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## Case Study (Mid 2006)

IT Assessment and Operational Effectiveness

### Background

The client is an agency associated with the Ministry of Health and Long Term Care. It has responsibility to act as a delivery mechanism of technical infrastructure services and the deployment of new eHealth business solutions in support of the political agenda of the Ministry of Health for the Province of Ontario. The Chief Executive Officer (CEO), who was the initial visionary in establishing the agency, was the executive sponsor. As a relatively new agency, it was experiencing various growing pains. The Ministry requested an independent assessment of current state problems.

### The Solution

The review addressed systems, tools, technologies, business processes, portfolio management, the management system and organizational issues. The client received a high level assessment of weaknesses in these areas and a practical roadmap for significant improvement in those areas where improvement was justified. The client was also introduced to the discipline of making the case for change and managing the human aspects of change more effectively.

The most significant deliverable was the creation and endorsement of a management system embracing a balanced scorecard. This deliverable put in place better defined responsibilities, individual accountabilities and personal measurements which were aligned to the CEO level.

While executives, management and staff struggled initially through this business transformation, their eventual endorsement has greatly improved business accountability and performance. The client is now better prepared to manage the number of changes which will enable their key business strategies.

### Consultant / Case Author

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**Note.** This engagement was conducted by ProFitness Advisors Group Partner David Gregory while under contract to IBM Canada Ltd.

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