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Agile in Healthcare

Boosting Revenue, Employee Motivation and Productivity with Scaled Agile Transformation at Healthcare Giant

CLIENT PROFILE

Industry: Healthcare technology

Employees: circa 15,000

BUSINESS

The healthcare technology company provides software, analytics, network solutions and technology-enabled services to customers.

CHALLENGE

The company's IT department needs to provide its customers with solutions that enable them to cope with changes within the healthcare industry. This meant delivering value faster, which required the company to rethink its development and IT back office processes.

SOLUTION

The team transformed not just enterprise software development, but all technology-related teams with the Scaled Agile Framework. CA Agile Central and CA FlowDock support the new approach by improving collaboration and transparency.

BENEFIT

Following a massive shift in culture, the IT team is now more productive than ever before, with happier employees. These factors help the organization serve its customers and business partners better and boost competitive advantage.

Business

Inspiring a better healthcare system

The leading American healthcare technology company provides software and analytics, network solutions and technology-enabled services to help customers improve efficiency, reduce costs and manage workflows.

The company's 15,000 staff serve 5,500 hospitals and more than 800,000 clinicians, and the organization has thousands of payer connections with the majority of US government and commercial payers.

Within the organization, the IT team provides revenue cycle management for payers, hospitals, hospital systems, large groups and independent associations of physicians. It also develops products internally to support the management of business revenue streams.

Challenge

Aligning IT activities to business strategy

With the recent transformation in the healthcare industry, company teams needed to be able to adapt systems quickly to deliver the services and adaptability customers expect.

The Director of Software Development for the company explains: "The Affordable Care Act has changed how healthcare is delivered and reimbursed, and we need to provide systems that enable our customers to cope with that change. For example, as payer complexity has increased and patients have more financial responsibility for their healthcare, our customers need smarter billing systems with greater automation."

To launch high quality products faster, it needed to rethink its development processes. "We struggled with transparency and weren't able to measure quality within IT," says the Vice President. "Most importantly, we weren't able to make the link between business strategy and day-to-day activities, which is vital to keeping employees motivated and inspired."

To improve visibility, collaboration and productivity, and help it deliver more value to the business, the company needed a new approach to developing its world-class healthcare systems.

Solution

Transforming development, transforming the business

In 2015, the IT team kicked off a major business transformation project that involved moving to the Scaled Agile Framework (SAFe®). "Our strategy was to gain executive leadership buy-in, then educate our critical and core team members," explains the Director of Software Development.

To help train its leaders and developers, the company partnered with CA Technologies. Within six months, the organization had 36 SAFe-certified leaders and adopted agile across 27 delivery teams.

"We've now adopted agile across every technology team within the company," explains the Vice President. "Our leadership team isn't just practicing and driving SAFe – they're acting as a scrum team. For every problem, we now use Scaled Agile to come up with a solution. We iterate quickly, we learn from those outcomes, and keep applying new learnings to our next step."

Big Room Planning is an important component of this approach. "The first time we had a big room planning session, everyone was really nervous about coming together, but we've actually developed much stronger relationships," admits the Director of Software Development. "We can identify dependencies and make sure we're in sync. Then we have 168 technologists all working towards a common goal, and having a lot of fun doing it."

Working together to deliver greater value

To support its agile approach, the company has deployed CA Agile Central and CA FlowDock. With CA Agile Central, the entire organization has better visibility of workloads and can prioritize tasks more effectively. "With 100 percent of the project portfolio tracked in the CA Technologies solution, we can track where we're expending time and energy and ensure we have the resources available for strategy projects, as well as daily maintenance work," explains the Director of Software Development.

CA FlowDock is helping the organization further nurture an environment of collaboration. "With CA FlowDock we can share and search for information easily, track decisions, and even get notifications on our phones so we can stay connected," says the Director of Software Development.

The company now has software development, IT infrastructure, business intelligence, platform teams and architecture teams all working together. "Encouraging a more collaborative working environment has been a key part of our agile transformation," says the Vice President. "There's greater trust and respect between colleagues. Unleashing the power of our teams through collaboration has given us considerable competitive advantage."

Benefit

Happier, more productive employees

By transforming its business with agile, the company has seen productivity rise as much as 25 percent in most of its delivery teams. "By improving collaboration and transparency, we've empowered our teams to do so much more," the Director for Software Development says, "For example, release predictability is now up at 96 percent, which means we're delivering the products our customers and business partners need faster."

In addition to the internal benefits, the business has leveraged the predictable capacity planning and forecasting advantages gained through Scaled Agile. These are enabling it to create net new business partnerships and drive new revenue growth by scaling teams to handle work capacity through outsourcing where appropriate.

As a result of its agile transformation, the organization has been able to:

- Drive net new revenue growth
- Make smarter decisions
- Enable innovation
- Improve competitive advantage.

But to this company, agile isn't just about better planning and more revenues, it's also about making its employees happier and more motivated. "Happier workers are more confident workers," says the Vice President. "We're measuring happiness and it is up to around 85 percent now. Agile is helping our employees grow to unleash their full potential."

For more information, please visit ca.com



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