

## CASE STUDY

### Healthcare Insurance

How we helped a 60,000 member healthcare fund improve productivity across Member Services, Hospital Services and Claims, while maintaining positive workforce culture – 15-20% productivity improvement and dramatic reduction in overtime over 22 week program.

Productivity  
Gain of  
**15-20%**

#### Overview

Client is a Healthcare fund with over 60,000 members. Business areas involved in the Enlighten pilot project included sales, customer enquiries, and claims processing. Challenge: Client expected an increase in workload but had no real understanding of how many people were required to handle growth. They also wanted to implement a performance management system while maintaining a positive workforce culture.

#### Goals

- Install a productivity/performance management system that provides information on workloads and resource requirements
- Increase workforce productivity through process improvements and effective management skills
- Configure Enlighten Software™ to best suit existing workforce structure and systems

## The Program

- Implemented over a 22-week period, covering 50 FTE
- Established appropriate time standards for activities
- Determined organizational and team productivity targets
- Conducted regular, structured training sessions, as well as continuous one-on-one coaching for managers
- Introduced workload planning and weekly review activities
- Identified process improvement opportunities

## Results

- Positive impact on workforce culture
- 15-20% productivity improvement across Customer Service, Hospital and Health
- Revealed a benefit of 25%

### Efficiency & Productivity, Overtime

