

Animal Health improves speed, efficiency and effectiveness



With a business and IT transformation solution from IBM

Overview

The Need

Animal Health wanted to achieve more for less expenditure, eliminating paper-based administration where possible and creating a faster, more efficient and more flexible service delivery model.

The Solution

Animal Health is working with IBM to create a new business process management system to handle key elements of its daily workload. IBM is also supporting Animal Health in its related business transformation.

Key Benefits

Reduced paperwork and delays, increasing responsiveness and efficiency, improving speed and quality of management information, reducing IT and operational costs and improving quality of customer service.

Animal Health is the Government's Executive Agency primarily responsible for ensuring that farmed animals in Great Britain are healthy, disease-free and well looked after. The Agency manages the economic and public health risks arising from disease in farmed animals, working on behalf of the Department for the Environment, Food and Rural Affairs (Defra), The Scottish Government and the Welsh Assembly Government. One of its key roles is to implement government policies aimed at preventing or managing outbreaks of serious animal diseases, and in doing so to support the farming industry, protect the welfare of farmed animals and safeguard public health. When notifiable diseases are confirmed Animal Health manages the infected animals and tests any other stock that might have had contact with the disease. If required, it imposes movement restrictions and establishes surveillance zones to prevent further spread until the disease has been controlled. Animal Health employs approximately 1,600 people and works with private veterinary surgeons, as well as other partners, to deliver its services.

With a highly devolved organisational and operational structure, Animal Health had different processes and working practices in different parts of the country, and was reliant on a number of out-of-support legacy systems. The lack of centralisation and standardisation, together with the organisation's dependence on paper-based administration, meant significant inefficiency and inconsistency. For example, animal tracing was handled by regional offices, which exchanged physical files each time an animal was moved from one area to another. Not only did this increase the risk of losing files, it also meant significant delays in transferring information, high transport costs and associated carbon footprint, and an inability to access crucial information during transit.

"Our primary goals were to improve efficiency and to enable greater flexibility in where and how we delivered work, so that we could optimise our use of resources during both business-as-usual and outbreak scenarios," says Catherine Brown, Chief Executive Officer. "We wanted the ability to allocate the right people to the right work, regardless of their location, and to centralise certain functions in order to create centres of excellence and take advantage of economies of scale. Our customers also wanted us to achieve greater consistency of practice, particularly as this would help reduce costs and improve outcomes."



Benefits

- New centralised system and standardised business processes enable greater speed, efficiency, clarity and consistency
 - Elimination of identified legacy systems significantly reduces IT system failure risk
 - Consolidated system and transformed business model for both BAU and outbreak management save time and effort, and enable rapid and effective response.
-

“The system enables us to give better information to our customers on what they get for their expenditure. With budgetary pressures increasing, we can show our customers what would be the precise impact of decreasing the budget in a particular area.”

Catherine Brown, Chief Executive Officer,
Animal Health

Holistic approach

Animal Health needed to supplement its own team with external expertise in order to undertake such an extensive business and IT transformation. They were looking for an organisation with experience of business as well as IT change programmes and so chose to work with IBM as Defra’s strategic partner. Animal Health undertook a fundamental review of its business model and organisational structure, aiming to determine a blueprint for the future, and a prioritised roadmap for achieving it. The newly created business transformation function planned a number of radical changes, with one of the cornerstones being the Business Reform Programme (BRP) – a major project to replace disjointed legacy systems with a single integrated IT solution called Sam.

“IBM has been heavily involved in the system design for Sam, and has also provided significant assistance in re-engineering our business processes,” says Julie Pierce, CIO & Corporate Services Director. “When it comes to determining the business requirements for each release, IBM helps us to bridge the gap between IT and the business, so nothing gets lost in translation. This was a complete change for the organisation, and we needed a partner capable of handling everything from business transformation to platform selection. The breadth of IBM enabled us to get that holistic approach.”

After working with Animal Health to determine its requirements for the new business process management application, IBM ran an open selection process and recommended a Pegasystems solution. A particular strength of the solution is its rapid development capability, which has accelerated the significant customisation work required by Animal Health.

Embracing efficiency

As Animal Health’s key partner for the BRP, IBM has been helping to model its processes, then designing, developing and delivering the new system in staged releases. Beyond technical enablement, IBM has been helping the business determine precisely what it needs from each release, and has been conducting detailed business planning and change management around each module as it is deployed.

“Animal Health didn’t have a structure capable of supporting the delivery of change on this scale; IBM’s skills and knowledge in building this capability were a critical success factor for the overall programme,” says Nina Purcell, Director of Business Change. “In addition to delivering the IT support, IBM helped us to introduce robust processes and structures around design and change, helping us to successfully deliver the cumulative benefits that come with each new release in the programme.”

Solution Components

Services

- IBM Global Business Services
 - Strategy and Transformation
 - IBM Application Management Services
-

“IBM helps us to bridge the gap between IT and the business, so nothing gets lost in translation. This was a complete change for the organisation, and we needed a partner capable of handling everything from business transformation to platform selection. The breadth of IBM enabled us to get that holistic approach.”

Julie Pierce, CIO & Corporate Services Director,
Animal Health

“We’re already getting significant benefits from the modules we’ve implemented so far, but the biggest benefits in terms of staff, cost savings and de-risking our delivery in outbreaks are yet to come,” says Catherine Brown. “With the first releases, we created a single database record for customers, with the ability to scan all documentation and associate it with the relevant customer record. We now pass all incoming calls to the person who can answer their query straight away. And because we can immediately see all contact we’ve had across any of our sites with any given farmer – whether a visit, letter, phone call or email – we have a far clearer picture and avoid the need for duplicated visits.”

Centralisation and standardisation

As part of its business transformation, Animal Health has centralised and automated the management of all its animal tracing activity, with effective workflow management, enabling visibility and centralised control. By consolidating regional operations into a single national centre of excellence in Cardiff, Animal Health is also concentrating expertise and taking advantage of economies of scale to deliver improved quality of service and greater efficiency.

By centralising its tracing function and eliminating the need for physical case files, Animal Health has created a much more flexible and responsive organisation. During an outbreak scenario, speed of response is critical, and hours really count in preventing the spread of the disease. At such times, there is significant economic and political pressure on Animal Health to get accurate information quickly - on each farm and its livestock - and to contain the outbreak. Sam helps to provide that access to information, enabling a risk-based prioritisation of the Animal Health response.

“With the new system, users can easily locate an animal, and see when it was last tested and when future tests are due,” says Catherine Brown. “If testing guidance changes, we can easily adjust the business rules that underpin the system. That’s a huge positive: we can respond quickly and efficiently to policy changes required by rapidly changing circumstances on the ground.”

Shared view of work

Sam also supports work management for bovine tuberculosis, one of the most significant national tasks for Animal Health. This breaks down geographic silos and creates a shared view of the regime for testing animals, enabling Animal Health to plan more effectively and understand resource availability better.

“We’re really starting to drive out the expected efficiencies,” says Julie Pierce. “In the past, we had numerous different databases, so reporting required significant manual effort around data aggregation. We’re removing that work, improving delivery speed and enabling real-time information capabilities for the first time. The quality and speed of management information are both increasing rapidly.”



Tangible benefits

With each new release of Sam delivered by IBM, the consistency of business processes and the quality of information improves. Catherine Brown says, "We're able to quantify the volumes of work accurately for the first time, and we can ask: 'What is the resource impact if this type of work doubles?'" Equally, the system enables us to give better information to our customers on what they get for their expenditure. With budgetary pressures increasing, we can show our customers the likely impact of decreasing the budget in a particular area."

The next major change will be the introduction of a standardised web-based system to allow vets - both internal and those working on behalf of Animal Health - to deliver their reports to Animal Health electronically. By replacing the current paper-based process, Animal Health will significantly reduce administrative costs and improve consistency, and again accelerate the delivery of crucial information.

"With the foundations of the new system in place, each new release is really delivering tangible benefits to Animal Health," says Julie Pierce. "This is an ongoing journey, and we're continuing to work with IBM both on the development of the new modules and on the business transformation side. IBM brings a great deal of experience in working on large transformation projects, together with considerable enthusiasm and the commitment to do a great job. We see the relationship with IBM as a true strategic collaboration, founded on the breadth of capabilities they have."

For more information

To learn more about IBM Global Business Services, please contact your IBM marketing representative or IBM Business Partner, or visit the following website: ibm.com/gbs/uk

IBM United Kingdom Limited
PO Box 41
North Harbour
Portsmouth
Hampshire
PO6 3AU

Tel: 0870 010 2503
ibm.com/services/uk

IBM Ireland Limited
Oldbrook House
24-32 Pembroke Road
Dublin 4

Tel: 1890 200 392
ibm.com/services/ie

The IBM home page can be found at ibm.com

IBM, the IBM logo and ibm.com are trademarks or registered trademarks of International Business Machines Corporation in the United States, other countries, or both. If these and other IBM trademarked terms are marked on their first occurrence in this information with a trademark symbol (® or ™), these symbols indicate U.S. registered or common law trademarks owned by IBM at the time this information was published. Such trademarks may also be registered or common law trademarks in other countries. A current list of IBM trademarks is available on the Web at "Copyright and trademark information" at ibm.com/legal/copytrade.shtml.

Other company, product and service names may be trademarks, or service marks of others.

References in this publication to IBM products, programs or services do not imply that IBM intends to make these available in all countries in which IBM operates. Any reference to an IBM product, program or service is not intended to imply that only IBM products, programs or services may be used. Any functionally equivalent product, program or service may be used instead.

This case study illustrates how one IBM customer uses IBM and/or Business Partner technologies/services. Many factors have contributed to the results and benefits described. IBM does not guarantee comparable results. All information contained herein was provided by the featured customer and/or Business Partner. IBM does not attest to its accuracy.

IBM does not provide legal, accounting or audit advice or represent or warrant that its products or services ensure compliance with laws. Clients are responsible for compliance with applicable securities laws and regulations, including national laws and regulations.

This publication is for general guidance only. Information is subject to change without notice. Please contact your local IBM sales office or reseller for latest information on IBM products and services.

© Copyright IBM Corporation 2010. All Rights Reserved.



Please Recycle