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Ernst & Young
Federal Health
Advisory Services

Increase effectiveness to mitigate risk

Program assessment and monitoring in the Military Health System

The government as a whole, and the Veterans Health Administration and Military Health System in particular, faces powerful challenges. Intense fiscal constraints are being imposed, missions are evolving and requirements are changing at blinding speed. And as the wars in Iraq and Afghanistan draw down, we must not lose focus on the needs of our nation's warriors and their families. To deliver the best available care in today's environment to our servicemen and women and veterans, leaders must rigorously manage the scope, cost, schedule and outcome of each and every program. It is imperative to re-examine how programs are designed, implemented and managed in terms of realized value and impact.

Our nation's commitment to military health care is clear in the significant investments it has made in all areas of the health care delivery system. Examples, such as the integrated electronic health record (iEHR), point out that legacy systems must be modernized to meet today's needs as well as keep pace with the direction for health IT. This will take unprecedented levels of coordination and integration of technology, governance and oversight, investments and communication.

And with this new normal of diminishing resources and higher expectations comes drastically increased risk. Therefore, effective program management and execution capabilities are crucial factors for success. These challenges demand the creation and implementation of strategies and operations that optimize a program's efficiency, effectiveness and cohesiveness while controlling and mitigating risks.

Measuring success: our approach

Getting it right from the beginning is a prerequisite to successful programs. The longer you wait to perform program assessments and risk analyses, the less ability you have to positively affect the outcome.

That's why Ernst & Young delivers a program assessment and monitoring approach. In today's environment, measuring program success must go beyond just meeting time and budget objectives. It also has to incorporate improved program design and execution to help



US Navy photo/Operations Specialist 1st Class Nathan P. Ransberger

Figure 1.

Program assessment and monitoring methodology



Our multidimensional approach:

- ▶ Evaluates risk on project management, technical solution and program governance factors as well as risk interdependency
- ▶ Combines analytical frameworks and an analysis of key indicators focused on the relationship of risk factors and root causes to current symptoms and future problems
- ▶ Can begin at any point in a project's life cycle
- ▶ Increases the value gained through coordination and integration while minimizing value lost through redundancy
- ▶ Identifies cost efficiencies to enable reinvestment of savings, and optimizes resources through enhanced integration

demonstrate greater business capabilities. With this approach, we use rigorous quantitative and qualitative analysis to help you attain your goals and gain benefits in your complex programs while identifying and quantifying risks in advance.

Our program assessment and monitoring methodology complements your program activities by:

- ▶ Focusing on elements proven to enhance operational integration, improve effectiveness and provide for continued improvement
- ▶ Taking an independent point of view to offer unbiased validation and verification of the current state of your program
- ▶ Providing key insights that focus on investment and operational risk identification and mitigation

Prioritized insights

Program assessment and monitoring brings an unbiased, fresh perspective to risk management, problem solving and continuous improvement. This solution:

- ▶ Provides tailored rapid assessments for critical path risks as well as recurring enterprise performance reviews
- ▶ Establishes a comprehensive baseline from which to evaluate progress and quantify benefits
- ▶ Leverages statistical modeling and forecasting to provide a forward-looking view and predictability
- ▶ Uses evidenced-based analyses and prioritization of major risks, issues and gaps and a comprehensive remediation strategy

These days, without an objective look at your complex program management and execution, you increase your exposure to cost overruns, schedule slippage and misaligned scope. But we can help you to mitigate those problems through clear insights and prioritized mitigation activities.

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