



Success Story - Project Management Oversight & Delivery

RiverPoint's best-in-class IT project management solutions have enabled our clients to build high-value PMOs and deliver critical projects on time, on budget and of value. Read on to learn how we've helped clients develop enterprise-aligned project management solutions that yield measurable results.

Caremark Rx, Inc.

Caremark Rx, Inc. is a \$30 billion pharmaceutical services company that provides, through its affiliates, comprehensive drug benefit services to over 2,000 health plan sponsors and their plan participants throughout the U.S.

Challenge

Caremark was faced with the need to deliver three multi-million dollar projects within a nine-month timeframe. One of the projects was necessary to comply with ever-evolving mandatory government regulatory requirements. All three projects were sponsored by different individuals, spanned multiple locations and applications, and were initially being independently managed. To add to the complexity, the code base for the largest application was affected by all three projects and each project had a different required 'go-live' date.

Solution

After an in-depth review of internal resources and consulting firms currently under contract, Caremark chose RiverPoint to lead the efforts on one of the three multi-million dollar projects. The goal of this project was to develop and implement a Health Spending Account (HSA) product to be offered in conjunction with external managed care organizations. As Caremark's project management provider for this mission-critical initiative, RiverPoint:

- Constructed and maintained a detailed project plan and Budget-to-Actual reports
- Managed and advised business analysts and technical staff regarding requirements definition and refinement
- Provided project deliverables on schedule throughout the project life cycle
- Coordinated the efforts of several testing teams to ensure documented functionality was delivered as specified
- Delivered the project on time and under budget

RiverPoint was also charged with the task of developing and implementing the processes necessary to coordinate the requirements gathering, design, development and delivery of the functionality across all three projects. RiverPoint effectively:

- Supervised cross-project coordination between HSA, Medicare Part D and POS Rebate project teams to prevent problems that could occur when all users have simultaneous access to the same system and code base
- Developed a new deliverable template (Requirements Traceability Matrix – RTM) which facilitated a multi-project requirements approach. This approach enabled the easy identification of untested requirements when release strategies were developed around the implementation schedule
- Implemented a software release process to ensure that required functionality was delivered according to the individual project mandated timelines

Results

RiverPoint delivered the HSA project on time and on budget, and successfully coordinated the deployment of the other two projects. The process that RiverPoint developed to manage the seamless implementation of these simultaneous initiatives is still being used today by Caremark to manage the complex challenges of an expanding business.