

EIMAGINE USES NEXUS TO REPLACE LEGACY SYSTEMS AND MANAGE SCALE



April 2021



CASE STUDY



THE COMPANY

eImagine is a full-service Indianapolis US-based information technology consulting company founded in 1998.

Nexus helps expedite delivery of critical services to 58,000 senior citizens in need of social, health care and community services

The Company

eImagine is a full-service Indianapolis US-based information technology consulting company founded in 1998. They strive to consistently exceed their clients' expectations, and have a proven history of success with large scale customers in both government and commercial industries. They take pride in excellent communication – with their customers, internal team, and the end user – as the key success factor in every project. Their client featured in this case study exists to compassionately serve people of all ages and connect them with social services, health care, and their communities. As part of that mission, the Division of Aging supports the development of alternatives to nursing home care and coordinates services through a network of Area Agencies on Aging (AAAs). The AAAs consist of nearly 1,200 Care Managers who service over 100,000 senior citizens in need.

The Challenge

Scott Crane, COO and President, and Laura Hansen, VP of Talent Solutions were co-managing a large project for a state government agency that provided critical social services for senior citizens such as Meals on Wheels, healthcare and accessibility programs. They needed to replace the 20 year-old legacy product that was used as the database for end users (Care Managers) to track their work as they support their senior clients needing services. Nearly 1,200 Care Managers accessed records and coordinated care for aging individuals on an outdated and inefficient system. The system had the following issues:

- Business processes driven by technology constraints
- Segregated Information
- Manual processes that took valuable time out of the Care Managers' day
- Lack of Visibility and Organization of Data
- Decentralized Information Systems
- Inconsistent Reporting
- Non-secure Private Health Information
- Data Security Concerns

eImagine used Scrum for many years in previous engagements, but for this particular project they had a team of 50 people, and they were struggling to manage their work using only Scrum. They had communication and transparency gaps that were getting in the way of getting work to Done. eImagine felt the need to manage work better at that scale and looked into solutions, some of them too heavy and prescriptive, to help them manage their needs. After much research and self-learning using the Scrum.org website resources, Laura achieved her Scrum.org Scaled Professional Scrum (SPS) certification, and they decided to use Nexus to help their client.

"With the complexity of this work from our client, we found ourselves having different areas of focus, along with requests from our client and technical issues our teams were running into, and we needed a solution to manage all of it," said Hansen. "Nexus seemed like a good fit and a natural next step for what we needed since we were already using Scrum. We have found great success using it."

The Solution

When eImagine started using Nexus, the 50 person group formed into 5 separate Scrum Teams with unique areas of focus, with 1 Scrum Master per team in the Nexus. The Product Owner was on the client side, and there was an eImagine employee who worked closely with the Product Owner of the client. They worked in 4-week Sprints with the Nexus Sprint Review every 4 weeks.

As a Nexus, the teams were able to make the dependencies more transparent and resolve them. This created a shift from a lack of ownership of the teams previously to one that embraced cross-functionality and of self-management. The accountability of the Nexus Integration Team (NIT) in Nexus especially helped remove the cross-team dependencies and improve transparency.

"With 5 Scrum Teams, the NIT, who were also members of the Scrum Teams, really encouraged bottom-up intelligence. We became more accountable to our clients and to each other," said Hansen. "Not any one person can know all of the details, and we realized the importance of making issues transparent, and asked the NIT to help prioritize work on the Product Backlog as they were also members of the Scrum Teams. The impact was significant. As a result, we saw the number of support tickets from the client and Care Managers decrease drastically."

"Our teams are no longer as siloed as they were," said Crane. "The NIT really focused on helping us remove cross-team dependencies and improve collaboration between Scrum Teams. The NIT allowed our Scrum Teams to ensure best outcomes."

Multiple Scrum Teams worked collaboratively to prevent any single Scrum Team working in a vacuum. They were able to prioritize support tickets and enhancements concurrently on a weekly basis. The NIT supported each team's efforts to ensure they were maximizing the value of Scrum and their core purpose. They were able to remove dependencies by having one united Nexus.

"It is amazing to witness teams sacrifice time and resources for the overall good of the project and the Nexus," said Crane. "Teams were no longer selfish, knowing the long term Product Goal overshadowed any single team's goals."

Through the use of Nexus, eImagine furthered their ability to deliver a fully integrated Increment at the end of each Sprint. The Nexus events created transparency around what the Scrum Teams were working on throughout the Sprint and helped everyone align on common goals. eImagine prides itself on establishing shared vision, transparency and collaboration among employees and clients alike.

"Nexus was very well received by the teams, since we already used Scrum," said Hansen. "It was an easy transition - no one complained about change!"

The Results

As of 2021, 58,000 individuals and counting have been served by the outcomes of this product. An accomplishment for eImagine by using Nexus was the reduction of help desk tickets due to the focus the NIT has on prioritizing features that cause these tickets from Care Managers and Providers. Just as in any enterprise implementation, the project underwent a period of stabilization, which resulted in a heavy influx of support tickets submitted. The number of help desk tickets decreased by 75%, therefore getting critical services to senior citizens faster.

"Our mantra throughout the project was to help the Division of Aging, Care Managers and Providers compassionately serve Hoosiers¹ of all ages and connect them with social services, health care, and their

1. Hoosier is the official demonym for a resident of the U.S. state of Indiana.

communities," said Crane. "We have maintained that 'One Team' mentality throughout the project and are proud to serve Hoosiers across the state of Indiana."

Additionally, utilizing Nexus to get continuously deliver fully Integrated Increments for this product, has resulted in the following:

- Administrative tasks have been automated, reporting is now available and easily accessed, there is transparent visibility into every aspect of a client's journey and people are getting care faster.
- All 1,200 Care Managers can now access the epicenter of data that directly relates to their ability to successfully provide care and services to the aging community.
- The average time savings for Care Managers is nearly 20 hours per month, and 240 hours annually that they can now dedicate to being people and care focused.



About Scrum.org

Founded by Ken Schwaber, the co-creator of Scrum, Scrum.org is based on the principles of Scrum and the Agile Manifesto, Scrum.org provides comprehensive training, assessments, and certifications to help people and teams solve complex problems.

Throughout the world, our solutions and community of Professional Scrum Trainers empower people and organizations to achieve agility through Scrum.