THE INDUSTRIAL COMMISSION OF ARIZONA SHED 30 YEARS OF LEGACY TO MODERNIZE ITS USER AND CUSTOMER EXPERIENCE

Mastek Supports the Commission's Focus on Transformation and Process Improvement

BACKGROUND

The Industrial Commission of Arizona (ICA) was formed in 1925 as a result of legislation establishing a workers' compensation system in Arizona. Since its inception, the ICA's responsibilities have grown to include various labor-related issues such as occupational safety and health, youth employment, resolution of wagerelated disputes, minimum wage, earned paid sick time, vocational rehabilitation, and workers' compensation self-insurance. Headquartered in Phoenix, the agency has over 200 employees that seek to protect the life, health, safety, and welfare of Arizona's workforce.

CHALLENGE

As with many state agencies, the ICA's technology infrastructure was brittle and outdated. In 2016, Arizona Governor Doug Ducey encouraged state agencies to embrace new technologies and migrate to more modern, cloud-based platforms. In 2017, following the Governor's lead, the ICA initiated the "Workers' Compensation Claims Modernization Project" with the goal of utilizing leading-edge technology to more effectively and efficiently serve parties in the workers' compensation system.

The agency was using COBOL, a monolithic computer programming language developed in the late 1950s, for many of its core operational processes. However, the language had become outdated, and it was challenging to find knowledgeable programmers to keep the system fully operational. This created an environment of risk and uncertainty, and it was apparent that moving to a cloud-based solution would be imperative for sustainability and scalability and offer an opportunity to improve programs that serve the citizens of Arizona.

SOLUTION/RESULTS

After receiving project approval from the Information Technology Authorization Committee (ITAC), the ICA published an RFP to locate a vendor that could assist with the system transformation. Mastek, an award-winning provider of Salesforce and marketing automation consulting, was chosen for the project. Mastek is a local company headquartered in Chandler, Arizona, which was an additional benefit.

> "Mastek took a multi-layered, complex system that had been built upon for over thirty years, and turned that into a modern, effective tool with automated claims intake forms, workflows, tasks, analytics, real-time data, and intelligent dashboards."
>
> **Ruby Tate**
> **Claims Manager**

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GUIDED COLLABORATION SETS STAGE FOR DIGITAL TRANSFORMATION

The ICA faced several challenges with its legacy platform. Operationally, some processes involved up to 15 human touches and the lack of a centralized, digitized system made it difficult for the ICA to gather essential data and analytics.

Mastek began with a collaborative digital transformation roadmap to assist the ICA through the Modernization Project. Salesforce was implemented to improve workflows and enable claimants, employers, carriers, and attorneys to submit electronic forms. A document management system was established, and a new mailroom solution allowed for seamless printing and enveloping of documents. To eliminate manual data entry processes and paper handling, MuleSoft's Anypoint platform was utilized to connect applications, data, and devices in the cloud.

According to Ruby Tate, ICA Claims Manager, "Mastek took a multi-layered, complex system that had been built upon for over thirty years, and turned that into a modern, effective tool with automated processes, workflows, tasks, analytics, real-time data, and intelligent dashboards."
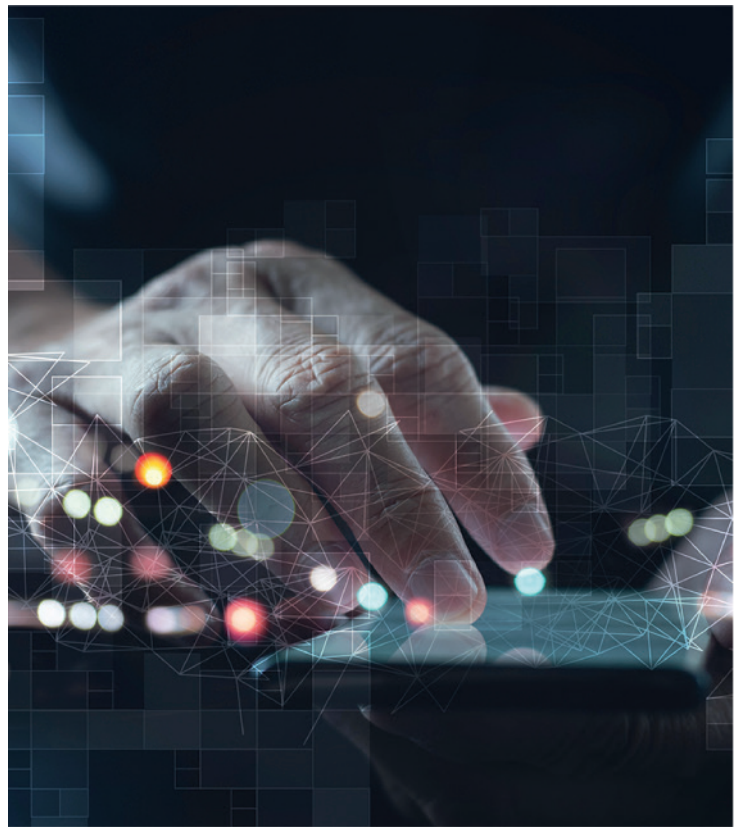
INTUITIVE, CLOUD-BASED TECHNOLOGY DELIGHTS CUSTOMERS, STAFF, AND INTERNAL STAKEHOLDERS

In the past, there was a steep learning curve for new ICA employees to learn the COBOL claims management system, with training taking days or sometimes weeks. "It was alphabet soup. You had to use cheat sheets, learn mysterious codes, and even use F keys to progress to the next green screen," said Tate. "The new system is significantly easier for our staff to learn because it's user-friendly and intuitive."

External stakeholders are also enjoying the increased functionality. The customer-facing portal makes it easier and faster for workers, insurance carriers, employers, and attorneys to submit and access information. Data is at their fingertips, saving valuable time and effort—ultimately benefiting all workers' compensation stakeholders.

Tate, who has received positive feedback from the community, noted, "They really enjoy the modernization, enhanced features, and easy access to claims files."

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DRAMATIC IMPROVEMENTS IN BUSINESS INTELLIGENCE AND ACCOUNTABILITY

The ICA processes approximately 5,000 to 7,000 claims per month, which are submitted by mail or electronically. Previously, documents were manually downloaded, printed, and scanned, with staff sometimes capturing up to 10,000 images per week. However, scanning failed to capture important data points.

Julie Hill, CEO of MindSpan Solutions and long-time ICA contractor, said, "Mastek helped us create a full library of web forms that capture dynamic data. This creates rich analytics that can be stored and used for reporting purposes." Hill, who helps coordinate Salesforce implementations, is a project manager who acts as a liaison between the business and technical staff to ensure issues and roadblocks are quickly addressed and resolved.

"The analytics are amazing and are a huge improvement over our old system," said Tate. "We now have the ability to monitor quality, injury trending, regulatory issues, employee performance, system usage, and more. We can see who did what, which helps us with training opportunities, continuous improvement, and problem solving."

Tate, who previously used Excel pivot tables, which contained thousands of manually entered tasks, was impressed with the new system's ability to easily drill down or roll up to see real-time insights from the data.

> "Mastek worked with us to understand the business process, identify our pain points, and guide us into the right solution. Any time there's a problem, we know who to reach out to and we get immediate feedback. It's a great partnership."
>
> **Julie Hill**
> **Salesforce Admin/ICA Project Manager**

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OUTBOUND DOCUMENT AUTOMATION INCREASES EFFICIENCY

The ICA launched one of the most comprehensive and complex modernization projects in the state of Arizona. The Claims Division, which went live with Salesforce in 2019, migrated close to 45 million records, including 3.8 million claims, 78,000 ALJ cases, and 26+ million documents into the new system.

The agency's outbound document flow has also seen a significant improvement in time savings and efficiency. "Prior to working with Mastek, we lacked a centralized mailing process, and it took 15 human touches to produce a single document,"explained Tate. "Today, documents are automatically generated, printed, enveloped, and sent to the mailroom for printing and processing. This helped reduce the process to a single human touchpoint."

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With the new cloud-based interface, ICA staff can work remotely. "The fact that most employees that worked on site were able to work from home during the pandemic was incredible," noted Hill.

The ICA has an ongoing support relationship with Mastek and has plans to transition each of its other business units to Salesforce.

CHALLENGE

- Lack of support for aging legacy systems
- Premise-based
- Disparate, manual systems
- Complex learning curve
- Limited customer-facing services

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VALUE CREATED

➢ Cloud-based self-service portal

➢ Automated workflows

➢ Automated printing and enveloping of correspondence

➢ Advanced reporting and analytics

➢ Increased scalability and system agility

SOLUTIONS

➢ Salesforce Service Cloud

➢ MuleSoft Anypoint Platform

➢ Salesforce Community Cloud

➢ Salesforce Knowledge Base

➢ Pitney Bowes Print and Mail System

➢ ICM ViewCenter Document Management

➢ AWS Integration for ViewCenter

➢ Nintex DocGen

➢ Adobe eSign

➢ Google Mail & Calendar Integration

➢ RightFax Integration

➢ SFTP Integration

ABOUT

Mastek is a turnkey & trusted Digital Engineering & Cloud Transformation partner that delivers Innovative Solutions and Business Outcomes for clients in Healthcare & Life Sciences, Retail, Manufacturing, Financial Services, Government/Public Sector, etc. We enable customer success and business change programs by partnering with enterprises to unlock the power of data, modernize applications to the cloud, and accelerate digital advantage for all stakeholders. Customers Trust Mastek to deliver Business Value with Velocity and we operate in 40+ countries including the UK, Americas, Europe, Middle East, APAC with ~5000 employees. We are in the business of de-complexing Digital and making our clients future-ready with an industry-first approach. For more details, please visit our website **www.mastek.com.**

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