

BUSINESS SOLUTIONS REPORT
ADDRESSING OF HEALTH SERVICES

APPLICATIONS DIRECTION

Technology Management



1. Methodology.

Business Architecture (AE).

TOGAF 9,2 proposes the development of the architecture of the company through what it calls ADM (Architecture Development Method), which necessarily includes its modeling. This methodology integrates an extremely simple, complete and flexible system that allows its integral or partial application depending on the specific needs of each case. We will therefore be shelling each of the phases of the ADM and what value it can bring to the transformation and digitalization of our company.

The architecture has four main domains that form the basis of it, namely:

- Business domain
- Information domain
- Application domain
- Technology domain

and that constitute the basis for the development of the modeling of the organization through the different phases of the ADM

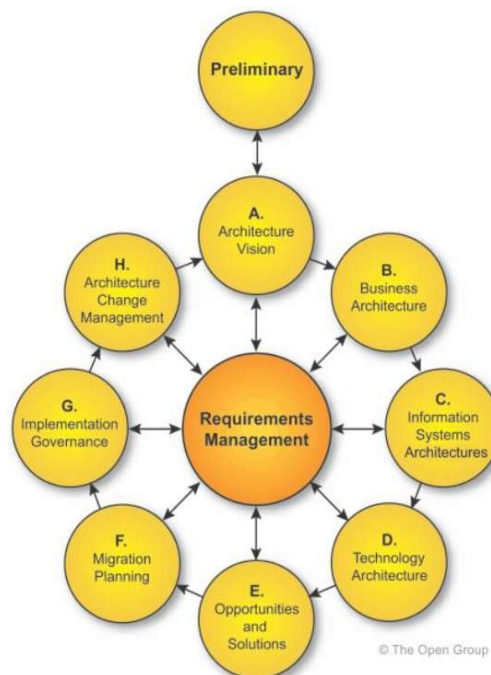


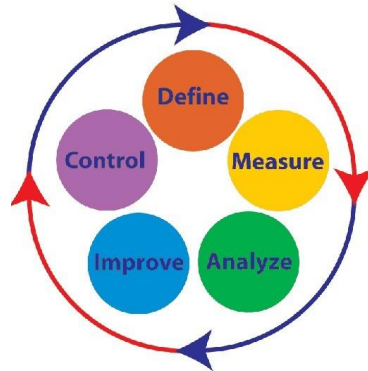
Figure 5-1: Architecture Development Cycle

The enterprise architecture provides a global vision of the company that greatly facilitates the precise management to support the digitization projects of this in all its extension, providing support for the development of continuous improvement systems and facilitating its planning in integration into the company's management system. That is why contemplating the company with an overall vision facilitates the achievement of results, allows us a better adaptability to the environment, and therefore survival, generating a competitive differential that we must take advantage. The adoption of the tools provided by the discipline of enterprise architecture allows us to provide ourselves with a solid systematics in a changing world, avoiding rework in the face of variations in our environment and providing solid pillars to our company, on which to be able to develop, adapt and grow if we need to.

LEAN PROJECT MANAGEMENT

Lean seeks to identify value, define the value chain, create a flow based on measurements, postpone decision making, deliver quickly and seek perfection.

- Define
- Measure
- Analyze
- Improve
- Control



The lean project management approach has its origin in **Lean Manufacturing** and is a set of principles to achieve **quality, speed and alignment with customer expectations**. Its premises are:

1. Eliminate waste.
2. Ensure quality.
3. Create knowledge.
4. Defer commitment.
5. Deliver fast.
6. Bet on individual autonomy.
7. Optimize the system.

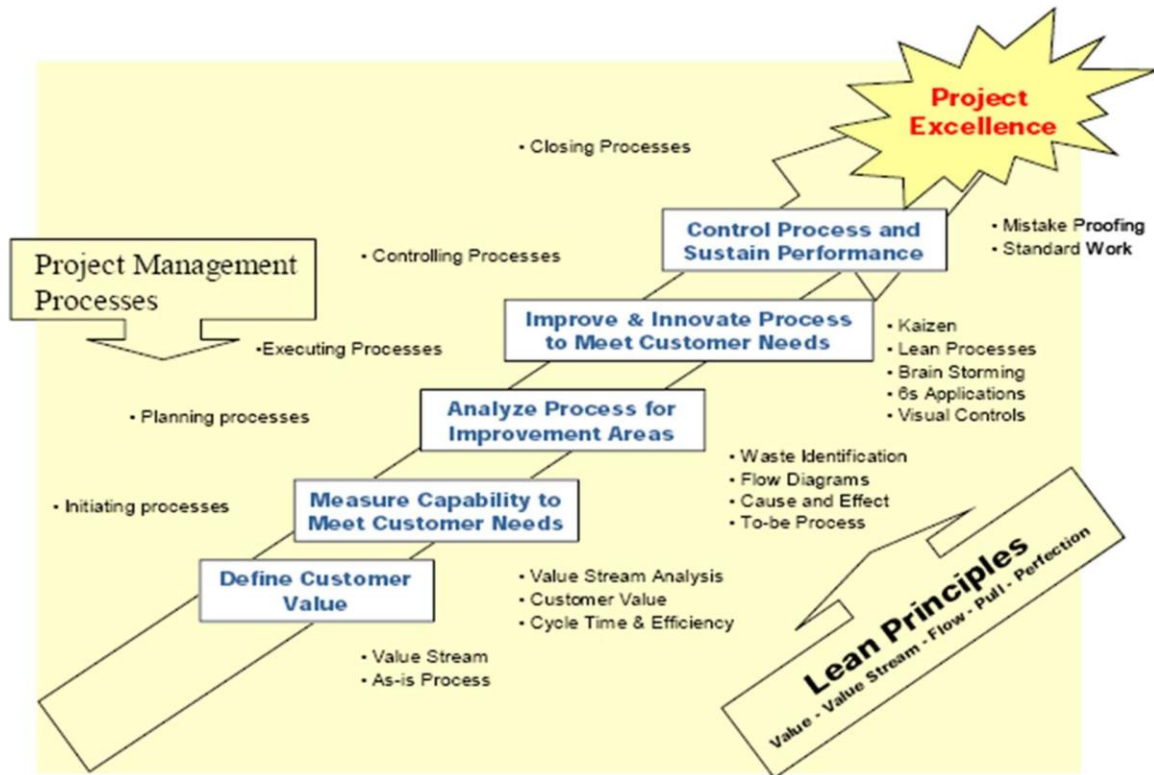
Lean project management seeks to eliminate everything that is not adding value so that it can focus only on what is necessary in the present moment. When in its principle nº1 it speaks of eliminating waste, it refers precisely to that, to eliminate:

- Useless meetings.
- Secondary tasks that are of no critical importance.
- Documentation that does not add value.
- Inefficient forms of work.

Lean project management contains one of its main strengths in the value of the whole. He concentrates much of his efforts on making the teamwork, trying to ensure that each individual contribution is optimized for the whole. In this line, lean project management advocates individual autonomy. This methodology defends that each person is the one who knows best how to do their job.

The task of the **Project Manager** comes down to providing the means and resources necessary to ensure their effectiveness and relying on them to do so. Learning is an important part of this way of working. Therefore, it encourages structuring the work to ensure continuous learning, which is why it is necessary to postpone decision-making until the last moment, since only then can a quality response be provided.

Quality is an essential element in **lean culture** and all processes must be oriented to it. Working in this way increases efficiency and optimizes the use of resources. **Managing projects** according to the **lean project management** methodology is to gain competitive advantage by the ability to respond to demand and the increase in discipline.



Project management by agile methodology

The main benefit of **agile methodology applied to project management** is the **reduction of bottlenecks**. Although in its origins it was exclusively applicable to IT projects, today its use has been extended to many other areas that enjoy its advantages, some shared with the lean methodology. Based on the power of individuals and their interactions on processes and tools, on collaboration with the client on contract negotiation and response to change on the preparation and follow-up of a plan, its principles read as follows:

1. The highest priority is customer satisfaction.
2. Changing requirements will be accepted.
3. You will increase the frequency of delivery as much as possible (in phases, rather than everything at the end).
4. Cooperation between work teams and management will be sought.
5. The project will be built based on a motivated template.
6. In-person conversation will be prioritized over other media outlets.
7. Progress will be measured by the work done.
8. The pace of development will be sustainable.
9. Continuous improvement that leads to excellence will be sought.
10. Simplicity will be prioritized.
11. The autonomy of the teams will be encouraged.
12. Updating and adaptation must be continuous.



Any project that rightly follows these values and principles can be agile. And it will be if you can ensure:

- Be iterative.
- Be incremental.
- Have qualified professionals

2. Description Process Evaluated

Mission 2020 - 2025:

We contribute to the well-being of Colombians by ensuring and managing the comprehensive protection of affiliates.

Vision 2020 - 2025: To be leaders in insurance, referents for achieving higher standards of health outcomes and the EPS preferred by Colombians. Our vision becomes a reality because...

OUR VISION IS REALIZED BECAUSE...

1. We develop comprehensive health risk management models
2. Achieving operational excellence
3. We provide the best experience and satisfaction to the affiliate
4. Driving digital transformation
5. We consolidate business synergies
6. We are Financially Sustainable
7. We have a team of competent and proud collaborators
8. We generate value for shareholders and society

Process Map



Missionary macroprocess whose purpose is to manage the quality of care provided to users who do not control their health risks.

Authorization Process: Manage the demand for health services to the members of Nueva EPS, SA with opportunity, continuity and accessibility oriented to the efficient use of resources to the management of individual risk.

3. Objective

Eliminate "waste" to provide the end user with the best quality, with the best service and service level agreement at the lowest possible cost. It is mainly based on three pillars:

1. The elimination of all types of waste
2. Continuous improvement of productivity and quality
3. Staff involvement and respect for the worker

In the Lean field, we understand as "waste" everything that does not contribute to adding value to the client. Thus, eight types of "waste" are identified: overproduction, waiting time, transport, excess processing, inventory, movement, defects and underutilized human potential.

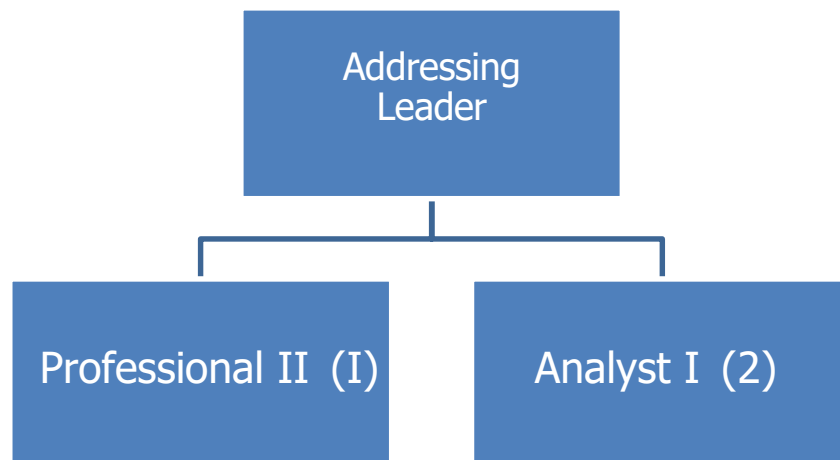
4. Process analyzed

a) Definition.

Make a brief description of the process or processes under study, indicating the means they use and how their functional base is structured.

For this purpose, it can also be based on subjective simulation graphs of what is indicated in the description and the functional or structural organization chart of the institution or area of study.

b) Functional Organization Chart:

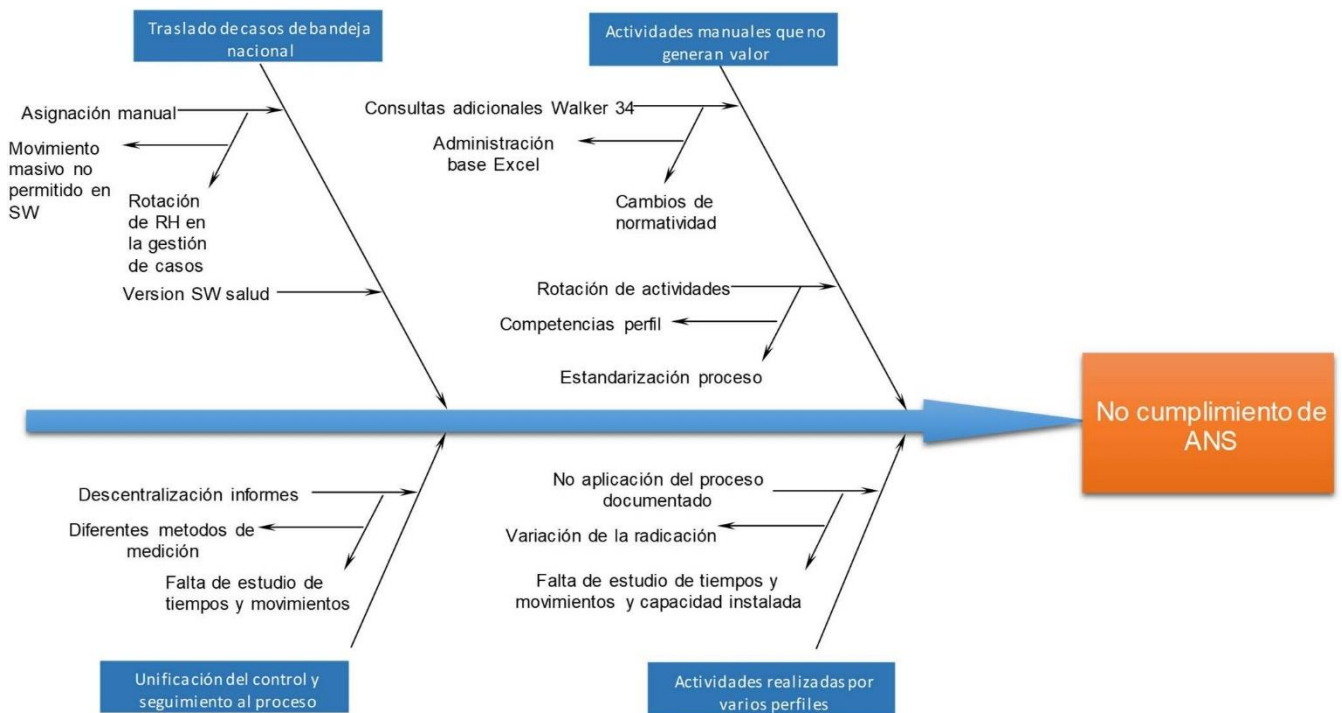


c) Description of the problem

The main problems that cause distortions, non-conformities or delays in the processes of the institution or area of study must be determined.

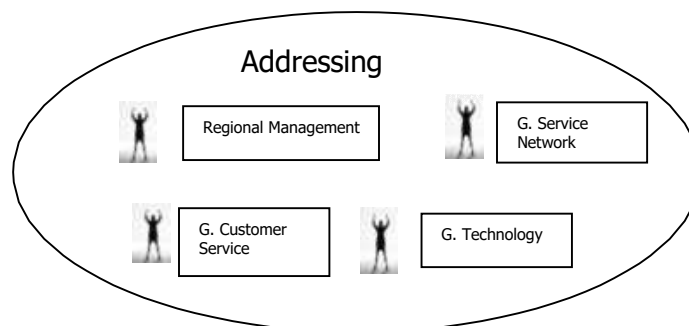
To more accurately determine the existing problems and their linkage with the processes or activities of the study, a study should be carried out based on the causa method – effect.

Example:

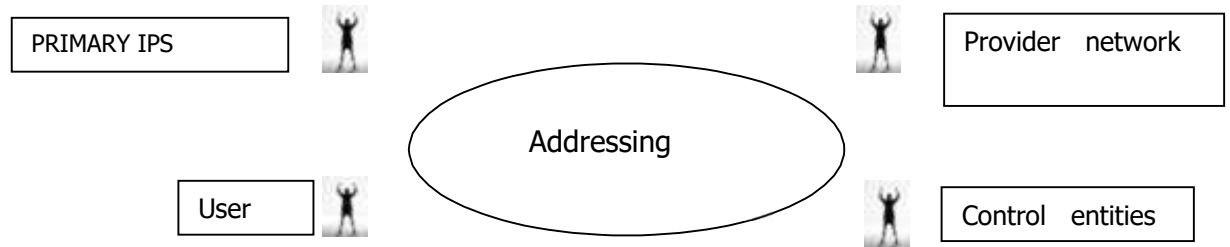


d) Process Clients

i. Internal Customers



ii. Clients External



e) Justification

It is expected to have a process as less manual as possible, eliminating information silos, with optimization of human resources (adjusted profiles), complying with the established ANS with the expected quality.

i. Internal Customers

- ✚ Reduce manual activities
- ✚ Decrease activity time
- ✚ Timely access to information
- ✚ Quality of information
- ✚ Avoid rework

ii. External Clients

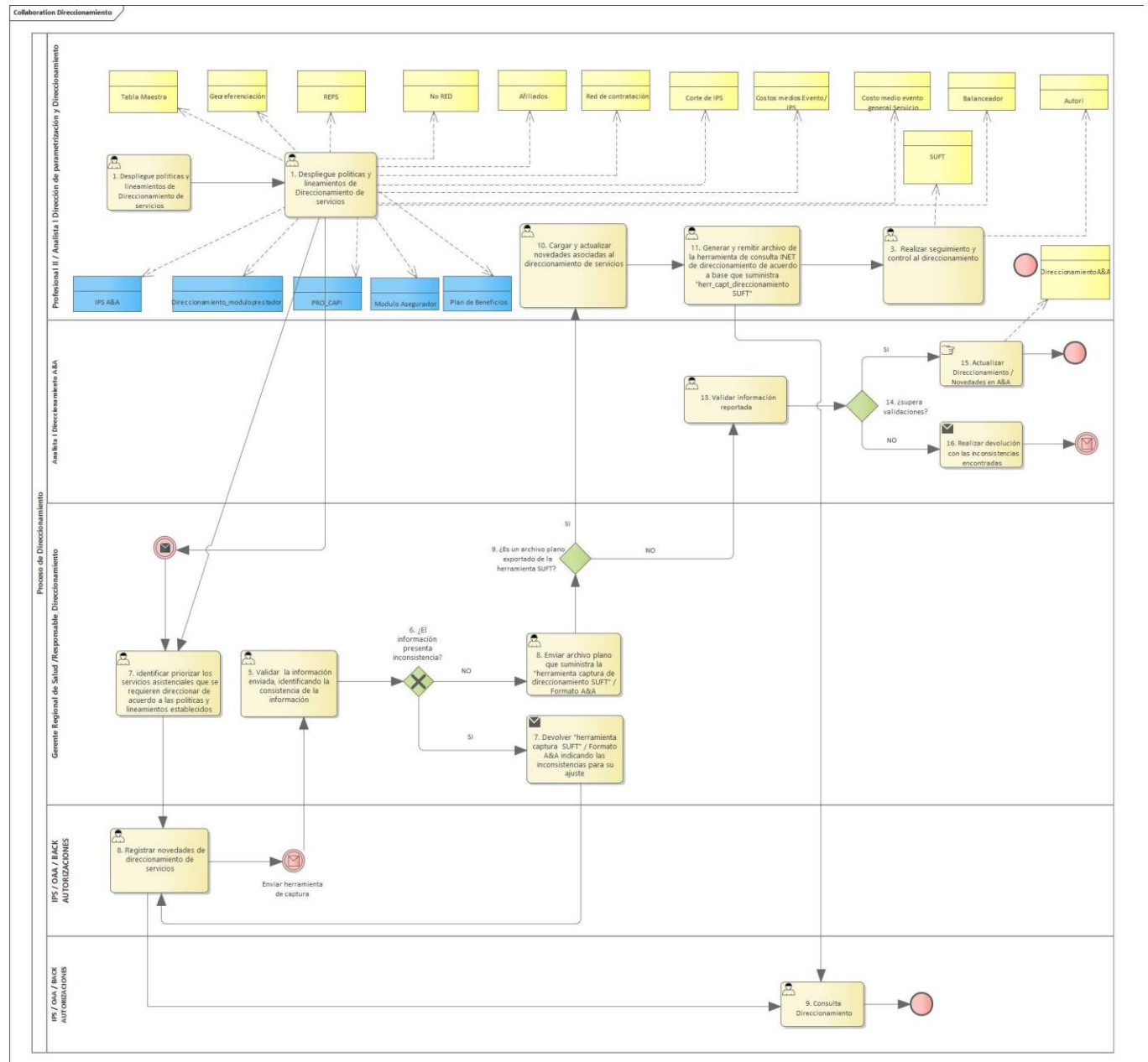
- ✚ Opportunity in updating the Address Automate activities
- ✚ Accessibility to information

f) DIAGNOSIS Current Process (As - is)

i. Description of the Current Process

According to what was reviewed in the process, it was identified that the process that is reflected in the authorization manual does not correspond to the current process that is operating, finding activities that have changed to date.

ii. Current Diagram of Process Activities



iii. DATA LAYER

The information handled by the process is managed by the professional II of the process, the sources for the update of the information, is downloaded from the different internal and external platforms of the company, within the information that is currently handled are the following tables as sources:

- a) Master Table
- b) Georeferentiation
- c) REPS
- d) NO - NET
- e) Affiliates
- f) Recruitment network
- g) IPS Cutting
- h) Average cost event X service x IPS
- i) Average cost event X general service
- j) Balancer
- k) Monthly authorship

These entities through business rules make up the parent entity ADDRESSING

iv. APPLICATIONS LAYER

SUFT: Office Automation Tool (ACCES) for capturing and generating addressing

A&A VALIDATION TOOL: Office Automation Tool (ACCES) of validation addressing A&A CORREO EXCHANGE: Management support between the parties involved.

SQL SERVER: Application that serves as support for the management of volumes of information.

v. INFRASTRUCTURE LAYER

Currently the Addressing process is supported by the technological infrastructure of Nueva EPS

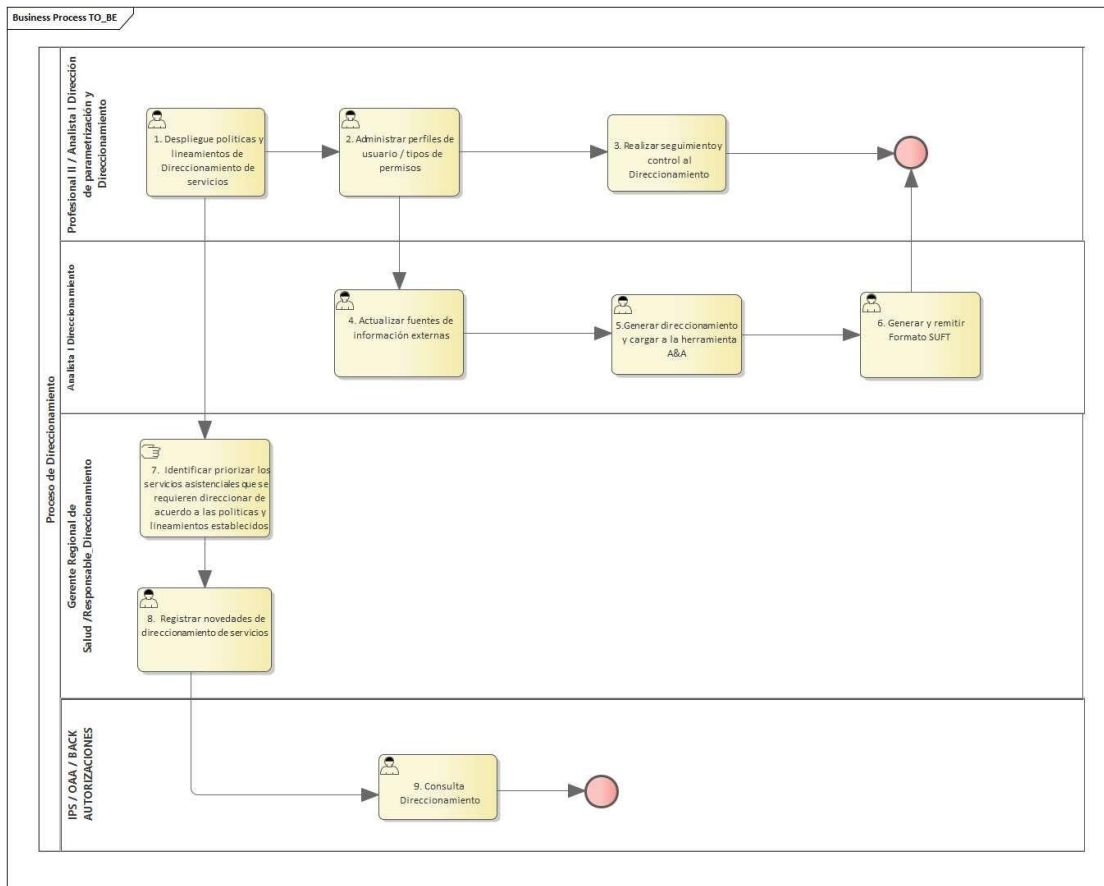
vi. Indicators to be met from the Process (metrics)

FASE 1 – INDICADORES

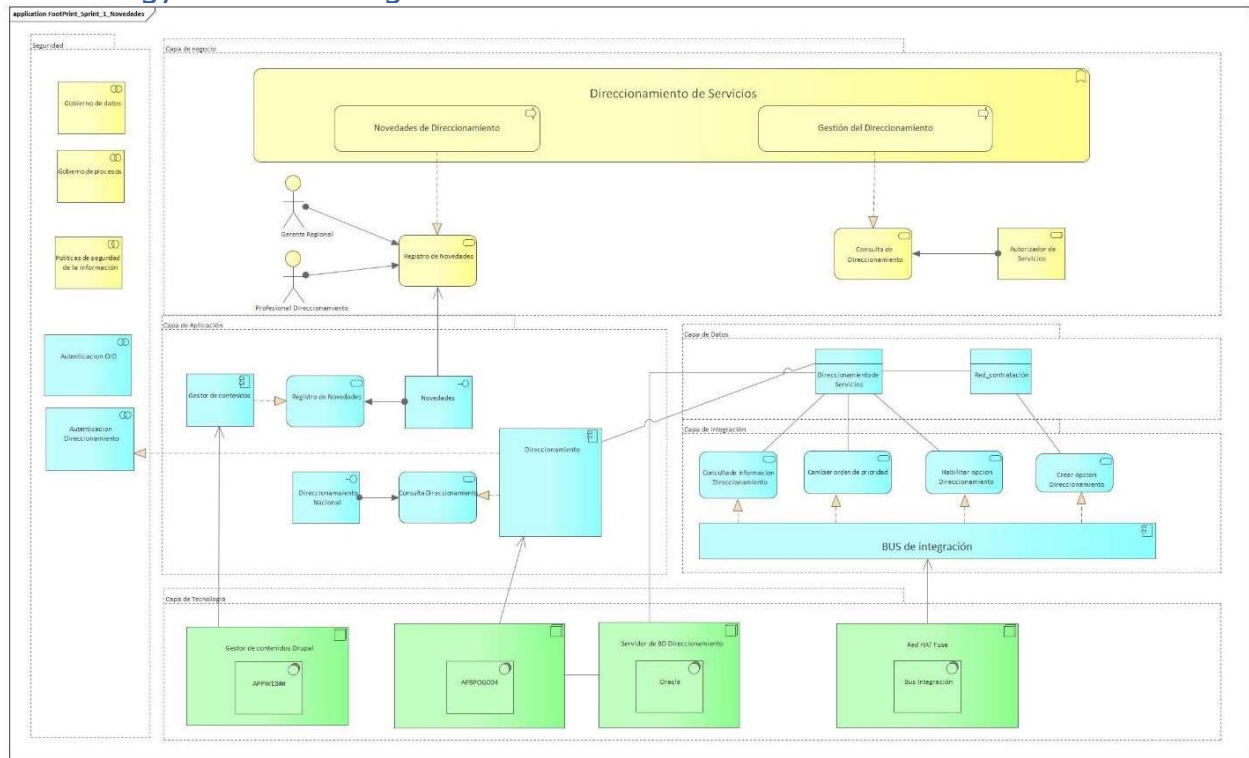
Logros Esperados



5. TO BE

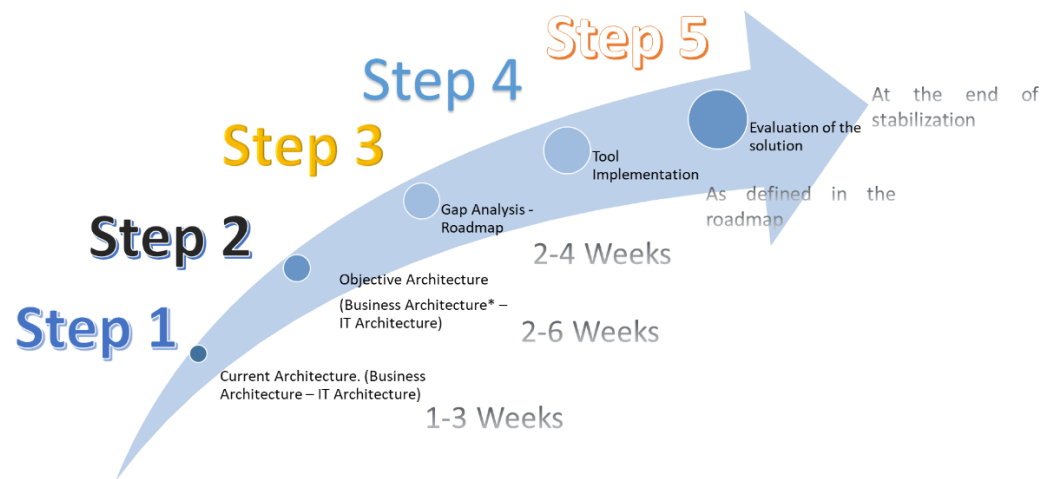


6. Strategy and technological resources allocated



7. Implementation phases

SOLUTION PHASES



ADDRESSING OF SERVICES September 2020

Technology Management
Applications and Business Solutions Management

2020

STRATEGIC PLATFORM 2020-2025



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VISION 2020-2025

To be leaders in insurance, referents for achieving higher standards of health outcomes and the EPS preferred by Colombians

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8. We generate value for shareholders and society

ORGANIZATIONAL PRINCIPLES AND VALUES

PRINCIPLES

RESPECT

HONESTY

SOLIDARITY

VALUES

HUMANIZATION

RESPONSABILITY

INNOVATION

DIGITAL TRANSFORMATION

2020



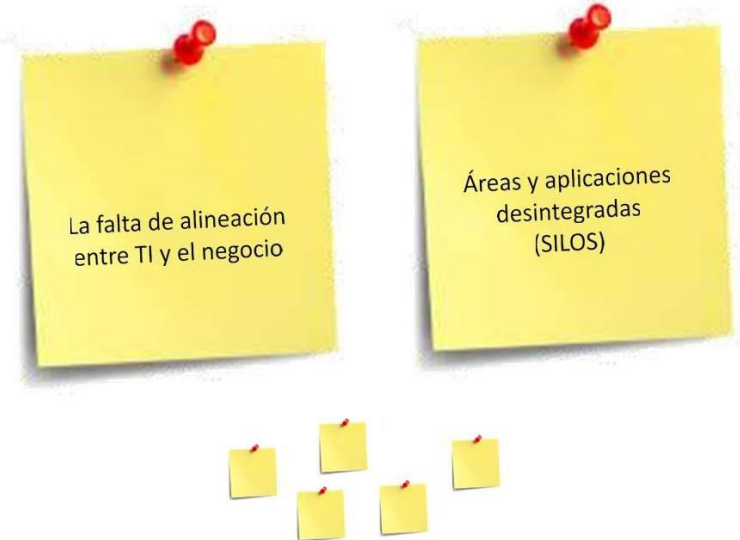
nueva
eps
gente cuidando gente

WHY EXERCISE...

Tradicionalmente las áreas de negocio se han
quejado de las áreas de TI

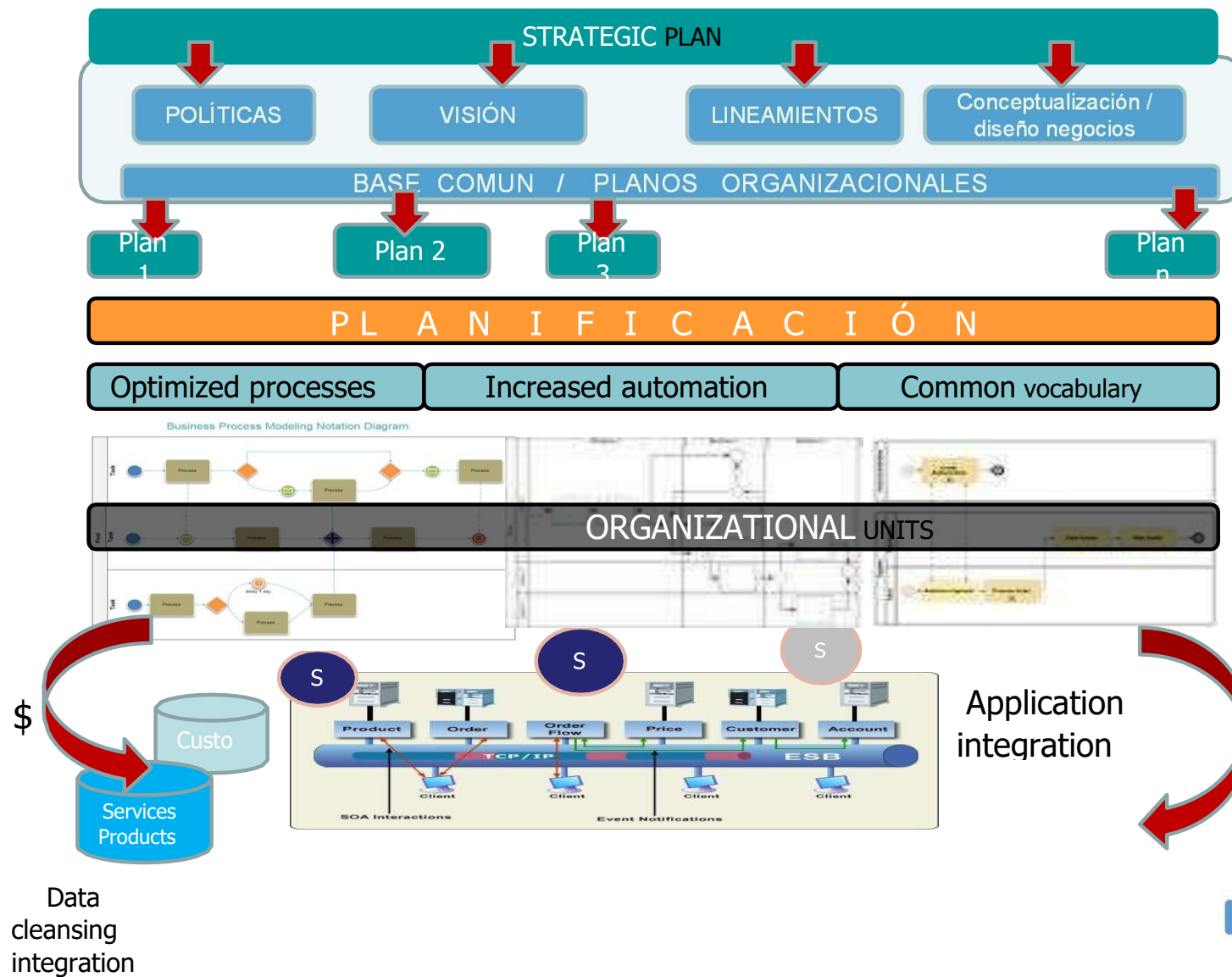
Algunas frases comunes con respecto a las áreas de TI

- “La gente de tecnología va por su lado ... casi ni los conocemos”
- “Allá hacen un poco de cosas ... no sabemos qué hacen ni para qué”
- “Los de tecnología no entienden las necesidades del negocio y por lo tanto sus soluciones nunca nos sirven bien”
- “El área de TI le cuesta una fortuna a la empresa y la verdad no estoy seguro si nos agregan valor”

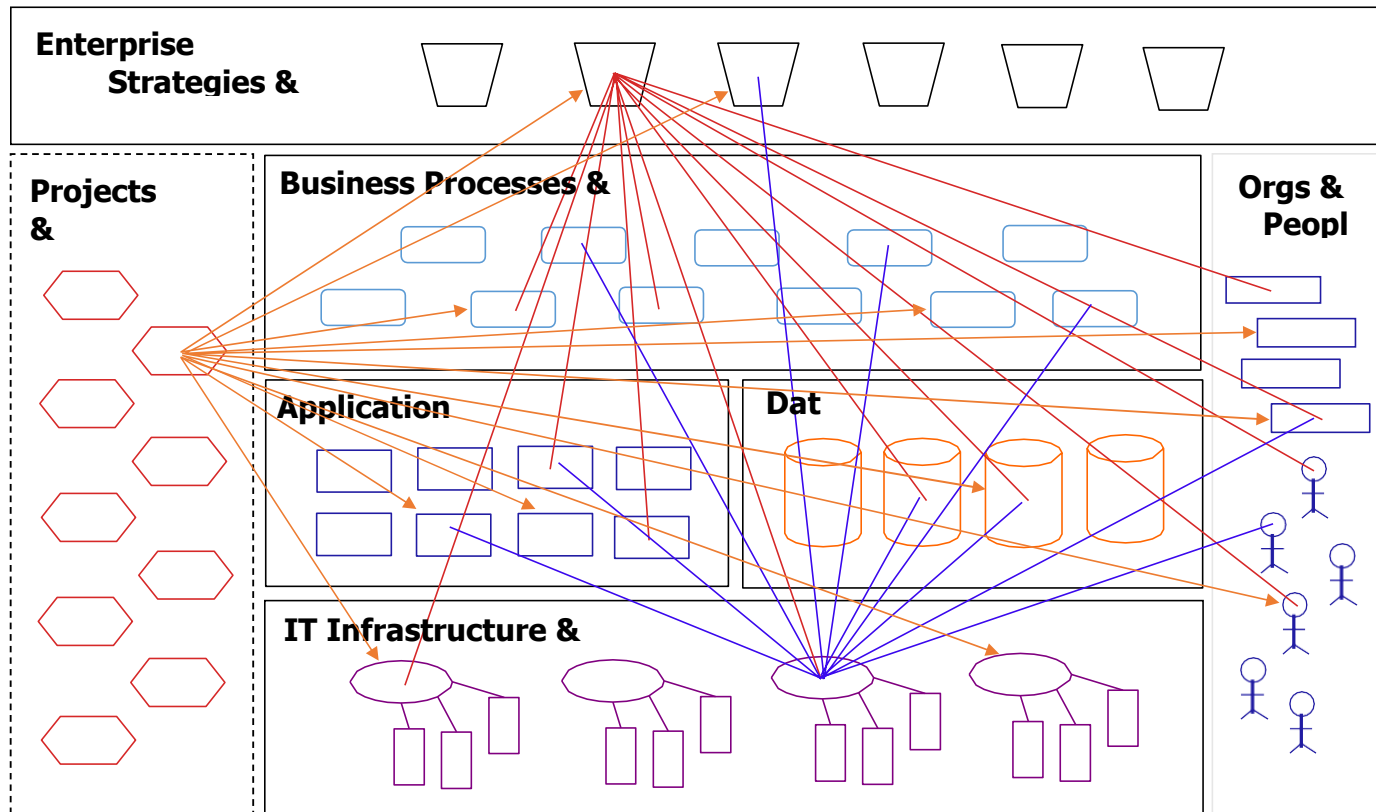


PROCESS INNOVATION





ENTERPRISE ARCHITECTURE



PRIORITIZED PROCESS

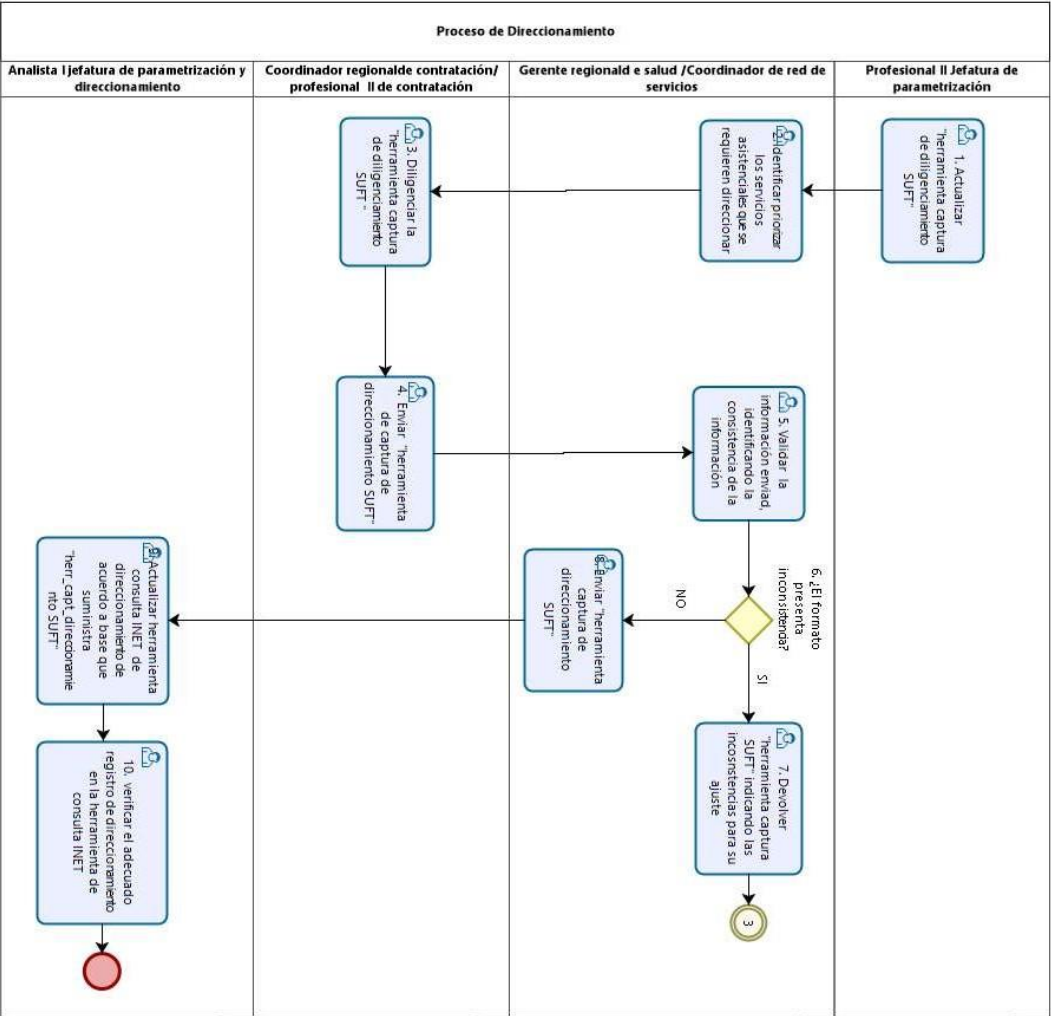
Service Addressing

- ☐ Value generation
- ☐ Silos Removal

2020

nueva
eps
gente cuidando gente

MANAGEMENT OF SERVICES



Home

http://epbogo04/direccionamiento/DIRECCIONAMIENTOT04.php

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Direccionamiento

Consulta direccionamiento PAC

Consulta de direccionamiento por servicios

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Direccionamiento

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Ambito

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Tipo Atención

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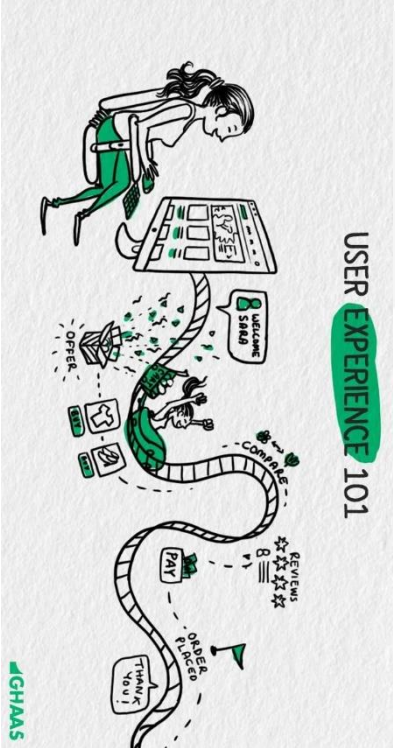
Busqueda Servicios

Busqueda Servicios

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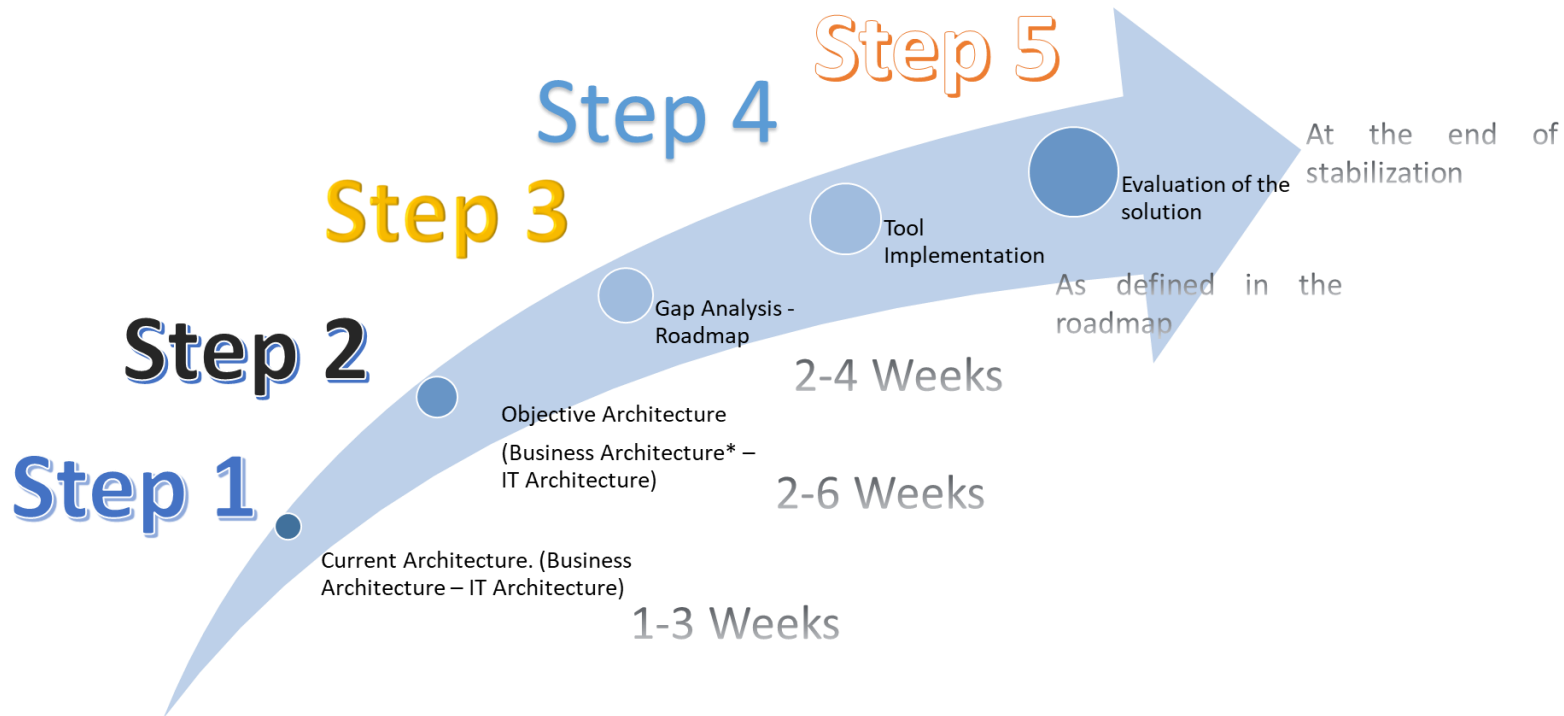
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SOLUTION PHASES

SOLUTION PHASES

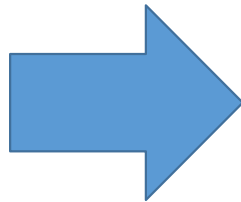


PHASES 1

Current Status

Business Architecture

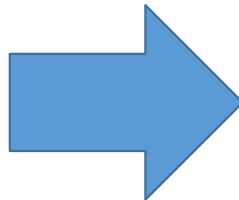
- Activities
- Resources (profiles)
- Objectives
- IT Architecture



3 – 5 Sessions 2h
Operational team

Times

- Tools
- Sources
- Information flows (rules)



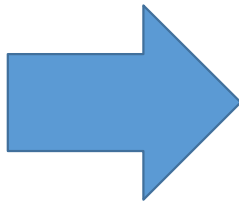
1 – 3 Sessions 2h
Operational Leader – Business Rules Team

PHASES 2

Target Status

Business Architecture

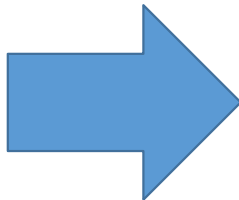
- Activities
- Resources
- Objectives
- IT



3 – 5 Sessions 2h

Technical Leader – Business Rules Team

Architecture



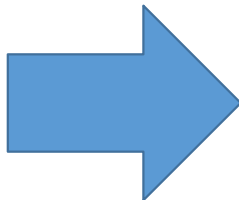
Brief

2 – 5 Sessions 2h

Business Rules Team – Functional Group

Times

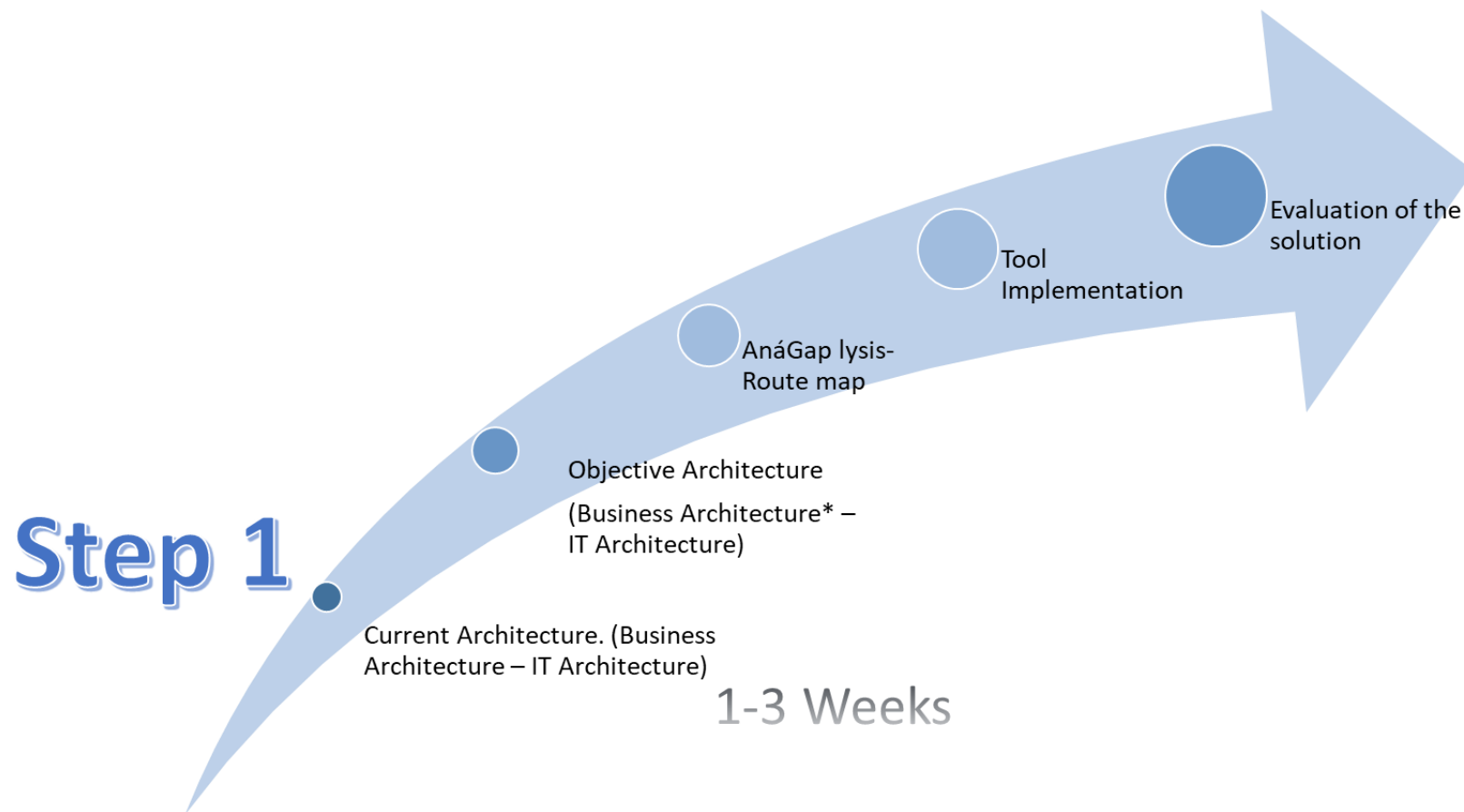
- Tools
- Sources
- Information flows



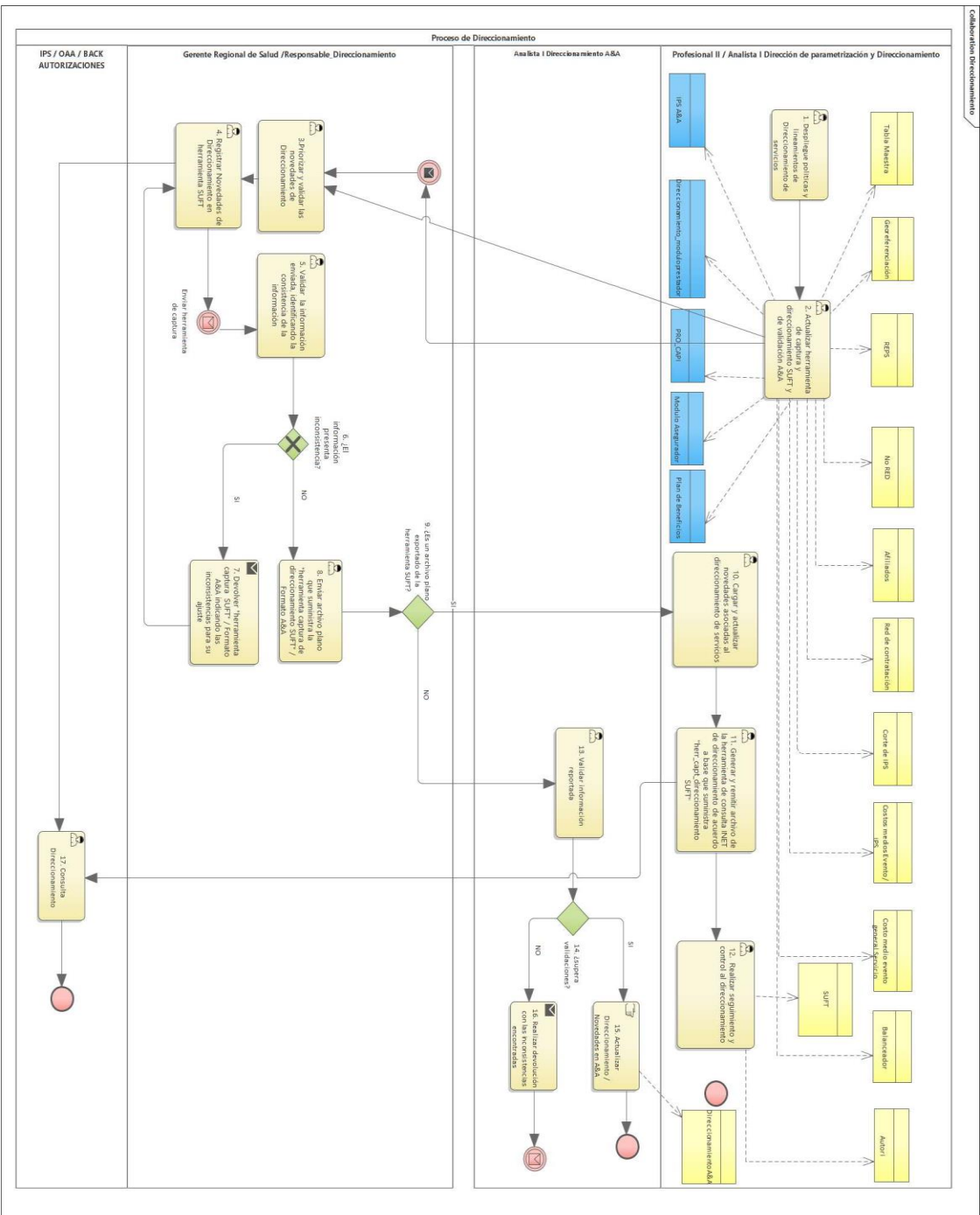
**Solution Architecture 2 –
5 Weeks**

Technology Management

AS-IS



PHASE 1 BASELINE



i. APPLICATIONS LAYER

SUFT: Office Automation Tool (ACCES) for capturing and generating addressing

A&A VALIDATION TOOL: Office Automation Tool (ACCES) for A&A address validation

CORREO EXCHANGE: Support of the management between the parties involved

SQL SERVER: Application that serves as support for the management of volumes of information.

i. TECHNOLOGY LAYER

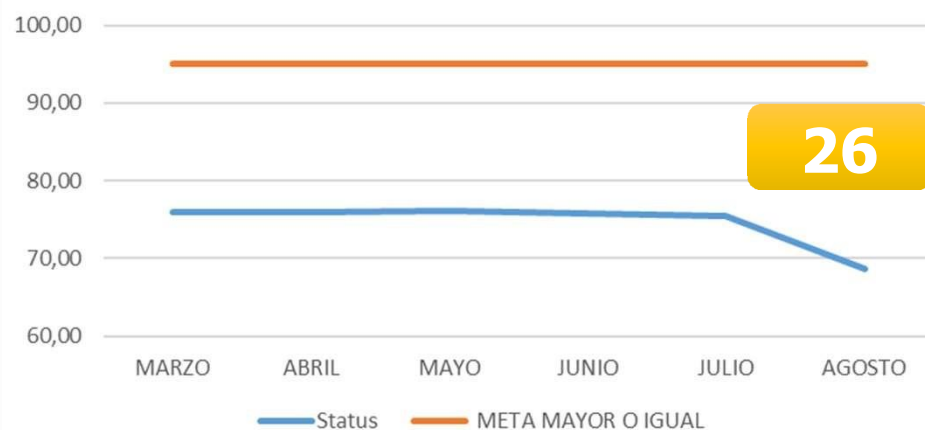
Currently the Addressing process is supported by the technological infrastructure of Nueva EPS



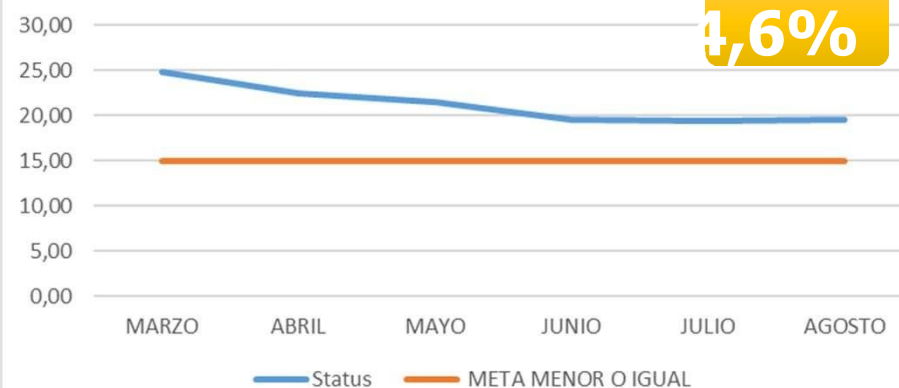
PHASE 1 - KPI

Gaps

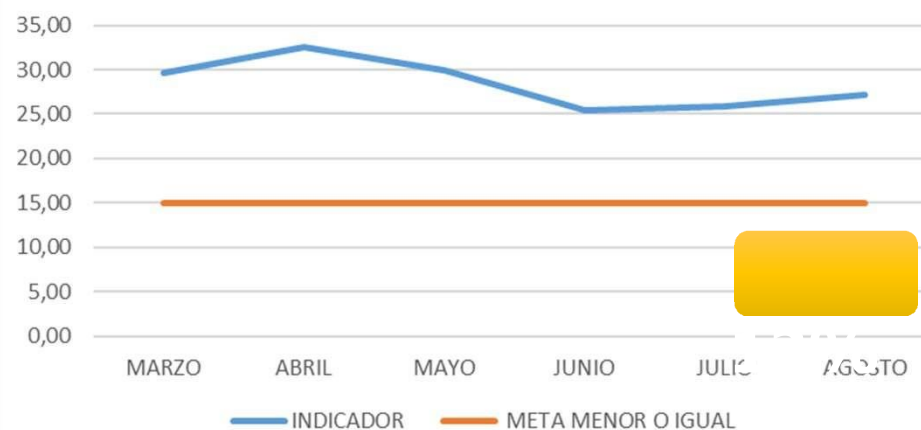
CIERRE DE BRECHAS DIRECCIONAMIENTO INET Y SUFT 16



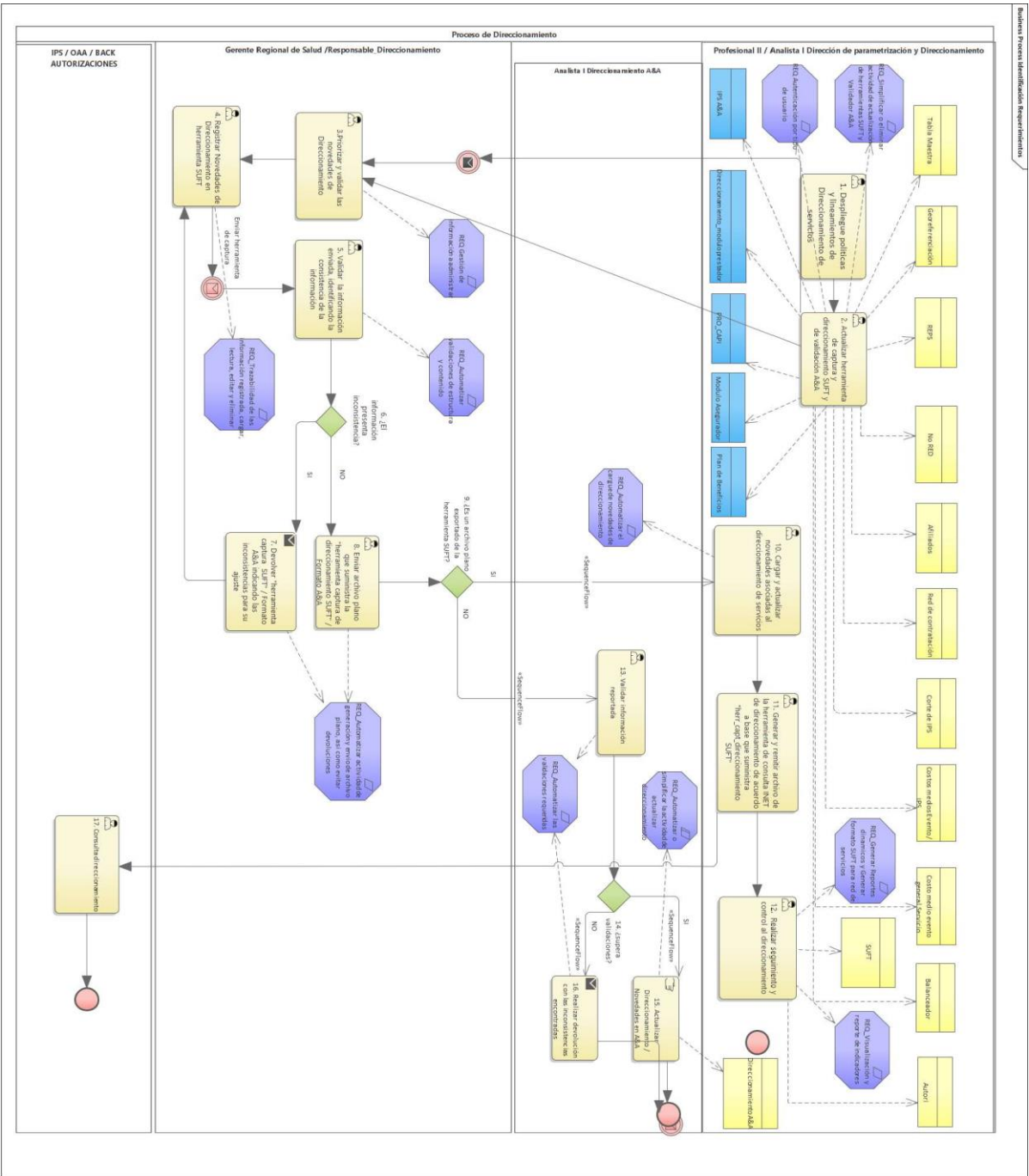
PORCENTAJE DE SERVICIOS POR FUERA DEL DIRECCIONAMIENTO



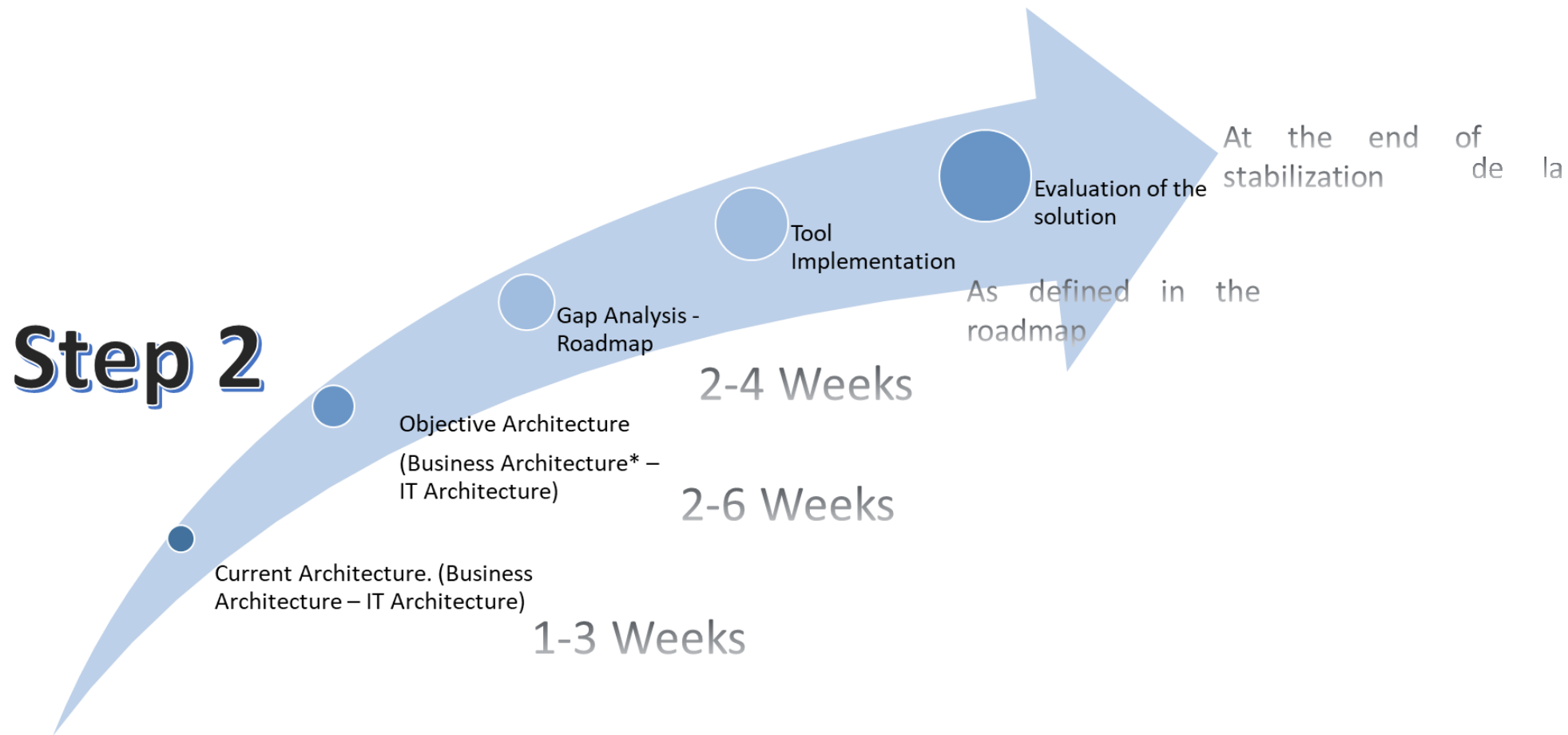
COSTO DE SERVICIOS POR FUERA DE DIRECCIONAMIENTO



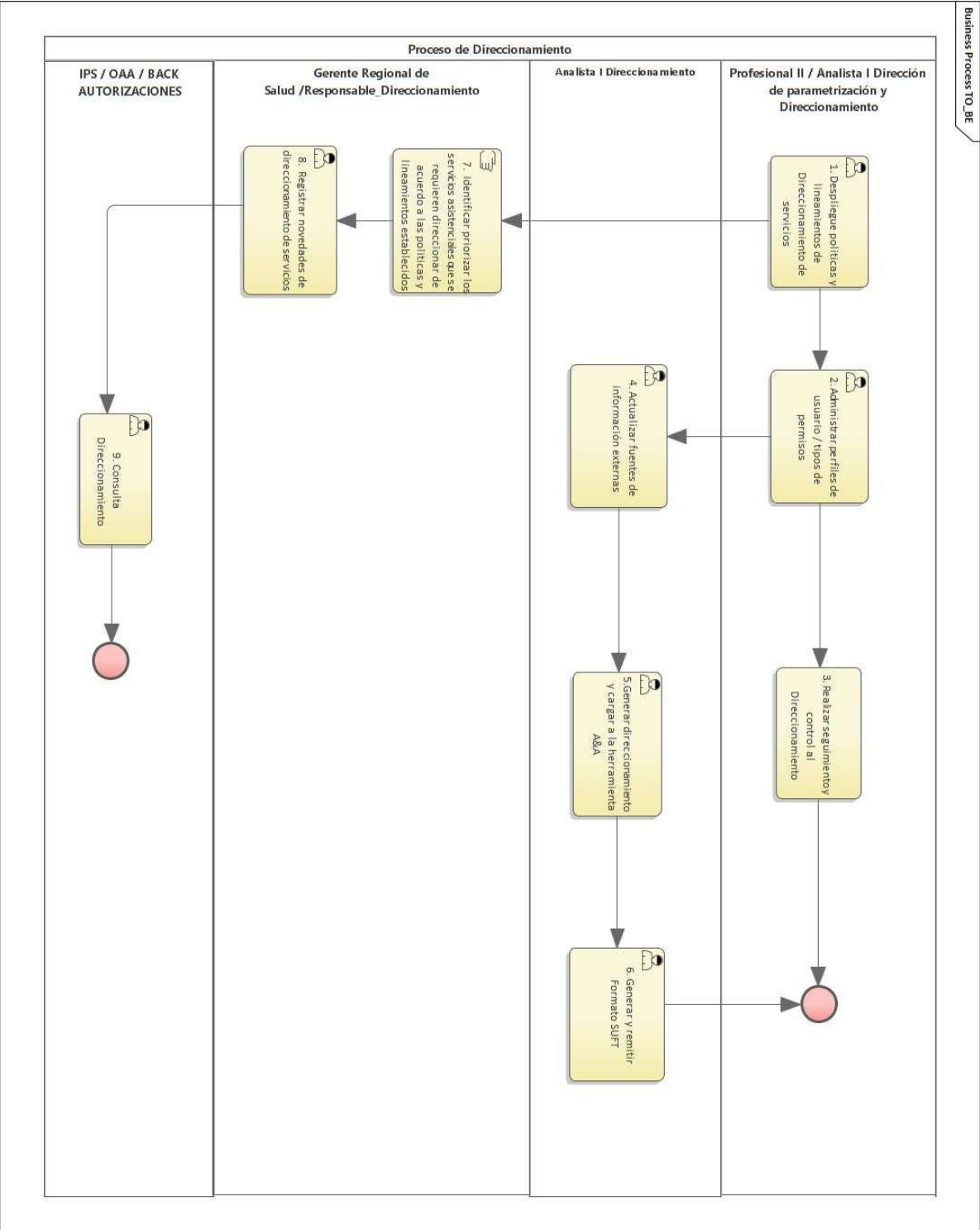
STEP 1 IDENTIFICATION OF NEEDS



STEP 2 SOLUTION



STEP 2 PROCESS



PHASE 2 TO BE IMPACTS



Deleting non-value-generating activities

48%



Closing gaps in address deviation (Indicators)



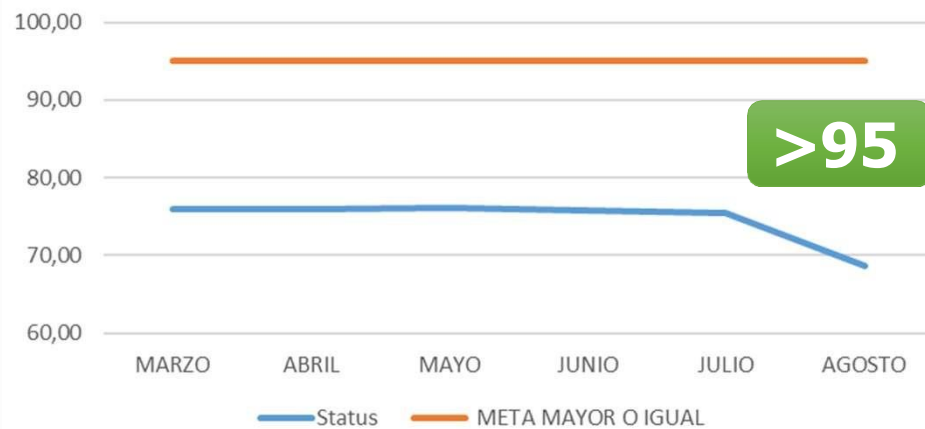
Optimization of the time of the human resource in activities that generate Value to the process

55%

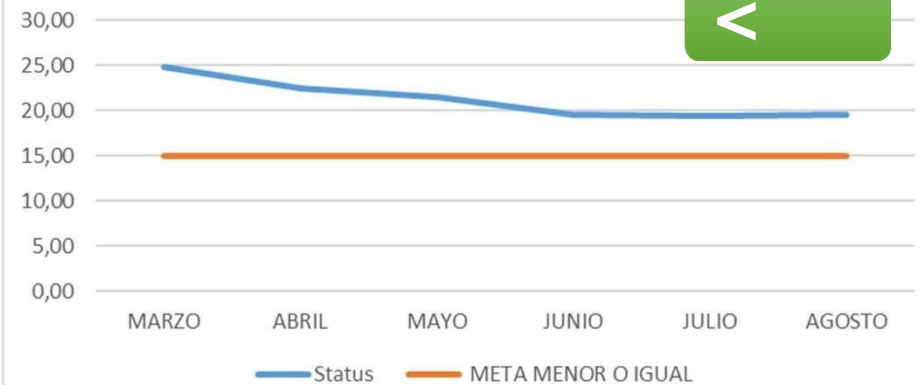
PHASE 1 - KPI

Expected

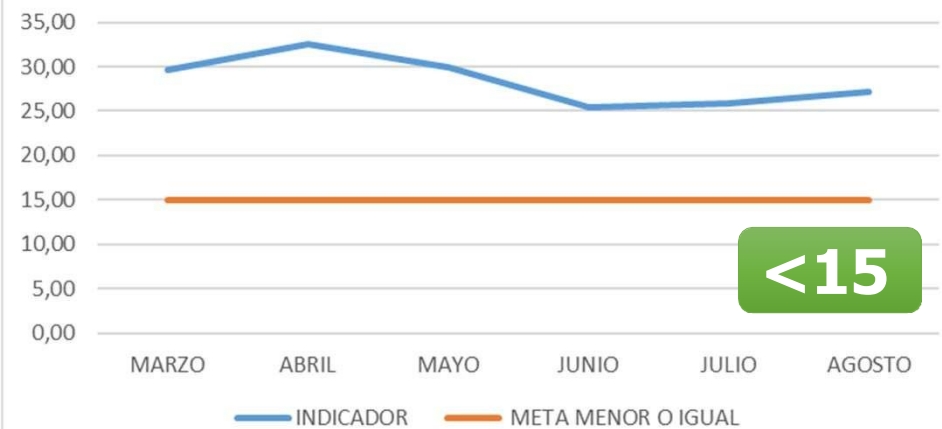
CIERRE DE BRECHAS DIRECCIONAMIENTO INET Y SUFT 16



PORCENTAJE DE SERVICIOS POR FUERA DEL DIRECCIONAMIENTO



COSTO DE SERVICIOS POR FUERA DE DIRECCIONAMIENTO



STEP 2 TO BE BENEFITS SOLUTION

- Perform the address faster and online to complete the % of what remains to be addressed.
- Perform a more specific address by CUPS, IPS to IPS, scope and type of attention, avoiding erroneous addresses.
- The update times and / or news reports for the consultation of the address of the authorizing personnel appropriate, to avoid that it is addressed erroneously or not finding address while it is updated once a week.
- From the loading and parameterization of a contract or service in INTEGRAL, immediate availability to direct to the municipalities of coverage.
- The MIPRES management tool would take an updated address daily to prevent cases from going to the internal processing tray or dam, managed online through the news report

STEP 2 TO BENEFITS SOLUTIONS

- Management of bulk authorizations taking the information of the established address.
- A single channel to manage and consult the addressing, avoiding the management of Excel tables and external tools.
- Elimination of update operating times, and these would be dedicated to the management and monitoring of the address generating cost control.
- Design of control panels for the monitoring of indicators, and automatic reporting to control entities regarding the network of providers that covers health services to the municipalities where new EPS has assigned population.
- Management of the addressing in the insurance module according to the changes in SIS INTEGRAL reducing rejections.
- Support directly by Technology Management

THANK YOU

