# Service transformation
## through technology, data analysis and service re-engineering

Garry Brown, Managing Director - Asia, Serco Asia Pacific

**serco**

# About Serco
## Operating for more than 30 years across Australia

9,000 employees

Proven track record delivering demanding, complex, sensitive solutions for government

World's best practice insights and technology

Six key sectors
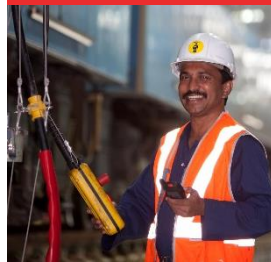
| Citizen Services | Healthcare | Justice | Immigration | Defence | Transport |

serco

# Serco "Our Work" video

**serco**

# Transformation in public services
## The ongoing challenges for all government agencies:

Ensure public services are easy to access

Provide a quality customer experience

Deliver the government's objectives

serco

# Service transformation and innovation
## How we approach it

| Crucial role of government in the strategic partnership | Adopt a partnership approach | Bring solutions to every challenge | Engage the most experienced public service executives from public and private sectors | Everyone must win |

serco

# Service transformation and innovation

## Crucial role of government in the strategic partnership

- Successful partnership requires <u>of government</u>:
  - transformation capability
  - high level sponsorship
  - effective, authorising government environment to speed up approvals
  - empowered public servants working without hierarchy across silos to remove unintended structural barriers.
- Without these, private sector partner cannot fully leverage the agility and value they can bring

Serco Business

serco
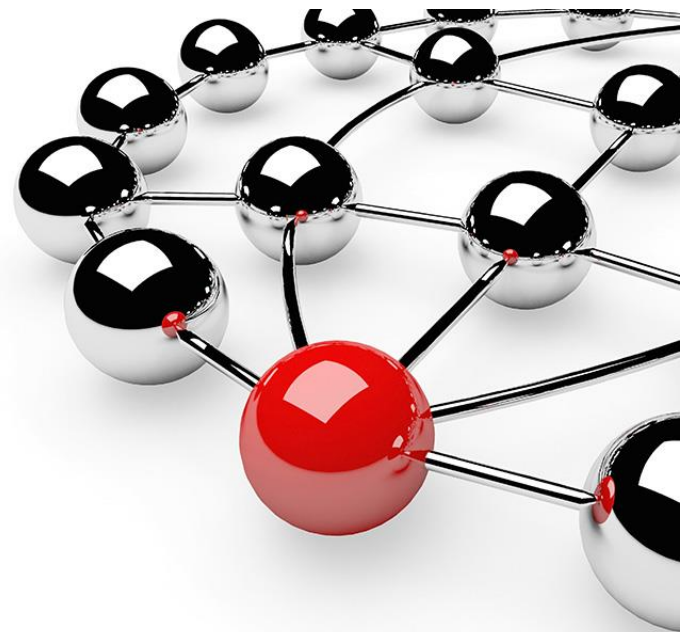
# Service transformation and innovation

## Adopt a partnership approach

A best-practice, trusted strategic partnership model for the delivery of highly sensitive, crucial public services requires:

- collaborative, integrated approach between government and public sector partners
- deep understanding of community needs and expectations
- fostering and sharing continuous improvement and innovation learnings
- earliest possible involvement of service partners so efficiencies designed in from the start

serco

# Service transformation and innovation

## Bring solutions to every challenge

- Work <u>together</u> to solve the unplanned issues that inevitably arise when you undertake first-generation outsourcing.

serco

# Service transformation and innovation

Engage the most experienced public service executives from public and private sectors

- Technology alone cannot successfully transform government services
- Meaningful transformation happens when you combine the skills of the most talented people inside and outside government
- Public/private partnerships (PPPs) provide:
  - unique skills blend of experienced executives and senior public servants
  - access to service transformation experts
  - global experience applied to local projects
  - agility
  - deep understanding of government imperatives, blended with global best practices.
- The outcomes:
  - accelerated productivity
  - quality and cost outcomes delivered faster than government agencies alone.

serco

# Service transformation and innovation

## Everyone must win

- Learnings passed back to commissioning government agency
- Extends benefits from strategic partnership to continuous improvement within the agency itself
- Together, partners build coalition of supporters who see tangible benefits to their public sector roles every day

serco

Case Study 1
Public transport information services for TfNSW (ITIS)
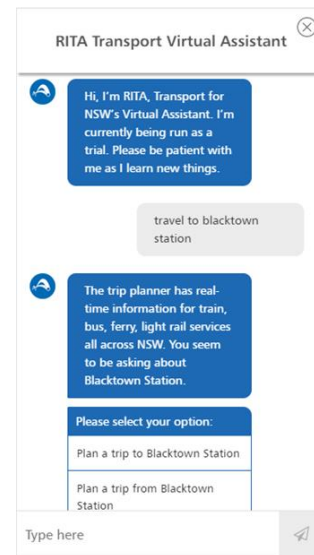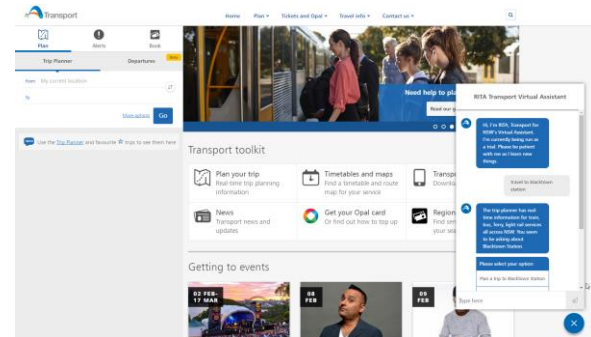
# Data-led transformation at ITIS
## Transforming public transport information



Integrated Transport Information Services (ITIS) helps people use public transport in and around Sydney and New South Wales regional areas.

Serco's ITIS contact centre utilises innovative technologies:

- Interactive Voice Response (IVR)
- integration with real time disruption messaging
- TTY (teletypewriter – enables hearing and speech impaired people to use telephone)
- web-chat
- virtual assistant

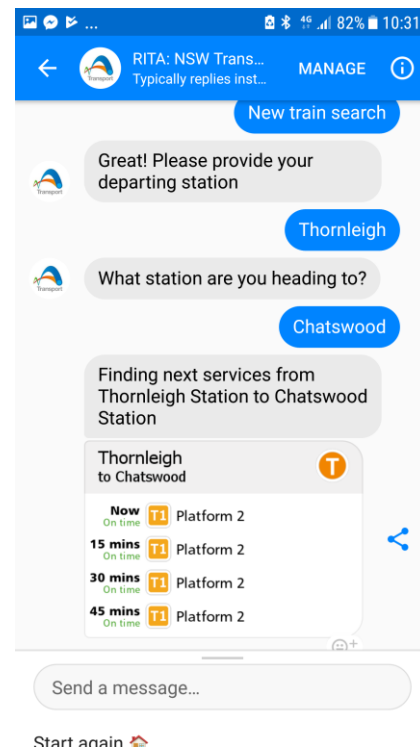All directly integrated with TfNSW technology platforms
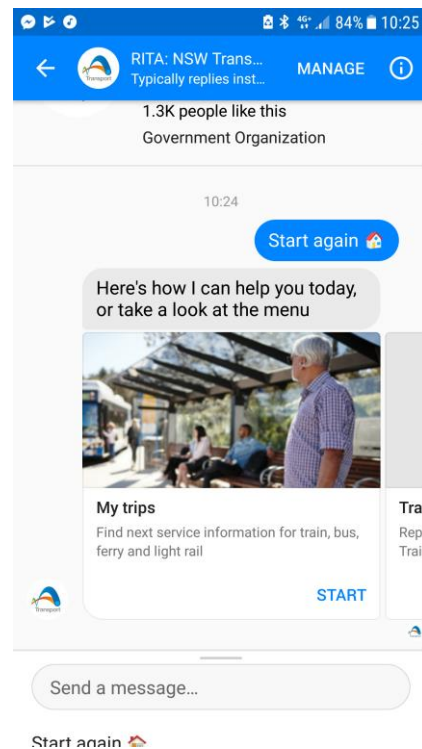
serco

# Data-led transformation at ITIS
## Transforming public transport information

Detailed speech analytics review across 30,000 calls to helpline:

- Special handling of high frequency callers
- Confirming trip plans by SMS
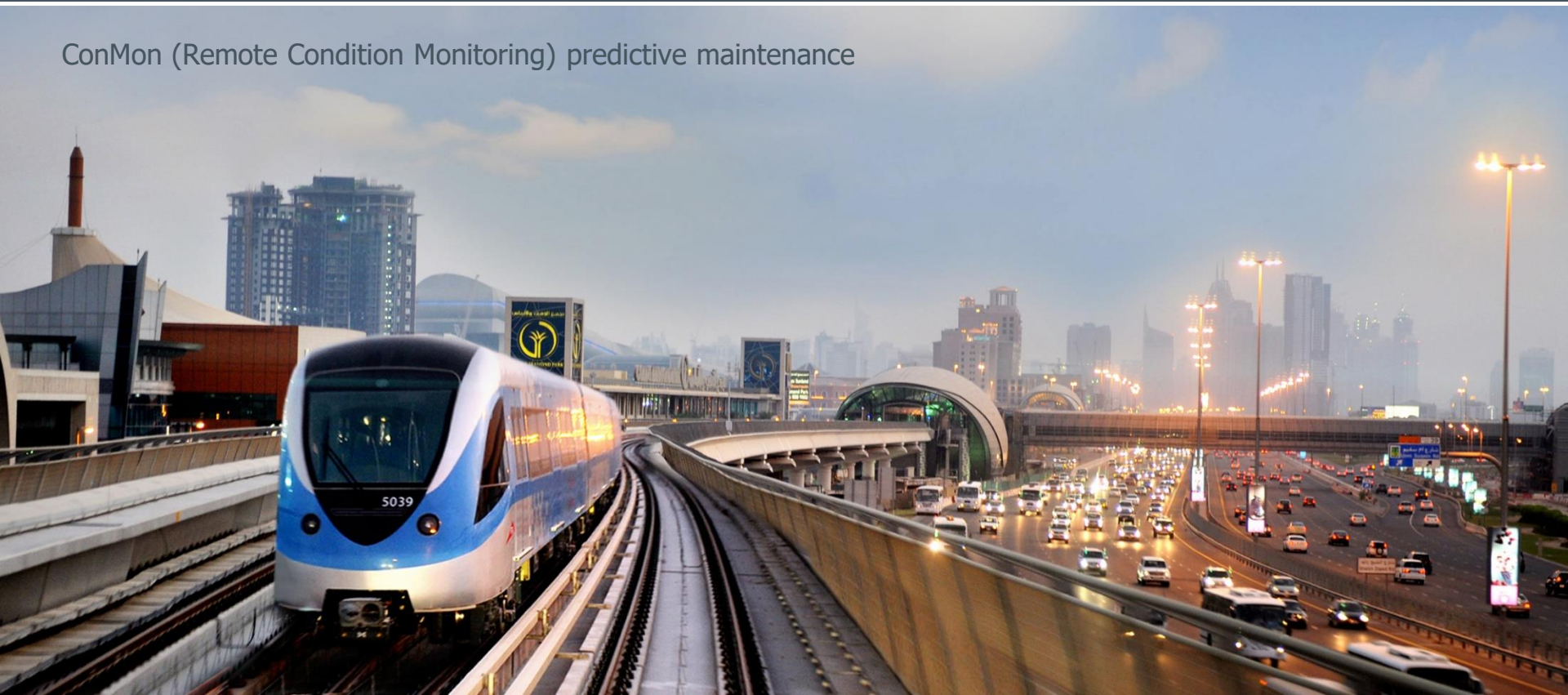- Customer service conversations, not transactions

serco

# Benefits



- 10% reduction in voice calls
- 60% of customer feedback messages now lodged online - previously 45%
- 28% of previously regular callers now prefer using online services

Serco Business

serco

# Case Study 2
## Dubai Metro

ConMon (Remote Condition Monitoring) predictive maintenance

# Dubai Metro
# Condition monitoring (ConMon)

In the Serco-operated Dubai Metro network, ConMon is monitoring real time:

- Switch health
- Critical room temperatures
- Vehicle Control Centres (3 x IT hubs that tell a train to move, stop and the running speed when in auto):
  - rack temperature
  - current and voltage monitoring
- Rail temperature
- Team of fault controllers continuously remotely monitoring health of all critical assets

- Intelligently flags when preventative and predictive maintenance of critical systems is needed
- Alarms for deteriorating conditions, so we can take corrective action before actual failure
- Significantly reduces chance of unpredicted failures

serco

# Benefits



- Many potential issues eliminated before actual failure, switch related failures significantly reduced
- Monitoring regime aligned with system criticality and reliability KPIs
- Weekly dashboard reporting for customer.

serco

# Case Study 3
# USA Medical Insurance

Patient Protection and Affordable Care Act (ACA, also known as Obamacare)
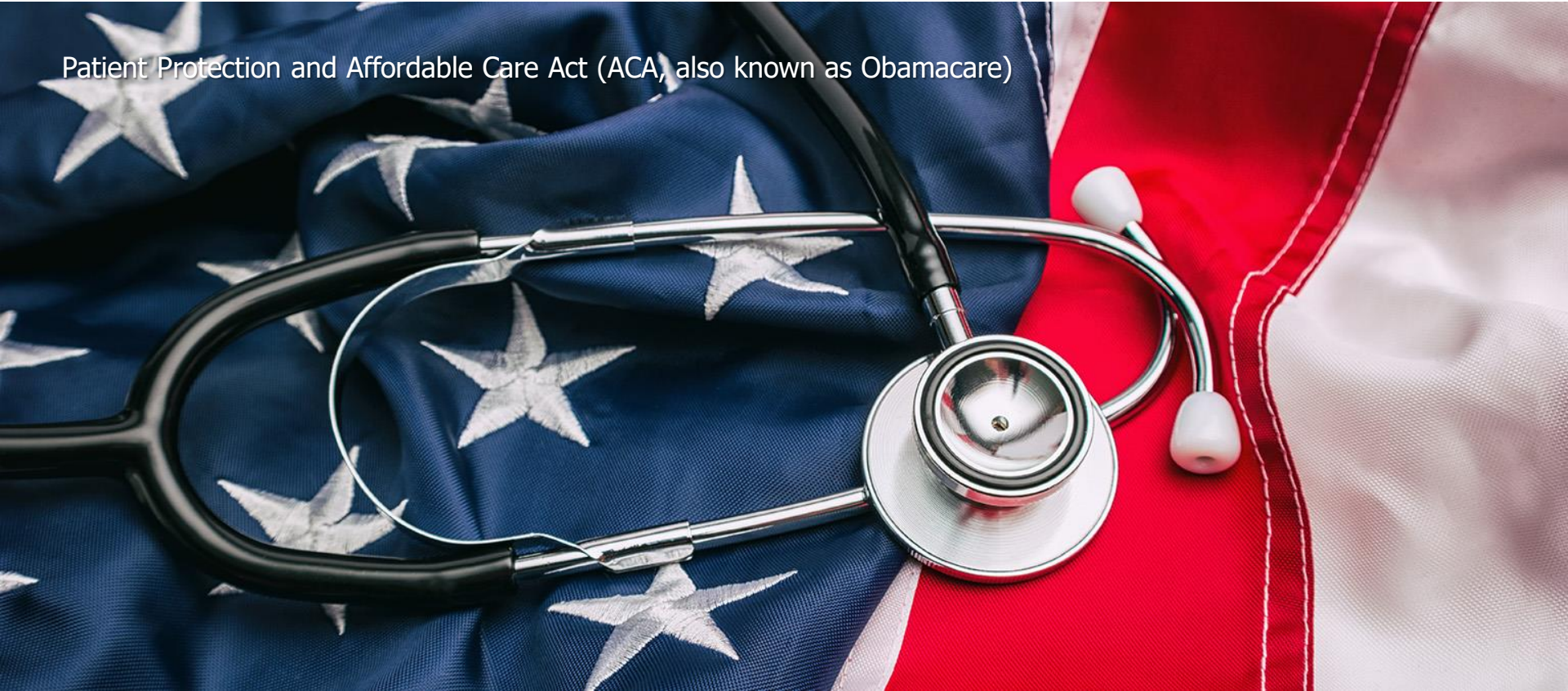
# US Affordable Care Act
## Eligibility verification system

Serco supports eligibility verification process for tens of millions of US consumers each year to purchase health insurance

- ACA provides "means tested" benefit, where consumer must meet changing eligibility criteria including income, citizenship, immigration status and other factors to be eligible for health insurance
- For most people, requires independent verification through hard copy documentation
- Serco manages eligibility verification system (EVS) end-to-end
- Serco EVS offers:
  - automation to enable better, faster, easier eligibility determinations
  - increased accuracy, efficiency, quality of work, using standard/consistent rules
  - less reliance on subjective judgment, improved data quality, more accurate reporting
  - codified rules into hierarchy policy structure to guide worker on recommended outcome and rules applicable to each case.

Metrics:

4,000 Serco employees in 4 processing centres

100 million records per week exchanged and analysed

Each year:

5 million cases adjudicated

10 million consumer notices sent

8 million telephone calls

60 software releases

40 million pages of mail processed

serco

# USA Affordable Care Act
## Eligibility verification system

- Worker sees data extracted from financial documents combined with a case summary and eligibility recommendation
- Worker can proceed with the eligibility decision they feel is appropriate, with both outcome and recommendations captured in case record
- Provides ability to understand effects of proposed rule and policy changes before implementation
- Dynamic work assignment to workers by logic - to drive real-time routing of exactly who is best assigned a task as soon as worker is available

Engagement

Customer Support

Program Integrity

Verification

Enrolment

serco

# Case Study 4
# Fiona Stanley Hospital

Western Australia's first fully digitally-enabled hospital

A$2 billion facility

Largest infrastructure project ever undertaken by the WA state government

783-bed tertiary facility

A$350m of equipment, furniture and technology

Construction complete: Dec 2013

Operations commenced: Oct 2014

# Serco at Fiona Stanley Hospital



## 1000 people
employed by Serco
at Fiona Stanley Hospital

## 25 services
provided across hard FM,
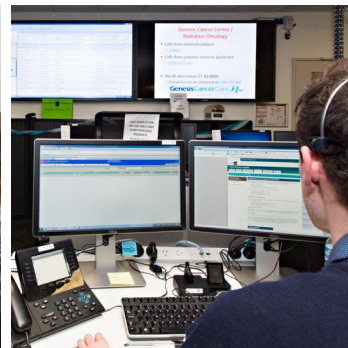soft FM, ICT, procurement and
management of assets

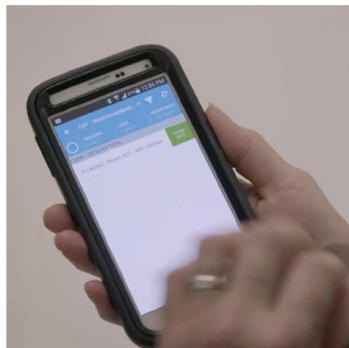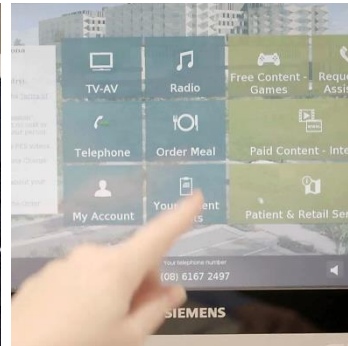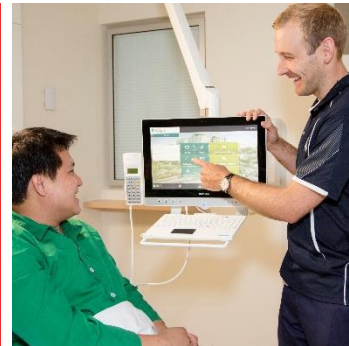## 480 KPIs
key performance indicators,
continuous improvement
indicators – transparent reporting

serco

# Fiona Stanley Hospital
## Designing and delivering a digital hospital



1
unified
network

25
digitised
services

serco

# Fiona Stanley Hospital
## Setting world-class standards

Integrated maintenance and facilities management system - Agility

**80,000**
service requests per month



Users contact the Helpdesk via Phone, Web page or email

Helpdesk collates data, prioritises task, allocates 'time received' and distributes to reactive Service staff

Prior to sending the task to a Staff member is contacted via their PDA

Reactive Staff receive tasks in RealTime on their PDA

Staff 'accept' task - this allocates the task to Staff member and records the 'attendance time' in the Helpdesk.

Helpdesk

Staff undertake task

Helpdesk can produce daily, weekly and monthly automated reports in PDF format for each service

Staff complete task and press 'complete' on their PDA- this records the remedial time and shows the Staff member as available.

serco

# Fiona Stanley Hospital
## Setting world-class standards

## Patient entertainment systems



Every patient room has a swing-arm patient entertainment system with 17-inch screen. These systems provide touch screen technology to patients and clinical staff.

- Entertainment
- Meal orders
- Telephone
- Account information
- Internet access
- Secure patient record access for clinicians

## Video conferencing



Site-wide video conferencing (telehealth) capability has been installed. Telehealth is available throughout the hospital, including through mobile computing devices.

This technology enables live-streaming of surgeries.

### 6000
video conferencing calls managed in 2017-18

serco

# Fiona Stanley Hospital
## Setting world-class standards



### Automated guided vehicles

Serco uses automatic guided vehicles in non-public areas at Fiona Stanley Hospital to reduce manual handling activities and improve efficiency.

- Reduces manual handling; improves safety
- **2000** deliveries per week
- Run on hospital's wireless network

### Cleaning

The most modern cleaning methods have been designed to deliver the highest standard of cleaning.

- Microfibre solution – world's best practice
- Cleaning supervisors use hand-held electronic devices to record cleaning standards during regular auditing
- **50,000** rooms & areas cleaned each month
- **1500** rooms audited each month

serco

# Fiona Stanley Hospital
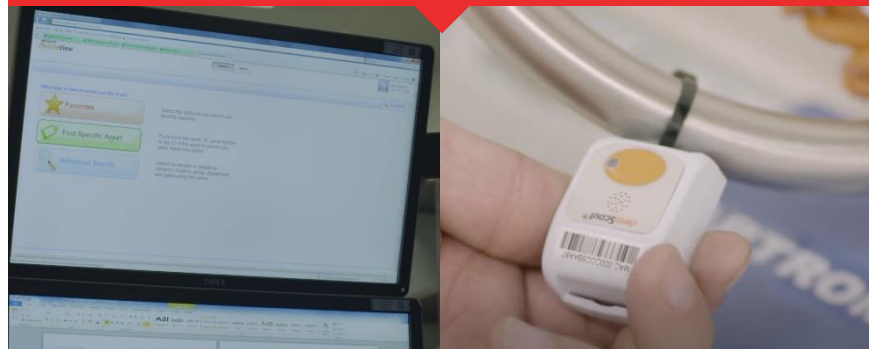## Setting world-class standards

### Patient catering





Serco provides a fresh-cooked catering service, and produces around 2200 meals per day.

- Only hospital in WA providing fresh-cooked meals
- Menu caters for:
  - **140** different allergens
  - **45** diet codes
  - **4000** different diet codes in combination

### Real time location systems





Equipment is tagged with real time location systems to ensure efficient lifecycle management, cost allocation per ward/department and theft reduction

- RFID tags
- Mobile duress alarms

serco

# Fiona Stanley Hospital
## Realised benefits

**$550 million**
in cost savings to government

**Innovations**
rolled out to other state hospitals

**Digital hospital**
model established

serco

# Clarence Correctional Centre



- Serco has been operating correctional services in Australia for almost 15 years
- As a prison operator, safety and security is always our first priority
- The new Clarence Correctional Centre will begin operations in 2020
- Once completed, this 1,700-bed state-of-the-art facility will be the largest correctional centre in Australia

serco

# Clarence Correctional Centre

- Transformative solutions that support reduced reoffending
- Operator-led design draws on international research and expertise
  - reducing reoffending
  - in a safe, secure and decent setting
- Unit and cell designs allow for the appropriate placement of inmates according to
  - individual circumstances
  - level of risk
  - security classification
- Inmate safety and centre security paramount with cell design minimising hanging points and maximising officer viewing capability

- Double cells designed to allow inmates to be less confined when occupying their space with another inmate
- Residential areas, housing individual bedrooms and purpose-built store, enable inmates to self-cater as part of the structured rehabilitation program preparing them for reintegration.
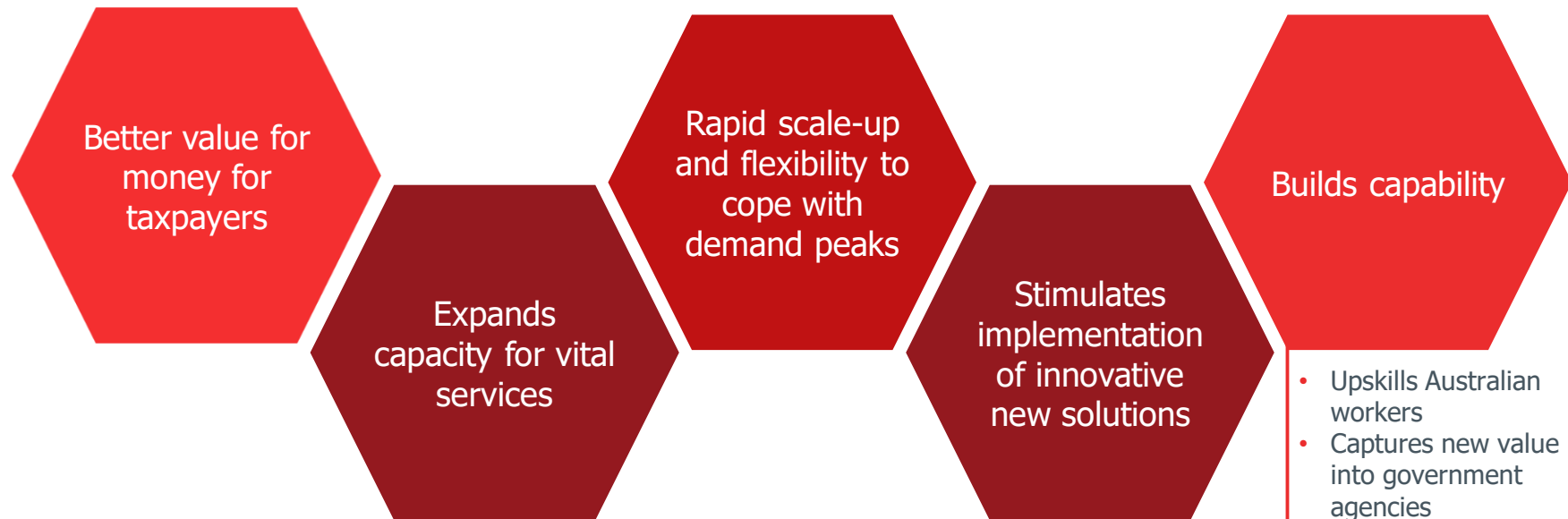
serco

# Clarence Correctional Centre

- Every cell will feature advanced technology, providing each inmate with a designated study space and access to key functions such as visits bookings, education and employment scheduling
- This in-cell technology will facilitate after hours academic studies, allowing inmates to complete trade and tertiary qualifications, supporting employment opportunities on release
- Equipped with 10 industry areas:
  - carpentry and woodworking joinery
  - heavy, medium and light steel fabrication
  - sandblasting and coating
  - textiles
  - general assembly and small engine mechanics
- Inmates do meaningful work to support rehabilitation and reintegration into the community

- Community Buildings located throughout Centre enable the delivery of cohort specific programs and services, matched to inmates' individual risks and needs
- All inmates have individual rehabilitation and reintegration pathway that promotes self-agency and ultimately prepares for release.

serco

# Conclusion
## Benefits of service transformation approach

Better value for money for taxpayers

Expands capacity for vital services

Rapid scale-up and flexibility to cope with demand peaks

Stimulates implementation of innovative new solutions

Builds capability

- Upskills Australian workers
- Captures new value into government agencies

Serco Business

serco

# Questions?

Garry Brown
Managing Director – Asia, Serco Asia Pacific
T    +61 2 8901 3510
E    garry.brown@serco-ap.com
W    serco.com/aspac