

shield our process

March 7, 2014

contents

summary

introduction

the widening gap

closing the gap

p&l qualifications

benefits

appendix a

iii

1

2

5

8

10

12

summary

This proposal was written to help [company] manage a gap between expected process and actual performance. In this proposal, you will find a plan to close the gap that exists now and prevent it from forming again in the future.

With the introduction of Healthcare Reform, we have been faced with rapid-fire changes that have reached across the entirety of Customer Quality. These process changes compound the issues of maintaining up-to-date documentation within our dual operations environment.

The approach outlined in this proposal takes place in four phases:

Phase One: Customer Quality will map their current-state business processes. This map can be used as the starting point for all subsequent process updates, from the day-to-day updates to large-scale project overhauls.

Phase Two: Performance & Learning will create a crosswalk to match the process map with available documentation and training materials. The crosswalk will identify places where documentation is lacking or duplicated.

Phase Three: Performance & Learning will partner with Customer Quality to organize fragments of documentation into a more cohesive and user-friendly format for use by the representatives and processors. Missing documentation will be created.

Phase Four: Once completed, the process map and associated crosswalk will be incorporated into the existing documentation maintenance process.

The advantages of this approach are that it solves the current issue of documentation and training materials being out of synch with current process and it gives us the tools needed to keep the disconnection from happening again.

Performance & Learning has a history of successfully coordinating projects of this magnitude. Our mission has always been to provide a unified and quality approach to training and documentation within Customer Quality. This proposal gives us the opportunity to deliver exactly that.

Thank you for your time. I look forward to working on this project in the near future.

introduction

Recently, there has been considerable effort towards streamlining our processes and making our actions more transparent to the customer. We have enjoyed unprecedented growth, particularly in the wake of the introduction of Covered California and SHOP, and we have mostly met the challenges of maintaining customer-facing quality standards. However, in the struggle to meet demanding deadlines it has become obvious that we have a fundamental problem. There is a disconnection between what our operational processes are and how they are represented in the procedural documentation and training materials. With each passing project this gap widens, adding extra weight to the burdens already carried by our operational departments. In this proposal, you will find a solution that closes the gap and introduces a method to prevent it from happening again. While this problem may be happening in multiple areas, our focus is on Customer Quality (CQ) - Claims, Customer Service, and Installation & Benefits.

"There is a disconnection between what our operational processes are and how they are represented in the procedural documentation and training materials."

The development of procedural documentation and training materials is a critical part of meeting our high level of quality and customer satisfaction, yet once it is in place, there is inconsistent effort to maintain it. Updates are made in piecemeal fashion, the thoroughness dependent on the subject matter expert or document content owner that initiates the change and often limited by punishing schedule limitations. Documents are created in crisis mode to cover an immediate gap and then are never properly incorporated into the library. Departments are unaware how their processes impact other teams. Our overall process is not coherent but rather exists as pockets of clarity in an otherwise murky sea.

This proposal is not part of one of the hundreds of

regulatory changes we've scrambled to implement in the past few years, nor is it something that will create an immediate change in customer satisfaction. But it will address an issue that has been steadily eating away at our efficiency, flexibility, and ability to maintain a functional and positive work environment for all our CQ employees. Left unchecked, we will face documentation bloat, inconsistencies in policy and procedure between functional areas, decreased efficiency in the form of wasted time and a failure to meet first call resolution goals, and increased quality issues.

To get back to a clear and coherent view of our CQ activities, I propose we take the time to research and document our current-state processes. In the following pages, I will demonstrate that with a solid process map foundation, we can review and adjust the procedural documentation and training materials to appropriately cover the processes, covering gaps and removing duplication and conflict. The content can be organized with the entire process in mind instead of bandaging a motley collection of documents. We can take advantage of recent improvements to our document content system, Documentum, and further increase the efficiency of our search tools. With regular review and maintenance, we will have tools capable of being leveraged in any future project and will shave days or even weeks off project plans.

"With regular review and maintenance, we will have tools capable of being leveraged in any future project and will shave days or even weeks off project plans."

the widening gap

Before delving into a plan remedying the disconnection between process and supporting documentation, it may be helpful to illustrate the sources of the problem.

When project managers ask for a copy of our current processes so that they can measure up where we

stand before implementing changes, we have nothing to give them. With very few and very small exceptions, we have no comprehensive map of our end-to-end processes. Any documents that do exist with an overall description of our functions are outdated and much too high-level to be useful. As new processes are incorporated, there may be some attempt to capture the information, but it is never owned and maintained for future use. As our business has expanded, so too have our processes and they have only grown more complicated over time as we strive to meet the requirements of our customers and increasingly complex government regulations.

"We have to be honest, the research to find documents needing to be updated is difficult and the individuals responsible for the task have little to no time to devote to it."

As updates are made to documentation used by our front-line CQ representatives and processors, the changes are made in piecemeal fashion, each area relying on the memory of a subject matter expert or document content owner to ensure that all related pieces of documentation are reviewed. Searches in Documentum may reveal additional documentation that needs to be addressed, but is not a guarantee that all affected documentation will be reviewed and updated. Many updates are made after a change has been implemented when a sharp-eyed reader notices that one source is not in sync with the others. We have to be honest, the research to find documents needing to be updated is difficult and the individuals responsible for the task have little to no time to devote to it.

Our departments may appear to operate independently of one another, but there is considerable overlap in the knowledge base. Changes made in one department often have repercussions in another and the originating department isn't aware of the impact being made to other departments. This lack of awareness means an absence of communication and we have issues with documentation presenting different instructions to different audiences for the same task. We very recently had a situation that impacted approximately 22,000 subscribers due to this type of communication breakdown.

With the implementation of the Google Search Appliance (GSA) in Customer Service, there has been a concerted effort within Technical Publications to associate more properties (metadata tags) with documents to aid the search algorithms. Unfortunately, the available property selections are vague and not consistent in application. Documents that address multiple processes or need to be available for outside functional areas to view are excluded from searches due to inaccurate or overly-focused labeling.

The problem worsens as we look at project work. Timelines are often cramped and documentation (including training materials) gets squeezed against deliverable dates that cannot be moved. Projects have grown very complex with impacts to multiple departments and we often have several projects running at the same time – all attempting to utilize the same documentation resources, sometimes with contradictory results. We find ourselves beginning at step one, mapping current-state process, in every project; creating artifacts that should have been available before the project began. Factor in the dual-operations world we currently work in and the difficulties double.

It is our goal to be a market share leader in this state, meaning an increase in business and a responsibility to incorporate rapid changes in the legal landscape efficiently and effectively. Our current structure is not capable of meeting these needs. Left unchecked, we will continue to see processes and documentation drift apart. Our representatives and processors will have to research solutions in multiple documents and receive different answers, resulting in costly errors. Document content owners will spend an increasing amount of time researching document updates with no guarantee that all changes have been implemented. Projects will waste even more time with conflicting updates and being forced to repeatedly map out what is so we can effectively work towards what needs to be. A change must be made to streamline these processes and remove the guesswork.

"Projects have grown very complex with impacts to multiple departments and we often have several projects running at the same time..."

closing the gap

Bridging the gap between process and documentation can be accomplished in four phases: mapping the process, linking documentation, organizing, and maintaining. Using the plan outlined below, we can create a system that fosters communication between departments and gives individuals involved in process updates the tools needed to make efficient and complete updates to keep our documentation in line with regulatory changes. A visual representation of the plan is available in Appendix A.

"...we can create a system that fosters communication between departments and gives individuals ... the tools needed to make efficient and complete updates..."

Phase 1: Mapping Current State

In this phase, the objective is to capture our current state of operations within CQ. The artifacts from this phase form the foundation for the rest of the project.

Subject matter experts (SMEs) with in-depth knowledge of process and procedures need to be identified in each department. The SMEs will create detailed process maps of all procedures. It is imperative that the SMEs are given the necessary time and resources to accomplish this task. A meeting will need to be organized to determine a viable timeframe for completion. It may be desirable to include resources from Performance & Learning to facilitate the mapping.

Phase 2: Link Documentation to Map

After the process map of current operations is created, it will be handed over to Performance and Learning (P&L). Within P&L, SMEs need to be identified from Technical Publications, Training, and Instructional System Design. The SMEs will inventory available documents and training materials. The completed inventory will be compared to the process maps.

A crosswalk of processes to supporting documents will be created. The comparison of the process map to documented procedures will highlight gaps (areas where documentation is not adequate), overlaps (areas where multiple departments perform the same process), and duplication (multiple documents covering the same procedure).

The document inventory and crosswalk can largely be done without external support from CQ, but some clarification may be required. Time to completion will be dependent on available resources.

Going forward, the crosswalk serves to identify documents and training materials that would be affected by a process change.

Phase 3: Organization

P&L will work with the SMEs from CQ to make adjustments to the documentation to fill gaps and reduce duplication. Scattered processes will be combined and the general documentation flow will be organized. In instances of process overlap, SMEs from all the affected departments will be involved in the documentation updates.

During this phase, sets of consistent property values will be defined and applied to all documentation. This will be a painstaking task, but will reward our end users with the most accurate search results using the GSA and allow for a more rapid deployment of the GSA to new functional areas.

Due to the size and cross-functional nature of this phase, a separate project plan will be needed to organize efforts and determine time frames.

Phase 4: Maintenance

This plan will not work without a system of ownership

"The comparison of the process map to documented procedures will highlight gaps..., overlaps..., and duplication..."

and maintenance. Within each CQ department, representatives should be selected to maintain both the original process map and the crosswalk as changes are made to processes in each department. Alternatively, ownership could be held jointly by a CQ member and a representative from P&L.

Reviews will take place in three situations: normal updates, projects, and annual review. The process map and crosswalk need to be updated in response to all changes. Reviews should happen with a waterfall-style effect. When a process change is identified, the appropriate area on the process map is modified to reflect the change. The crosswalk is consulted to identify affected documentation and training materials. All affected documentation is updated and reviewed by all CQ stakeholders, as identified by the process map.

“With the process map and crosswalk artifacts, we will have the tools to efficiently update processes and supporting documentation on an ongoing basis. “

During the course of normal operational changes, an owner will be responsible for incorporating the changes.

When there is a project, an owner will need to work with the project team to incorporate the changes in response to the project.

Currently, we have a document review process for an annual review of every document. That process will remain and be expanded to incorporate the crosswalk. This maintenance review acts as a safety net to catch any updates that may have been missed throughout the year.

With the process map and crosswalk artifacts, we will have the tools to efficiently update processes and supporting documentation on an ongoing basis. The artifacts could be stored in Documentum, but I would like to explore the feasibility of turning them into an interactive Jive document on @shield. This would be particularly useful in the case of projects where outside resources are brought in that do not have access to Documentum or for collaboration with departments

that use a different content management system.

For normal business changes, document content owners in each CQ department will be able to see at a glance how changes made to a single process affect other processes that are further downstream, see all the affected documentation and training materials, and be able to notify other impacted departments.

In the case of projects, we can present our current state process to a project manager to begin building the future state changes. Again, impacts to other processes and departments will be immediately apparent. The process of identifying affected documents, which used to take weeks, can be done instantly.

Ultimately, any change can be incorporated into any department with the knowledge that the appropriate supporting documentation is updated appropriately and impacts to other departments are recognized and communicated.

“The process of identifying affected documents, which used to take weeks, can be done instantly.”

p&l qualifications

The proposed project has a daunting scope that covers three of our major operational departments: Claims, Customer Service, and Installation & Benefits. Performance & Learning is situated in a unique position to oversee a project of this magnitude.

Performance & Learning (P&L) was founded in 2003 with the mission of providing a unified and quality approach to training and documentation across our operational departments. Our scope of responsibility focuses on the same operational areas that will be affected by this proposal.

Within P&L management, we boast over forty years of experience in content management and organization from the perspective of training, instructional material design, and most importantly, procedural documentation.

P&L was recognized in 2013 by CorpU, receiving the Learning Excellence and Innovation Award in the Exemplary Practice category. [Name], senior manager of P&L, oversees the training teams and has an M.A. in Organizational Management. [Name] is a senior manager for Instructional System Design and has a B.A. in Communications. [Name], manager of the Technical Publications team, has an M.A. in Educational Technology and has been a presenter at both the Society of Technical Communication (STC) and at the Blues National Summit speaking on the topics of content management and automation.

"P&L is already committed to providing the highest quality training and documentation to the CQ workforce."

Individual contributors within P&L average over ten years of service with BSCA and are selected from the best of each department. Additionally, our contributors receive training in project management, process improvement, quality control, and content organization.

Besides serving as technical writers and trainers, our team members often fill the roles of analysts and consultants to other functional areas. We have successfully demonstrated during the past three years of Healthcare Reform that P&L is capable of making significant contributions to a project of this size.

P&L is already committed to providing the highest quality training and documentation to the CQ workforce. With this project, we can facilitate the introduction of greater transparency between the operational departments, leading to a more efficient and higher quality process.

benefits

We have an opportunity to create a system of efficiency and transparency that will allow us to meet future challenges with greater ease than ever before. It isn't enough that we have people who want to succeed; we must also give them the tools to do so.

This proposal can be managed internally, without hiring outside consultants or project managers. The cost to each department will only be time. I recognize that time is quite possibly our most valued commodity, which is why I urge you to consider the costs of not spending the time now, while we aren't actively engaged in implementing numerous regulations. Every hour spent now represents several hours of labor saved in the future, not to mention the savings from increased efficiency and accuracy. A separate scoping meeting will be needed to determine the complexity of each department's process and the resources that can be assigned.

"It isn't enough that we have people who want to succeed; we must also give them the tools to do so."

In the future, we will be able to enter a project or a standard update with the confidence that we can quickly and accurately identify all the areas affected by a change with the process maps and crosswalks developed in this proposal. Outside consultants can be brought up to speed on our practices in a matter of minutes, with no time wasted researching the current state of affairs. One department can easily trace how the work they do flows into and affects another department. Any member of CQ can review the process maps and make educated suggestions on improving the process because they can see how all the pieces fit together. In their day-to-day functions, those individual contributors can enjoy faster and better search results in Documentum that lead them to documents that present the exact information they need to complete their job. With a maintenance

program in place we can all remain confident that our processes are accurately reflected and ready for improvement at any time.

I want to thank you for reading and considering this proposal. If there are any questions, please contact me via e-mail at corinne.seilhan@blueshieldca.com. When you are ready to move forward, please contact [Name], Technical Publications Manager, at [email].

appendix a: plan in a picture

Figure 1 provides a condensed picture of the four phases of the proposal and illustrates the shared responsibilities between Customer Quality and Performance & Learning.

Figure 1
Process Map



