

# PROCESS IMPROVEMENT CLIENT EXAMPLES

## THE PROBLEM

A \$50MM Ohio healthcare provider had disjointed information systems, nonstandard and undocumented business processes, under-trained resources and a lack of effective management in the Accounting department.

## HOW WE HELPED

Hired by the newly appointed CFO who knew change was needed, we developed comprehensive diagrams that detailed key processes, information flows and business systems. These diagrams were used to identify redundancies, inconsistencies and inefficiencies in the organization.

Once the current state was documented, we created action plans that included:

- Prioritized listing of key issues
- Identification of gaps between defined policies and procedures and actual results
- Process and system improvement recommendations

**Armed with accurate information about the current state and a clear path for a brighter future, we provided the CFO a detailed blueprint for driving rapid operational improvement.**

## THE PROBLEM

Major clients of a Midwest healthcare supplier were threatening to take their business elsewhere because of an inefficient and poorly managed Billing Department. A lack of standard processes and inadequate skills made interfacing with clients unsatisfactory.

## HOW WE HELPED

Our Business Advisory team conducted a deep analysis of the Billing Department including a personnel assessment, mapping of key processes, a detailed time study, and a root cause analysis of billing issues to identify areas for improvement. From this assessment, we were able to develop a detailed implementation plan for the client to address inefficiencies, limit billing issues, and improve customer support.

Included in the Implementation Plan were:

- Implementing a consistent customer service methodology, improving operating results and engaging executive leaders in the change management process
- Standardizing the billing process, implementing an escalation process for problem resolution and training personnel on the customer support model
- Creating training documentation, developing skill redundancy and optimizing the billing calendar

**We helped the health care supplier avert the loss of key clients by quickly and effectively addressing operational and personnel issues.**