



Office of the Superintendent
of Financial Institutions

Bureau du surintendant
des institutions financières

THE IMPLEMENTATION OF A CASE MANAGEMENT SYSTEM AT OSFI HAD MAJOR BENEFITS FOR ALL OF THE STAKEHOLDERS – CASE OFFICERS SPEND MORE TIME WORKING ON CASES; MANAGEMENT CAN INSTANTLY FIND THE STATUS OF EVERY TRANSACTION; AND FINANCIAL INSTITUTIONS GET MORE ACCURATE AND CONSISTENT RESPONSES BACK FASTER THAN EVER BEFORE.

FORMARK MAKES LIVELINK THE RIGHT ANSWER FOR CASE MANAGEMENT AT OSFI

The Office of the Superintendent of Financial Institutions (OSFI) is the primary regulator of federally regulated financial institutions (FRFI's) operating in Canada. Prospective and current Canadian FRFI's must obtain direction and approval for certain activities or transactions through the Legislation and Approvals Division of OSFI.

Case officers at OSFI used to get lots of exercise hauling around the 8-inch thick case files that were referred to as "bricks." Their process, like most paper-based case management systems, allowed only one case officer to work on a case at any time and it was a constant struggle to keep track of who had what files and where they were in the processing of the transactions.

Over the years, multiple systems had evolved that collected and stored bits of case information in several different places. A primary objective of

"Just having documents in Livelink isn't enough – it's the way the Formark solution combines the unstructured documents in Livelink with the structured information about the process in the external database that really simplifies everything."

OSFI IT Project Leader

OSFI's quest to automate its case management was to consolidate these fragments of information into a central repository that would enable case officers and management to get timely and accurate information about any case. This became even more essential with recent government legislation, which specifies that certain types of cases, or transactions are automatically "deemed approved" if OSFI does not render a decision within 30 days. To ensure these imposed deadlines were met, any case management solution had to make it easier for case officers to handle the case file documents and faster to walk through the prescribed process, so they could devote the necessary time to reviewing the information and researching precedents.

Putting the Paper in its Place

The first step was to get all the paper in the case files -- requests, faxes, contacts, notifications, legal opinions, research notes, and so on – moved into Livelink as soon as available or received. This immediately made it easier and much faster to find and share case information, especially with people in other cities and other offices.

An initial attempt to implement some of the process flow within Livelink met with limited success. The approach used some non-trivial customizations of Livelink (which proved very difficult to maintain and support) and required the case officers to do things in ways that were not at all straightforward.

Instead of Livelink being another obstacle that the case officers had to overcome, OSFI needed a solution that (a) left Livelink alone to do its job of effectively managing the case file information;

(b) actively supported the way that case officers worked through the review process; and (c) made the status information for each case readily available to managers.

Formark Case Management System

Formark provides applications that focus the breadth and power of Livelink into specific business solutions. The Formark Case Management System provided the basic framework for managing cases and was easily tailored to use OSFI-specific information and processes. The resulting OSFI Case Management System (CMS) provides case officers and administrative staff with web screens that present familiar tasks and options in their own terminology in order to make it as natural and intuitive as possible. Every part of the process for a transaction is managed from CMS (creating the case file, managing contacts, adding new documents, assigning it, etc.) and CMS provides searching, updating and collaborating capabilities that assist case officers in reviewing and analyzing cases both more efficiently and more effectively.

Formark application screens are designed with a philosophy of “everything they need, and nothing else,” which makes interfaces easy to understand and use, even for people who know nothing about Livelink. This simplicity is made possible by Formark’s ability to take a high-level directive, such as “Create a new case with the following name...” and automatically execute all of the detailed steps needed to make it happen within Livelink. Making it easy for case officers and other expert reviewers to find and share case information ensures everyone is spending more time focusing on higher-value areas that require their expertise and judgment.

The case officers have the flexibility to select the order in which each step is done, but the CMS application provides “process assurance” by

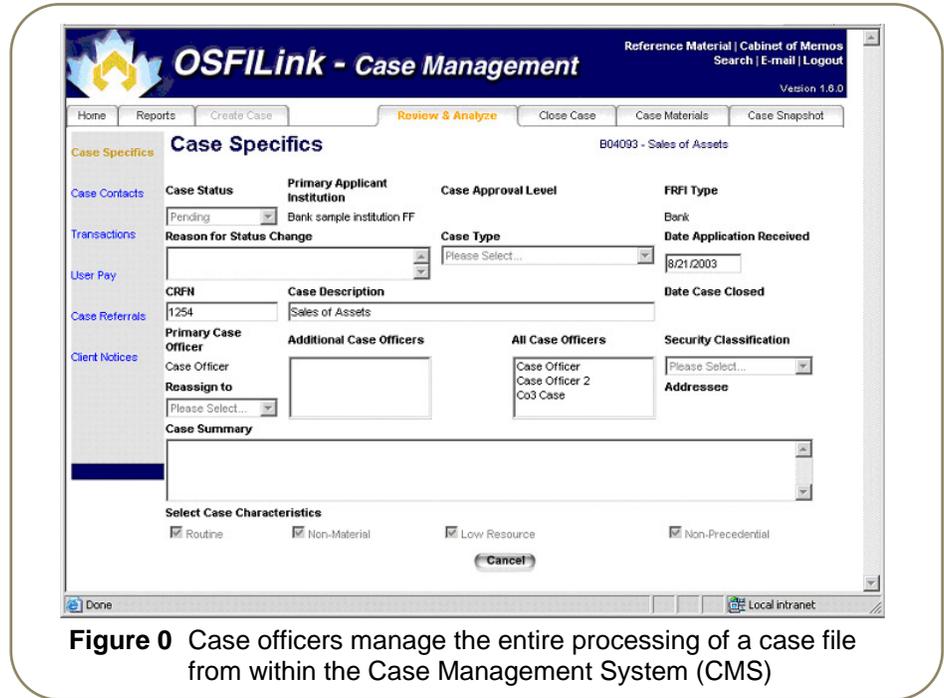


Figure 0 Case officers manage the entire processing of a case file from within the Case Management System (CMS)

verifying that required information was provided and certain actions were done before allowing cases to be closed. Instead of managers working from once-a-month snapshot reports that took days to prepare, CMS provides up-to-the-minute status updates that allow managers to be much more proactive in managing the case workload. To ensure they get appropriate attention, CMS automatically escalates cases as “deemed approval” deadlines approach.

The Benefits

OSFI immediately began to realize benefits from the deployment of the Case Management System:

- Faster access to information means fewer delays looking or waiting for paper documents, which enables faster case reviews
- More case officer time available to focus on higher-value review and research tasks, which lead to more effective case reviews
- Automatic escalation and instantly available status allows more proactive management
- Automating and verifying process steps ensures more consistent case reviews

For more information visit www.formark.com, phone (613) 599-5173 x230 or email to sales@formark.com.

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