Convene.
Strategize.
Activate.

TRANSFORMATION
TODAY & TOMORROW

Enterprise Transformation

Enhancing Partnerships Between Operations and IT

CENTER *for* INTEGRATIVE HEALTH
insight to innovation

i2iCENTER.org

ABOUT US

Impresiv Health *is a healthcare consulting and staffing partner that specializes in operations management consulting and business optimization services for health plans with ACA, ACO, Medicaid, and Medicare programs.*

TCS Healthcare Technologies *is a leading provider of software and clinical content solutions that improve utilization, case, disease, and population health management performance and effectiveness for health plans, insurers, providers, third-party administrators, medical management organizations, and other healthcare organizations that serve both the private and public sectors*

Marcus Fontaine
President, Impresiv Health

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CEO, TCS Healthcare

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PATHWAYS TO SUCCESS BY ENHANCING PARTNERSHIPS ACROSS OPERATIONS, IT, AND EXTERNAL VENDORS

BY THE END OF OUR SESSION:

1. Our goal is to help you identify inefficiencies that could become barriers to change

2. We're going to discuss change management strategies to improve cross-functional partnerships during a transformation

3. We're going to discuss strategies to align operations, IT, and your external vendor partners (People, Process, Technology)

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WHAT IS AN ENTERPRISE "BUSINESS" TRANSFORMATION?

"Business transformation is not only an investment in IT; it also includes complementary investments in **people's** knowledge and skills, business **processes**, the organization, **products**, and services."

PMI Institute

DID YOU KNOW...?

- On average, large IT projects run 45% over budget and 7% over schedule, while delivering 56% less value than predicted.
  Harvard Business Review

- 57 percent of projects fail due to breakdown in communications. *IT Cortex*

- Projects with effective communication are almost twice as likely to successfully deliver project scope and meet quality standards than projects without effective communication).
  Geneca

HOW DO YOU MEASURE A TRANSFORMATION' S SUCCESS?

Program & Project Management

SUCCESS MEASURES

Programs are Delivered In Scope

On Schedule

Within Budget

Business Objectives Are Met

Measurable Returns on Investment

Self-Sustainability

Building Long-Term Relationships

Project Governance

Clear Requirements

Change Management

Status Reporting

Effective Communication

Provocative Communication

Invested Partners

Project Planning

Tangible Artifacts and Deliverables

Project Discipline

Risk Management

Critical Path Management

Executive Buy-In

Working With a Sense of Urgency

Stakeholder Engagement

Cross-Functional Collaboration

Coming together is a **beginning,**

Staying together is **progress,**

And working together is **success.**

- ***Henry Ford***

SO HOW INVESTED ARE YOU IN YOUR PARTNER'S SUCCESS?

PATHWAYS TO ENHANCING CROSS-FUNCTIONAL PARTNERSHIPS

T – TAKE THE FIRST STEP

A – ANALYZE & TRANSFORM

L – LISTEN, ACT, & DELIVER

K – KEEP DRIVING POSITIVE CHANGE

T – TAKE THE FIRST STEP

Identify a business problem and respond with a business case that justifies the need for change.

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T – TAKE THE FIRST STEP

PATHWAY TO A SUCCESS TRANSFORMATION

1. Define your business case by identifying a business problem or an opportunity for improvement
2. Perform an analysis on why it exists, its impact on the business, future goals to remediate and timeframe it must be resolved
3. Identify if there are alternative solutions with their benefits, costs, risks to the business, issues, and dependencies.
4. Discuss and document recommended solutions

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T –TAKE THE FIRST STEP

COMMON BARRIERS TO TAKE THE FIRST STEP

1. A Change-Resisting Culture
2. Limited Sharing and Collaboration
3. The Business Isn't Ready
4. The Talent Gap
5. The Current Practices Don't Support the Talent

Gartner

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PATHWAYS TO ENHANCING CROSS-FUNCTIONAL PARTNERSHIPS

T – TAKE THE FIRST STEP

A – ANALYZE & TRANSFORM

L – LISTEN, ACT, & DELIVER

K – KEEP DRIVING POSITIVE CHANGE

A- ANALYZE & TRANSFORM

Once your business case is completed, conduct a needs assessment across the Business, IT, and with external vendors to justify the need for transformation.

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A- ANALYZE & TRANSFORM

PATHWAY TO A SUCCESSFUL TRANSFORMATION

1. Perform a detailed analysis of the current state of a functional area to determine where you are and where you want to be
2. Identify a desired future state with business goals and objectives
3. Work with your team and vendors to identify what's working, any pain points, and gaps in requirements or best practices
4. Create an implementation plan with a timeline to meet each of the goals and objectives
5. Kickoff a transformation initiative with the support of leadership, staff, and external vendors

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A- ANALYZE & TRANSFORM

COMMON BARRIERS TO ANALYZE & TRANSFORM

1. Lack of objectivity to effectively evaluate current processes
2. Limited knowledge of best practices and what is industry standard
3. Lack of tools and methodology discipline
4. Limited resources and internal bandwidth to execute business vision
5. Poor communication and organizational silos

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PATHWAYS TO ENHANCING CROSS-FUNCTIONAL PARTNERSHIPS

T – TAKE THE FIRST STEP

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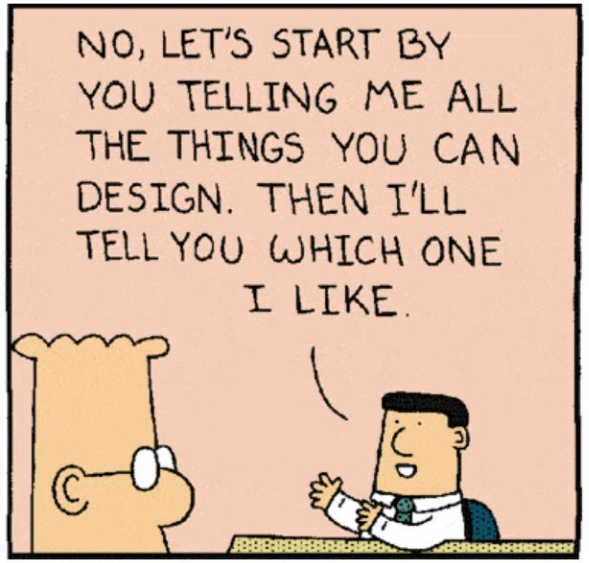
L – LISTEN, ACT, & DELIVER

K – KEEP DRIVING POSITIVE CHANGE

L – LISTEN, ACT, & DELIVER

From the inception to closure of your transformation, listen to the specific needs of your partners, act with a sense of urgency to meet your timelines, and deliver within scope to meet your goals and objectives.



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L – LISTEN, ACT, & DELIVER

PATHWAY TO A SUCCESSFUL TRANSFORMATION

1. Always use your business case as a point of reference
2. Properly vet your requirements, stick to them, and enhance post go-live
3. When it comes to planning: plan, plan, plan again, and don't forget to account for 10% slippage.
4. Communicate effectively and establish a communication plan
5. Staff appropriately and augment when necessary
6. **Ensure that your vendors buy in to your success, and not just theirs.**

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L – LISTEN, ACT, & DELIVER

COMMON BARRIERS TO LISTEN, ACT & DELIVER

1. Unclear business goals, objectives, and requirements
2. Poor project planning
3. Misalignment of technology and business needs
4. Limited resources and capability
5. The inability to say “no”

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PATHWAYS TO ENHANCING CROSS-FUNCTIONAL PARTNERSHIPS

T – TAKE THE FIRST STEP

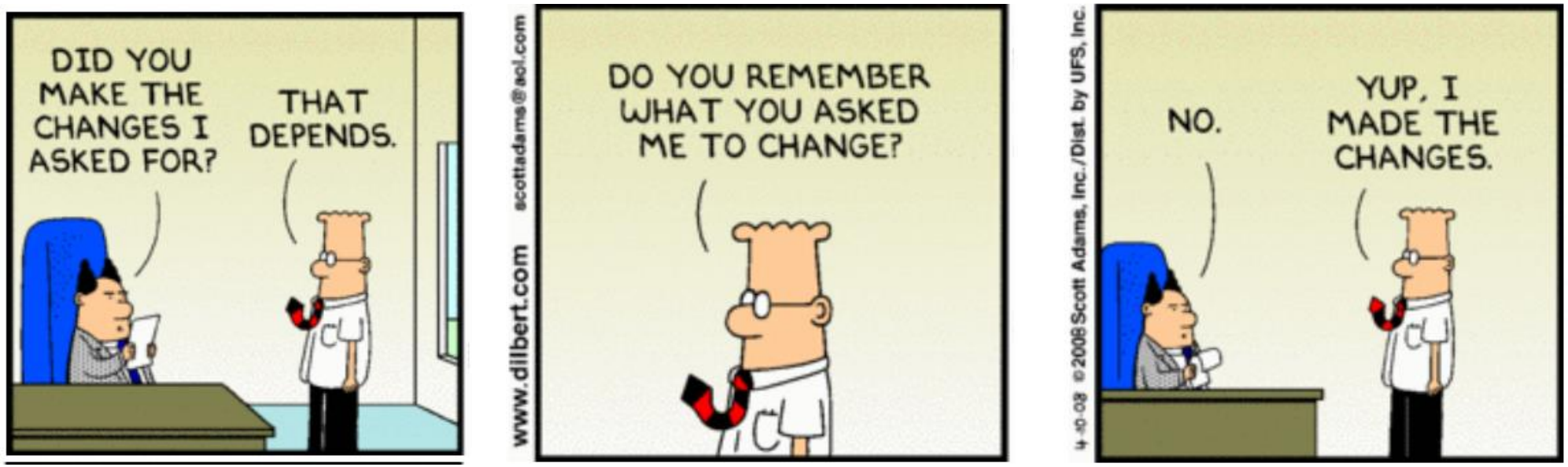
A – ANALYZE & TRANSFORM

L – LISTEN, ACT, & DELIVER

K – KEEP DRIVING POSITIVE CHANGE

K – KEEP DRIVING CHANGE

Lead the change and become a change agent to continually drive process improvement.



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K – KEEP DRIVING CHANGE

PATHWAY TO A SUCCESSFUL TRANSFORMATION

1. Embrace and continually drive change. Wash, rinse, repeat!
2. Hold workshops, lunch & learns, and other engagement strategies to gain stakeholder buy-in
3. Leverage your people, processes, and technology to set new goals for the business
4. Hold everyone accountable starting with leadership
5. Communicate effectively and give everyone a voice

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K – KEEP DRIVING CHANGE

COMMON BARRIERS TO KEEP DRIVING CHANGE

1. Company is reluctant to invest in your people, processes, and technology.
2. Complacency

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SO, HOW INVESTED ARE YOU IN YOUR PARTNER'S SUCCESS?

CONCLUSION

WANT ACCESS TO THE COMPLETE SLIDE DECK AND ADDITIONAL BONUS ITEMS?

Visit us at

https://info.impresivhealth.com/i2i