

Operating model redesign

Improved patient outcomes, consistently and measurably



Client

Leading U.S. home healthcare provider

Business case

After a period of inorganic growth, the client needed to standardize operations and improve utilization while enhancing the customer and patient experience for revenue growth.

Scope

- › Redefine target operating model
- › Standardize roles and responsibilities across both clinical and non-clinical tasks
- › Support compliance with Community Health Accreditation Program (CHAP)
- › Support implementation design of new care-delivery platform

Background

Over the years, the company made several acquisitions, creating over 50 locations doing the same tasks but with different processes. The company knew in order to drive improvement in customer outcomes and operational commercials, they needed to standardize their operating model and associated processes. Also, the company wanted to understand the impacts of implementing a new care-delivery platform and introduce best practice during the design phase.

Solution

A viable, relevant and implementable operating model was developed and piloted that could help the organization achieve:

- › Certainty of service and patient outcomes
- › Competitive differentiation for
 - + Referral sources

Benefits

Improved profit margins by **10%**

by implementing analytics as part of care assessment, scheduling and management process

Redesigned

operating model, operational practices and roles and responsibilities for a **consistent patient, clinician and related stakeholder engagement**

Improved **patient admission rates**

with timely initiation of care and reduced hand-offs

CHAP

Accelerated compliance with Community Health Accreditation Program (CHAP) standardization guidelines via governance and documentation support

Driving improved patient and business outcomes

- + Patients, care givers and family members
- + The organization

Approach

The EXL team, using proprietary re-engineering framework, followed a number of key steps:

- › Deconstructed the current operating model into core types of operations based on a number of factors
- › Detailed Voice of the Customer analysis to establish challenges and expectations across stakeholder landscape
- › Documented and analyzed customer journey to help with the new operating model design
- › Applied analytics for evaluation of care performance data, benchmarking and industry data
- › Regular and extensive engagement with clinical and non-clinical staff for adoption of the re-designed model
- › Design and implementation of operational transparency via development of KPIs, dashboards and governance frameworks across key paths

Services

EXL Operations Consulting **looks deeper** to bridge strategy and execution by translating business strategy into day-to-day operations. We use the right combination of industry and operations consulting expertise, operations management, analytics, automation, process reengineering and Lean Six Sigma methodologies to deliver smarter operational solutions.

- › **Design services:** flexible and efficient structures for key operational functions
- › **Cost transformation:** drive sustainable costs reductions supporting overall company strategy
- › **Performance improvement:** increase efficiency and effectiveness of critical business processes.
- › **Operational innovation:** best-in-class process benchmarks identify improvement opportunities

About EXL

EXL (NASDAQ: EXLS) is a leading business process solutions company that looks deeper to drive business impact through integrated services and industry knowledge. EXL provides operations management, analytics and technology platforms to organizations in insurance, healthcare, banking and financial services, utilities, travel, and transportation and logistics, among others. We work as a strategic partner to help our clients streamline business operations, improve corporate finance, manage compliance, create new channels for growth and better adapt to change. Headquartered in New York and in business since 1999, EXL has approximately 23,000 professionals in locations throughout the U.S., Europe and Asia.

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