

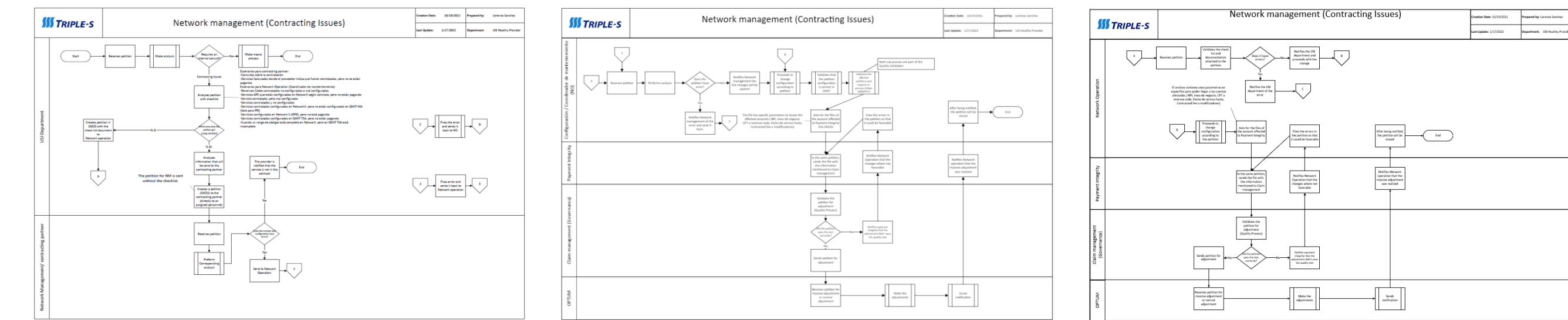
Introduction

Triple S Management Corporation established in 1959 is the leading managed care company in Puerto Rico. Triple S has always care about the integrity of its company and a big part of that rest in the USI (Integrated Services Unit) department. This area is responsible for managing the complaints and petitions that different provider send to Triple S about their contracts or payments. This project will seek to define the problem and present the process involved in carrying out this management, analysis and sending of requests through the SASS platform using the DMAIC methodology.

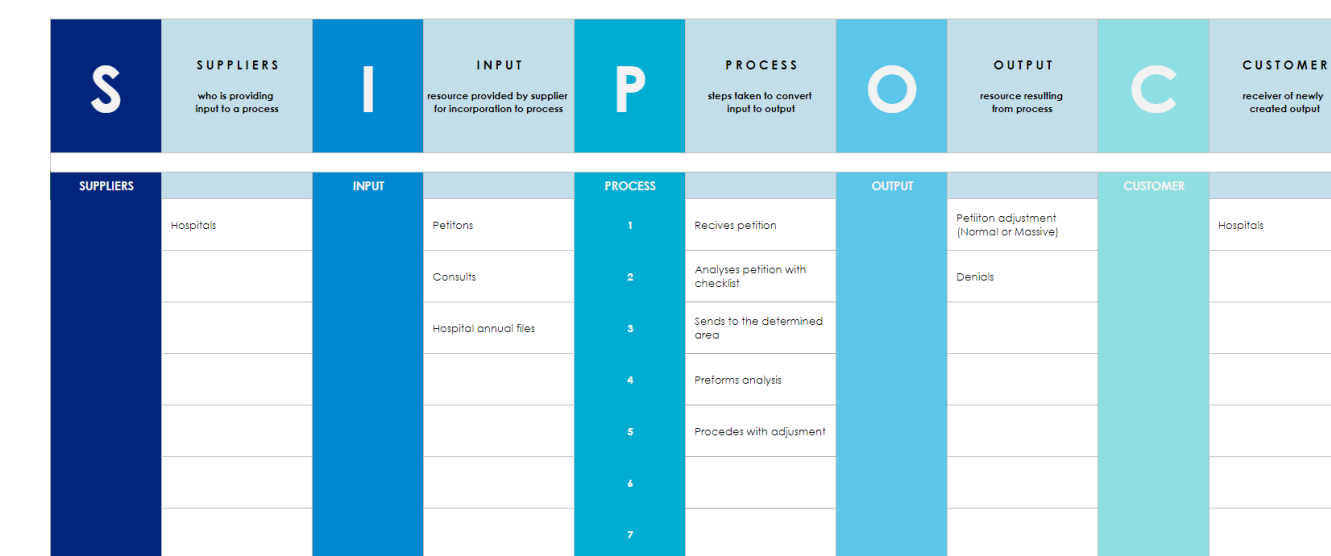
Problem Statement

This project will seek to define the problem and present the process involved in carrying out this management, analysis and sending of requests through the SASS platform. This platform is the primary method of communication between USI Service Executives and Network Management (NM). Network Management has to areas: Network Operations (NO) and Contracting Partners (CP).

Flowchart



SIPOC

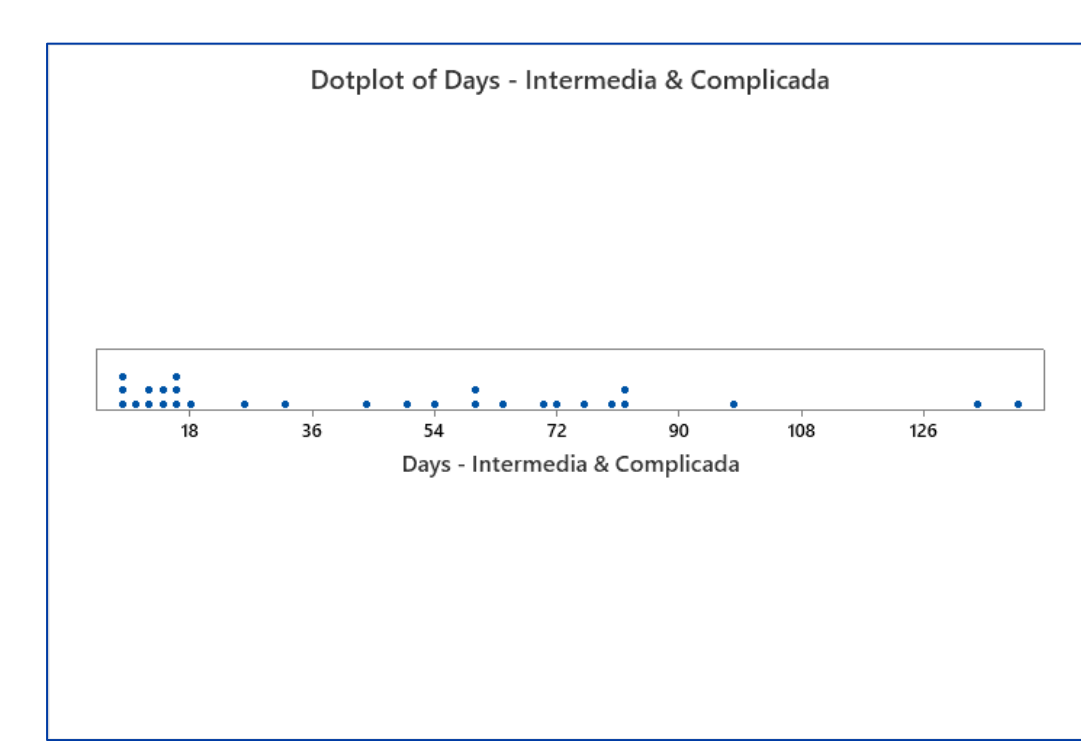
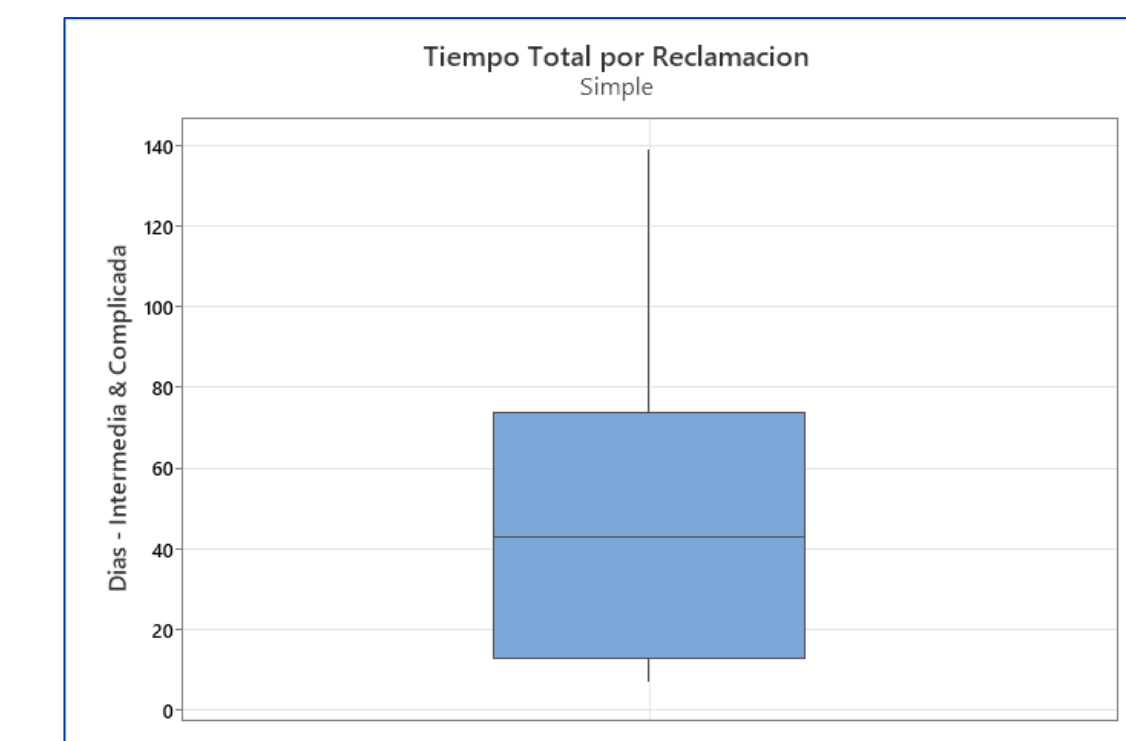


Descriptive Statistics: Primary Analysis

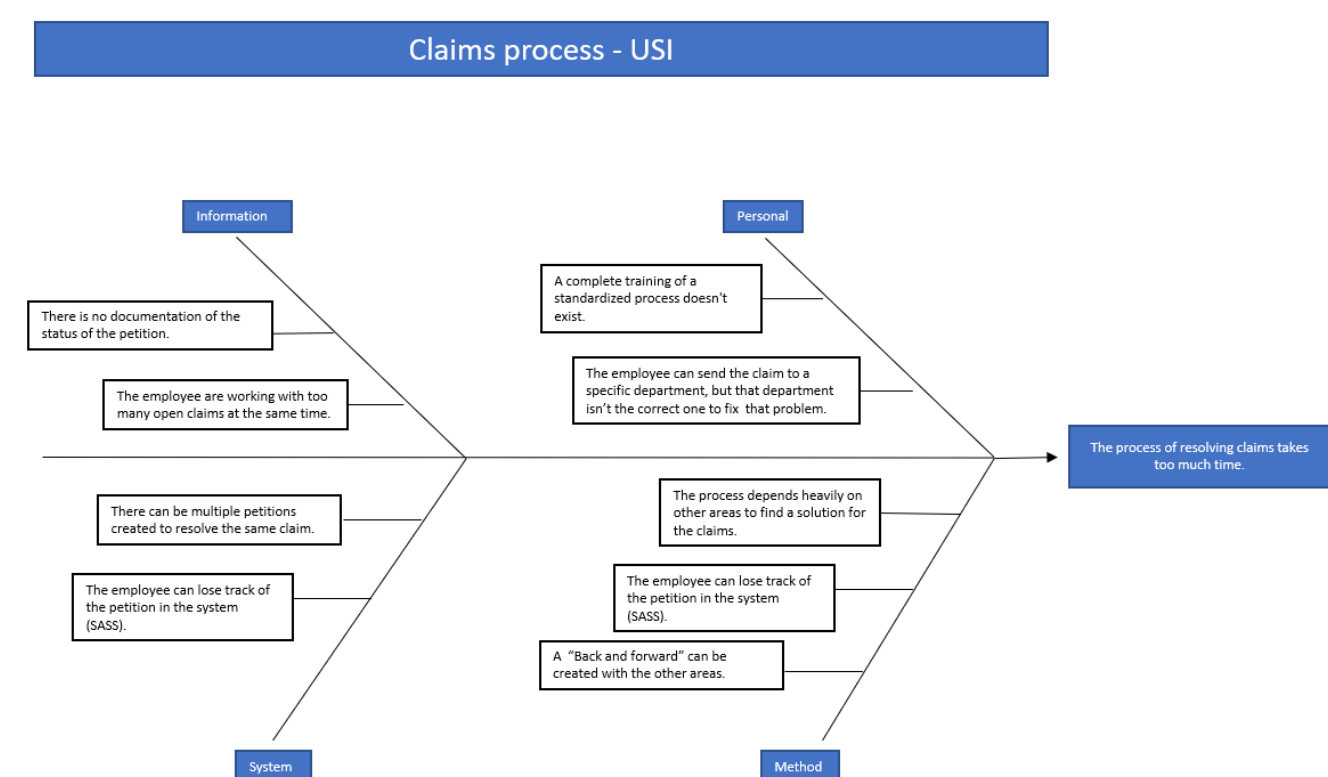
| Variable | Total Count | Mean | SE Mean | StDev | Variance | CoefVar | Minimum | Q1 |
|-------------------|-------------|-------|---------|-------|----------|---------|---------|-------|
| Analisis Primario | 5 | 31.10 | 6.30 | 14.09 | 198.55 | 45.31 | 19.50 | 20.75 |
| Variable | Median | Q3 | Maximum | | | | | |
| Analisis Primario | 22.00 | 46.00 | 51.00 | | | | | |

Descriptive Statistics: Intermediate & Complex Cases with graphical Analysis

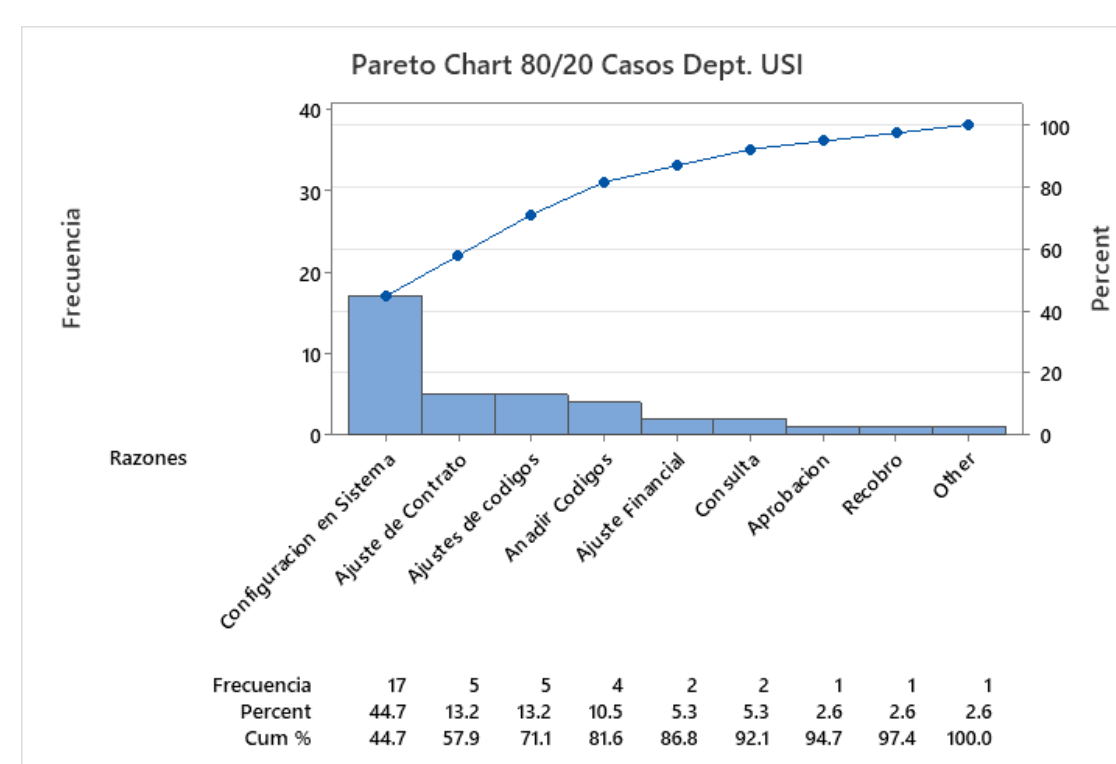
| Variable | Total Count | Mean | SE Mean | StDev | Variance | CoefVar | Minimum |
|--------------------------------|-------------|--------|---------|---------|----------|---------------|------------|
| Days - Intermedia & Complicada | 29 | 46.86 | 7.02 | 37.82 | 1430.55 | 80.71 | 7.00 |
| Variable | Q1 | Median | Q3 | Maximum | Range | Mode | N for Mode |
| Days - Intermedia & Complicada | 13.00 | 43.00 | 74.00 | 139.00 | 132.00 | 7, 13, 15, 60 | 2 |



Fishbone Diagram



Pareto Analysis



5 Why's

| | |
|-------------------------------|--------------------------------------------------------------------|
| Problem Statement: | The claims process is taking too long. |
| Why did this occur (?) | The case must change owners a lot and the process take a long time |
| Why did this occur (?) | The process depends on many departments |
| Why did this occur (?) | USI cannot resolve all cases |
| Why did this occur (?) | Depends on the complexity of the case |
| Why did this occur (?) | There are simple and complex cases. |
| Why did this occur (?) | Depends on the health provider's situation |
| Root Cause of Issue: | Lack of process standardization |

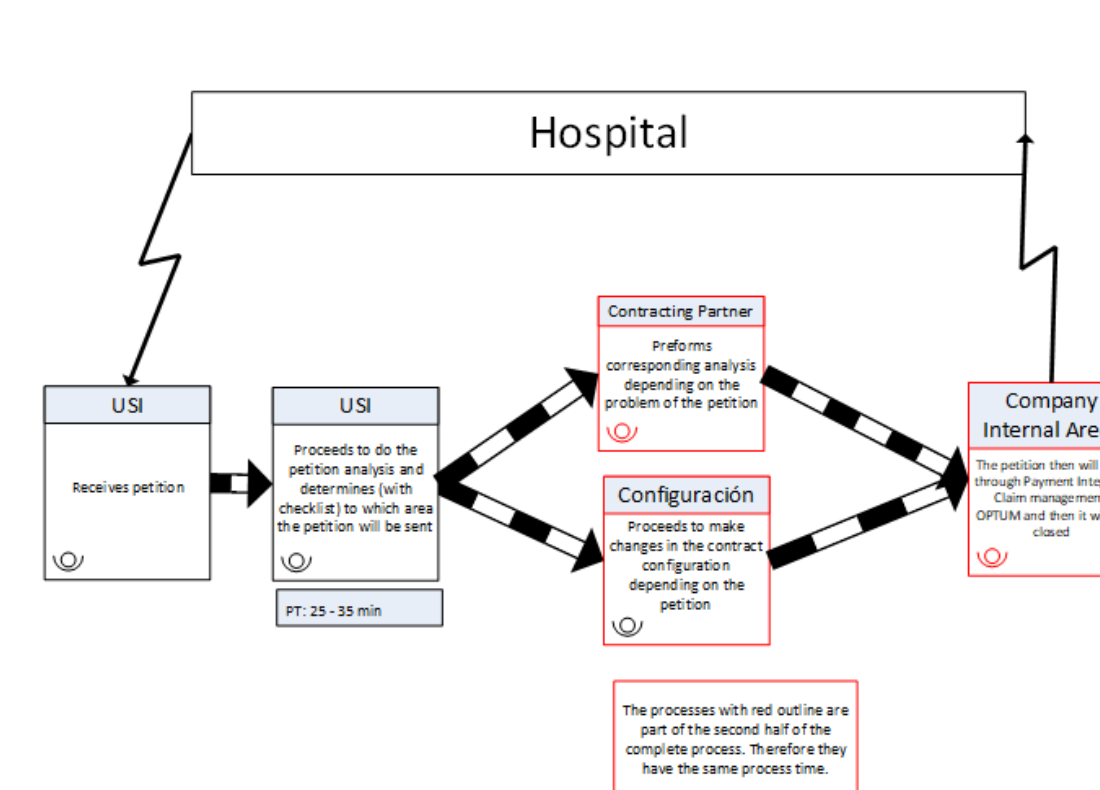
FMEA

| Process Step/Report | Potential Failure Mode (in what way could the step or feature go wrong?) | Potential Failure Effects (What is the impact on the customer if the failure is not prevented or corrected?) | SEVERITY (S - 1-10) | Potential Causes (What causes the step or feature to go wrong? How could it occur?) | OCURRENCES (O - 1-10) | Current Controls (What controls exist that either prevent or detect the failure?) | DETECTION (D - 1-10) | RPN |
|--------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------|-----------------------|-----------------------------------------------------------------------------------|----------------------|-----|
| Find a solution for the claims | Back and forward | Time duration | 8 | Poor knowledge from the employee. | 7 | None | 1 | 56 |
| Find a solution for the claims | The claim is sent to the incorrect area. | Time duration | 7 | Analysis error, need of a standardized process or lack of knowledge. | 6 | None | 1 | 42 |
| Training | The employee doesn't perform his/her job correctly. | Time duration and errors | 3 | Send claims to areas that don't solve those types of problems exactly. | 3 | None | 1 | 9 |

Solutions

| SOP | Petition tracking system | Communication Optimization |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Create a Standardized Operation Procedure which will provide to the USI department a standard working process. The SOP will bring consistency and reduce the number of errors in the process. | The petition tracking system will help the USI executives to have a better knowledge of the status of the different petitions created. | Unifying the methods of receiving complaints and petitions will help reduce the variance in the process and help solve discrepancies with the configuration department faster. |

VSM to Be



Financial Analysis

Solution Impact

| Solution | Impacted Percentage | Potential Savings |
|----------------------------|---------------------|-------------------|
| SOP | 10% out of 55.3% | \$824,000 |
| Petition tracking System | 10% out of 100% | \$800,000 |
| Communication Optimization | 15% out of 45% | \$1,200,000 |

Cost and Savings

| Solution | Potential Savings | Potential Costs | Net Potential Savings |
|----------------------------|-------------------|-----------------|-----------------------|
| SOP | \$824,000 | \$6,000 | \$818,000 |
| Petition tracking System | \$800,000 | \$9,600 | \$790,400 |
| Communication Optimization | \$1,200,000 | \$1,440 | \$1,198,560 |

Implementation Plan

| Recommendations | Task | Responsible | Accountable | Start Date | Due Date | Status |
|---------------------------|-------------------------------------------------------------------------------------------------------------|-------------------------|-------------|------------|------------|------------|
| SOP | Identify Resources | Jesús Reyes | Lys Borgos | 6/6/2022 | 6/6/2022 | Incomplete |
| SOP | Validate Flowchart of the process | Jesús Reyes | Lys Borgos | 6/6/2022 | 6/6/2022 | Completed |
| SOP | Identify Actual SOP errors | Jesús Reyes | Lys Borgos | 6/7/2022 | 6/10/2022 | Incomplete |
| SOP | Update current SOP | Jesús Reyes | Lys Borgos | 6/10/2022 | 6/12/2022 | Incomplete |
| SOP | Validate with Process Owner | Jesús Reyes | Lys Borgos | 6/12/2022 | 7/31/2022 | Incomplete |
| SOP | SOP Training | Jesús Reyes | Lys Borgos | 8/6/2022 | 8/12/2022 | Incomplete |
| Service Now | Identify managers of the different departments | Lys Borgos | Lys Borgos | 8/12/2022 | 8/10/2022 | Incomplete |
| Service Now | Have meetings with manager to establish the importance of including the USI employees in the SASS petition. | Lys Borgos, Jesús Reyes | Lys Borgos | 8/11/2022 | 8/17/2022 | Incomplete |
| Service Now | Meet with the Business Process Improvement team to start implementing the Service Now platform | Jesús Reyes | Lys Borgos | 8/18/2022 | 8/23/2022 | Incomplete |
| Service Now | Create a Service Now platform for the tracking of the SASS petitions. | Jesús Reyes | Lys Borgos | 8/24/2022 | 10/31/2022 | Incomplete |
| Direct Communication Line | Schedule weekly meetings | Lys Borgos | Lys Borgos | 6/6/2022 | 7/6/2022 | Incomplete |
| Single Contact Method | USI & IT meeting | Lys Borgos | Lys Borgos | 6/6/2022 | 18/6/2022 | Incomplete |

Conclusion

An analysis of claims addressed to the Network Management area was carried out using the DMAIC methodology. The Define and Measure phases, were used to define the problem and thru de use of different tools learn more about the current state. On the other hand, a statistical analysis was made using Minitab and the results were presented by graphs. The Analyze and Improve phases were aimed at finding out root causes of the inefficiency in the process. Lastly, solution tracking and implementation plans were proposed to maintain new process effectiveness.

Acknowledgment

We would like to thank Triple S-Salud, USI and BPI departments and their staff and managers for giving us the opportunity to apply the knowledge learned during our bachelor's degree on our Capstone Design course in their business. We want to give special thanks to Lys Borgos Melendez and Jesus Reyes for giving us their help in anything we needed. Also, we'd like to thank the professor Carlos Gonzalez and anyone who contributed to this experience.