

Establishing a Center of Excellence for sustainable intelligent automation

Client

The largest and most comprehensive healthcare system in Indiana

Company Size

36,000 employees

Location

US

The largest healthcare system in Indiana with over 129,000 admissions and almost 3 million outpatient visits in 2015, this client strategically embarked on a digital transformation journey to improve patient experience and outcomes, as well as employee experience.

To achieve their long-term plans, the client partnered with Marlabs to improve how they were using data and technology to provide the best patient care and experience possible. This transformation aimed to optimize processes and operations, improve patient experience, and improve top-line growth.



Process
Assessments



Center of
Excellence
Oversight



Governance



Automation
Delivery

The Challenge: Modernize workstreams and leverage data and technology to measure and achieve objectives and key results



Objective: Improve patient experience, patient outcomes, and employee experience while increasing the top-line.



Existing Issues: Multiple disparate systems and excessive manual redundant processes that are prone to error created a need for process improvement.



Solution Needed: Implementation of artificial intelligence, machine learning, and intelligent automation solutions to improve existing business processes.



Outcome: Improved patient outcomes, reduction in errors, improved patient experience, and improved employee experience.



The client faced challenges in achieving their desired patient experience, patient outcomes, and employee satisfaction. To achieve the desired results, the client needed to establish a Center of Excellence that could implement artificial intelligence, machine learning, and intelligent automation solutions.

The Solution: Build an intelligent automation (IA) CoE and deliver program value to stakeholders

To address these challenges, Marlabs stood up an IA CoE while simultaneously identifying and building automation solutions in multiple spaces. This engagement required coordinated efforts with the client's existing IT organization and various business groups throughout the healthcare network. Marlabs leveraged a deep roster of intelligent automation resources to answer a multitude of requirements in a short timeframe.

STRATEGIC

Process Assessments

The initial phase involved focused engagements with groups in home healthcare, supply chain, pharmacy, and HR to identify a pipeline of high-cost processes that could be automated.

Center of Excellence Build

Next, the team filled out the primary roles and responsibilities of the IA CoE. Marlabs was able to help the client develop internal resources, as well as hire external talent.

Governance

The team then designed and implemented governance to lay a foundation and establish the capabilities needed to systematically operationalize and scale a fit-for-purpose enterprise automation function.

TACTICAL

Home Healthcare

The team was asked to automate the home health referral intake process from initial referral through acceptance, assignment, and nurse scheduling. This allows decreased decision-making time and increased admin resource efficiency.

Supply Chain and Pharmacy

An automation solution was created to update vendor contracts and make the data searchable to support downstream operations. This solution was later updated and re-purposed to serve the same function for pharmacy agreements.

HR Talent Acquisition

The IA CoE created an automation that followed up on new-hire nurses to verify certification status through state licensing web portals. The design allows this solution to scale to numerous other certifications and roles.

Services and Technologies Used:

Services:

- Process Optimization Assessments
- CoE Build & Governance
- Internal CoE Mentoring
- CoE Training
- CoE Oversight
- Solution Design and Development
- Production Support

Technologies:

- Power BI
- Power Automate
- Blue Prism
- UiPath

The Results: Impact on the client organization

The implementation of an intelligent automation Center of Excellence allowed the client to seamlessly integrate a new automation capacity throughout their major business groups. Scalable, speed-to-value automation solutions demonstrated the benefits of intelligent automation to the entire organization. Some of the impacts include:



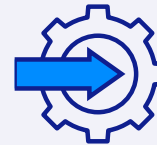
Labor Cost Savings: Intelligent automation made a near 70% reduction in manual effort across home healthcare administration.



Process Oversight: Through the creation of a digital process dashboard, the client can track and support all the work completed by the digital workforce.



Compliance Assurance and Reduced Liability Risk: Automation unlocked larger samples and higher frequency testing, thus increasing internal confidence to pass audits. It also automated validation of regulated policies and ethical standards, removing human-dependent monitoring and reporting.



Capability Integration: The client now has an intelligent automation program that can stitch together various adjacent technology-driven solutions to address a modern and increasingly complicated problem set.



Reduced Case Processing Time: The home healthcare referral intake team realized a nearly-85% reduction in referral processing time, while also achieving turnaround time of decisions back to clinical case workers in minutes instead of hours.



Increased Job Satisfaction: Client resources can shift time spent working mundane tasks toward a focus on more rewarding, value-add work and interactions.