

Decision Story

Daptiv PPM



About the Good Samaritan Society

The Evangelical Lutheran Good Samaritan Society is the largest not-for-profit provider of senior care and services in the United States. Founded in 1922 in North Dakota, the Society provides services for more than 27,000 seniors across 24 states on a daily basis. These services range from long-term skilled nursing care to assisted living to senior housing and home- and community-based services such as home health care and therapy. A Christian social ministry organization offering services in lively community settings and support people in their own homes in more than 230 locations around the country, Good Samaritan offers Christian Communities of Care in which seniors find many opportunities for a meaningful and full life. There are a host of housing options and services available, from senior living and assisted living to skilled nursing with rehabilitation and long-term care to home care.

Decision Stories – Why Daptiv?

Interview with Gary Sikma, Director, Project Management

What drove your company to look into collaborative business software? What were your motivations, and what were your business needs?

We have looked at portfolio management software for a number of years; however, in the past couple years it has become apparent that the old way of doing things was no longer viable as our organization continued to grow. Our CEO named a team to improve the implementation process within our organization. Our VP of Regional Operations pulled a cross-functional team together to work through the issues pertaining to our inconsistencies and poor implementations of projects to our centers. One of the sub-teams focused on the issues concerning capacity and prioritization. They pointed out that there was an urgent issue with capacity, but not necessarily in the project development area. The problem was that our centers are required to implement any number of major or divisional projects without consideration of capacity. Without a tool to provide clear visibility into what each functional area was doing, we had no clear way to know everything that was being thrown their way. The staff at the centers was at the point of needing to choose whether they could do a few projects well and forget the rest, or trying to do all the projects at once and not being able to give 100%. We knew we had to look into software that could centralize information, effectively prioritize projects, maximize capacity, and monitor project stage gates.

We needed clear visibility into all of our 15 portfolios, not just from current projects but also look at the impact of previous and future projects. We needed to have the information available to help us make decisions on pacing and tempo for our implementations.

Besides implementing projects, another example of the type of change that our centers must frequently manage are new or changed Policies and Procedures. These Policies and Procedures have a wide range of requirements, and the impact can range from minor to very critical. Some require a large amount of training and documentation. We needed help managing this process.

What process did you go through to select a vendor?

Our first step was to develop a list of nearly 200 requirements. We researched a large number of companies and pared our list down to a few.

Our next step was to develop a scripted demo. We sent the scripted demo to a couple of vendors on our short list and were interested in conducting a demonstration of their product. We evaluated the demonstration based on their ability to satisfy the requirements within the scripted demonstration. This let our stakeholders evaluate the product against other products using the same criteria. Some of the items that we addressed in the scripted demo were:

- Create and utilize consistent stage gates
- Schedule change releases in both phased and immediate rollout implementations
- Assign work by priority of associated projects
- Create project/role based permissions
- Centralize project (change management) information as a single source of truth

In addition to Daptiv, did you look into other collaborative business software providers? If so, which ones did you look into and why did you choose Daptiv?

Our initial look started with over 20 vendors. Over the past number of years we narrowed the field down considerably, but it wasn't until the last 12 months did we have our short list. We chose Daptiv for four main reasons:

- Solid product – functionality and flexibility.
- Quick implementation period where we can be up and running within days.
- Great customer references that gave us a clear picture of what it's like to use the product and work with the people at Daptiv.
- Clear understanding of needs specific to our business. It amazed me how many vendors didn't listen well – it was clear that they didn't understand our pain points.

A thing to note is that I visited the Gartner PPM summit in 2008 and 2009 and it helped us focus on the top vendors that we were considering. The fact that Gartner recognized Daptiv as a visionary and leader in the Magic Quadrant was compelling. As well, the analysts for PPM products have started to look more favourably at SaaS (Software as a Service) as a strong, viable solution in this vertical.