

ACCELSCALE

CASE STUDY

Successful 'Outsourced Project' Delivery for a US Healthcare Provider

Turning around a troubled IT project for an IT Buyer, ensuring they meet their goals.



Introduction

Client Background: A midsize US Healthcare Provider in the US outsourced a critical IT project to a mid-sized IT vendor based in India. The vendor, with a team of around 200 professionals, was responsible for delivering a transformative digital solution that required careful planning, timely delivery, and high-quality execution. However, early in the project, significant challenges began to surface, threatening the success of the initiative.

Objective

The project was structured with well-defined milestones, but trouble began when the first two milestones were missed. To make matters worse, the delays were communicated to the Client only at the last minute, leaving little room for corrective actions. Concerned by the lack of visibility and control over the project's progress, the US Healthcare Provider decided to engage AccelScale, a firm specializing in delivery assurance consulting, to conduct an independent risk assessment and provide recommendations.

Solution

Upon engaging with the project, AccelScale quickly deployed its comprehensive risk assessment methodology, leveraging a proprietary questionnaire developed through years of experience in managing IT services projects. Through this detailed assessment, AccelScale identified three critical risks that needed immediate attention:

Leadership Gap:

While the vendor's leadership was highly motivated and hardworking, they lacked the specific domain knowledge required to effectively manage the complexities of the project. AccelScale recommended that the vendor's leadership team be augmented with individuals who possessed the necessary domain expertise to ensure informed decision-making and strategic direction.

Attrition Risks:

The assessment revealed a high risk of attrition, especially among the solution architects, who were pivotal to the project's success. The departure of these key team members would have severely impacted the project timeline and quality. AccelScale advised the US Healthcare Provider to collaborate closely with the vendor to implement retention strategies, and incentives, to retain critical talent.

Lack of Clarity and Governance:

The vendor's team required more clarity on the project's requirements. Furthermore, there was a lack of effective governance mechanisms to monitor progress and address issues proactively. The decision-making structures between the IT vendor and the US Healthcare Provider's managers was also not clear leading to confusion and a lot of rework. AccelScale recommended improving the structure of the monthly review meetings between the US Healthcare Provider's and the vendor's leadership teams. Recommendations were made around the list of participants to ensure the ability to go into the right level of detail. This would ensure continuous alignment on expectations, early identification of issues, and prompt resolution.

AccelScale's Oversight and Monitoring:

Impressed by the insights and actionable recommendations provided by AccelScale, the US Healthcare Provider entrusted them with the responsibility of overseeing the project on their behalf. AccelScale took on the role of being their eyes and ears in India, providing diligent oversight to ensure the desired outcomes were achieved.

AccelScale developed a robust set of metrics to monitor the project's progress. This included tracking deliverable quality, team morale, adherence to timelines, and the effectiveness of communication between the US company and the vendor. With these metrics in place, AccelScale was able to provide regular, transparent updates to the US company, enabling informed decision-making.

Outcome

Within just two months of AccelScale's intervention, the project started showing some improvement and within 4 months was stabilized. The recommended leadership changes were made, attrition risks were mitigated through targeted retention strategies, and a clear governance structure was established. As a result, the project regained its momentum and was back on track. By the end of the year, the desired outcomes were successfully achieved as originally planned, fulfilling the Healthcare Provider's strategic objectives.

This case study demonstrates AccelScale's expertise in identifying critical risks, implementing effective mitigation strategies, and ensuring successful project delivery in outsourced IT environments. By acting as a trusted partner, AccelScale enabled the US Healthcare Provider to navigate complex challenges, achieve project stability, and realize its digital transformation goals.