


# Leveraging the Results Management System™ for State Government Health Care System Transformation

March 29, 2018

## Results MANAGEMENT SYSTEM<sup>®</sup>


**RESULTS Software** | The complete solution for results-driven state government

**Define Success**   **Connect Every Employee**   **Drive Improvement**



Performance data where it belongs — in the hands of the people who can improve the processes.

**Define Success**   **Measure What Matters**



Goals → Outcome Measures → Targets  
Core Processes → Process Measures → Targets  
**Go LIVE!**

**Our Priorities**   **My Data**

Great performance begins with clarity about what needs to be accomplished.

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## **Leveraging the Results Management System™ to State Government Health Care Transformation**

*“Without a standard, there is no logical basis for decision making or taking action.”  
Joseph Juran, engineer and management consultant*

*“The most dangerous kind of waste is the waste we don't recognize.”  
Shigeo Shingo, international expert on manufacturing practices  
and the Toyota Production System*

*“Measurement is the first step that leads to control and eventually to improvement. If you  
can't measure something, you can't understand it. If you can't understand it, you can't  
control it. If you can't control it, you can't improve it.”  
H. James Harrington, author and management mentor*

### **Overview of U.S. Public Sector Health Care**

The role of U.S. public sector health care has evolved significantly over the past several years. Since the U.S. private sector cannot sufficiently meet the health care needs of all citizens, government must fill certain gaps and ensure efficient delivery and fair access.

In 2004, the National Institutes of Health (NIH) published a framework describing the 10 roles that U.S. public sector health care organizations must play in order to improve health care quality, reduce medical errors, and enhance patient safety for its citizens<sup>1</sup>:

1. Purchase health care
2. Provide health care
3. Ensure access to quality care for vulnerable populations
4. Regulate health care markets
5. Support acquisition of new knowledge
6. Develop and evaluate health technologies and practices
7. Monitor health care quality
8. Inform health care decision makers
9. Develop the health care workforce, and
10. Convene stakeholders from across the health care system

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<sup>1</sup> “The roles of government in improving health care quality and safety,” U.S. National Library of Medicine, National Institutes of Health, January 2004.

The report points out that the ultimate goal of achieving high quality care will require strong partnerships among federal, state, and local governments and the private sector. In addition, the combined efforts of public and private sectors will need to translate general principles regarding the appropriate role of government into specific actions within a rapidly evolving health care delivery system landscape.

More than 17% of the U.S. Gross Domestic Product is spent on health care—in many cases for conditions that could be prevented or better managed with public health interventions. Yet, only 3% of the government’s public health budget is spent on public health measures<sup>2</sup>.

So, how can government health care agencies most effectively influence and adapt to the rapidly evolving and complex health system? Considering the roles outlined by NIH above, it becomes clear that a data-driven means of designing, executing, and monitoring transformative strategies is vital to the success of government health agencies, as well as publicly funded health care systems. This white paper outlines how this data driven approach has supported both the strategic and operational planning and the effective execution of system transformation through the adoption and use of Mass Ingenuity’s **Results Management System** in state health agencies.

## Introduction

While funding for public health care programs such as Medicaid comes from both the federal government and state government, responsibility for Medicaid program administration and related purchasing of and quality assurance for health care services delivered to the Medicaid population falls predominately to the states. This role has expanded significantly due to the recent implementation of the Affordable Care Act (ACA). Implementing the ACA required states who expanded Medicaid, for example, to enroll potentially hundreds of thousands of new clients, and to develop an expanded network of providers of health care services willing to participate in the new program. In the current health care environment, a high degree of importance is placed on ensuring that improved care, better cost performance, and improved health outcomes yield measurable results.

In order to achieve the results noted above, and in consideration of the roles set forth by the National Institutes of Health, public sector health agencies’ challenge is to

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<sup>2</sup> “Public health and the U.S. economy: How the next U.S. president can stack the deck in favor of people’s health and wealth in 2013,” Harvard School of Public Health, Fall 2012.

design, implement, and/or retool organization development approaches, process improvement methods, and data and information systems. This requires implementing world-class best practices in the following domains:

1. Leadership and management
2. Performance management
3. Data-driven and outcome-based decision making
4. Prioritization and risk management
5. Process improvement and strategic initiatives
6. Cultural realignment
7. Conflict management
8. Transparency and accountability
9. Change management

As described below, successful investments in the core competencies listed above have been achieved, in part, through the implementation of Mass Ingenuity’s Results Management System in state government health care transformation. As a result of this work, we are able to relate to government health care organizations’ goals and needs, including Medicaid expansion, transitioning from “fee for service” to “managed care and value-based purchasing,” and health care cost improvement.

## About Mass Ingenuity’s Methodologies

A significant portion of Mass Ingenuity’s client work is dedicated to supporting state agencies with their adoption of a results-driven government framework and world-class leadership principles.

Founded on Lean and management best practices, the **Results Management System** is a comprehensive and highly integrated performance management system proven to accelerate results-driven government.

### The Results Management System™ and RESULTS Software | The Power to Improve



In addition, **Results Software** easily connects every leader and employee to their Results Management System outcome and process measures (lagging and leading indicators of success) with real-time performance data status, trends, problem solving and breakthrough initiatives, tool templates and samples, as well as project management capabilities. As a SaaS cloud-based application, Results Software is built on Microsoft® Azure® with state of the art security and accessibility. This

proprietary software is highly scalable, transferrable, and accommodates a virtually unlimited number of unique measures and permission levels.

Based on our work with government health care organizations (and other government domains such as human services, corrections, retirement systems, natural resources, regulatory, etc.), Mass Ingenuity has developed an efficient and effective process for creating customized performance goals and related measures of progress for results-oriented state agencies. *Note: See Appendices for more information on the Results Management System.*

## Government Health Care Clients

Over the past six years, Mass Ingenuity has worked with three innovative state health care agencies leading health system transformation, and a fourth one which provides health insurance regulatory oversight for their state health insurance marketplace (HIM). They have all been tasked with developing and implementing major changes in the delivery of their respective services:

1. Washington Health Care Authority
2. Oregon Health Authority
3. Oregon State Hospital
4. Oregon Department of Consumer and Business Services (HIM)

The specific quantitative and qualitative improvements of two of these agencies, Washington State Health Care Authority and the Oregon State Hospital, are highlighted below.

## Washington State Health Care Authority's Transformation

### Opportunity/Situation

Mass Ingenuity began working with the executive leadership team at the Washington State Health Care Authority (HCA) in spring 2014 and continues to do so at least through late 2018. Our work coincided with the first phase of the Affordable Care Act (ACA) and the expansion of Medicaid.



The Washington State HCA purchases health care for more than 2 million Washington residents through two programs, Washington Apple Health (Medicaid) and the Public Employee Benefits Board (PEBB) Program. Their focus is on ensuring that Washingtonians have access to better health and better care at a lower cost.

In order to carry out its agency mission, HCA developed and works towards successful achievement of three health system transformation goals:

1. Build healthier communities through a collaborative regional approach
2. Integrate how they meet physical and behavioral health needs so that health care focuses on the whole person
3. Improve how they pay for services by rewarding quality over quantity

Mass Ingenuity partnered with HCA to build on their existing assets and to evaluate their internal processes and measurement systems in order to create the performance management culture necessary to effectively implement health care transformation goals noted above. In addition, the firm worked with HCA to integrate existing strategic plans, performance measurement systems, and Lean efforts into a cohesive system of outcomes-based management and the implementation of measurable improvements for HCA.

As a result of implementing Mass Ingenuity's Results Management System, Washington HCA's leadership team aligned on its key priorities, core processes, scorecard measures, and leadership routines. The agency implemented the discipline of regular business reviews throughout all 13 divisions further expanding its transparency and accountability for results in achieving their transformation goals. Some specifics of this work follow below.

### **Transition From "Fee for Service" To "Managed Care and Value-Based Purchasing"**

As Washington state's largest health care purchaser serving more than 2 million citizens, HCA has been engaged in transforming the agency from "fee for service" to a "value-based purchasing" model, focused on rewarding providers for delivering improved value, with better cost and quality performance and better health outcomes. Mass Ingenuity is currently partnering with HCA to build sustainable leadership capacity and to better manage its workload capacity.

To support this vital transition to fulfill their policy mandates and program initiatives, Mass Ingenuity worked with HCA leadership to develop their strategic plan, priorities, decision making processes, and organization wide employee communications and events. In addition, Mass Ingenuity consulted on a new organizational design and realigned operational structure to support the new health care purchasing processes and roles. This work supported significant position movement and charter changes in the Public Employee Benefits, Clinical Quality, Medicaid, and Program Integrity divisions. Extensive executive coaching and customized leadership development sessions for the executive team and all staff meetings were conducted

to ensure this large-scale organizational transformation and cultural change were highly effective and sustainable.

### **Integrating Physical and Behavioral Health**

Washington state and the Health Care Authority have been awarded several phases of federal funds to help transform the health care system. Additionally, the Washington State Legislature directed the statewide integration of physical health and behavioral health programs and purchasing. Mass Ingenuity has been providing leadership consultation and support, organizational design, and program/project management services since 2015.

In 2017, Mass Ingenuity was selected to provide change management consulting for the integration and transfer of authority for the DSHS Behavioral Health Administration / Division of Behavioral Health and Recovery program into Washington's Health Care Authority (HCA) and the Department of Health (DOH). Due to an executive order in 2017 and signed legislation in spring of 2018, this work authorizes the HCA to integrate the functions, processes and positions of two organizational entities into one.

To support this large effort, Mass Ingenuity provided change management, leadership development, and group facilitation services to engage diverse participants from the Governor's Office, HCA, DSHS, and the DOH. Additionally, the consulting team applies its proven methods and systems of measurement to ensure data clarity and transparency needed for the participants to make well-informed and valid decisions. These decisions impact the change management, employee engagement, and risk management aspects of such a complex integration project. Without such services and measurement tools, the effort would not fully achieve its very important intended goals.

### **Solutions**

Mass Ingenuity has guided HCA in the design and implementation of the following proven management routines that support ongoing results for agency goals and outcomes:

1. Improving the Fundamentals: aggressively drive waste out of routine processes
2. Achieving Breakthroughs: effectively deliver on policy initiatives
3. Monitoring performance (business reviews): intensely focus resources on what is holding the organization back
4. Solving Problems: engage employees in process improvement



The following services and deliverables were implemented from mid-2014 to late 2017:

1. Designing and facilitating large-scale transformation initiatives, including “Realignment” of HCA for health care value-based purchasing, best practices research, business process redesign and change management
2. Facilitating the development and implementation of an agency-wide Fundamentals Map and divisional Scorecards and HCA’s key goals, core processes, and sub-processes and their associated performance measures
3. Facilitating and consulting on HCA’s extensive change management needs, including conducting supervisor/staff training for change management concepts and the manager’s role
4. Conducting extensive individual and team leadership development sessions, including skills for executive sponsorship, team decision making, conflict management, and prioritization
5. Providing project management capabilities, work breakdown structures, and execution support

### **Results and Observable Improvements**

These implementation of these services and deliverables resulted in these outcomes:

1. Increased transparency and accountability to HCA staff, to the Governor’s Office, and to the Legislature
2. Sustained commitment to data-driven performance management and root cause analysis problem solving
3. Improved executive leadership competencies and greater employee engagement
4. Improved customer service, reduced waste, and reduced backlogs
5. Capacity to serve an additional 600,000 people in an expanded Medicaid program
6. Increased capacity for SEBB (School Employees Benefits Board) to over 350,000 served (agency leadership credits their Results HCA Management System with enabling them to build internal capacity and capability to take on this program)
7. % of calls answered increased from 40% in 2015 to 80% in 2017 (for the Medicaid eligibility and community support services)
8. Employee engagement composite score (responding with either “4 for usually” or “5 for almost always/always” on a scale of 1-5) increased from 69% in 2013 to 77% in 2017

### **In the Director’s Words**

*“Working with Mass Ingenuity has been one of the most productive consulting partnerships of my career. The outcomes HCA has achieved as a result of its work*

*with Mass Ingenuity's Results Management System have been sustainable, and this is due in large part to the exceptionally high quality of the Mass Ingenuity consultants our team worked with to build a performance-based culture. I wasn't sure we could transform the bureaucratic culture to one that needed to be more adaptive, but we did. The Fundamentals Map enabled us to set out agency wide goals, to measure progress and to demonstrate that the operational retooling of the agency to carry out its mission worked. This work also assisted us in being awarded and carrying out a \$65 million Healthier Washington Innovation grant from CMMI and supported the successful negotiation of a \$1 billion 1115 Medicaid waiver. Working with Mass Ingenuity is contagious."*

**Dorothy Teeter, Washington HCA Director (retired June 2017) and Senior Policy Advisor for the Center for Medicare and Medicaid Innovation (2011-2013)**

## Oregon State Hospital's Transformation

### Opportunity/Situation

The hospital serves more than 1,400 people per year. The Salem campus has room for 620 people at a time, while the Junction City campus has room for 174.

About 2,000 staff members work at the two campuses.



In 2008, a report by the U.S. Department of Justice found that the care and conditions at OSH violated patients' safety and their constitutional right to good care. In 2009, an unannounced audit by The Joint Commission, a national accrediting organization, found that Oregon State Hospital (OSH) was noncompliant with 55 performance standards. In 2010, an independent health care auditor issued a report that identified a number of serious problematic issues. Most of the issues centered on a lack of strong leadership, unclear roles and responsibilities, and a fundamental confusion between compliance and quality management.

Later that year, the state hired a new superintendent and brought in a large consulting firm to implement a Lean quality management program at OSH. As a result, the hospital established a formal continuous improvement system, which had enabled OSH to resolve many problems by 2012. However, the executive leadership team lacked an overall performance system to provide a cohesive continuous improvement strategy throughout OSH. While Lean provided the foundational technical components, the hospital lacked the ability to review and assess the effectiveness of all the simultaneous efforts as a whole.

## **Solutions**

In 2013, Mass Ingenuity helped OSH build upon its Lean foundation by consulting directly with the executive team to create alignment across the entire Lean body of work and link it to the strategy and sustainability mechanisms required for success. By helping create the OSH Performance System, Mass Ingenuity gave hospital executives and managers the framework needed to routinely and strategically review and assess the hospital's organizational health. The consulting team translated and helped assimilate the multiple disciplines of Lean, performance management, change management, executive sponsorship, communication, and employee engagement into the work of the leadership team.

## **Results and Observable Improvements**

Using tools like the Fundamentals Map, OSH has been able to communicate and align continuous improvement efforts with the hospital's key goals. By holding regular Quarterly Performance Reviews, staff throughout the hospital routinely measure, monitor and continuously improve organizational performance in order that quarterly reports are fully informed by daily work. In addition, the hospital has actively cascaded measures down into the organization and has 92 visual management boards being reviewed monthly.

At each QPR, the hospital reviews a number of measures that are aligned with the processes and desired outcomes identified in the OSH Fundamentals Map. This lets leaders know what is working, what is not, and when to intervene. For example, by using this method, the hospital has been able to strategically target and implement efforts to reduce the use of patient restraints. As a result, the hospital has reduced its incidents of restraint by 46 percent since the first QPR was held in early 2014. Another example of the hospital's success is its most recent Joint Commission survey. The surveyors returned for their triennial unannounced visit in March 2015. They measured OSH against thousands of standards and relevant federal requirements, and they spent most of their time on the units speaking to patients and staff.

Despite the surprise visit, OSH passed with flying colors at both their Salem and new Junction City campuses. The surveyors found only 17 areas that needed improvement, and several of them were resolved before the survey was complete. This is a significant improvement over the 29 findings in 2012 and 55 in 2009. The feedback was overwhelmingly positive, and the surveyors were glowing in their praise for what they saw and experienced. Two of the surveyors had been to OSH in 2009, and they could not believe this was the same hospital. They used words like "uniformly very good," "you're far beyond the curve," "exceptional," "brilliant," "amazingly good shape," and "phenomenal." The team was impressed that so many

positive accomplishments had been achieved during a prolonged period of significant change. They encouraged OSH to post their efforts and success on The Joint Commission's best practices website and to apply for the prestigious Baldrige Award.

### **In the Superintendent's Words**

In sharing The Joint Commission survey news with his OSH staff, Superintendent Roberts said, *"For perspective, it is important to remember that The Joint Commission surveys both public and private hospitals all across the country, even in other countries. So, when we hear such praise from them, we should realize how well our performance compares to thousands of other facilities. Praise from The Joint Commission is high praise indeed! To me, the best part of this is that the surveyors were so impressed after seeing the hospital as it really is. Because the survey team arrives unannounced, we can only do things the way we normally do; there's no 'putting on a show.' Being 'survey ready every day' has become a reality here..."*

**Greg Roberts, Oregon State Hospital Superintendent (retired December 2016)**

### **Update**

Based on its January 2018 survey, the Joint Commission gave OSH a glowing report and stated that it is now among the top 5 percent of hospitals in the nation for environment of care and life-safety issues. The surveyors applauded the hospital's culture and its use of data and process improvement as keys to their success.

### **OSH Lean Implementation Results (2011-Oct. 2017)**

#### **1. Projects**

- a. 185 Lean projects completed
- b. Visitor Application Rapid Improvement Initiative
  - i. From 67 to 38 process steps
  - ii. From 17 to 7 decision points
  - iii. From 20 to 9 handoffs
  - iv. From 43 to 3 maximum process days
- c. Medical Doctor Recruitment Rapid Improvement Initiative
  - i. From 53 to 28 process steps
  - ii. From 381 maximum to 25 maximum process days
- d. 49 additional Lean projects in progress

#### **2. Training**

- a. 1,525 participants in Hospital Staff Lean Overview training
- b. 1,023 participants in Module and Lean Optimization training

#### **3. Lean Daily Management System (LDMS)**

- a. Out of 92 LDMS areas 92% meet all standards
- b. 5,680 Continuous Improvement Sheets submitted

**4. Communications and Change Management**

- a. 73 “Spotlight” and 12 “Recovery Times” articles
- b. 9 Lean open house events
- c. Monthly Process Improvement team meetings with OSH Cabinet
- d. Bi-weekly meetings with unions
- e. 15,324 visitors to OSH Process Improvement Lean Intranet site

**Summary of Findings**

The following charts provide a summary view of the health of the management system. We review and report on the overall trends of OSH, as well as selected measures.

The following table summarizes measure trending across the agency.  
(Data collected between December 2013 and December 2017)

<b>RESULTS by Area of OSH – Count of Measures that Declined/Improved/No Change</b>					
	<b>Total</b>	<b>Declined</b>	<b>Improved</b>	<b>No Change</b>	<b>No Threshold Set (Grey)</b>
	37	13	15	0	9

**Summary of Overall Agency Trends**

1. 37 measures in total were analyzed and 15 measures (40%) improved
2. 13 measures (35%) improved by 33% or more
3. 5 measures (14%) improved by 210% or more
4. 45% of outcome measures demonstrate improvement
5. Outcome measures (lagging indicators) demonstrated a 470.3% average improvement
6. In early 2018, the Joint Commission proclaimed OSH among the “top 5% of hospitals in the nation for environment of care and life-safety issues” (Note: In 2008, the Joint Commission gave OSH only a “conditional” accreditation)
7. OSH has cascaded measures from enterprise to all organizational level with currently 92 Visual Management Boards set up throughout OSH
8. Each of these Visual Management Board areas have required element that are assessed once a month
9. Most groups have daily huddles at their boards
10. Currently they have 92% implementation rate of all required elements

## Top 18 OSH Improvements

<b>Results by OSH Area: Measurement Improvements Since Rollout</b>			
<b>(Data Collected between December 2013 and December 2017)</b>			
<b>Measure Description</b>	<b>Measure Definition</b>	<b>Measure Rollout</b>	<b>Improvement Since Rollout</b>
<b>Staff Training</b>	% of staff who complete required trainings on time	Dec. 2013	4,364%
<b>Patient Discharges</b>	% of patients discharged within 120 days (GEI) / 25 days of being placed on CRR/RTT lists (civil)	Sep. 2016	333%
<b>Fire Drill</b>	% of fire drills conducted	Jun. 2016	222%
<b>Monthly Safety Checklist</b>	% of checklists submitted	Jun. 2017	222%
<b>Monthly Safety Checklist</b>	% of checklists submitted on time	Jun. 2015	219%
<b>Monthly Safety Checklist</b>	% of areas in compliance with safety requirements	Jun. 2014	212%
<b>Time Lost Due to Work-Related Injury</b>	Average time (days) lost due to patient-related injury	Sep. 2016	93%
<b>Injury Fall Rate</b>	Rate of fall events per 1,000 inpatient days	Dec. 2013	62%
<b>Time Lost Due to Work-Related Injury</b>	Average time (days) lost due to other injury type	Sep. 2016	55%
<b>Patient Resources</b>	% of revenue that does not come from General Fund (biennium to date)	Dec. 2013	50%
<b>LDMS Assessment</b>	Visualization – Using the LDMS effectively	Dec. 2013	48%
<b>Patient Resources</b>	% of revenue that does not come from General Fund or DSH (each quarter)	Dec. 2013	44%
<b>Patient to Staff Aggression</b>	Behavioral incident claims accepted by SAIF	Mar. 2014	38%
<b>Restraint by Duration</b>	Average duration (hours) per restraint	Dec. 2013	35%

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<b>Seclusion by Duration</b>	Average durations (hours) per seclusion	Dec. 2013	34%
<b>Patient Engagement</b>	% of patients receiving less than 5 hours of services	Jun. 2016	32%
<b>Restraint by Events</b>	Restraint events per 1,000 inpatient days	Dec. 2013	28%
<b>Non-trial Service (voluntary)</b>	All staff quarterly turnover rates	Mar. 2014	13%

## Appendices About Mass Ingenuity



Mass Ingenuity is a national leader in results-driven government. Our SaaS-based Results Management System is a comprehensive, outcome-based, and integrated performance management solution, which is proven to transform organizational culture and outcomes.

The Results Management System is rooted in these world-class disciplines:

- Lean philosophy and tools
- Leadership and management best practices
- Organization development
- Employee engagement
- Change management
- Performance management measures
- Fully integrated SaaS solution operating on Microsoft® Azure® cloud computing platform



The deployment of our Results Management System creates a systematic focus on customers, engages employees in continuous process improvement, and leverages outcome and process measures, the “currency of an effective management system.”

### Origin of the Results Management System

Results Management System was built when Mass Ingenuity recognized that standalone lean events were not sufficient or sustainable *without an over-arching management system*. Like the foundation of a house, an enterprise-wide or divisional management system is the basis for continuously measuring results, allocating finite resources, driving full transparency, creating healthy accountability, and ensuring that gains are sustained in order to meet citizen needs.

### Mass Ingenuity’s Experience

Through our experience with over 60 organizations and 125,000 employees in multiple states, we know this journey to be challenging and rewarding. Our competitive advantage is that we have successfully transformed state government and have travelled these journeys



with our customers. We have navigated both the successes and the setbacks. We have first-hand experience in creating successful outcomes, solid results, and sustainable changes. The road to “government that works” is not a straight line and we know how to navigate the bumps, detours, and switchbacks that represent the practical reality of operating state government.

Additionally, Mass Ingenuity has implemented a system of management and a software technology solution based on the principles outlined in the books, *“Business at the Speed of NOW”* and *“Government That Works.”* Mass Ingenuity funded the development and publishing of both books as part of its overall research to understand and document best practices of enterprise-wide management systems. These principles have been put into practice through the products development by Mass Ingenuity and verified to be best practices through our extensive state agency customer base.



## Customer Results and Testimonials

“Our Management System and change management work with Mass Ingenuity has made this one of the most successful consulting engagements in my career.”

***Dorothy Teeter, Director, Washington Health Care Authority (retired June 2017)***

“If I could go back, I’d have implemented the management system framework before investing in lean. This is the most engaging and valuable work I have done in my government career. Now we have the credibility to better influence the Legislature’s decisions and they are listening to us. This applies to the governor’s office as well. The time we spent building our Management System has been well worth it and I would do it again in a heartbeat.”

***Fariborz Pakseresht, Director, Oregon Youth Authority (became director of Oregon Dept. of Human Services in 2017 and immediately engaged Mass Ingenuity again)***

The following are comments shared by various agency users who participated in the Results Software onboarding and training:

- "Mass Ingenuity during all three phases of AMS [Arizona Management System] deployment has been instrumental in administering and standing up our management system. They are very responsible, professional, and knowledgeable regarding lean principles and culture change. They are continuing to demonstrate this skill set in our current contract as we are deploying the AMS to frontline employees.
- "In addition, our purchasing of Results Software has provided the agency with very high visibility into performance results and has made the ease of inputting the data directly much more effective and efficient than our previous methodologies."
- "We have a lot of enterprise software applications running in our agency. Most have been difficult to learn and use. Results Software was easy to learn and intuitive to use. The training sessions were well organized and used our time efficiently. Results Software is an excellent technology match for our agency management system and our performance management initiatives."
- "Onboarding enterprise software applications has been tedious for us in the past. Results Software was easily interfaced to our Active Directory. We were up and running in less than five days."
- "Mass Ingenuity has been very responsive to our questions and requests for help. Their representatives know Results Software in detail, are patient and attentive to all questions, and focused on ensuring our success with performance management in our agency."
- "Results Software has been designed from the ground up to support performance management. Managing, assessing, visualizing, and reporting on measures has



**Dwight Cloud, CIO,  
Arizona Dept. of Corrections**

never been easier for us."

- "Mass Ingenuity listens to their customers. We asked for a technology solution that could replace the cumbersome Excel scorecard system we were using. Results Software met all of our requirements plus it has provided additional tools such as project management, document management, and is a flexible approach to creating and sharing great looking visual dashboards."

## About Results Software

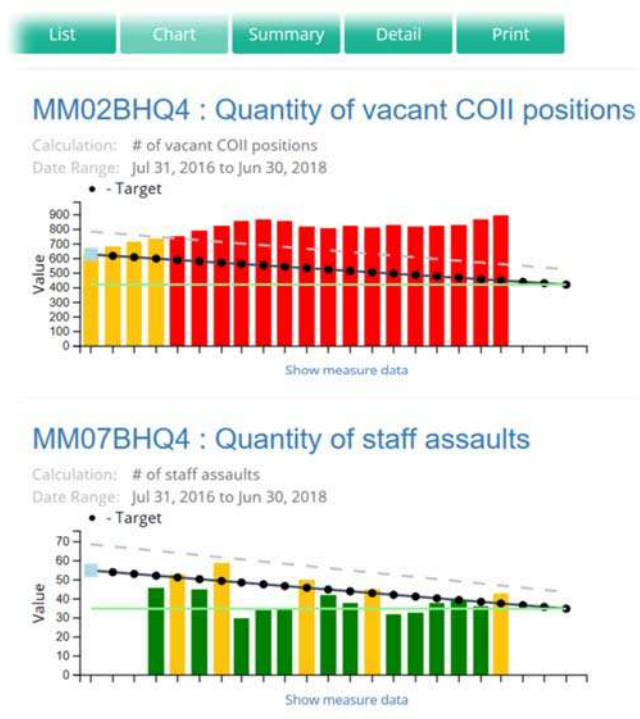
Mass Ingenuity's software easily manages and connects all employees to your management system and its performance management measures.

Facts and data are the foundation for a results-driven operation. Our methodology includes developing a review process of the Fundamental Outcome and Process Measures in order to monitor and make adjustments. Using the performance measurement thresholds of "red/yellow/green," Outcome and Process Measures will be highly visible and transparent, which will drive accountability for results and accelerate improvement cycles.

Results Software is a SaaS enterprise application specifically designed for performance management systems. It runs on the Microsoft® Azure® Cloud Computing Platform and takes full advantage of the cloud computing services, security, and performance.

As a cloud-based SaaS application, there is no need to create a new IT project. Plus, Results Software is easily set up in two to five business days.

As a single source of all performance data, Results Software will be visible 24x7 from any device. In addition, Results Software data is the centerpiece for regular business reviews, team meetings, and one-on-one's.



Results Software also contains a project management engine with the functionality to managed performance management projects such as problem solving, lean projects, strategic breakthrough initiatives. These are set up with owners and due dates enabling complete transparency between senior leadership, appropriate staff, and citizens.

Operationalizing your strategic business plan requires constant performance monitoring and adjustment. Having your performance data in Results Software will provide the organization with extensive business intelligence (BI) tools, as well as visual analytics to be able to analyze, assess, and share what the data is saying about your business.

### Results Software Quick Facts

- **Cloud-Based Software** – No need for an IT project. Results Software is cloud- based and is operational enterprise-wide in a few days.
- **UI/UX Philosophy** – For the ultimate in ease-of-use and optimized performance, Results Software focuses on a “2-clicks” to anywhere UI/UX philosophy.
- **Easy Onboarding** – Employees quickly become users through fast ADFS onboarding via your active directory.
- **Security** – Results Software is NIST 800-53 rev 4 and HIPAA compliant.
- **Data Warehouse** – Leverage the emerging power of portals, analytics, artificial intelligence, machine learning, and process optimization without risking source information.
- **Fully Mobile** – Enter data or check in on a process improvement project from any device anywhere in the world at any time.
- **Microsoft® Azure® Platform** – Built on Microsoft’s premier world class cloud platform. Additional Azure web services are very easy to add to Results Software.
- **Power BI Analytics** – Deliver knowledge and insights through state-of-the-art analytics that help analyze and visualize any data in your performance management system.
- **Training** – Results Software training is designed and organized for both onsite and webinar delivery. Training is targeted for the three primary user types: administrators, power users, and users.
- **Job Aids** – Mass Ingenuity provides a library of job aids for all user types.

- **Print Engine** – Results Software contains a powerful print engine that ensures that measure charts are easy to print independent of printer type. In addition, the print engine generates PDF files that can be saved and archived if desired.
- **Project Management** – Results Software contains a project management engine with the functionality to manage performance management projects such as problem solving, lean projects, strategic initiatives, breakthrough projects.
- **Tools and Document Management** – Results Software has the capability to store and manage tools, templates, samples, and documents. This ensures that all artifacts associated with performance management can be maintained within Results Software.
- **ADA Accessibility Compliance** – Results Software meets the accessibility requirements for web-based SaaS applications.
- **VPAT**: Voluntary Product Accessibility Template completed and documents Section 508 accessibility.