



Challenge Accepted!
Accelerated Implementation of Panorama Inventory and
Immunizations in Saskatchewan through Collaboration,
Engagement and Innovation

Date: Tuesday June 2nd, 2015
Supporting Public Health
14:30 - 16:00

Conflict of Interest

- Zen Tharani is a Senior Managing Partner with Gevity Consulting Inc. and is currently contracted by eHealth Saskatchewan to provide Strategic Advisory Services to the organization

Over the next few minutes...

- Setting The Context
- Lessons Learned:
 - Collaboration
 - Engagement
 - Innovation
- Closing Thoughts
- Discussion and Questions



Setting the context

- This presentation...
 - Focuses primarily on the delivery activities, and observations related to “switching gears” to a rapid delivery approach to execution
 - Does not address the transformative change to public health that was occurring concurrently

Setting The Context...

- eHealth Saskatchewan released the RFP on April 1, 2014 with a project delivery deadline of October 6, 2014
- eHealth Saskatchewan (eHS), Ministry of Health (MoH), and our Regional (RHA) user base had previous experience working with earlier versions of the application in other service lines
- eHealth entered the project with a strong working relationship with the Population Health Branch (MoH)

Timeline

- March 31, 2013 – Inventory Go-live
- April 1, 2014 – Immunization RFP Issued
- April 22, 2014- RFP Closed
- May 15, 2014 - MSA & SOW Negotiations Started
- May 21, 2014 – Quick Start Letter signed
- May 29th, 2014 - Project Kickoff
- June 20, 2014 – Negotiations completed, MSA & SOW Signed
- June 2014 – January 2015 - Environments, Configuration, Business Redesign, Conversion, End user training, etc. etc.
- February 2, 2015 – Immunization Go-live
- March 31, 2015 - Transition to Operations

Collaboration

Successes:

- One team from start to finish
- Open and collaborative relationship enabled productive and positive input during difficult discussions/decisions
- Rapid deployment = “everyone was in it to make this project successful”
- Trust between partners enabled empowered decision making
- Good integration of remote resources
- Daily huddles resulted in everyone being on the same page
- Overall implementation experience has provided the partner organizations with an exemplary model for future initiatives
- Reach out to other provinces for knowledge and to strengthen relationships

Collaboration

Areas of Improvement:

- Rapid Deployment requires well defined Governance Structure
- Always engage all partners
- Define strategic partnership for all parties
- Consistent escalation paths
- Collaborate with Strategic Partners to inform the procurement documents
- Do not remove budget for strategically planned on-site visits by remote team members
- When timelines are tight and scope is defined, make foundational decisions in advance

Engagement

Successes:

- All Hands Kick Off Sessions – everyone walks away with the same information & ability to influence plans
- Strong MoH leadership to engage the RHAs consistently and constantly
- Clear, concise, timely, and transparent communication with the RHAs to maintain trust
- Frequent meetings at multiple levels of responsibility within the end user community
- Deliver training for multiple learning styles and task-based training
- Ongoing engagement with Change Management and Training experts
- Empowered decision makers
- Staff up on public health champions; creates strong working relationships with RHAs and end users
- Aim for first call resolution through Knowledge Documents
- Engagement of Super Users to triage & resolve business issues

Engagement

Areas of Improvement:

- Ongoing face to face all-hands touch points
- Strategically scheduled on-site presence of key members of the project team
- Co-locate key personnel from all partner organizations
- Know Thy Data - Minimize assumptions pertaining to data quality
- Educate Technical teams on PH workflow
- Educate Business team on technical things - minimize data conversion struggles
- De-Scope doesn't mean work doesn't need to be done – know who is on the hook & resource the work
- Test Thy Assumptions – revisit any assumptions made/documented during procurement as a delivery team
- Share the love nationally – knowledge, tools, and enhancements
- Talk about Knowledge Documents - socialize and market to all partner organizations
- Communication Lead – Accountability, Planning, and Execution

Innovation

Successes:

- Rapid Deployment = Focus, Focus, Focus!
- Quick Start Agreement to start early while paperwork happens
- Remote testing support worked extremely well within the tight timelines and budgetary constraints
- Leveraging Saskatchewan's LEAN focus - MoH and RHAs acted quickly to define Work Standards
- Learn from Phase 1 - Just In Time Training and PDCA
- Leverage existing "operations" communication channels to share the knowledge
- Get End Users excited – Contest, swag, glossy materials
- One stop online space for all RHA users to create a supportive and transparent environment
- Professional branding and promotional items are a good investment to keep users excited and engaged, and signal commitment

Innovation

Areas of Improvement:

Rapid Deployment:

- Leverage Strategic Partnerships to continue to think outside the box
- Balance between Rapid Deployment date driven vs. understanding the risks, constraints, bake them into the RFP
- “Failure is not an option” pace causes some issues to not come forward in a timely manner
- Rapid Deployment requires rapid and guaranteed availability of human resources
- Understand potential fail points ahead of initiation

•LEAN:

- Leverage the Lean tools from the start i.e. Daily Huddles at all levels
- Implement a publicly visible reporting mechanism – one stop for key information

Closing thoughts

- Rapid Deployment provided the push and challenges
- Did experience delays and costs off original scope - reserve required or engage in fixed price bid
- Understand and define strategic partnership to help leverage it the right way and in advance
- Rapid is hard, requires commitment across all partners, at all levels
- Great achievement regardless of challenges



Discussion and Questions

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