

RE-ENGINEERING

Cash Posting - For a leading home
infusion company

Problem Statement

A leading US based Home Infusion provider in USA, was looking to improve their cash posting process. Daily reviews, minor tweaks and band aid corrective action plans were yielding minimal improvements. Escalating outstanding balances and backlogs had a cascading effect – dissatisfied patients, insurance companies and an ever increasing threat of partner-walkout (which would impact business revenues)

They were looking for a quantum jump in cash posting:

95% postings in 24 hours.



Goal Statement

Targeted Quantum shift for on-time from a 64% (joint number) to >95% and reduce backlog to < 1 day



Tools Used

- LEAN sigma
- Variation management
- NVA reduction through LEAN practices
- AIM – All Ideas Matter
(Intelnet developed application that allows front-line advisors to share their ideas on process/business improvement)



Methodology

Following a LEAN approach, we analyzed the effort at each stage and did a gap and NVA analysis:



- Variation study conducted and a % Posted Trend tracked at each platform/process level
- Time & Motion and Volume vs. Headcount analysis conducted on system-based data
- SIPOC creation and identification of Top Drivers
- Drill down Analysis of Top issues (Daily Pareto) and Top issues causing the delay and Key measures identified and deployed
- Visual Management on shop floor for performance metrics
- Training plan on Best Practices sharing for different queues rolled out
- Efficiency improvement through smart tools like Macro Sorting, Hyperlinks for quick access to folders, etc.

Project Impact



59% to 98%
Improvement
in TAT



25 FTE
costs saved for
the client through
design.



\$ 1.2 million
average daily value
of cash posted
increased



>\$150 K
Annualized impact on
profitability through
efficiencies

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