

health and human services



Management & Technology

Driving Australia's Health and Human Services Industry priorities

SMS offers the Health and Human Services Industry the benefit of our business optimisation knowledge gained through assisting clients in many industries.

SMS Management & Technology Limited (SMS) [ASX:SMX] is Australia's largest publicly listed Management Services Company. We provide Consulting, Resourcing and Technology Services to Australian and international governments and corporations. We employ over 900 professionals through offices in Sydney, Melbourne, Brisbane, Canberra, Adelaide, Singapore and London.

SMS was founded in 1986 to deliver outstanding results for our clients through finding, retaining and using the best possible talent. Twenty years on, this foundation principle remains central, allowing us to continue our focus on delivering excellent results for our clients.

SMS has a long standing track record of service provision within the Health and Human Services Industry. We maintain broad and varied capabilities that range from Strategy Implementation through to Project Delivery, and have been assisting the Health and Human Services Industry address its key challenges through various services including:

- Cost minimisation
- Lean techniques
- Data quality
- Business optimisation
- Systems Integration

Renowned for our innovative approach to solving complex business problems, SMS has an enviable reputation for delivering results. We enjoy the extensive reach and resources of a large company so we can deliver on the biggest projects, yet we remain independent, flexible and fully responsive to our clients' individual needs.

We do this by adopting a pragmatic, vendor neutral approach and by working in partnership with our clients. We form strong and long-lasting relationships because we generously share knowledge, expertise and energy and we maintain a single-minded focus on producing results.

SMS Management & Technology services some of Australia's leading Health and Human Services Industry organisations:

SMS's Health and Human Services Industry clients include:

1. Department of Human Services (DHS)
2. Department of Health & Ageing (DOHA)
3. NSW Health
4. Southern Health
5. Centrelink
6. Medicare

SMS offers a wealth of expertise and knowledge which covers a number of targeted industries. These include:

**Health & Human Services – Government – Financial Services – Defence
Energy & Utilities – Mining & Resources – Information & Communication Technology**

the industry . . .

Australia's Health and Human Services Industry faces a major challenge in meeting the Australian Government's vision of 'better health and healthier ageing for all Australians'

The challenge is how to afford and manage the supply and demand of health services for an expanding and ageing population that will increasingly demand high levels of service. This challenge is especially acute in an environment where traditionally, there have been limited avenues for treatment outside of hospital.

Meeting the challenge will require major, innovative changes in the delivery of health services that will include more individualised, and person-centred health care in community settings, rather than in hospitals. What's more, the services will need to meet consumer expectations of ease and timeliness of access to services, freedom of choice, quality and consistency of outcome, continuity of care and informed participation in care. This future health environment puts enormous emphasis on:

- the management of patient information
- the improvement of connectivity at all levels of care provision
- the delivery of cost effective services

The Federal Government expects substantial benefits from its new health vision, resulting in hospitals operating on a financially sustainable basis, improved service access and quality for patient care, and more patients treated in a timely manner with reduced treatment times.

With our extensive cross-industry experience, SMS is ideally positioned to assist health services organisations make the innovative changes required to reap the benefits of the government's vision. We have partnered with numerous public and private sector health clients across Australia to deliver greater business effectiveness, and accountability to customers and governments. Our business optimisation solutions are designed to improve organisational outcomes through best practice change management, leadership coaching, strategic and operational planning and business process improvement. Our complete familiarity with advanced information management concepts enables us to improve the effectiveness of information systems through enterprise architectures, service planning, web portal design, and data quality management.

The knowledge of our experienced industry professionals combined with their passion for sharing that knowledge with our clients, enables SMS to assist organisations to meet the challenge, and in the process has earned us a reputation as a trusted advisor and business partner of major Health and Human Services Industry organisations. In partnership with our clients, SMS will continue to ensure that each health dollar is spent effectively on improving models of care for a healthier Australia and that health services organisations share the benefits of this improvement.

addressing key challenges . . .

Here are five examples of how SMS is addressing healthcare challenges...

cost minimisation

SMS understands the importance of revenue to the health sector. We orient our approach for all of our engagements to ensure maximum benefits are delivered to our clients. After all, minimising costs is not an end in itself; effective outcomes must be preserved and even improved along the way.

SMS understands how important costs are within the health sector and our experience in revenue leakage minimisation and provision of effective business reporting tools have assisted a range of clients.

lean techniques

SMS has used 'lean management' principles and techniques to assist our clients to improve the overall productivity, and quality of their processes while minimising costs. Lean management uses the concept of 'value streams' as a way of diagnosing your existing processes / activities and hand-off points to identify and eliminate waste / tasks that don't add real value to the process.

By specifying value in the consumer's terms and converting the value from push to pull service delivery, it is possible to maintain flexibility and involve and empower employees. A key outcome of the SMS approach is that our client's staff will be trained and coached by SMS to drive the 'lean management' approach across their organisation. This ensures that the outcomes are owned by the staff and the techniques and skills remain with our clients to ensure ongoing improvement.

data management

When it comes to effective use of information, SMS has a great track record in increasing data quality through a clearly defined process of audit and improvement. After all, we fully understand that data is fundamental to an organisations ability to improve business outcomes. We put our customer's data at the centre of the organisation and devise improvement strategies that add real value through improved patient information management such as smoother data flows and improved data quality.



business optimisation

It has often been a challenge within the health sector to justify investment in administrative process improvements and system support when facing the immediate demands of clinical requirements. As the spotlight spreads further to focus on non-clinical process improvements, SMS has assisted many of its health industry clients to apply relevant disciplines from our experience in commercial industry sectors. Strategic Planning, Organisation Change, Service Planning, Program and Portfolio Services and Governance Establishment are examples of SMS services that have assisted the business optimisation of our health clients.

systems integration

For today's large organisations, systems integration is a major component of the IT environment. Already burdened by multiple discrete systems (and legacy systems), most large organisations are now faced with the challenge of reducing costs, simplifying business structures and systems, enabling enterprise-wide access and single point of service delivery, managing information security and authentication, implementing risk management and disaster recovery measures, meeting regulatory obligations, expanding into new (often non-traditional) markets and ensuring company accountability and transparency. As a result, virtually every technology project has a large systems integration component.

SMS offers clients both point-to-point and enterprise application integration (EAI) capabilities, with expertise in the majority of tier one and tier two integration solutions.

The systems integration component of a project is often the critical path and considered one of the most complicated components of a project. To address this complexity, SMS has developed a proven methodology for successfully delivering systems integration solutions according to industry best practices. By combining this methodology with our unique intellectual capital, extensive expertise and proven business performance capabilities, SMS has become a trusted provider of systems integration solutions. These solutions are renowned as being robust, reliable, scalable and fully documented to ensure low on-going support, maintenance and enhancement costs.

delivering benefits . . .

Our extensive experience spans the breadth of local, state and federal Health and Human Services initiatives as well as private sector.

strategic review for business optimisation

- client problem:** Overall service provision of the information services group did not appear to be aligned with the strategic business direction.
- sms approach:** Engaged by a health service provider to assess the effectiveness of information services, SMS included a high-level architectural approach, a capability assessment of the IT function utilising the structured CobiT® framework, and considerable involvement by clinical and administrative staff. The final report justified improvements to processes, people and structure, providing a high level road-map to guide the way forward.
- recommendations:** SMS provided recommendations on strategic planning, governance and direction, departmental structure, leadership, project prioritisation, resourcing, interfacing with key stakeholders, service delivery improvements and an implementation plan.
- benefit delivered:** Information services are now regarded as effective and business aligned and are contributing significantly to the overall business improvement of the provider.

strategic roadmap for corporate and clinical systems

- client problem:** A major State Government health service contacted SMS with a series of unconnected health-related projects that were being put forward for funding. However, there was no compelling story to clearly show why investment was needed.
- sms approach:** SMS assisted the client to construct a business case for a complete suite of corporate and clinical systems, providing an IT roadmap for presenting a compelling report for Treasury and Government. SMS demonstrated that the inter-related projects when put together into a coherent framework provided a single view patient.
- benefit delivered:** The client now has a useful IT roadmap, strategy and detailed business cases supporting the provision of integrated corporate and clinical systems.

service planning ensuring increased integration

- client problem:** A new health service required the final shaping of their vision and development of the service plan for their facility.
- sms approach:** The development required the bringing together of clinical and administrative representatives to help synthesise their vision. The planning work that followed had to ensure that key participants were sufficiently involved, satisfied with their aspects of the service provision, and in agreement with the direction proposed.
- recommendations:** The resulting service plan focused on staffing, branding, configuration and patient flow, technology, communication, governance and detailed implementation activity.
- benefit delivered:** The resulting service was better integrated, with a more effective, ongoing management structure and a considerably greater level of understanding and collaboration between the key stakeholders.



shop front for federal government health department

- client problem:** A major Federal Government agency needed an improved online shop front to assist consumers to easily find and compare accommodation facilities for the elderly. The Department took a broad view of the site to cover the entire range of government funded care facilities and services.
- sms approach:** SMS was engaged to develop and drive the conceptual design of the shop front portal. The SMS approach was strategic and highly user-centric, commencing with detailed research to determine end user needs and preferences, and testing results with users along the way. From this base SMS developed an intuitive information structure and a range of interactive features using our structured Information Architecture approach.
- benefit delivered:** Launched in early 2007, the shop front portal represents the first ever consumer focused view of care services for the elderly in Australia. The prototyped design has gained universal consensus and acclaim among its stakeholders and is seen as a model for future outward-looking aged care information services to be provided by the Department.

review of federal health agency compliance programs

- client problem:** The Australian Government commissioned an independent review of the efficiency and effectiveness in a Federal health agency.
- sms approach:** SMS undertook the review, using a combination of audit/review techniques and business analysis. Traditional techniques of environmental scanning, needs/gap analysis and continuous report writing were augmented by an analysis and modelling of business processes.
- During the project, the review team worked with a high level Steering Committee representing a range of major Commonwealth agencies. The team produced three issues papers that alerted stakeholders to the issues being uncovered. These were followed by a draft and final report. Each stage of the project enabled stakeholders to respond to issues and be involved in developing ideas to address them.
- recommendations:** A range of both strategic and operational recommendations were made, covering the short, medium and long term. The client was provided with practical models to assist them in implementing better practice. The team leader also personally briefed the responsible Minister and key stakeholders on the outcomes of the project.
- benefit derived:** The report and recommendations were accepted by all stakeholders and implementation is currently underway.

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