



metapm

MetaPM Case Study

Business Transformation Project Management – Health

The Challenge

To plan and deliver a project to implement a series of recommendations arising from an external review into the operation of a quasi-independent business unit. The review recommended widespread changes to the strategic direction, operational structure and governance of the business and would have a significant impact on existing staff. The client required a detailed plan for delivery of the project, followed by management of the delivery itself. The timeframe for delivery was six months and was heavily dependent on a small number of key internal resources.

MetaPM's Approach

The approach taken by MetaPM was to have an experienced dedicated Project Manager on site, supported by the team at MetaPM. The PM followed the client's existing methodology to develop a business case and a PID that articulated the approach and expected benefits arising from the project. A Project Board was formed and a commitment of resources and budget was made.

The project plan was well documented and was strongly supported by the relevant executive and members of the delivery team. The PM oversaw the project delivery and provide appropriate communication updates to allow the Project Board to manage by exception.

Some issues were experienced during project delivery – mainly due to conflicting resource priorities – and the PM worked with the Project Board Executive to reprioritise work packages to ensure that the key outputs were achieved within the initial six months, and a plan was developed for delivery of the remaining work packages over a subsequent six-month period.

The Results

The key outputs of the project were successfully delivered on time and met all of the agreed objectives. The PM worked on a part-time basis to reduce the cost to the project and this was sufficient to drive delivery of the project outputs. The PM delivered a comprehensive change management program to ensure that all stakeholders and affected staff were kept up to date with changes to the structure of the unit and were supported through the period of adopting the change. An approach was agreed to manage delivery of the remaining work packages internally following the initial six-month period, at which time the PM withdrew from the project.