



Simple solutions implemented with rigour

The dhp consulting model

Our methodology consists of 4 major components, not linear, but each inter-linked. Each component delivered unique benefits to the client during their Operational Excellence programme.

The object of the **dhp consulting model** is to reduce the cost of the operation and increase the performance of:

- ✓ Service delivery to the end customer
- ✓ Quality: Right First Time
- ✓ Profit
- ✓ Efficiency and throughput
- ✓ Satisfaction levels of all stakeholders

Our first objective was to understand the clients business process model to gain full understand the 'As Is' position. Through simple methods such as reviewing the post items we can understand what triggers a process and which process objectives were failing, creating costly rework. Importantly we also engage with real people doing the real work to identify the barriers to the business process success.



Using hard **Fact** allowed us to challenge the perception of Technical staff and Subject Matter Experts and engage with us in creating processes that deliver high performance in a controlled environment. We then developed controls that are not static but dynamically change to enhance performance.

At the start of one programme of Operational Excellence an administration area of our client was suffering backlogs, quality errors and a high expense base. At the end of our programme there the same area operated effectively with 50% less cost with no backlogs, no overtime and an increase in consistent service standard deliver.



Operational Management

We found the work position was articulated in items. Consequently our client was unable to effectively understand or budget for resource hours needed nor measure individual performance. We successfully turned work items into hours, immediately establishing resource needs and quantifying individual performance.

Combined with our simple Productivity Model, we ensured managers had simple effective tools and a structured daily management routine to understand & manage workloads.

We found our clients Risk and Oversight functions had become disengaged from the reality the operation, constraining processes with ineffective controls. We challenged the perception of operational risks using real work and implemented a risk based approach to claims processing. We gave the operation accountability for risk whilst the responsibility remained with oversight functions.

Organisational Design



The organisational structure was key in achieving benefits, not only in terms of cost but also in delivering an excellent experience for customers making a claim at an already stressful time. The existing structure divided the operation by product type and relied on staff being generalists, not utilising individual skills and trained competencies to deliver business success.

We created two dedicated teams handling Teleclaims and Administration. Each had a single simple objective meaning staffs were able to understand in simple terms what success looked like. We used our skills evaluation process to select staff for each function and also to identify training needs critical to the process. We identified the need for a re-organisation and implemented within the first five weeks of our programme simultaneously with a multi-skilling plan to leverage individual versatility.



Business Process Management

Our client's claims handling capability had become over shadowed by diary items, time consuming rework and a prolonged and technical claims process.

We set about simplifying the end to end claims process with several key but straightforward changes.

- We created a Teleclaims process to validate potential claims.
- Our Teleclaims process was supported by our interactive Business rules call guides.
- Claim forms were revised to ask the real questions in the right way – unambiguously.

Our implementation went ahead 7 weeks after our engagement. The effect was proven by;

- Approximately 40% reduction in the number of claim forms dispatched
- Approximately 60% reduction in diary items
- Elimination of customer letters chasing a claim
- Rejection of incomplete claims forms on same day as receipt with outbound client call.
- Consistent & compliant claims process
- Factual claims MI available to Actuarial



Leadership Capability

Having focussed on process improvements, work elimination and business structure/ reorganisation, a natural by-product of that work produces more meaningful MI on performance, not only for the business function but for the staff as well. This presented a new challenge for the management team – how do they use that MI and guarantee the improvements already made will sustain into the future? This is where the leadership programme was introduced.

We took the whole management team through the performance management programme which essentially looks at the tools and techniques required to maintain a high performing operation. It is intense, hard work and uncomfortable at times but it releases a new lease of life and commitment for all attendees.

The fact that we are there coaching and supporting on the 'new way of managing' with all the Leadership team ensures this isn't something that is good in the training room but that it embeds into your culture and quickly produces further operational improvements. This focus on people performance ensures you catch all potential operational issues going forward and provides you with excellent opportunities to understand and celebrate the success the individuals in your business make.