Successful Process Management

A glance into why processes should be developed cooperatively.

gkv *informatik*

Requirements for Processes

gkv *informatik* is one of the leading IT service providers for statutory health insurance and offers competent and flexible solutions that support customers in meeting the challenges of the healthcare industry. Process Management plays a central role in fulfilling a number of requirements and provides gkv *informatik* with opportunities for:

- joint collaboration,
- documentation and control of processes,
- fulfilment and verification of legal requirements,
- support of SL creation and compliance,
- control of continuous process improvement,
- support for various audits (e.g. ISO and IDW PS 951).

At gkv *informatik*, a central platform is used not only to document processes but also to incorporate risks and controls, organization and roles, documents and IT systems. Once processes are approved, they are documented within the ADONIS Process Portal and should be followed by everyone.

The audit in accordance with IDW PS 951 in 2014 marked a milestone in the Process Management of gkv *informatik*. The project was a priority for the management and they were not disappointed, the company received the certification in July 2014 after a process mapping period from March to June. Within the scope of certification, 140 models as well as numerous risks and controls, directly related to the auditing standards, were created. In addition, a risk management organization was introduced. Ever since, an annual recertification takes place.

Experiences and Lessons Learned

Besides the successful certification, the team at gkv *informatik* acquired a lot of experience which was later analysed to extract the lessons learned. The high expectations to succeed in the certification, the new practices that had to be set in place and the many tasks that needed to be accomplished, led to a decrease in the acceptance of the examination process by everyone involved. Based on these experiences, practices and tools of process management have been put to the test. First, several guiding principles were developed and as a second step, methods and tools were adapted to improve the procedure for a future recertification.

« Pressure causes counter-pressure –
Once the pressure is gone, often an idle-state occurs »
(Dirk Berger, Organizational Developer)

Guiding Principles in Process Management
- Point out benefits
- Make processes come alive
- Develop processes cooperatively
- Modelling from „coarse to fine"
- Involve other employees
- Question one's own actions
- Find new ways through a collective effort
- Communicate in an appropriate manner

Examples of appropriate communication:

Supporter (instead of Optimizer)
Workflows (instead of Processes)
Creation (instead of Documentation)
Readjustment (instead of Improvement)

Facts and figures:

Company name
gkv *informatik*
Headquarters
Wuppertal, Germany
Employees
over 850
Industry
IT Services
Website
http://www.gkvi.de

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The Approach – Standardized yet tailored for involved Stakeholders

Modelling follows (if possible) a standard process. During all stages, it is crucial to involve all stakeholders in a way that makes contribution as easy as possible while adhering to the set guidelines.
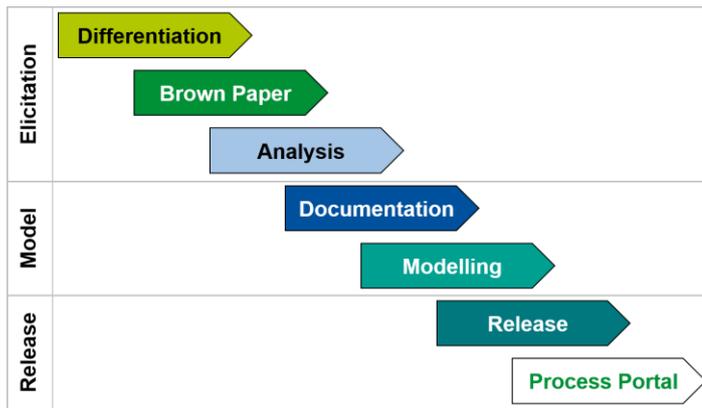
First, a clear differentiation is made between processes (e.g. during workshops). These processes are then developed using the brown paper method. Finally, processes are documented in ADONIS and published in the Process Portal. The ADONIS Process Portal creates company-wide transparency, since it allows all employees to view and understand processes.
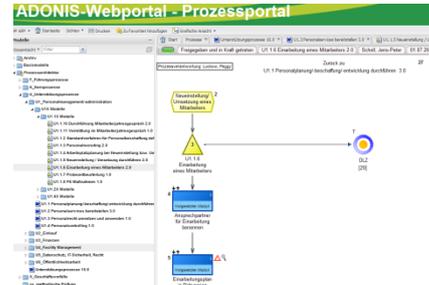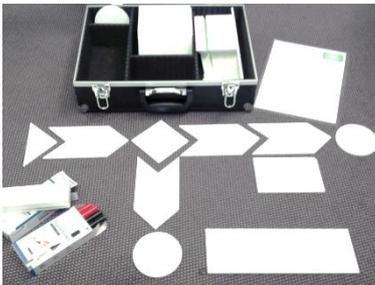
As a result of successful Process Management within gkv _informatik_:

- ✓ Processes are accepted
- ✓ Processes are known by everyone
- ✓ Processes are followed

- ✓ Processes are subject to CIP
- ✓ Processes are managed
- ✓ Processes contribute to corporate management

« Why should processes be developed cooperatively?
Because only then, are processes put in practice. »

(Dirk Berger, Organizational Developer

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