurable performance improvements.

In the next phase of this series, Sagility will share practical examples of how healthcare organizations are implementing transformation at scale, including:

- ✓ Reducing claims cycle times and administrative costs through workflow redesign
- ✓ Managing demand surges without increasing staffing levels
- ✓ Improving payment accuracy and reducing revenue leakage
- ✓ Accelerating UM decisions while maintaining clinical quality
- ✓ Strengthening workforce productivity through intelligent automation

These real-world transformation journeys demonstrate how organizations move from fragmented operations to sustained performance at scale.

Healthcare organizations that build this infrastructure will not only respond to change — they will be able to anticipate it, manage it, and lead through it. And with Sagility as the transformational partner, organizations can futureproof their operations at scale.

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Let's Build What's Next, Together

Today's healthcare complexities can seem overwhelming. Sustainable transformation happens at the intersection of AI, workflow redesign, and deep healthcare domain intelligence. If your organization is ready to take the first step toward a smarter, more scalable healthcare operating model, we would love to start a conversation.

Contact us: **marketing@sagility.com** or visit our website: **sagility.com/contact-us**

Sagility is a leading healthcare operations partner that helps payers, providers, and pharmacy benefit managers reduce cost, improve quality, and enhance member and provider experiences. With more than 25 years of exclusive focus in healthcare, Sagility combines deep domain expertise with technology-led transformation — embedding analytics, automation, and AI directly into operations while ensuring compliance with complex regulatory and clinical requirements. Serving over 80 healthcare clients, including 7 of the top 10 U.S. health plans, Sagility delivers end-to-end operational transformation at scale through a model built on accountability, transparency, and measurable outcomes. To learn more, visit: **sagility.com**