

Installation and Maintenance of Health IT Systems

Unit 4

Structured Systems Analysis and Design

Component 8&Unit 4

Health IT Workforce Curriculum
Version 1.0 Fall 2010

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What We'll Cover...

- What is Project Management?
- Role of the Project Manager
- What is a Project Plan?
- Before You Begin – Factor Analysis
- 8 Steps of a Project Plan
- 6 Steps to an EHR Plan

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What is Project Management?

- Project management is a carefully planned and organized effort to accomplish a specific, (usually) one-time objective.
- Project management includes:
 - Developing a project plan
 - Managing the plan's implementation along with appropriate controls to monitor performance
 - Making plan and schedule changes when needed
 - Evaluating the project outcomes

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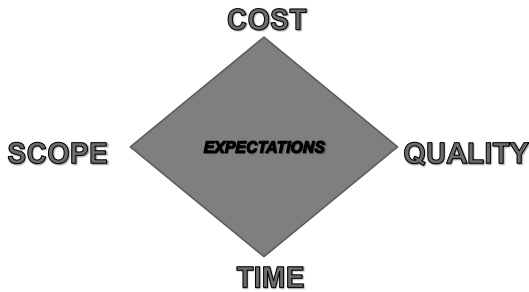
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What is Project Management?

Projects usually follow major phases including:

- Feasibility (Is undertaking the project beneficial as a whole?)
- Definition (Determining the scope of the project – Who is affected/ involved?)
- Planning
- Implementation
- Evaluation
- Support/Maintenance

Project Management

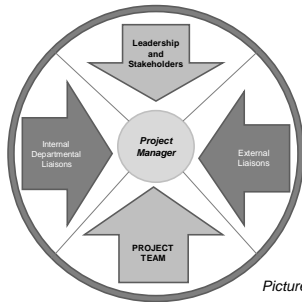


The Project Manager's Role

The project manager:

- Is the focal point of the project, ensuring the successful completion of project.
- Has direct responsibility for the activities of all project participants, all project tasks, and all deliverables.
- Is NOT the top of a typical hierarchical management role.

The Project Manager's Role



Picture by Scott Neal

What is a Project Plan?

A project plan:

- Is a formally accepted blueprint charting the entire project's course from start to finish.
- Can be as detailed or summarized as needed.
- Balances all the components of scope, time, cost, quality, and outcome expectations.
- Anticipates and plans for potential negatively impacting issues.

What is a Project Plan?

- Applicable agreements
- Purpose
- Business and project goals and objectives
- Scope and expectations
- Roles and responsibilities
- Assumptions and constraints
- Quality management approach
- Project management approach
- Ground rules for the project

Before You Begin – Factor Analysis

- Factor Analysis - A disciplined technique for investigating, analyzing, and understanding a project prior to making any formal commitments.

Factor Analysis

Ten Factors:

1. Project definition/scope
2. Resources
3. Time
4. Procedures
5. Environment
6. Change
7. Communications
8. Level of commitment
9. Expectations
10. Risks

8 Parts of a Project Plan

1. Introduction

- Purpose of the plan.
- What is the mission?
- Background information

2. Goals/Objectives

- Goal: an aspiration of the company that states a direction in which the company will focus its efforts in support of its mission
- Objective: a short-term target (typically 12-24 months or less) of defined, measurable achievement

8 Parts of a Project Plan

2. Goals/Objectives (ctd)

- Clear define the project goals and objectives and how they harmonize with the organization's overall mission/goals.
- Establish a timeframe.
- Reaffirm the benefits of successful project completion.
- Define a method for measuring progress and change management procedures.

8 Parts of a Project Plan

3. Scope

- *Project* scope: The work needing to be accomplished
- *Product* scope: The features and functions which characterize a product, service, or result

8 Parts of a Project Plan

3. Scope (ctd)

- Provides a clear detail of the work to be accomplished.
- States which organizational resources will be utilized for the project.
- Deters "scope creep".
- Should include project products/deliverables:
 - Formal definition of project deliverables, whether they be tangible items or specific results

8 Parts of a Project Plan

3. Scope (ctd)

– Milestones:

- Outline the major timeline of the project.
- Represent completion of specific events resulting in a significant or highly visible result.
- Are considered hard deadlines which must be met to ensure project success.

8 Parts of a Project Plan

4. Assumptions

- List any assumptions made regarding resources, scope, expectations, schedules, etc., that are relevant to successful completion of the project.

5. Constraints

- Specific limitations under which the project must be conducted (e.g. upgrades must be performed after closing)

8 Parts of a Project Plan

5. Constraints (ctd)

- Related projects: Other projects influenced by this project. How?
- Critical dependencies: Important relationships between tasks and subtasks which may influence the project timeline or completion

8 Parts of a Project Plan

6. Quality Management

- Define measurable ways of determining whether deliverables are meeting expectations.
- What performance measuring activities associated with the project will be needed and when?
- What special tools, skills, techniques?
- What are the quality standards?
- Who manages quality assurance?

8 Parts of a Project Plan

7. Project Management

- Identify the rules agreed to by the team that govern reporting, communication, naming conventions, acceptance criteria, etc., needed to ensure smooth project administration.
- Include all project roles and responsibilities.
- Include a mechanism for effective communication across the project team.
- Ensure a directory of all team members and liaisons is available.

8. Approvals

- How to address variations that arise?

Managing an EHR Implementation Project

1. Assessment
2. Planning
3. Selection
4. Implementation
5. Evaluation
6. Improvement
