

From their roots in the U.S cities of Philadelphia, Pennsylvania and Harford CIGNA has diversified into a company maintaining networks in major global markets with a staff of some 30,000 worldwide. CIGNA subsidiaries offer programmes to approximately 46 million people around the globe. CIGNA is one of the largest investor owned health service organisations in the USA



Lean Team

Patricia McConway - Senior Customer Services
David Pollock - Customer Services
Maureen Fraser - Data Analyst
Lynn Patterson - Customer Services
Gary Strange - Sales Support Executive
Sharon McIntosh - Business Support & Testing
Gillian McClure - Marketing Services Manager

Why Lean

The company has a strong reputation for quality supported through continuous improvement. The parent company has a global roll out of 6 Sigma, underpinned by Lean. The SE Lean Programme is a cost effective means for CIGNA to continually develop people in Lean projects and to date over 40 people have taken part creating many more "Lean Teams" back in the business. The current Lean team as listed above is involved in numerous projects and is taking their learning from the SE Lean programme back into the business working with the wider workforce to achieve Lean improvements.

Current Lean Projects

- Hospital Rates
- Initial Referral Letters
- Service Billing
- Individual Quote Tool
- Letter Cards
- Case Management

Using the Lean tools

The team has produced high level and high visibility process maps of activities across the numerous projects. These have been

presented both internally and externally to engage with people across the infrastructure enabling real data to be produced on where waste occurs throughout the processes. The team have developed this engagement further producing Pareto charts, why-why analysis charts, spaghetti charts and Ishikawa diagrams to communicate the amount of non added value activity within key processes. These are being used across the business for people to be aware of process waste and to set operational objectives throughout in order to reduce and eliminate poor performance. As an example the bullet points below are all areas where the team identified significant waste on the hospital rates project:

- Electronic scanning
- Hard copy filing
- Network drives
- E-mail duplication / copies
- Ring binders

Problem Solving Process

The team followed an eight step problem solving process (PSP) during the Hospital Rates project, which can be linked to PDCA & DMAIC frameworks. The PSP methodology is shown below:

1. Problem Identification
2. Data gathering
3. Data analysis
4. Scoping solutions
5. Selecting solutions
6. Plan Implementation
7. Test Implementation
8. Embed & Improve

Current State – Future State

All of the above analysis allows the teams to measure project improvement by setting a benchmark (current state) and then projecting forward the benefits that the improvements should make to the company (future state).

This is very important as it provides a framework to motivate people to actually implement change.

Hospital Rates Project – Business Benefits

On this project alone, the team was able to demonstrate the impact of their improvements in reducing costs as detailed below:

Scanning	£790
Pre Authorisation	£2,550
Claims Payment	£4,350
HRA Queries	£230
CSA Queries	£1,740
Aged Debt	£3,100
Pended Claims	£240
IT Waste	£2,440
Total Cost Reduction	£15,400

Current savings on other Projects

Individual Quote tool Project

Confirmed benefit of £19,400
Potential Extra Benefit of £10,400

Initial Referral letters Project

Potential benefit of £10,900

Lettercards Project

Potential benefit of £28,000

Total potential savings identified by the team equate to £84,100

Environmental Benefits

Potential savings of 130kg for paper waste and small savings in energy were identified by CIGNA through reducing the number of Initial Referral Letters printed by 75%.

Future Lean Strategy

CIGNA continue to use Lean Methodologies across the business and it was a key objective for those involved in the SE programme to be able to manage further Lean projects on a day to day basis. Sustainability is evident in the business culture as the senior management team is supporting continuous improvement through development and respect for people.