

Case Study: Agile Adoption in Healthcare Analytics Projects

Business Challenge

Our client is a highly recognized health system of inpatient care, outpatient health centers, medical groups and virtual care services. With the increased demand for clinical performance analytics and Value Stream Metrics (VSM) projects, our client's Clinical Business & Analytics organization engaged with Kenny & Company to improve the management, visibility and communication of strategic analytics projects.

The key issues that faced our client were:

- Project management practices were non-standardized and inconsistent across project teams.
- Lean concepts, while effective, were limited in providing leadership visibility into project progress, or ability to effectively communicate status to stakeholders outside of the organization.
- Current Lean methods were limited in the team's ability to estimate and manage scope, changes in requirements, or reprioritization with associated resource and schedule impact analysis.

Client & Engagement Quick Facts

- Five month project duration.
- Assessed current lean project management practices to identify the optimal approach for incorporating Agile methods.
- Developed Agile processes and tools across three project teams.

Our Solution

Kenny & Company utilized our proprietary *Lagging-to-Leading Indicators for Agile Methodology* framework to assess and make actionable recommendations. Our framework assesses agile readiness in five key areas: 1) Agile Methods, 2) Project Planning & Estimating, 3) Project Tools & Artifacts, 4) Project Communication & Collaboration, and 5) Project Retrospective & Continuous Improvement. Based on our assessment, we implemented agile practices tailored to our client's project teams by developing the applicable tools and processes. Then, we drove adoption of agile practices through coaching and active participation in projects.

Business Benefits

Our client team improved project management by using standardized project templates to capture product backlogs, sprint planning, user stories and weekly status including high priority risks and issues. Overall, the team is more efficient through shorter and more focused huddles, and the program view of resources, schedule and product delivery is improved through standardization and implementation of agile practices.

Engagement Summary

Integrate Agile methods for a strategic data analytics program to address challenges related to the effective and efficient management, delivery, and communication of projects.

What We Delivered

- Implemented agile practices to fit the gaps in existing Lean methodology.
- Developed agile project artifacts and processes to standardize and streamline project management.
- Provided agile coaching to integrate new tools and processes with minimal impact to ongoing project delivery.

How We Helped

- Improved project (sprint) planning and estimating.
- Ability to clearly communicate project status to stakeholders.
- Better visibility into program status and resource utilization.

About Kenny & Company

Kenny & Company is an independent management consulting firm. We provide Strategy, Operations and Technology consulting services to our clients. Kenny & Company is changing the way consulting services are delivered with our client centric model, commitment to make a client's business our business and guaranteeing our work - every engagement, every time.

We put our professional fees at risk based entirely on client satisfaction.