

YOUR **TOMORROW** IS IN YOUR HANDS **TODAY!**



*The AAA is fighting for you!*



# Project Management

## Crossing the Finish Line

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Spaulding Rehabilitation Network



# Objectives

- What is a project
- Project vs. Operations
- Why project management
- Overview of case project
- Project management phases
- Reasons why projects fail
- Questions

# Genius of Dilbert.



www.dilbert.com scottadams@aol.com



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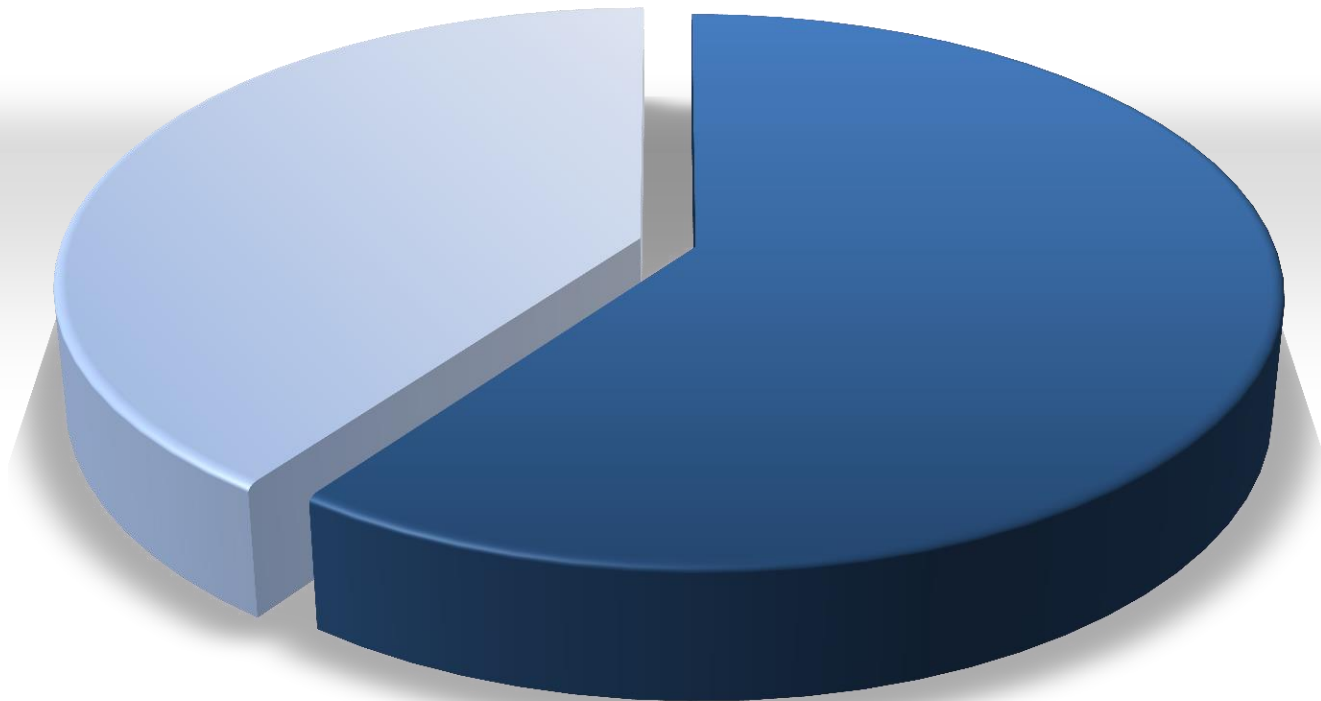


# What is a Project?

“A project is a temporary endeavor undertaken to create a unique product, service or result. The temporary nature of projects indicates a definite beginning and end. The end is reached when the project’s objectives have been achieved or when the project is terminated because it’s objectives will not or cannot be met, or when the need for the project no longer exists.”



# Project vs. Operations



■ Operations ■ Projects



# Project vs. Operations

## Project

**Existence**-Temporary  
**Scope**-Terminates at completion  
**Time**-Limited  
**Budget**-Defined budget

**Existence**-Ongoing, permanent  
**Scope**-Continuous and repetitive  
**Time**-Ongoing  
**Budget**-Specific profit margin

## Operations



# Project

## Drivers

- Market demand
- Organizational need-training
- Specific customer request
- Legal requirement

## Project Forms

- Technology implementation
- Information systems
- Business/HR initiatives
- Company integration (Merger)





# Project Management

- Process used to
  - Identify
  - Organize
  - Coordinate
  - Deliver
    - On time
    - On budget
    - Meeting stakeholder expectations



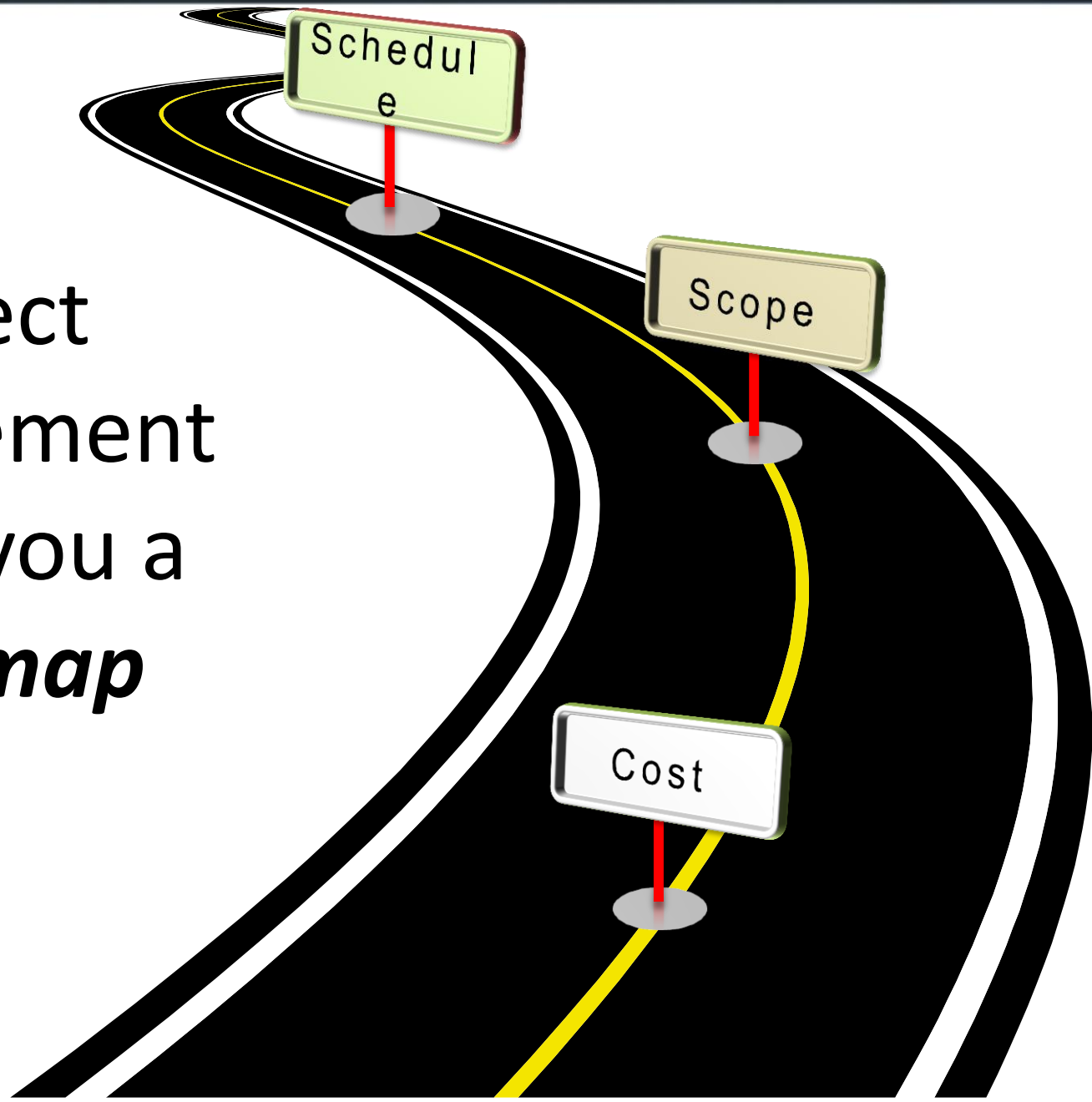
# Project Management

- Triple Constraint
  - Within budget
  - On time
  - Must meet scope
    - No more
    - No less
  - Must meet customer quality requirements





# Project Management builds you a *Roadmap*





# Why Project Management





# Project Manager

- Overall responsibility
- Desired result on time/budget
- Understand link between business and project



# Project Manager

- Good Project Manager:
  - Enthusiastic
  - Ability to manage change
  - Team building/negotiating skills
  - Customer first orientation
  - Business priorities
  - Industry knowledge



# Project Manager

- Questions you should ask yourself:
  - Do I understand my role in decision making?
  - Am I enthusiastic ?
  - Do I have a customer first attitude?
  - Do I have the correct team building and negotiating skills? Should I bring someone else on board?



# Project Manager

- Communicate
- Communicate
- Communicate
- Communicate





# Project Manager

- How do you communicate?
  - Demonstrate respect
  - Listen first
  - Clarify expectations
  - Practice accountability



# Congratulations!

You are now a Project Manager!





# Congratulations!

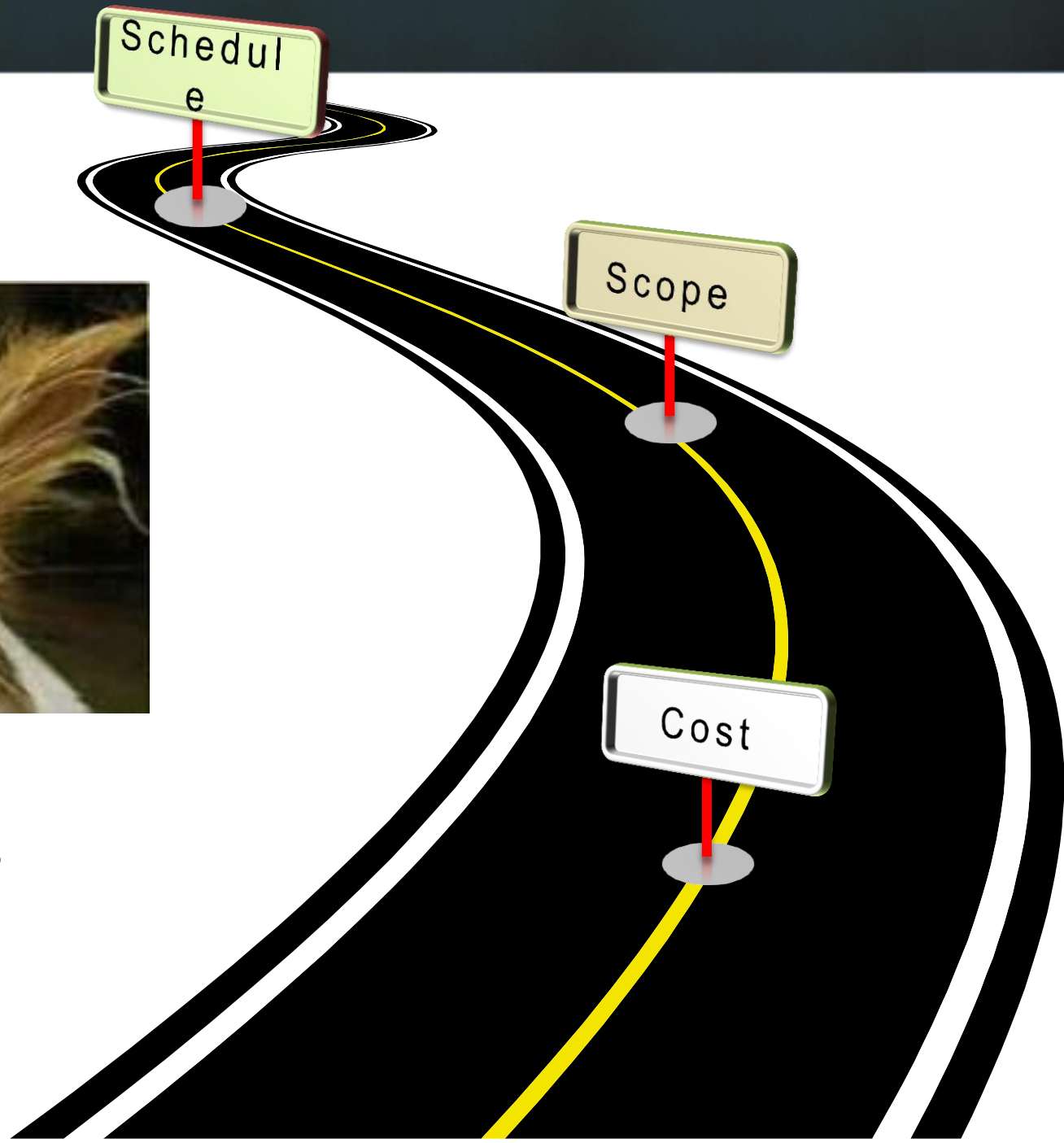


You now get to (this is the short list):

- Develop a project plan
  - Define and confirm goals and objectives
  - Determine how goals and objectives will be achieved
  - Identify tasks
  - Identify resources
  - Develop budgets and timelines
- Manage implementation of the project plan
- Develop and implement performance controls
- Identify recovery actions
- **PLUS ALL YOUR OTHER DAILY RESPONSIBILITIES!**



Roadmap  
to success  
with you  
driving!



**Project Management ...**



**also known as herding kittens.**



# Case Project

Old



- Opened in 1970
- 156 Beds
- Semi-private rooms

2.2  
Miles



New

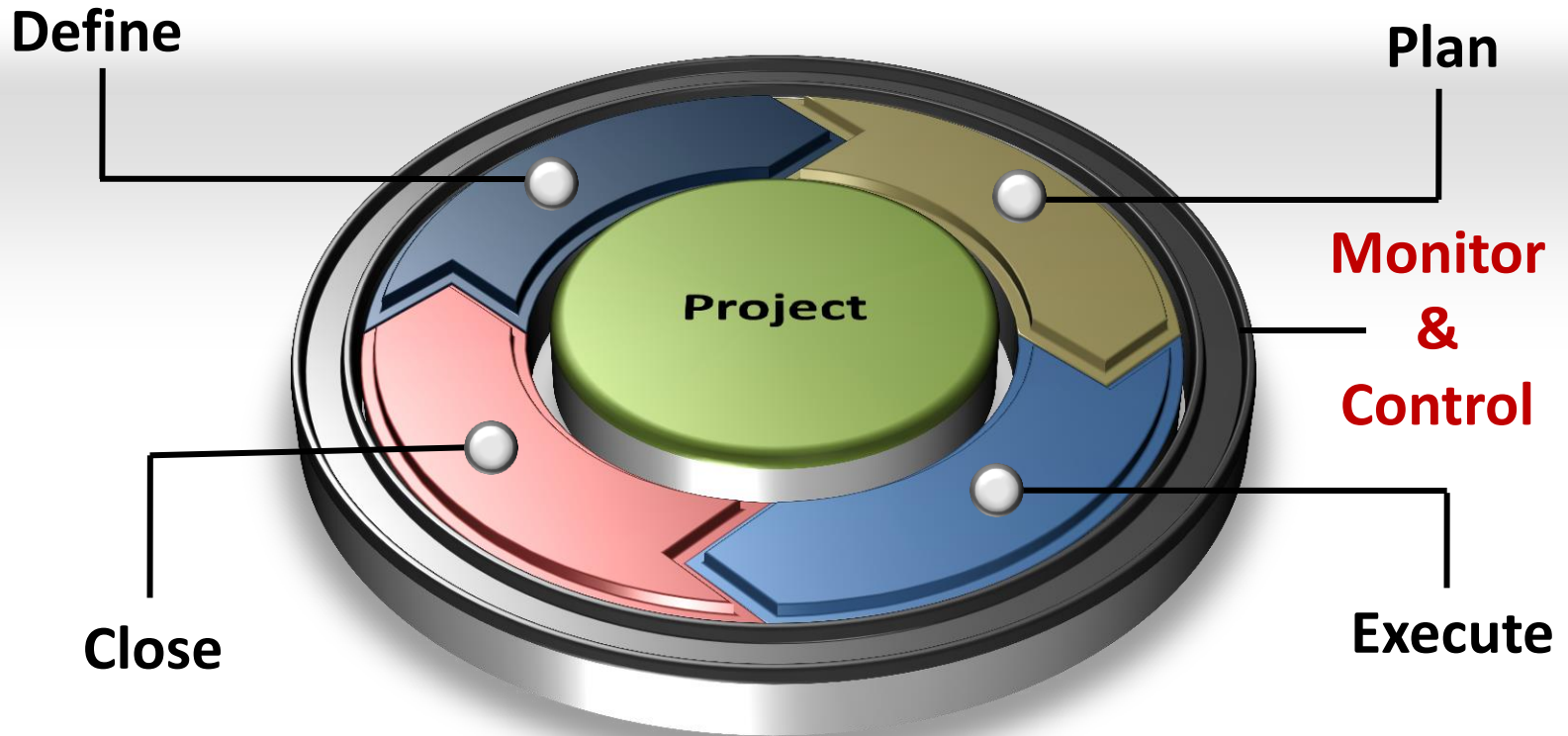


- Charlestown Navy Yard
- 120 Adult-12 Pedi beds
- Private suites

**All patients must be moved in one day!**



# Project Management Phases





# Project Management Phases

- **Define**-Identify and authorize
- **Plan**-Deliverables, work plans, risk mgmt
- **Execute**-Coordinates people and resources
- **Monitor/Control**-Ensures objectives are met
- **Close**-Formalizes acceptance





# Project Management Phases

**Define**





# Define

- Who will this project impact
- Who determines success
  - What are their expectations
- What are the project limitations



# Define

- Identify all stakeholders (internal and external)
  - Anyone possibly “touched” by the project
- Identify all “key” stakeholders
- Analyze all stakeholders
  - What?
  - Who?
  - How?



# Define

- Determine constraints:
  - Scope
  - Quality
  - Resources
  - Time
  - Budget
  - Risk



# Define

- Once you have all necessary information:
  - Scope Statement
  - Goals
    - Deliverables
    - Be SMART
  - Budget
  - Timeline

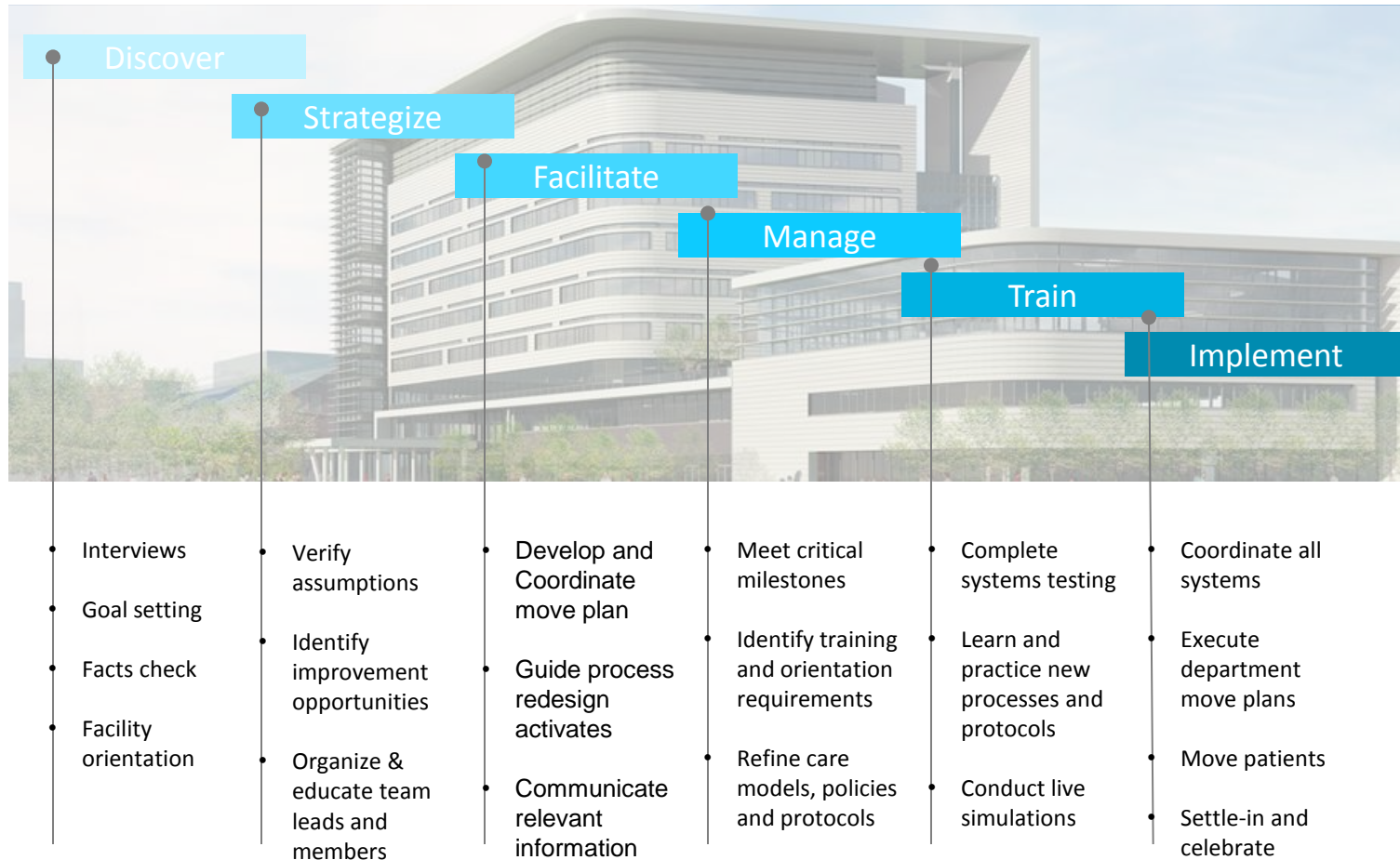


# Case Project-Timeline

2012

2013

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr





# Case Project-Milestones

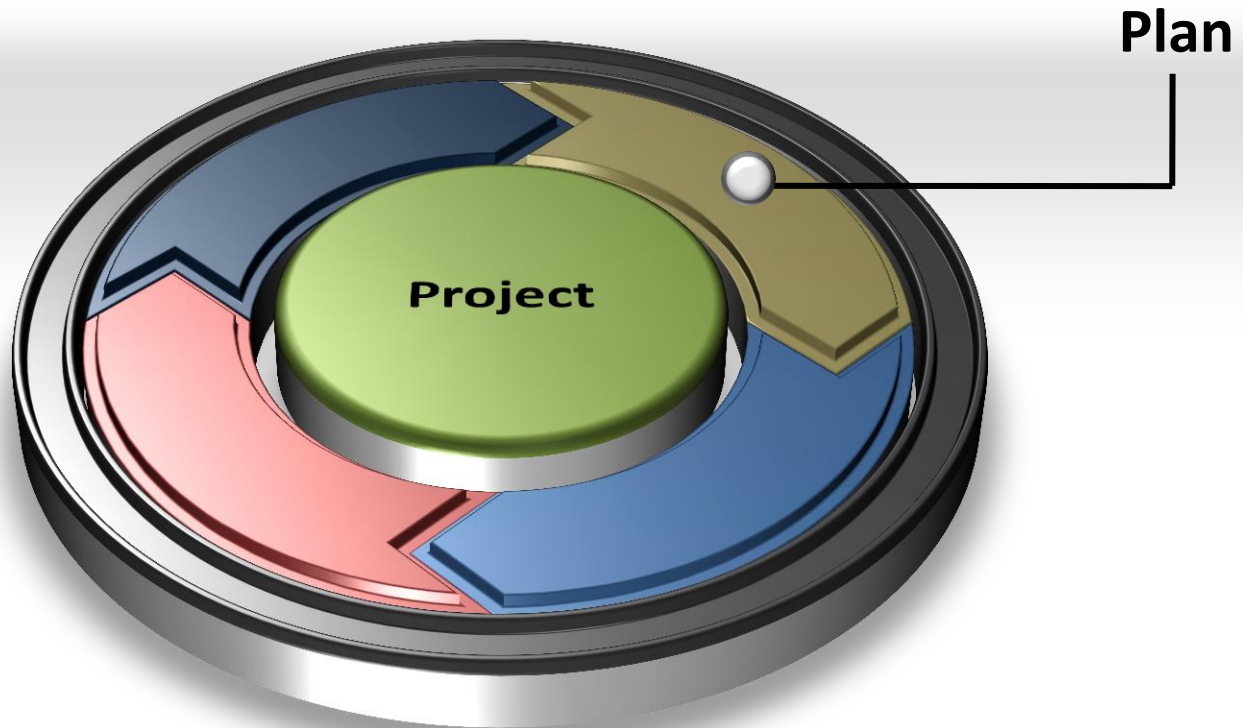
All Teams	Pharmacy Interface Plan
Patient&Family Support (PFS)	Command Center org chart for Patient Move Day
Command Center (CC)	Determine how many patients can be moved using SRH ambulances
Ticket to Ride (T2R)	Establish a scope for Fallon to supply supplemental ambulance support
Traffic and Transport (T&T)	Set up a November meeting with Fallon
	Table top meeting No. 1
	Develop Medical Staff Teams
Base all plans around moving 132 patients.	Develop a communication system to be used on Patient Move Day
Develop a "Ticket to Ride" process.	Develop family/visitor instructions for Patient Move Day
Determine process to transfer patients in the system to the new hospital	Elevator usage plan for transfer routes
Develop a checklist for patient transfer documentation	Meet with Fallon to review scope / needs
Plan for patient meds	Get a written proposal from Fallon
Plan for patient medical records	Meet with City Planners
Identify Command Center location at new hospital	Finalize patient transfer routes
Identify Command Center location at existing hospital	Identify key employees to man Command Centers
Develop a Patient Safety Plan for Patient Move Day	List of all staff working day of move-names, license #s for DPH
Patient identification process	Hospital opening schedule
Identify make up of transport teams needed to move each pt type	Plan for patient support at both facilities on Patient Move Day
Mock Manifest for 132 patients	Determine start time for Patient Move
Patient transfer routes	Make drawing of Command Centers - show furniture, computers, chairs, etc
Prepare for October Table Top Meeting - MOVE to NOVEMBER	Contract with Fallon for supplemental ambulance services
Alternate transfer route for ambulances	Finalize Command Center Org Chart

[illegible]





# Project Management Phases





# Plan

- Identify and mitigate risk
- Create schedule
  - Develop a Work Breakdown Structure (WBS)
  - Sequence activities
  - Estimate task duration
- Identify project team(s)
- Develop budget
- Develop a communication plan



# Plan-Risk Management



- Risks
  - Known risks
  - Predictable
  - Unpredictable risks
- Risk Areas
  - Budget
  - Schedule
  - Staffing
  - Stakeholders
  - Corporate politics
  - Project size/Complexity
  - Organizational Resistance
  - External factors



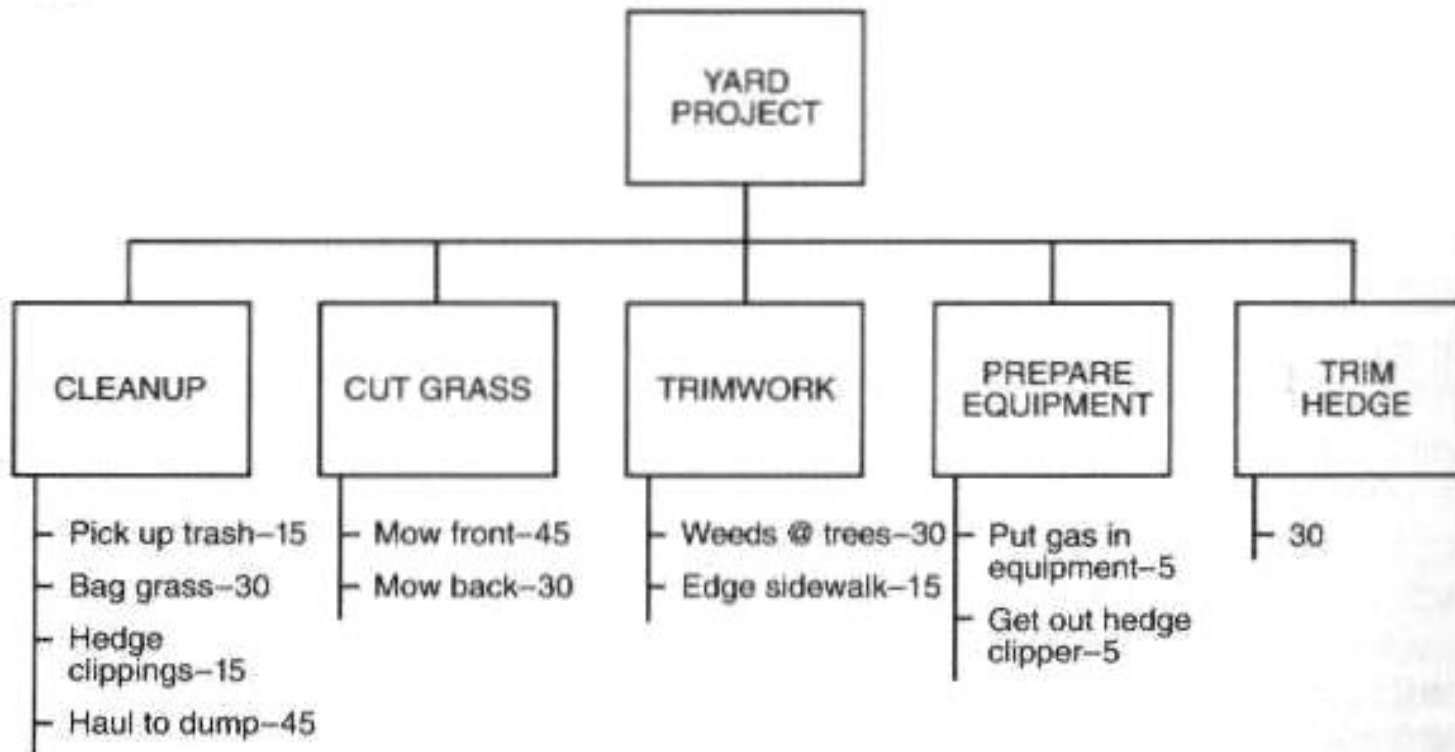
# Plan-Risk Management

- Determine severity or importance (impact)
- Analyze probability
- Identify important risks requiring further action-Risk Threshold
- Develop and document risk mitigation plan

**Impact x Probability = Actual Risk**



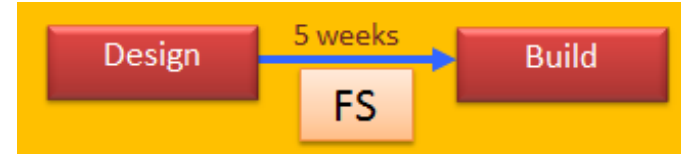
# Work Breakdown Structure



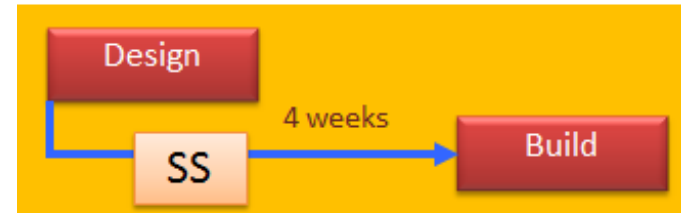


# Activity Sequence

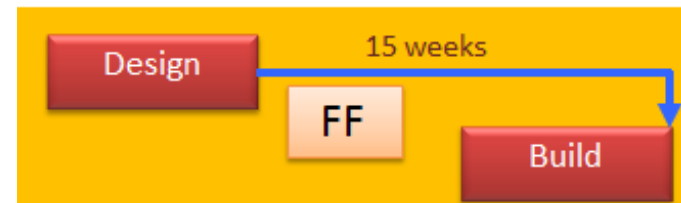
**Finish to Start (FS)**



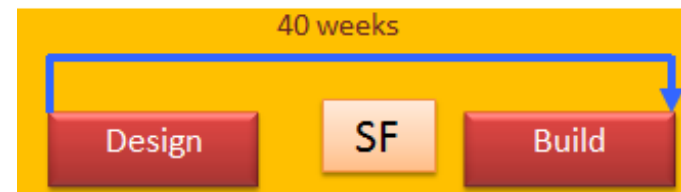
**Start to Start (SS)**



**Finish to Finish (FF)**



**Start to Finish (SF)**





# Project Team(s)

- Experience
- Availability
- Knowledge and skills needed
- Stake in the game
- Collaboration



# Identify Project Team

## EVERY GROUP PROJECT

**DOES 99%  
OF THE WORK**

**HAS NO  
IDEA WHAT'S  
GOING ON THE  
WHOLE TIME**

**SAYS HE'S  
GOING TO  
HELP BUT  
HE'S NOT**

**DISAPPEAR  
AT THE VERY  
BEGINNING AND  
DOESN'T SHOW  
UP AGAIN TIL  
THE VERY END**





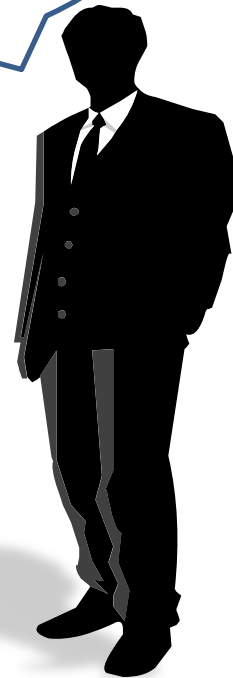
# Budget

"Here's the  
budget we need"

"Fail."



"What can you  
do for half the  
money?"





# Budget

## Direct Costs

- Labor
- Supplies/raw materials
- Equipment
- Travel
- Fees
- Training
- Marketing/advertising

## Indirect Costs

- Facilities
- Site specific requirements
- Management/admin



# Budget

- Task by task
- Tied to goals
- Time frames-schedules
- Can be intimidating
- Use others
  - Experts
  - Management team
  - Purchasing/finance team
  - Standard pricing guides



# Budget

- Be prepared to break it down.
  - Cost center
  - Month
  - Milestones or phases
- Use technology



# Budget

- First pass
  - Should not become final numbers
- Second pass
  - Ask others to review
  - Focus on resources required
  - Look at past projects
- Third pass
- Final-Submit for approval



# Case Project

Spaulding Executives

## STEERING COMMITTEE

Lead: Paula Hereau    Alternate: TBD

Members: All departmental and functional team leads, Facility advisor: David Burson, Physician Advisor: Kevin O'Connor, IT Advisor: John Campbell

### In-Patient Team

Lead: Lynne Brady Wagner  
Alternate: Gen Conlin  
Physician Advisor: Kevin O'Connor  
IT Advisor: Taryn Guy/Keith Backman  
QC Advisor: TBD  
Infection Control: Betty Ritt  
Case Management: Laura Huber  
Members: Sub-Team Leads

### Out-Patient Team

Lead: Chris Diehl  
Alternate: Alex Sbordone  
Physician Advisor: PA TBD by Rob  
IT Advisor: Taryn Guy/Keith Backman  
QC Advisor: TBD  
Members: Sub-Team Leads

### Non-Patient Team

Lead: Tom Chiozzi  
Alternate: Carl Smith  
Physician Advisor: TBD  
IT Advisor: Taryn Guy/Keith Backman  
QC Advisor: TBD  
Members: Sub-Team Leads

### Patient Move Team

Lead: Genevieve Conlin, Alternate: Sharon MacKenzie, Physician Advisor: Jaye Hefner, IT Advisor: Taryn Guy/Keith Backman, Members: TBD

### Internal Relations Team

Lead: Russ Averna, Alternate: Colleen Moran, Members: TBD

### External Relations Team

Lead: Tim Sullivan, Alternate: Rebecca Kaiser, Members: TBD

### Orientation & Training Team

Lead: Joanne Fucile, Alternate: Pat Lyons, Members: TBD

### Musculoskeletal/Rehab Team

Lead: Deb Margolis

### Spinal Cord Team

Lead: Deb Woodbury

### Pediatric Team

Lead: Josephine Dipietro

### Stroke Team

Lead: Ann Caberoy

### Brain Injury Team

Lead: Denise Ambrosi

### Ambulatory Rehab Team

Lead: Alex Sbordone

### Medical/Pain Team

Lead: Nancy Mulligan

### Support Team

Lead: Kathy Young

Mat. Management: F. Desquitado

Facilities: Carl Smith

EVS: David Cohen

Security: John Dorsett

### Clinical Ancillary Team

Lead: Stephanie Nadolny

Radiology: Susan Dalby

Ambulance: S.Kukauskas

Lab: Terry Valdez

Pharmacy: Samir Kobeissi

Dietary: TBD

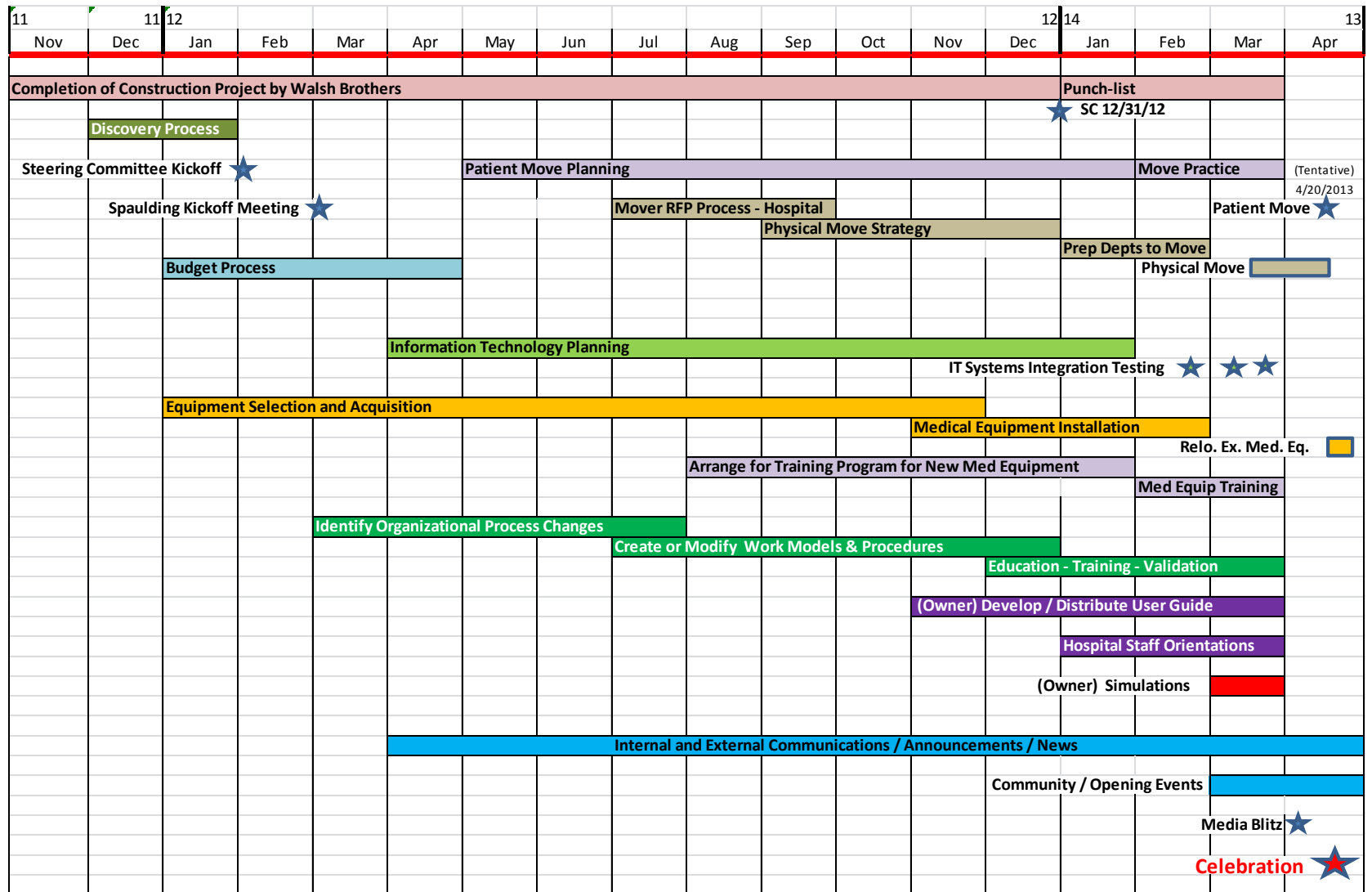
Med. Records: Jane Beckstrom

Admitting: Sharon Mackenzie

Volunteer: Jane Burke

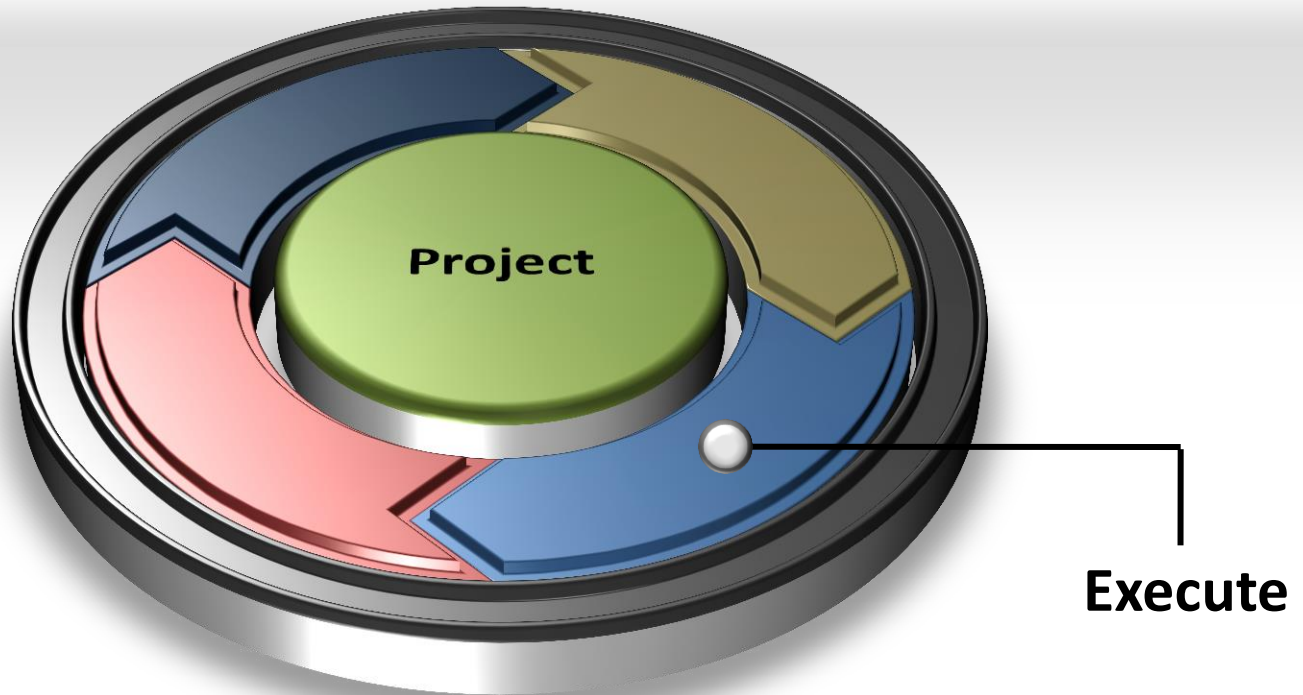


# Case Project





# Project Management Phases







# Execute

- Have approved project plan
- Identified key team members
- Established a budget
- It's Go Time!



# Execute

- Kickoff Event
  - Communicate goals
  - Engage team
  - Establish leadership
  - Identify critical deadlines/milestones
  - Review overall schedule
  - Explain basic SOPs
  - Formalizes start of project



# Execute

- First team meeting:
  - Set tone for future meetings
  - Introduce team members
  - Identify project roles
  - Review first priorities
  - Review individual plans
  - Monitor & control tools
  - Identify objections to current plan



# Execute

- Set the right expectations
- Maintain accountability
- Keep communication lines open

**Demonstrate respect**

**Listen first**

**Clarify expectations**

**Practice accountability**



# Project Management Phases





# Monitor & Control

- Overall responsibility
- Job/reputation may be on the line
- Company losses



Show no fear...You got this!!



# Monitor & Control

- Good control reveals problems early
- Encompasses all phases
- Proactive process
  - Measure
  - Monitor
  - Make course corrections



# Monitor & Control

- Making sure project goes as planned
  - On time
  - On budget
  - With quality
- Keys to success:
  - Detailed plan
  - Good communication
  - Clear operating procedures





# Monitor & Control

- Be consistent
- Maintain energy
- Use the project plan!
- Monitor progress against plan
- Document changes



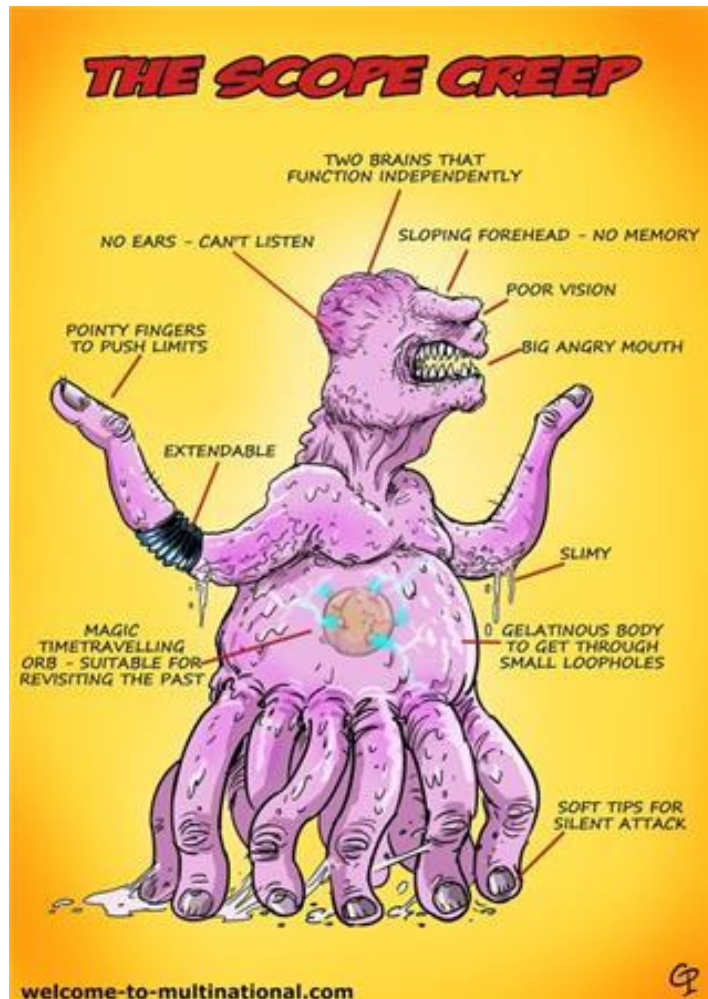
# Monitor & Control

- What to monitor:
  - Completion of work packages
  - Scope of work (scope creep\*)
  - Quality
  - Costs and expenditures
  - Cohesiveness and cooperation
  - Attitudes

# Monitor & Control Scope Creep

The tendency of a project to grow into an uncontrollable monster.

Otherwise known as  
“while we’re at it...”



# Monitor & Control



Danger



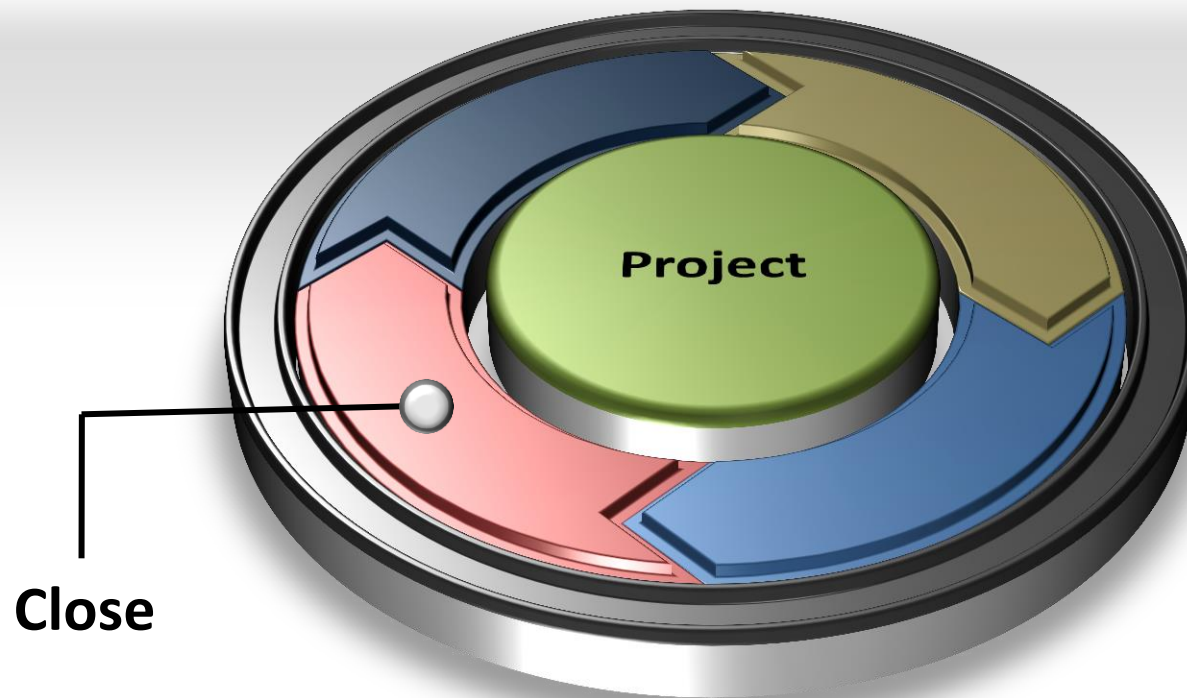
Caution



On Target



# Project Management Phases





# Close

- Must close projects properly
- Success or failure?
  - Not just time and budget
- Achieve quality desired and business result you wanted.



# Close

- Were goals met?
- Satisfied with end result?
- On time?
- On budget?
  - Was it worth the cost?
- Did you anticipate/mitigate risks?
- Areas for improvement?



# Close

- Complete procurement close
  - Pay bills
  - Deliver product
  - Released vendors, staff
  - Balanced budget
- Document lessons learned
  - What was done well
  - Unexpected risks were encountered
  - Process changes to meet future goals





# Close

- Submit final status report
- Schedule after implementation reviews
- Archive files
- Publish success

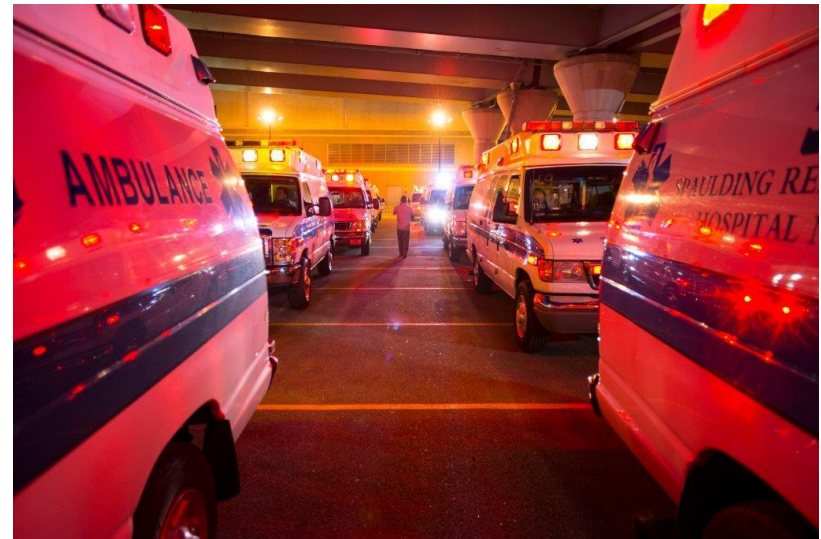
# Close





# Case Project

- Planning-15 months
- 20 separate teams
- 200 team members
- 2 command centers
- 30 Vehicles (Amb/CC)
- 90 EMS staff
- 05:45-1<sup>st</sup> patient D/C
- 13:30-last patient admitted
- 112 Patients





# Why do projects fail

- According to the Project Management Institute:
  - 8% of organizations are “High Performers”
  - 45% of projects are overdue or cancelled
  - 45% met established goals
  - For every \$100 invested worldwide, \$13.50 is lost forever



# Why do projects fail

- Poor project/program management discipline
- Lack of senior level support
- No link to business strategy
- Wrong team members
- No measure to evaluate success
- No or poor risk strategy
- Inability to manage change



# Final Thoughts

- Anyone can be a project manager
- All successful projects must go through all 5 phases
- Communicate
- Clarify expectations
- Ask questions



## Team Work



