

Delta Dental of Iowa Presents
SPARC Project Overview
February 7, 2012

Integrating process, organization, and technology to
drive results.

Delta Dental - What We Are

- Affiliated with a national association of non-profit member companies that provide dental benefits to over 56M members throughout the U.S.
- In Iowa, Delta Dental is the dominant dental benefits provider; serving nearly 800,000 members through individual and group contracts.

Delta Dental - Who We Are

- ***VISION:***

Delta Dental of Iowa is dedicated to improving the oral health of the people we serve.

- **MISSION:**

Our mission is to be the most valued dental benefits company.

- **VALUES:**

- Integrity
- Teamwork
- Caring
- Commitment
- Initiative
- Quality Service

The Project: SPARC

- Stated Project Goals:
 - Streamline **P**rocesses **A**nd **R**educe **C**osts
- Why? Two key Values Needed Attention
 - **Teamwork:** We work together as one team and provide the information, resources and help needed to do our jobs well.
 - **Quality Service:** We strive to make all interactions with Delta Dental a high quality experience.

The Challenges: Teamwork



The Challenges: Quality Service

We were like ducks..... Calm on the surface.



Paddling like crazy underneath!

The Start: Consultant Search

- Knew our challenge was driven by *process and culture*
- Evaluated various consulting options
- Choose to work with Implementation Partners due to their focus on transformational change through Engaged Team Performance

Transformation through Engaged Team Performance

Transformational Change:



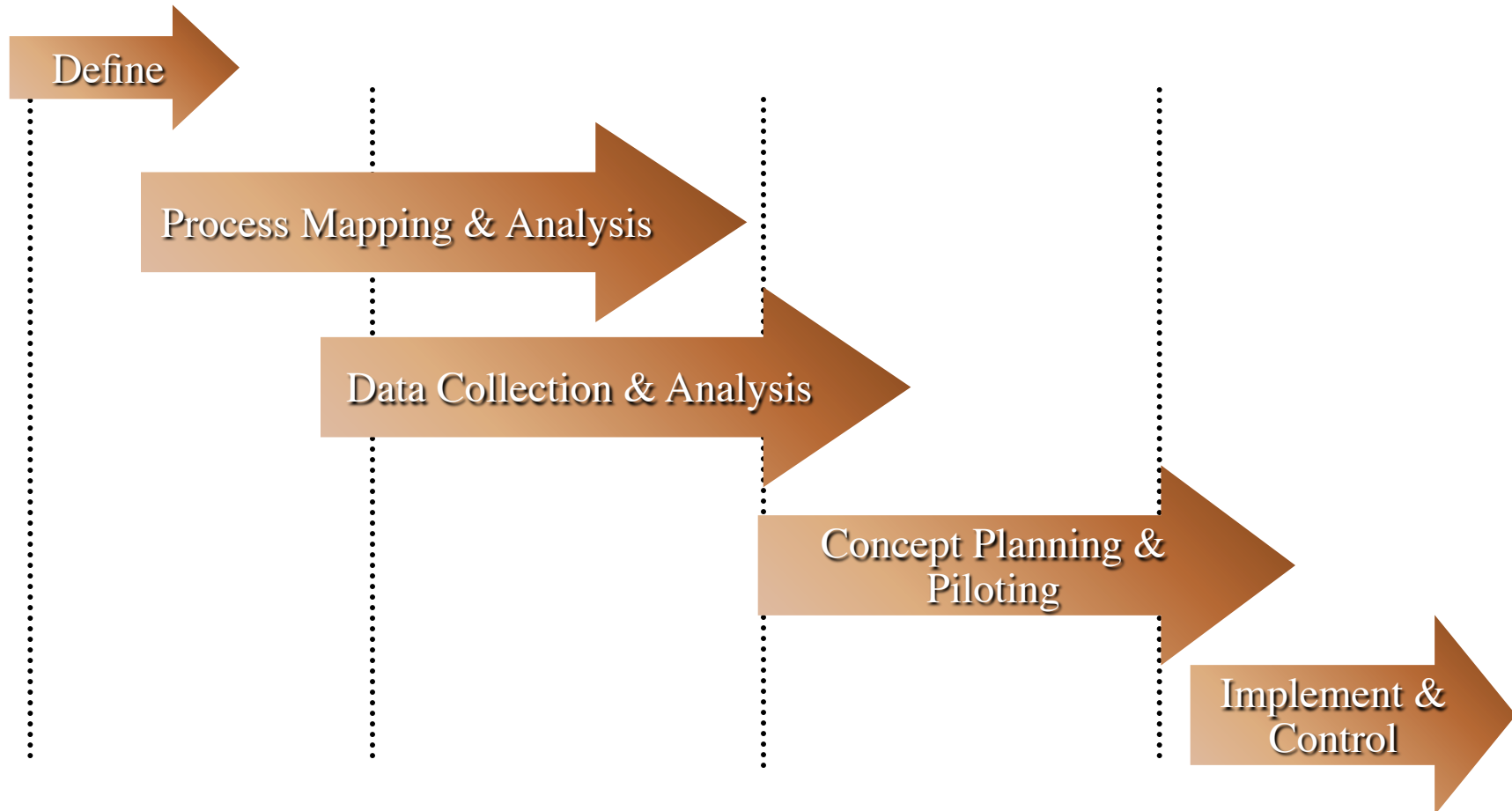
ETP (Engaged Team Performance) fits best when:

- A departmental **team** of people produces a set of regular outputs for customers
- Leadership is willing to **completely transform** processes, measures, goals, collaborative norms, work areas, and organization structure

ETP Steps:

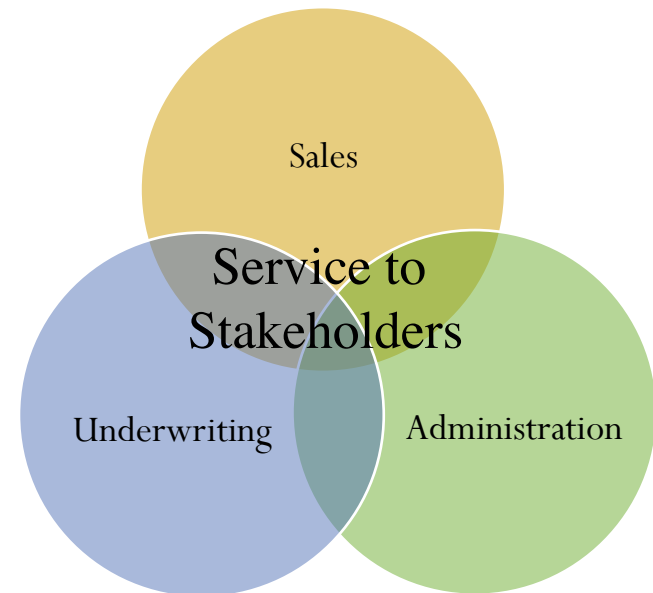
- **Commit to Change**
- **Measure** and **Analyze** the Process
- **Streamline** the Work
- Make the Work and Data **Visible**
- **Organize** the Team
- Set Team **Goals**
- Lead the **Transition**
- **Sustain** Engaged Team Performance

The Process: An Evolution of Ideas



The Vision:

Create self-managed, fully cross-trained engaged teams that provide high quality service to internal and external stakeholders!



The Implementation: AKA - The HARD Part!

- **Do work in a logical order**
 - Re-order the work – doing it in a logical order vs. considering which “department” should do the work
 - 3 different Excel and Word documents of with the same information, used by 3 different departments to 1 Excel document used for all purposes
- **Redesign the Organizational Structure**
 - Functional departments of individuals
 - ➡ Streamlined process teams
 - Changed the day-to-day responsibilities of virtually every staff member in 3 former departments

The Implementation: AKA – The HARD Part!

- **Make Work Visible – Daily Huddles**
 - Meet with all teams, everyday, to discuss workloads, issues, daily volume/quality production



The Implementation: AKA – The HARD Part!

- **Push vs. Pull/Intolerance for Backlogs**
 - Build and implement a workflow system that tracks and pushes work to the appropriate team and allows for pro-active management eliminating backlogs
 - Identified a "middle of the road" technology solution
 - Streamlined key processes with some simple (Excel) tools
 - Carefully selected a strategy that allowed for a speedy yet effective deployment of a new workflow system that does what we need and allows for future expansion.

The Cultural Changes: AKA – The Really CRITICAL Part

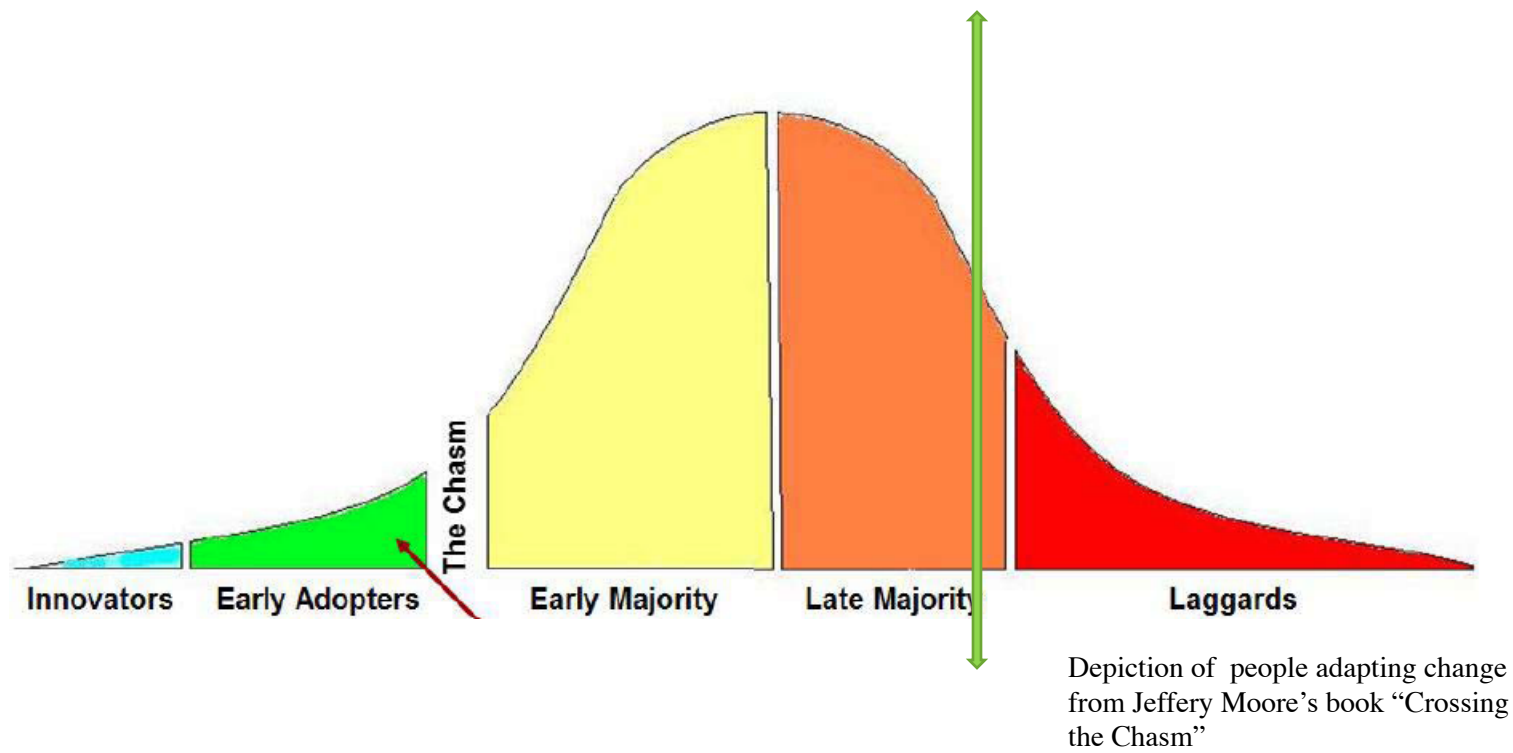
- *“If you do what you've always done, you'll get what you've always gotten.”*

– Anthony Robbins

- We made a commitment to change what we had, and that meant changing our culture, but change is not for the faint of heart.
 - It's tough for staff
 - It's harder for leaders
 - In our experience, the results have been worth the work!

The Next Step: Sustain the Change

Keeping the change moving, helping the continued acceptance of change, and making the cultural shift part of *who we are* is critical to complete the cultural/process shift.



The Results:

AKA: The EXCITING Part

- We now have no backlogs – all service work to be completed has been received within the past two days!
- Our staff is ENGAGED! They are learning new things, talking with one another, and tracking their own work.
 - “Change is Inevitable; Struggle is an Option” – quote one staff member has posted on her team’s white board
- Our leaders know the status of all parts of our core business across team lines: We work as a team better than ever. And more importantly, our stakeholders get the service they deserve!

Questions/Observations

