

Case Study

PROJECT MANAGEMENT GETS A SHOT IN THE ARM AT BAPTIST HEALTH

About Baptist Health South Florida

Headquartered in Coral Gables, Baptist Health is South Florida's largest faith-based, not-for-profit healthcare organization. Its network of affiliates and services extends throughout Miami-Dade and Monroe Counties and offers a variety of health care services, including children's, cardiac and vascular, outpatient diagnostic and treatment, and home health care. Through these and other facilities, Baptist Health serves more than 100,000 people each year. Approximately 2,000 physicians and nearly 12,000 employees adhere to the organization's mission to provide high-quality, cost-effective, compassionate healthcare services to all, including, as permitted by its resources, charity care to those in need. In 2007, Baptist Health provided an estimated \$124 million in charity care.

The Challenge: Under the Weather

Although Baptist Health prides itself on its health care efficiencies, its IT department was facing something of an organizational breakdown. It supported nine product lines that followed different project requirements. There were too many options on how and where to enter time, so time was often not entered at all. There was no centralized data repository and project database inaccuracies were updated irregularly. It lacked a reporting tool for IT resource expenditures, which made demonstrating the value-add of technology implementations challenging. Managers struggled to find details on current projects because there was no consistent reporting process in place. Managing work demand with an enterprise-wide view of impacts was nearly impossible.

Diana Novas, Business Technology consultant and Planview Enterprise® administrator at Baptist Health South Florida, and others realized that if the IT department wanted to function in more than a reactive survival mode, it would have to change the culture of the organization from the top down.

The Solution

The Road to Recovery

With recommendations from an outside consulting company, Novas and her team selected and implemented Planview Enterprise to facilitate the consolidation of data into one centralized repository for all project documentation, time sheets, and project information. This repository would provide users and management with much-needed visibility into project status and resource availability. Planview sent its product experts to attend all of the planning meetings and help demonstrate to skeptical executive management the potential benefits and return the organization could experience.

Novas first trained a few higher-level IT employees from each of the nine groups slated to adopt Planview Enterprise. These people were termed "Super Users" and intended to help train members of their own teams, as well as be the go-to person for any questions or problems. They also championed the solution by reminding users of the long term benefits.

Time tracking was implemented soon after for 423 users, as well as five pilot projects using Planview Enterprise to its full capacity, then to the remaining IT staff. Users can now add their own work and required resources at the highest level, eliminating the previous paper-based system.

"We implemented slowly by adding a few features at a time so that our users were not overwhelmed or afraid to use the application," says Novas. "We encourage management to continuously discuss the changes and improvements that will come from the solution so it can be accepted more readily."

Feeling Good

The Baptist Health IT organization now enjoys the benefits of having one centralized project database, including important elements such as time recording and reporting to demonstrate current project activities to both project managers and executive management. "Not only does our project database give us the level of detail we need for improved project management," says Novas, "but the centralized time tracking database has improved efficiencies for resource management as well. Using Planview Enterprise, we have better management, prioritization, and review of project requests. This improved business efficiency assures accurate and timely service delivery to our customers."

CUSTOMER:

Baptist Health South Florida

INDUSTRY:

Healthcare

GEOGRAPHIES:

North America

USES PLANVIEW ENTERPRISE TO:

Streamline IT work to improve the perceived value to the business

"Using Planview Enterprise, we have better management, prioritization, and review of project requests. This improved business efficiency assures accurate and timely service delivery to our customers."

Diane Novas

Business Technology Consultant and
Planview Enterprise Administrator
Baptist Health South Florida

Currently, the IT department has more than 1,000 open projects and supports 600 applications. Although available resources are at a premium, resource managers now have the tools necessary to better align resource demand with resource availability, both currently and into the future.

The next step in the Planview Enterprise rollout will be to use it for work breakdown structure, improved financial management, and enabling users to close out their own projects. As soon as it is fully adopted by the IT department, Novas plans to add strategic planning to grow her team's capabilities further.



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