



Business Management Systems

As part of a large Health Services organisation, the Asset Management Services unit provides asset and maintenance services to Hospital and Health Facilities across the region. From a relatively low level of maturity, this has become the first health service in Queensland to achieve accreditation to ISO55000, resulting in large part from the business management systems, including business process design and Quality, Asset and Project Management Frameworks developed by **RtB** Solutions.

RtB Solutions was engaged to develop Business Management Systems aligned with ISO9001 (Quality), 14001(Environment), 22000 (HACCP), 31000 (Risk), 55000 (Asset Management) and AS/NZS 4801(OH&S); including business process design for all asset management, project management, contract and quality management functions. The project was conducted by first defining the range of functions and outputs delivered by the unit, then developing a tailored business process model, based on the American Productivity and Quality Council's Process Classification Framework. The APQC asset management process model was then adapted to align more closely with the International Infrastructure Management Manual and Asset Management Body of Knowledge, given that these frameworks were familiar to key personnel. Project Management processes were adapted to align with Queensland Treasury's Project Assessment and Project Delivery Frameworks, leading to a customised Project Management Framework which is easily aligned with Queensland Government standards. Project controls were subsequently redesigned to demonstrate alignment with all elements of the Project Management Body of Knowledge.

The resulting business process model was detailed down to Level 5 process and documented using BPMN (Business Process Model Notation). Once ratified and endorsed by internal management and key staff, our consultants designed and developed all appropriate process controls including documentation, hold/ check points, reporting and performance metrics; to ensure that the processes could be implemented and managed effectively.

Because a foundational business process model was used as the primary source of functional definition, the management frameworks and systems required to ensure alignment with the relevant ISO standards were developed to align with the underlying business process model. This enabled the integration of all 6 Management Systems into a single Business Management Framework, dramatically reducing duplication of functions and documentation and simplifying both performance and compliance management across all 6 standards.

Several internal processes were re-engineered in conjunction with responsible staff to enable transition to the *new way of doing business* and interactions with external parties were also streamlined in line with a new functional organisational design. This has allowed Asset Management Services to positively influence other parts of the business and more clearly communicate the role, service expectations and contribution to organisational outcomes, including the relationship that they (as a support function) have to front-line health service delivery.

An overall process maturity assessment was conducted, based on Lean principals and in alignment with current performance, assessed in accordance with the newly formed performance objectives. We established a roadmap and plan to transition the organisation from a reactive provider of basic services, into a proactive high value-adding and high performing team, governed by appropriate business process controls and frameworks.



To manage delivery of this engagement, we established a management committee under direction of the Senior Director and involving all management personnel. This committee was responsible for reviewing and accepting recommendations, given that they would become the responsible personnel for ongoing operations of the newly defined business processes and frameworks. Several other consultancies were engaged on other projects at the same time as this project and we worked closely with those other firms to ensure that the deliverables across all projects aligned with the business operating model design developed through our engagement. This process was very effective and greatly simplified program coordination for the client.

The project was delivered under a fixed-price arrangement and achieved all outcomes within the originally approved time-schedule and budget.

By developing a suite of objectives for the Business Management Systems, which are aligned to both the Strategic Organisational Plan and relevant Standards, we were able to define the key process performance criteria for the Management System (and subsequent framework) itself. This formed the basis for developing the outcome performance criteria required of the Asset Management Services Unit and subsequent delegation of accountabilities to management positions within the unit.

Through a series of workshops and by drawing on our extensive experience as well as evidence available through other Queensland Government agencies, we established a systems framework that aligns functional responsibility, with business process performance linked to Organisational objectives which aligns with both best-practice process models and key International Standards for Quality, Environment, Risk, HACCP, Asset Management and Occupational health & Safety. This included not only *service delivery* outcomes and functions (i.e. traditional asset management activities), but support functions including HR processes, financial management, IT, Quality, Safety & Environmental systems development, business planning and reporting, contract and project management.

This business unit achieved accreditation to ISO5500 and whilst the leadership and commitment required for this achievement cannot be understated, **RTB** Solutions takes great pride in the acknowledgement that this could not have been achieved, were it not for the business processes and frameworks we implemented 18 months earlier.

Additional information

As with all engagements that we conduct, a key requirement of this project was to transfer knowledge and develop the capability of internal staff. This was achieved by involving personnel in all stages of analysis, design and development and by adjusting our recommendations based on contribution of those involved. Several personnel involved were acting in their present roles and through their involvement in this process and by developing an in-depth understanding of the future requirements of the new roles, most of these staff were appointed to permanent positions within the structure following the completion of recruitment activities.