Improving Claims Reimbursement Turnaround Time

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1. Background

The department raises a significant number of claims for various meetings & events from different cost centres every month. Out-of-pocket amount accumulated by staff can be significant especially with rejects, leading to longer reimbursement turnaround time.

2. Objective

The project aims to reduce average reimbursement turnaround and number of rejects, which in turn helps to

- Improve process and efficiency
- Reduce staff's out-of-pocket amount
- Benefit users from other departments

3. Root Cause Analysis
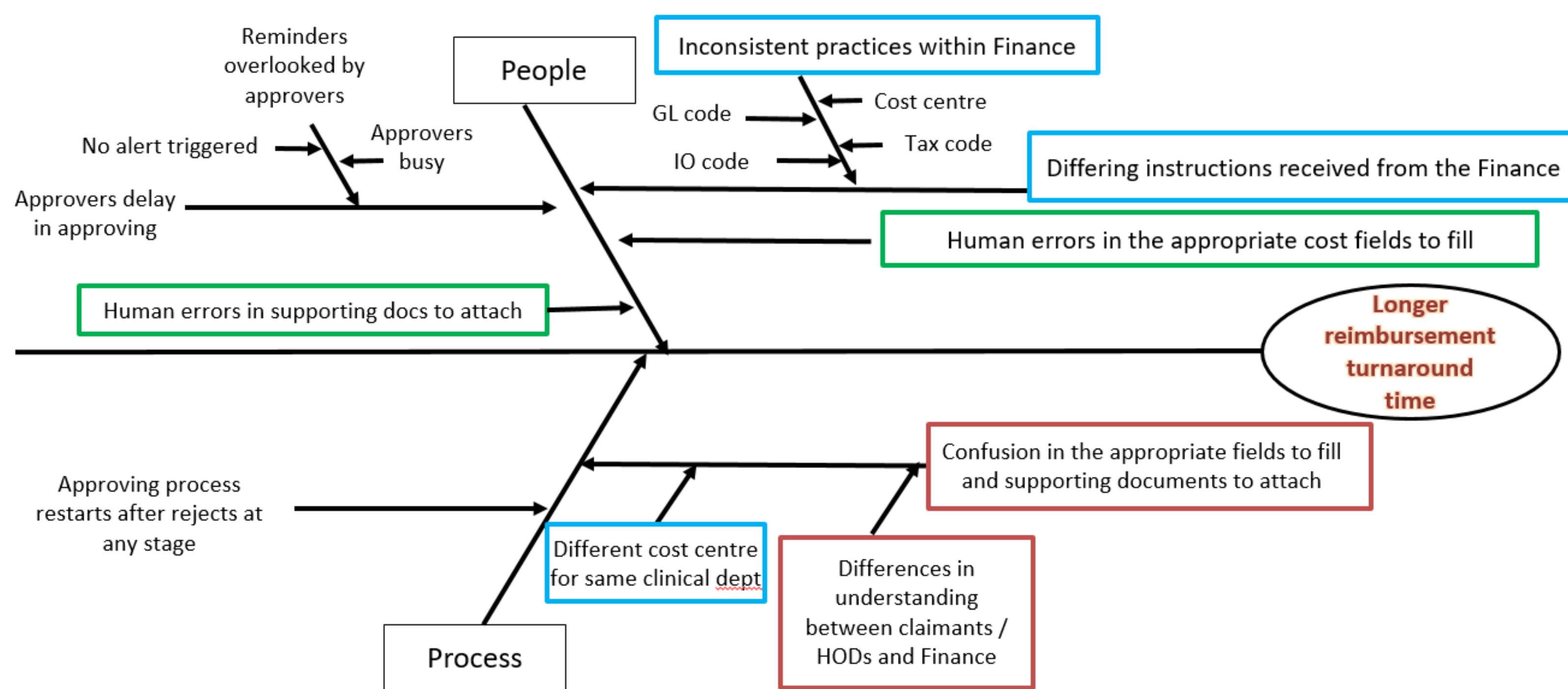
The possible root causes were identified using the Fishbone Diagram above. The team decided to address confusion in the appropriate fields to fill and differences in understanding between claimants and Finance.

4. Solution

Step 1: All possible claims raised by the department, with the fields to fill and supporting documents to attach, were consolidated into an excel file (Diagram 1).

Step 2: The list of claims was then reviewed by Finance to ensure accuracy.

Step 3: A user interface was developed to display the relevant fields and support documents required based on the dropdown list selected (Diagram 2). All information is populated from the list of claims (Step 2).

Diagram 1: List of Claims (Reviewed by Finance)

5. Results

To determine the effectiveness of the solution, the average reimbursement turnaround time and number of rejects were monitored pre- and post-intervention.
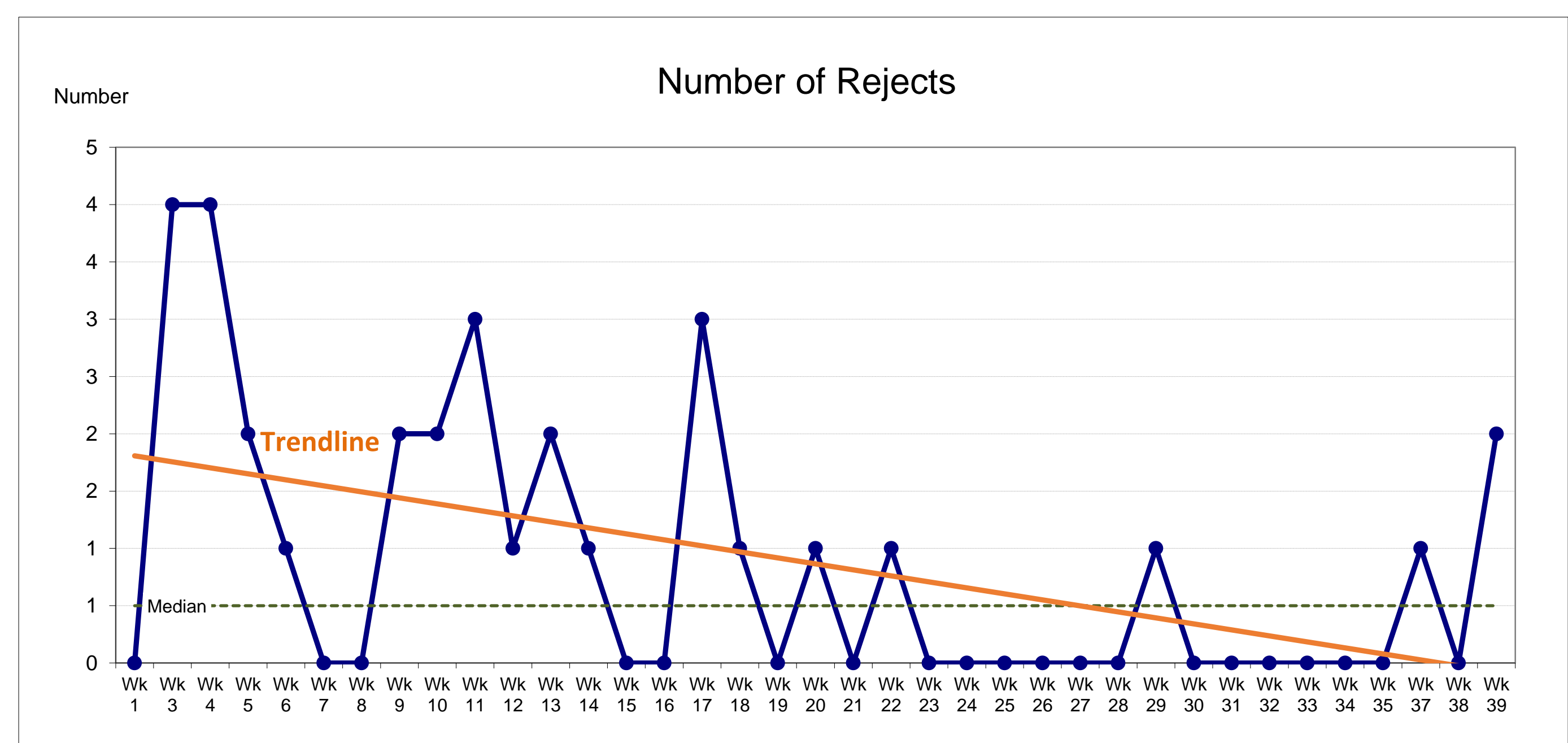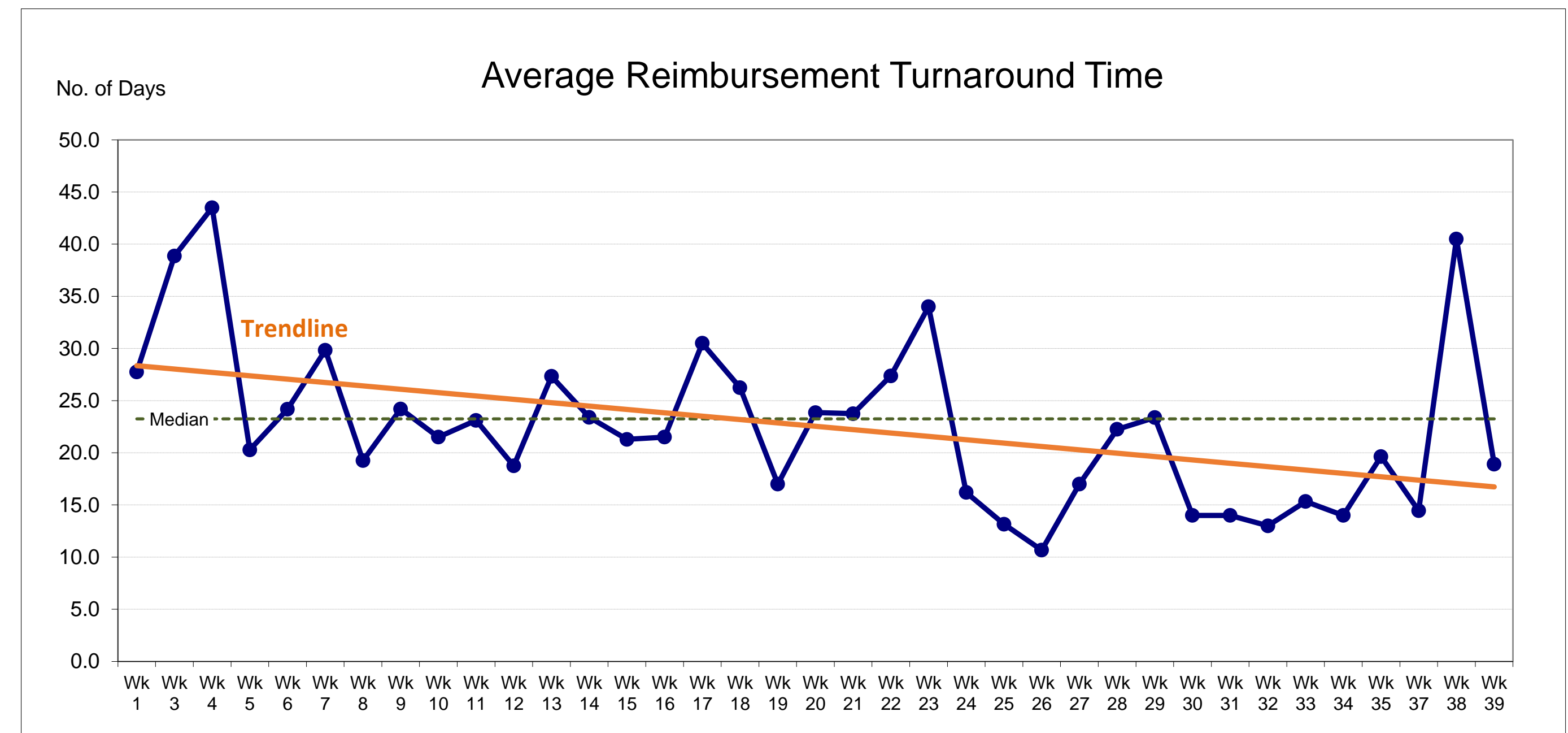
The average reimbursement turnaround time and average rejects reduced by 24.2% (5 days) and 62.2% respectively after implementation of the interventions.

6. Conclusion

The effective interventions were successful in reducing reimbursement turnaround time and number of rejects, and in turn helped to improve process and efficiency. Moreover, they

a) were simple to use and had big impact on productivity.

b) This solution can then be easily scaled up to benefit other departments in NDCS.

4. Solution (cont'd)

Diagram 2: User Interface

Step 1: Please select the fields (coloured beige) from the dropdown list

Purpose	Claim for which department	Event
Refreshment Claims	Perio	Journal Club

Step 2: Input the relevant fields in the ePRF Claims form

Inputs	
GL Code	55507010
Expense Type	REFRESHMENTS
Expense Type Description / GL Description	REFRESHMENTS
Cost Centre / Routing	7010000
IO Code	DZDUKCFY21ED
Supporting Documents Required	Receipt, Attendees List
Remarks	To print a copy and pass to ACP Office for filing
Tax Code*	I7: with GST, IN: w/o GST

* For carpark coupons and insurance receipts to input IN.