

Regional healthcare system lays foundation for transforming IT infrastructure*

Client's challenge

Faced with financial and staffing constraints, a large academic medical center struggled with a significant challenge: to transform its outdated IT infrastructure and create a technologically current, systemwide clinical information system (CIS). Incorporating five academic and community hospitals, a medical school, a cadre of community-based physicians, and home healthcare services, this regionwide healthcare system needed a strategy that could meet its requirements across a broad range of services. Based on the proven track record of PricewaterhouseCoopers (PwC) in helping transform the infrastructure of complex IT systems within the healthcare arena, the client asked the firm to create a plan to launch this significant initiative.

PricewaterhouseCoopers' Advisory solution

A PwC team assessed the client's existing IT effectiveness and its readiness to implement a CIS. To accurately address the client's principal concerns and prepare a plan appropriate to its needs, the team undertook a systematic approach, during which it:

- Interviewed 50 key personnel
- Analyzed current IT staffing levels
- Performed a strengths, weaknesses, opportunities, and threats analysis of areas crucial to the transformation
- Leveraged its knowledge of prior CIS analyses

The result of the PwC team's efforts was a two-part report (an updated IT strategic plan and a CIS action plan) detailing an assessment of the client's existing capabilities and recommending a path to achieve its goals. The PwC team then further condensed its findings into concise presentations that it delivered to multiple individuals at various management levels within the client's organization.

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Impact on client's business

PwC's proposed plan gave the client a blueprint of the steps required to realize its transformational IT initiative. The team's assessment addressed the client's chief concerns and clarified recommended aims and objectives in areas crucial to the initiative's success. These included data center and network updates, application portfolio rationalization, IT and project governance enhancements, sourcing recommendations, and clinical project resource models.

The client subsequently retained PwC's services for the next phase of the project, in which the team will build a business case for the development and implementation of the healthcare system's desired CIS. Reaching its goal will positively impact the client's bottom line in terms of cost reduction, enhanced systems efficiencies, and heightened market competitiveness.

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