



PMO Creation and Management

Industry

Advanced medical robotics developer

Client Profile

Hansen Medical Inc., based in Mountain View, Calif., develops products and technology using robotics for the accurate positioning, manipulation and control of catheters and catheter-based technologies. Its first product, the Sensei(R) Robotic Catheter system, is a robotic navigation system that enables clinicians to place mapping catheters in hard-to-reach anatomical locations within the heart easily, accurately and with stability during complex cardiac arrhythmia procedures. The Sensei system is compatible with fluoroscopy, ultrasound, 3D surface map and patient electrocardiogram data and was cleared by the U.S. Food and Drug Administration (FDA) in May 2007 for manipulation and control of certain mapping catheters in Electrophysiology (EP) procedures.

Success Highlights

1. Identified the need for and created a sustainable PMO
2. Ensured license compliance among all installed software vendors
3. Drove ERP improvements and implementation
4. Filled interim Help Desk Manager position

Taos Service Areas Deployed

Interim Talent

- Project Management

Situation

Hansen Medical initially turned to Taos to provide help desk support but recognized that additional project management support was needed for IT projects. Appropriate process around project management was not in place and IT struggled to prioritize, plan, and fulfill each project. Although Hansen realized it needed project management help, their business required more program management oversight, process, and strategy than had been previously thought. Taos was engaged to partner with Directors at Hansen to develop and implement a Program Management Office (PMO) framework to address the company's needs.

Solutions

Taos provided Hansen with a Senior Project Management Consultant with the experience to help identify and prioritize Hansen's desired projects. Discussion of the client's environment and project management needs identified the primary IT business need – the creation and implementation of a PMO. An appropriately scoped PMO would provide the process to manage and prioritize Hansen's IT projects. Based on Hansen's project management needs, the ideal methodology would be based on that of the Project Management Institute (PMI). However, careful development was needed so the process, templates, and deliverables would be appropriate in scope and effort for Hansen's business needs.

To successfully manage the company's projects, appropriate communication and escalation paths needed to be identified. The consultant and the IT director created an "IT Core Team" consisting of all company directors and an "IT Steering Committee" comprised of company executives. The IT Core Team was established to meet bi-weekly to discuss project updates, prioritize current projects into a rolling roadmap, ensure appropriate resourcing, and discuss cross-organization issues. The IT Steering Committee's role was to resolve any dispute in the IT Core Team and provide feedback on the roadmap. The IT Core Team meetings were used to introduce, socialize, and implement appropriate processes and templates in the PMO framework. Through these changes, the PMO framework took shape and provided the needed project management process and oversight.

In addition to implementing the PMO, the consultant drove a compliance project that included defining desktop standards per team, license procurement, license utilization/management, and a company-wide refresh of each system. Even though this project involved every organization and touched each user, the consultant was able to successfully manage the upgrade process with minimal downtime or disruption to productivity.

The consultant also drove ERP process improvements including account consolidation, product configuration, and invoicing. Interfacing with various departments to establish processes, the consultant put procedures into place to effectively manage and create scalability to support growth of the implementation.

As the organization changed, the consultant supported the IT team by temporarily filling the Help Desk Manager position. This role helped ensure that the Help Desk was resolving issues in a timely manner, appropriate tools were in place, and key metrics were identified and monitored.

Results

Through candid discussion with the client and application of Taos' project management expertise, Taos successfully implemented a sustainable PMO to provide a thorough and streamlined project management process. Throughout the engagement, Taos was also able to provide flexible project management support to address high priority IT and business needs.

About TAOS

Taos is a professional IT consulting services company. With more than 5,000 successful engagements at more than 1,000 clients, we have the experience and the technical expertise to help you achieve and sustain operational excellence. Our success is built upon the breadth and depth of our technical expertise, flexibility and objectivity – we are hardware and software vendor independent.