



Objective

OBJECTIVE CASE STUDY HEALTH CORPORATE NETWORK

ORGANISATION

Health Corporate Network

INDUSTRY

Health

BENEFITS AT A GLANCE

- Improved operational efficiency
- Streamlined and improved core business processes
- Improved business information workflow
- Increased organisational transparency and accountability

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With approximately 650 staff, Health Corporate Network (HCN) processes up to 6,000 transactions daily for the Western Australian (WA) Department of Health. HCN identified that to efficiently and effectively manage all transactions they would need to change existing business processes, introduce the concept of automated workflows and transform existing information management practices for the organisation.

HCN is the WA Department of Health's corporate shared service centre that provides services to all employees working for WA Health. HCN consists of four main service areas: supply, finance, human resources (payroll and employment services) and reporting and business systems.

Documents typically processed by HCN include leave applications, overtime sheets, purchase requisitions and invoices. HCN receive these documents, predominantly in paper-based form, via mail fax or email.

As a result of the number of transactions, processes were manually handled and multiple disparate legacy systems used to accommodate the large amount of paper-based documents. These processes hindered HCN in maintaining its mission to "make it easier for Health to do business."

HCN's primary role in the WA health community is to help clinical staff to provide the best service they can to the patient, by reducing the frustration associated with administrative work.

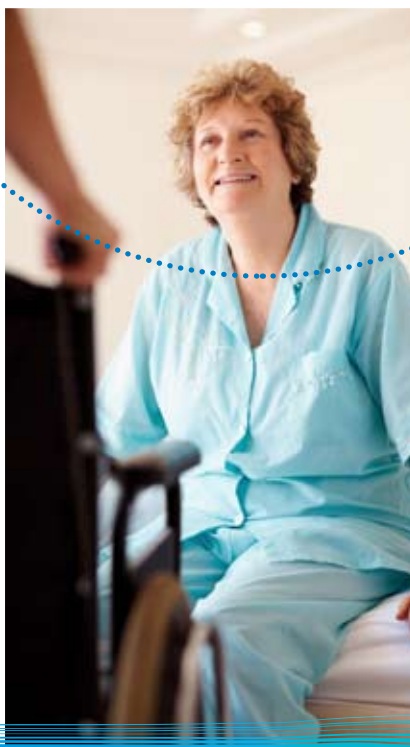
A HEALTHY WAY TO DO BUSINESS

HCN has a clear organisational vision which is to surpass customer expectations. A major goal is to achieve innovation through the use of technology.

HCN was challenged in achieving this vision by using existing legacy processes that were established to handle primarily paper-based transactions and the excessive amount of time staff had to spend handling enquiries.

“ Our staff are able to **create, organise and share** documents within a single repository.”

Mr Bill Bleakley
General Manager, HCN



To achieve its organisational goal, HCN made the decision to implement an Electronic Documents and Records Management System (EDRMS) to facilitate an efficient and user-friendly paperless office for all staff.

With the implementation of an EDRMS, HCN wanted to:

- Provide an effective and timely service to WA Health.
- Improve customer service.
- Ensure jobs are performed accurately, timely and cost effectively.
- Increase staff retention and morale.
- Improve efficiency of processes.
- Meet KPIs set for HCN.

Mr Bill Bleakley, General Manager, HCN, said: “99% of the documents we receive at HCN are a transaction request. The inefficient legacy processes affected all areas of HCN’s operations, it was challenging for our staff to process

transactions in a timely manner. It was an inefficient use of our staff and resources.”

Previously, if an invoice was sent to the mail room, the staff would manually sort and distribute the invoice to accounts payable. When accounts payable received the invoice, another person in this department would sort the invoices again and deliver all relevant invoices to the accounts payable officer responsible. This officer would complete the processing of the invoice and physically file it away. This method was applicable to all transactions that HCN processed whether it was received via mail, fax or email.

“As an organisation we had limited visibility across the complete document life-cycle. This caused frustration with our staff as it was difficult to locate documents, manage their workload, and the systems restricted our ability to respond to queries in a timely manner.

“Another challenge we experienced due to the legacy systems was reporting on our performance targets. If we wanted to measure how many leave applications had been processed, we were unable to do so unless we manually counted the number of applications that had been received. As a result, we were unable to accurately measure how we were doing against our KPIs,” said Mr Bleakley.

Implementing an EDRMS means significant changes to the business. For HCN this meant introducing the concept of electronic document management and a new way of working, while reviewing and re-engineering HCN’s business processes.

INNOVATING THROUGH TECHNOLOGY

Mr Bill Bleakley, General Manager, HCN, said: “The EDRMS is core to the organisation’s operations as it manages all transactions that HCN processes annually. So it was important to us to find a solution that had a proven track record and a committed project team.”

After an extensive evaluation process, HCN selected Objective.

“Objective was selected because its core EDRMS functionality coupled with Objective workflow had the ability to automate and support HCN’s business processes.

“During the evaluation process, we observed that workflow could provide significant benefits to us in terms of business value, ease of use and support. This was all built into a single solution and that became one of our key criteria in our selection process,” said Mr Bleakley.

Objective is used across most business units of HCN. It is used by all transaction staff in areas such as payroll, accounts payable, accounts receivable and purchasing.

ensure it meets our business requirements,” said Mr Bleakley.

A FOUNDATION FOR LONG-TERM BENEFITS

With Objective, the project team had created group workflows for each business unit to streamline and automate HCN’s business processes. The workflow enhances the productivity of the organisation and as a result there has been a visible improvement in HCN’s service delivery.

“Objective workflow automatically recognises and routes digitally captured documents to relevant groups or individuals for processing,” said Mr Bleakley.

For example, when a paper-based purchase request is received by HCN it is scanned

SURPASSING CUSTOMER EXPECTATIONS

IMPROVING SERVICE DELIVERY TO WA

Accounts payable, as the first area to use Objective, has reaped significant benefits from the new way of managing transactions. Information is now more easily accessed and processed by HCN staff which has led to improved quality of service delivery in the accounts payable section. As a result of this improvement, HCN has seen a reduction in the number of customer enquiries and time spent handling enquiries. This is due to staff being able to access information relating to a transaction, in a timely manner by utilising Objective’s search functionality.

“Objective has provided us with increased transparency across the organisation

HCN made a conscious effort to minimise and prevent any backlogs that could occur during the project rollout and adjustment period.

“Business change should never be underestimated and we needed to continue providing customer service to WA Health and educate our staff about our new system and processes simultaneously.

“We decided to implement Objective over two phases. The first phase, deployed over 12 weeks, was successfully delivered on time and on budget. It included a pilot team that consisted of 55 people from accounts payable, business support and the HCN executives. During this phase, the HCN and Objective project teams focused on planning, design, configuration and training.

“We learnt a lot about our business and its processes during the first phase of the project. As a result, the second phase where Objective is deployed to the remainder of the organisation, is taking more time. This allows us the opportunity to fine-tune the system to

and captured into Objective, triggering the automated workflow distribution for the transaction. The system will notify the purchasing clerk to create a purchase order in WA Health’s finance system. The purchase order is then sent from the finance system to the supplier who delivers the goods which finalises the transaction. Then when the mail room receives the invoice for the goods, the invoice is scanned and key information is captured triggering another automated transaction in Objective. The invoice is sent to a clerk in accounts payable who processes the invoice in the finance system and completes the transaction.

Since the implementation of Objective, workflows have been created for the following tasks: recruitment/employment services, human resources, payroll, accounts receivable, accounts payable, Medicare/Health Care claim processing, staff expenses, travel requests, leave requests and many other administrative transactions. Approximately 160 different transactional form types are currently managed by the Objective workflow.

because it is the single source of the truth for documents received into HCN. Critical metadata relating to transactions is captured in Objective along with the original document and as a result our staff have the ability to efficiently provide a timely response to enquiries raised by customers. This allows them to provide the best service possible,” said Mr Bleakley.

IMPROVING OPERATIONAL EFFICIENCY

The implementation of Objective has seen increasing improvement in the efficiency and transparency of staff performing their roles. Information can be searched by anyone with the appropriate authority.

Objective provides HCN with the capability to report on KPIs such as when transactions are received and processed into the HR and financial systems. This has provided management with increased visibility on the performance of each area and assisted with managing the workload of staff and business units.

“Objective as a single document and workflow solution has offered HCN significant benefits in terms of **value** to our business, **ease of use** and **ongoing solution support.**”

Mr Bill Bleakley
General Manager, HCN



Morale has increased as staff have benefited from increased flexibility in performing their roles. They are able to prioritise transactions or escalate processing requests. They are less stressed and frustrated because they can focus on doing their jobs.

“The time taken to process invoices has been significantly reduced and improved for HCN. Once an invoice is received by HCN, it is now processed into the finance system within two days. Prior to Objective, the processing of an invoice within HCN could take up to 30 days,” said Mr Bleakley.

EFFICIENT USE OF RESOURCES

“HCN has seen many benefits as a result of implementing Objective. Our staff are able to create, organise and share documents within a single repository. We have almost totally replaced our manual paper distribution system, with only 13% of inbound documents still being distributed as paper.” said Mr Bleakley.

Objective has also enabled HCN to better measure the quality of the incoming transactional documents. For example, forms

that have not been completed properly, or have been delayed in delivery to the organisation. This is enabling HCN to work with its customers and suppliers to improve their processes and further enhance the quality of the service that HCN provides to WA Health.

Automating processes has improved the quality and timeliness of transactions being processed. This has enabled staff to better perform their roles resulting in improved customer service and meeting HCN's vision to surpass customer expectations.

THE FUTURE

“Objective as a single document and workflow solution has offered HCN significant benefits in terms of value to our business, ease of use and ongoing solution support.

“Moving forward, we plan to extend and further refine the use of workflow, examine integration with core corporate systems and upgrade to the latest version of Objective to take advantage of several enhancements such as web services,” said Mr Bleakley.

ABOUT OBJECTIVE CORPORATION

Objective Corporation (ASX:OCL) is an established leader and specialist provider of proven content, collaboration and process management solutions for the public sector.

Our solutions empower public sector effectiveness, efficiency and transparency, helping governments deliver better services at a lower cost to the community.

Through direct customer engagement, Objective is committed to delivering outcomes that have a positive effect on the public sector, its citizens and the community.

Since 1987, we have been trusted by Government and Top 1000 corporations to deliver long-term valued business outcomes.