



The Buffalo Chapter of PMI presented its 2011 Project Of The Year award to HealthNow

at the annual Fall Professional Development Day in recognition of their Facets 4.71 Upgrade project. Led by Lori Shanley (Program Manager - HealthNow) and John Elie (Sr. Project manager - Inergex), the project moved full steam ahead throughout its life cycle, staying on track for schedule, budget and deliverables. This was especially noteworthy considering that prior to this effort HealthNow had not used the PMI methodology for managing projects but at the same time Facets was expected to maintain schedule and budget regardless of the inevitable learning curves associated with introducing new processes.

How big was this effort? The team consisted of 102 members: 70 internal, 32 external. Within the original scope there were 123 business requirements, 80 of which required system enhancements.

There were also 70 interfaces to other HealthNow applications and fifteen separate vendor relationships. Coupled with a \$6.2 million dollar budget and tight schedule, it was a very large effort indeed. Furthermore, being a health management application, there were strict HIPAA (Health Insurance and Portability and Accountability Act) compliance regulations that could have resulted in significant fines if violations had occurred. To further complicate these scenarios, the vendor was no longer supporting HealthNow's current Facets version, charging a premium of a half million dollars to do so.

Throughout the project PMI methods were at the forefront. Scope Management was supported by detailed documentation accompanied by an equally detailed Change Management log and response document. Time Management was also essential for insuring that the 102 team members rolled into and out of their respective assignments as planned. The fact that so many resources were required, inevitably some tasks would not be completed as required but instead of reprimanding these individuals, the response was to provide additional training and support. For this level of forgiveness and complexity, a detailed Communication Plan was maintained differentiating what was needed to complete the plan versus what the stakeholders and resource managers required. Tying it altogether, weekly meetings were held in addition to the hundreds of emails, phone calls and hallway updates. Cost Management was enabled using HealthNow's project cost workbook which provided detailed reporting insuring there were no surprises as to where the money was being spent, including payments to 15 vendors.



Lastly, the Quality Assurance plan was essential for ensuring the go-live would proceed without a hitch. To mitigate the risk of serious shortfalls in overall system integrity, the decision was made to implement three separate environments for development, testing and customer acceptance supported by an infrastructure of 150 servers. This monumental three tiered environment had many advantages, the most significant being the ability to complete three mock go-live runs that were followed by detailed lessons learned review sessions. The team attributes this approach to the success they experienced when the actual go live occurred, experiencing no serious deficiencies. Coincidentally, their ability to implement with confidence became a significant advantage when Sr. Management asked that they turn the switch a bit sooner than expected to help the organization through an extended employee strike.

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Congratulations to HealthNow and their PMI principled leaders, Lori Shanley and John Elie, as well as to the entire project team!

