

BUSINESS SUCCESS Case Study

Large Hospital System Project Management Office

BARNABAS HEALTH FACTS

\$2.6 billion hospital system.

Project Timing

Six months via internal IT&S PMO.

Project Results

One year to realize results.

SUCCESS STORY

Problem: To provide PMO leadership for 12 project managers inside a matrix organization of 250 I.T. professionals to coordinate the implementation of the Cerner Health Information Systems and 300 other newly centralized IT projects.

Action: Developed process for capturing, executing projects for business value, and efficiently manage inbound requests and financial transparency.

Result: Directed over 300 I.T. projects, united 62 units, 7 hospitals, 4,600 doctors, 18,000 employees who serve 1.5 million patients while increasing I.T. project capacity by 25%. (at time of project).

THE CUSTOMER

As one of the largest health systems in New Jersey, Barnabas Health System provides health treatment and services for more than two million patient visits each year. Today, it employs over 21,000 workers and 5,000 physicians in over 100 locations across the state. It is listed as one of the most wired hospitals selected by Hospital & Health Networks. Barnabas Health is now considered most effective for the adoption and improvement of its operational, financial, and clinical performance healthcare delivery systems.

THE CHALLENGE

Trends in the health care and IT&S industries have reshaped the healthcare sector in the United States and around the globe. These new technological advancements have allowed for a more improved response to care management processes and payment methods. It had worked with a decentralized model of IT&S until this recent shift into digital transformation. The projects and its management were also decentralized up until that time.



*Thought Leadership Management Forum
Lessons Learned*

THE SOLUTION

The management at Barnabas Health shifted the IT&S from its various locations into one, centralized operation. It optimized the service support and delivery model by consolidating all IT&S resources into one operating unit. It organized the resources into a shared service delivery model. It then created the Project Management Office.

THE RESULTS

With the new IT&S Project Management Office in place, a process was adapted to identify, standardize, and organize IT&S-related projects across the health care system for the purposes of business project valuation, benefits realization, and prioritization. With the new system in place and the use of a PMIS, we were able to identify (at that time), and direct over 300 I.T. projects, uniting 62 units, 7 hospitals, 4,600 doctors, 18,000 employees who serve 1.5mm patients while increasing I.T. project capacity by 25%. Inclusive was also supervising the PMO as it aligned multi-hospital system's clinical transformation goals with the Cerner deployment. This included an installation for 2000+ patient rooms while maintaining \$6mm budget for hardware upgrade, wireless, and networking.