

Enabling Strong Clinical Operations Project Management Through a Digital Toolkit

A biopharmaceutical company focused on rare diseases engaged Clarkston Consulting to help establish a Program Management Office (PMO) to standardize project management tools, processes, and management reporting. Clarkston developed an innovative digital project management toolkit that can be used across all business areas. This toolkit was initially implemented and used for Clinical Operations.

Historically, the client utilized spreadsheets and leveraged email for sharing information between stakeholders, vendors, and partners. Each clinical team had its own templates and reported status in different formats with different information, and each clinical trial timeline highlighted different milestones. It was extremely difficult to understand progress and challenges across the various clinical studies. In addition, clinical teams were gathering all data and information manually every time they needed to report to management, which caused delays and was extremely inefficient. The client was looking for a better, more efficient, and preferably automated way to manage, track, and report clinical trials.

After carefully reviewing various PMO tools and software programs, Clarkston helped the client select Smartsheet as the organization's primary PMO tool for its flexibility, versatility, and ease of use. Clarkston leveraged the Smartsheet platform to collect information in one centralized location, create standard templates, and generate dashboards for leadership teams as needed.

Overall, Smartsheet allowed the client to have a centralized place for data collection, standardized templates, and automated dashboards for management reporting. Clarkston has also started to launch this digital management toolkit in other non-clinical areas, intending to have the entire organization utilize Smartsheet as their project management tool by the end of 2023.

Life Sciences Case Study

PROJECT OVERVIEW

INDUSTRY:



Pharmaceutical

PRODUCTS AND SERVICES :



Rare Diseases

PRIMARY OBJECTIVES:

- Create program management office that provides unified approach to managing projects within the business
- Streamline data gathering and management reporting process across the organization
- Identify and implement project management tool to meet organization's project management needs
- Enable key stakeholders to view real-time information using automated dashboards and reports
- Provide visibility into key project information across the entire organization

RESOLUTION:

- Created a PMO structure and governance model to manage and track projects within the business
- Conducted interviews with key stakeholders to understand pain points, current process, and project management needs
- Provide one centralized location to collect, manage, and analyze project information and data – one source of truth
- Developed standard templates to support 80% of all project needs and allow for 20% customization to support individual project requirements
- Organized and led pilot implementation of process and toolkit templates with Clinical Operations team (*10 clinical study teams running multiple clinical trials each*)
- Created dashboards displaying key clinical insights: study information, number of patients enrolled in a clinical trial, number of activated sites globally, critical milestones and timelines, and key issues and concerns
- Trained business end users on how to utilize and complete templates as well as leverage and update their dashboards
- Provided post-launch support to end users to ensure the integrity and usability of templates/dashboards remained intact

KEY BENEFITS:

- Enter information only once and leverage it across multiple reports or dashboards
- Standard project management templates – project overview, timeline, scope, RAID log, budget, and progress updates
- Provide consistent approach to managing and tracking projects
- Standardize how information is collected, viewed, and shared with leadership and across the organization
- Improved visibility across all clinical studies



KPIs

- **Eliminated time spent creating clinical trial update slides for management and leadership reporting (automated via dashboards)**
- **More efficient and meaningful meetings with management and leadership using dashboards (more business conducted in less time)**
- **Real-time access to project information, particularly clinical trial progress to date**

"I gave an update to Executive Leadership Team (comprised of C-level execs) today on the PMO progress and everyone very much likes what they see. The dashboard was even used to provide an update during our investor call. Thank you for all your hard work."

- CHIEF TECHNICAL OFFICER (CTO)

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