



**KHSHP** stands for Kanta-Häme Hospital District with headquarters in a city of Hämeenlinna, southern Finland. KHSHP is responsible of organizing public social and health services in the area of Kanta-Häme, which includes 11 member municipalities, such as Riihimäki, Forssa and Hämeenlinna.

The hospital district serves about 170 000 customers – the central hospital gets about 65 000 annual visits and has approximately 3500 employees, care and administrative staff.

## Situation before Keto Software's tools

There has been a lot of operational development happening in KHSHP in recent years. The overall IT architecture model was brought to the operation and attention has been paid to operational quantification as well as in service management development. Before, the projects were largely managed in XLS project spreadsheets and cards and the development team worked independently from the project office. The information didn't flow in a desirable way and the reporting to the board might have been incoherent at times.

As Project Manager, Harri Heinonen, together with the development team, is responsible for defining the portfolio management process, ensuring the project controlling, supporting project managers in the execution of their projects, providing training materials, templates and policies, and ensuring that the governance is set up correctly.





## Establishing a Project Portfolio Management system

In order to establish the portfolio management at KHSHP for IT related projects, the first measure was to unify the project office with the development team and have all the information in the same place for everyone to see simultaneously. The solution was found in Keto v5 platform in 2020.

The new operational model allowed more efficient use of resources and data and the development has been very positive. Now the triangle of IT architecture, project management and overall management is better connected and managed. Lot of handiwork was left behind, especially in combining the data of financial management and project management.

As a result, Keto v5 Platform is now an essential link between the project office, the development team and the management team. Also, it helps to ensure that the service is maintained after the project is over.

## Useful tool to project managers

Mr. Heinonen is pleased how simple and intuitive the interface is to use and manage. Also, the data quality has improved and there is less overlapping.

*“The system saves us a lot of time and helps our project managers in their daily work. The automation of dashboards is appreciated, and the big picture is now available immediately. It leaves time to concentrate more on the development when the right information and the latest version of a project is always available.”*



## Starting the journey with Keto

Mr. Heinonen gives credit to the implementation phase and Keto’s personnel.

*“Keto performed very well in comparison to the other providers, in terms of our requirements. With the Keto Platform we were able to set our own parameters to fit our ABC project management model. Keto made the right suggestions in the right time of the implementation. I’m very pleased on how they worked with us.”*

## Internal challenges

Despite having a project portfolio management system, it is paramount to get the people involved and motivated to use the platform. Task recording straight into the project's cards instead of spreadsheets is a process everyone has to digest and learn. But now, that it is starting to be the new normal, time is saved and reporting is always up to date.

Mr. Heinonen talks about finding a "light way" of starting a project. There's always a fair amount of configuring and information filling to do at the start of a new project and it might feel overwhelming to start the task. Now, the challenge is to find the right level of acceptance to get started, that best serves their own project activities.

## Future plans

The central hospital is a large factory that provides services to vast amount of units, like internal medicine or psychiatry. The overall IT architecture system includes, in addition to the project portfolio management tool, the LifeCare patient information systems, many different solutions, manual integrations, XLS spreadsheets, and not to forget regular phone and post-it note systems. The challenge still is that all the information does not get noticed or gets lost in the way.

Mr. Heinonen is on a mission to harmonise this and develop the system further to get rid of overlapping projects.

*"There's a great organisational change coming up in 2023 that requires better focus from us and more collaboration with our clientele. Also, Keto will have a broader role as the new hospital building project goes on."*

*"Thanks to Keto, we have better visibility and understanding of the projects. Now we have set gates and a validation process in place.*

*Now that we have done our first reportings to the board, there's place to improve the views and the way to create the dashboards so that it serves better the board's standards. The solutions are sought together with Keto and in my opinion they have supported us well on our journey. "*



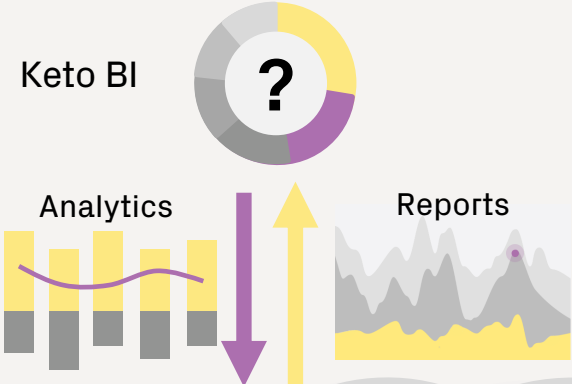
# Full Transparency to Innovation and Development



### Challenges

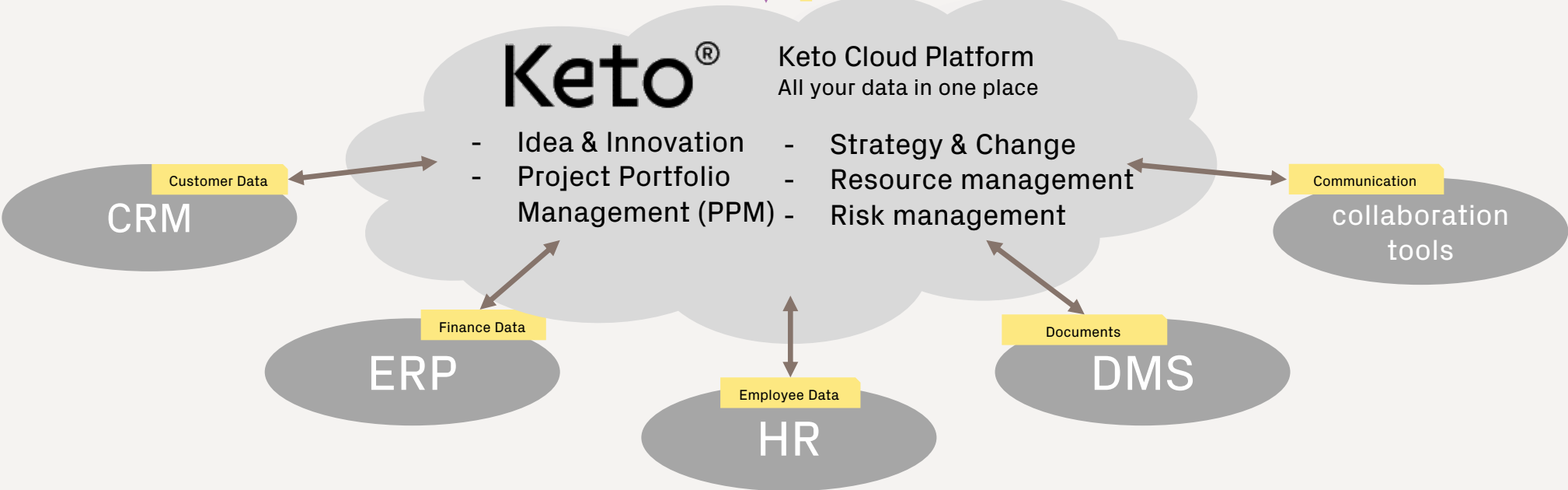
- Lack of financial transparency
- Poor project predictability
- Inefficient reporting
- Critical business decisions hidden in spreadsheets and meeting minutes

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