



case study

ENTERPRISE IMAGING REPLACEMENT:

One of the nation's premier academic medical centers (AMCs), located in California's bay area and comprising multiple campuses, made the strategic decision to replace its aging imaging platform. With over 20 imaging applications including PACS, VNA, voice recognition, and many third-party post-processing applications in use and a volume of over 700,000 radiology studies, the two decades old system was no longer meeting the evolving advanced imaging demands or market pressures faced by the enterprise.

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Rapid Deployment in a Highly Complex Environment

Seeking a cost-effective and rapid implementation, the project required experienced project management leadership and specialized expertise in Imaging Informatics including clinical and technical workflows, dataflows, and technical integration.

The organization needed a partner who could not only expertly manage a challenging imaging project in a highly complex environment, but also a partner who could rapidly deploy the new enterprise imaging platform with a high level of proficiency while working closely alongside the health system's internal team.

The project consisted of replacing the health system's legacy radiology PACS, specialty viewers, and imaging data flows and workflows using a "deconstructed" imaging platform with a leading suite of technologies and processes for radiology imaging and informatics. There were five discrete technologies that comprised this integrated platform: radiology PACS, specialty post-processing imaging applications, data orchestration, workflow and worklist orchestration, and enterprise viewer. The scope of the project included integrating more than 700 imaging devices with the new enterprise imaging solution plus integrating over 60 dependent imaging post-processing and reporting applications.

Impact Advisors' Role

Impact Advisors was engaged to lead both the development of the enterprise imaging PMO and the technical and clinical implementation of the new enterprise imaging platform. We later expanded our services to provide clinical workflow and analysis, technical design, integration of the imaging applications environment, and go-live support to augment the capabilities of the deployment and go-live support team.

Approach & Keys to Success

Setting the Stage

Planning and confirmation of previous planning efforts provided a firm foundation of vital resources: people, time and money, and ensured all components of the project were given appropriate consideration from the onset. A key activity at this stage was development of the current environment discovery and implementation timeline and detailed workplans, which were shared with project teams at all levels, maintained, and proactively managed throughout the project.

Experienced Program Leadership

Using a **hybrid Agile and Waterfall approach**, Impact Advisors led the deployment of the new enterprise imaging platform, including management of:

- Project execution and timeline
- Risks and issues
- Project governance and driving key stakeholder decision-making
- Overall project budget
- Project communications and status reporting
- System and workflow adoption (change management)
- Coordination of external vendor stakeholders

Clinical and Technical Expertise

Our delivery of the technical and clinical activities included:

- Platform design, architecture, and security
- DICOM routing and advanced dataflows
- Integrated platform with existing reporting systems and viewers
- Integrated Point of Care Ultrasound (POCUS) and image guided surgical devices into the platform



Our Client Impact

An On-time, Under Budget Implementation

The enterprise imaging platform replacement was successfully completed in 12 months (from initial planning to go-live). The program was delivered on time and 18% under budget, establishing a deployment model and project management tools for replication and use by other sites, departments, and key stakeholders within the organization. This included:

- Project charter and plans
- Defined team member roles and responsibilities (i.e., RACI matrix)
- Risks and issues list + mitigation recommendations
- System designs, platform and data security materials
- Testing scripts and performance validation documentation
- Governance and standardization information
- Education and training materials
- Go-live and conversion plans
- Project lessons learned



"Impact Advisors brings strong clinical expertise, deep technical knowledge related to imaging, and proven program management. They excel at being able to absorb great levels of complexity unique to the academic environment. But the intangibles also set Impact Advisors apart. It's the way they were able to seamlessly integrate into our culture and environment. The end result was exactly what we hoped for – and by working with the Impact Advisors team to get there, we really feel like we achieved great outcomes together." - Chief Information Officer