ISSUE

Need to reduce turnaround times for authorization process from 16 days to 2 days by end of year.

BACKGROUND

High turnaround times for authorization cause significant patient dissatisfaction as measured on patient surveys for 2014

CURRENT CONDITION

Average turnaround time is approx 16 days. Supported by Current state map

PROBLEM ANALYSIS

See current state map. Problems include:
1. Invalid incoming data
2. Unbalanced resources / bottlenecks (chart below)
3. Large variances between staff in throughput (best practice opportunity)
4. Large processing times from extracting/analyzing data (upfront classification opportunity)
5. Skills issues (Cross-training opportunity)

A 2 day lead time solution will require us to remove bottlenecks, eliminate queues and reduce cycle times

TARGET CONDITION

See future state map.

Expected Outcomes
- Average lead times < 2 days (from approx 16 days in current state)
- Max lead times < 3 days
- Resource savings

IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement ARCode to bring in validated data</td>
<td>IT</td>
<td>July 2015</td>
<td></td>
</tr>
<tr>
<td>Train and data overview - for automation and streamlined cycle</td>
<td>John Baker</td>
<td>August 2015</td>
<td></td>
</tr>
<tr>
<td>X-Train percent of BT/ET staff to balance loading</td>
<td>TRH Goodman</td>
<td>August 2015</td>
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<tr>
<td>Learn from BT Leader practices to reduce review cycle times</td>
<td>TRH Goodman</td>
<td>Sept 2015</td>
<td></td>
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FOLLOW UP

Track lead times for 6 months after Sept 2015
Report at monthly management meeting