



Construction New Pain Group OHP Level 2 Facility, Toronto

Underlyte Project Management Division Project Management Office

A group of pain specialists decided to open a new pain management group. The group wanted to obtain a license from CPSO and run group operations within 6 months of engaging Underlyte for this project. They also wanted to make sure that all patients who had completed the initial consultation are able to go through the appropriate procedure in the first three months. The group also had the vision to consult with a new patient within 3 weeks of being referred to them. Underlyte initiated, planned, executed, and closed the project. Besides the financial goals, the group was keen on improving patient service levels, patient turnover time, and procedure room utilization per day to 75%. The projects came in on budget and within established timelines. Underlyte in collaboration with the group management team brought on the right mix of experienced healthcare professionals to manage the project and complete it in less than 26 weeks. Using the combination of knowledge and experience, and expertise of the vendors and design team, the team executed the project and achieved all the metrics originally identified within a much shorter time than envisioned.

Underlyte completed and handed over the 6-bed recovery area to the facility.

The Client's Challenges

The primary challenges facing the team:

- Clinic policy and procedure manual was not ready

- Staffing levels were not determined, and the group had a low operating budget, so hiring staff was a bit of a challenge
- The vendor managing construction ran into labor shortage and material shortages so were not able to complete the construction within the agreed timelines
- There were delays with the delivery of critical medical equipment that resulted in a delay in applying to CPSO for approval of the level 2 facility
- IT systems and EMR implementation was delayed due to vendor-side unexpected delays

Underlyte's Solutions

- Underlyte managed all aspects of the project including vendors and provided solutions to vendors facing shortages of supplies and labor.
- Underlyte team provided documentation and managed budget and resource management, organizational change management, strategic communications, risk management, and financial planning and combined them with project management best practices.
- Underlyte facilitated and executed all the project activities. The team used tools and templates and executed several deliverables that were critical to the success of the project, for example
 - Progress tracking report
 - Budget tracking report
 - Cost management report
 - Project-level tracking report
 - RAID report

Underlyte's team:

- Staffed recovery area with highly experienced healthcare professionals
- Changed the OR rental rates from a fixed daily rate to an hourly rate
- Helped the group with the business process and IT
- Initiated and managed several oversight processes, such as:
 - Chartered the project and team within the program
 - Designed, developed, and implemented a fully integrated communications strategy and plan to keep the group informed at different levels
 - Organized the group for Successful Transformation
 - Facilitated ongoing communication between the business and IT functions and resolution of any issues to ensure deliverables and milestones were achieved as planned
 - Created and executed risk, issue, and dependency management processes and reporting
 - Prepared budgets, established financial management controls, and led financial reporting
 - Identified and managed the interdependencies and timing of the project



- Developed and monitored the integrated work plan at the program level
- Provided project performance monitoring and reporting

The Results

- As a result of the team’s support and services, the group achieved all its goals
- Reduced operations costs and achieved the related performance benefits associated with customer service.
- The group had consistency in the management, messaging, and transparency across the surgical and non-surgical teams.
- Underlyte met the budget and the established timelines.
- Other benefits that the group achieved were customer satisfaction and a reduction of system waste through improving operational efficiency and improved compliance with regulatory requirements