

*HCIC SUCCESS STORY: Program/Portfolio Management*

## **Program and Portfolio Management for Anne Arundel Medical Center**

### **Anne Arundel Medical Center Information Systems** – Annapolis, Maryland



#### ***Situation:***

Anne Arundel Medical Center is a Leapfrog top hospital providing inpatient and outpatient care in Annapolis, Maryland. AAMC's Information Services team of 100 people supports the 3500 employees and 750+ medical staff, plus 40+ providers throughout the community. With the 2011 major expansion of the hospital's services, including additional inpatient beds, operating rooms, and emergency services, plus the implementation of the Epic clinical information system, AAMC's Information Services team has grown by 79% in the past four years. During this rapid growth period, rolling out technology to the organization took precedence over following methodologies, maintaining accurate project documentation, and budgeting/allocating resources. The AAMC Information Systems department is implementing a Program Management function in order to support the Project Management team as they continue to serve the diverse user groups in the AAMC community while simultaneously adding leading edge technology solutions. HCIC is providing structure and methodology support to enable accurate resource allocation and project portfolio management.

#### ***Solution:***

HCIC provides Anne Arundel Medical Center with program management services for the support of its Project Management team.

- Bringing the project portfolio up-to-date by capturing and documenting all current work efforts
- Implementing project resource allocation (budgets) – by person, by project, by month – to show capacity for new work and highlight over-allocations
- Training staff to use time tracking tools to categorize their actual hours worked; monitoring and enforcing timesheet compliance to ensure accuracy and completeness of data collected; timesheet accuracy improved more than 15% in five months
- Over several iterations, fine-tuning resource allocations to reduce the variance between budgeted and actual hours. In four months, this variance was reduced from **50% to 8%**.
- Developing and publishing IS Metrics for Project Management, Networks, Help Desk/Support Center, Change Management, Reporting Services, Training, and Community IS Development



- Developing Project Management Office process improvements including centralized project creation, regular bi-weekly project updating, weekly timesheet review, and monthly metrics gathering.