



Strategic Roadmap Case Study

BridgeView Partners

February 2020



PROJECT: IT Infrastructure & Operations (I&O) and Security Roadmap

COMPANY SIZE: 17,000 team members and 4,800 affiliated physicians

COMPANY INDUSTRY: Healthcare

CLIENT

Award-winning health system focused on providing exceptional patient outcomes and experiences. The system provides care for the full continuum of health needs across a wide array of settings, including 7 hospitals, 12 urgent care centers, rehabilitation, home care, hospice, virtual and mobile care.

BACKGROUND

Client was seeking to translate their technical strategic vision and service management maturity plan into a specific two-year roadmap of priority projects. The focus of the plan was to enable leading edge technologies that provide a scalable, secure technical foundation for agile adoption of innovative clinical solutions. Challenges included:

- Previous strategic consulting engagements providing high-level recommendations that needed to be translated into a specific program of projects for business planning
- The identified list of opportunities exceeded the organization's capacity to implement
- Highly qualified technical team was seeking guidance on key emerging technologies and the organization's readiness to adopt
- Operational demands limited the availability of key resources for strategic planning

To address these issues, BVP provided strategic program leadership and a team of technical and process specialists to facilitate a 2-year strategic I&O and Security Roadmap.

THE SOLUTION

Using the BridgeView Partners Innovation 6™ framework, our team collaborated on the identification of a detailed list of possible projects that supported the defined strategic vision. A team of 25+ Client leaders participated in a prioritization exercise that resulted in the top 14 program workstreams required to achieve the vision. The final program project list was aligned for agility and innovation.

BridgeView Partners partnered with the Client's leadership and I&O and Security experts to:

- Align the leadership with the vision, goals, expected outcomes and success metrics
- Collaborated with subject matter experts to identify strategic opportunities
- Facilitated the prioritization of projects
- Aligned the program prioritization using the Innovation 6™ framework
- Documented the 2+ year roadmap
- Created the initial project charters for budgeting and resource planning

THE OUTCOME

- 2+ year prioritized roadmap for IT funding and resource planning
- Executive and detailed roadmap plan with project charters for project budgeting
- Security roadmap for ensuring enhanced compliance and data protection

BENEFITS

- Prepared executive team for IT Project Portfolio decision making
- Aligned Infrastructure and Operations and Security teams to 2-year priorities
- Delivered plan incorporated the internal technical, strategic business and external benchmark recommendations into a single, cohesive actional plan
- Prepared organization for scalable technology to improve agility to meet health and business needs