Results
by MassIngenuity®

Oregon Health Authority

CASE STUDY

Oregon Health Authority

Improves case resolution by 8X in just 90 days

The Challenge

OHA was under intense pressure from citizens, media, and state legislators due to poor performance stemming from inconsistent management practices and process deficiencies.

The Outcome

OHA turned to Mass Ingenuity and Results Software to measure performance, identify root causes, and track progress. Improvements were achieved in 90 days.

8X
Reduction in Time to resolve authorizations

92%
Above goal for equity in hiring & promotions

100%
Customer satisfaction with Results Solution

The project started with development of the client's Fundamentals Map, which ties OHA's strategic objectives to each process and initiative. The implementation included integration of OHA's backend data to Results Software, enabling all employees to see current and past performance.

Organization
Oregon Health Authority

# of employees
4,700

Location
Oregon (multiple locations)

Solution
Results Mgmt System & Software

Bringing Order to Complexity

With 4,700 employees, an annual budget of nearly $16B, and serving over 1 million Oregonians, the OHA operation is complex. The Department is made up of 7 divisions delivering 27 health-related programs to various constituents across the state. So when a series of challenging events struck in rapid succession - leadership turnover, a failed ACA implementation, and publicized problems with the agency's Medicaid payment system – it became clear that a robust management system and software platform would be required to quickly improve operations, processes, and outcomes.

OHA Leadership's Goals

Having had previous experience working with Mass Ingenuity's enterprise performance management solution, OHA's new leadership saw an opportunity to improve performance across several dimensions:
- Increase agency-wide transparency and accountability
- Increase employee engagement and embrace equity in hiring & promotions
- Improve operational performance and reduce waste
- Establish a data-savvy culture that can identify and quickly solve problems

"Mass Ingenuity has been instrumental [in] assisting our agency with the Performance System implementation, measuring, and improving our processes. It's been exciting to see staff engagement." - **OHA Performance System Lead**

Results Management System & Software

The partnership between OHA and Mass Ingenuity started with development of the OHA Fundamentals Map. This is a representation of the core processes that the agency performs on a daily basis. The Fundamentals Map shows how each process relates to the over-arching objectives of the agency. This Fundamentals Map was then replicated in Results Software, and the agency's data was integrated into Results Software to enable real-time visibility into current performance. By utilizing Results Software during daily huddles, weekly team meetings, and monthly planning sessions, OHA has gained better control over their complex operations while developing a more engaged workforce.

Outcomes and Next Steps

Since engaging Mass Ingenuity and adopting Results Software in 2019, OHA has been transformed. Operations have measurably improved and employee morale has increased dramatically. Through the OHA example, 5 other Oregon state agencies have adopted Results Software. With the new Governor's executive order to all state agencies to track operations and improve accountability, OHA and its sister agencies are perfectly positioned to deliver on the Governor's promise.