

Upgraded Project Management



The healthcare division of a digital transformation and business process optimizer serving many large-scale payer, life science, and Pharmacy Benefits Manager (PBM) organizations needed to ensure its team allocated valuable resources to the appropriate initiatives and everyday tasks. It engaged Clearlink Partners to complete a rapid review of all project work, client implementations, and associated capabilities, and build a playbook for achieving the optimal utilization of the organization's Project Management Office (PMO) to improve delivery capabilities.

As part of a ten-week assessment, Clearlink engaged with all C-suite, senior vice president, vice president, and project-level resources impacted by the delivery of projects. Through the development of a current state landscape, maturity evaluation, and gap analysis, Clearlink was able to provide quick improvements, tactical action items, and a long-term roadmap to help the organization spend its time and money working on the right things.



The Challenge

Before engaging with Clearlink, the organization experienced rapid growth over the last several years with new business ventures, leaders, and departments. Leadership wanted to ensure the depth and breadth of knowledge among the new teams was fully understood, shared, and utilized with sufficient visibility. The rapid expansion magnified the need for standardization in reporting and advancement in project execution.



With a steadily growing organization, Clearlink needed to gain support from all the healthcare division's stakeholders to engage in organizational change activities while minimizing disruption and focusing on the plan to meet the organization's goals.



The Solution

Clearlink took a multifaceted approach examining existing documentation and tools, interviewing internal stakeholders, whether directly or indirectly involved in project work, analyzing resources and resourcing methodologies, and evaluating and analyzing data. Throughout this process, Clearlink shared quick-win recommendations so value realization could begin before completing this thorough assessment. Through aggregation, evaluation, and analysis of all these sources, Clearlink created a current state picture, a maturity assessment, and a gap analysis. These helped identify themes, risks, opportunities, priorities, and solution options focused on five initial areas.

1 Governance

- *Organizational Structure*
- *Oversight & Decision-Making*
- *Reporting & Dashboarding*
- *Communications Management*

2 Work Management

- *Work Intake & Prioritization (Demand Management)*
- *Change Management*
- *Financial Management & Budgeting*

3 Resource Management

- *Capacity Management (Supply Management)*
- *Time Tracking*
- *Third-Party Augmentation (Flexible Workforce)*

4 Strategic Program Management

- *Planning, Oversight & Responsibility for Key Initiatives*

5 Project Management Center of Excellence

- *Processes*
- *Tools*
- *Templates*
- *Job Families & Roles*
- *Training & Development*



The Solution (Continued)

Recommended solutions aimed to meet several important goals.

- **Deliver immediate and continuous value**
- **Minimize disruption to in-flight activities (unless warranted)**
- **Incorporate enterprise and PMO project goals and interviewee feedback**
- **Ensure continued focus on customer satisfaction**
- **Provide support to ensure progress on strategic initiatives**
- **Align PMO functions to industry standard models where possible**
- **Align with enterprise-wide and cross-departmental PMO standards**
- **Standardize data collection and analysis**
- **Monitor project performance and delivery capacity**
- **Identify any critical project risks and issues**

A structured approach addressed critical shortcomings in a way that balanced resources, functions, and impact. Additional options included a minimal approach, a tactical approach, and a realignment approach.



The Results

Clearlink successfully assessed the organization's project delivery capabilities against industry best practices to develop a series of recommendations. These recommendations provided the leadership team with action items to optimize its capabilities and a playbook for implementing and leveraging its Project Management Office (PMO). The organization also hired a PMO leader to guide the playbook's execution, which was designed to determine the best path forward for funding requests, sourcing, resourcing, and PMO implementation.

Key Services Provided

- **Current State Assessment**
- **Stakeholder Interviews**
- **Inventory & Categorization**
- **Gap Analysis**
- **Overall Project Roadmap**
- **Development of Functional Model**
- **Creation of Tactical List**
- **Development and Execution of Playbook**



Want to bring clarity to your own clinical and operational management programs?

Get in touch with Clearlink today.



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About Clearlink Partners

Clearlink Partners is an industry-leading managed care consultancy specializing in end-to-end clinical and operational management services and market expansion initiatives for Managed Medicaid, Medicare Advantage, Special Needs Plans, complex care populations, and risk-adjusted entities.

We support organizations as they navigate a dynamic healthcare ecosystem by helping them manage risk, optimize healthcare spend, improve member experience, accelerate quality outcomes, and promote health equity.

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