



Healthcare



Insurance

CASE STUDY

Healthcare Insurance for Union Members

How we helped a 110,000 member private health insurer reduce backlogs and cycle times to better serve members - 66% reduction in backlog and 37.5% productivity gain in 20 weeks

Backlog hours
reduced by
66%

Overview

Client is a nationwide, private health insurer that provides quality products and services to over 110,000 union members and their families throughout Australia.

Challenge: With lack of visibility to capacity and waste and no tools for forecasting resource requirements, the organization was having difficulty meeting service levels even with extensive overtime.

Goals

- Improve workflow
- Assess the quality of customer service
- Build a more effective and efficient system for analyzing data to derive useful performance metrics
- Identify and reduce the waste of time and resources
- Maintain a strong organizational culture
- Reduce Backlogs and cycle times

The Program

- 20 weeks to successfully implement the Enlighten Software™ & methodology covering 111 FTE
- Exposed excessive capacity to reinvest as training in other areas
- Identified significant efficiencies the organization could implement to improve customer service quality & the delivery speed
- Measured the efficiency of each individual worker & worked one-on-one to show where & how to improve
- Produced new planning & load-balancing methods for maintaining service levels and reducing Backlogs

Results

- Productivity improved by 37.5% over the course of the program
- 66% reduction in Backlog hours
- 20:1 ROI
- Savings of \$1.5 million per year
- Ability to maintain output levels with fewer resources
- Shortened process cycles
- Produced more time availability for training & improving communication
- Eliminated the need for new hires or expensive overtime

Total FTE/Hours Out

