

SOLVING THE 867 PIECE PUZZLE

USING MODELS TO ORGANIZE ENTERPRISE-LEVEL CHANGE

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SESSION OUTLINE

THE PROBLEM SPACE

- The effort is HUGE
- Multiple parallel paths of work
- A ton of external stakeholders, internal roles, business processes, vendors, systems, & data moving everywhere
- A web of technical integrations and cross-departmental workflows
- It all must work on Day 1

SESSION SUMMARY

Learn how BCBSMN is leveraging our business models to:

- define overall scope
- map workstreams (teams)
- track vendors & systems
- ensure end-to-end coverage

Their “Model of Models” approach helps eliminate gaps, minimize overlaps, identify collaborations.

TODD SICARD

he/him/his



Todd Sicard is currently a Business Platform Implementation Director at Blue Cross Blue Shield of Minnesota helping to achieve business strategy via a planful operating model revolution. His experience includes over 25 years of health insurance and over 15 years of enterprise-level architecture. I play 3rd trombone at with Beasley's Big Band in venues around town.

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BLUE CROSS AND BLUE SHIELD OF MINNESOTA

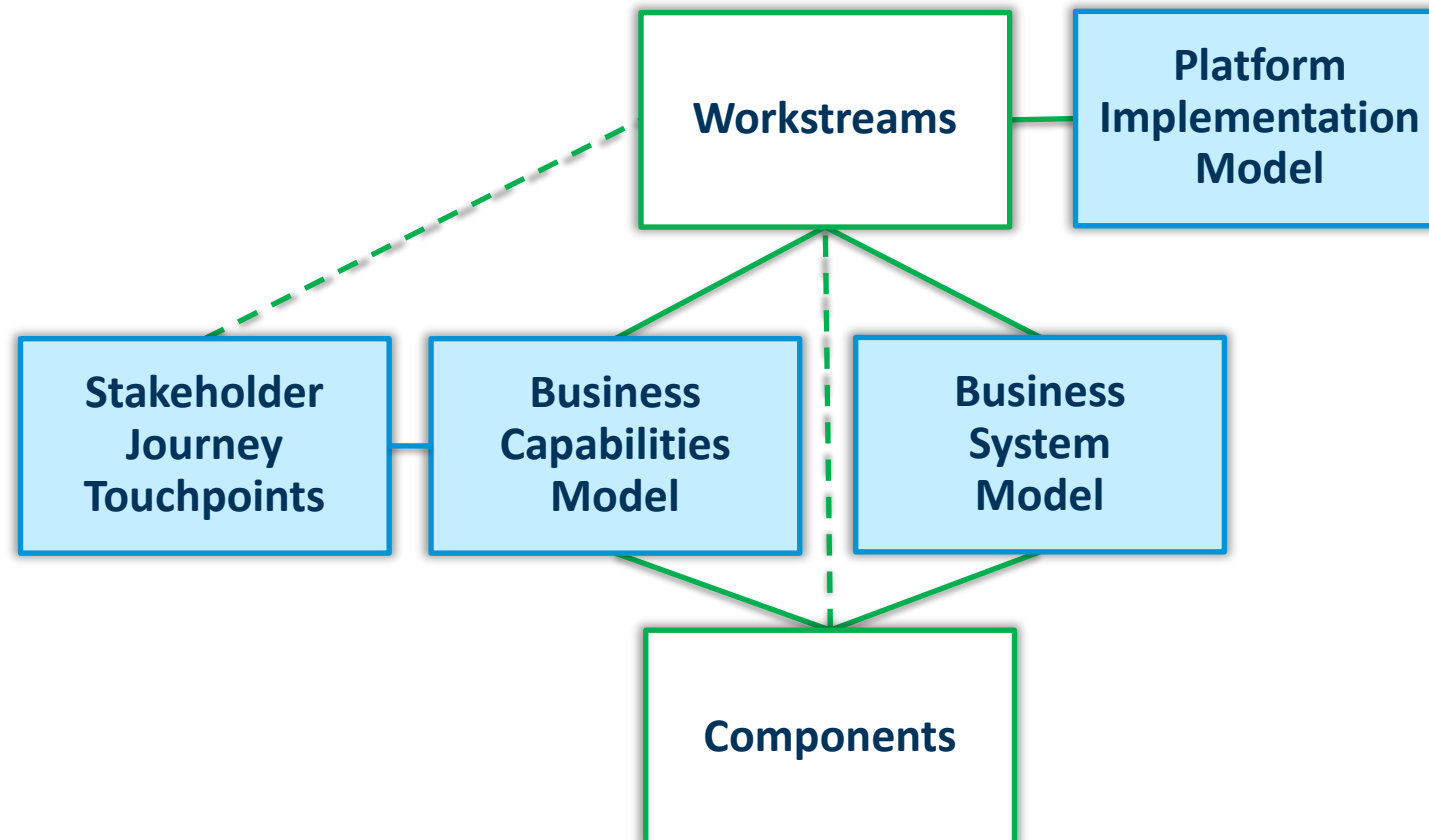
In 1933, seven St. Paul hospitals teamed up to form the Minnesota Hospital Association, becoming the country's first prepaid health care network. Today, Blue Cross is the leading health plan in the state.

- We have more members, the largest network of doctors and more products and services than any other health plan in Minnesota.
- About one in three Minnesotans has a health plan with us.
- Our over 2 million members can be found in every Minnesota county, all 50 states and on four continents.



THE MODEL OF MODELS

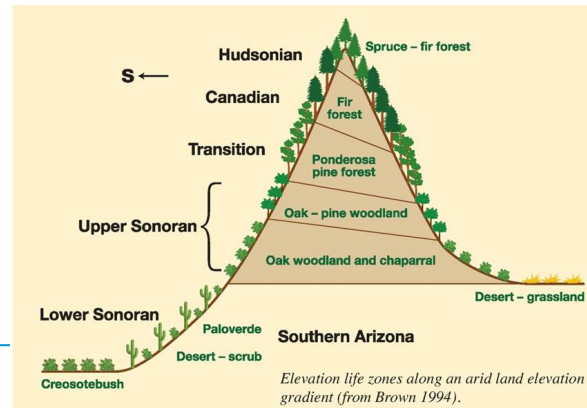
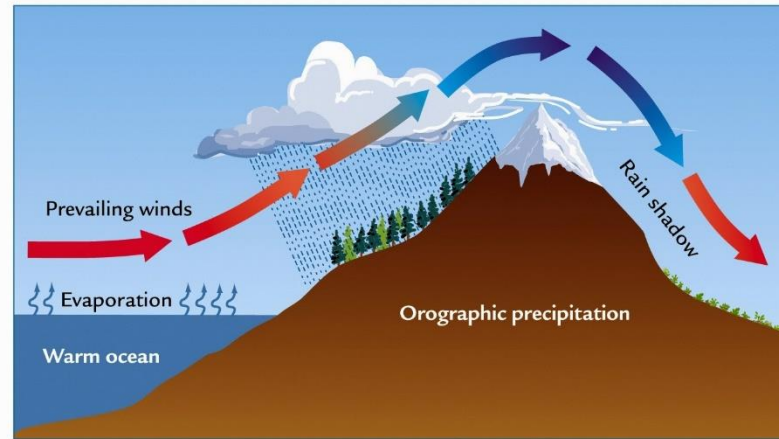
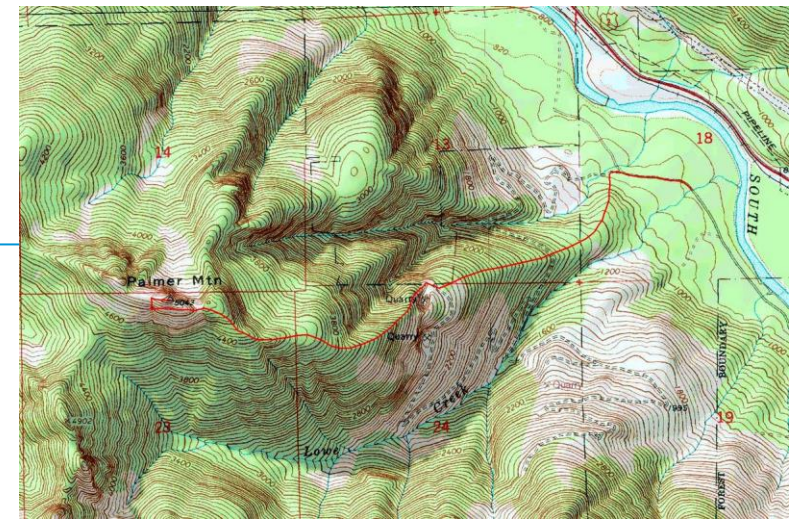
“MODEL OF MODELS”



A MODEL OF A MODEL



Models are simplifications of reality that represent a particular aspect of a complex subject



A MODEL OF THE STRUCTURE OF OUR MODELS



Level	Elements
L1	8-12
L2	3-9
L3	4-9
TOTAL	120-300



Characteristics of a "Good" Model

- No gaps – comprehensive
- No overlaps – mutually exclusive
- Stable – changes w/ the business
- Useful – readable & practical

THE MODELS OF THE MODEL OF MODELS

Stakeholder Journey Touchpoints

Describes the “outside-in” experiences from the point of view of our members, providers, agents, & clients. 175 elements in 3 levels, enterprise scope.

Business Capabilities Model

Describes the activities that we must be able to do to perform as a health plan. 310 elements in 3 levels, enterprise scope.

Business System Model

Describes the types of vendors, applications, data structures, portals, infrastructure, etc. needed. 262 elements in 3 levels, enterprise scope.

Platform Implementation Model

Describes the activities that we must be able to do to be successful in an operating model transformation. 120 elements in 3 levels, limited scope.

Workstreams

Parallel paths of work
AKA Tracks, Towers, Projects

Components

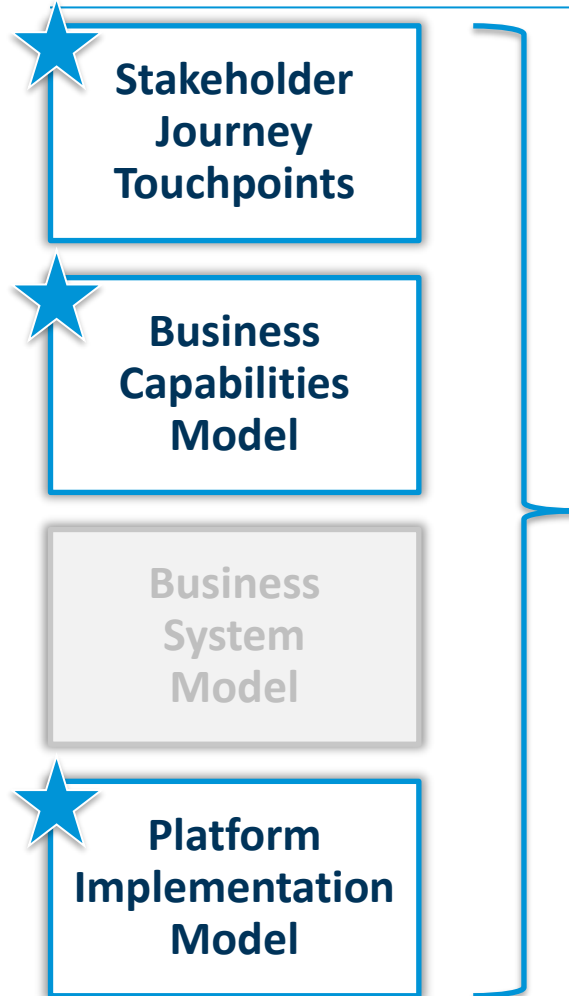
Vendors, systems, datastores, etc. that, when combined, create an operating platform

$\Sigma(\text{models}) = 867 \text{ elements}$

PRIMARY USES

- Program Scope
- Workstream Scope
- Platform Composition
- Bonus Uses!

USAGE: PROGRAM SCOPE



Model Tuning

- Reviewed each element for relevance and need
- With a few knowledgeable SME's
- Initial documentation of needs & features
- Completed prior to RFP's

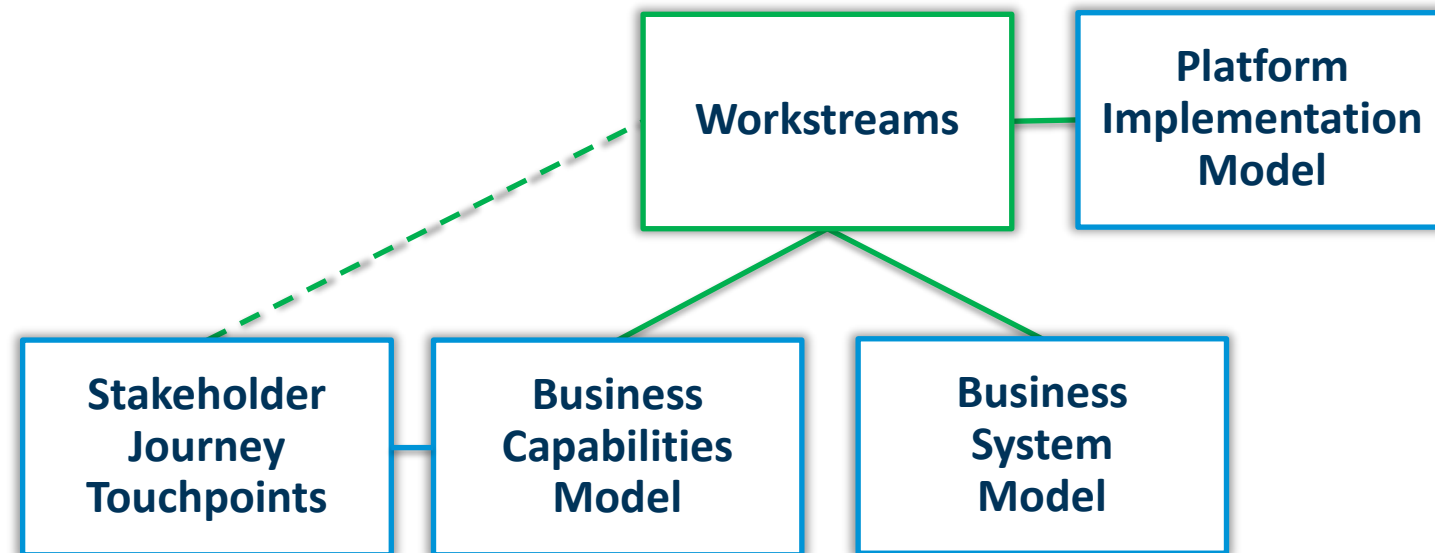
Program Scoping

- In scope v. out of scope
- Some elements were partial or had to be broadly interpreted
- Helped communicate our needs to RFP candidates
- Sizing, planning, & implementation execution

USAGE: WORKSTREAM SCOPING

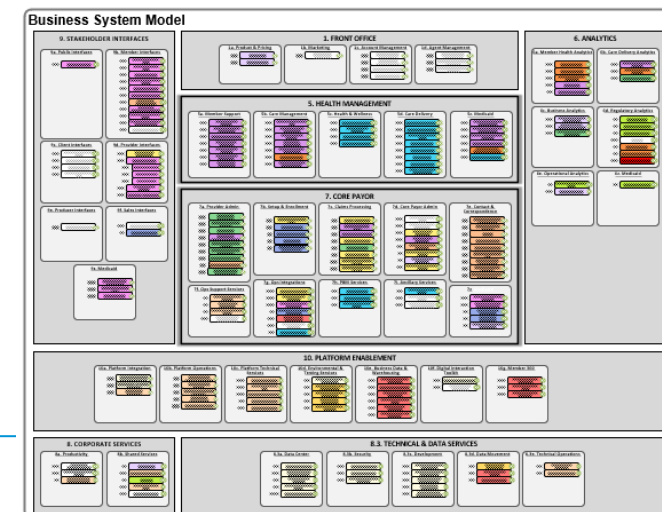
20+ Workstreams

- PM's with various levels of subject area knowledge
- Each workstream has a team of a dozen or so



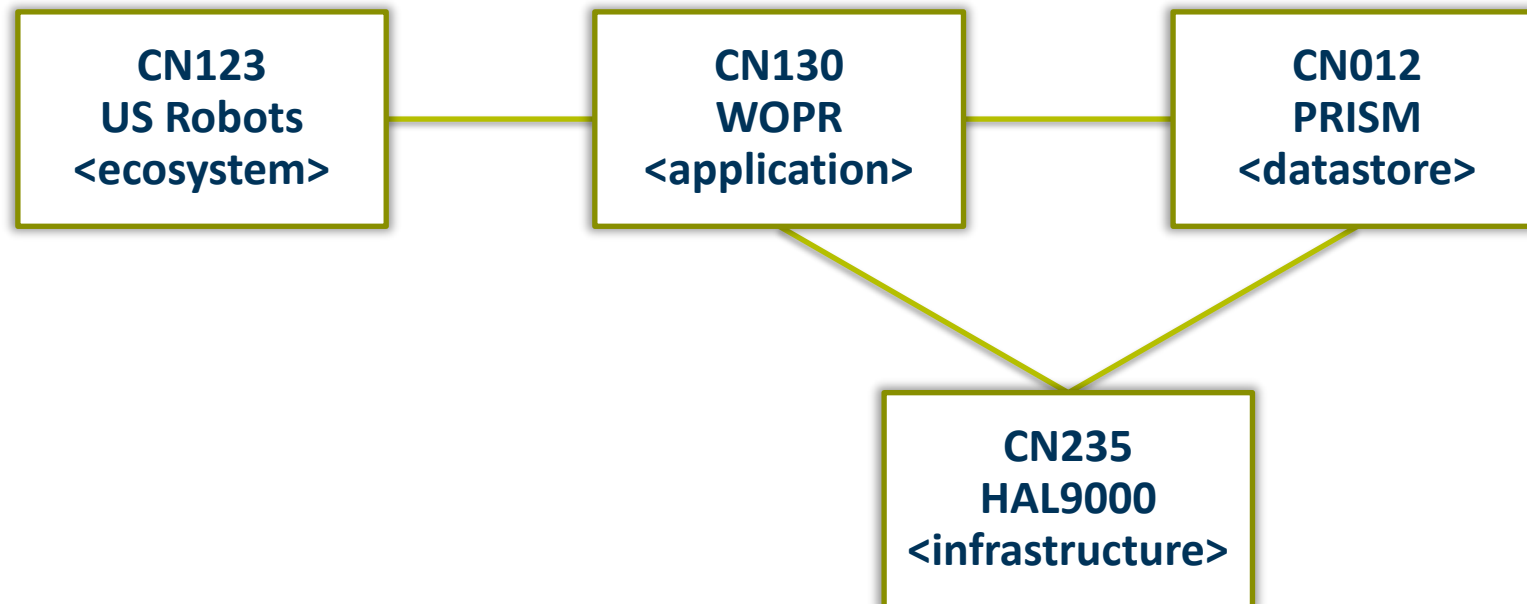
Workstream Mapping

- L3 model elements mapped to workstreams
- Each workstream has many elements
- Each element has one and only one workstream*
*Yeah – that became a problem.



COMPONENTS

The things that make up the platform



"I, Robot" / WarGames / NSA data-mining program / 2001: A Space Odyssey

THE COMPOSITION OF COMPONENTS

COMPONENT

Any vendor, system, or database that may be a part of the program platform.

COMPONENT NUMBER

An internal identifier, e.g. CN123. (just a sequence)

COMPONENT INVENTORY

The big list of components



**Components
CN999**

USAGE

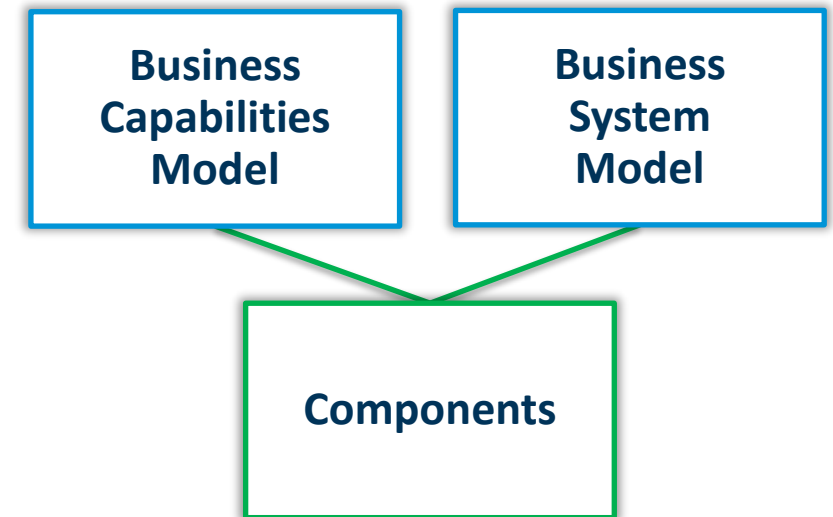
By using CN's in diagrams, user stories, requirements, solutions, etc. we ensure that we're all in sync for approvals and without worrying about naming variations. Also enables precise search in large libraries of documents.

USAGE: PLATFORM COMPOSITION

Each component is mapped to...

1. It's primary Business Capability
The business capability that maintains the data or owns the vendor relationship
2. It's System Model element

Informed the workstream charter builds
...at least as much as we knew at the time!



USAGE: COMPONENT TO WORKSTREAM MAPPING

Assignment to workstreams then followed the Workstream to Model mapping*

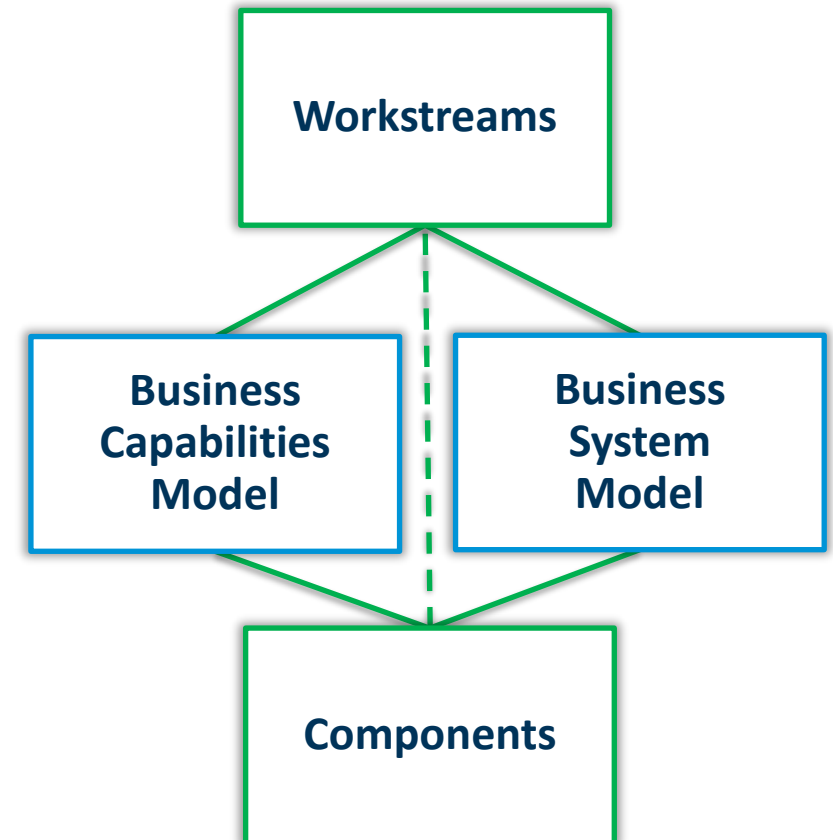
**Unless it didn't – and it needed an override (the dotted line).*

Workstreams are responsible for standing up...

The components in their System Model

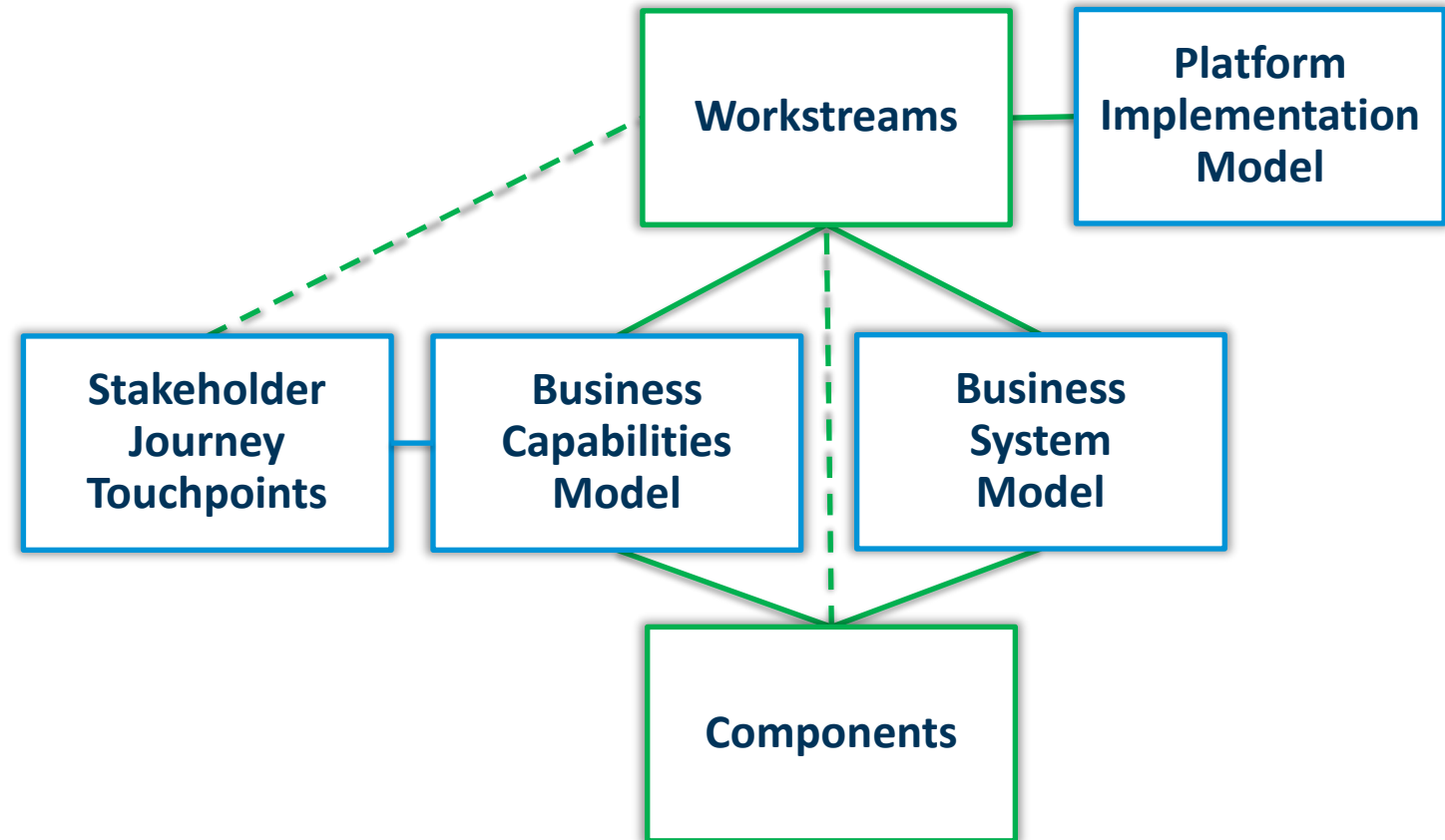
The capabilities in their Capability Model

...which might be slightly different sets of components.



OUTCOMES

- Tuned models
- Program scoped
- Parallel workstreams scoped
- Platform composition mapped
- Able to execute strong Program Governance



RECEPTION & USAGE

RECEPTION

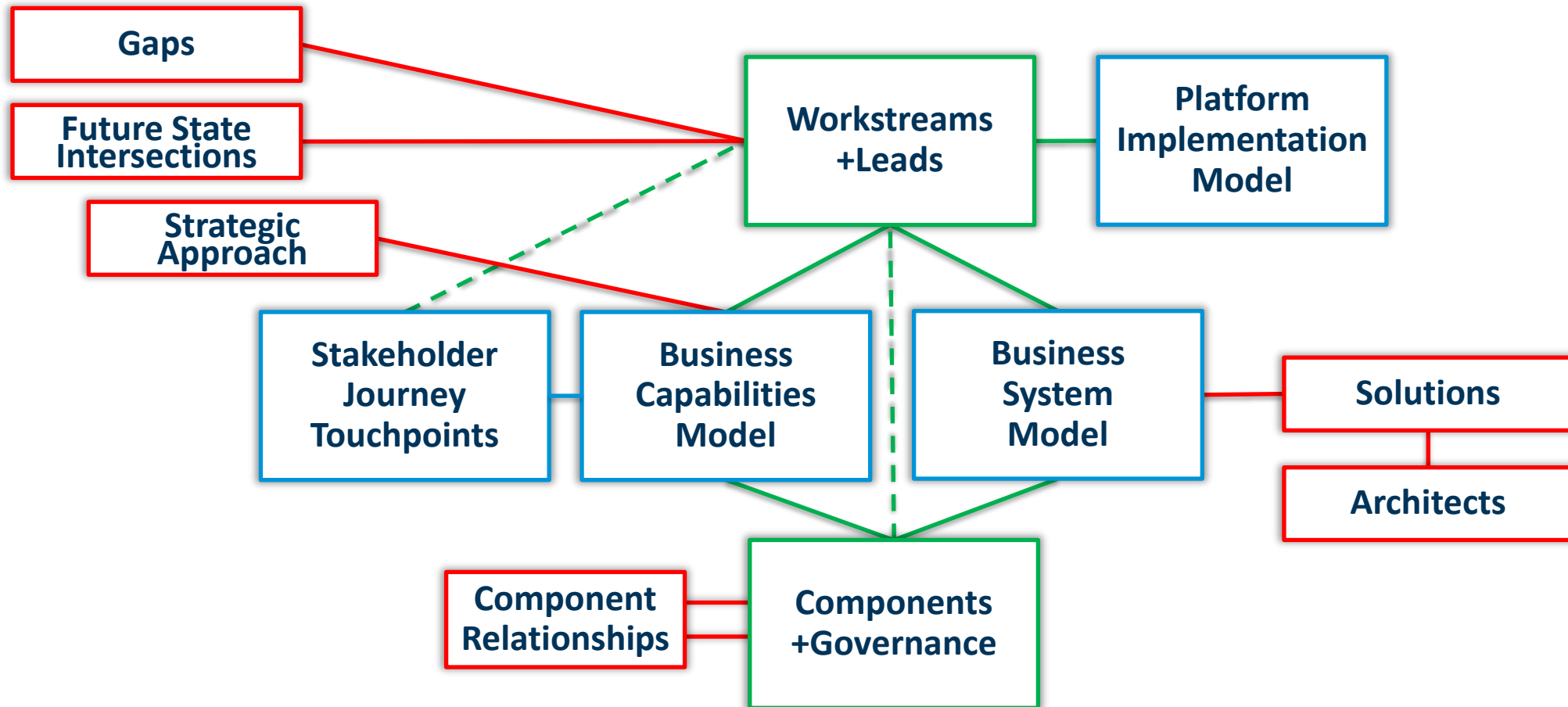
- Model tuning was a great start on features
- Workstream v. Departments
- Models were simultaneously informative & overwhelming
- Governance was simultaneously important & overwhelming
- Models are simplifications - they are not reality.

USAGE

- Clearly defined program scope
- Clearly defined workstreams
- Platform composition governance
- Architectural solutions
- Vendor impact & contracting

BUT WAIT - THERE'S MORE!

BONUS ADD-ONS



BONUS USAGE

- Enterprise Business Operating Model
business to components
- Enterprise Component Model
components to components
- Capability strategic importance
necessity, essential, strategic, differentiating (L2)
- Cost structure analysis
- Jira embedding
- Weekly downloads to Excel for team to access
- Data link to Visio models for heat maps & tagging
- Data hack into Sparx

WISH & WARNINGS

WISH LIST

- Organizational Model
- Business Process Model

LESSONS LEARNED

- Prior experience was huge
- Too many spreadsheets drove me into MS Access
- It's impossible to say some things too many times
- It's a lot for one person

SESSION IN REVIEW

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THANK YOU!

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