



University of Utah Health Care Improves Project Delivery and Recaptures Organizational Trust with the help of Planview Enterprise

About University of Utah Health Care

University of Utah Health Care is the Intermountain West's only academic health care system, serving a seven-state region with a \$1 billion operating budget and 8,000 employees, including 1,200 faculty and staff. University of Utah Health Care combines excellence in patient care, the latest in medical research, and teaching to provide leading-edge medicine.

The Challenge: Re-Capture Organizational Trust

University of Utah Health Care ITS Program Management Office (PgMO) has more than \$75 million of projects in flight at any one time. They experienced frequent network outages, had little visibility into projects, resources, and reporting, and executives had little understanding and lacked confidence in how the PgMO supported business functions. With direction from the CIO, a team was assembled to identify the underlying issues with the goal of recapturing organizational trust.

The team discovered core IT disciplines were acknowledged but not embraced which led to poor processes and business practices. Additionally, there was no governance structure in which projects could get vetted and prioritized resulting in too many projects, not enough resources, and disorganization.

In 2009 PgMO implemented a strategic plan to reduce and prioritize project requests, based on budget and resource availability.¹

The Solution: Top-Down Commitment and Best Practices

From the CIO to the most influential directors and managers, commitment and ownership of the recapturing organizational trust was established. The CIO, Jim Turnbull, hired a consulting firm to perform a security assessment to establish data security and then developed a 3-year rolling plan for all their major security projects.

The PgMO leveraged Planview Enterprise to mature project and program management and enact enterprise IT governance across the health care facilities. The PgMO uses Planview Enterprise for everything from project management, time entry, and analytics and reporting to support their portfolio of projects.

The team established a strong change management process and encouraged a non-punitive culture to promote communication and accountability. In addition, they set up multiple committees in the areas of infrastructure, clinical applications, financial, and administration. Representatives from each group formed a unified steering committee that report to top level of the organization—serving as an advocate for their group.

"The use of Planview Enterprise has been critical to our success. We now have reporting and leadership can clearly see where problems may occur," says Michele Mills, Director, ITS PgMO.

Customer: University of Utah Health Care

Industry: Higher Education

Geographies: Salt Lake City, Utah - North America

University of Utah Healthcare uses Planview Enterprise to create a Portfolio and Project Management culture with top-down support of leadership. Utilizing best practices, they've improved PMO sustainability and business outcomes and enhanced IT governance.

"The use of Planview Enterprise has been critical to our success. We now have reporting and leadership can clearly see where problems may occur."

Michele Mills
Director, ITS PgMO

"When you have a good, consistent track record, there's more trust and executives are confident IT will deliver."

Jim Turnbull
CIO, University of Utah Health Care

¹ Bolles, D. L., & Hubbard, D. G. (2012). A compendium of pmo case studies. (p. 286). Lexington, KY.: PDM Concepts.

The Benefits: Top-Down Support for Project Management

Planview Enterprise provides a foundation to ensure priorities and projects are aligned within strategic portfolios. Using Planview Enterprise, University of Utah Health Care PgMO has realized the following benefits:

- Projects are now aligned with the strategic plan
- 100 percent of projects are on time and under budget
- Off-cycle projects or drive-by requests have been greatly reduced
- Structured project management methodology
- An improved culture with improved communication and accountability
- Leadership had better insight into projects that support corporate priorities

To learn more about Planview Enterprise, visit www.planview.com.



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