

Client's challenge

Through a significant merger, a health benefits company, acquired a leading consumer-driven healthcare program (CDHP) innovator. The acquisition enhanced the client's product portfolio and improved their competitiveness among other national insurers. Additionally, the client was confident that the CDHP, a critical new strategic component of their product portfolio, would become one of their best-selling products within the next several years and keep them competitive over the long term.

To successfully introduce the new CDHP nationwide, the client first needed to integrate the CDHP insurer's business processes and information technology (IT) systems with their core businesses within a short timeframe. Specifically, the client needed to integrate the new CDHP administration system with five of their administration systems across three regions and multiple subsidiary companies. The client had never successfully "gone live" with an enterprisewide project or operated as one company on large projects and had limited experience in managing initiatives of similar size, scope and complexity.

The client organized the project in 13 separate tracks (e.g., operations, finance, IT) staffed with more than 250 internal and external resources. For additional support, they engaged multiple consulting firms, offshore IT development companies and independent consultants.

PricewaterhouseCoopers' Advisory solution

Based on our healthcare project management experience and IT development testing knowledge, the client engaged PricewaterhouseCoopers to provide project management office (PMO) leadership, project planning and issue resolution support for the project's IT integration track. The project required us to interface with more than 100 internal and external client resources to:

- Coordinate and facilitate activities related to the project's system development lifecycle
- Develop enterprise testing methodology
- Track and report project progress
- Identify and resolve issues
- Develop and maintain PMO reports and tracking tools

To accomplish this, we facilitated meetings and solution architecture sessions, developed and enhanced tracking tools for PMO reporting, identified required test phases, standardized terminology across the enterprise and facilitated various IT-related aspects of the project.

PricewaterhouseCoopers' role in driving issue resolution for key project areas was critical to the success of the overall project. Our team facilitated meetings, calls and training sessions with numerous IT departments and business areas to define the problem, identify the core problem driver, analyze alternative solutions, identify a course of action, create contingency plans to implement and monitor the solution.

Impact on the client's business

Our project team consisted of just seven consultants and one client project director to oversee 15 workstreams with 75 percent of the total project budget. — As a result, the client was able to realize the following significant benefits:

The IT project tasks were completed in a shortened timeframe to allow the client to meet regulatory compliance and implementation timeframes.

The IT team operated as a single group with a distinct mission, which created overall project efficiency through a cohesive, coordinated effort.

The team developed and successfully deployed the first enterprisewide testing methodology, which will allow the client to reduce future project-testing costs and accelerate project completion for additional large-scale, multi-system, multi-region projects.

PricewaterhouseCoopers successfully supported the client in deploying the first US nationwide CDHP product. . In addition, the IT staff completed its work under budget and on deadline.

Contact:

James McNeil
(646) 471-1015
james.h.mcneil@us.pwc.com