



Program Management – IT Consolidation BridgeView Partners

February 2020



PROJECT: Senior Program Management - Strategic Infrastructure Consolidation

COMPANY SIZE: 18,000 employees

COMPANY INDUSTRY: Hospital & Healthcare

CLIENT

Premier regional healthcare provider who employs over 18,000 people with a mission to heal, comfort and care for the people of the local community. Nationally recognized for providing superior patient care.

BACKGROUND / OBJECTIVE

As a successful and growing healthcare provider, our client has acquired several related organizations to expand upon their services. A recent acquisition had been prioritized for the integration of its entire IT infrastructure to the client's standard network. While similar integrations had historically taken about 9 months to complete successfully, BVP was engaged to facilitate the effort within an accelerated 6-month timeframe, in the interest of the following benefits:

- Reduce employee attrition and retain institutional knowledge
- Minimize service disruption
- Reduce the overhead related to managing duplicate systems and processes.
- Quickly move from Allscripts (acquisition source) to Epic (client's target environment) so that Allscripts could be retired

SOLUTION

BVP provided a senior resource with deep expertise in leading complex technical integrations. This resource collaborated with client leadership to accomplish the following:

- Plan and execute the connection of the source and target networks
- Validate connection and accessibility for ~4,500 endpoint devices at 21 different sites, including 419 exam rooms, 73 patient rooms, and 251 nurse stations
 - o Ensure document sharing, single sign on, and domain trust
- Develop a dashboard summary for executive visibility into integration progress
- Consolidate and streamline the integrated environment
- Identify applications and/or systems that can be retired to simplify environment and achieve cost savings

OUTCOMES

BVP Program Managed the consolidation effort to achieve the following accomplishments within the target timeframe of 6 months:

- Replaced/updated equipment in ~750 locations at 21 sites
- Replaced 825 endpoint devices (laptops/desktops)
- Deployed 850 new endpoint devices
- Replaced 238 network switches
- Migrated 80 business applications into the new network. Test deployment packages were created for each application.
- Migrated and remediated 90 Imaging devices (including GE, Siemens, Konica, Hologic, Care Stream)
- Migrated and remediated 480 printers
- Created executive dashboard for IT leaders to track the IP remediation process across work streams (i.e. applications, servers, network, end point devices)

BENEFITS

With the successful completion of the consolidation effort, client anticipates achieving the following organizational benefits.

- BVP reduced overhead and administrative costs by accomplishing the following:
 - Client now operates as one standard network (one single network, one domain, one email system), reducing overhead and cost
 - Client operates a single system (Epic) so that the Allscripts systems can be retired (again reducing overhead and cost)
 - Employees no longer need to operate on multiple devices to fulfill their duties
 - Standardized endpoint devices
 - Standardized phone system
- Standardized security requirements, reducing risk and associated costs
- Enabled the decommissioning of 80 acquired applications by Q4 of 2020, resulting in additional savings
- Reduced overhead through system and process consolidation
- Created opportunity to reallocate resources to work on other high priority projects