



## AN OVERVIEW OF STEPS FOR MOVING FROM COMMITTED TO ENGAGED

THE FOUNDATION PATHWAY BEGINS TO CREATE THE INFRASTRUCTURE REQUIRED TO SUPPORT THE ROLL OUT OF PBM TO THE ORGANIZATION. A PROCESS CLASSIFICATION FRAMEWORK IS OUT IN PLACE, THE PBM OFFICE AND PROCESS COUNCIL ARE CREATED AND PROCESS OWNERS ARE APPOINTED. THE PBM JOURNEY HAS BEEN COMMUNICATED TO THE ORGANIZATION.



### Desired End State:

1. Governance and Organizational structure established to support PBM
2. Improvement methodologies, tools and a process classification framework are in place
3. Processes are prioritized for PBM
4. Senior leaders have engaged the organization in PBM concepts

### Key Outputs:

1. Process Classification Framework with processes prioritized
2. Assigned Process Owners
3. Established PBM Office and Process Council
4. Improvement methodology established
5. Operating budget for the PBM Office
6. Updated Implementation Plan

### Key Roles and Responsibilities in this Pathway:

1. Process Advocacy Group – Involved in the first three steps, then this group formally disbands. Members may join the PBM Office, may become Process Owners, and/or may return to business roles.
2. PBM Office: a support structure to ensure sustainment
3. Process Council- the council is formed and trained
4. Process Owners- owners are selected and trained
5. Senior Leaders - senior executives develop the PBM policy and strategy

### Impact on the Business:

1. Linking process to strategy will provide the prioritization filter for decisions on process improvement initiatives.
2. As PBM awareness increases, latent process improvements may be implemented by a more engaged workforce.
3. As PBM governance infrastructure is put in place, opportunities and challenges are created, which will produce a variety of reactions from employees which need to be managed.
4. The groundwork for PBM is being established which creates a buzz in the organization which requires increased and consistent communication.
5. Resources required can vary widely depending on your deployment approach (including items such as the methods and tools employed, scope of improvement initiatives, how the PBM Office is structured, etc).
6. The failure to implement Foundation successfully will preclude the ability to proceed to PBM.