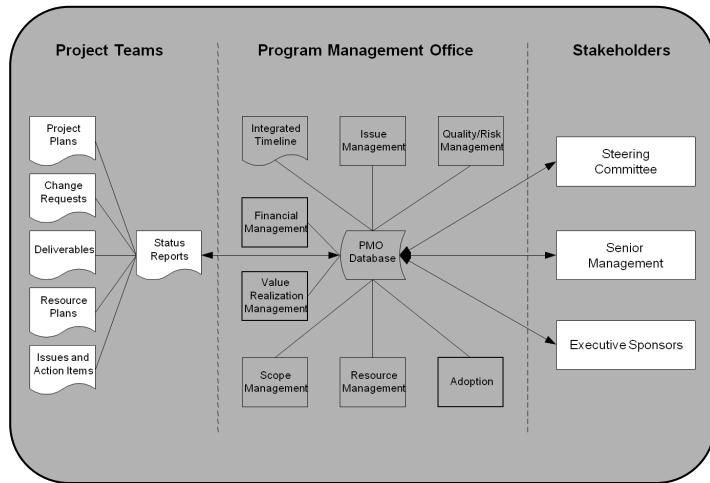


Case Study: Program Management—Health Care



Through ValueWise’s Program Management capability, the client:

- Reduced the number of centers from 19 to 9,
- Reduced average handle time (AHT) by 60 seconds,
- Linked centers to allow operation as a single national center,
- Designed and executed consistent and frequent communications throughout the organization,
- Utilized guiding principles of transparent reporting, rigorous financial control, and continuous risk assessment, and
- Provided knowledge transfer to develop organizational management capability.

CHALLENGE

Through its aggressive acquisition strategy, a Fortune 100 health care company had over 3,000 agents in 19 services centers. Differences in systems and processes required workforce segmentation within each site, which prevented effective workload balancing, complicated training, and lengthened inquiry resolution. The client established several objectives including: reducing the number of centers from 19 to 9, linking centers to operate as a single national center, deploying standard processes, and utilizing workforce management technology and processes to boost productivity. To achieve its objectives, the client needed to integrate many projects into a coherent, strategy-driven program.

SOLUTION

ValueWise designed and implemented a Program Management Office (PMO) to provide structure, governance and control over projects to reduce cost, improve quality and ensure adoption of standard processes. The guiding principles of the PMO included:

- Transparent Reporting: A summary of project-level data provided with detail readily available.
- Rigorous Financial Control: PMO was involved at all funding gates.
- Continuous Risk Assessment: Assess risks and proactively mitigate issues.

RESULT

The program’s initial phase was delivered three months ahead of schedule, within budget and exceeded expectations.

The program successfully centralized scheduling of resources and established the foundation for technology and process improvements.

PROJECT	START	END	Budget	Proper Sponsorship	Proper Initiation	Schedule	Scope	Resource Quantity	Resource Quality	Proper Delivery	Resolution	Project Planning/Doc	Communication
Project One	00/00/00	00/00/00	G	G	Y	G	G	G	G	G	Y	G	G
Project Two	00/00/00	00/00/00	G	G	G	G	G	G	G	G	Y	G	G
Project Three	00/00/00	00/00/00	G	G	R	G	G	G	G	G	G	G	G
Project Four	00/00/00	00/00/00	G	G	Y	Y	G	G	G	G	R	G	G
Project Five	00/00/00	00/00/00	G	G	G	R	G	G	G	G	Y	G	G
Project Six	00/00/00	00/00/00	G	G	G	G	G	G	G	G	NA	G	G
Project Seven	00/00/00	00/00/00	G	G	G	Y	G	G	G	G	NA	G	G
Project Eight	00/00/00	00/00/00	G	G	R	Y	G	G	G	G	NA	G	G
Project Nine	00/00/00	00/00/00	G	G	G	Y	G	R	Y	NA	R	G	G
Project Ten	00/00/00	00/00/00	G	G	G	Y	NA	Y	R	NA	Y	Y	G
Project Eleven	00/00/00	00/00/00	G	G	G	G	G	G	G	G	G	G	G