

Executive Leader: Project Management Principles Or...How to get things done!

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March 2023
Executive Leadership Conference AAPA



**Mount
Sinai**

Disclosures

I have no relevant relationships with companies (whose primary business is producing, marketing, selling, re-selling, or distributing healthcare products used by or on patients) to disclose within the past 24 months.

Educational Objectives

At the conclusion of this session, You will be able to:

- ❖ Create a Project Proposal
- ❖ Discuss the project lifecycle and phases
- ❖ Illustrate how to organize a project
- ❖ Set Clear expectations
- ❖ Describe Behavior Change Management – Leading Change!

Creating a Project Proposal

Writing a project proposal

- ❖ What is a project proposal?
- ❖ Why write a project proposal?
- ❖ Components of a project proposal

What is a Project Proposal

- ❖ Project proposals present a project by outlining:
 - ❖ The specific **objectives** of the project
 - ❖ The technical **approach** to be used in solving the problem or developing the product
 - ❖ The anticipated **results** of the project
- ❖ Project proposals should answer the following questions:
 - ❖ Is the problem sufficiently **important** to justify money, time and effort?
 - ❖ Is the project well defined and **realistic**?
 - ❖ Have you outlined a sound approach, including your ability to perform the tasks?

Why Write a Project Proposal?

- ❖ To inform people or organizations of a project that you would like to implement. A project proposal is much like a business plan.
- ❖ To apply for a grant.
- ❖ To ask for resources or support from the organization.
- ❖ To explore the causes of a problem and clearly define next steps in solving that problem.

A project proposal can be a selling document

- ❖ Influence decision-makers to commit time, money or resources in support of a specific project

Components of a Project Proposal



- ❖ Cover Page
- ❖ Introduction
 - ❖ Business Needs/Objectives
- ❖ Expected Outcomes
- ❖ Project Description
- ❖ Alignment with clinical/business Priorities
- ❖ Estimate of Project Cost
- ❖ Intervention Design and Strategy (**the creation of the project**)
 - ❖ Activities and Timeline
 - ❖ Budget

Introduction

- ❖ **The nature of the current problem or the current situation:** Include results or findings of related preliminary studies related to the problem, either national or international.
- ❖ **Description of the problem:** Include the description of the current situation and how it got to be that way.
- ❖ **Justification of the Intervention:** Clearly define the proposed intervention and justify why this intervention is the best solution to the management problem.
- ❖ **Business Needs/Objectives:** What is the business problem or opportunity that will be addressed by pursuing this project?
 - ❖ Objectives signify the result that you intend to achieve through the intervention. They should directly address the problem mentioned in the problem statement.
 - ❖ Objectives should be **SMART**:
 - ❖ Specific
 - ❖ Measurable
 - ❖ Achievable
 - ❖ Relevant
 - ❖ Time-bound

Expected Outcomes and Project cost

- ❖ **Expected Outcomes**

- ❖ *What will the end state look like?*

- ❖ **Project Description**

- ❖ *Provide a brief overview of the project – alternatives to be considered, potential solution - buy or build, vendor involvement, stakeholder involvement, estimate of time required*

- ❖ **Alignment with Clinical/business Priorities**

- ❖ *Why should this be considered at this time?*

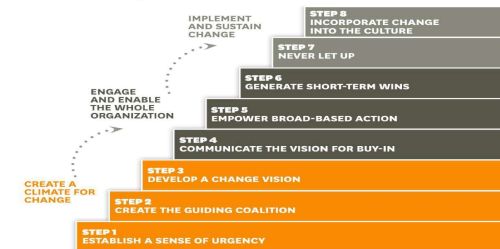
- ❖ **Estimate of cost**

- ❖ *And more importantly, an ROI...*

In addition to writing a great project proposal, there are five **activities** that contribute to leading and bringing about change

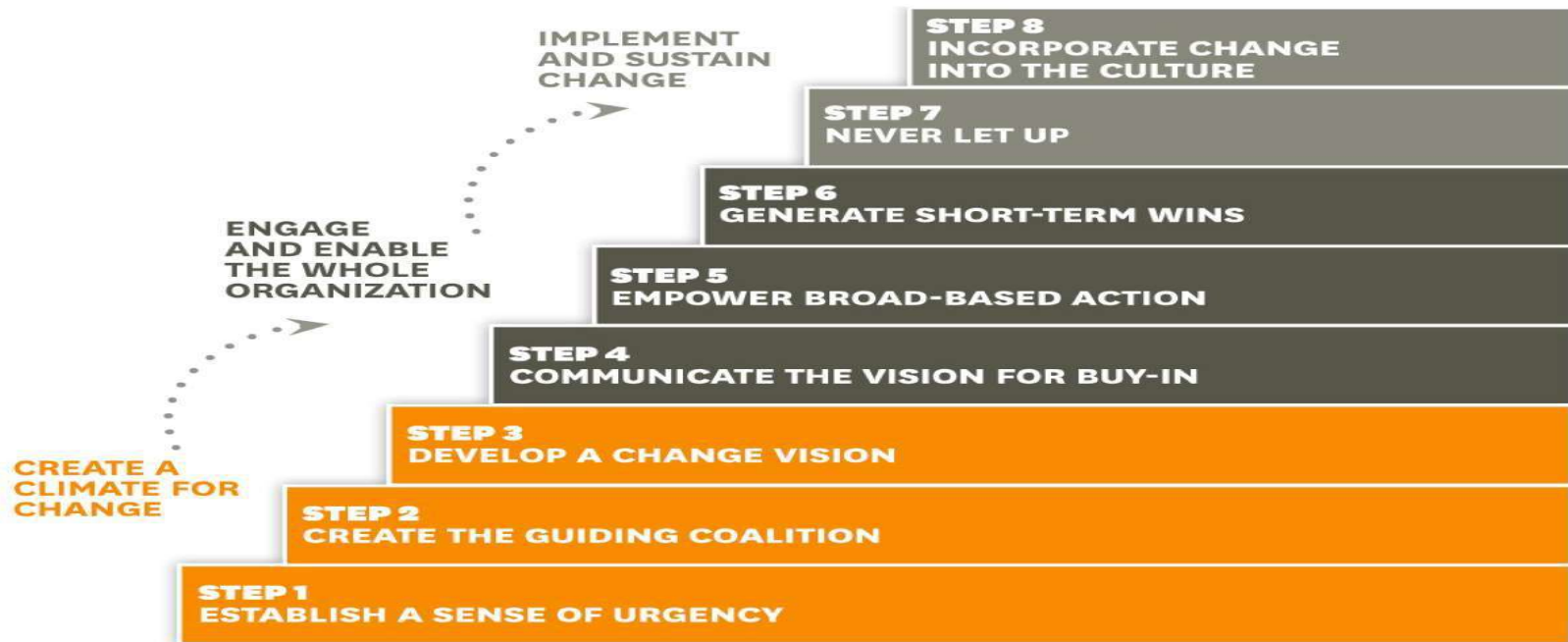
- ❖ Motivating change – creating a sense of urgency
- ❖ Creating vision of change – we can do it
- ❖ Developing political support – leadership believes we can do it, key stakeholders engaged
- ❖ Managing the transition of change – we're in this together
- ❖ Sustaining momentum – we're not leaving when project ends

Kotter's 8 Steps



<https://www.kotterinc.com/methodology/8-steps/>

Kotter's 8 Steps



The Project Management Methodology

Components of a Project Proposal



- ❖ Cover Page
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Intervention design and strategy (the creation of the project)

Using Project Management Methodology

Project Management – is the application of knowledge, resources and time in managing the **project processes** to accomplish the project objectives of a specific goal.

Project Processes – are consecutive processes; the flow of how a project is accomplished. They are: **initiation, planning, execution, controlling and closing.**

PMI and the *PMBOK*[®] *Guide*

- ❖ The Project Management Institute (PMI) organized in 1969
- ❖ The largest professional organization in the world for PMs
- ❖ Provides guidance for best practice and standards in the industry along with certification
- ❖ Presently 240,000 members worldwide in 140 countries and over 125,000 are certified
- ❖ NY Chapter 2,400 members 3 to 5 events a month
- ❖ The Project Management Body of Knowledge (*PMBOK*[®] *Guide*) establishes the standard knowledge base for PMs.
 - ❖ With nine Knowledge Areas:
 - ❖ Integration, Scope, Scheduling, Cost, Quality, Communication, Human Relations, Risk and Procurement
 - ❖ Six domains, which include:
 - ❖ Initiation, Planning, Executing, Controlling, Closing and Professional Responsibility

Key Terms

- *Project* - a unique effort with a defined **beginning and end**.
- *Program* - a group of **related projects** managed in a coordinated way
- *Portfolio* - refers to a **collection** of projects or programs and other work that are grouped together to facilitate effective management of that work to meet strategic business objectives

Key Terms

Table 1-1. Comparative Overview of Project, Program, and Portfolio Management

	PROJECTS	PROGRAMS	PORTFOLIOS
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a larger scope and provide more significant benefits.	Portfolios have a business scope that changes with the strategic goals of the organization.
Change	Project managers expect change and implement processes to keep change managed and controlled.	The program manager must expect change from both inside and outside the program and be prepared to manage it.	Portfolio managers continually monitor changes in the broad environment.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Program managers develop the overall program plan and create high-level plans to guide detailed planning at the component level.	Portfolio managers create and maintain necessary processes and communication relative to the aggregate portfolio.
Management	Project managers manage the project team to meet the project objectives.	Program managers manage the program staff and the project managers; they provide vision and overall leadership.	Portfolio managers may manage or coordinate portfolio management staff.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	Success is measured by the degree to which the program satisfies the needs and benefits for which it was undertaken.	Success is measured in terms of aggregate performance of portfolio components.
Monitoring	Project managers monitor and control the work of producing the products, services or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.	Portfolio managers monitor aggregate performance and value indicators.

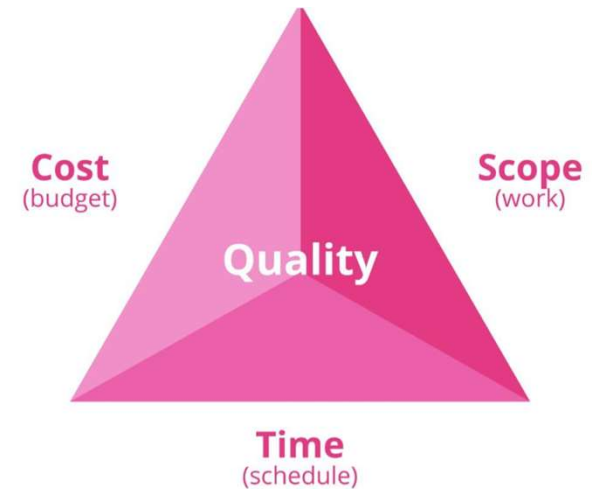
Project Management Institute. (2008). *A guide to the Project Management Body of Knowledge (PMBOK guide)* (4th ed.). Project Management Institute.

Key Terms

- ❖ *Project Constraints* - factors that may limit the project manager's options

Every project has “triple constraints”:

- ❖ time or schedule
- ❖ cost or budget
- ❖ scope or work



Understanding the Project lifecycle and Phases

Key Terms

- ***Project Lifecycle*** - a collection of sequential project phases that can be documented with a methodology. The lifecycle provides the basic framework for managing the project, **regardless of the specific work involved.**
- ***Characteristics (project processes)***
 - *Initiating* = Starting the project
 - *Planning* = Organizing, preparing, *designing, building, testing*
 - *Executing* = Carrying out the project work
 - *Closing* = Closing the project

Project Lifecycle

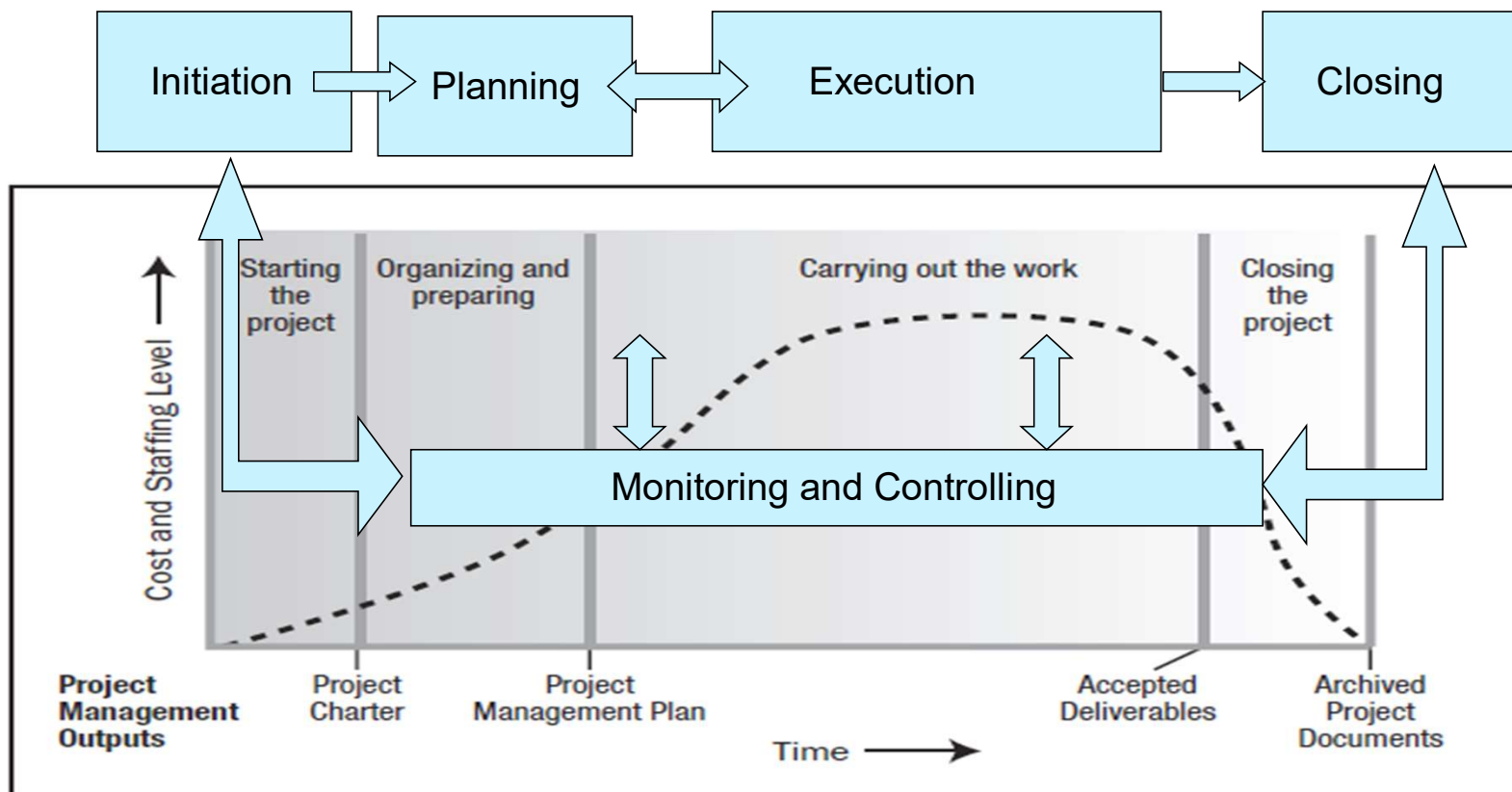


Figure 2-1. Typical Cost and Staffing Levels Across the Project Life Cycle

More detailed look at the Phases

Project Initiation

Project Lifecycle

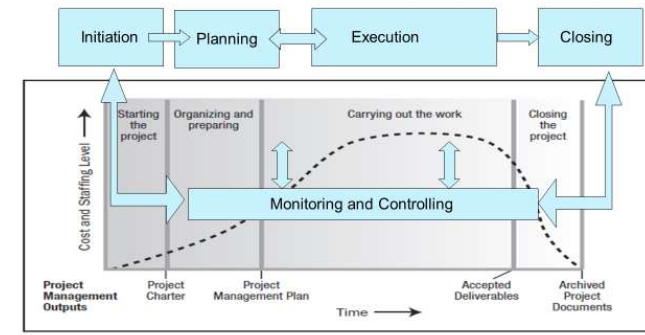
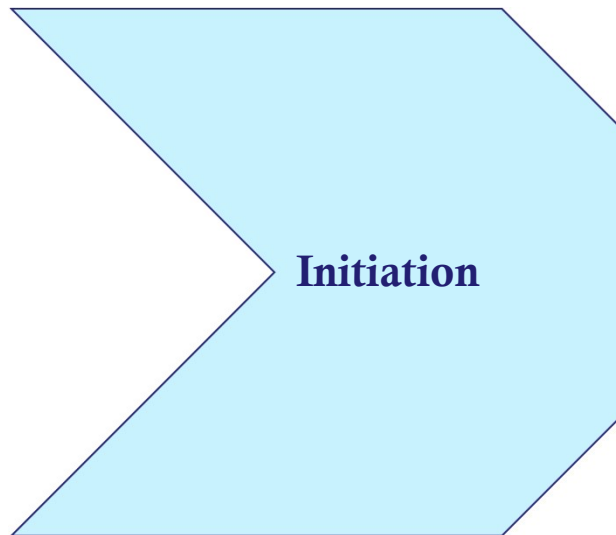


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- **ACTIVITIES:**
 - Initial Planning meetings
 - Data Collection
 - Scheduling of Meetings
 - Identify Facility Project Members
 - Onboarding of Additional Resources
 - Validation of Needs/Project Plan
 - Product Orientation
 - Department Timelines Established
- **OUTPUT: DEVELOP PROJECT CHARTER**

Project Planning – Organizing and Preparing

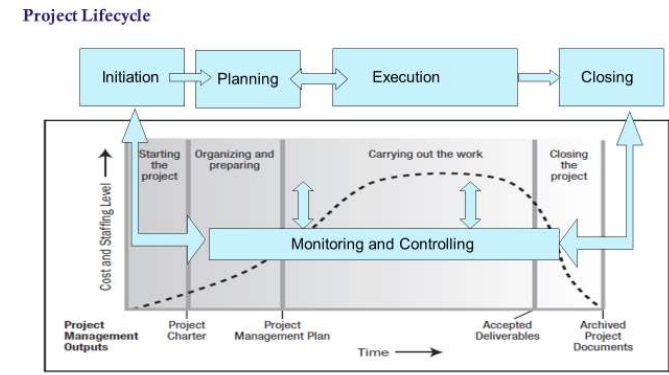


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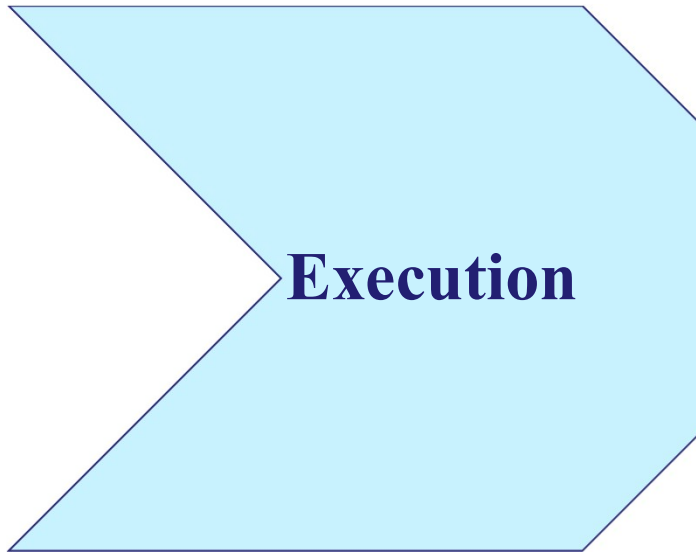
Project Management Institute. (2008). *A guide to the Project Management Body of Knowledge (PMBOK guide)* (4th ed.). Project Management Institute.

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Planning

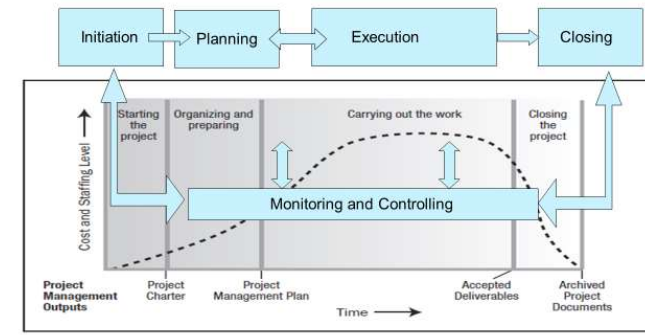
- **ACTIVITIES:**
 - Facility Kickoff
 - Team Kickoffs (Per Team)
 - Validate Scope
 - Review Requirements and Model Content
 - External/Internal Dependencies
 - Review Timeline
 - Department Sequencing
 - Plan Training, Testing & Support
- **OUTPUT: DEVELOP PROJECT MANAGEMENT PLAN**

Project Execution - Implementation



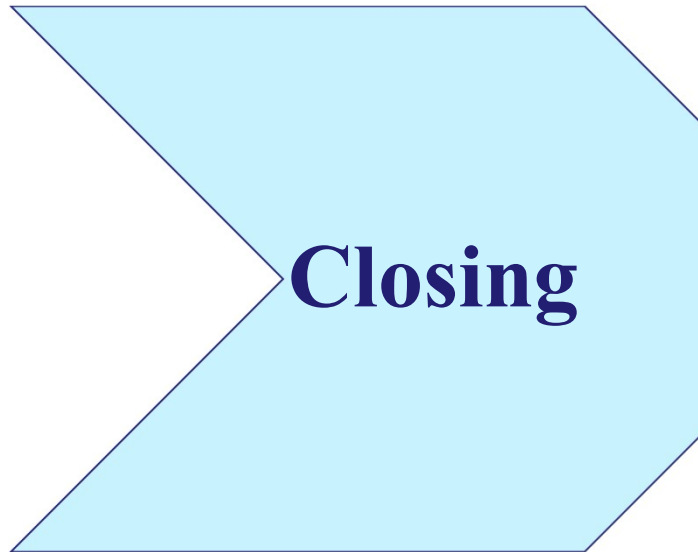
- Carrying out the work – directing and managing the execution or implementation of the project
- **OUTPUT: ACCEPTED DELIVERABLES**

Project Lifecycle



Project Management Institute. (2008). *A guide to the Project Management Body of Knowledge (PMBOK guide)* (4th ed.). Project Management Institute.

Project Closing - Maintenance



- Post Go Live Support and Maintenance
- Sustainability
- **OUTPUT: PROJECT DOCUMENTS**

Project Lifecycle

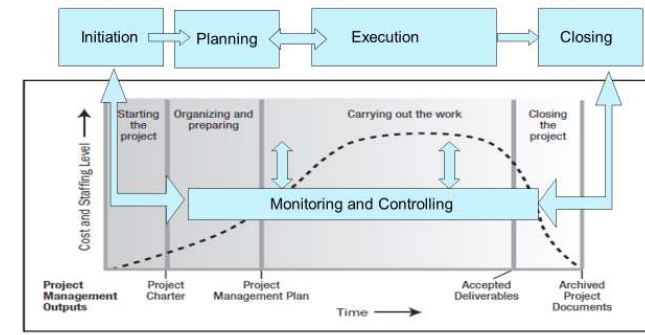


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How to Organize a Project – in 3 steps

How to go from an idea to a project



Organize
the Project

Scope
the Project

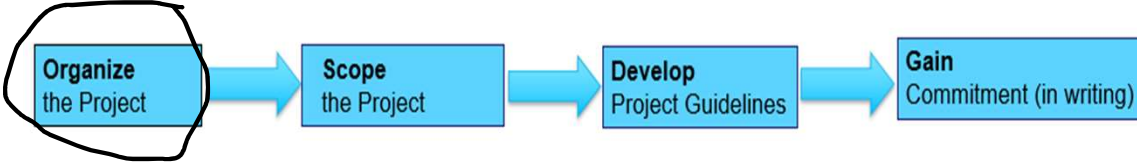
Develop
Project Guidelines

Gain
Commitment (in writing)

3 steps to organize the project:

1. Identify Stakeholders
2. Choose the team
3. Create the project charter

Organize and Clarify the Project



step 1

Project Lifecycle

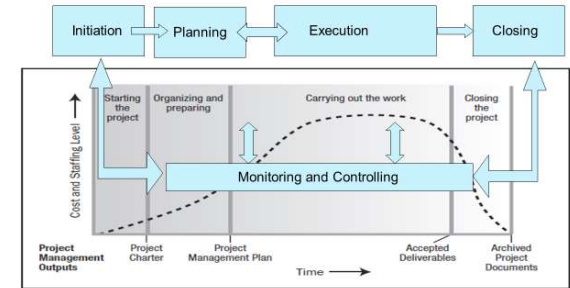
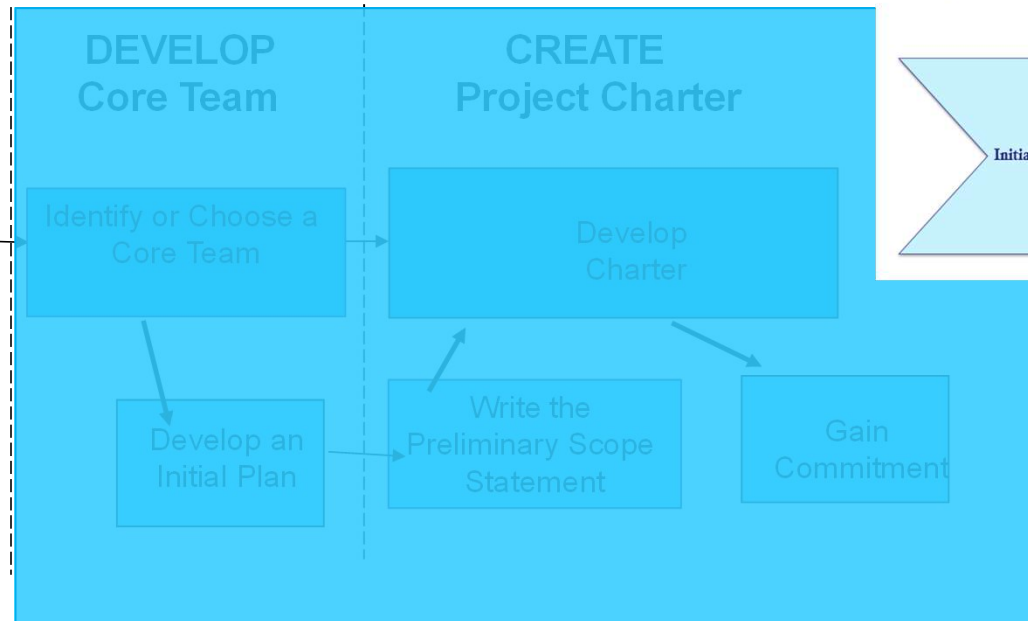


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IDENTIFY Stakeholders

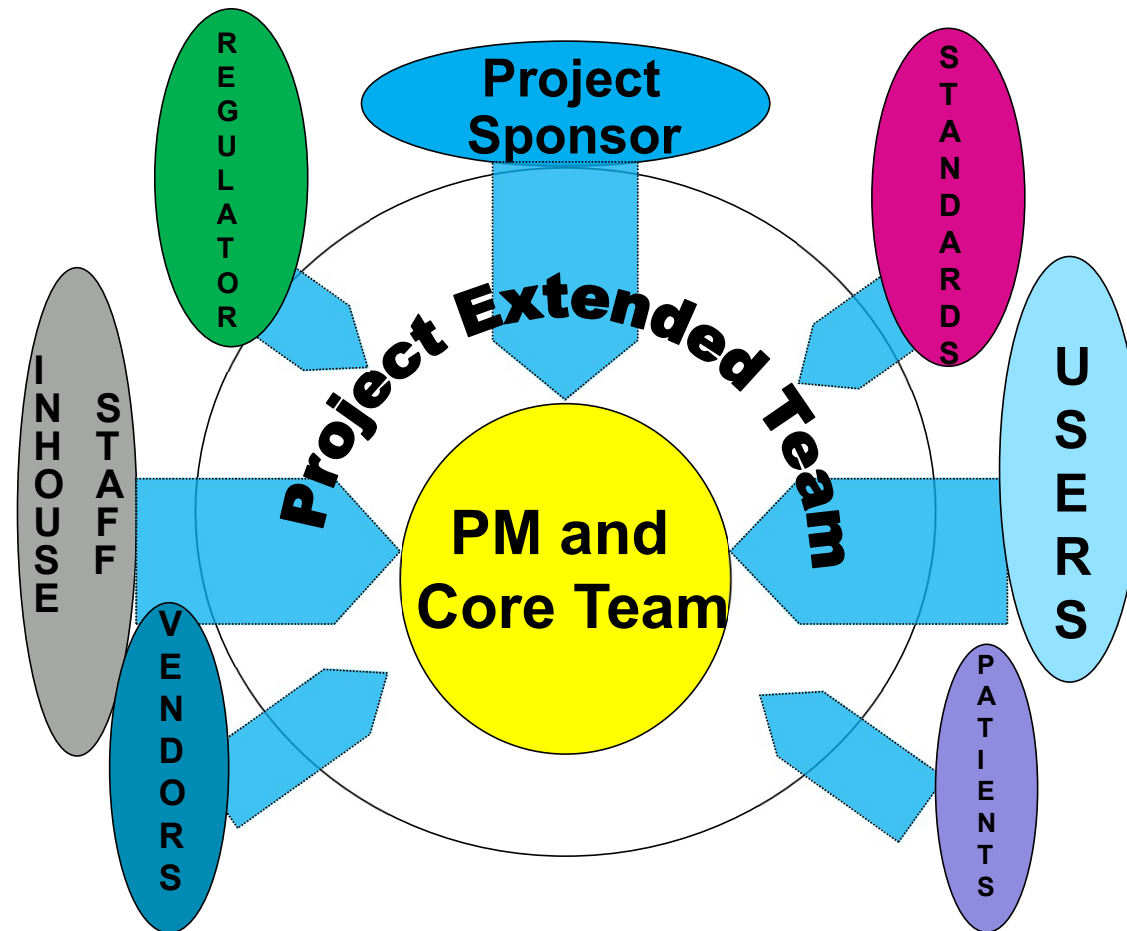
Identify your stakeholders



Project Initiation

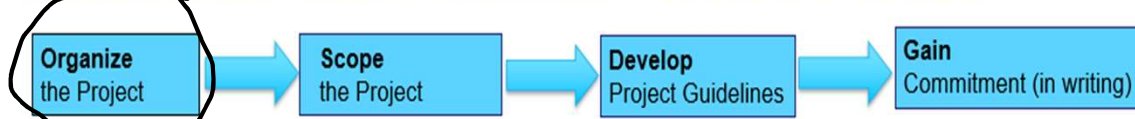


Identify Project Stakeholders



Project Stakeholders
Influence a project one way or another

Organize and Clarify the Project



step 2

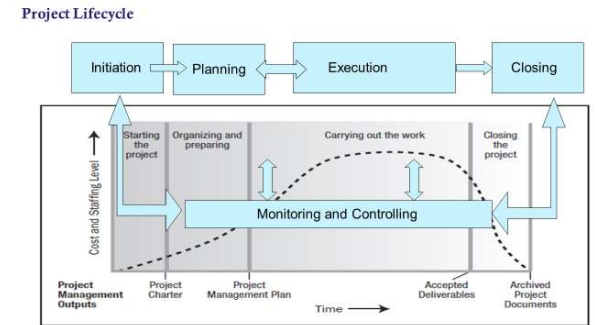
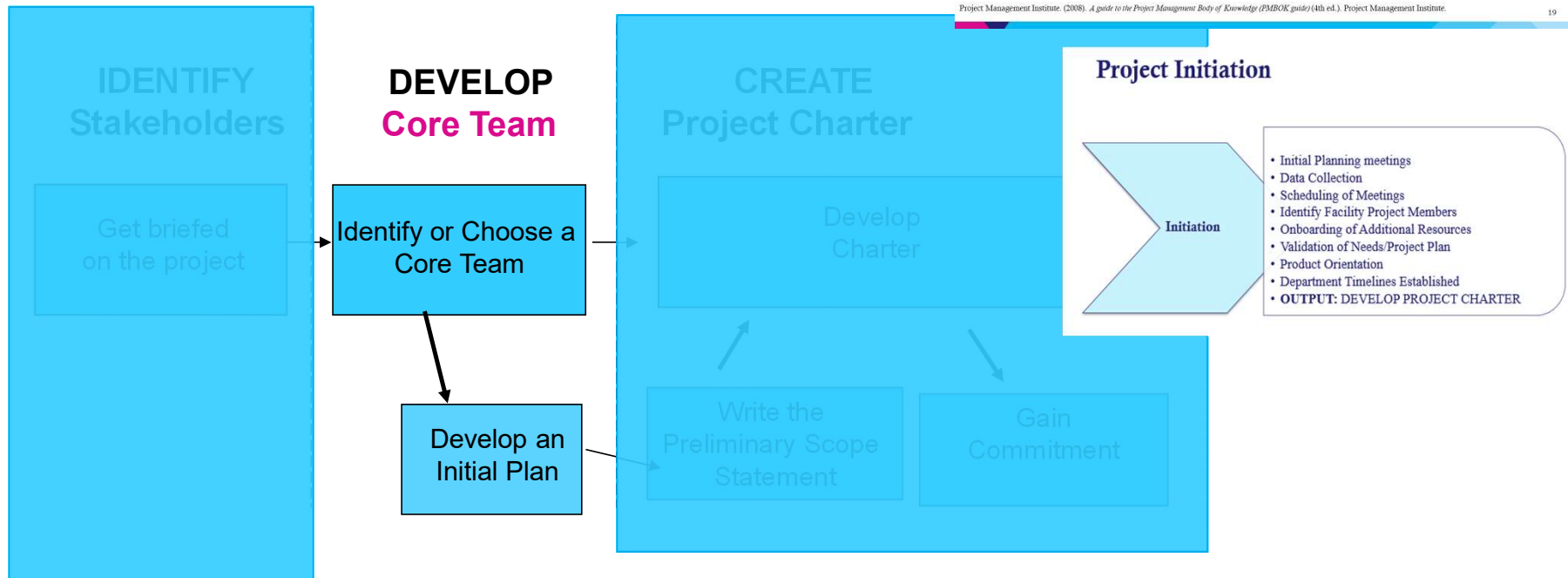


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Choose a Core Team

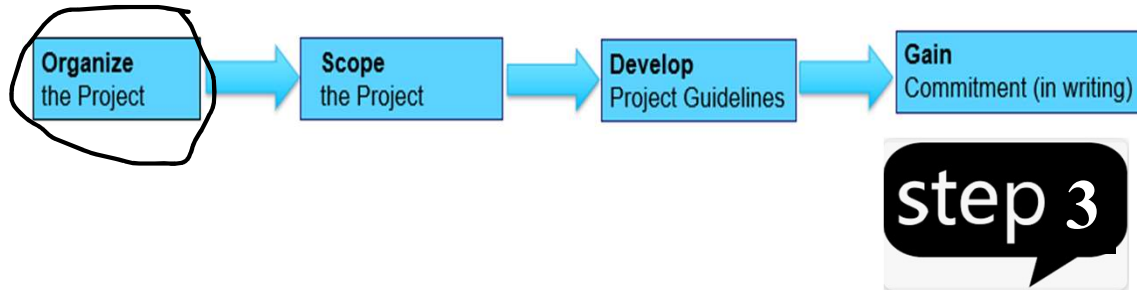
The Project Manager is the center of the project and needs to focus on the **overall project** and avoid focusing on the details.

This core team will:

- ❖ Help the PM plan the project
- ❖ Assist the PM in managing the project through execution
- ❖ Communicate with task leaders and stakeholders
- ❖ Act as liaison between the core team and task leaders

Core team members should represent the various functions and departments essential to the project's success.

Organize and Clarify the Project



Project Lifecycle

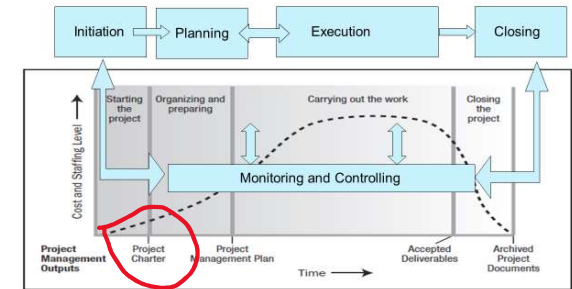
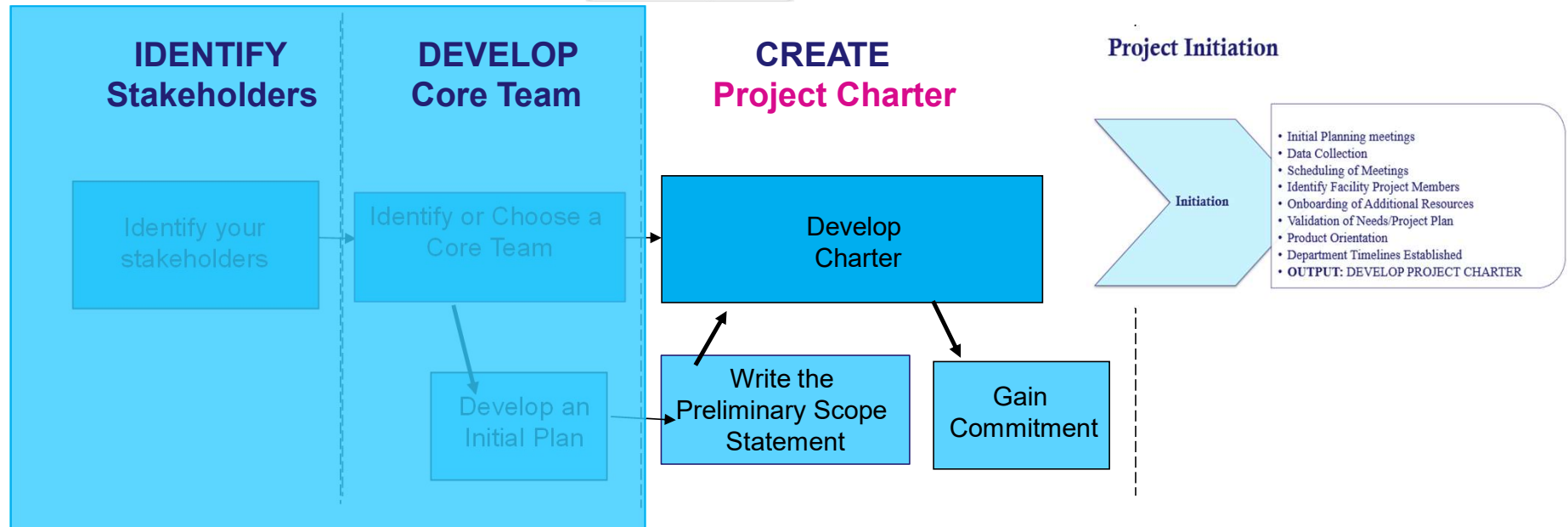


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The OUTPUT of Project initiation phase: Create the project charter

Components of a Project Proposal



- ❖ Cover Page
- ❖ Introduction
 - ❖ Business Needs/Objectives
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- ❖ Project Description
- ❖ Alignment with clinical/business Priorities
- ❖ Estimate of Project Cost
- ❖ Intervention Design and Strategy (**the creation of the project**)
 - ❖ Activities and Timeline
 - ❖ Budget

A Project Charter is a written agreement defining what a project is to accomplish and how success will be measured. A Project Charter is used to focus a team's work and to set expectations as to what it will accomplish.

A signed Project Charter indicates the **formal beginning of a project.**

How to Organize a Project – setting clear expectations in 3 steps

How to go from an idea to a project



Organize
the Project

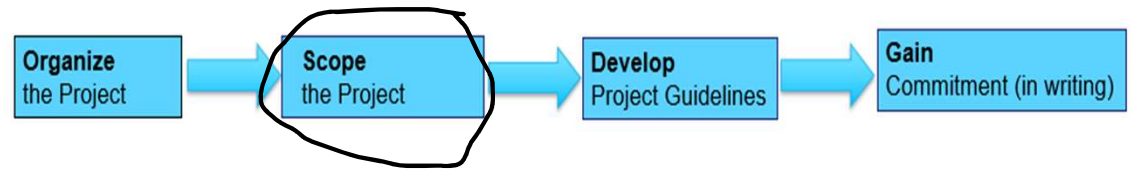
Scope
the Project

Develop
Project Guidelines

Gain
Commitment (in writing)

3 steps to organize the project:
1. Identify Stakeholders
2. Choose the team
3. Create the project charter

Scoping the Project

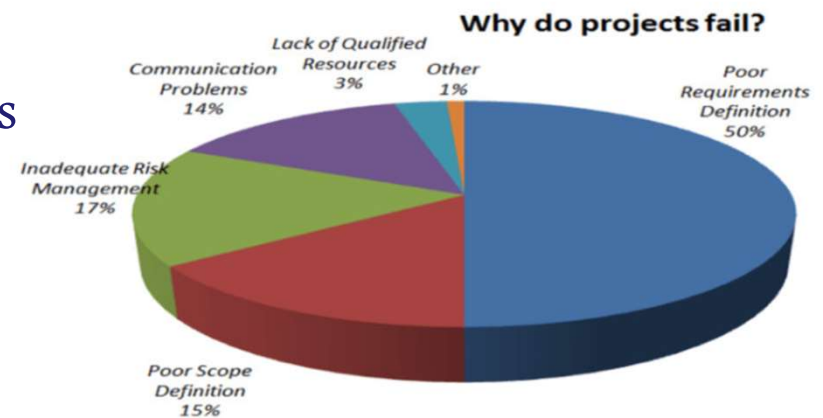


“70-90% of failed projects are due to poorly defined project scope.”

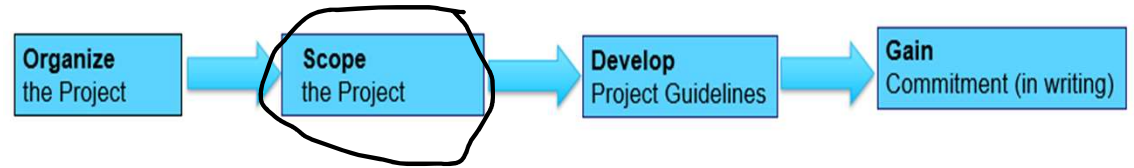
- Research results from high tech PMO

The PM and the core team must be able to:

- ❖ Verify all scope input
 - ❖ Different people have different opinions
 - ❖ Review and verify with management
- ❖ Prioritize the scope requirements
 - ❖ Based on project objective
- ❖ Clarify these requirements
 - ❖ As well as the expectations of stakeholders



Scoping the Project



step 1

Write a Project Scope Statement

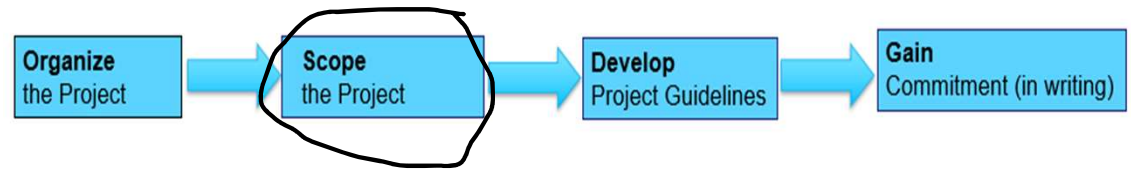
**** Always clarify with an “IS/IS Not”**

Let stakeholders know what is **not** going to be provided to set their expectations correctly

Requirements must be expressed simply and in the *negative* to clarify expectations

Scoping the Project

step 2



Identify and document the project success criteria

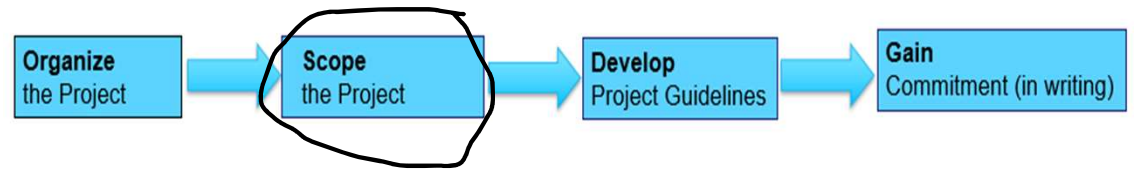
What will constitute a successful project?

Is it The delivery of the project on time and on budget.

Or The implementation of the project on time, on budget, so that all applications work to their needs, and users are trained and prepared to successfully use the new system to enjoy the expected benefits.

If the project success criteria is not documented and agreed to, there will be disagreements on the success of the project

Scoping the Project



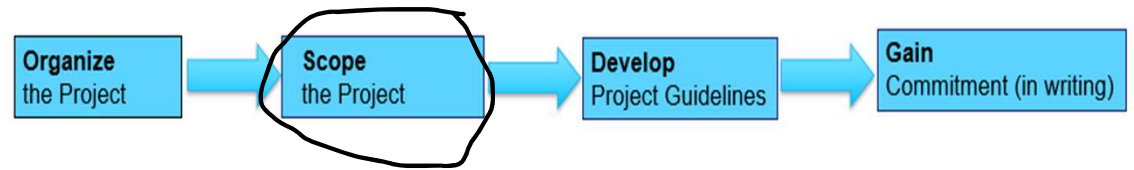
Document the Project Success Criteria

Once the PM, core team and management agree, write a statement that describes a scenario with successful use of the project deliverable:

- ❖ Describe the benefits - quality improvements and/or time or cost savings
- ❖ Identify means of measuring these benefits in a tangible (quantitative) and qualitative way
- ❖ Create a checklist of these metrics for use at closeout

Scoping the Project

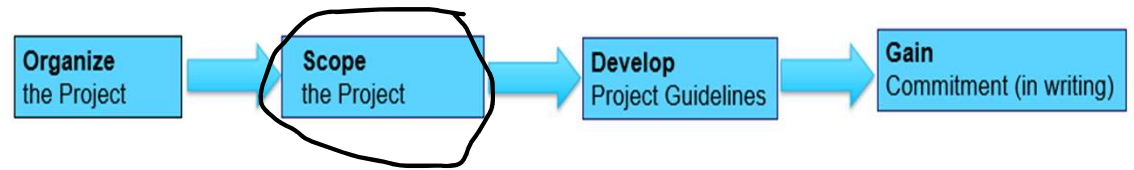
step 3



Prioritizing Needs

- ❖ Needs exist on a variety of levels such as:
 - ❖ Must haves
 - ❖ Like to haves (wants)
 - ❖ Wish I had (wishes)
- ❖ Projects are often built on conflicting needs
- ❖ Needs should be separated from wants and wishes
- ❖ Customers often do not actually know, or understand, their needs***
- ❖ Needs are assessed through document review, interviews, surveys, and audits

Scoping the Project



Tools for Developing Scope:

- ❖ Interviews
- ❖ Survey Questionnaires
- ❖ Gap analysis
- ❖ Definition Workshops
- ❖ “SWOT” analysis
- ❖ Walk-throughs
- ❖ Literature searches
- ❖ Rapid Prototyping
- ❖ Help Desk/complaints
- ❖ Focus Groups
- ❖ Operating statistics
- ❖ Weighted Scoring
- ❖ Prioritized List Cutoffs

How to go from an idea to a project



Organize
the Project



Scope
the Project



Develop
Project Guidelines



Gain
Commitment (in writing)

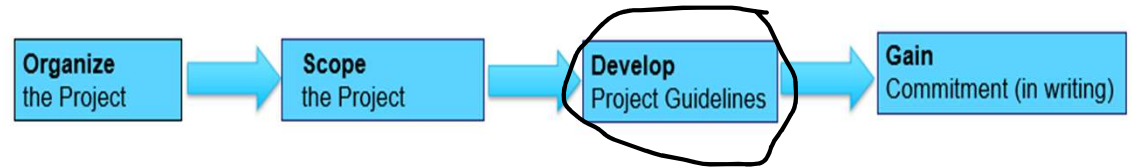
3 steps to organize the project:

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3. Create the project charter

3 steps to scope the project:

1. Write a scope statement
2. Identify and document the project success criteria
3. Prioritize needs

Develop the Project Guidelines

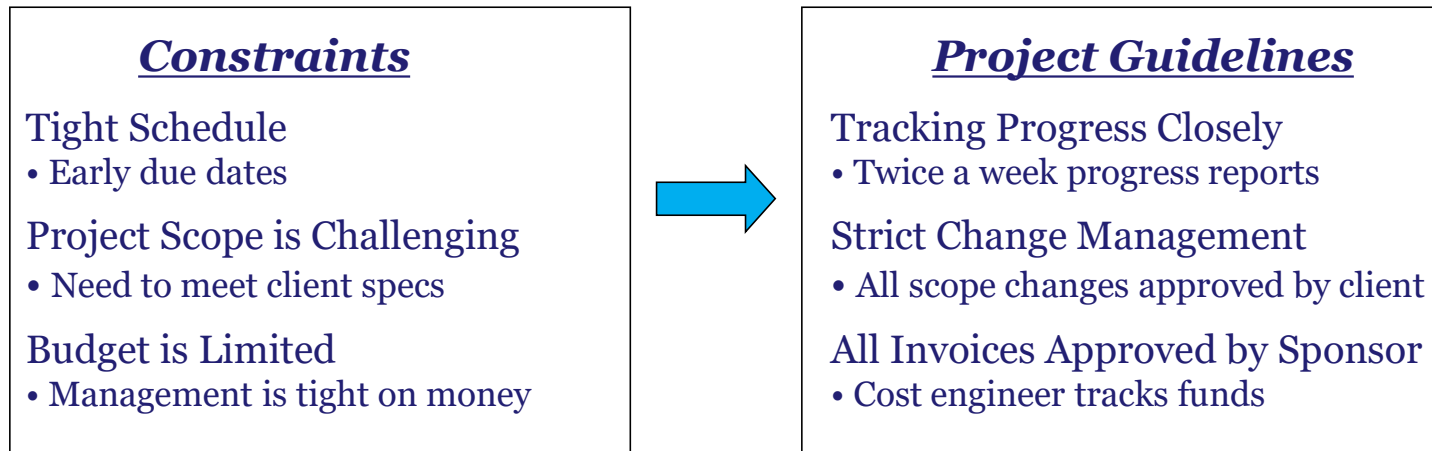


All projects have constraints
PMI has identified “*Triple Constraints*”

- ❖ Schedule and time for doing the project
- ❖ The resources and costs for the project
- ❖ The scope of work required for the project



Guidelines should reflect these constraints:



The OUTPUT of Project initiation phase: Create the project charter

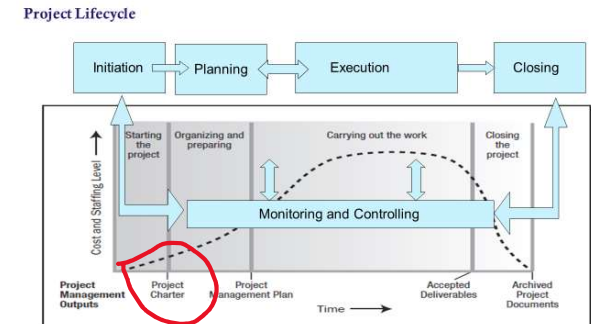
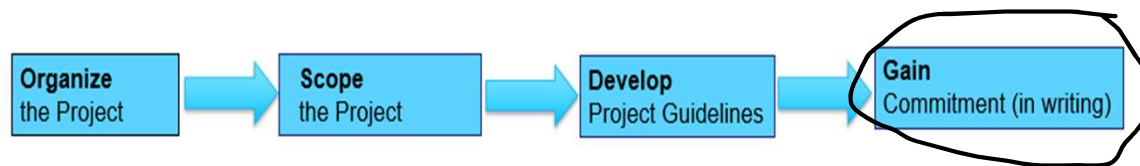


Figure 2-1. Typical Cost and Staffing Levels Across the Project Life Cycle

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The Project Charter:

- Identifies a project's vision and objectives
- Describes the business need/objectives and opportunity
- Defines the **scope** of the project and associated deliverables/outcomes
- Identifies primary stakeholders
- Creates an organizational structure for the project including timeline and critical path milestones
- Documents the overall implementation plan
- Lists any risks, constraints, assumptions and dependencies

Example

The Project Charter:

- Identifies a project's vision and objectives

+	5. Project Overview
<i>Provide a concise statement describing the project's purpose and objectives. Project Description should be consistent with information in Project Proposal.</i>	
Project Purpose The Enterprise ED project involves the enterprise design, build, and implementation of ED documentation screens, reporting tools, and patient tracking boards across HHC. The project's goals are: <ol style="list-style-type: none">1. Improving documentation in HHC's Emergency Departments via corporate, standardized screens and templates that incorporate regulatory and evidence-based standards2. Improving reporting capabilities to inform facility and corporate decision-makers of HHC's EDs' performance with respect to clinical quality, operational efficiency, and fiscal robustness3. Enabling patient tracking in all HHC EDs	

Example

The Project Charter:

- Describes the business need and opportunity

4. Business Need & Opportunity
<i>The need/opportunity statement should provide a general discussion, in business terms, of the needs or opportunities that are to be addressed by the project. The purpose of this section is to provide additional definition of the project's scope by clarifying expectations regarding impact on the business. Things to consider include: increase operational efficiency, increase productivity, improve information access and decision-making, lower IT costs, lower IT and/or business risk, and compliance.</i>
Significance of EDs to HHC: The scope of service at HHC's Emergency Departments has extended beyond provision of emergency care in the last few decades. HHC's EDs often serve as a primary care safety net for the community, treating both urgent and non-urgent patients. EDs are also a valuable revenue source for HHC's hospitals, as they are a feeder for inpatient beds and a referral source for outpatient clinics. Recent Medicare reimbursement changes have placed a large burden on HHC EDs to justify admissions and to document a patient's disposition completely, including Present on Admission Criteria and medical necessity of admissions.
Business Needs: The use of information systems in HHC's Emergency Departments is widely variable. Some hospitals function mostly on paper and a few facilities operate a number of functions electronically. The implementation of standard documentation templates in the Emergency Department would promote patient safety, quality, regulatory compliance, accreditation, and appropriate reimbursement in HHC's EDs. All HHC hospitals currently use Quadramed CPR for computerized provider order entry, and in some hospitals, for documentation and bar-coded medication administration.

Example

The Project Charter:

- Defines the scope of the project and associated deliverables.

7. Overall Project Scope
<i>Provide a statement specifying the project's overall scope including measurable goals such as number of phases included in project (e.g., Analysis, Development, and Deployment) and estimated length of duration per phase.</i>
<u>Project Purpose</u> The proposed project focuses on: <ol style="list-style-type: none">1. Improving documentation in HHC's Emergency Departments via corporate, standardized screens and templates that incorporate regulatory, evidence-based, and best-practice standards.2. Improving reporting capabilities to inform facility and corporate decision-makers of HHC's EDs' performance with respect to clinical quality, operational efficiency, and fiscal robustness.3. Enabling patient tracking in all HHC EDs via a basic, automated electronic tracking board.
<u>Project Plan (in-scope activities)</u> 1. Design, Build and Implementation of Standardized QCPR ED Screens, Reports, & Tracking Board <i>Requirements Gathering and Screen, Reports, & Tracking Board Design (Months 1 – 3)</i> <ol style="list-style-type: none">1. Assessing gaps in data capture, clinical documentation, and reporting across facilities2. Analyzing workflows and recommending shared efficient practices between facilities as common ground for standardized screens/templates in ED3. Developing consensus among all HHC EDs on content of standardized screens/templates and desired reports, including content and interpretation4. Gathering requirements for an enterprise ED model based on standard workflows and clinical, operational, and financial regulations5. Designing standardized screens/templates based on above requirements and best practices6. Investigating and developing interface requirements, including information flow from Unity into Quadramed, and from both systems to the tracking board7. Establish change management process and Change Control Board to maintain corporate standards

Example

The Project Charter:

- Defines the scope of the project and associated deliverables.

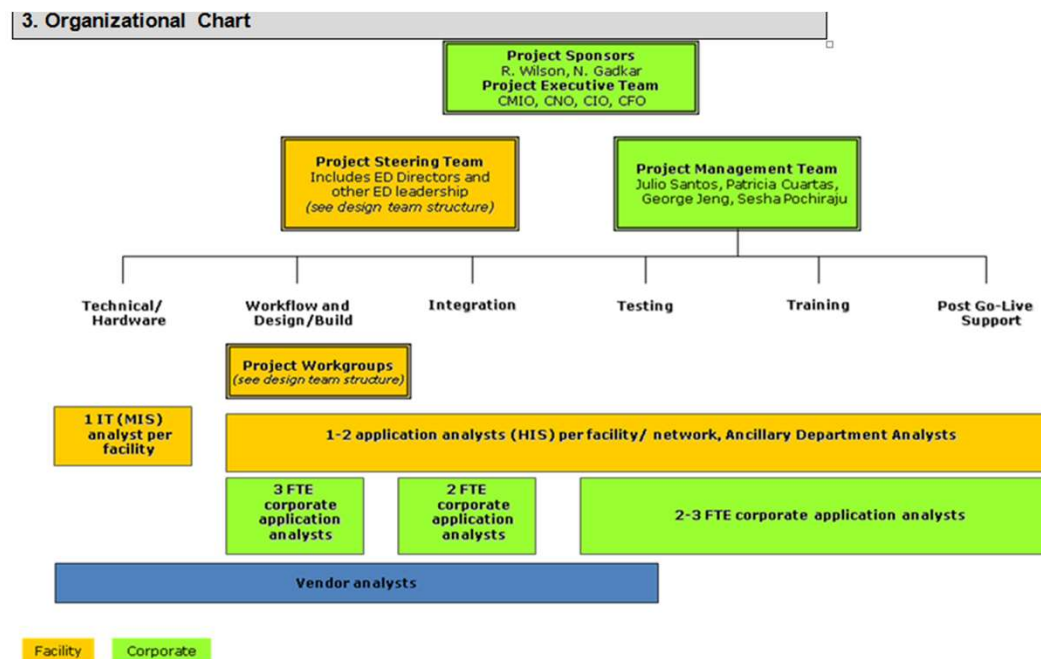
Out of scope activities include:

- *Selection and use of site-specific EDIS*
- *Electronic Medication administration (months 1-3)*
- *Bar coding – for patients and medications (months 1-3)*
- *Discharge summary, discharge instructions, follow up screens (months 1-3)*
- *ARRA and POA in provider documentation (months 1-3)*
- *Pediatrics ED screens, reports, and tracking board*
- *Psychiatric ED screens, reports, and tracking board*

Example

The Project Charter:

- Identifies primary stakeholders
- Creates an organizational structure for the project including timeline and critical path milestones



Example

The Project Charter:

- Identifies primary stakeholders
- Creates an organizational structure for the project including timeline and critical path milestones

14. Timeline and Critical Path Milestones			
<i>List and define project's associated Timeline and Critical Path Milestones necessary for project's successful and timely execution.</i>			
<i>Critical Path Milestone</i>	<i>Estimated Completion Time</i>	<i>Milestone Owner</i>	<i>Comments</i>
Requirements Gathering and Screen, Reports, & Tracking Board Design	By month 6	<ul style="list-style-type: none">• Project Management Team,• Project Sponsors,• Project Steering Team,• Project Workgroups	
Establish change management process and Change Control Board to maintain corporate	By month 6	<ul style="list-style-type: none">• Project Management Team,• Project Steering Team	
Implementation of QCPR screens, facility reports, and tracking board at 3 sites	By month 12	Project Management Team	
Implementation of QCPR screens, facility reports, and tracking board at 3 sites	By month 18	Project Management Team	
Implementation of QCPR screens, facility reports, and tracking board at 3 sites	By month 21	Project Management Team	

Example

The Project Charter:

- Lists any risks, constraints, assumptions and dependencies

12. Key Risks and Mitigation	
<i>A risk is any factor that may potentially interfere with successful completion of the project. A risk is not a problem – a problem has already occurred; a risk is the recognition that a problem or opportunity might occur. By recognizing potential problems, the Project Manager can attempt to avoid or minimize a problem through proper actions. Document potential key risks along with associated mitigation steps.</i>	
Short Risk Description	Mitigation
Facility resistance to standardization and time investment	Adopt champions and escalate issues to project leadership team; Leverage ED Project Steering Team to drive standardization
Resource/staffing needs for sustained adoption of standardized workflows and processes (e.g. clerks, nurses, IT staff)	Engage project sponsors to work with hospital leadership to secure necessary resources for success of project
Culture change required for adoption of electronic screens/templates, especially from a paper environment	Gather user input in design and provide ample training
Culture change required for collaborative sharing and adoption of best practices	Establish common ground between ED directors during kickoff meetings
Culture change required for transparent, standard reporting	Establish common ground between ED directors during kickoff meetings
Inadequate vendor resources and knowledge	Early engagement of vendor to ensure appropriate resources
Build, testing, and integration of timeline extension by vendor	Investigate and anticipate issues prior to commencement of build. Use project management techniques
Funding constraints	Allocate buffer funding to ensure project reaches completion

Now that you have a signed charter, you can begin to plan!

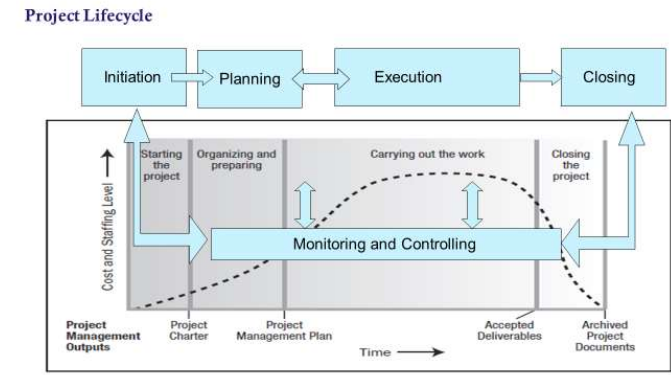


Figure 2-1. Typical Cost and Staffing Levels Across the Project Life Cycle

Project Management Institute. (2008). *A guide to the Project Management Body of Knowledge (PMBOK guide)* (4th ed.). Project Management Institute.

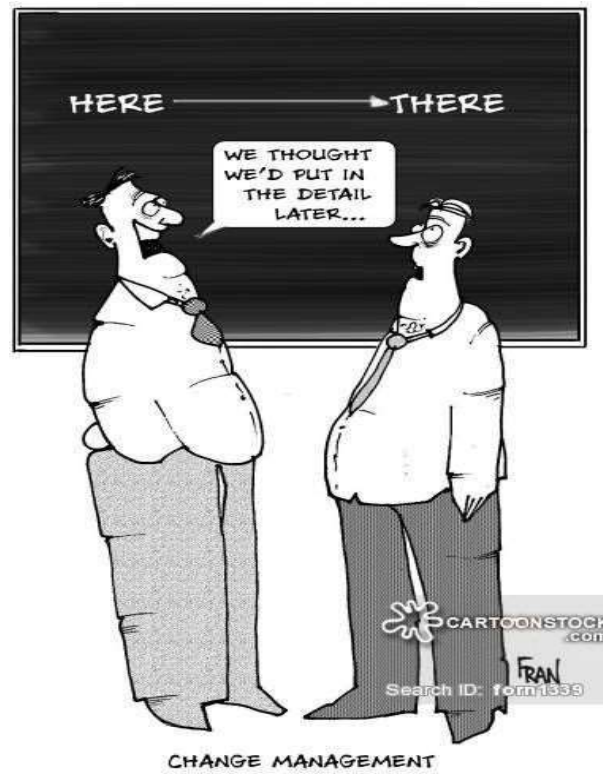
19

Planning

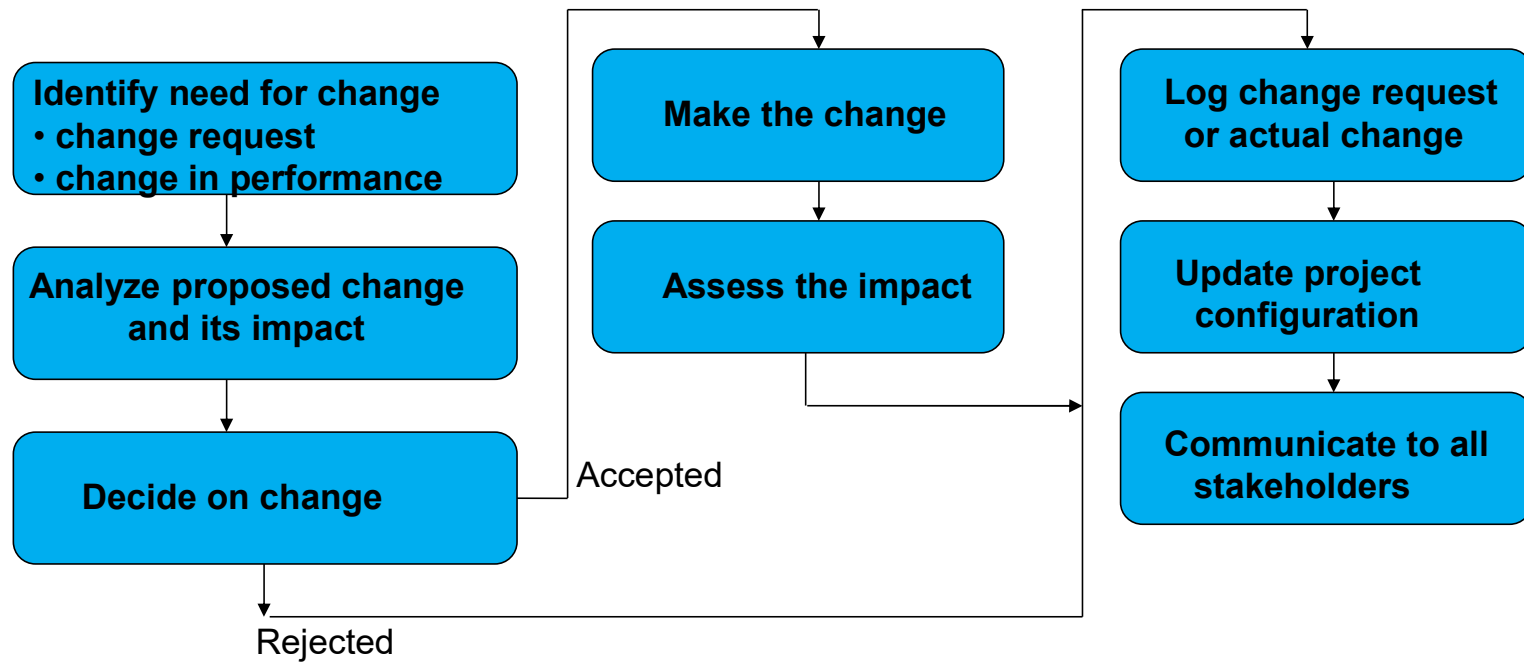
- **ACTIVITIES:**
 - Facility Kickoff
 - Team Kickoffs (Per Team)
 - Validate Scope
 - Review Requirements and Model Content
 - External/Internal Dependencies
 - Review Timeline
 - Department Sequencing
 - Plan Training, Testing & Support
- **OUTPUT: DEVELOP PROJECT MANAGEMENT PLAN**

**Change Management (the process)
and
Change Enablement (the people)**

Change Management



The change management system

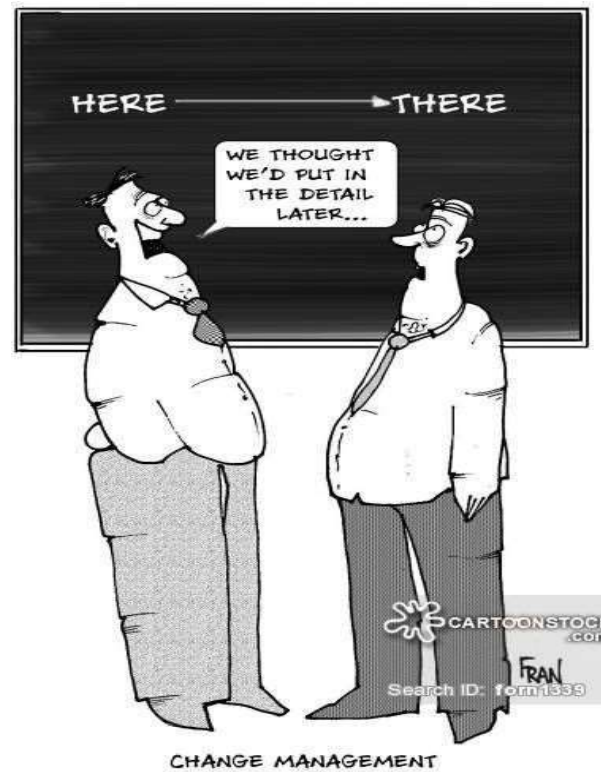


Change Management

A good change management system can prevent many problems

- 'Scope creep' has been the death of many good projects
 - PM and task leaders too willing to please
 - Need to set up formal structure to change requests
- Project loses focus on its main objective
- Project benefits get lost in too many changes
- The 'Never Ending Project'

Change Enablement



Do People Resist Change?



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www.glasbergen.com



"I want you to find a bold and innovative way to do everything exactly the same way it's been done for 25 years."

50 Reasons Not To Change



People don't resist change as
much as they resist *being*
changed

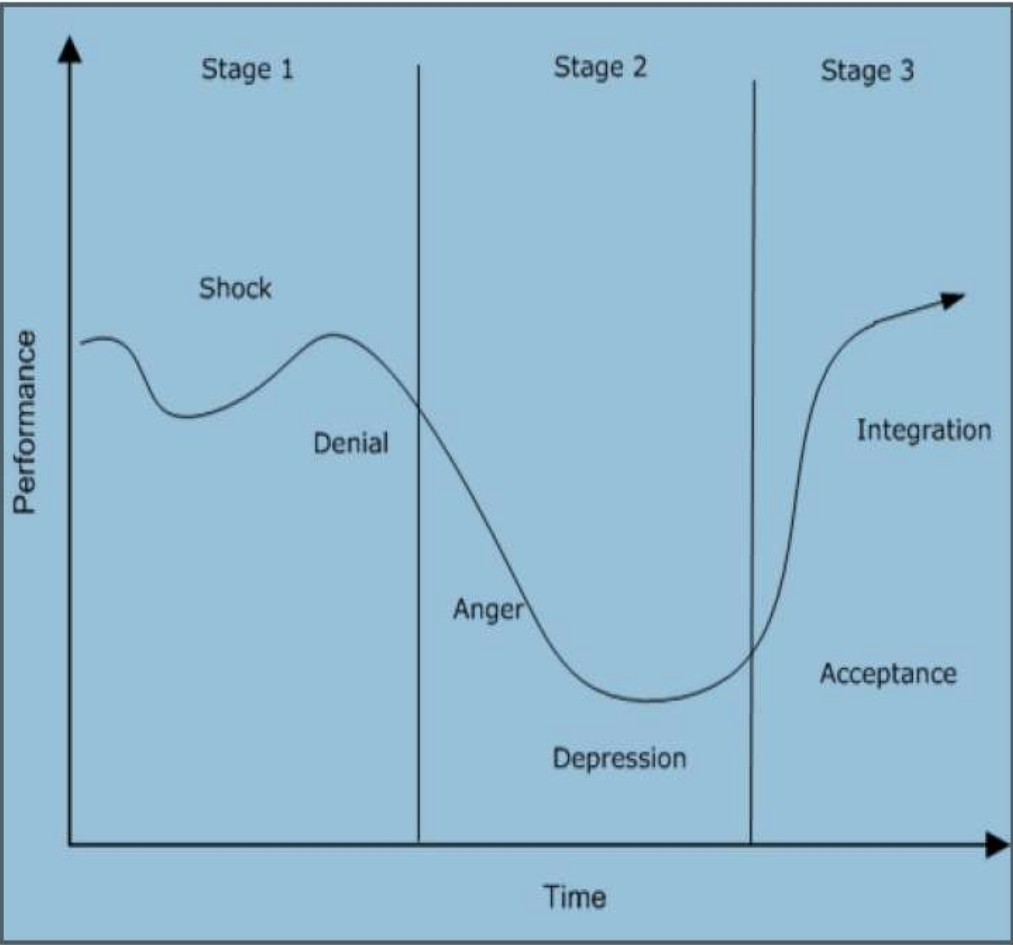


People usually resist *how* organizations manage change



"Nurse, get on the internet, go to SURGERY.COM, scroll down and click on the 'Are you totally lost?' icon."

The Change Curve

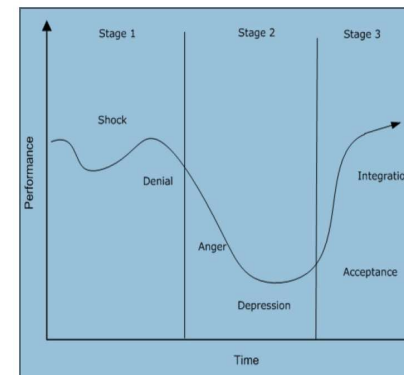


Kubler-Ross (1969)

Change Curve

- * Stage 1 – Shock and Denial
 - * Lack of information
 - * Fear of the unknown
 - * Fear of looking stupid or doing something wrong
 - * Being comfortable with the status quo
- * Stage 2 – Anger and Depression
 - * Suspicion
 - * Skepticism
 - * Frustration
 - * Performance is at its lowest
 - * Fixating on small issues
- * Stage 3 – Acceptance and Integration
 - * Acceptance
 - * Hope
 - * Trust
 - * During this stage, it is not uncommon for there to be a return to an earlier stage if the level of support suddenly drops

The Change Curve



Strategies used to help people manage change

❖ **During Shock/Denial**

- ❖ Provide information in as many different forms as possible, including:
 - ❖ Group meetings and one-on-one discussions
 - ❖ E-mail, memos, letters, posters, team newsletters, bulletin boards
- ❖ Explain what is happening, what must be done, and the rationale;

❖ **During Anger/Depression/Resistance**

- ❖ Provide empathy and support
- ❖ Be a sounding board—listen to and acknowledge people's concerns
- ❖ Let people vent constructively and communicate nonjudgmentally
- ❖ Engage in rituals and ceremonies to say goodbye to the past

Strategies used to help people manage change

- ❖ **During Acceptance/Exploration**
 - ❖ Channel energy into positive directions;
 - ❖ Provide information and positive feedback;
 - ❖ Support brainstorming activities and strategy sessions;
 - ❖ Facilitate networking and gather resources;

- ❖ **During Integration/Commitment**
 - ❖ Acknowledge accomplishments through:
 - ❖ Symbols that demonstrate a new course of action;
 - ❖ Praise for work that has been done.
 - ❖ Reward success through:
 - ❖ Congratulations for challenges that have been met
 - ❖ Measurable rewards.

Adapted and based on work by S. R. Maddi

How End Users (People) change

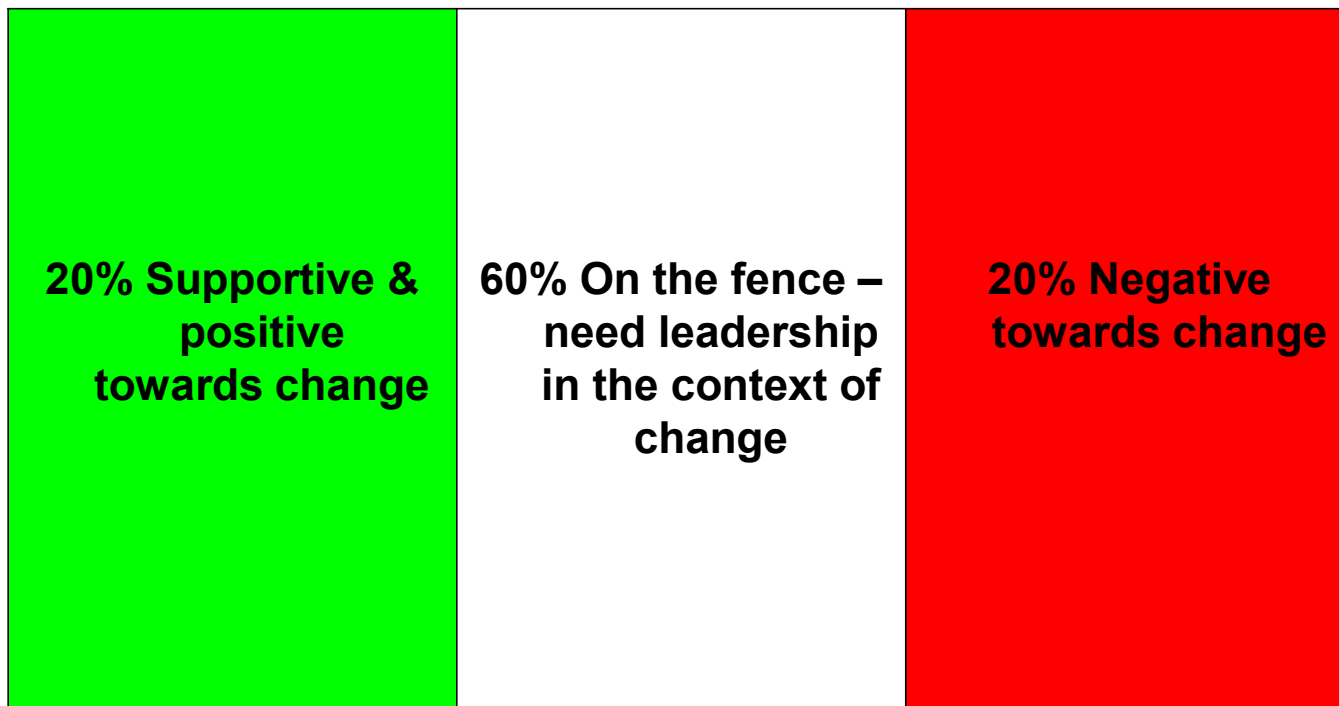
The Concept of Adaptability

- * Three main factors describe how some people are able to effectively adapt to change and stress:
 - * **Commitment:** Believing in themselves and the work and feeling like an integral part of the group; Feeling a connection to other group members to help support each other
 - * **Control:** Believing that they have some control over events and can influence outcomes
 - * **Challenge:** Viewing change as a challenge and looking for opportunities to grow and develop

Best practices for change enablement

- * Leadership capacity
 - * Leaders possess the skills to drive the change process to completion and **accept responsibility** for doing so
- * Cultural capacity
 - * Alignment of current culture with change process
- * Team and individual capacity
 - * Actions have been taken to increase team's ability to enact business vision and operate effectively in the new environment

Change Framework



Take Home Points

- ❖ In addition to learning the steps to writing a project proposal, remember the five **activities** contributing to leading change based on Kotter's principles
- ❖ A project has a standard lifecycle and phases
- ❖ There is a method to organizing a project for success
- ❖ Setting Clear expectations is key
- ❖ Applying the concepts of Change Management and Change Enablement will make your project successful and create sustainability

Thank you!

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