BITHGROUP technologies

Government Healthcare Regulatory Agency
Business Transformation Project

BITHGROUP Technologies provides strong business analysis, digital business insights and recommendations for success in reducing inefficiencies and streamlining key operations to a government healthcare regulatory agency.

Challenge

Prior to meeting specific contract requirements, BITHGROUP Technologies' challenge was to convince a government healthcare regulatory agency to expand its proposed project from not only acquiring a new IT system, but to also include a complete overhaul of its organizational structure and processes.

Contract Requirements

BITHGROUP Technologies was contracted by a healthcare regulatory agency to assess its operations and develop specifications for a proposal to acquire a new "state of the art" IT system to replace its existing inadequate IT system. The agency's goal in acquiring the new IT system was to dramatically improve efficiency and decrease costs related to processing applications received from new and existing licensees; as well as to enable optimal performance of all other related regulatory activities under its purview.

Assumptions

BITHGROUP Technologies entered the contract with the following assumptions:

- *Seasoned Management* that had received appropriate leadership training and acquired experience;

- *Moderately Efficient Operations* required to process applications and other documents and assure appropriate communications among staff and cohesiveness between agency units; and

- *Clearly Defined* management and staff roles and responsibilities.

Background
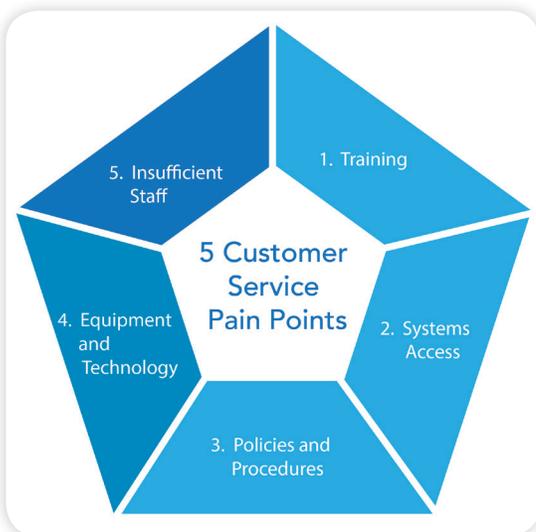
At the onset of the project, BITHGROUP Technologies learned from the Board of Directors, the Executive Director, and the Management Team that the organization had grown from a small seven-member staff and four-program area state to a twenty-eight member and ten- plus program unit organization. The Executive Director had previously been responsible for the direct supervision of five managers who were assigned to provide oversight of five business units. However, the number of staff was found to be insufficient to meet program and operational needs and the information technology system did not adequately support all in-house and online automation requirements. To address this, the organization initiated a pilot reorganization two months before the initiation of the BITHGROUP Technologies IT Business Analysis project. Two acting division deputies were assigned to directly supervise the operational and program functions, respectively, at the Board. Despite the pilot initiative, applications continued to be processed below the industry standard's processing time.

Further, the policies and procedures had not been updated to accommodate the new structure and new program mandates. The additional mandates, limited staffing and lack of updated policies and procedures, added to the backlogs in processing applications and investigating complaints that had been attributed to the poorly functioning information technology system. These factors also took their toll on the company's personnel, who had exhibited lowered morale and high rates of absenteeism (sick and personal), and who are functioning at a below normal expectation level.

5 Customer Service Pain Points

1. Training
2. Systems Access
3. Policies and Procedures
4. Equipment and Technology
5. Insufficient Staff

Approach

With the agency being in the midst of a reorganization, it was addressing backlog and manual renewals; therefore, staff was not readily available to assist with the assessment of operations and the business flows. Furthermore, manager and staff meetings were no longer occurring. During assessment of the team, some managers demonstrated a need for additional leadership development. To meet this need, BITHGROUP Technologies provided one-on-one coaching to the management team and recommended a formal training program. BITHGROUP Technologies also reinstated weekly manager meetings.

To handle the inadequacy of outdated policies and procedures, an analysis was performed by BITHGROUP Technologies during the first three months of this six-month engagement to identify existing information related to policies and procedures. Following this, BITHGROUP Technologies analyzed business flows concurrently with a human resources change management consultant and a policies and procedures consultant, who were contracted by the agency upon BITHGROUP's recommendation. As part of its analysis, BITHGROUP reviewed systems used by other vendors; analyzed other state pharmacies' operations; reviewed health occupation boards' operations; conducted interviews with the Board, Executive Director, Deputy, management, and staff; and extracted information from these analyses to support its findings and recommendations.

- Built a level of trust with key stakeholder--the top executive, senior leadership team, Board of Directors and staff.

- Gathered information from the stakeholders. Gained insight into the current strengths and weaknesses of the system and operations.

- Provided recommendations for short-term immediate improvements to enhance efficiencies for day-to-day operations and customer-facing functions.

- Established a work plan to meet the goals of the business analysis and accommodate numerous tasks at the organization while bolstering staff morale.

- "Shored up" organization to assist in addressing the substantial backlog.

- Analyzed key business and digital trends and their impact on corporate strategy, the operating business model and organization.

- Collaborated with internal and external teams to document the firm's processes and acquire information about peers and competitors' organizational structure, processes and technology.

- Leveraged 'Big 4' management consulting and leading industry techniques. This included the use of Lean Six Sigma methodology and Digital Business (social, mobile, analytics, cloud) assessments.

- Assessed benchmarks and the organization's digital maturity.

- Documented current state and future state requirements.

- Aligned the future state organization, processes and technologies to the vision. This included the creation of a strategic roadmap that blended people, processes and technologies, and capitalized on the talents of the team.

These steps supported BITHGROUP Technologies' analysis of the agency's current processes, organizational structure, and business flows. More importantly, it helped meet BITHGROUP Technologies challenge by convincing agency management that in addition to determining the best IT system, it needed to overhaul its organizational structure and processes, and develop an effective business flow.

Results

The above actions by BITHGROUP Technologies resulted in the following outcomes:

- Ongoing management team training;

- Reinstituted weekly manager meetings enabling better communication among the units, more cohesion within the team, and brainstorming activities that infuse motivation and to increase productivity;

- Initiation of an action plan to provide management accountability;

- One-on-one meetings each week between staff and their respective supervisors as well as peer management meetings;

- To compensate for job descriptions deficiencies, recruitment of consulting support to evaluate human resource/change management needs; and

- On-going process for updating policies and procedures to reflect the results of the reorganization and changes in business flows as well as accommodate relevant new mandates.

BITHGROUP Technologies also made short-term recommendations to shorten cycle times and improve the operating model for processing applications, inspection and complaint reports, fee collection and other tasks related to monitoring and communicating BOP's decisions. The analysis provided a phased approach to the implementation of the recommendations to streamline processes and reduce inefficiencies. Short-term and medium-term recommendations led to double-digit returns for processing applications. Moreover, BITHGROUP recommended language for inclusion in the vendor solicitation for a new IT system and set of processes for the longer term.