MRC Roadmap

Massachusetts Rehabilitation Commission
Business Process Improvement Project
February 1, 2019

Executive Summary

A three-phase roadmap was developed with MRC to improve business processes and address challenges across the organization

Overview

In total, 30 opportunities were identified as part of the Opportunity Analysis phase of the project. Deloitte has worked with MRC to prioritize 23 opportunities, divide them into 2 phases, and sequence them across a period of 36 months. An additional 7 opportunities were identified by MRC to be part of Phase 3 and were placed in sequence by Deloitte to provide a comprehensive timeline. This allows for consideration of all 30 opportunities.

Roadmap

The roadmap includes **30 opportunities** divided across **3 phases**:

01 Strategic Priorities	02 Capacity Building Opportunities	03 Optimization Initiatives
Opportunities: 11	Opportunities: 12	Opportunities: 7
Projected duration: 17 months	Projected duration: 22 months	Projected duration: 17 months

Timing and Resources

The timeline in this report was developed as part of an exercise and is illustrative of one path MRC could take to reach its priorities. The actual timing and execution of these opportunities is dependent on MRC's available resources, funding requirements, strategic decisions, and existing initiatives, as well as general contextual and environmental factors within the Commonwealth. Final decisions about which projects to implement and the timing of those projects is left to MRC's discretion.

Phase 1: Strategic Priorities

The first phase of the roadmap combines organizational priorities with quick wins to create momentum and address the MRC's biggest needs, while building the foundation to tackle additional opportunities

Lay the groundwork for change:

- Establish a Governance structure to create ownership and accountability for the successful implementation of the roadmap

- Rethink the organizational structure to strengthen consistency and visibility throughout the agency, enhance internal controls, and align operations to the mission

- Conduct further strategic planning to ensure that key positions are filled, in order to put the right people in the right roles to execute on the organizational strategy

Focus on a few quick, achievable projects that deliver high value to MRC:

- Establish bidirectional communication between leadership and staff to allow for the seamless flow of information throughout the agency

- Increase collaboration among individuals who perform functions that are both centralized and within programs, such as policy, budget, and contracts

- Ensure quality outcomes for MRC consumers by implementing accountability measures for providers

Tackle the biggest organizational pain points:

- Ensure technology enables the business by integrating multiple, disparate technology systems to promote the efficiency and effectiveness of MRC operations

- Streamline processes to create a seamless experience for consumers through a coordinated and consolidated intake and eligibility process, and ease the administrative burden on staff and reduce service delivery delays for providers with a more efficient contract management process

- Create clarity and consistency around processes, policies, and procedures by creating a centralized policy function
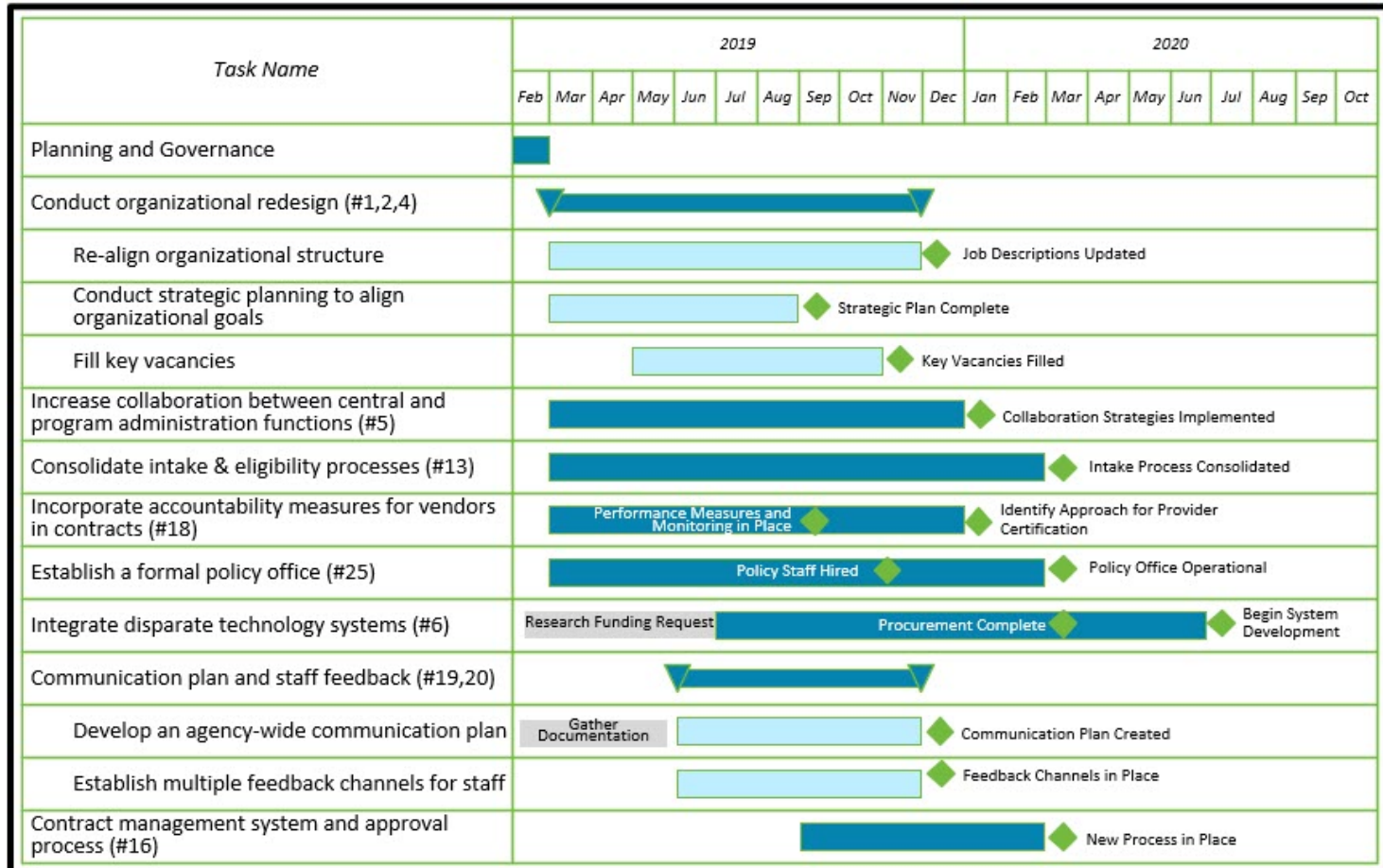
Phase 1	Phase 2	Phase 3

Strategic Priorities (Phase 1): Roadmap

The high level timeline below represents the activities, milestones, and sequencing of the strategic priorities

Legend:
- Implementation Activities
- Sub-tasks
- Major Milestones

Phase 1 | Phase 2 | Phase 3

Phase 2: Capacity Building Opportunities

Phase 2 consists of near-term opportunities focused on increasing MRC capacity, capabilities, infrastructure, and staff

Increase organizational capacity:

- Create a highly effective work force by providing staff with the knowledge and training to perform essential job functions more effectively, starting by assessing current skill levels and then designing a training plan that utilizes innovative training methodologies to deliver relevant content through a variety of channels

- Increase and broaden the availability of institutional knowledge by exploring formal and informal methods of knowledge-sharing among staff

- Provide the infrastructure to support staff through providing tools and technologies that support the mobile nature of their work, and ensuring that relevant documentation is readily accessible through MyMRC and the MRC website
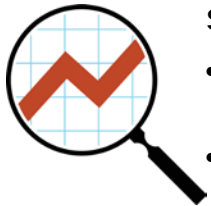
Support data-informed decisions:

- Create visibility into the consumer experience by collecting frequent, real-time consumer feedback data through a variety of channels

- Build the foundations for a data-driven organization by establishing key performance indicators (KPIs) and creating a centralized data warehouse

Promote standardization and consistency:

- Further enhance the consumer experience by ensuring quality and consistency of cross-agency processes, including a practice to continuously document and review critical policies, processes, and procedures

- Standardize critical back office functions, including the process of writing RFRs, through the creation of templates and guides

Phase 1	Phase 2	Phase 3

Capacity Building Opportunities (Phase 2): Roadmap

The high level timeline below represents the activities, milestones, and sequencing of the capacity building opportunities

Task Name	2020									2021												2022					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun

Build centralized data warehouse to support analytics (#11) — Data Warehouse Created, Reports Complete

Enhance training capabilities (#21,24,23)

Develop and execute training plan for staff — Needs Assessment Complete, Training Plan Complete

Conduct skills gap analysis — Analysis Complete

Identify and employ innovative training solutions — Train the Trainer Complete, Training Solutions in Place

Conduct an agency-wide review of policies and procedures (#26) — Review Complete

Review Intranet content and update MRC website (#8) — MyMRC Updated, Website Updated

Develop key performance indicators (KPIs) for programs (#10) — KPIs Identified, Reports Implemented

Develop RFP templates and guides (#17) — Templates and Guides in Place

Enhance mobile access to MRC information systems (#7) — Systems and Tools Implemented

Standardize cross-agency processes (#27) — Processes Implemented

Engage in knowledge sharing across programs (#22) — Knowledge Sharing Strategies in Place

Regularly collect consumer feedback (#30) — Consumer Surveys Implemented

Legend
- Implementation Activities
- Sub-tasks
- Major Milestones

Phase 1 | Phase 2 | Phase 3

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Phase 3: Optimization Initiatives

Optimization initiatives build upon the foundation laid in phases 1 and 2, increasing MRC's organizational maturity and strengthening relationships with external stakeholders

Increase organizational maturity:

- Continue to grow MRC's data and analytics capabilities by exploring the use of business intelligence tools and data visualization

- Create resiliency within the agency through staff development and succession planning activities by investing in staff career growth and creating clear pathways for advancement for those who desire them

- Create a more streamlined, integrated experience for consumers by utilizing a front-end portal to create transparency in the application process

Build strong external relationships:

- Focus on communication to strengthen relationships with providers, service delivery partners, sister agencies, and other stakeholders through initiatives such as creating a stakeholder engagement plan, conducting provider education and training, and better collaborating with EHS-IT

- Connect with consumers and increase awareness of MRC's services by conducting regular, high-quality marketing with a clear message built upon the mission and vision of the agency

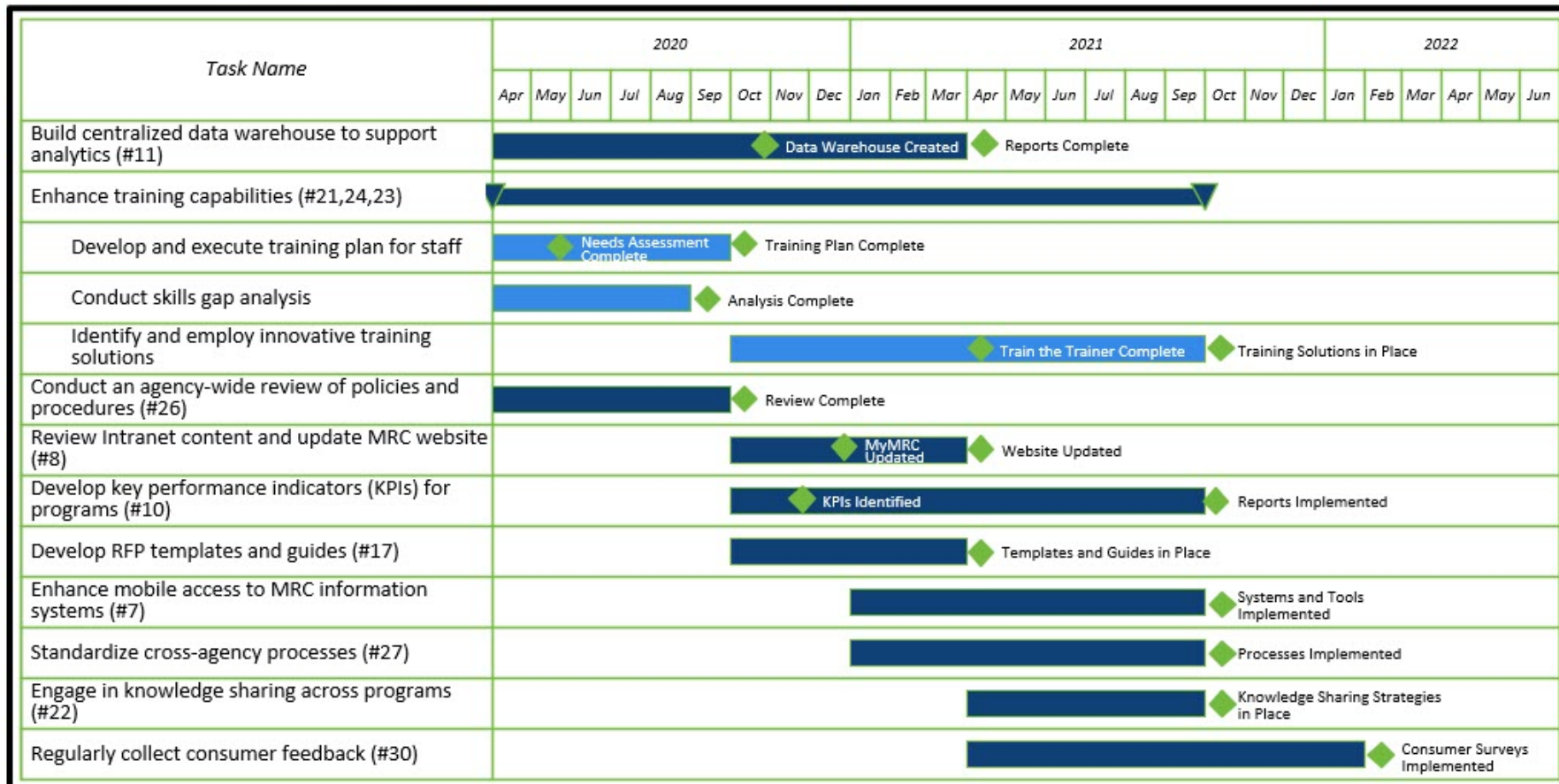| Phase 1 | Phase 2 | Phase 3 |

Optimization Initiatives (Phase 3): Roadmap

The high level timeline below represents the activities, milestones, and sequencing of the opportunities in the optimization phase

Task Name	2021		2022												2023		
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Perform succession planning and staff development (#3)	Talent Review Done ◆				◆	Training Delivered to Pilot Group											
Coordinate IT services with EHS (#9)		Metrics Identified ◆					◆ IT Liaison Trained										
Explore analytic tools and enhance capabilities in the agency (#12)			Analytics Tools Available ◆					◆ Visualizations Complete									
Develop a front-end portal for consumer navigation (#14)					Requirements Documented ◆				Software Selected					◆			
Conduct marketing to increase awareness of MRC services (#15)					◆ Marketing Material Approved												
Develop and deliver provider education and training (#28)							Providers ◆ Trained										
Develop a stakeholder engagement plan (#29)							Stakeholders ◆ Engaged										

Legend

— Implementation Activities

◆ Major Milestones

Phase 1 ⟩ Phase 2 ⟩ Phase 3