



WARREN SPIER
CASE STUDY

Digital Empowerment at Scale: Mobilising an 11,000-Strong Healthcare Workforce



My role

As Transformation Program Manager my objective was to spearhead a digital enablement strategy for 11,000 distributed workers, ensuring technology acted as a bridge rather than a barrier to frontline care while simultaneously driving fiscal responsibility through IT stability and license optimisation.

Skills

- Digital Transformation
- Lean Six Sigma
- Stakeholder Engagement
- Program Management
- Change Management
- Strategic Cost Optimisation

Background

Mercy Health faced a significant digital divide between administrative staff and 11,000 frontline healthcare workers. Fragmented communication and underutilised digital tools hindered productivity. The organisation needed a cohesive digital ecosystem that supported mobile, high-pressure healthcare environments while rationalising rising technology costs.

Actions

- **Frontline Insights:** I conducted extensive Gemba walks across hospitals, aged care facilities and home care regional offices. By shadowing these staff, I identified exactly where digital friction occurred, ensuring the resulting user personas and execution plans were ground in operational reality rather than broad assumptions.
- **Digital Enablement:** I led the rollout of mobile-first digital tools tailored for the 11,000-strong workforce, focusing on streamlining workflows and improving real-time access to information for frontline employees.
- **Financial Optimisation:** I conducted a comprehensive audit of the Microsoft 365 consumption and subscription agreement, identifying overlapping and underutilised features. I restricted the licensing model to better align with the actual user personas.
- **Change Management:** I translated complex digital shifts into healthcare-first language, ensuring high adoption rates among staff who traditionally had limited enthusiasm for IT systems.

Results

- **\$300k Annual Savings:** Delivered an immediate and recurring \$300,000 reduction in annual Opex by right-sizing Microsoft 365 licensing estate without compromising functionality.
 - **Increased Productivity:** Improved frontline efficiency by deploying cloud-enabled tools that addressed specific pain points identified during Gemba walks, reducing redundant administrative tasks.
 - **Bridging the Digital Divide:** Successfully onboarded 11,000 workers into a unified digital ecosystem, achieving a Staff Satisfaction NPS of +30 - an exceptional result for a large-scale clinical and aged care technology rollout.
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