



SOLUTION BRIEF

Our Industries

Government
Justice and Public Safety
Health
Energy
Commercial

SHARED SERVICES

Management Consulting

CHALLENGE

Shared Services is a concept that is simple and intuitive -
Why is it so incredibly hard to implement?

Both public and private sector organizations in today's economic climate are facing increased demand for services, declining revenues, and a renewed pressure to trim costs. This same economy brings new opportunities as well as challenges as organizations seek to navigate these expectations. Organizations are increasingly turning towards the shared service models that improve service delivery, increase efficiency and reduce costs. Implemented well, shared service models reap significant rewards for organizations. These outcomes however, can be easily obscured by disparate technologies, misaligned processes and battles over funding models, governance structures and service level agreements, causing shared services initiatives to rapidly lose focus, leaving business-as-usual as the outcome.

OUR SOLUTION

A proven approach to implementing shared services within organizations.

Sierra Systems has worked with organizations in many industries to help create efficient and effective shared service models. The result is three-fold: improved client service, standardized processes and increased efficiency.

Equally important is the application of a change management program that engages both service providers and client departments and helps them navigate turbulent issues such as resource transfers, staff transition, new processes and new technology; all of which can challenge the implementation of shared services. Sierra's innovative use of the Shared Service Program Management Center (SSC) establishes a single-point agent of change with a mandate to support shared services activities and projects across the organization. This approach is a vital part of Sierra's commitment to help organizations actually implement shared services rather than simply theorize about them.

Learn More

To learn more about how Sierra's proven approach can help governments realize cost savings, improved services and process innovation by transitioning to a Shared Services environment, contact us:

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Achieving Results

Client: Six hospitals of a Local Integrated Health Network in Ontario.

Issue: A group of health care providers had recently created a shared organization for all the hospitals in the region to collaborate together and source goods and services collectively. The organization needed to evaluate if the creation of a shared services model for procurement execution and logistics would benefit each hospital individually.

Impact: A feasibility analysis from a process, technology and people perspective was needed to support the capital request to the provincial government in case the response to the business case was positive with the objective of creating a new legal entity to manage the procurement and logistics shared services operation for the region.

Solution: Sierra conducted an assessment to identify the staffing productivity improvements, incremental spend savings through enhanced management, and operating savings which could potentially be achieved by moving into a procurement shared services model. A business case was developed to understand the potential costs associated with the planned transformation activities required, including an IT implementation that would be required to achieve these benefits. This project included a comprehensive process and information technology current state analysis and a process flow mapping component for each hospital as well as a future state design of procurement processes, technology infrastructure and organization in a shared services model to help each hospital make a decision if they would join the organization or not.

OUR SERVICES

Sierra Systems brings a fresh perspective to shared services, informed by best practices derived from executing many successful projects. We understand what it takes to get there. Working with organizations across Canada, we have experience in the strategic and operational areas required to develop, implement and sustain shared services initiatives, including:

- Delivering readiness assessments that identify the priority issues that need addressing to position shared services initiatives for success.
- Building business cases for shared service functions and operations to assist leaders when making informed choices among options.
- Developing roadmaps to guide implementation of enterprise-wide shared services.
- Custom designing governance models to fit cross-organizational structures and cultures.
- Custom designing funding models – including service cost allocation and chargeback models.
- Developing and delivering comprehensive change management programs.
- Establishing performance frameworks to track and report on progress.