



A move to modernization

GEHA teams up with Deloitte to transform human resources and finance



Across the US and abroad, federal employees provide a wide range of services to citizens across the executive, federal, and judicial branches of government. They may work in agriculture, health and human resources, homeland security, provide services for veterans, or many other functional areas that impact our daily lives. Others work to protect and preserve our country. Each of these employees—representing roughly 2 million civilian government jobs across more than 120 federal departments and agencies and government corporations—receives health insurance benefits through independent insurance carriers.

The Government Employees Health Association (GEHA), a self-insured, not-for-profit association based in Lee's Summit, Missouri, is one of these insurance carriers. It was one of the first organizations eligible to provide coverage to federal employees under the Federal Employees Health Benefits Act of 1959. Today, with almost 1,300 employees of its own, GEHA is the second-largest national health plan and the second-largest national dental plan serving federal employees, federal retirees, and their families. GEHA provides health and dental plans to 1.8 million covered lives worldwide.

Over the past two years, GEHA has been on a journey to transform into a nimble and efficient organization. Previously, the organization relied on spreadsheets for many human resources and finance functions. While these applications crunched numbers and produced reports, they fell short when it came to offering any level of automation or insights into the operation of the business.

“GEHA completed a very successful HCM implementation (all modules) of Workday in 2018. Our partnership with Deloitte was invaluable, and the Deloitte team members were there for us every step of the way to ensure our success. They embodied the spirit of a true partner.”

Aileen Wilkins, Chief People Officer, GEHA



A fresh start











New leadership presented an opportunity to start fresh and infuse the company with operational excellence. The company recognized the value of a cloud-based ERP system and wanted to centralize its human resources and finance functions. Due to the need for adding a new benefit plan prior to open enrollment for its own employees, the human capital management solution was the initial priority.

GEHA had worked with Deloitte Consulting LLP in the past, and Deloitte impressed them with their industry and Workday knowledge. They chose Deloitte to implement the Workday Human Capital Management (HCM) solution as the first step in their overall transformation. The Deloitte team guided GEHA from design through deployment, delivering the project on time and budget. They worked on site with the GEHA team, providing shoulder-to-shoulder support throughout the project. "I think that was key to their overall success, especially due to our ability to adapt as different things

came up. "We were able to absorb the changes they were working on and advise them throughout the process," said Paige Bayliss, Managing Director, Deloitte Consulting, LLP.

Change management was not a familiar concept to GEHA, so Deloitte guided the organization through a clear process for communications, training, and mapping. Also important was the guiding principle of the GEHA team—"trust in Deloitte"—which allowed the implementation team to lean on the consultants' know-how and experience. "They wanted to learn what we would recommend and what other clients have done, and they were very receptive to our input," noted Casey Wiedeman, Senior Manager, Deloitte Consulting, LLP.

The phase I implementation included:

-  **Human capital management**
-  **Time tracking**
-  **Compensation**
-  **Learning**
-  **Benefits**
-  **Talent**
-  **Payroll**
-  **Recruiting**
-  **Advanced compensation**
-  **Absence management**



Finance gets a facelift

After a successful phase I implementation of Workday HCM and Payroll, GEHA turned to the finance function for phase 2.

This project began in May 2019 and included:



Financial accounting



Projects



Banking and settlement



Procurement



Business assets



Supplier accounts



Expenses

Once again, the Deloitte and GEHA teams worked together closely on the implementation. Relying on Deloitte's industry capabilities allowed them to structure their data model in a way that significantly improved the insurance carrier's ability to produce financial statements by line of business along with improved overall transparency and accountability. In addition,

procure-to-pay transactions were streamlined and automated, resulting in more visibility as well as an efficient and controlled end-to-end process. Their allocation processes were also automated, thereby replacing manual spreadsheet-based processes.

"Change management and adoption is a key part of any successful project. Deloitte's support of our HCM and Finance implementation has been instrumental to our success. We received very high-quality deliverables from our Deloitte partners, and we found them to be supportive, prepared, and confident throughout our two-year engagement."

Kelly Keeton,
Change Management Leader, GEHA





A modern, future-ready foundation

As a result of the two-phase implementation across HR and finance, GEHA achieved key objectives and resolved longstanding issues including:

Improved employee experience

GEHA employees are now able to easily complete open enrollment, check benefits, and make updates to personal information.

Streamlined business processes

From recruiting to procurement, business processes are now managed smoothly and efficiently.

Greater transparency throughout the organization

A centralized data source and unified solution gives decision makers access to timely information.

Enhanced leadership decision making and empowerment

Decision makers gain confidence through access to up-to-the-minute information and insights from analytics.

Improved controls to protect confidential employee and company data

Extensive security measures improve confidence and compliance.

Streamlined partner and vendor management processes and relationships

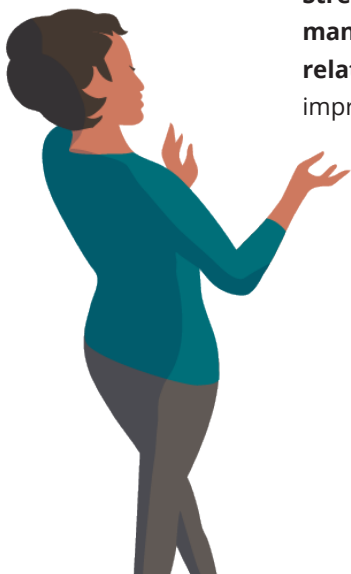
Automating purchasing improves visibility and adds efficiency.

Perhaps the most impressive testimony to the success of the implementation is GEHA's ability to take the reins soon after the go-live in January 2020. Thanks to the planning, process, and collaboration, it was a smooth transition. GEHA now has a modern foundation ready to support its goal of becoming a nimble, efficient organization. Next up, a planned implementation of Workday Adaptive Planning, a solution that enables more efficient business planning across the enterprise.

For today, and into the future, Workday and Deloitte support GEHA's mission—to empower its members to be healthy and well—by providing the organization with the flexibility and insight to serve its customers effectively.

“The Deloitte team did a great job enabling the finance team to assume responsibility for the Workday application so that this has now become the backbone of our business processes at GEHA. Since our team is now working from home exclusively during the pandemic, Workday has enabled our success in continuing our business operations and becoming fully virtual.”

Joe Stasi,
Chief Financial Officer, GEHA



For more information, visit www.deloitte.com/workday or contact us:

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