

# It's An Evolution: Lessons Learned from an Enterprise Project Management Program



## Overview

**Country:** USA

**Industry:** Healthcare Information Technology

### Customer Profile:

Baptist Healthcare System (BHS) is a network of six hospitals, five owned and one managed facility, located throughout the state of Kentucky. Collectively, the network has over 1,500 beds. BHS's corporate Information Technology Department is located in Louisville, Kentucky and provides centralized support for its five owned facilities.

### Business Situation:

BHS's IT Department experienced a 70% growth in the applications, servers, desktops and networking it supports over the past six years. Faced with too many project requests and limited resources, BHS needed a formalized project management methodology, project management training for its staff and a software tool to manage the project portfolio.

### Solution:

With the help of Knight Associates, BHS established a project management methodology, conducted project management training and implemented the Microsoft Enterprise Project Management Solution.

### Lessons Learned for Success:

- A solid program structure with defined roles is crucial.
- All staff must be involved and trained on project management methodology.
- Enterprise project management software is a major install.
- The organization must be willing to change.
- Recognize this is a multi-year project.



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## Situation

Like many healthcare organizations, Baptist Healthcare System (BHS) has experienced a surge in technological growth that exceeded its available resources. The number of applications, servers, desktops and networking its Information Technology (IT) Department is responsible for supporting has increased 70% in the past six years. In addition to their burgeoning workload, IT project leaders had no standardized project management methodology or tools in place. The BHS project leaders had varying levels of project management training and expertise and BHS's vendors were compounding the problem by using an array of project management tools and methodologies. Implementation of projects was often driven by arbitrary organizational deadlines or vendor-driven deadlines. With staff facing project scope creep and conflicts over project and resource priorities, the organization decided it needed to develop a formalized project management methodology.

*“For an enterprise project management program to be successful, change is the key. The organization must be willing to throw out sacred cows and adhere to the methodology regardless of outside pressures.”*

*- Glen Knight*

## **Solution**

### **Redesigning the Management Structure**

Baptist Healthcare System began its evolution in project management in 2000, by first defining a matrix management structure. Four programs were identified and each assigned a corporate IT director to lead it. The programs are:

- BEST - Baptist Enterprise Solutions Track
- ET - Evolving Technologies
- Infrastructure - Technology Projects
- HOPE - Hospital Sponsored Programs

BHS also identified the need to perform standard project implementations at all five of its owned facilities. IT could no longer afford to implement the same software five different ways. It had to be implemented one way five times. To make this happen, BHS redesigned their management structure for program, process and project management.

The redesigned program management structure includes:

- President’s Council – the governing body consisting of BHS’s corporate CEO and hospital presidents.
- IMAGine Committee - an IS Strategic Advisory Council including the CEO, CIO, CFO and a VP from each hospital.
- Corporate CIO
- Corporate IT Program Director

### **Process Management**

Process management was the next area of focus. After analysis, BHS recognized that IT staff should not drive functional, process and standardization decisions for software applications. BHS determined that all projects should have a System Project Owner (SPO) and an Executive Project Owner (EPO). The SPO is a functional leader who makes recommendations for standardization and process design on the project. The SPO reports to the EPO’s at least monthly in an EPR or Executive Project Review. Any issues that cannot be resolved by the SPO and project team go to the EPR and then to the President’s Council if it can’t be resolved.

### **Project Management Structure**

The project management structure follows much the same as the process management structure. An IT project team, hospital project team and vendor project team each with their own coordinators, or project managers, make up the project team.

### **Outside Expertise Enlisted**

BHS moved forward by enlisting an outside consulting company that specializes in project management for healthcare information technology. BHS contracted with Knight Associates to establish a project management methodology, provide project management training, and to provide technical and consulting services for the implementation of the Microsoft Enterprise Project Management Solution.

*“Expectations for the program must be realistic on the part of executives, project teams and users, so communication with all of these groups is essential.”*

*- Jackie Lucas*

### **How do we Reach our Goal?**

Jointly, BHS and Knight Associates identified eight keys for the project management program to be successful.

1. Executive support was critical.
2. BHS needed organizational buy-in since projects belong to the functional group, not IT. People, process and technology must all come together for success.
3. Realistic program duration with key milestones had to be established.
4. Expectations had to be managed. Executives, project teams and user expectations had to be understood and be achievable.
5. Outside project management expertise was needed.
6. A standard tool for project management documentation was required. BHS chose Microsoft Project for all project plans.
7. An enterprise project management software tool needed to be implemented to coordinate projects and resources. After analyzing several vendors, BHS decided to implement Microsoft’s Enterprise Project Management Solution (MS EPMS). The MS EPMS tool would allow BHS to properly allocate resources and prioritize projects.
8. The project management program would be run without a Project Management Office due to the corporate structure and culture.

### **The Process for Implementation**

As BHS moved forward with the project management program, the organization developed a seven step process for implementation.

1. Establish an IT project management team to oversee the entire program.
2. Update and standardize the project management methodology using best-of-practice principles.
3. Train project leaders and team members on the new project management methodology, principles, tools and techniques and on the use and standardization of Microsoft Project.
4. Create an enterprise project management (EPM) portfolio to evaluate, prioritize and manage multiple projects and resources.
5. Implement MS EPMS.
6. Automate project management processes including reports and other documentation.
7. Review and revise the methodology.

### **All Staff to be Given the Tools for Success - Project Management and Leadership Training**

Training began with a pilot group of project managers. Once feedback was received from the pilot group, BHS revised the training program and then trained all of the remaining IT staff. Advanced training was provided for project managers. At this point, the organization decided a full-time resource for project management was needed for the program to progress. IT added one staff member; a Project Management Analyst.

*“The value of a computer application is to enforce policies and procedures. Project management software automates processes, reporting and documentation and thereby requires the staff to follow the organization’s project management methodology.”*

*- Glen Knight*

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In IT roundtable meetings, BHS identified an area of concern. The IT staff was being asked to lead project teams comprised of staff without reporting relationships. The reporting structure could not be changed, so BHS provided the project managers with leadership and communication training so they would be more prepared to do presentations, handle conflict and lead their teams.

**Our EPM Program Takes Shape**

As the program continued to evolve, BHS updated and implemented an advanced methodology and structure, began requiring all project managers and teams to adhere to a standard project plan, and developed a standardized resource pool for the enterprise project portfolio. This shared resource pool made it possible for us to accurately review resource allocations and identify resource needs.

The final step was to revise the IT budget process. The organization found that they could use the MS EPMS to determine project budget requirements, evaluate risk versus reward for each project and evaluate projects on a set criteria to determine value and priority without subjectivity. This process makes budgeting easier, quicker and it insures consistency and helps to reduce errors.

**Challenges Along the Way**

Overall, Baptist Healthcare System is very satisfied with their EPM program, but it is an evolving process which has presented hurdles along the way.

The Microsoft Enterprise Project Management Solution is a new product and BHS was one of the first healthcare organization to utilize this sophisticated software tool.

BHS experienced technical challenges with the software. It is complex, a major install and requires support. Because the product is new, the documentation is still developing and was not as helpful as it could have been.

As a trail-blazer, IT had limited outside resources to leverage. This made BHS’s partnership with Knight Associates that much more critical to the program’s success.

**Lessons Learned**

A successful Enterprise Project Management Program requires a solid program structure with defined roles. All staff must be involved and trained on project management methodology. BHS also found leadership training to be invaluable for project managers. The organization’s leadership must recognize this is a multi-year phased project and that MS EPMS is a complex install, which must be supported. Most importantly, the organization must be willing to change.