

Program Management – Data & Root Causes



We recently consulted with a company that needed some help with a **Telehealth product**. The product was already built, and they asked us to come in and help them scale it. On arrival, we noted they only had one customer. So, the key to success was understanding the engagement with that customer. We found that the product had some **serious shortcomings** and wasn't being utilized the way the founders had imagined it. The client's staff was very skeptical of the product, and the client threatened to end the contract.

Our **Program Management team** engaged with this client and conducted an onsite analysis of the situation.

There were three main shortcomings we found:



1. The product was failing in the client's hands; they could not connect from the office to their customers – a report showed over 50% of calls were unable to connect.
2. The product was failing to stay online. Of the 400+ installations, only 250 were in the system, and only 80 were online.
3. The customer was not using the product regularly; in their words, it was “not being utilized.”

We worked with our client and their customer for over six months—on the root causes of this situation. Firstly we dug into how the devices were being installed at the patient's homes.

1. We found that the installations were being done very poorly by part-time, untrained, inexperienced young contractors.
2. The installers incorrectly installed the Remote Charger, which overloaded the device, causing failed calls and offline status.
3. The installers incorrectly installed the device without the Splitter in cases where it was needed. The Splitter was there to overcome a latent issue: the HDMI2 from the set-top boxes did not work with HDMI1 from the device.
4. The installers connected to a 2nd HDMI input into the TV, confusing the patients.
5. The installers were not training the patients sufficiently and therefore had no interest in using it.

To correct this, we employed a new full-time installer that we fully trained and overcame all these installation issues.

Next, we surveyed the installations and found that only 120 devices (of the 400 buildings) were still in the field. We set about recalling, reassigning, and repairing the boxes.

Finally, we engaged their customer on their terms. Having our team and the new installer visit the customer sites at least every week, do in-person training and be full-time engaged with the staff and patients having to the facility to run down issues.

The outcome of our engagement was:

1. Installations were completed to a new high-quality standard; patients appreciated the product and were willing to use it.
2. The client's development team was aware of the technical issues, made multiple updates with good results, and undertook to develop new, more robust hardware.
3. The customer was re-engaged and began making operational changes, including lobbying for its use at the biannual patient reviews and daily reports.
4. The product became more stable, used, and appreciated by the client and their patients, setting our client up to install more Telehealth equipment and continuing the contract.

(*) The numbers in the Case Study are illustrative only and not intended to be accurate.
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Pete Cooper is a CEO and Program Manager with 20+ years of diverse experience as a Program Manager and eight years as a CEO. His career started as a design engineer and grew to the executive level. He has worked in various fields, including Software Development, AI/ML, Product Design Aviation, App development, RF design, Electronics Design, Mechanical Design, Telehealth, Semiconductors, IoT, and more.

Pete is a thought leader in applying Program Management methodology as a CEO. He has received recognition for overseeing complicated projects in various sectors. He holds an Engineering Degree, MBA, an Airline Pilot's Licence, and multiple Program Management Certifications, including FAIPM.

At Skillion, where Pete is the CEO, we pride ourselves on our ability to implement and educate Program Management woven into our customer projects. If you need more than just a technical solution but need it managed end to end, don't hesitate to get in touch with us today to learn more.

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