JAWAD KESHTGAR – Lead Business & Change Analyst
BRUNEL UNIVERSITY, February 2020

AGENDA
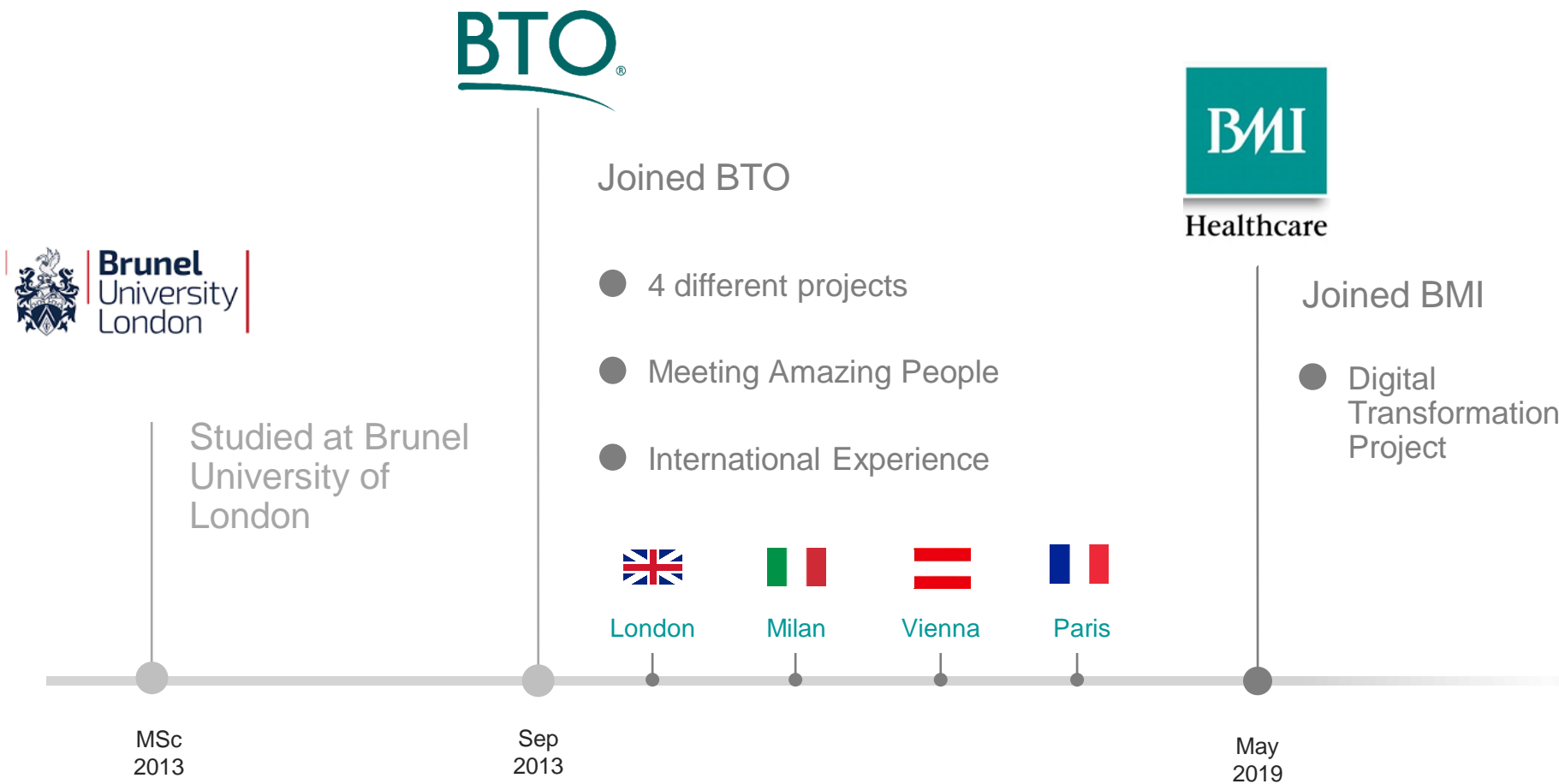
MY STORY

"Avoid where the path may lead, go instead where there is no path and leave a trail."

Ralph Waldo Emerson

_____Highlights

BTO®

BMI
Healthcare

Joined BTO

● 4 different projects

● Meeting Amazing People

● International Experience

Joined BMI

● Digital Transformation Project

Brunel University London

Studied at Brunel University of London

London   Milan   Vienna   Paris

MSc
2013

Sep
2013

May
2019

Role of a Business Analyst

Delivering the Digital Transformation Journey

Business Analyst Team

Change Team

	Initiation	Design	Develop	Deploy
Activities	High level summary of new project request	Define business requirements	Implement technology solution	Go Live
Documents	• Business Case	• Business Requirement Specification	• Test plans/Test Script	• Service transition Plan (BAU)
Milestone Decisions	Milestone 1 Review	Milestone 2 Review	Milestone 3 Review	Milestone 4 Review

Digital Transformation Questions

✓ **Transitioning from legacy systems to the new**
- Piloting/Proof-of-Concept
- Iterative development
- Incorporating new technologies

✓ **Managing the requirement analysis process**
- Capturing requirements
- Analysing requirements

✓ **Testing requirements and managing software development**
- Communication is the key

✓ **Challenges with Digital Transformation projects**

CASE STUDY OVERVIEW

Allianz

- Digital Transformation
- Allianz Business System (ABS) project
- Largest European IT project (in 2013)
- Part of the AMOS Initiative
- Sept 2014 – April 2019

BMI Healthcare

- Business/Digital Transformation
- Think NPfIT
- UK wide strategic project
- July 2019 – Present
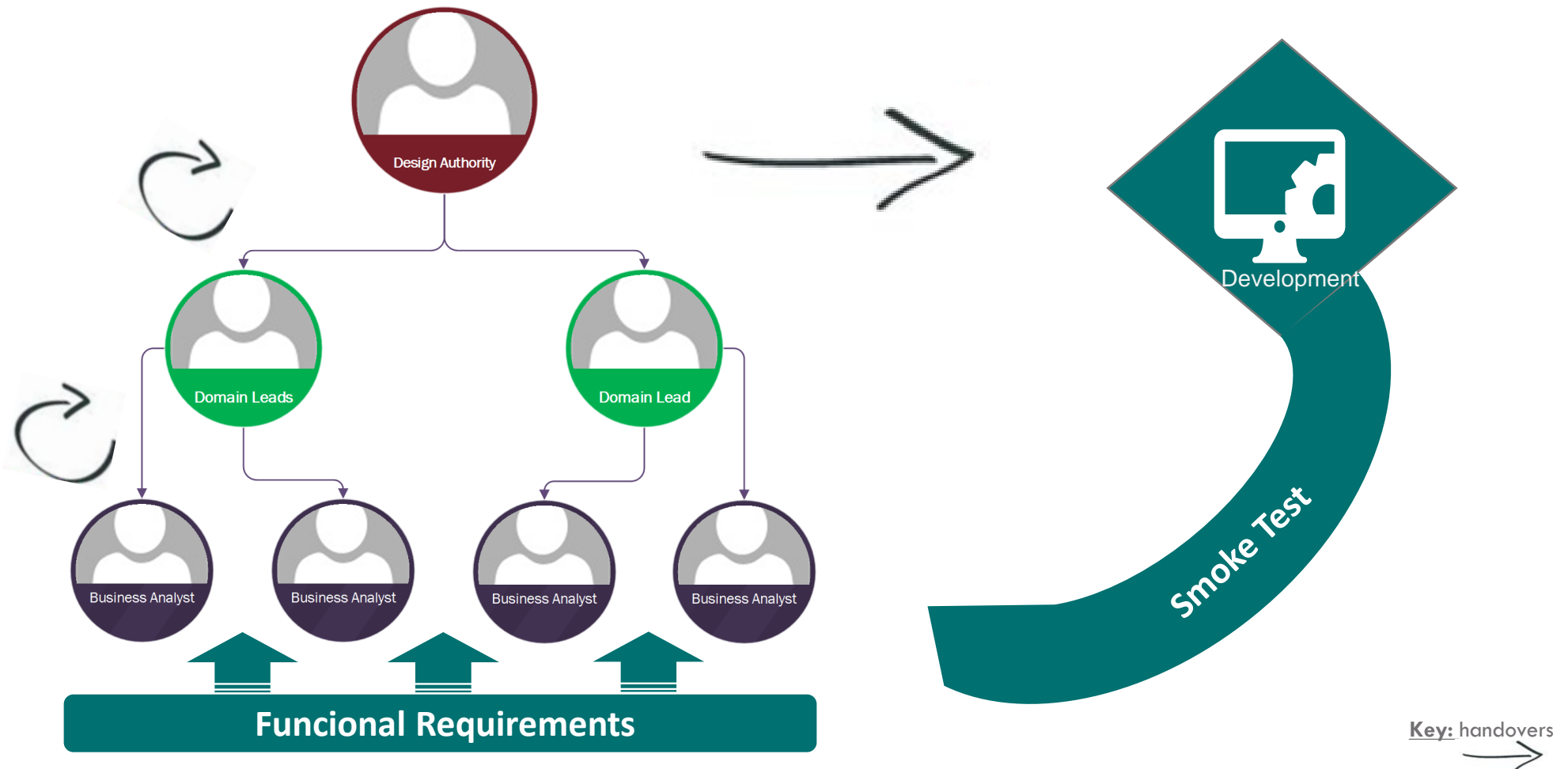
ALLIANZ AT A GLANCE

Russia

Poland
Germany
Romania

Netherlands

Nationalities
32

Canada

Ireland   UK

USA

France   Austria   Hungary
Spain   Italy   Bulgaria
Slovakia   Croatia   Turkey
Greece

Korea

China

Mexico

Morocco   Israel

Thailand

Libya   India

Singapore

Panama

Nigeria

Australia

Status as October 1, 2015

Allianz

New Zealand

Reference: www.allianz.com

VISION FOR ABS

To consolidate and harmonise all various insurance platform across business units, onto a core standardise platform: ABS .
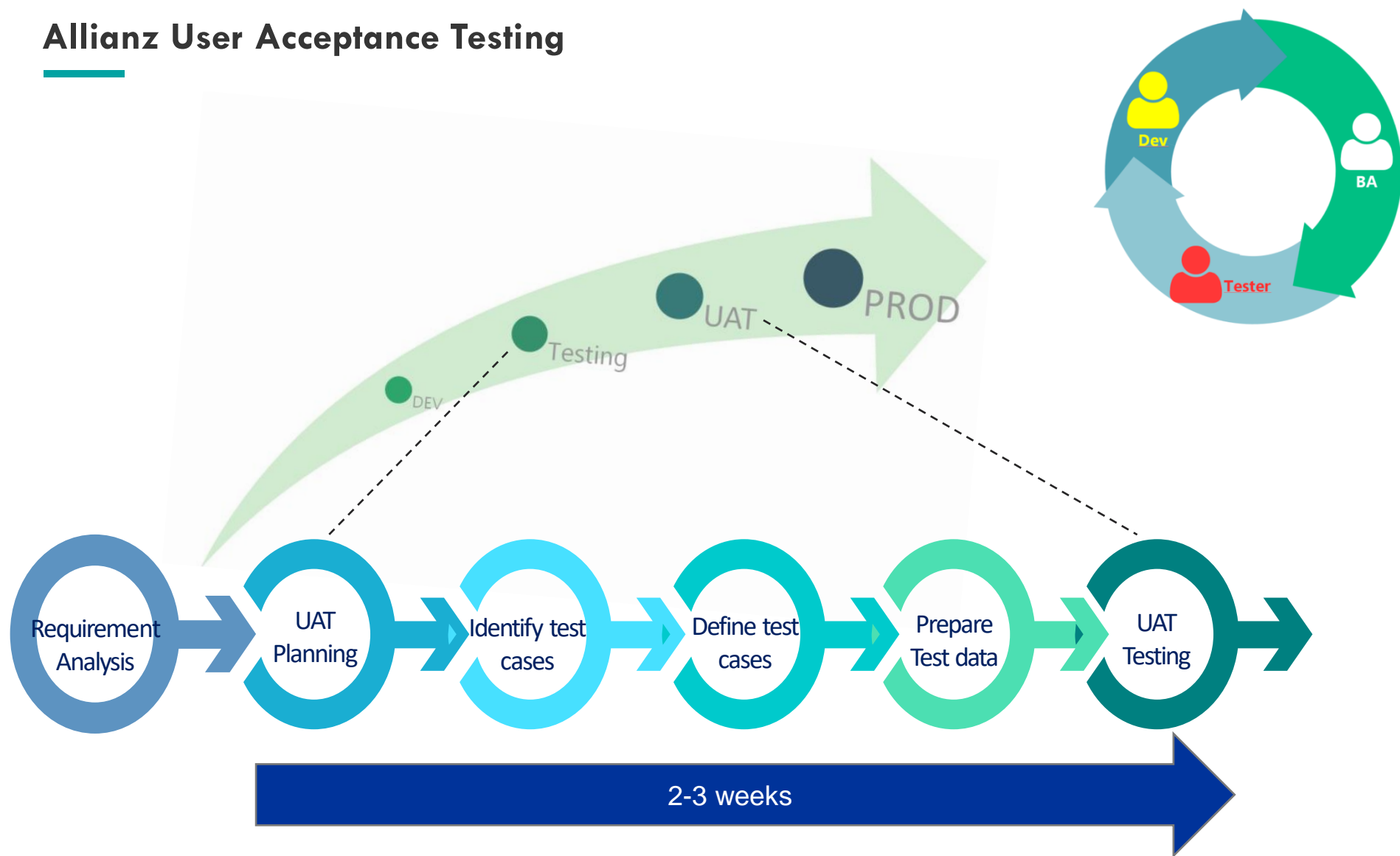

ABS CORE

(Initallly rolled-out in Germany/Austria)

ABS CORE — LOCALISATION

(Other Business Units)
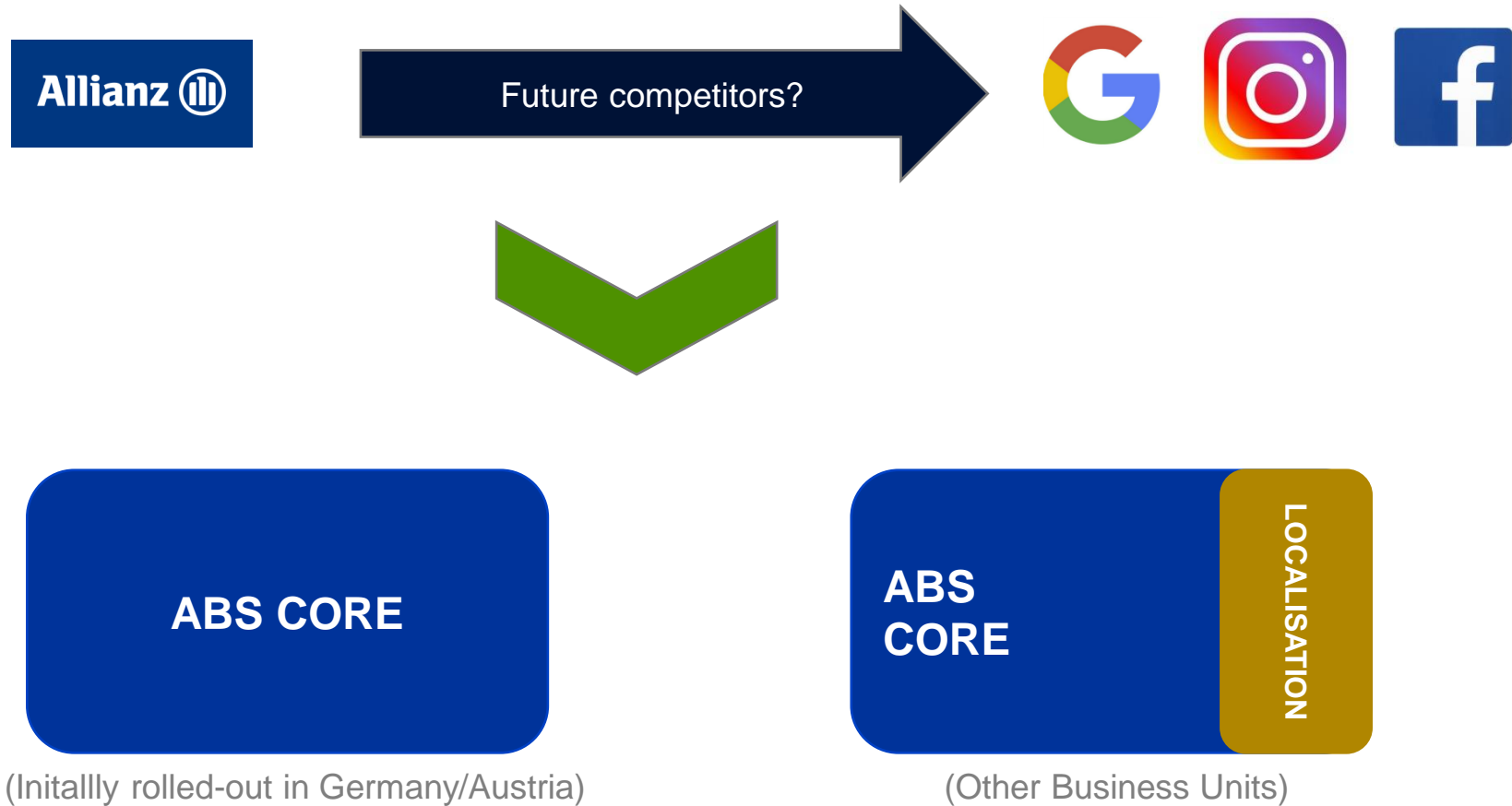
DEVELOPMENT METHODOLOGY

Typically followed a Spiral methodology, with emphasis on hand-overs and Design Authority.

Design Authority

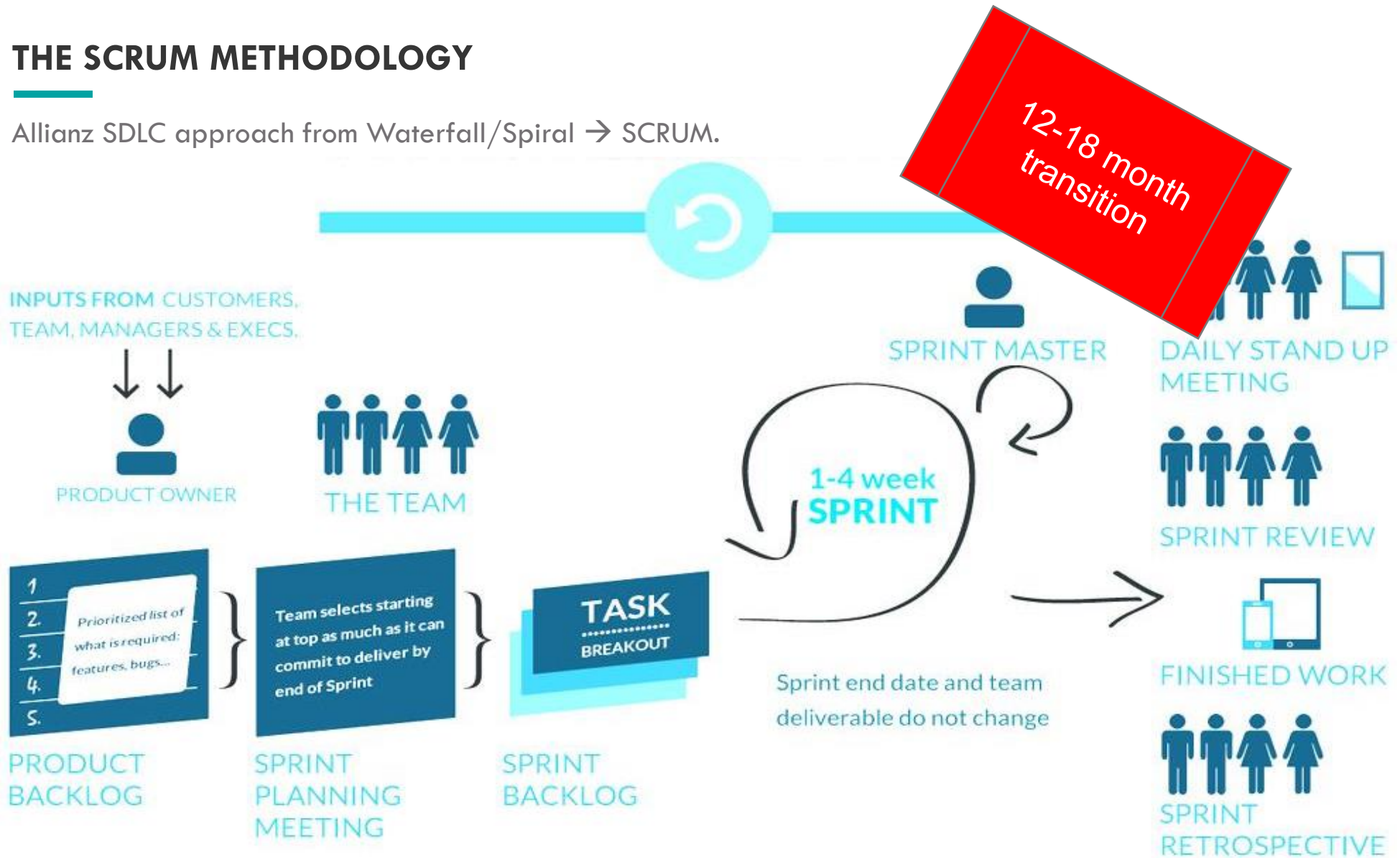Domain Leads

Domain Lead

Business Analyst

Business Analyst

Business Analyst

Business Analyst

Funcional Requirements

Development

Smoke Test

Key: handovers

Allianz User Acceptance Testing

Requirement Analysis → UAT Planning → Identify test cases → Define test cases → Prepare Test data → UAT Testing

2-3 weeks

DEV → Testing → UAT → PROD

Dev | BA | Tester

THE SCRUM METHODOLOGY

Allianz SDLC approach from Waterfall/Spiral → SCRUM.

12-18 month transition

INPUTS FROM CUSTOMERS, TEAM, MANAGERS & EXECS.

PRODUCT OWNER

THE TEAM

SPRINT MASTER

DAILY STAND UP MEETING

1-4 week **SPRINT**

SPRINT REVIEW

1
2.
3.
4.
5.

Prioritized list of what is required: features, bugs...

Team selects starting at top as much as it can commit to deliver by end of Sprint

TASK BREAKOUT

Sprint end date and team deliverable do not change

FINISHED WORK

PRODUCT BACKLOG

SPRINT PLANNING MEETING

SPRINT BACKLOG

SPRINT RETROSPECTIVE

Reference: www.ics.ie

ALLIANZ AMOS STRENGTHS & WEAKNESSES

The lessons learned from the four ABS projects:

STRENGHTS

- ✓ Clearly defined Vision & Strategy
- ✓ Business Leadership & Support
- ✓ Strong design Authority
- ✓ Well documented design documentation
- ✓ High emphasis on acceptance testing
- ✓ Standardized Process & Procedures across the business

WEAKNESSES

- ✓ Completely in-house system
- ✓ ABS architecture very bespoke and specific
- ✓ Knowledge transfer limited & slow
- ✓ Legacy based coding language, resulting in limiting performance
- ✓ System Stability: Too many functionalities, too soon
- ✓ Quarterly version releases – Too slow

BMI HEALTHCARE IN NUMBERS

54 hospitals and clinics throughout the UK

We offer **over 500 different treatments across more than 60 specialities**, with centres of excellence in spinal, orthopaedic, neuro, cardiac and cancer care.

Looking after the local community since the **1970s**

6,500+ consultant specialists

1,700,000 outpatient visits per year

296,000 inpatient visits per year

Our patients average just 3.1 physiotherapy treatment sessions. The national average is 4-6. We can get you back on your feet faster.

95 %

Over 95% of our patients rated our overall quality of care as **very good** or **excellent**[*]
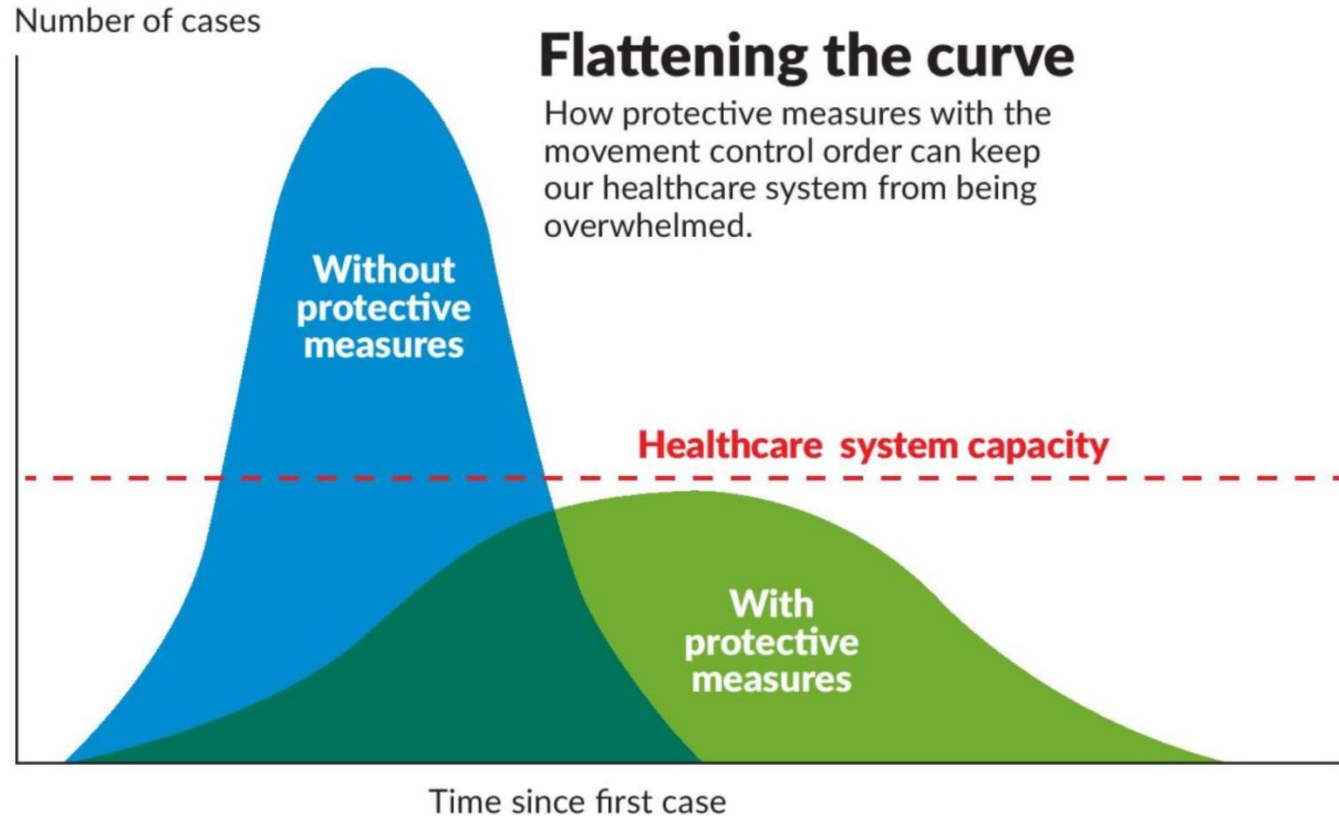
97.5% of our patients say they would recommend us to family and friends[*]

Reference: www.bmihealthcare.co.uk

IMPACT ON HEALTHCARE

BMI Healthcare

- Change in Business Model
- Catalyst for Digital Transformation
- Supporting NHS hospitals
- Promoting new ways of providing Healthcare: E-Healthcare

Number of cases

Flattening the curve

How protective measures with the movement control order can keep our healthcare system from being overwhelmed.

Without protective measures

Healthcare system capacity

With protective measures

Time since first case

Reference: healthblog.uofmhealth.org

ORGANISATIONAL IMPLICATIONS

"It is not the most strongest species that survive, nor the most intelligent, but the most responsive to change."
– Charles Darwin

Business Model

Seeking opportunities in face of challenges: **1)** Transitioning towards a future SaaS model **2)** A significant catalyst for delivering Change initiatives

Doctors

Adapting to Consultants need for remote working, but also encouraging initiatives for change, such as open-diaries and use of clinician apps.
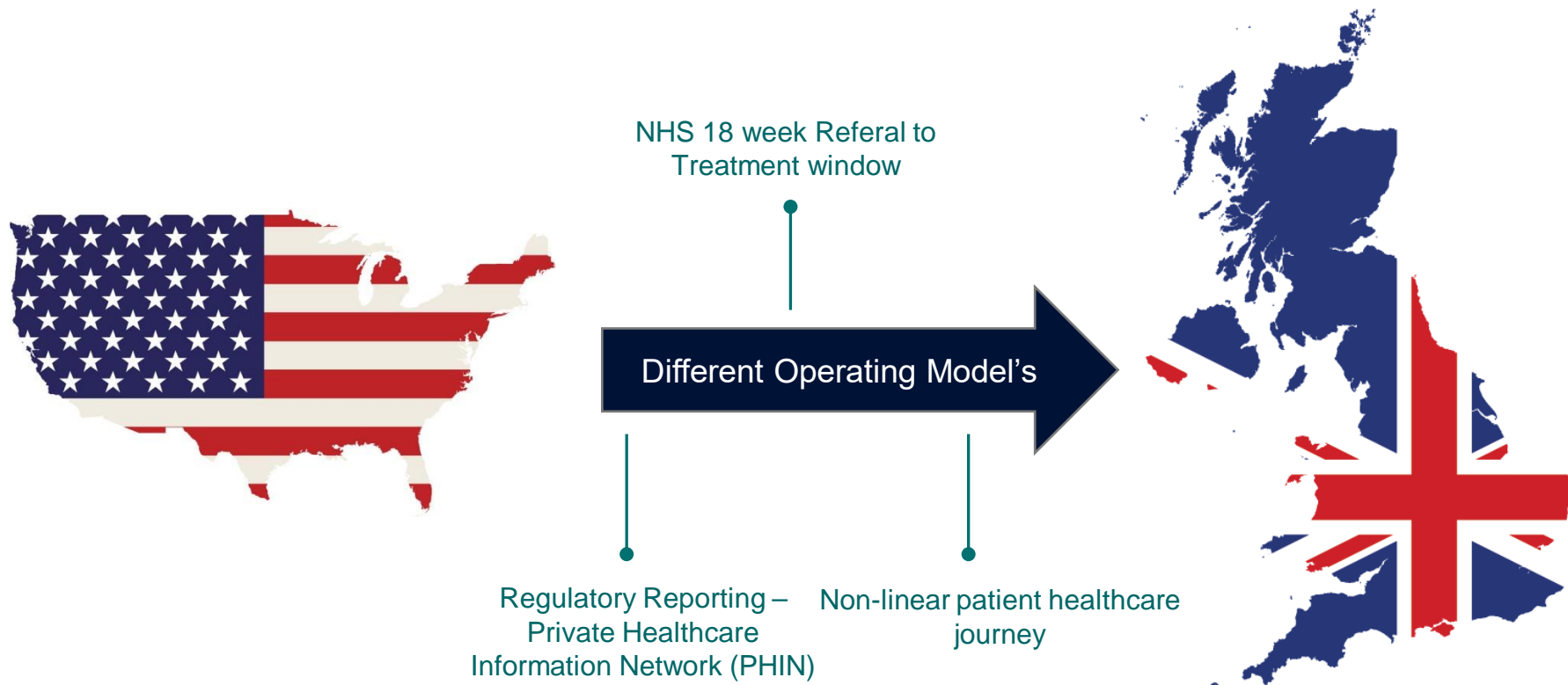
Collaboration Tools

Offering more choice and flexibility to patients for accessing modern healthcare services, such as a e-Healthcare.

Remote Consultations

Due to hospital restrictions and social distancing, remote/virtual consultations is now becoming the norm rather than an exception.

Digital Transformation Journey

Recent merger & acquisition with Circle Health group has provided new opportunities aswell as challenges.

NHS 18 week Referal to Treatment window

Different Operating Model's

Regulatory Reporting – Private Healthcare Information Network (PHIN)

Non-linear patient healthcare journey

BMI HEALTHCARE STRENGTHS & WEAKNESSES

Embarking on the Digital Transformation Journey:

POTENTIAL STRENGHTS

- ✓ Diversity of commercial solutions
- ✓ Tried & Tested technology
- ✓ External drivers, leading need for change

POTENTIAL WEAKNESSES

- ✓ Lack of Corporate Digital Vision
- ✓ Largely cost driven, rather than patient driven
- ✓ Resistance to change
- ✓ Cultural difference
- ✓ Lack of Process Ownership

THANK YOU

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QUESTIONS

BMI Healthcare
http://www.bmihealthcare.co.uk

Circle Health
http://www.circlehealthgroup.co.uk