



Enhancing Project Management & Governance Capabilities: An Operational Excellence Journey

The comprehensive assessment and strategic implementation enabled measurable improvements in program governance, knowledge accessibility, collaboration, and accountability.

- Acting CIO

KEY RESULTS



25%

Reduction in role ambiguity



40%

Increase speed to hire by improved onboarding



\$10m

Identified savings opportunities



5 out of 5

Customer satisfaction rating



10%

Reduction in portfolio budget

COMPANY OVERVIEW



This organisation is a large, private, charitable, and non-for-profit hospital chain providing health services and organisation. They provide a comprehensive range of high-quality acute, subacute, palliative care, primary care, residential aged-care, diagnostic and community-based health services across south-east Melbourne, including at hospitals in and around the city of Melbourne, Australia. Their services span health service care, as well as education, health promotion and research.

THE PROBLEM



As a result of organisational changes and a desire to establish a Project Management Capability, a large Australian hospital chain engaged Agile Management Office to enable a better understanding of strengths and weaknesses. The engagement provided capability roadmaps for maturity and a review of IT, incorporating feedback across several key areas of the hospitals' operations.

Pre-existing challenges affecting the ability to establish best practice delivery governance capabilities were:

- **Fragmented system**, processes and inefficient use of tools resulting in fatigue and duplication
- **Inefficient prioritisation and tracking** of enterprise demands, affecting the ability to move initiatives through pipelines, stakeholder strategy and communication
- **Lack of control and oversight**, hence little-to-no transparency and visibility, impeding executive decision makers
- **Low speed-to-market**, automation processes and inefficient project delivery methods according to market demands
- **Suboptimal internal governance and capabilities**, siloed teams and disorganised portfolio overview

PROJECT OVERVIEW

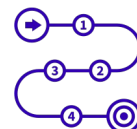


For the project, we were asked to provide:

Review



Roadmap



THE SOLUTION



The project began with an independent assessment of Program Governance & Change capabilities within the organisation using our proprietary capability in a box (CIAB®) solution. The immerse assessment covered the Portfolio, Program, Project and PMO Governance activities across the entire department. The documentation of this process was extensive and included framework material, organisational reference documents, prioritisation material or project delivery artefacts. A SWOT analysis was undertaken at the executive-level as part of the lead-up activities to the formal review.

Based on our assessment and analysis, we made a series of key recommendations and developed solutions for consideration. These solutions included structural changes and introduced a departmental model that clearly defined capabilities, RACI, and governance framework. Also introducing an effective knowledge management model to support the many layers from delivery, projects, operations, and applications that would help uplift organisational maturity. Finally, defining departmental relationships helped to optimise co-work across the organisation.



Stakeholder Assessments

Leveraging and aligning insights and feedback across 25 areas of the hospital.



Discovery Workshops

Distributed workshops across stakeholder groups and targeted themes to identify root causes.



Capability in a Box

Baseline frameworks for better aligning delivery and operations including recommended role structures.



Governance Framework

Foundation frameworks for good governance from ideation to operations roadmap.

THE OUTPUTS



- A 360-degree departmental review and a shared knowledge-centre that can be reused for optimising workflow
- An independent governance maturity assessment and baseline set, alongside a long-term strategic and tactical approach
- A body of knowledge obtained that can be reused
- A series of immediate and long-term strategic and tactical suggestions with a proposed approach
- Assessment of current project practices and a plan of proposed improvements, including structural, requirements validation and proposed activities / roadmap

THE RESULT



We ensured that the organisation could continue to carry on long even after we were gone by identifying services to transition and creating position description for new roles requiring transition to “business as usual” and support identification of resources. We also developed and agreed on a transition plan including sequencing events to minimise disruption. To transition to “business as usual” we utilised an iterative model approach and providing a smooth handover by running trainer/training activities, developed frameworks, processes, and tools.

The outcomes of our review have set the foundation for the organisation by defining executable strategic and tactical ideas for governance improvements and by providing high level strategic plan based on data, industry insights and feedback. As a result of the review, the following benefits have been realised:

1

Scalable Model

Defined to build out governance from IT through to other divisions and eventually to the enterprise.

2

Transition Roadmap

Our data, industry insights, and feedback enabled effective decision-making and improved governance.

3

Enhanced Governance

This led to streamlined processes, optimised resource allocation, and overall improved performance.