“The Project Management Discipline: An Introduction”

JoAnn W. Klinedinst
CPHIMS, FHIMSS, PMP
Director, Healthcare Information Systems
HIMSS

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“Project Management is considered both an art and a science.”
An Introduction to Project Management:
Goals of the HIMSS Deliverable

• Introduce key concepts;
• Focus on the initiating process;
• Review a project charter example and related materials;
• Provide attendees with take-away project management resources.
The Project Management Book of Knowledge (PMBOK)

“The Sum of Knowledge Within the Profession of Project Management”
What is a Project?

“A project is a temporary endeavor undertaken to create a unique product, service, or result.”

Characteristics of a Project

• A project has a beginning and an end;
• A project is created to undertake a lasting outcome;
• A project creates a product that is produced, is quantifiable, and can be an end item in itself or a component item in another project;
• A project develops in steps and continues in increments, i.e., “progressive elaboration”.

Types of Projects

• Developing a new product or service;
• Effecting a change in organizational structure, staffing, or style;
• Developing or acquiring a new or modified information system;
• Constructing a building or facility;
• Running a campaign for political office;
• Implementing a new business procedure or process;
• Responding to a contract solicitation;
• Applying for a new position.

What is Project Management?

“Project Management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements.”

How is Project Management Accomplished?

“How project management is accomplished through the application and integration of the project management processes of initiating, planning, executing, monitoring and controlling, and closing.”

Components of Managing a Project

• *Identifying requirements;*
• *Establishing clear and achievable objectives;*
• *Balancing the competing demands for quality, scope, time, and cost;*
• *Adapting the specifications, plans, and approach to the different concerns and expectations of various stakeholders.*

What Functions Does a Project Manager Perform?

- Works with project sponsors, the project team, and others involved in a project to meet project goals;
- Is responsible for delivering specific project objectives;
- Controls the assigned project resources to best meet project objectives;
- Manages the triple constraints of scope, schedule, and cost that ultimately affect quality;
- Reports on project progress;
- Facilitates resolving issues, conflict, risks and other items detrimental to a project.

Project Management Plan

• A narrative document that describes the initiative from the very beginning to project closure.

• It includes documentation that is integrated with both the project process groups and the project management knowledge areas.
A Work Breakdown Structure: One Component of the Project Plan

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The Five Project Management Process Groups

- Initiating
- Planning
- Executing
- Monitoring & Controlling
- Closing

The integrative nature of project management requires the Monitoring and Controlling Process Groups to interact with every aspect of the other process groups.

Initiating Process Group

- Formally authorizes the project and project manager;
- Determines overall project goals and business needs;
- Defines general expectations of customers, management, and other stakeholders;
- Results in output of a Project Charter.
Planning Process Group

- Defines and refines objectives;
- Plans the course of action required to attain the objectives and scope that the project was undertaken to address.
Executing Process Group

• Integrates people and other resources;
• Carries out the project management plan for the project.
Monitoring and Controlling Process Group

• Regularly measures and monitors progress;
• Identifies variances from the project management plan;
• Allows corrective action to be taken when necessary to meet project objectives.
The Project Management Institute’s Nine Project Management Knowledge Areas

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communication Management
- Project Risk Management
- Project Procurement Management
High Level Summary of Process Groups’ Interaction
(Initiating and Planning)

Project Charter Features

• It clearly defines the initiation of a project;
• The Project Charter is a document that serves as a reference throughout the project;
• It is the structure that holds project participants accountable;
• It may contain more or less components, depending upon methodology followed.
Suggested Components of a Project Charter

- Product Description
- Strategic Plan
- Historical Information
- Projected Start/End Dates
- Budget Information
- Project Manager/Project Sponsor
- Project Objectives
- Approach
- Identification of Roles and Responsibilities with Components
- Constraints
- Assumptions
- Preliminary Scope Statement
Examples

• Application Software Upgrade
  – Charter
  – Work Breakdown Structure
• Health Information Exchange Project Plan
• Work in Process: Steering Committee Project Management Plan
Initiating Pearls

• Take the time to identify the sub-projects of the master project during the initiating process
  – Avoid surprises
  – Planning will be more complete
  – Avoid scope creep
Resources

HIMSS Project Management SIG Portal
http://portal.himss.org/sites/sig_projectmgmt

Project Management Institute, Inc.
http://www.pmi.org
“Making Project Management Indispensable for Business Results”

PMI Healthcare Special Interest Group (SIG)
http://www.pmihealthcare.org
“Building Professionalism in Project Management”

International Institute for Learning, Inc.
http://www.iil.com
“Global Leaders in Project Management, Microsoft Project, and Six Sigma Corporate Learning Solutions”
http://gantthead.com
“*The On-line Community for IT Project Managers*”

http://www.microsoft.com/project
Resources of Project Managers

http://www.allpm.com
“*The Project Manager’s Home Page*”

**Society for Health Systems**

http://www.shsweb.org
“*Leading Healthcare Improvement*”