

## **Luco and Company Ltd.**

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# **Operational Readiness**

## **Overview**

The client was implementing a large, multi-faceted enterprise resource planning (ERP) system that would touch finance, human resources, payroll, and supply chain management. Research shows that the inefficient use of new information systems is directly related to the end users lack of adoption of the new processes and associated system functionality. In light of this, this client chose to embed a significant operational readiness component into the overall project plan.

The mandate for the deliverable was to create a strategic deployment plan that included a roadmap of the actions required to ensure successful employee and staff adoption, as well as key tools, communication memos, and end-user training material.

## **Client Profile**

Ranked as one of the best children's hospitals in the country by *U.S. News & World Report* and *Child* magazines, this client serves as the major pediatric referral center for across four states. Founded in the early 1900's, the hospital not only provides

excellent patient care, but conducts cutting-edge pediatric research and is a respected educational partner for parents and healthcare professionals. Recognized as an advanced diagnostic and therapeutic resource, they specialize in meeting the unique physical, emotional, and developmental needs of children from infancy through young adulthood.

The main state-of-the art inpatient facility supports a high-tech, high-touch approach to patient care and is comprised of a 250-bed inpatient facility; neonatal intensive-care units; surgical, cardiac, nephrology and organ transplant services; and a number of other services including psychiatric and eating disorder care.

### **Business Problem**

The client needed to modernize its legacy information management systems with the requirement to integrate all information systems into one system of record. This would provide better reporting capabilities that would directly impact the ability of management to control costs, manage human resources and associated expenses, and manage all aspects of supply chain activities more effectively. The client's overall objective was cost containment and standardization of surgical goods and specialty products without reducing quality or quality outcomes. The other objectives were to integrate supply chain and materials management cost management activities into the overall ERP system.

Luco and Company, Ltd. was commissioned by the third-party integration consulting firm on behalf of the client to create the overall strategic deployment and

tactical plan. The third-party systems integration firm had previous knowledge of Luco's work and required the same level of high-quality deliverables for this important client.

## **Solution**

The outcomes from this body of work were directly related to managing change and workforce performance management. The client had leads for each of the key change management areas but each lead lacked the necessary experience with a project or implementation of this size and organizational impact. A complicating factor was that the project's functional areas – training, communications, and change management – were separate, distinct work units that had not developed strong working relationships.

Luco began framing the solution by creating educational presentations and workshops to align and consolidate the three key areas and approaches, emphasizing the need to work as an integrated team. Once this was accomplished, an overall, integrated strategic deployment plan and tactical program were developed. Working in collaboration with the client's resources, Luco provided direction, input, and developmental services; created a strong knowledge-transfer plan that supported effective deployment; and oversaw development of the tools and materials to ensure that all impacted employees, staff, and medical practitioners were sufficiently trained to use the new system features and functions upon implementation.

Executive presentations, educational workshops, and leadership alignment activities were important components of Luco's overall approach. Leadership alignment was vital to ensuring an integrated solution that would produce the desired results as well

as effectively preparing the workforce for the coming process and system functionality changes that would impact their daily work routines.

The outcomes of this project were the delivery of an actionable strategic deployment plan and the tools needed to support successful deployment and adoption of the new ERP system.

The overall implementation and go-live were successful and smooth. The client team understood the criticality of working as an integrated team, and did so across departmental lines. The change, communications, and training team had a clear, actionable plan that they used to create deliverables, including training content, coordinated communication messages, and key events, all designed to increase behavioral support of the process and system changes.