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| IT project governance at Worthington Health-Care System  *Case study information extracted and adapted from:*  *“*IT project governance at Worthington Health-Care System” *2014 by Ulrike Schultze* |

**Question 1 A**

* *Improve the Enterprise Project Management Services*
* *Improve the project disciplines and improve customer satisfaction.*
* *Build stronger long-term relationships with customers and vendors, and adapt project management methodologies to the peculiarities of each use domain.*
* *Implement many solutions to centralizing reporting structure and shared IT*
* *High stable IT governance process and reduce risk*
* *Increase process workflow visibility, understanding and support of IT services*
* *Redesign clinical process and seamlessly link clinical information*
* *Maximize the efficiency of information gathering and provide details when it is required*
* *Make sure the people follow one approach to do the system processes*
* *Generate comprehensive project inventory*
* *Train and give greater understanding regard the frameworks and application support*
* *Maximize the employee working criteria and the splitting the time to get the maximum outcome when delivering services.*

**Question 1 B**

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| **Stakeholders** | **Needs** |
| **Vice President and Chief Information Officer**  **WIS Application services unit Staff**  **Project Managers**  **Customers**  **Vendors**  **Director (Charles King)**  **VP of Customer Service and Governance**  **VP of Project Manager**  **Project Management Office (PMO)**  **Clinical Renewal Team**  **Interim Management Consulting Group**  **Portfolio Manager**  **IT Help Desk** | * ***Improve IT governance*** * ***Build up the future of the EPMS*** * ***Improve project discipline and the customers’ confidence*** * ***Tackle the timesheet reporting process*** * ***Record the timesheets in a good framework*** * ***generate a comprehensive project inventory*** * ***responsive to customer needs, and to be transparent.*** * ***Seek input from the user community*** * ***EPMS to be reduced to a Project Office- a unit that would collect data on resources used in projects and manage meetings and documentation needs.*** * ***Work along with the WIS*** * ***Build long term strong relationship with customers and vendors*** * ***Have the best customer service*** * ***Provide required support and services*** * ***EPMS to become a full project management office*** * ***Propose project methodologies*** * ***EPMS to become a full project management office*** * ***Gather PMO and work to improve the PlanView approach*** * ***Support the clinical renewal team*** * ***Develop PlanView templates*** * ***Follow a better approach*** * ***Redesign clinical processes and seamlessly link clinical information throughout the WHCS network, using a new electronic health record.*** * ***Come up with a better solution to interact WIS with the ongoing projects.*** * ***Lead PMO*** * ***Conduct interviews with WIS colleagues to generate a comprehensive project inventory*** * ***Outlines a complete IT governance process*** * ***Make sure of the capturing of data into PlanView*** * ***Always Make sure to support the health care and applications*** |

**Question 2**

Worthington Health-Care Systems when tackling the present world there should be a confident way to make everything flow smoothly. When talking about the state of IT services within the organization regard to ITSM, we have to think about the Business Level as well as the IT management level processes.

People from different hierarchies of the organization seek for different benefits. They don’t work for a one single objective and each of them have different kinds of expectations to fulfil at their organizational position. Each department doesn’t cooperate with each other to buildup a system which produces a maximum outcome to reduce the incidents and the costs done on the information gathering and knowledge representing.

Organization haven’t shown the real productive picture of the current situation regarding the data collection and inventory of their projects and facility services to their staff. Therefore, they don’t eagerly want to make their selves to follow the best practices to fulfill the future goals of the organization which saves both time and money.

When taking each departments information management procedure, their visibility and understanding of IT services is very low and they are more intense to keep up the usual old school method to carry on their work.

Quality of the service is lower than the expected level as CIO Henry Richmond found out because the organization is delivering a bad level of customer satisfaction and trying to neglect their needs when it is required. It will make the Company to break down due to the bad impression arose among the people who are in the same field.

Each department of the Organization doesn’t follow as a team to Increase IT and Business efficiency and reduce the IT wastage because they want to follow only their familiar methods which are currently outdated. It doesn’t show any specific quality assurance of the delivered IT services by understanding the necessary levels of availability, security, capacity, continuity and solution planning within the organization.

Historical and Current Issues

Delivering the necessary projects according to the time limit gives a great benefit to the company which increase their reputation. Henry Richmond tries to make a better approach to implement a system which is able to gather and produce the necessary information and complete more customer requests on time by connecting EPMS and WIS but due to the lack of knowledge of the organization on staff members makes it an useless approach.

Worthington Information Services different departments doesn’t work along with each other to build up a stronger relationship among their customers and vendors to identify more intellectual information which can be included when delivering services. The lack of knowledge on all the areas has become the main point as for my point of view of this situation. Each person doesn’t want to do and be attached to some other processes to speed up the organizational approaches.

One of the main problems Worthington had on their early time was the low efficiency in IT service management. They don’t have any specific process workflow patterns which offer technology enables process workflow to eliminate manual process to improve the teamwork. Due to this more time has spent on the timesheets created by the word processing tools and the spreadsheets which could have spared more time for strategic work.

That problem has become a permanent problem in current day as well and because of that organization doesn’t have the ability to get the Insightful reports regarding their projects and workflow as well as the customer satisfaction also gone down because of the lack of information gathered due to the cutdown of the fields done on the papers to minimize the time spent on manual report making.

Every internal stakeholder of the organization should involve in improving the organizational matters and it shouldn’t be done only according to the top-level stakeholders of the company. VP of project management who was appointed in 2005 has done his work like according to his Military organizational mentality. That is not the same case when managing a service providing organization like this. Everyone should be involved and their ideas must be taken care of to improve the efficiency of the IT and the business development of the company.