



Success Story - Project Management Office

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.

American Medical Association

As the nation's largest physician's group, the American Medical Association (AMA) advocates on issues vital to the nation's health. The AMA is committed to helping physicians help patients by providing them with a wide range of resources, services and continuing education opportunities.

Challenge

Faced with an increasing number of technology project delays and cost overruns, the AMA sought to quickly identify and address the underlying causes of this trend. This would require a comprehensive analysis of the current system delivery processes, an evaluation of the technical and project management skills of the AMA's staff, and a resulting strategy for improving project performance across the organization.

Solution

The AMA selected RiverPoint to assist in this crucial undertaking because of its reputation for being able to quickly analyze and solve very complex project management challenges. Reporting directly to the CIO, RiverPoint's first charge was to ensure the on-time delivery of two mission-critical projects by mentoring both project managers. This direct involvement enabled RiverPoint to evaluate the AMA's processes first-hand while guiding the two projects to a successful implementation. RiverPoint then provided an assessment of the organization's project management needs and a detailed Training Roadmap. The Roadmap called for a major organizational initiative that encompassed significant application development, architecture and infrastructure changes as well as the implementation of a PMO function within the organization.

Among the services RiverPoint provided the AMA:

- Conducted a critical analysis of roles, responsibilities and workflow within the organization and developed strategic recommendations for resource and work realignment
- Served as a mentor and facilitator in the development of the AMA System Delivery Framework (SDF). The AMA SDF was based on RiverPoint's System Delivery Framework (SDF) and incorporates PMI best practices
- Actively mentored project managers to ensure they had the confidence to manage a portfolio of more than 30 projects
- Developed a formal project management training program based on PMI and RiverPoint best practices
- Delivered project portfolio analysis techniques to aid the AMA in calculating the Return of Value (RoV) across its wide spectrum of IT projects

Results

RiverPoint's extensive resource and workflow analysis and resulting recommendation plan helped the AMA effectively complete a critical realignment that streamlined processes and optimized performance. The additional project management services RiverPoint provided — including the creation of an AMA-specific SDF; development and implementation of PM training and mentoring programs; and delivery of project RoV tools and techniques — have given the AMA the ability to competently and efficiently manage its vast portfolio of projects.