

Key Processes

This document describes the recurring financial processes you'll be running. Ask Alida to walk you through each one in practice during your overlap period.

1. Weekly Bank Reconciliation

Frequency: Weekly (ideally every Monday) **Entities:** Inc, Saint Raphael (SA accounts) **System:** Xero

Process:

1. Open Xero for each SA organisation
2. Review bank feed transactions since last reconciliation
3. Match transactions to invoices, bills, or manual entries
4. Investigate and resolve any unmatched items
5. Ensure all transactions are correctly coded to the right accounts
6. Check ending balance matches Investec actual balance

Ask Alida:

- What's her reconciliation rhythm?
 - Are there recurring items that need manual entries?
 - What are the common coding mistakes to watch for?
 - How does she handle inter-company transactions?
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2. Supplier Payment Run

Frequency: Weekly **Entities:** Inc (medical suppliers), Saint Raphael (non-medical suppliers)

Process:

1. Review incoming supplier invoices from the week
2. Log each invoice in Xero (create a bill)
3. Reconcile against purchase order or delivery confirmation
4. Approve invoices for payment
5. Prepare a payment schedule: supplier name, amount, bank details, reference, entity
6. Submit the payment schedule to Grant
7. Grant loads payments into Investec
8. Grant or Yaseen releases the payments
9. Mark bills as paid in Xero once released

Important distinctions:

- **Medical supplies** (prescriptions, doctor items) → pay from **Inc**
- **Non-medical** (supplements, cleaning, maintenance, subscriptions, assets) → pay from **Saint Raphael**

Ask Alida:

- Does she maintain a regular supplier payment schedule?
 - Which suppliers are on strict payment terms?
 - Are there any suppliers who get priority?
 - How does she handle disputes or incorrect invoices?
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3. Debtors Reconciliation and Collections

Frequency: Weekly **Entities:** Inc (SA patients), Sanctura Ltd (UK patients)

Process:

1. Pull the aged receivables report from Xero
2. Review all outstanding balances
3. Identify overdue accounts (30+ days)
4. For overdue accounts, initiate contact (email/call)
5. If patient disputes the charge → escalate to Kyle (SA) or Amanda (UK)
6. If patient needs service explanation → escalate to the doctor
7. If patient requests payment plan → escalate to Exco (Grant)
8. Update the debtors tracker with status of each account

Debt collection escalation:

Stage	Who Handles	Scenario
Initial contact	You	Standard reminder, request for payment
Product/service dispute	Kyle (SA) / Amanda (UK)	"I didn't receive this"
Service explanation	Doctor	"What is this charge?"
Hardship/payment plan	Exco (Grant)	Patient can't pay in full

4. Payroll Data Provision

Frequency: Monthly (~20th of each month)

South Africa (to Inaura)

Process:

1. Collect payroll changes from operations:
 - Leave taken (from staff records / Kyle)
 - Overtime hours (Saturday work for nurses - from Kyle)
 - Any new starters, leavers, or salary changes (from Grant)
2. Compile into the format Inaura expects
3. Submit to Inaura
4. Inaura processes payslips and calculates deductions
5. You review the payslips before authorising
6. Inaura submits PAYE to SARS via eFiling
7. SARS payment: you prepare details, Grant loads, James releases

United Kingdom (to Kinari / Capricorn Capital Services)

Process:

1. Collect UK payroll changes from Amanda
2. Submit to Kinari
3. Kinari processes with Lauren

4. Kinari submits UK PAYE

Ask Alida:

- What format does Inaura expect the payroll data in?
 - Where does she track leave and overtime?
 - What's the typical payroll timeline (when does data need to be in by)?
 - Are there any recurring payroll complications?
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5. Monthly Management Accounts

Frequency: Monthly - due by the **7th working day** of each month (goal: as soon as possible) **Recipient:** Grant, Ricardo (reviews), Board

Process:

1. Ensure all bookkeeping for the month is complete in Xero (all 3 orgs)
2. Complete bank reconciliation for the month
3. Review and adjust any accruals or prepayments
4. Generate P&L, Balance Sheet, and cash flow reports from Xero
5. Compile into management accounts format
6. Add commentary on significant variances or items to note
7. Submit to Grant (who shares with Ricardo and the board)

Ask Alida:

- What format/template does she use for management accounts?
 - What commentary does the board expect?
 - Are there any recurring adjustments she makes each month?
 - How does she consolidate across the 3 entities?
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6. Weekly KPI Reporting

Frequency: Weekly (every Friday) **Recipient:** Grant

Ask Alida:

- What KPIs does she report?
 - Where does the data come from?
 - What format does Grant expect?
 - How long does this typically take?
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7. Invoicing Audit (Post Go-Live)

Frequency: Weekly **Entities:** Inc (SA), Sanctura Ltd (UK)

Process:

1. Pull all invoices created in Xero during the week
2. Review for:
 - Correct patient details
 - Correct billing codes and amounts
 - All services captured (no missed charges)

- Correct entity (Inc vs Saint Raphael vs Sanctura Ltd)
 - 3. Flag any errors to Kyle (SA) or Amanda (UK) for correction
 - 4. Track error rate over time (target: <5%)
 - 5. Identify patterns (e.g., specific staff consistently missing a charge type)
 - 6. Report findings in weekly check-in with Grant
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8. VAT Review Cycle

Frequency: Bi-monthly **Entity:** James La Porta Inc

Process:

1. Inaura calculates VAT for the period
2. You review the calculation:
 - Check the output VAT (sales) figures match Xero
 - Check the input VAT (purchases) figures match Xero
 - Verify the net amount looks reasonable
3. Give Inaura the go-ahead to submit via eFiling
4. Prepare the payment amount for Grant to load into Investec
5. Follow up with James to release the SARS payment
6. Confirm payment is released and record in Xero

Key dates: Review the VAT periods in the compliance calendar. Start flagging 2 weeks before submission deadline.

9. Stock Count

Frequency: Monthly (end of month), with a critical year-end count **Entity:** Inc **Coordinator:** Kyle

Process:

1. Kyle schedules the count
2. You support with inventory lists from Xero
3. Staff conduct the physical count
4. You reconcile the count to the Xero inventory records
5. Investigate and resolve any discrepancies
6. Update Xero with adjustments

February count (~20-22 Feb): This is the year-end count and particularly important. Coordinate with Kyle early.

10. Cash Flow Monitoring

Frequency: Daily check, weekly report **Entities:** All SA accounts

Process:

1. Check Investec balances via Xero bank feeds (or ask Grant/Yaseen for live balance)
2. Review upcoming payment obligations (supplier payments, payroll, SARS)
3. Ensure sufficient funds for upcoming commitments
4. If funds are low → alert Grant immediately
5. When SARS payment is due and funds are available → flag to Grant for loading and James for release
6. Include cash position in weekly KPI report

Phase 2 deliverable: Build a 13-week rolling cash flow forecast model.