THE PROVIDER 360 PROGRAM

PROGRAM OVERVIEW

Provider P360 (P360) Program Overview

The P360 Program is a self-guided toolkit designed to help providers and suppliers reduce claim errors using practical Lean process improvement. The toolkit brings together educational materials, online education courses (OECs), templates, and additional resources that support better workflows and higher-quality claim submissions. By strengthening documentation, standardizing processes, and improving claim accuracy, the P360 Program also supports efforts to reduce CMS Comprehensive Error Rate Testing (CERT) findings related to improper payments.

P360 Toolkit Web Pages

JB DME

JC DME

J15 Part A

J15 Part B

J15 HHH

Within the P360 Toolkit, you'll find everything you need to understand your processes, identify issues, and implement sustainable improvements. The Toolkit Library organizes all tools in one place and provides brief explanations of when and how to use each resource, making it easy to choose where to begin and move forward at your own pace.

How to Use the Guide

This guide serves as a playbook for navigating the P360 website and using its toolkit resources. It provides a clear path for learning Lean concepts, understanding your processes, identifying root causes, and making meaningful improvements. You can follow the steps from beginning to end or focus only on the sections that match your current needs.

The P360 toolkit uses a simple, five-step approach to help you understand your current process, pinpoint issues, determine causes, and design effective improvements.

Step 1: Mapping Your Current State Process

Step 2: Recognizing Inefficiencies and Potential Defects

Step 3: Determining Root Causes (5 Whys / Fishbone Diagram / A3 Problem Solving)

Step 4: Building and Implementing Your Action Plan

Step 5: Mapping Your Future State Process

Introduction to Lean

Lean is a practical, structured approach for improving processes by reducing waste and increasing value. In healthcare operations, applying Lean helps teams streamline workflows, prevent errors, and support more accurate claim submissions.

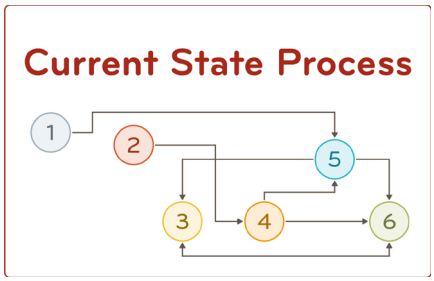
To help you get started, the **Lean Made Simple** OEC provides a brief, easy-to-understand introduction to key Lean concepts and how they apply to your daily work. Reviewing this OEC will give you the foundation you need before moving into the rest of the toolkit.

Step 1: Mapping Your Current State Process

Mapping your current state helps you clearly see how your process works today, including delays, handoffs, and rework. The **Map Your Process** OEC provides an overview of how to document each step from start to finish. While the toolkit does not include a specific template for process mapping, you can use any tool that works best for your organization—such as Microsoft

Visio, PowerPoint, Word, or other diagramming applications—to create a visual representation of your workflow. Having this baseline view makes it easier to identify issues in your process and determine where improvement efforts should begin.

To help you get started, provided is a visual example of a current state map. It illustrates how a workflow can be laid out step-by-step and how delays, handoffs, and rework may appear in a visual format.

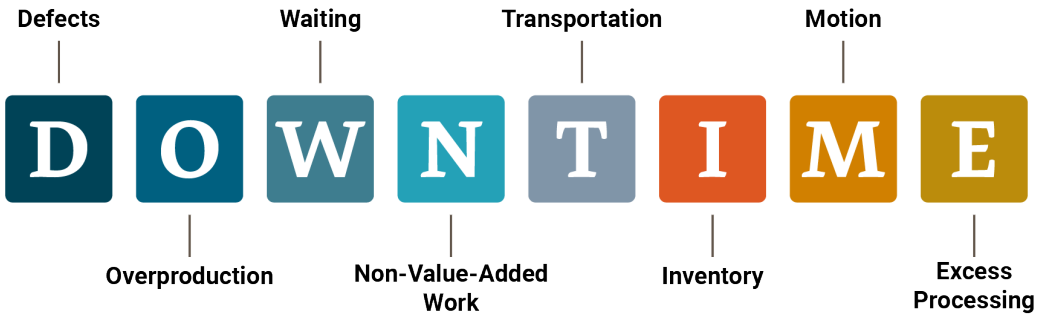


Step 2: Recognizing Inefficiencies and Potential Defects

With your current state map in place, the next step is to identify activities that add time, complexity, or potential for errors. The **Root Cause for Real Results** OEC introduces each type of waste and provides practical examples to help you recognize issues within your own workflow.

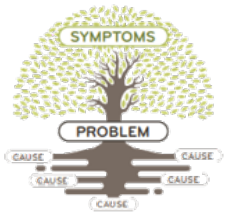
While all eight forms of waste can appear in a process, when mapping the claim-submission workflow, the Defect form of waste is especially important. Defects—such as missing information, inaccurate data, or rework caused by errors—are often the biggest drivers of delays and frustration for claimants and team members. Paying close attention to where defects occur will help you uncover true root causes and opportunities for meaningful improvement.

Alongside the OEC, the toolkit also includes an 8 Forms of Waste job aid, which summarizes all eight wastes in a simple, easy-to-reference format. To help us remember the eight forms of waste, we use the mnemonic **DOWNTIME**.



Using these resources together makes it easier to spot improvement opportunities and focus your efforts where they'll have the most impact—especially on reducing defects within the claim-submission process.

Step 3: Determining Root Causes (5 Whys/Fishbone Diagram/ A3 Problem Solving)



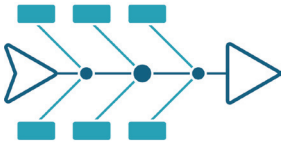
Once you've identified issues in your workflow, it's important to understand why they occur. This is where root cause analysis (RCA) comes in. RCA is a structured approach used to dig beneath surface-level symptoms and uncover the underlying causes of errors, delays, or inefficiencies.

To support this step, the toolkit includes multiple RCA resources: the 5 Why's, the Fishbone Diagram, and the A3 problem-solving template. Each tool provides a structured way to analyze the problem, challenge assumptions, and identify the true factors driving the issue. The A3 template helps you document the full problem-solving story—from current state through root causes, actions, and results—on a single page.

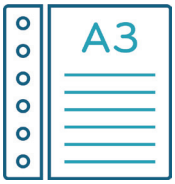
Use whichever method best fits your situation to ensure that your improvements focus on correcting the right problem.



5 Why



Fishbone Diagram



A3 Problem-Solving Template

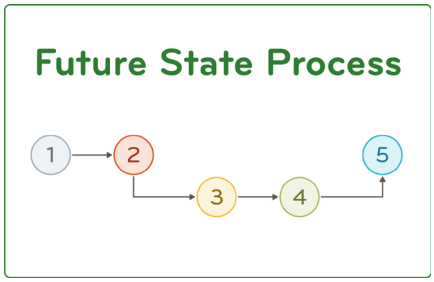
Step 4: Building and Implementing Your Action Plan

After identifying the root causes, the next step is to outline and carry out the changes that will move your process toward its future state. The Action Plan template helps you translate your improvement ideas into clear, structured steps, assign responsibilities, and set timelines to ensure progress stays on track.

To support you, the **Turn Ideas Into Action** OEC provides simple guidance to help you move from brainstorming to real implementation. By following your action plan, you begin shaping the future state of the process—reducing waste, improving flow, and strengthening overall claim submission quality.

Step 5: Mapping Your Future State Process

A future state map illustrates what your process should look like after improvements are made. Building this map helps you visualize streamlined workflows, reduced waste, and better alignment across your team. Use your Action Plan and the insights from your root cause analysis to design a future state that reflects your desired outcomes and supports more efficient, accurate claim submissions.



Provided is a visual example of a future state map. It shows how an improved process can be represented, with waste removed to support more efficient operations.