

# HEALTH INSURANCE CASE STUDY

## Refund Adjudication

### Program Objectives:

- Absorb growth in the current operations
- Reduce growing backlog of work inventory
- Move the needle on employee engagement
- Reduce labor cost by 5%

### Results:



#### Increase Throughput

- Increased efficiency by 28% after 20 weeks
- Increased productivity by 25% after 20 weeks



#### Culture Improvement

- Engagement scores increased from 3.92 to 4.29
- Improvement driven by an increased focus on team communication & individual development



#### Backlog Reduction

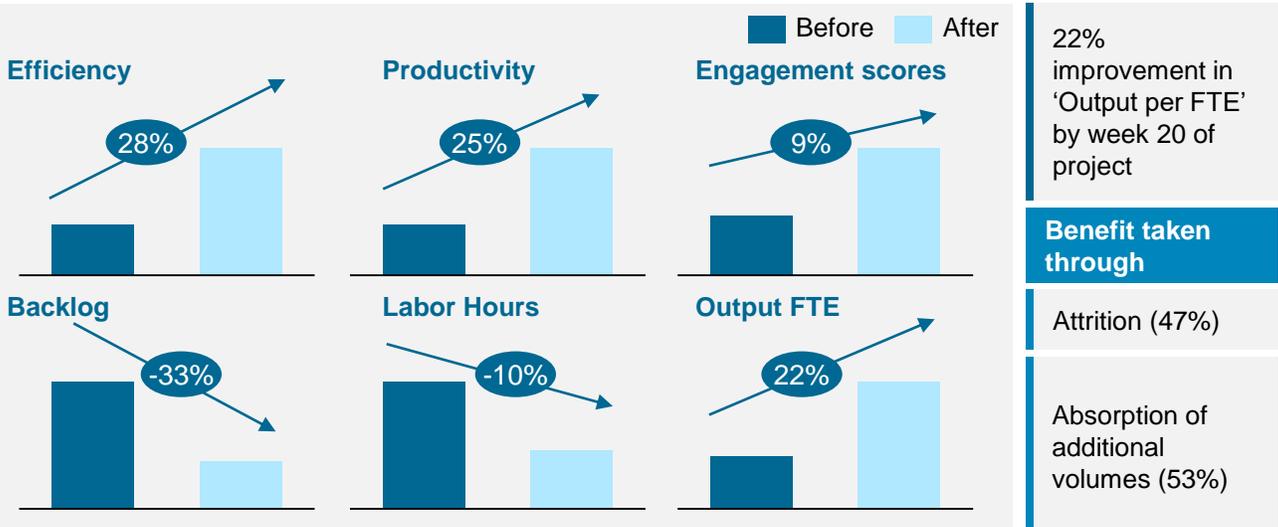
- 33% reduction in untouched, open inventory items



#### Labor Cost Reduction

- 10% reduction in labor hours used to process growing amount of work
- Achieved through generating excess capacity and not backfilling attrition

### The realization of benefits



“ I now have visibility to truly see how efficient my team members are. Enlighten has given me the opportunity to be transparent in conversations with them and help push them in a positive direction.

Manager

“ Enlighten shed light on the amount of waste embedded in our processes. We knew it existed but didn't know the frequency or how it impacted us. I am now able to identify improvement opportunities to help my team be better.

Manager