



Lean Module

Introduction/Rules

- Name?
- Business Area you work in?
- What do you know about Lean
- Expectations?

- Cell phones on vibrator/switch off mode
- Computers offline
- Only one conversation at a time

Agenda

- Introduction & Rules
- Define Quality and Methodologies
- Central tendency and Process characterization
- Lean Vs Six Sigma
- Definition of Lean
- History of Lean
- Fundamentals of Lean
- Lean Principles
- Identifying wastes
- VSM
- Lean Tools: 5S, Poke-Yoke
- Bright idea and examples
- Other lean tools Jidoka, Visual Management

Quality in day to day life

Products



- Voice quality
- Picture quality
- Battery life
- No disruption in functioning



- High capacity
- Speed > The 7200 RPM
- Mean time between failures > 300,000 hours



- Reliable
- Durable
- High Mileage
- Comfortable
- Quiet



citibank



Customer Care

- Accuracy in processing request
- Less Wait time
- Quick turnaround
- Efficiency , Courtesy

Services

- Medical aid received , less wait time
- Best treatment at affordable price



CTQs: Critical to Quality characteristics determined by the customer

Quality Methodologies

LEAN

6σ



Our focus today

CMMi

ISO

Many standards ...One objective: Meeting Customer Requirements

Quality

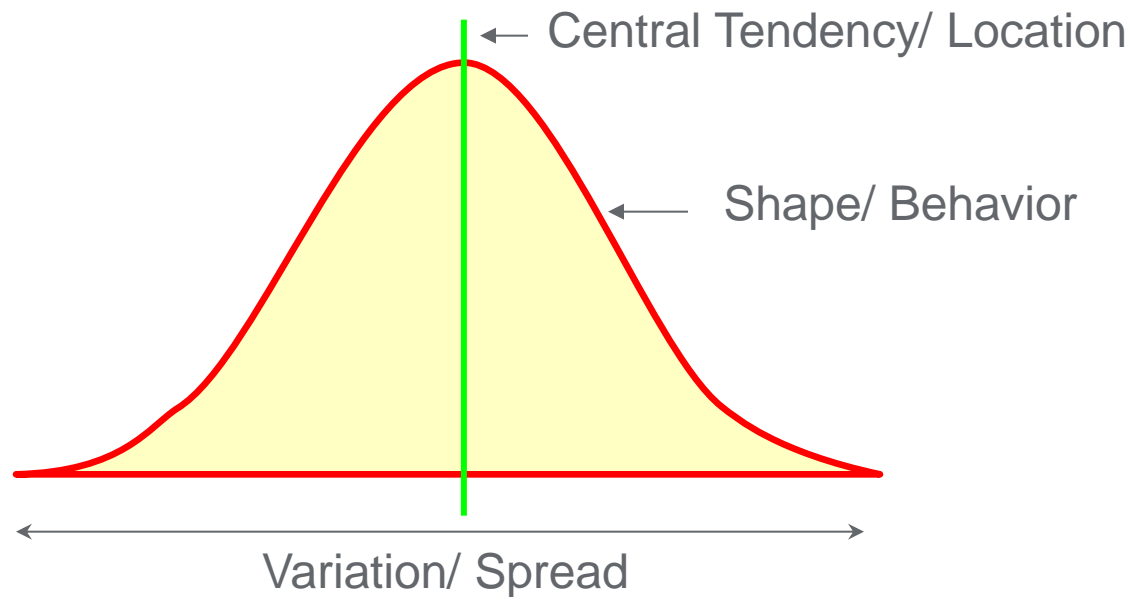
“The quality of products and services must reflect **customer needs**. Products must **be uniform, be consistent**, and **perform dependably**. **Quality results from the way managers lead.**” — Peter R. Scholtes



Process Characterization

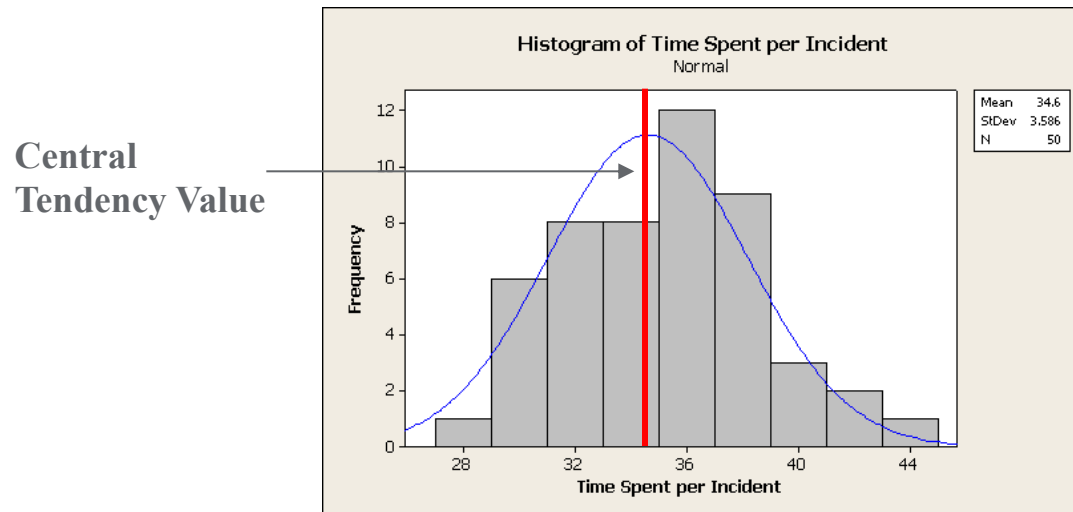
Any process can be characterized through the following:

- Central Tendency
- Variation
- Shape



Why measure central tendency ?

- Useful for characterizing a group or process
- Measures for central tendency are critical in comparing two groups of data together, these groups could be teams, organizations, etc
- Majority of measurements we see around us in commercials/reports are measures of central tendency. Ex: Average mileage, Average survey scores, etc



Measures of Central tendency

Central tendency can be simply defined as the mid point of a given data set or a point in the data set where the entire set can be balanced equally on both sides

- **Mean:** The average value, calculated by adding all the observations and dividing by the number of observations.
- **Median:** Middle value of a list or smallest number such that at least half the numbers in the list are no greater than it.

Eg. For the values, 1, 5, 6, 14, 84

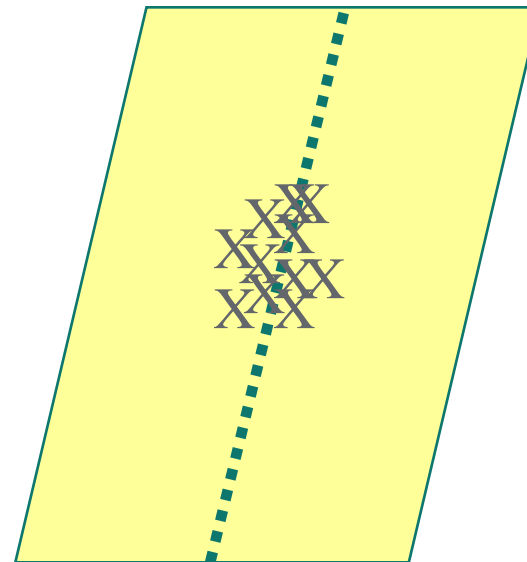
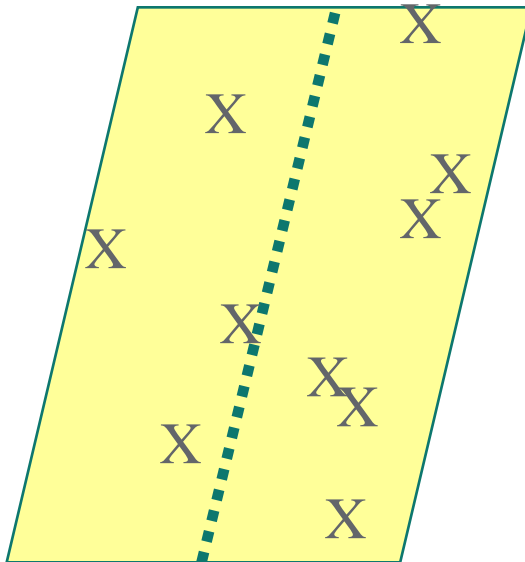


The median is **6**

- **Mode:** The most common (frequent) value
- During Marco's 12-game basketball season, he scored 14, 14, 15, 12, 13, 14, 16, 18, 14, 16, 16 and 14 points.
- What is the Mode of his Data Set?
- Mode is 14



Which Airplane would you board?



Airplane landing's example



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Measures of Variation

Variation can be defined as the difference in the values of the data points in a given data set or the deviation of any given data point from the center of the process.

➤ **Range**: Difference between the Max and the minimum values

➤ **Variance**: Is the square of Standard Deviation

➤ **Standard Deviation**: Is the summation of the distance of each observation from the mean.

$$\sqrt{\frac{\sum_{i=1}^n (x_i - \bar{x})^2}{(n-1)}}$$

Lean Vs Six Sigma

Lean

- ❑ Removes Waste
- ❑ Increases Speed
- ❑ Removes non-value added process steps
- ❑ Fixes connections between process steps
- ❑ Focuses on the customer

Speed

Six Sigma

- ❑ Reduces Variation
- ❑ Improves Quality
- ❑ Reduces variation at each remaining step
- ❑ Optimizes remaining process steps
- ❑ Focuses on the customer

Accuracy

+

=

Better
Delivery

Better
Quality

Satisfied
Employees

Satisfied
Customers



Lean Vs. Six Sigma

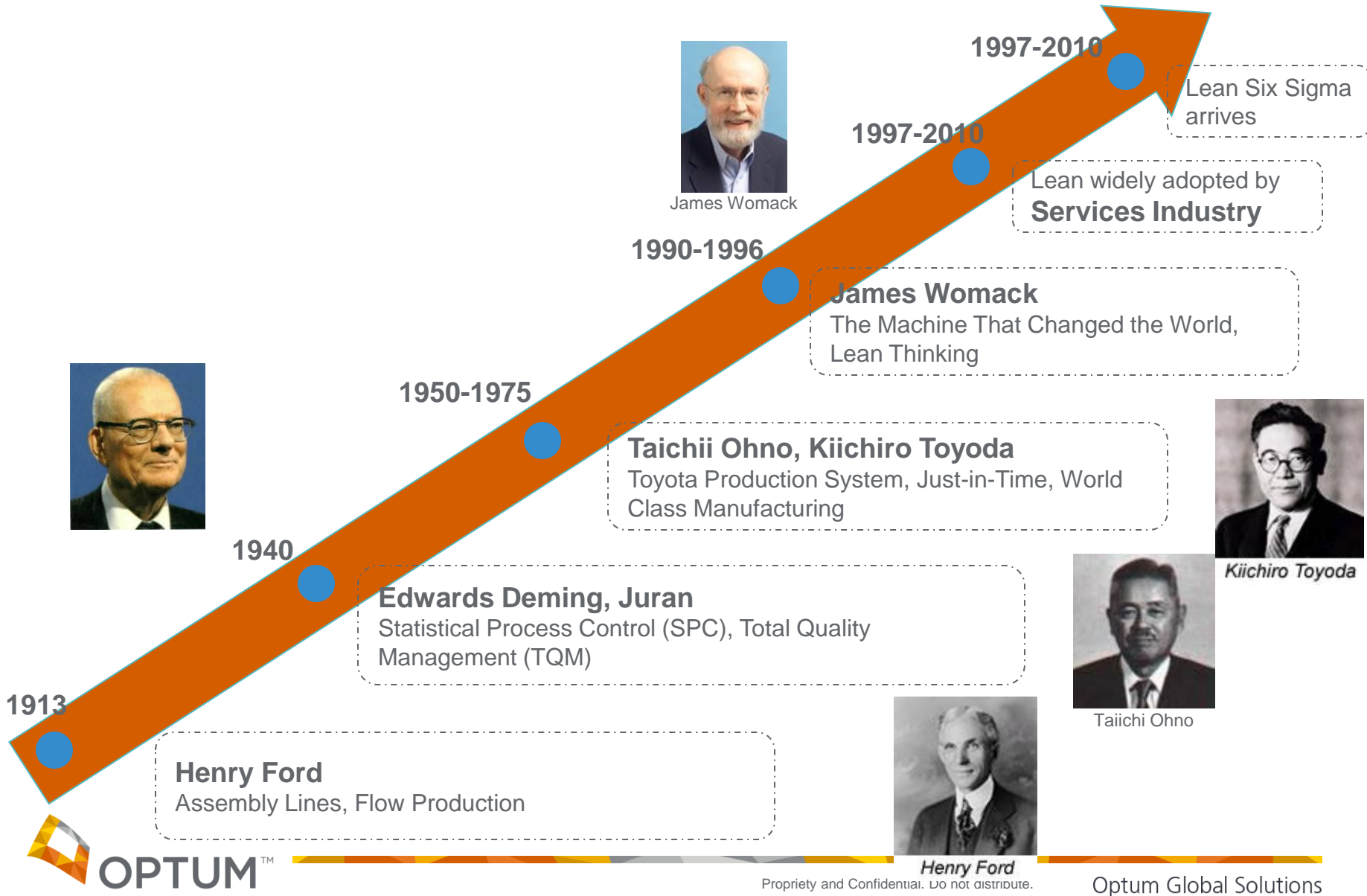
	LEAN	SIX SIGMA
GOAL	Create flow and eliminate waste	Improve process capability and reduce variation
APPROACH	Teaching principles and “cookbook style” implementation based on best practice	Teaching a generic problem solving approach relying on statistics
LENGTH OF PROJECTS	2 weeks – 2 months	2 months – 6 months
TRAINING	½ day- training	1 day – 15 days trainings
FOCUS AREAS	Lean focuses on eliminating waste in a process to improve Speed & reduce effort to deliver same Value.	Six Sigma focuses on reducing Variance in the process to improve Process Capability

Defining Lean



A principle driven, tool based philosophy that focuses on eliminating waste so that all activities/steps add value from the customer's perspective.

Brief History of Lean



Introduction to Lean

“... a way to do more and more with less and less.....”
“*Lean Thinking*” by James Womack



“The core idea is to maximize customer value while minimizing waste. Simply, lean means creating more value for customers with fewer resources.”
- lean.org

Lean is “a strategy for remaining competitive through the endless pursuit of waste elimination” – Gemba.com

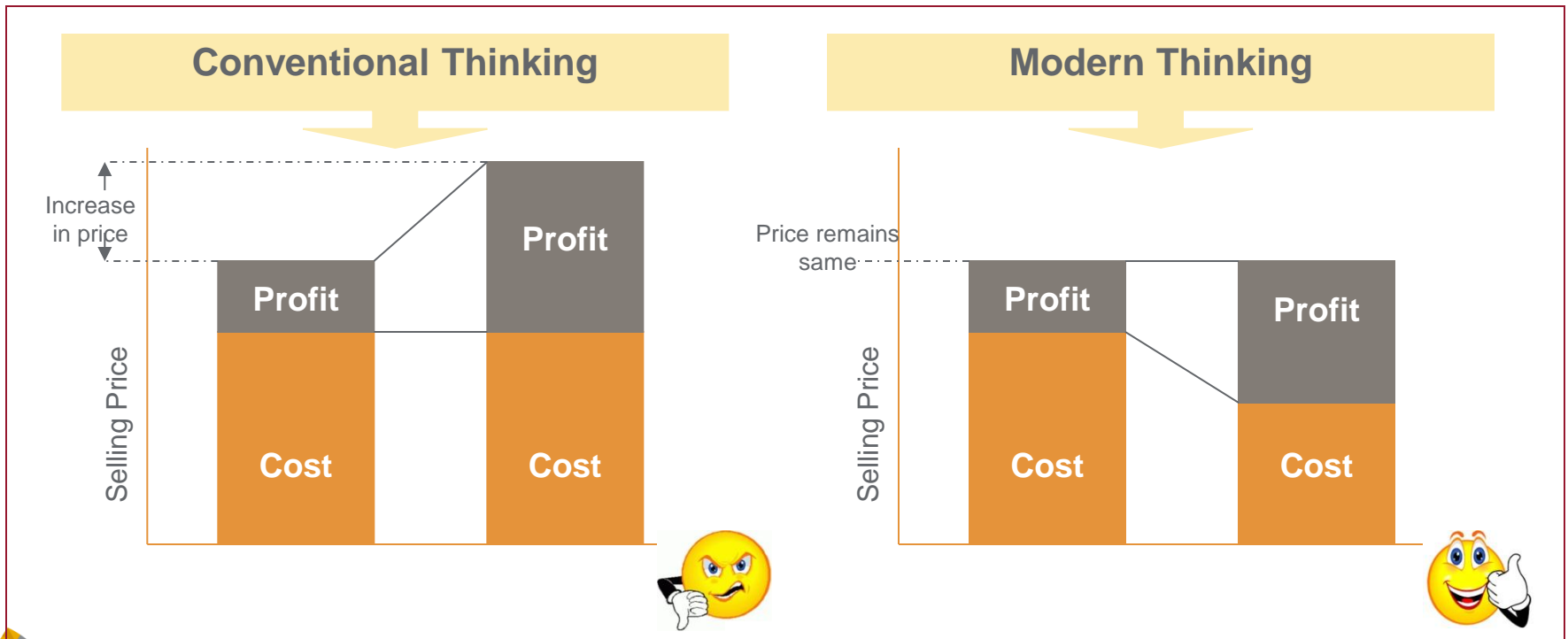


Why is Lean Important?

Barriers to change

- Functional Silos
- Preference for Traditional Approach
- Reluctance to change habits

- The need for change
 - Global competition
 - Cost Cutting
 - Demanding Market



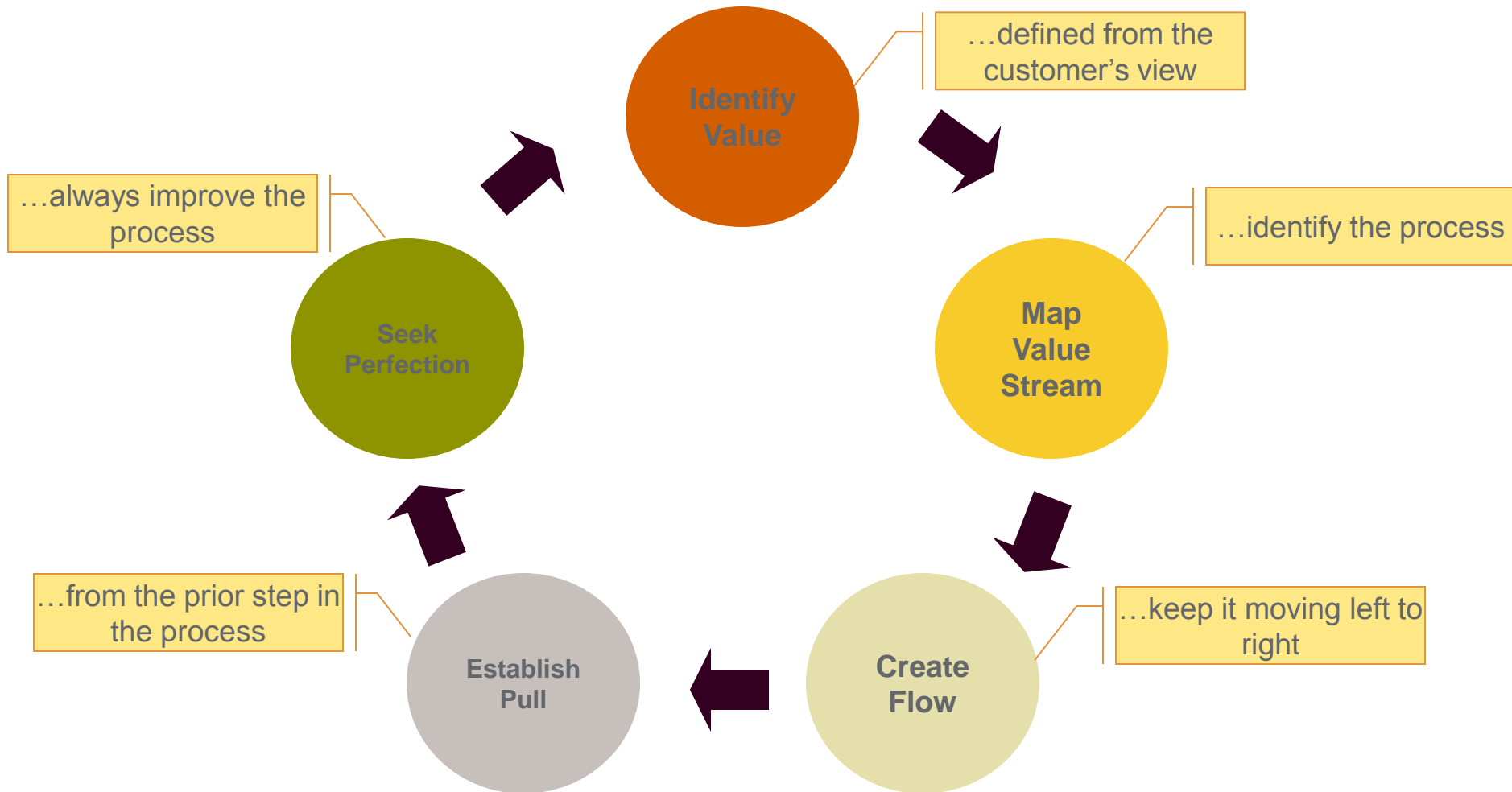
When to use Lean

		SOLUTIONS	
		<i>Simple</i>	<i>Complex</i>
R O O T C A U S E S	<i>K n o w n</i>	Just Do It	Lean
	<i>U n k n o w n</i>	Ask an Expert	Six Sigma

Don't peel potato with cleaver

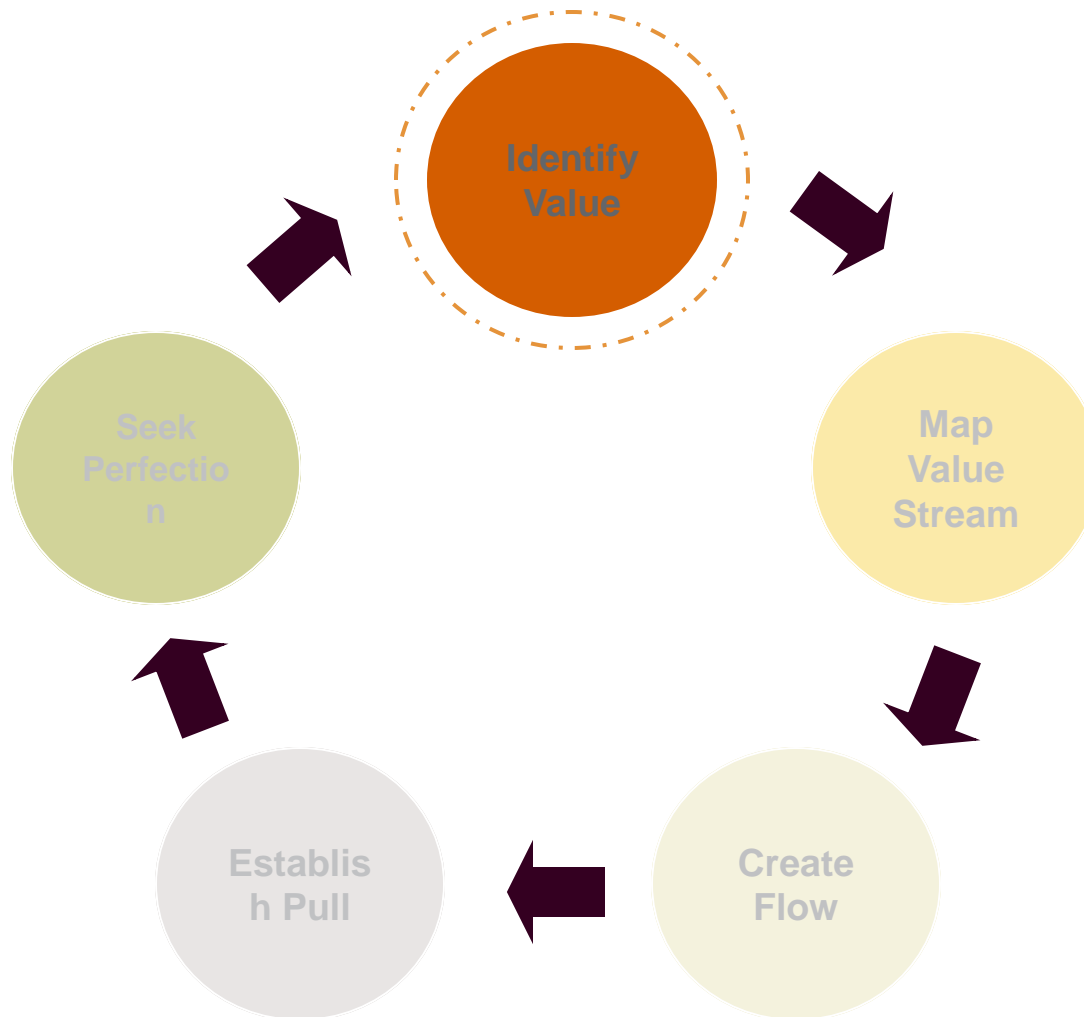
Lean Principles

Lean Principles



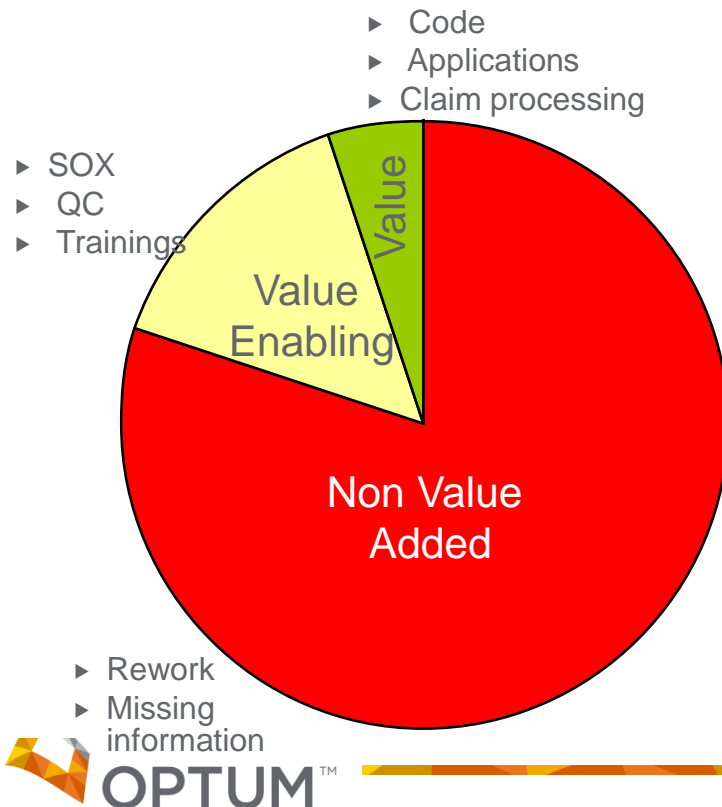
"Lean Thinking provides a way to specify value, line up value-creating actions in the best sequence, conduct these activities without interruption whenever someone requests them, and perform them more and more effectively" - Womack & Jones

Lean Principles



Identify Value

- It's value if the customer is willing to pay for it
- Solutions provided at the right place and time
- So...activities that add no value are waste (muda)



- **Value added (VA)** – Changes form, fit, function of product OR that customer is willing to pay for
- **Value Enabling (VE)** – Enablers for VA activities, but customer would not pay for
- **Non value added (NVA)** – Waste OR that customer does not want OR that customer is not willing to pay for

Waste

7 Types of Waste



Defects



Over-production



loading...

Waiting



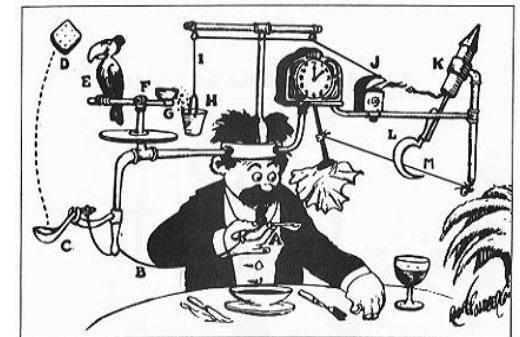
Transportation



Inventory



Motion



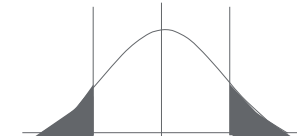
Extra-processing

Defects

DOWNTIME

What is it?

- Anything that does not meet customer specification or incomplete



Why is it wasteful?

- Customer dissatisfaction
- Requires additional investments to contain, correct and resolve defects



Examples

- Incorrect VOC/ Requirement/ Specification
- Incomplete Documents
- UT / System test defects

- Processing with wrong date
- Incorrect Reimbursement" calculation
- Repeat claims, Incorrect Denials & rework
- Order entry or invoice errors

Reworking Defects Is Waste ... Sending to Customers is Sin

Over Production

What is it?

- Producing something in More qty or Better or Sooner than required by the customer

Why is it wasteful?

- Requires investment without immediate return
- Risk of obsolescence

Examples

- Designed Product/Solutions with no customer
- Data Analysis that is not used
- Extra Features

- In absence of a proper query, pulling out of complete data dump
- Notices given to participants which didn't even demand the same
- More than required processes audits planned
- Printing paperwork (that might change) before it is needed

DOWNTIME



Do Not Produce What the Customer Does Not Need

Waiting

What is it?

- Any delay throughout the value stream

Why is it wasteful?

- Invested resources not being utilized to deliver value
- Lengthens overall span time

D O W T I M E



loading...

Examples

- Individuals waiting on data/requirements
- Time between coding and testing
- Time between ideation and requirement definition

- Associates waiting inputs in absence of for work allocation / Calls routing
- Client team / process owners dependencies
- Slow computer speed, system downtime
- Any pending approval

When Product Waits ... Customers Wait

Transportation

DOWNTIME

What is it?

- Too many hand-offs or extra movement of work across value-stream

Why is it wasteful?

- Requires additional resource investment to manage (space, equipment, personnel)
- Potential to introduce defects or delays



Examples

- Virtual conveyance of data (reports, email, voicemail, etc.)
- Retrieving hard copies from printers
- Transferring work or knowledge to personnel
- Claims going to backend teams with multiple handoffs as the resolution owner not clear (PENDS).
- Multiple hand-offs of electronic data; Hard drives vs shared drives
- Distributing unnecessary cc copies to people who don't really need to know

Seek Ways to Minimize Travel Distances

Inventory

What is it?

- Work waiting in a queue to be processed

Why is it wasteful?

- Requires investment without immediate return
- Hides flow problems within the value stream

Examples

- Requirements/concepts/designs for projects not initiated
- New IT Requests while Backlogs Exist
- Technologies that go unused

- Unequal utilization within team, between team, hours of the day and between days of the week
- High ageing and average bucket of delay for Claims close out
- Claims in a queue to be actioned upon
- Inadequate demand forecast
- Unread emails in Inbox

DOWNTIME



Waste Asks for More Waste

Motion

What is it?

- Movement of body or mind to perform work

Why is it wasteful?

- Consumes available resource time & energy

Examples

- Navigating multiple screens to complete a transaction
- Searching for data on intranet/internet
- Typing data

- Unnecessary movements on keyboards / scrolling / toggling between screens
- Dragging too many data fields information which can be auto uploaded with a small macro
- Walking to copier, printer, fax
- Walking between offices



Treat Individual as a Surgeon ... Everything Within Reach

Extra Processing

What is it?

- More effort than needed

Why is it wasteful?

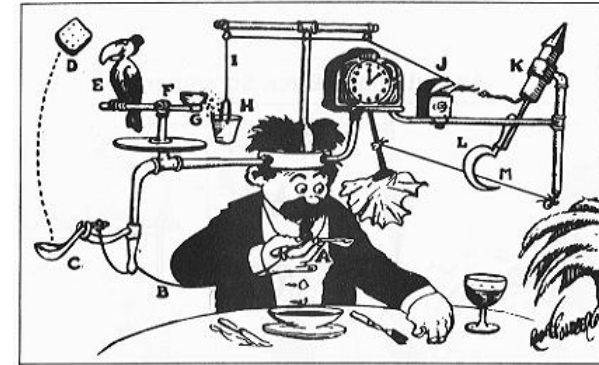
- Consumes resources, tools & equipment available for value added actions
- Potential to introduce defects or variation

Examples

- Inspections/Testing not funded by customer
- Unnecessary approvers/reviewers
- Duplicate processes

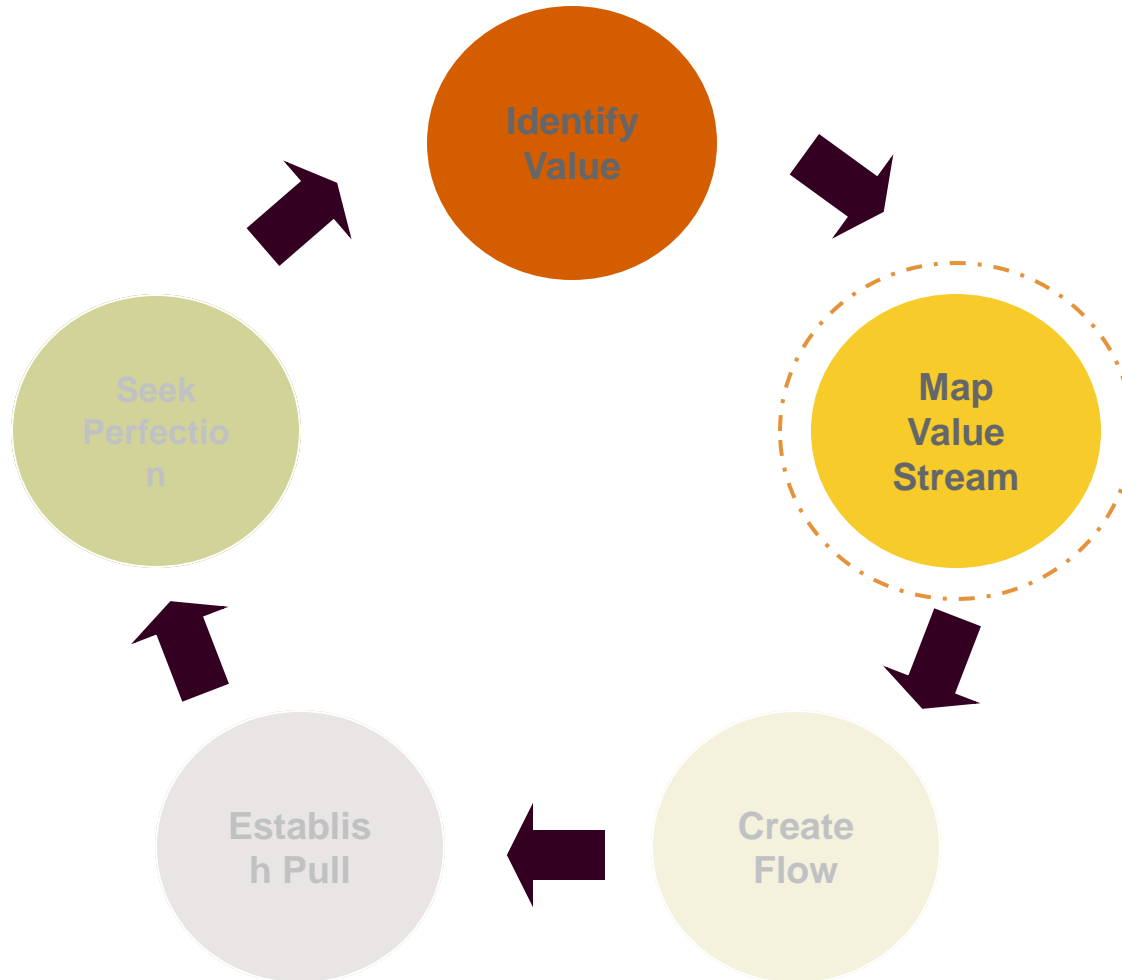
- Reimbursement amount calculated thru automated calculator being validated manually
- Relying on inspections, rather than designing the process to eliminate errors
- Re-entering data into multiple information systems
- Making extra copies and Generating unused reports

DOWTIME



Take a Garage Shop Mentality ... “Would I pay for this?”

Lean Principles (Contd.)



Value Stream Mapping

*“Wherever there is a product for a customer, there is a value stream. The challenge lies in seeing it” – “**Learning to See**” by Rother & Shook*

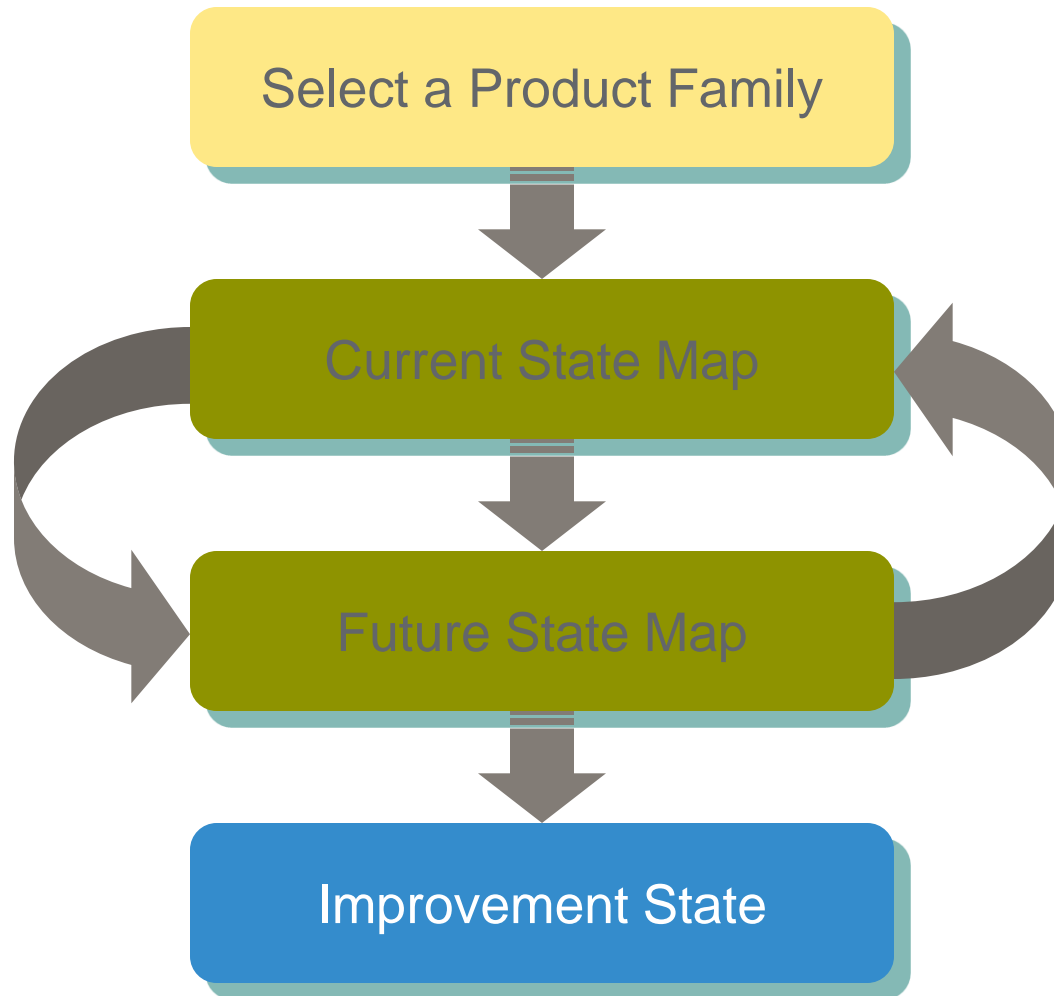
Overview

A **Value Stream** is all the actions (both value-add and non-value add) required to bring a product or service into the hands of the customer

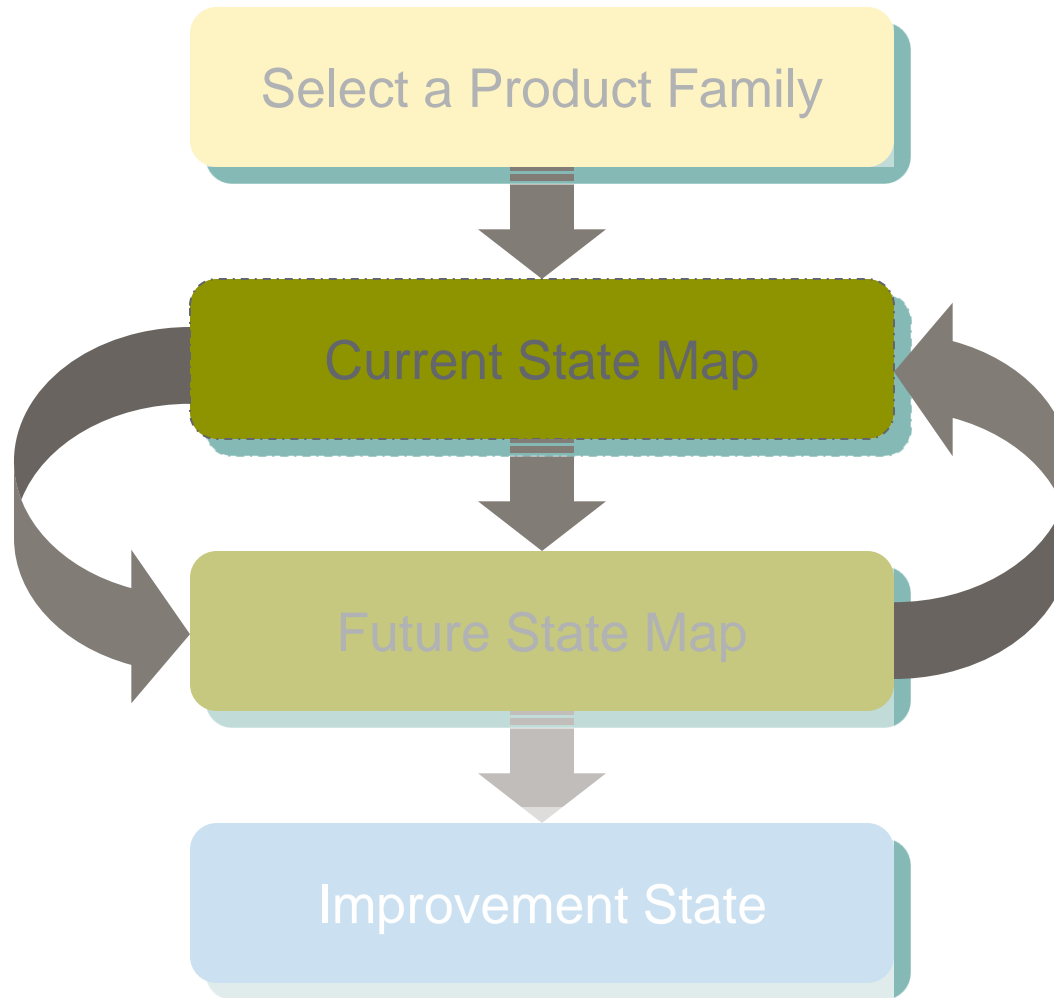
■ Features of a VSM

- It is a visual representation tool
- It helps to understand the flow of information
- It helps you understand waste in the process – VA, NVA, process disconnects
- It helps highlight process simplification/automation opportunities

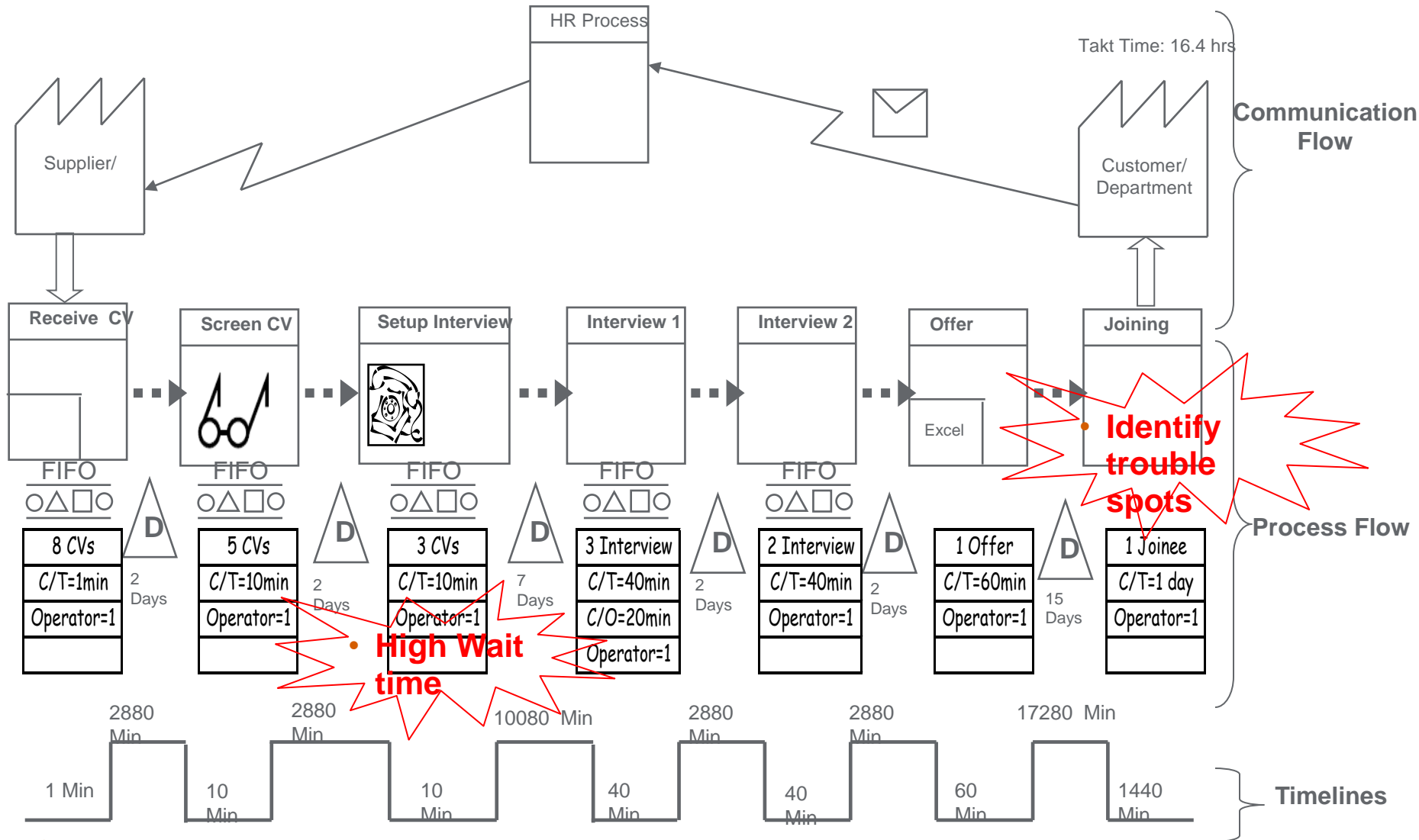
Steps in VSM



Steps in VSM



Current State Map- Hiring



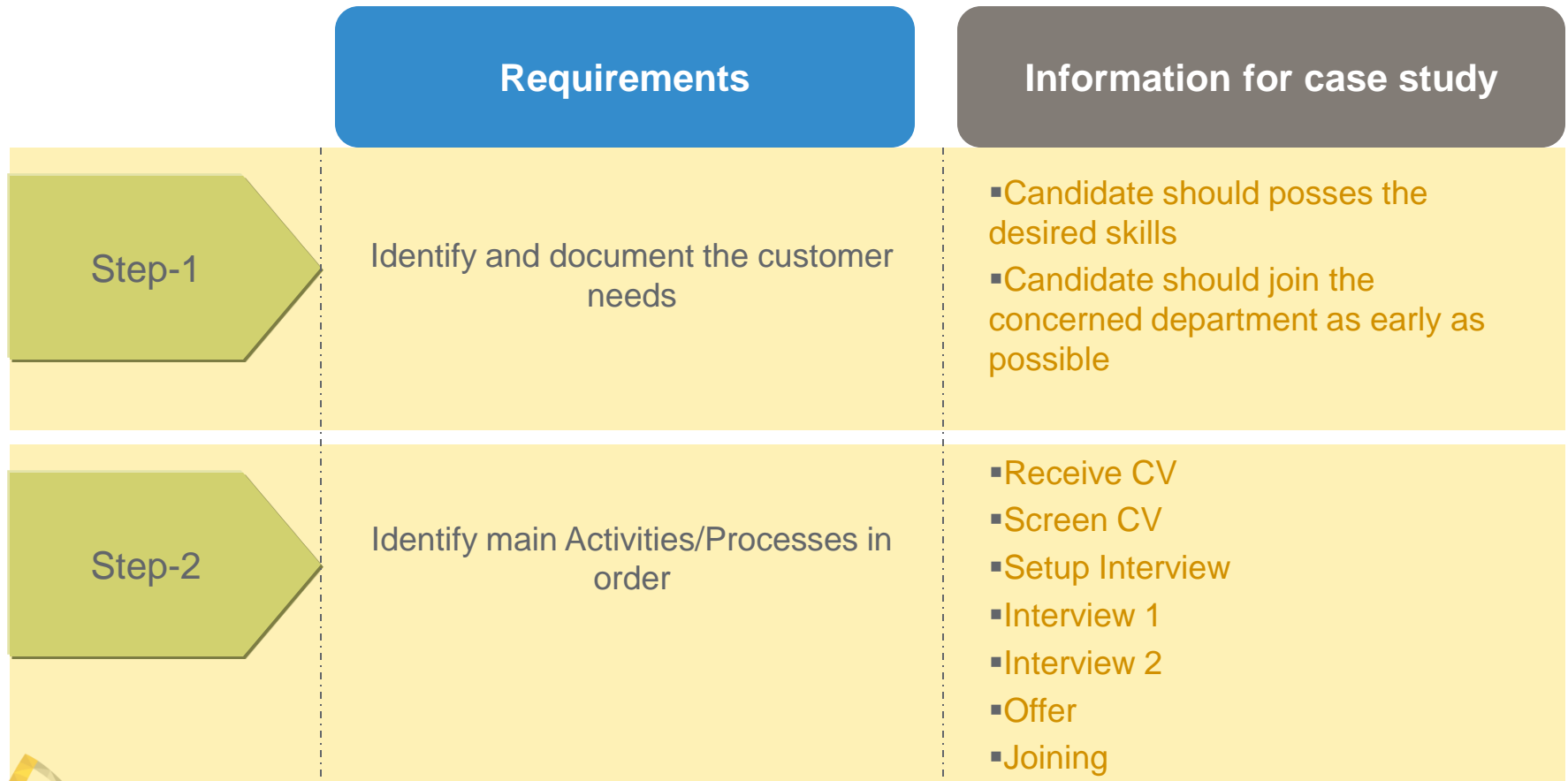
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When to use: Reduce **Lead time**, Improve **Accuracy**

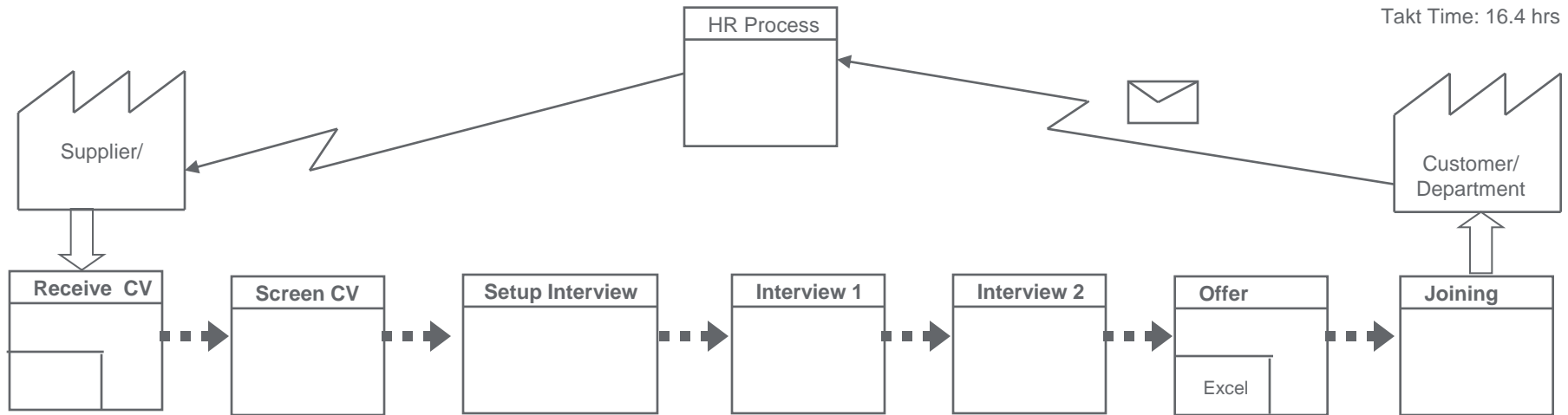
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Hypothetical Case Study - Hiring

- Let us consider a case of a requisition to joining of a candidate.
- Start point: Receiving of Resumes :End Point: Candidate Joining the Department



VSM After Steps 1 & 2



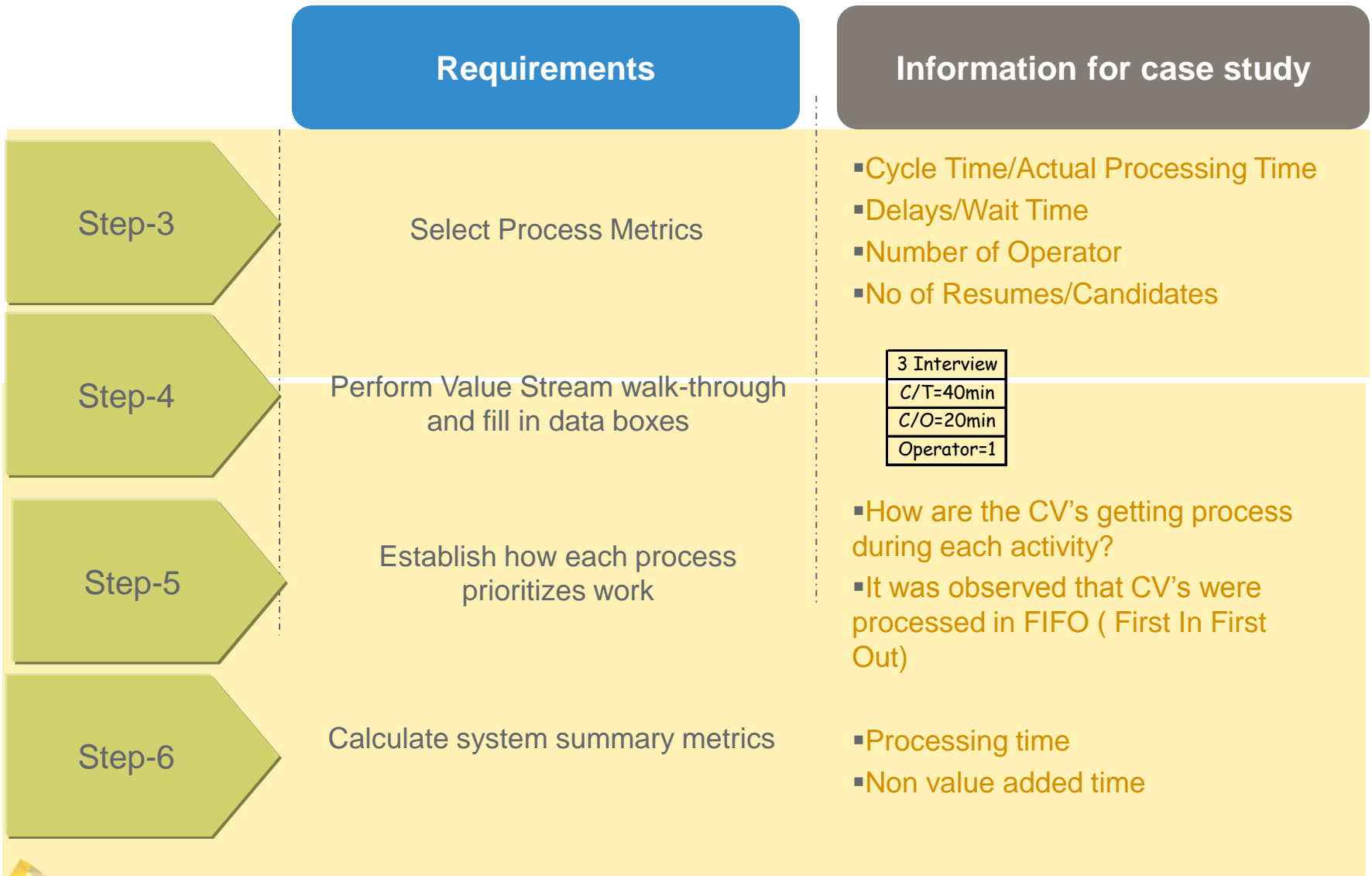
- Takt Time: It represents the speed that the value stream must operate at to keep pace with demand.

$$\text{Takt Time} = \frac{\text{Net available time for identified period}}{\text{Customer demand for the same period}}$$

Data for the case

- New employees hired last yr: 129
- #work days: 250
- Time available per day (less break time): 8.5 hrs
- Takt time= 16.4 hrs

Hiring VSM - Steps



Calculation of Cycle Time & Lead Time

- **Processing Time:** The sum of all time when a human resource is conducting an activity
- **Turn Around Time:** The time it takes one piece to move all the way through a process or a value stream, from start to finish. Envision timing a marked part as it moves from beginning to end.

Also called Lead Time



- **Processing Time** = $5 + 3 + 5 + 5 = 18$ mins
- **Turn Around Time** = $5 + 30 + 3 + 20 + 5 + 15 + 5 = 83$ mins

Wastes & Potential Solution

Wastes Identified

Manual “work-arounds”

Double-Checking

Looking for Information

Arranging the workplace

Multiple Handoffs

Awaiting approvals to proceed

Data entry and re-entry

Potential Solution

Process Standardization

Built-in-Quality, “Poka-Yoke”

Quick Reference Guides

5S, process layout

Work structuring, Partnerships

Empowerment, training, etc.

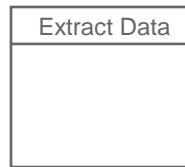
Database Restructuring

VSM Icons

Material Icons

Represents

Notes



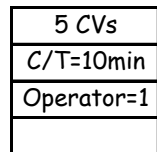
Process/ Activity

One box equals an area of continuous flow. All processes should be labeled. Box also used to identify software, tools used.



Outside Sources

Used to show customers, suppliers and outside manufacturing processes.



Process Data Box

Used to record information concerning a process, department, etc.



Inventory/Delay

Count and time should be noted.



Movement of prod'n material by PUSH

Identifies material movements that are pushed by producer, not pulled by the customer (the following process).

VSM Icons (Contd.)

Material Icons

Represents

Notes



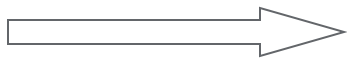
Kaizen lightning burst

Highlights critical improvement needs at specific processes. Can be used to plan Kaizen events.



Transfer of controlled quantities of material between processes in a first in first out seq.

Indicates a device to limit quantity and ensure FIFO flow of material between processes.



Movement of pull material

Identifies material movements that are pulled by customer, not pushed by the producer



“Go See” scheduling

Manual scheduling is involved

VSM Icons (Contd.)

Information Icons

Represents

Notes



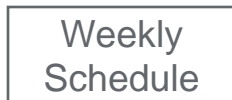
Manual flow of
information

For example: production schedule
shipping schedule



Electronic flow of
information

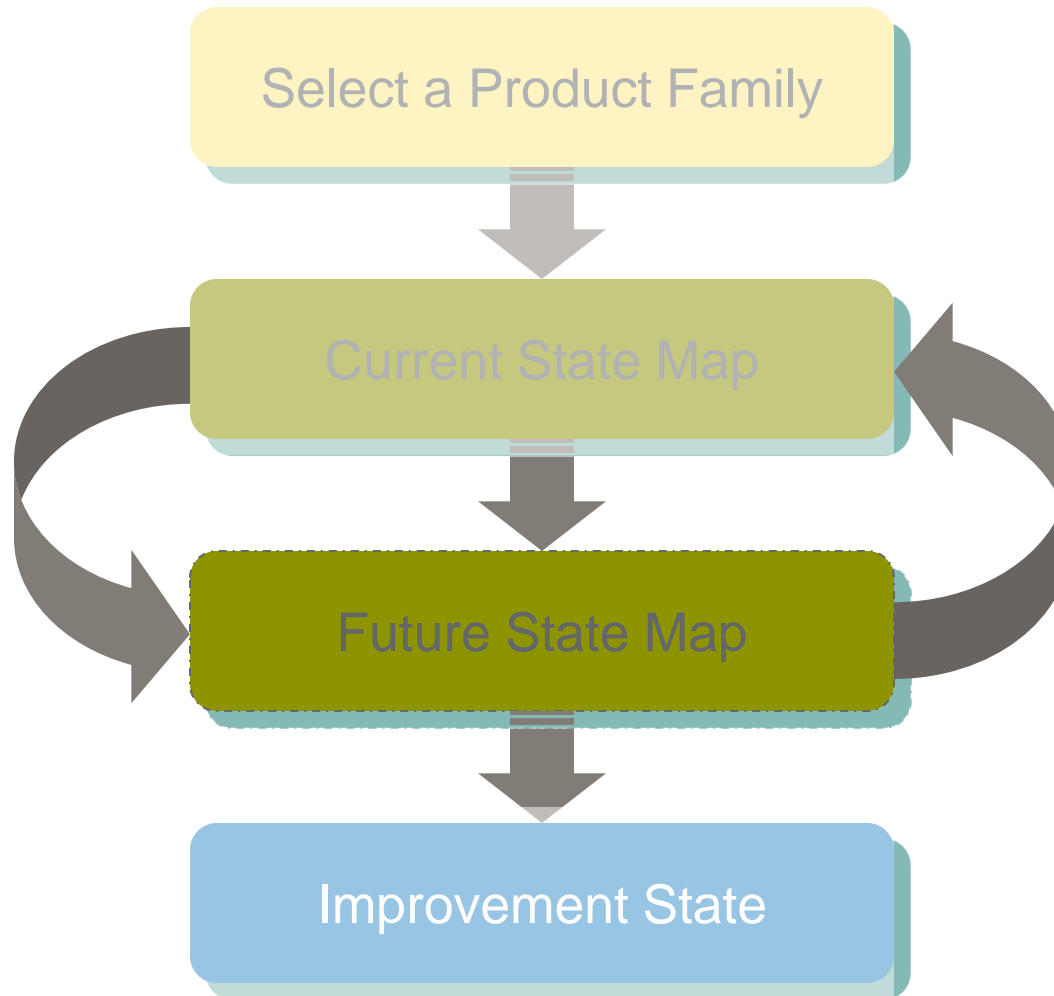
For example: EDI, Fax, etc.



Information

Describes what information flows

Steps in VSM



Value Analysis

- Perform a “Value Analysis” on the Current State Map
 - Classify each step as Value Added (VA), Non-Value Added (NVA) and Value Enabling (VE)
 - Add up the time spent on each step and analyze the results
 - Decide what to do next:
 - VA activities should be optimized and standardized
 - VE should be minimized and eliminated (after checking with customer)
 - NVA should be completely eliminated

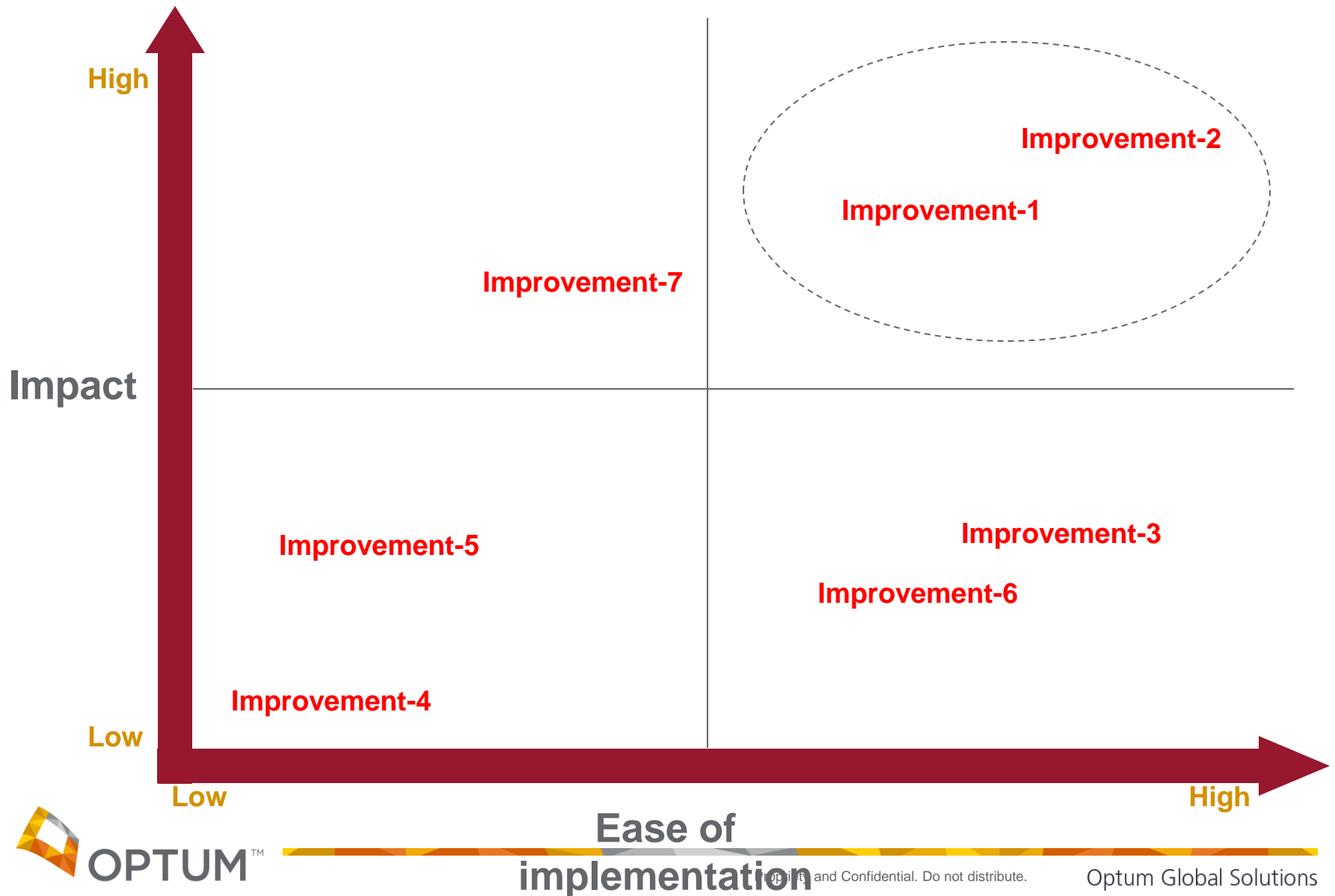
**Mark your
improvements
on the VSM**

- Ask the following questions:
 - How to reduce TAT?
 - What will reduce Effort?
 - Is there a scope to standardization ?
 - What will it take to make the process simple? Remove Complexity?

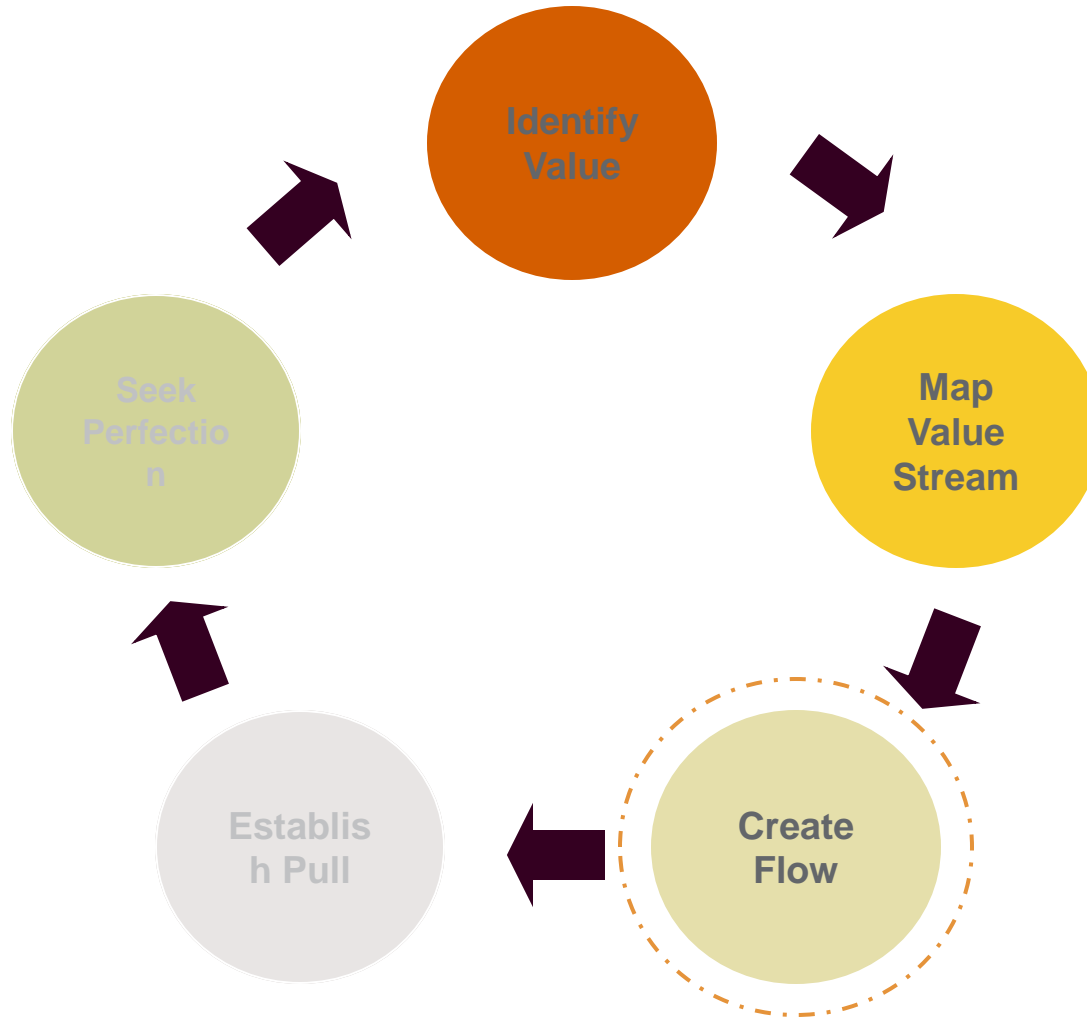
- Challenge the following :
 - Current way of working
 - Sequence of Activities
 - Delays in Activities
 - Hands-off's in Activities



Improvement Prioritization



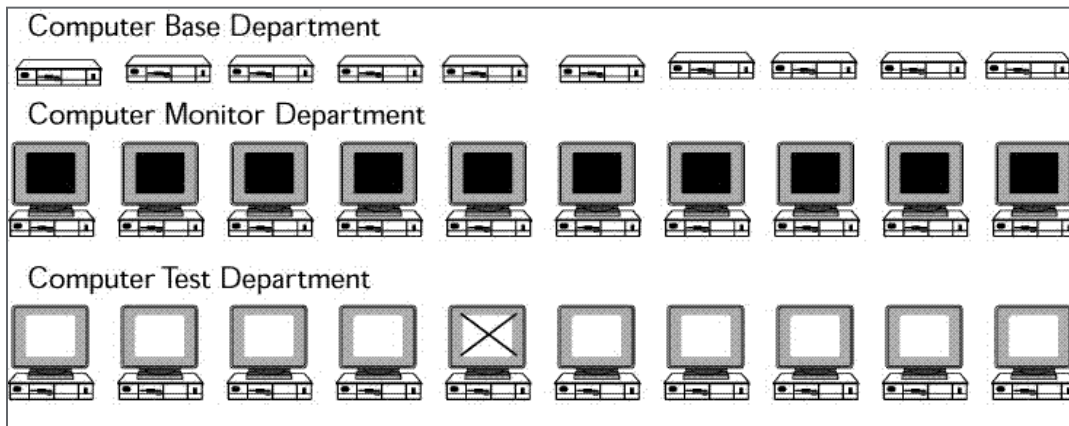
Lean Principles (Contd.)



Batch Processing vs. Flow Processing

Making of a computer

- 3 departments – Computer bases, Monitors, Testing
- Each dept takes 1 minute to do the job on one item

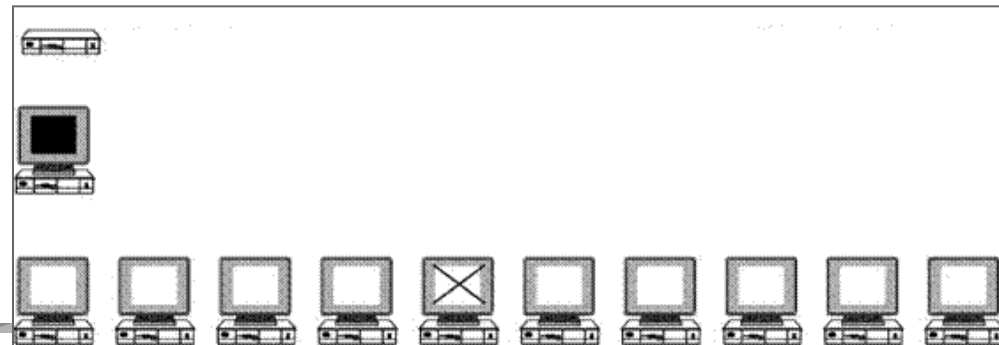


Batch Processing

- Complete processing of first batch of 10 takes 30 mins
- First good computer ready in 21 mins
- There are at least 21 sub-assemblies in process at a time

Flow Processing

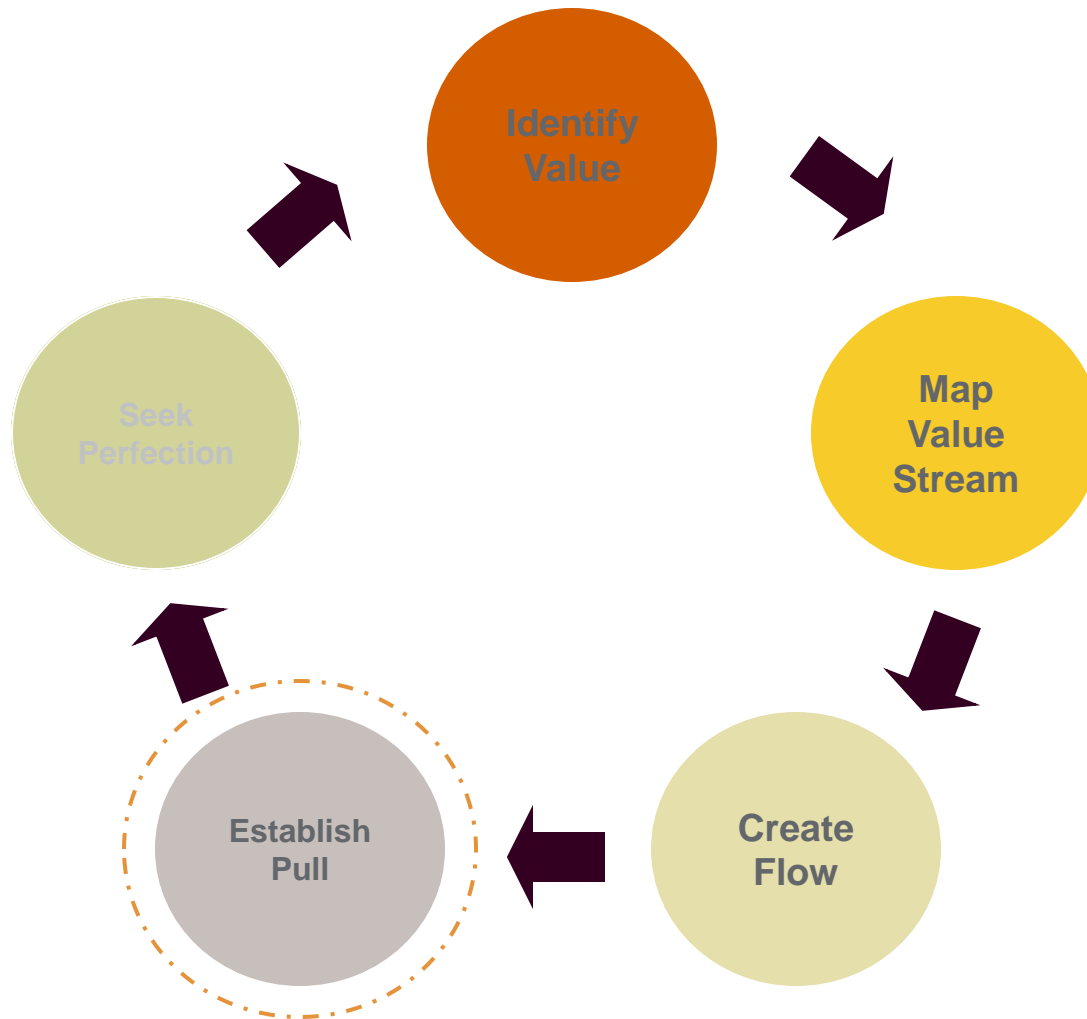
- First part ready in 3 mins
- 10 completed in 12 mins
- Only 2 sub-assemblies in process at a time



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Lean Principles (Contd.)



Establish Pull

Pull in simple terms means that no upstream process should produce a good or service until the customer downstream asks for it

Push vs. Pull System

- Case Study: Daily groceries

Push System

- Central decision making
- Large batches
- Large inventories
- Demand and Supply are uncoupled

Pull System

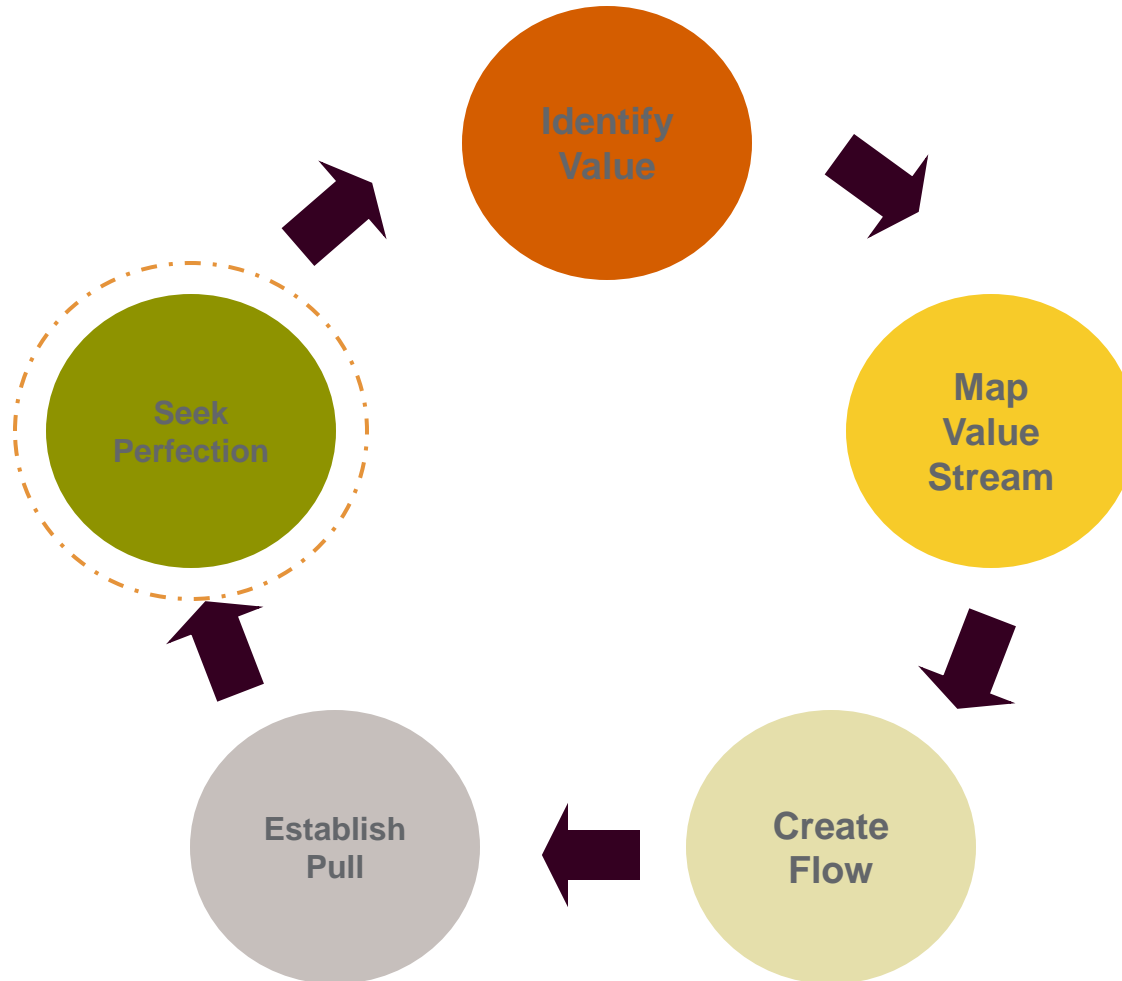
- Decision making driven by customer
- Emphasis on smooth flow
- Inventories kept to a minimum
- Cooperative production

“Ideal Pull System is not always possible because of the operating mechanisms of various parties involved in the production process”

- “The Toyota Way” by Jeffrey Liker



Lean Principles (Contd.)



What is 5S?

5S is the name of a workplace organization methodology (house-keeping) that uses five related terms, beginning with an S sound, describing workplace practices conducive to visual control and lean practices



SORT (Seiri)

Arrange or prioritize as per the requirements

- Storing information on your PC
- Managing your wardrobe
- Managing your kitchen items
- Managing your workplace

- Create more space
- Eliminates cluttering
- Focus on important items
- Quick Retrieval

SET IN ORDER (Seiton)

Have a dedicated place for everything and arrange so that it is easy to find, remove, return, and change

- Storing imp documents; Are they on a local server, your PC, in the portal, the Internet, in the 3rd drawer of your desk, your car boot
- Managing your Mail box

- Quick Retrieval
- Better space utilization
- Reduction in safety hazards
- Reduces loss and damage
- Helps manage inventory

What is 5S?

	Definition	Example	Benefits
SHINE (Seisō)	Keep everything spotlessly clean	<ul style="list-style-type: none">• Think about where you work – are all areas clean & tidy? Imagine if we didn't keep them tidy.• Document versioning	<ul style="list-style-type: none">• Increased office morale• Pride in the workplace• Less frustration with tools• Improved quality by using the correct version of a procedure
STANDARDIZE (Seiketsu)	Determine “best” practices and ensure everybody does things the same “best” way	<ul style="list-style-type: none">• Use of coding standards• Use of QMS processes	<ul style="list-style-type: none">• Communicates what is expected• Exposes non-compliance• Ensures consistency• Forms the basis for continuous improvement
SUSTAIN (Shitsuke)	Continue to look for opportunities to make further improvements	<ul style="list-style-type: none">• Conduct Audits• Conduct Reviews	<ul style="list-style-type: none">• Prevents back sliding• Introduces a culture of discipline and teamwork• Provides the basis for further best practice initiatives

Why 5S?

- It is an important part of our Continuous Improvement Strategy
- Enables improving the quality of processes and product
- In essence, we all need to improve the way in which we organise ourselves – 5S can facilitate this



5S Example – Shared Drive Arrangement

Problem Statement:

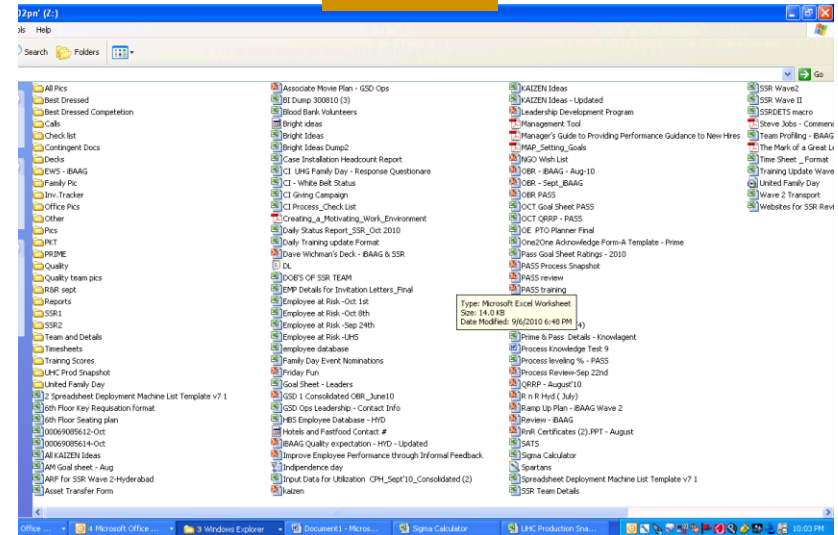
- Available space – 14.6 GB
- Searching for a file was tedious and time-taking

■ Solution Approach:

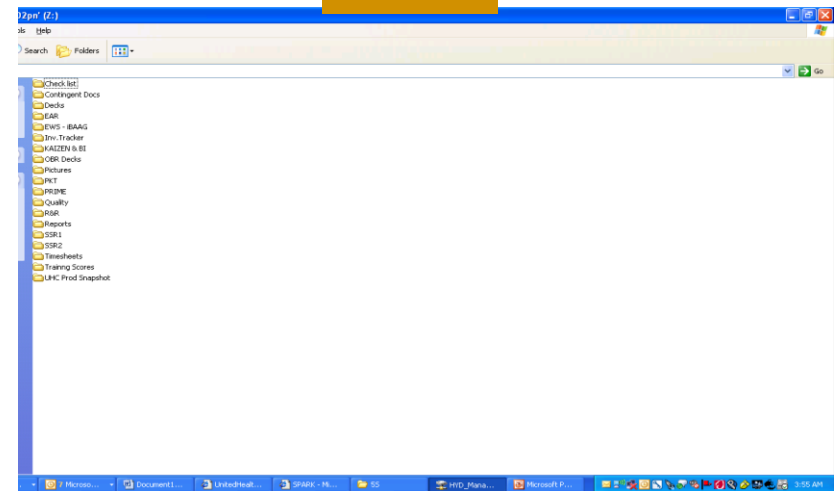
- **Sort:** All the files were named appropriately with version controls, month and date details and process wise.
- **Set in Order:** Folders were created for frequently used files
- **Shine:** All the unnecessary files like old picture files, duplicate files etc., are deleted.
- **Standardize:** Clear instructions were given to all the members who have access to the folder about the need for maintaining the folder.
- **Sustain:** Constant efforts are in place to ensure that we don't fall back to the previous model thereby sustaining the improvement.

- Impact: Available space increased to 17.2 GB

Before



After



Poka-Yoke (Mistake Proofing)

Poka Yoke, also called mistake proofing, is a simple method to prevent defects from occurring in your business processes

Preventive Approach

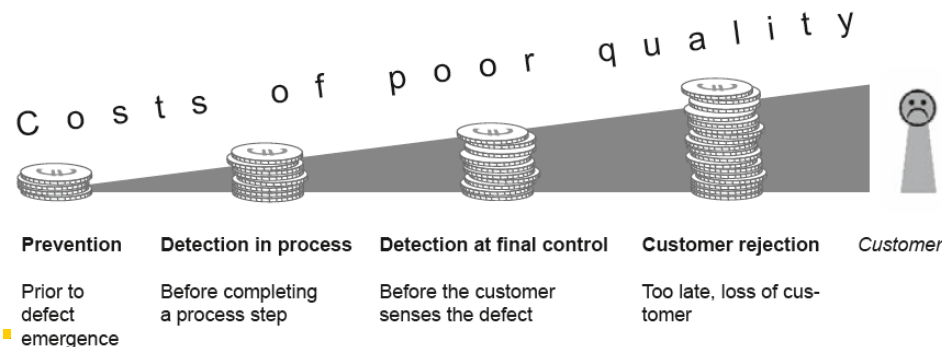
- Implement methods that do not permit the production of a defect
- 100 % elimination of defects (zero defects)

Detective Approach

- Stop the process or signal the occurrence of a defect to the employee
- Fix the defective part when a process step is incomplete
- Stop the process when irregularities occur

Examples

- Checklists to ensure that all fields in a claim are filled
- Drop-down lists in data entry to ensure that invalid option cannot be selected
- Automating data entry steps to avoid typo errors
- Conditional formatting in MS-Excel

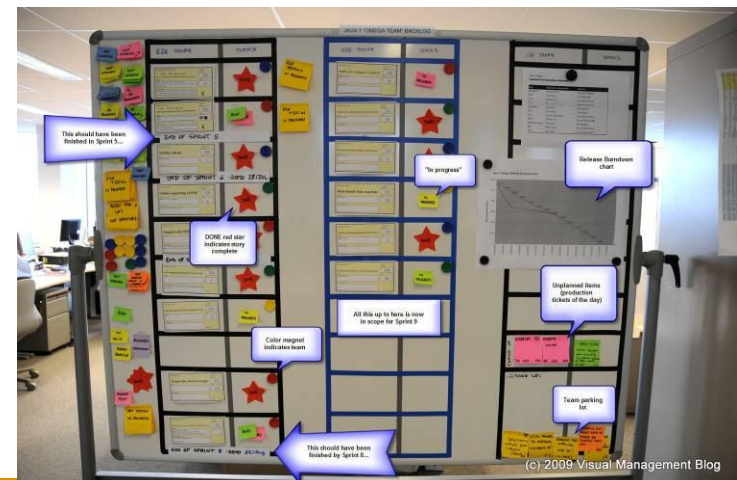


Visual Management

The placement in plain view of all indicators of operations (targets vs. actual) and system performance, so that the status can be understood at a glance by everyone involved

Highlights potential abnormality

- Examples
 - Control charts
 - Productivity graphs
 - Dashboards published online



Kaizen

Definition: “Initiative aimed at incrementally improving an existing process which involves employees at all levels”. Kaizen creates a new level of standardization in the process

Fundamentals of Kaizen

- Improvements can be realized step-by-step in every business area.
- Requires the active participation of every single employee and manager.
- Ongoing process cycle which never stops.

Objectives of Kaizen

- Increase competitiveness, reinforce stability, increase flexibility
- Creating the highest value at lowest costs in shortest time
- Eliminating and avoiding a waste of resources

- There are two levels of kaizen
 - System or flow kaizen
 - Process kaizen

Bright Idea

■ How to submit Bright Idea! ?

Step 1

- Identify Process Improvement Opportunity in your work area.

Step 2

- Fill in the attached Process Improvement Idea form.
- http://uniteddocs.uhc.com/itapplications/UHGIS/uhgis_dev/BIdeaForm.aspx?pagename=Post%20Bright%20IDEA!
- You can help shape the future of our organization - submit your Bright IDEA!



As you consider your submission, keep these questions in mind:

- Does your suggestion idea have a defined scope (can you isolate applications or services that this might apply?)
- Can you help document the first and last steps of the process?
- Can you identify the owner of the process area which you would like to improve?
- Does the suggestion idea overlap multiple business segments?
- Does the suggestion idea require capital investment to make the improvement?
- Do metrics exist to allow a project team to measure the process you identify?
- Do you consider your idea to be simple (fewer than 60 days to implement) or more complicated (more than 60 days to implement)?

Any Lean Tool implementation is a Lean project, any other NVA reduction is a Bright Idea

Annexure

Just-In-Time (JIT)

A system of production that makes and delivers just what is needed, just when it is needed, and just in the amount needed.

Relies on heijunka as a foundation and is comprised of three operating elements: the pull system, takt time, and continuous flow.

- JIT aims for
 - Total elimination of all waste to achieve the best possible quality
 - Lowest possible cost and use of resources, and
 - Shortest possible production and delivery lead times

Item	DELL	Others
Order To Ship Cycle Time	5 Min	11 days
Strategy	Make to Order	Build to inventory
Working Capital	\$5 Million	\$12 Billion
Operating Margin	8%	2%
Inventory Turns	121	10
Return on Investment	34%	3%

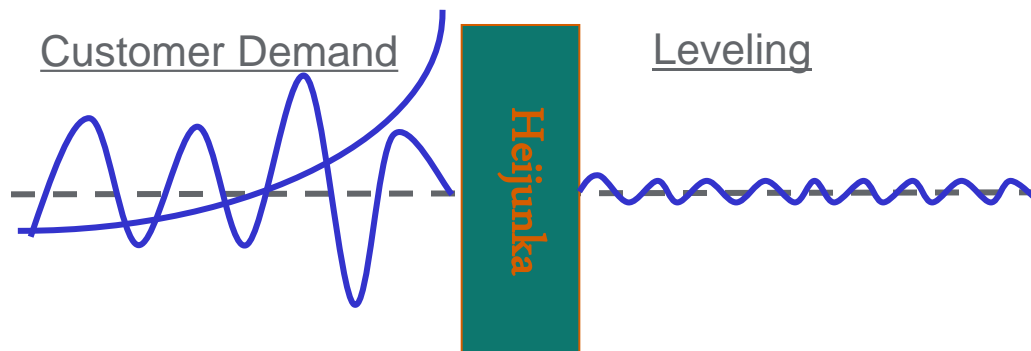


Heijunka

Heijunka is the foundation of the Toyota Production system, and is the process of **leveling** and **sequencing** an operation.

Elements of Heijunka

- Leveling: Overall leveling of a process to reduce variation in output
- Sequencing: Managing the order in which work is processed (Mixed Production)
- Stability or Standard Work: Reduce process variation



Evenly distributed workloads AND Evenly distributed product variety

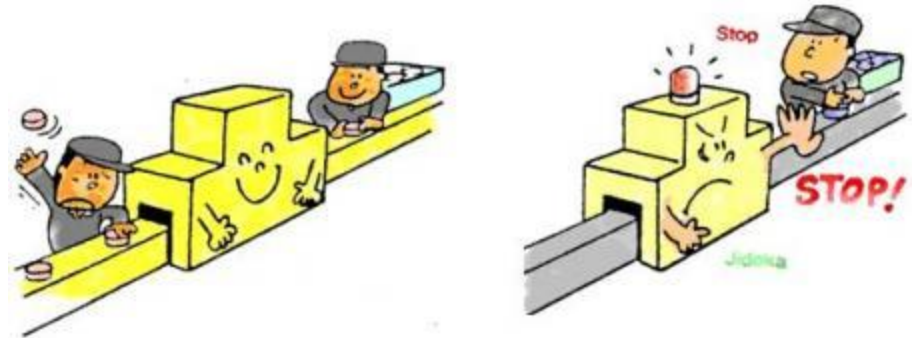
Jidoka

Jidoka is about “Providing machines and operators the ability to detect when an abnormal condition has occurred and immediately stop work”

Jidoka is one of the two pillars of the Toyota Production System along with just-in-time. Also called ‘*autonomation*’

■ Examples

- Antivirus on desktops
- Electric fuses, voltage stabilizer
- Server overload



Future State Map

Key Questions

- Why is this Process/Activity Performed ?
- Who Owns this Process ?
- Who Performs what activities ?
- Which are the works products used ?
- What are the work products produced ?
- What are start/stop points ?
- How is this activity implemented
- How will work be controlled between interruptions?
- What activity is followed next ?
- How can work flow with fewer interruptions?
- Where is the activity performed
- What are all the Non-value added
- How often is performance checked?

Process Element

Purpose / Objective

Process Owner

Roles &Responsibilities

Inputs

Output

Entry/Exit Criteria

Sub-activity/Procedure

Flow

Flow

Flow

Context

Activity/Task activities

Process Performance



Thank you

Project Charter: Example

Function/Process	GSD Technology	Project Name	Reduction of Non Value Added defects in CAMS QA
Start Date	01 August '10	End Date	MAR' 11
Project Champion	Sheetal Seth	Project Sponsor	Ajay Chhokra
Project Leader (GB)	Tanay Dasgupta	Coach (BB)	Anshika Agarwal

Business case: Reducing the 'High Percentage of Non Value Added (Test Error, Non Re producible, Test WAD and Environment) Defects Percentage' in CAMS QA Team for owned and partnered SPRFs. These defects lead to High Defect Logging & Triaging efforts. Reducing these defects, will liberate surplus resource hours, to be utilized in other release activities. Effort spent on defect logging & triaging (rejected defects) is effort that can be put to enhancing the application/domain/technical knowledge and picking up more SPRFs.

Problem Statement: Percentage of Non Value Added Defects is at 22% for 2010 releases. This High percentage has adversely affected the Customer and Team satisfaction.

Goal Statement:

Reduce the Non Value added defect %age from 22% to 15% by March 2011

Project Scope:

In Scope :

All (offshore & onshore) invalid defects are in scope.

Out of scope:

Valid defects and legacy defects from previous releases would be out of scope.

Projected Benefits: \$108,416 per annum will be saved by reducing this high percentage of rejected defects.

Kaizen (Bright Idea)

Bright Idea Examples

Function	Problem	Idea
TE Gautam Portfolio	Consolidation of project & gap reporting data from each audit. Manual work with inaccuracy.	Reduce Cycle Time for Generating the Project & Gap Report Consolidation by creating a macro using VBA.
Benefits - Claims	No existing tool to track the progress of project & task assigned to the team. Manual Reporting & Highly people dependent.	Project Task Management Using SharePoint Project Task Template. This is used for tracking progress of all projects .
UHC - (M and R) - BRE	Increase in number of emails with huge email size	One deficit report with two different tabs for both deficit hours and deficit widgets, resulting in reduction of number of emails & size.
Optum - OptumHealth	Productivity and Quality – employees read news paper at reception or library till half to one hour daily.	Online News Paper so that employees can read important news online instead of going at reception area or library.
SSS	Manual Reporting- myuhc need to send the Weekly Registration report for JPMC and WELLS FARGO.	Developed an Automation to send report on email & schedule this job on TWS automatically. Projected saving of **effort hour worth \$***ensuring defect free output.
TE Gautam Portfolio	Manual Reporting - Prep Error report on weekly basis resulting in high cycle time.	Created Macro to reduce Cycle Time & ensuring accuracy for generating the Prep Error report.
UHC	As per pediatric dental policy, we have to pay at billed charge. However system pulls UCR.	Pediatric Dental EPD can be included as a category in EPD to capture claims on which D0120 is billed & system is not paying at billed charges.

