

Healthcare provider achieves greater efficiency and improves performance*

Client's challenge

A multi-institutional US healthcare system implemented a three-year strategy to confront multiple challenges, including increased market uncertainty and diverse regional markets, cultures, and reporting mechanisms among its facilities. A primary client objective was for its healthcare facilities to operate more cost-effectively while continuing to deliver high-quality services. Additionally, the client identified numerous initiatives critical to the future success of the organization. These ranged from improvements to technical systems, such as standardization of technology and development of decision support, to advancements in clinical and human resource practices, such as nursing recruitment and retention, cultural change, and leadership.

The client realized a need to develop a program management office (PMO) and tracking mechanism (dashboard) to meet its objectives. Effective program management would help streamline operational efficiencies, reduce the risk of failure, and improve performance of key system-wide initiatives through the use of standardized processes, tools, and reports.

PricewaterhouseCoopers' Advisory solution

The client retained PricewaterhouseCoopers (PwC) to develop and implement a PMO, identify and develop areas for performance improvement, and create a dashboard to be deployed system-wide. The engagement team took a four-phase strategic approach:

- Phase 1: PMO infrastructure development—The team worked to establish the standards, processes, reports, and tools needed to implement the PMO, including identification of activities to be incorporated into the PMO charter and workplan. The team also analyzed and confirmed the technology infrastructure needed to support the PMO and identified key processes.
- Phase 2: PMO process initiation—Once the team developed the infrastructure, its focus was to educate the users of the PMO on roles, responsibilities, and tools and prepare the organization for PMO implementation. The team assigned a project champion to each project initiative, and the PMO project manager worked closely with the champions to ensure that they accomplished expected outcomes in the established timeframes. During this phase, the PMO also tracked and measured financial and operational performance of the hospitals and projects.
- Phase 3: Process redesign and redevelopment—With the various projects under way, the PwC team worked with the client to streamline processes through the use of added and enhanced technology and to implement redesigned processes by managing the change process. To accomplish this, PwC educated the project teams on process redesign; assessed existing business processes and systems; and designed, built, tested, and implemented new processes and systems.
- Phase 4: Transition of the PMO to the client—PwC provided support for client initiatives, knowledge transfer, and eventual transition of the PMO and dashboard to the client. PwC also provided resources so that the client could continue to monitor implementation of key initiatives and performance against goals.

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Impact on client's business

PwC's team worked with the client champions on 12 program components comprising targeted improvements worth more than \$600 million. Additionally, the team accomplished the following:

- Provided project management and change management resources to each of the highly visible initiatives that were critical to the long-term success of the system;
- Developed project charters and workplans for each of the initiatives, which the PMO used to monitor accomplishments and communicate successes throughout the organization;
- Developed realization schedules that identified project targets and monitored actual results;
- Implemented the necessary PMO tools for continued success.

Contact

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