

Standardization of Administrative Treasury and Portfolio Processes in the Oncology Entity

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ABSTRACT: This article presents the development and results obtained from a project whose objective is to standardize the administrative processes in the Treasury and Accounts Receivable areas of an oncology institution to improve operational efficiency and service quality. An initial diagnosis of document management and operations identified weaknesses related to the lack of standardization, the repetition of tasks, and variability in their execution. Subsequently, procedures, formats, and work instructions were updated to reinforce the traceability and validation of operations. On this basis, a time study was conducted for the payment, collection, petty cash, and accounts receivable processes through data sampling and the calculation of average times per activity and total process times. The results supported the design of an implementation plan and a set of performance indicators focused on efficiency and compliance. Finally, an impact analysis showed improvements in administrative control, time optimization, and institutional strengthening, which contributed indirectly to more timely and higher-quality patient care.

KEYWORDS -Portfolio, standardization, document management, treasury, validation of operations.

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I. INTRODUCTION

Document management in the administrative processes of Treasury and Portfolio represents an essential component for the proper financial and operational functioning of organizations, especially in health sector institutions where information traceability, validation of operations, and resource control are decisive; additionally, a service is being provided to patients who require good structuring and care, to which the entity must be able to respond in the face of any mishap. However, in many entities, these processes are developed with outdated documentation, non-standardized formats, and procedures that depend on the empirical knowledge of the personnel, which generates inconsistencies, rework, difficulties in internal control, insufficient communication among employees, and limitations for decision-making. This situation highlights the need to structure and update the process documentation so that it responds to real operating conditions and guarantees efficiency in its execution.

Various works and organizational approaches have highlighted the importance of proper process standardization and document management as tools to improve administrative efficiency, the presence of traceability, and to reduce operational variability related to downtime or activities that do not add value. Likewise, methodologies based on organizational diagnosis, process analysis, and structured documentation have proven to be fundamental for identifying problems, establishing root causes, and designing strategies that allow for the optimization of the operation of financial and administrative areas.

In this context, the purpose of the article is to diagnose, update, and standardize the documentation of the administrative processes of Treasury and Portfolio in the Oncology Entity based on the review and adaptation of documentation coming from the Administrative Oncology Entity, as well as indicators that will be obtained through a time study. The project seeks to validate the operations that make up said processes, establish clear procedures, define responsible parties, structure formats and instructions, and graphically represent the workflows over time using specialized tools, thus contributing to the strengthening of internal management within the organization.

To facilitate the understanding of the content, the article is structured as follows: first, the diagnosis of the current situation of document management in the Treasury and Portfolio areas is presented; subsequently, the adaptation and validation of the documentation; following this, the time study determining the duration of the activities that make up the procedure to then generate indicators identifying the activities that require more time to suggest an action plan; next, the results regarding the impact generated by the standardization of

processes and the creation of procedures and diagrams are presented; finally, the conclusions and contributions of the project in terms of administrative improvement and organizational strengthening are presented.

Process standardization is not such a strategy in which the practice is applied from one day to the next; it has a much more complex part since internal procedures must be prepared, [1]. This must be carried out continuously to correct those deficiencies that arise in the activities, generating benefits and eliminating setbacks for the entity, such as cost minimization and quality improvement in tasks, [1].

Time study is the measurement of the duration of the activities of the worker who performs their corresponding task with the objective of meeting a standard time, [2]. In this way, the time required for the execution of the activity can be determined, allowing it to be addressed by eliminating movements that do not add value or are unnecessary to obtain an improvement in production, [2].

There are types of time studies, the continuous method, in which the stopwatch is allowed to run throughout the entire execution of the activity during the study time; the stopwatch records the time every time there is a final point for each element performed while the hands continue to turn; and the snapback method (return to zero), which consists of reading the stopwatch at the completion of each activity and then returning it to zero to start a new reading. When the next part begins, it starts with time at zero, [3].

The steps performed for documentation include, among them, the identification and naming of the process; in this case, there are different areas to apply standardization, therefore, one of them must be selected and the purpose determined, as well as how the organization benefits from a change in administrative processes. Define the scope, limit the project; therefore, the questions that arise are: Where do the tasks begin and end? What triggers the activity? After posing those questions for development, the work outputs and inputs are identified to carry out each of the steps, [4].

One of the most common characteristics for performing standardization is that it allows for observation and is measurable so it can be used; in this way, the new changes and progress made regarding a program can be shown, achieving a desired result, [5].

An indicator must be defined with the characteristic of being clear and precise; it cannot be ambiguous at all. It goes without saying that it must be important for the achievement of the proposed objectives, whereby its results can be trusted over time by different observers, [5].

The requirements it must have to fulfill the project are that at least one indicator evaluates the performance of each activity in support of data collection and strategies. The characteristics that the indicators must have are:

At the same time, impact analysis is a field that generates general and detailed views of a company's social data; it is important to optimize financial data, whereby the methodology must not exceed the use of resources while monitoring cash flow.

II.METHODOLOGY

The present article was developed under an applied, descriptive, and process improvement approach, oriented toward evidencing progress in the standardization of documentary and operational management in the Treasury and Portfolio area of an oncology sector entity. The methodology was structured into five phases, aligned with the project objectives and oriented toward generating measurable and verifiable results.

In the first phase, a diagnosis of the entity's current situation regarding the document management of the area's processes was carried out. For this purpose, a review of existing documents, direct observation of activities, and shadowing of the personnel responsible for the payment, collection, petty cash, and portfolio processes were performed. This exercise allowed for the identification of gaps related to the lack of standardization, absence of instructions, rework, and variability in the execution of operations. The diagnosis is of vital importance as it provides a visual representation of the current state of the organization and thus maps the work fronts to identify bottlenecks and the sensations of employees regarding the procedure or the step-by-step of the activities, so that when working on standardization, quality results are obtained along with a well-documented structure for making better decisions in the future, [6].

One of the tools used is the interview, this being a fundamental part of the start of the diagnosis, where there is a verbal exchange between two or more people allowing a perspective to be given on the situation and the problems of the entity, [6].

Another of the tools to be used is a cause-and-effect diagram, allowing for the identification of problems or factors and their respective causes, providing a much broader and more summarized image. Similarly, an influence matrix is used, where identified factors are evaluated to assign a score between them based on whether they affect each other, referred to as "influence," and the impact this generates when making changes, [7].

Finally, with the support of a consistent analysis, evaluations and comparisons will be determined to see if they are truly coherent and reliable, as well as whether the problems generate other sub-problems and cause an effect within themselves.

Subsequently, the updating of the process documentation was carried out through the structuring and formalization of procedures, formats, and instructions that allowed for the validation of operations and the guarantee of their traceability. In this stage, responsible parties, operational sequences, and control criteria were defined, consolidating a documentary base aligned with the needs of the area.

In the third phase, the time study of the operations in the Treasury and Portfolio area was developed, this being a process where the elapsed time from time A to time B is measured during the execution of an activity at a normal speed, [8]. Time measurements were taken per activity and per process, considering different samples and responsible parties, to obtain representative information on the execution of the tasks. From these data, average times and total process times from start to finish were calculated, allowing for the identification of critical activities, reworks if identified, and opportunities for improvement in service delivery.

The common tool for a time study is the stopwatch; alternatively, one can rely on the clock time from start to finish, and after this data collection, it will be executed in Excel to determine the elapsed time in minutes or hours. The sample for the time study consists of the personnel from the Oncology Entity involved in documented routine processes; for non-routine procedures, the support of the study organization will likewise be counted upon, in addition to the collaboration of other experts in their tasks to unify the times into a template.

Based on the results obtained, the implementation plan and the area's proposal for indicators were formulated. For this purpose, an institutional template was used that allowed the definition of measurement variables, responsible parties, information sources, and monitoring periodicity. The indicators were oriented towards measuring operational efficiency, activity compliance, execution times, and process control, facilitating the monitoring of results and decision-making with the goal of reaching 80% of the procedures.

Finally, an impact analysis of the process improvement was conducted to determine the feasibility of the project. This analysis considered the benefits associated with time optimization, reduction of rework, strengthening of administrative control, and more efficient use of resources. In this way, the project's impact on operational sustainability and the efficiency of the Treasury and Portfolio area was evaluated, establishing a basis for its continuity and continuous improvement within the institution.

III. ANALYSIS OF RESULTS

The standardization project for administrative processes in the Treasury and Portfolio area of the oncology entity was executed in a structured manner, following a methodological sequence oriented towards the improvement of documentary, operational, and performance management in the area.

Initially, the diagnosis of the organization's document management regarding the processes involved in Treasury and Portfolio was carried out, interviewing the personnel to gain a perception of the employees' feelings towards the handling of the procedures. Consequently, in this stage, information gathering was performed through the review of existing documents provided by the Oncology Administrative Entity, direct observation of operations, and shadowing of the area's personnel. Weaknesses were identified related to the lack of process standardization, absence of clear instructions, internal policies, checklist formats, manuals, forms, links to applications, process maps, duplication of activities, reworks, and variability in the execution of tasks, [9].

Subsequently, the updating of the documentation for the areas was developed in order to guarantee the validation and traceability of operations. For this purpose, documents such as procedures, instructions, formats, and records associated with the Treasury and Portfolio processes were structured and formalized; once structured, they were submitted for approval by those in charge for their review, resulting in established processes in the Treasury area such as payments, collection, and petty cash, while for Portfolio, the general process of how it would be managed was defined. This phase allowed for the consolidation of the area's operational knowledge, the definition of responsible parties, formats, instructions, and other documents required for their performance, in addition to establishing a logical sequence in the execution of activities.

Once the documentary base was structured, the time study of the operations in the Treasury and Portfolio area proceeded. Time measurements were taken from start to finish per activity, considering different samples and the participation of several officials with the aim of obtaining representative data using a stopwatch to identify the benefits of this standardization and to demonstrate the time-saving benefits presented, [10]. Considering those processes that are routine (collection and petty cash) and those that are non-routine (payments and portfolio); for routine processes, a time measurement must be performed only as a sample from the Oncology Entity. On the other hand, since the other processes are not constant daily, in addition to the organization's sample, three other experts with the same or similar emphasis in healthcare must be consulted to build the performance indicators. From this information, average times per activity and total times per process were calculated, which allowed for the identification of bottlenecks, critical activities, and opportunities for improvement in service delivery by establishing performance measures for the development of tasks, [11], with the help of external entities and contacts to complete the study.

Table 1 - Time measurement of the Treasury process, collection in the Oncology Entity

Activities	Average (min)
Cash counting / Petty cash audit	46,8
Cash balancing	41,3
Cash discrepancy / Shortage-Overage	0
Completion of cash balancing	7,8
Total sales review	0
Recognition of the accounting system	33,5
Filing of daily collections	39,3
Deposit confirmation	5,2
Total process time (min)	174,0

Table 2 - Time measurement of the Treasury process, petty cash in the Oncology Entity

Activities	Average (min)
Petty cash custody	540
Disbursement of funds	8
Petty cash expense legalization	37
Submission to accounting	22
Petty cash reimbursement / replenishment	51,5
Total process time (min)	658

Table 3 - Time measurement of the Portfolio process for the Oncology entity and experts

Activities	Expert 1	Expert 2	Expert 3	Expert 4	Total Average
Download AR (Accounts Receivable) report from the accounting system	5,0	40,0	14,7	30,0	22,4
Perform collection for each client	85,0	100,0	0,0	10,8	49,0
Accounting records of income and payments	20,0	29,2	30,0	85,0	41,0
Filing of physical supporting documents	15,0	36,7	150,0	,0	52,9
Portfolio update	25,0	40,0	0,0	200,8	66,5
Client reconciliation	5,0	60,0	150,0	10,0	56,3
Report management	70,0	60,0	55,0	540,0	181,3
External monthly reports	40,0	60,0	45,0	270,0	101,8
Total process time (min)					573,0

Table 4 - Time measurement of the Treasury process, payments for the Oncology entity and experts

Activities	Expert 1	Expert 2	Expert 3	Expert 4	Total Average
Payment scheduling	20,8	52,5	104,5	68,8	61,6
Bank control records	23,2	17,0	31,5	22,5	23,5
Receive and verify documentation	30,5	36,0	225,0	20,8	78,1
Payment preparation / processing	66,7	57,3	189,3	25,0	84,6
Expenditure review	17,8	11,5	92,5	3,8	31,4
Payment spreadsheets / payroll sheets	75,2	54,2	89,9	11,3	57,6
Filing expenditures in AZ binders	44,5	44,5	155,0	0,0	61,0
Total process time (min)					397,8

Based on the results, an implementation plan and a proposal for indicators for the area were created. This plan included the socialization of updated documents, personnel training, and the progressive adoption of standardized procedures. Likewise, indicators were defined to measure process performance, specifically related to execution times per activity, operational efficiency, task compliance, and rework control, facilitating monitoring and decision-making.

It was also discovered that some of the activities consulted with the experts (payments and portfolio) were the responsibility of other areas; for example, the task of filing documents in AZ binders was handled by the document management area. This serves as a strategy to maximize the activities of the Treasury and Portfolio personnel, allowing them to advance other pending tasks within their working hours, while ensuring that archived documents are always in the same location whenever a search for an invoice, document, or other items is required.

Finally, the result of the project's impact analysis, both social and in the structure of performing each of the processes, evaluating the effects generated after having carried out the standardization in the Oncology Entity at the operational level and in the health service. Benefits were identified associated with improvements in administrative efficiency, updated documents along with formats prioritizing ease of execution and operational monitoring, and, of course, the optimization of process times, which was paramount in this practice. This process allowed for the consolidation of a methodological base for the continuous improvement of the Treasury and Portfolio area, laying the groundwork for continuity in future changes that better fit the organization's needs, aimed at standardization, human talent performance review, and the strengthening of work areas.

IV. DISCUSSION

The importance of standardization and the impact it generates within organizations is of great significance—not only in terms of having structured documentation that fits the organization's needs and allows for the monitoring of results in both routine and non-routine tasks but also because it optimizes the process through the selection of variables such as time, the number of participants, the programs used, and even any restrictions these procedures might have. A process is defined as a set of interrelated activities that interact to achieve or reach a goal, [12]. They possess inputs and outputs of information that must occur to ensure continuity.

Evidently, it is important for these processes to be as efficient as possible; not only must they be fulfilled, but the goods and services produced within a timeframe must also be economically calculable. In cases where any of these factors take longer than expected, by benchmarking against other companies in the healthcare sector, this front can be addressed to develop a work strategy to minimize such expenses, reworks, or time that could be saved. This leads to continuous improvement by applying adjustments in a systematic and consistent manner, [12].

In the same way, this standardization can be applied to other areas of interest that present non-conformities in their processes, whether because they are not documented, they experience significant delays, or if information and communication are not clear. This allows for identifying the actual problem without falling into the assumption that personnel are insufficient or that a restructuring and new hiring must be carried out; it also prioritizes the fact that any company with dissatisfied personnel is not destined to prosper. It cannot be forgotten that employees are a fundamental part and the base of any process; therefore, a diagnosis should generally be conducted through interviews to understand the situation and, consequently, establish the work points and improvements that can be made. The support of Artificial Intelligence (AI) can be implemented, as it is becoming crucial in this stage of the century and has a great impulse in supporting any field—whether to develop programs that can analyze historical payment data and user behavior, as in the Portfolio area, prioritizing collections or even segmenting debtors [13]. On the other hand, in the Treasury area, it can contribute to identifying financial deviations and detecting operational inconsistencies or errors. A company that does not lean on Artificial Intelligence and does not allow itself to evolve faces a major competitive disadvantage compared to others, [14].

In relation to the present article, strategies like those mentioned above are visualized: an initial diagnosis conducted through interviews with the organization's employees participating in the standardization processes, likewise demonstrating the importance of documenting procedures—both in terms of their step-by-step description and the formats to be used in certain circumstances. All of this aims to evidence efficiency in the operational phase, adding an analysis through a time study conducted via expert consultancy; this is used to perform benchmarking and establish improvement points for activities that continue to add value and others that do not and can be adjusted. As a result of the case study, a significant improvement oriented towards enriching the affected areas is obtained.

V. CONCLUSIONS

The standardization of the administrative procedures for Treasury and Portfolio provided evident advantages for the company and enhanced control over the area's activities. The structuring of documents, formats, and instructions oriented toward the institution's comforts and needs contributed to clarity in task execution, the reduction of reworks or errors, and greater information traceability. Furthermore, it facilitated the onboarding of new personnel, allowing them to draw from the documentation to better understand their tasks without affecting their performance. Likewise, the time study and the specification of indicators facilitated an objective evaluation of the exercise, strengthening decision-making and the work fronts where alternatives can be sought to reduce time or substitute activities, thereby adding value within the macro-process.

Notwithstanding, the project's development also presented limitations. The variability in task execution by those in charge, their support in the time study without interrupting their regular duties, and the personnel

turnover within both the Oncology Entity and the Administrative Entity influenced the process. Furthermore, the availability of historical information from the entity and the experts—given that it is sensitive data involving internal processes—can be difficult to obtain, especially within the healthcare sector. Finally, the need for adaptation to organizational change influenced both the standardization and measurement processes.

The proposed model can be extended to other administrative and clinical areas by incorporating quality, productivity, and service indicators; in this way, improvement is globalized across every department, allowing for optimal efficiency in each area. Likewise, the possibility of developing continuous improvement systems is raised, accompanied by audits and the automation of manual processes to consolidate institutional sustainability within the oncology sector.

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