



# Program Health Assessment & Improvement

[ case study ]



## Project Mission and Background

Large, multi-hospital healthcare system was concerned about the schedule and success of an implementation of several “commercial off-the-shelf” (COTS) products, as part of a new hospital startup. Client management could not clearly determine if the COTS program was on track to support the hospital opening date, which would have caused major cost overruns and lost revenue. Project schedules, resources and reporting were composed of a variety of methods, and the client needed to objectively analyze the situation, report on the status and recommend adjustments (if needed) to help ensure success of the COTS program.

## Challenges

Because the COTS program was already well underway, many project personnel were already too invested in the effort, to provide an objective analysis of the situation to hospital management. Additionally, because the client did not have a Program Management Office with clearly defined processes, tools and metrics, the various projects within the COTS program were run in different ways.

## Approach

Lewis & Fowler was engaged due to our expertise in project management, defining and developing program management infrastructure (e.g., relationship to strategy and tactical objectives, processes, methods, tools, metrics and reporting) and because the client needed an outside party that would focus on the hard facts. We performed a rapid, high-level analysis of the project planning process, project plans, schedules, resource plans, internal reporting and metrics. We then delivered an assessment that described in clear terms:

- Program status.
- Probability of success, considering current state and the initial plans.
- Recommendations to get the program back on track and help ensure successful on-time deployment.

## Benefits

Lewis & Fowler’s unfiltered and fact-based assessment of the COTS program allowed the client to implement recommended changes and meet the business goals of opening the hospital on schedule. Without making these changes in direction, the hospital opening could have been delayed by several days, which would have resulted in large cost overruns and lost revenue.

## About Us

Lewis & Fowler is a professional consulting firm focused on delivering business impacting results to corporations throughout the United States.

- + **Leading healthcare company.**
- + **Implementing Commercial Off The Shelf applications in conjunction with opening new hospital.**
- + **Successful program deployment, business goals met, hospital opening on schedule.**

