

ISO 9000 Certification

Major Healthcare Provider

Case Study

Solution Overview

Industry
Health Care

Development Time
One Year

Benefits

This healthcare provider subsidiary is ready to compete for new profitable business. Quality programs have been proven to result in lower costs and more satisfied customers, two characteristics that are expected to be reflected in the company's ability to win new business. Employee satisfaction is expected to rise as a result of a more supportive and more clearly focused work environment, resulting in lower turnover. Happier and experienced staff will help the company provide superior customer service.

The public programs subsidiary of this major healthcare provider was faced with the challenge of growing its business in an environment of stiff competition during a period when its primary customer, the federal government Centers for Medicare and Medicaid, had announced a plan to consolidate providers to obtain greater scale of operations, better and more consistent quality, and cost economies.

The company is a provider of Medicare and Medicaid processing for five states, and selected as a contractor for the Retiree Drug Subsidy. Even though the company has been successful competing for new and renewal contracts, its leadership felt the need to improve its demonstrated performance level as a way to differentiate itself. ISO 9000 certification was selected from among other options because it has proved effective in other companies, and because the federal government will recognize it in making contract award decisions in the future.

Solution Challenge

Successful implementation of such a quality program is a wish many companies find difficult to achieve. It requires convincing employees to follow a disciplined approach to quality management over an extended period of time. Some of the challenges were:

- Creating a quality program that will be sustainable for continuous improvement for the life of the organization
- Educating staff to increase awareness of quality programs and in the use of quality improvement tools and techniques
- Engaging supervisors in the effort to manage quality, and assuring them over time that resources will be provided to address quality issues
- Building a quality culture, assuring employees that their work life will improve
- Leveraging current quality efforts and expertise
- Linking this quality program to existing processes
- Accomplishing quality goals within the existing management structure with some staff support

The Solution

The solution was for senior management to focus on the implementation of this new quality management system, and to provide internal staff support to the effort. Senior management sought the help of Encore to provide proactive leadership to the effort and to bring experience with:

- ISO 9000 and quality management system implementation
- Quality improvement at other healthcare administration companies
- Executive coaching in quality culture building and quality management system operation

Encore consultants worked with the executives to customize a plan that would work within their parameters to maximize the overall objectives.

The approach:

- Identified the high-level business processes, and used these as a guide to define sub-processes
- Created a living Quality Manual document
- Defined and documented each process in conjunction with process owners
- Gathered and analyzed performance metrics of each process to determine compliance to goals
- Operated an effective Management Review (quality) process
- Identified gaps in quality achievement and closed the gaps, demonstrating effectiveness of the program
- Prepared for the ISO Registrar who performs the audit resulting in certification

The Benefit

The client's subsidiary is ready to compete for new profitable business. Quality programs have been proven to result in lower costs and more satisfied customers, two characteristics that are expected to be reflected in the company's ability to win new business.

Employee satisfaction is expected to rise as a result of a more supportive and more clearly focused work environment, resulting in lower turnover. Happier and experienced staff will help the company provide superior customer service.