Galvanize

Connecting data, automating processes, and driving greater insights at UnitingCare Queensland

UnitingCare

NON-PROFIT HEALTH SERVICE PROVIDER

THE UNITINGCARE RISK AND ASSURANCE TEAM USES THE HIGHBOND PLATFORM TO CONNECT TO AND UNCOVER INSIGHTS IN A MASSIVE AMOUNT OF ORGANIZATIONAL DATA.

One of Australia's largest non-profit health, aged care, disability, and community service providers, UnitingCare helps people from all walks of life.

With over 460 locations, the organization needed an enterprise-grade software system that would bring all their risk and assurance related data together so they could increase efficiency and leverage insights from Internal Audit while supporting Management to deliver targeted risk and assurance assessments in real-time.

In order to achieve this, they would need to connect all of the major operating systems within the business—including SAP, AX9, AX12, D365, three timesheet systems, and three clinical governance systems— to aggregate all of their data in a single spot. Hanlie Oosthuizen, Internal Audit Manager and Satchin Rabikissoon, Senior Analyst Risk Systems, were instrumental in making this happen.

Andrew Cooke, General Manager of Risk & Assurance at UnitingCare also wanted a way to manage the more than 400 complex child safety risk assessments across different lines of business. He wanted a way to track the status, the results, and how the risk profile changes over time.

When Andrew first joined UnitingCare, they were already using the desktop version of the HighBond tool. He was familiar with it from his days at PwC, but he saw greater potential within the tool that was not being utilized by the organization.

QUICK FACTS

+ Headquartered in Brisbane
+ 17,400 employees
+ 9,200 volunteers
+ 460 locations
+ Works with more than 430,000 individuals, families, and communities each year
+ Uses HighBond to build continuous monitoring programs across the organization
+ Uncovered over $1 million dollars in duplicate payments
+ Uses HighBond to bring together disparate data sources

How do we understand the risk performance of the business in a very efficient and effective way, and that comes back to the use of data

SOLUTION

Andrew and his team are responsible for a number of areas, including owing the enterprise-wide risk management framework and supporting the whole of the business by understanding how risk is managed, interpreted, and mitigated. That rolls up to the Executive and Board through the Audit, Risk, and Compliance Committee, to ensure the understanding of risk is well-known and they are working within the tolerances and appetite that the Board has set.

Andrew's team also oversees a typical internal audit function, assessing and rating various business operations in how they manage risk, and reporting back to the Audit, Risk, and Compliance Committee. Then there's business continuity, looking after the whole continuity crisis framework. In addition, they look after the insurance program for the whole organization, investigations, including anything that might come up

from a whistleblower line, or internal fraud or misconduct. And finally, the ownership of the organization's Child Safe Child Friendly Risk Management Framework.

These many areas that Andrew and the team are responsible for all roll up into risk, and all are inter-related. Because of this, Andrew and the team identified the need to merge all of the organization's disparate systems into a single platform to look at the data more holistically and vertically integrate with the different lines of business.

So, building out the HighBond tool ultimately came down to the ability to easily connect the data. Also, the ability for teams to configure the tool the way they needed to interact with it, instead of going through heavy customizations, which is often the path with other GRC tools.

"If we're going to help provide insights and foresights to businesses around risk, we need to also understand what our performance is, what our internal and external data is starting to tell us."

RESULTS

The internal audit team played a key part in driving change with HighBond. Through their work, Andrew was able to use the HighBond platform for audit-related tasks and quickly show results. And because of that, the team was able to get more investment. That investment resulted in major improvements, including the speed of processing.

"When we were in the desktop environment, we were doing work only once a quarter and it was taking us a long time. By moving to enterprise, the team made an instant FTE saving, and I was also able to reduce that cycle down from quarterly to monthly—or daily if needed."

This change got the team instant buy-in from the rest of the organization. They were able to very quickly demonstrate that they can meet business process and timing. *"We don't hold anyone up, we provide the insights that they need to see, and we can do that in a quick and easy way."*

Andrew's team also demonstrated economic value when they started to look at duplicate payments. In one financial year, they identified around

$1.1 million in duplicate payments. *"We quickly showed FTE, alignment to business efficiency and speed, and then not long after that, small economic values were being demonstrated, which turned into large economic value."*

Andrew and his team started to get a reputation. Other business areas looked to them for insights, better understand their business, and find efficiencies through data.

"The data and information sharing has increased across the organization, and each year, the continuous controlled monitoring program is increasing, and our normal traditional audit program is decreasing."

Andrew and his team had the vision of using data to drive risk management. And by starting small and focused, he was able to quickly show value, get buy-in and expand across the organization to create a sustainable, value-driving program.