

Executive Portfolio Management Prioritization With Executive Buy-In

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IT'S HOW MEDICINE

SHOULD BE

All Organizations Have Projects



Assist quality professionals to understand the dynamics, tools and benefits that can be bench marked to maintain executive support for the successful completion of projects in a continuous improvement organization

- **Project Management-** Is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements₁
- **Program Management-** Managing a group of projects that are interrelated₂
- **Portfolio Management-** The process to proactively identify, select, deselect and nurture a balanced and desirable mix of projects to have a successful impact to all stakeholders₂

1 A Guide to the Project Management Body of Knowledge PMBOK Guide 2000 Edition

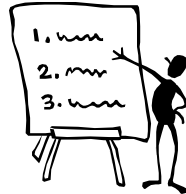
2 Illinois Institute of Learning

The reasons projects fail:

- 43% due to the lack of executive support
- 38% due to scope creep
- 11% due to project team politics
- 8% due to lack of resources

- Executive Project Roles
- Before a Project Starts
 - The Problem: Supply & Demand
 - Portfolio Management Goals
 - Prioritization Process
 - Process Roles
- After a Project is Active
 - Status Reports
 - Risk Management & Escalation
- Questions

Executive Project Roles



Prioritization Committee

- Develop an ongoing streamlined process to evaluate and prioritize initiatives
- Determine a viable project mix that meets the strategic goals of the organization
- Analyze the portfolio performance and seek ways to improve it
- Continuously evaluate new opportunities in relation to the current portfolio



Steering Committee

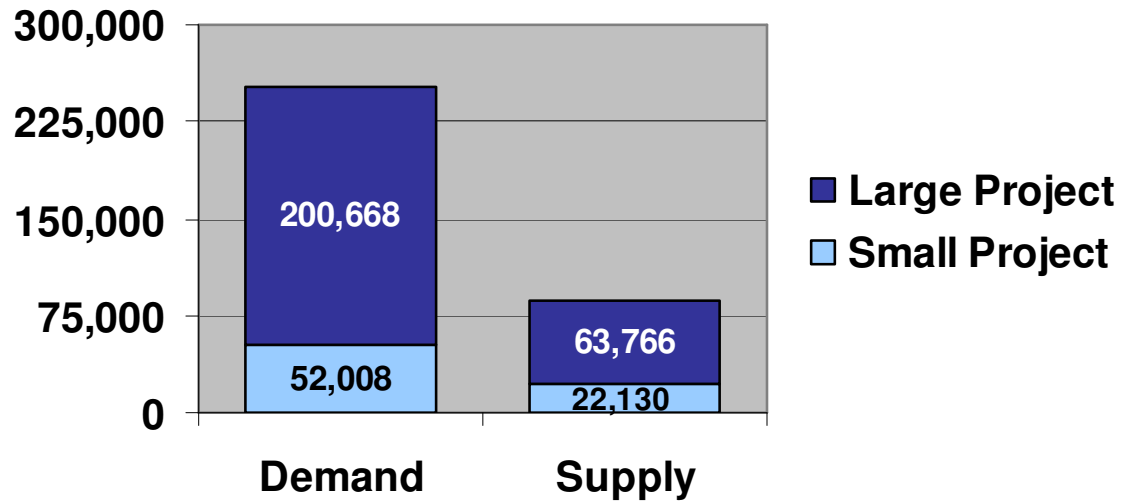
- Assure alignment of business strategies with project goals
- Provide leadership and guidance from a business perspective
- Ensure that business benefits are achieved after the project is completed
- Allocate project resources (people and budgets)
- Make stop, go and re-direct decisions as needed and at defined checkpoints (stage gates)
- Review and oversee the project status on a regular basis
- Resolve project risks and issues as appropriate to Executive Management

The Problem: Supply & Demand

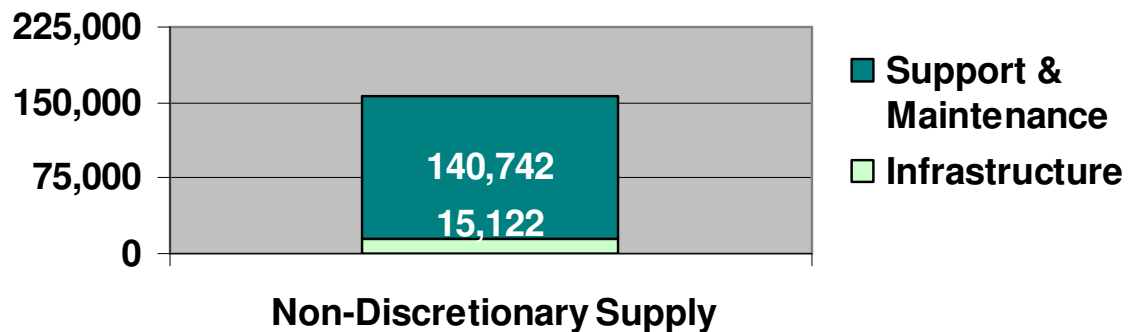
Yearly Demand exceeds discretionary Supply by more than 100% and will continue to grow

Discretionary

Hours



Non-Discretionary



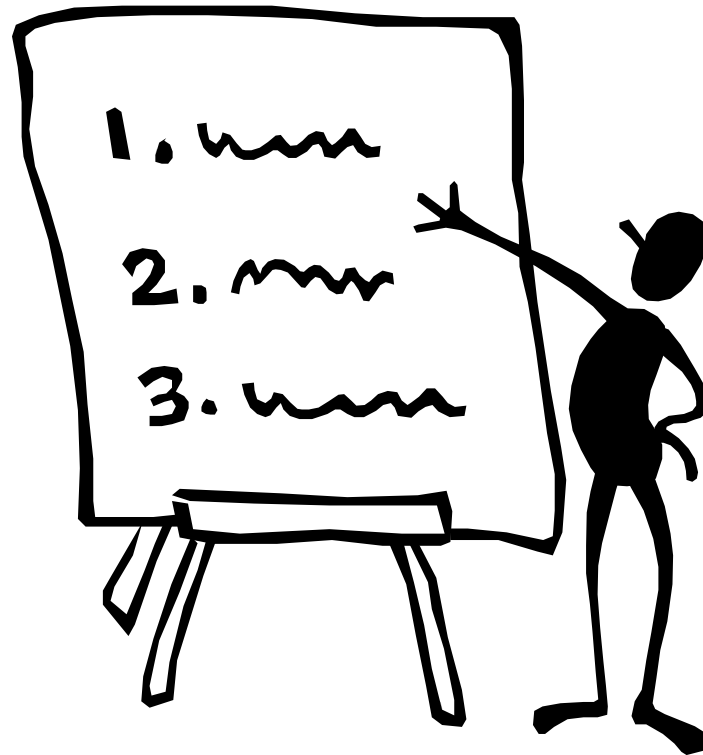
Discretionary - Projects that provide business benefit (operational, customer retention/satisfaction, revenue).

Non-Discretionary - Maintain current services or provide a stable technical environment.

Before a Project Starts



There are Four Main Goals for Successful Portfolio Management



Develop an ongoing streamlined process to evaluate and prioritize initiatives

- Business leaders who understand their business choose project priorities
- Project selection is based on consistent benefit criteria rather than politics or emotions

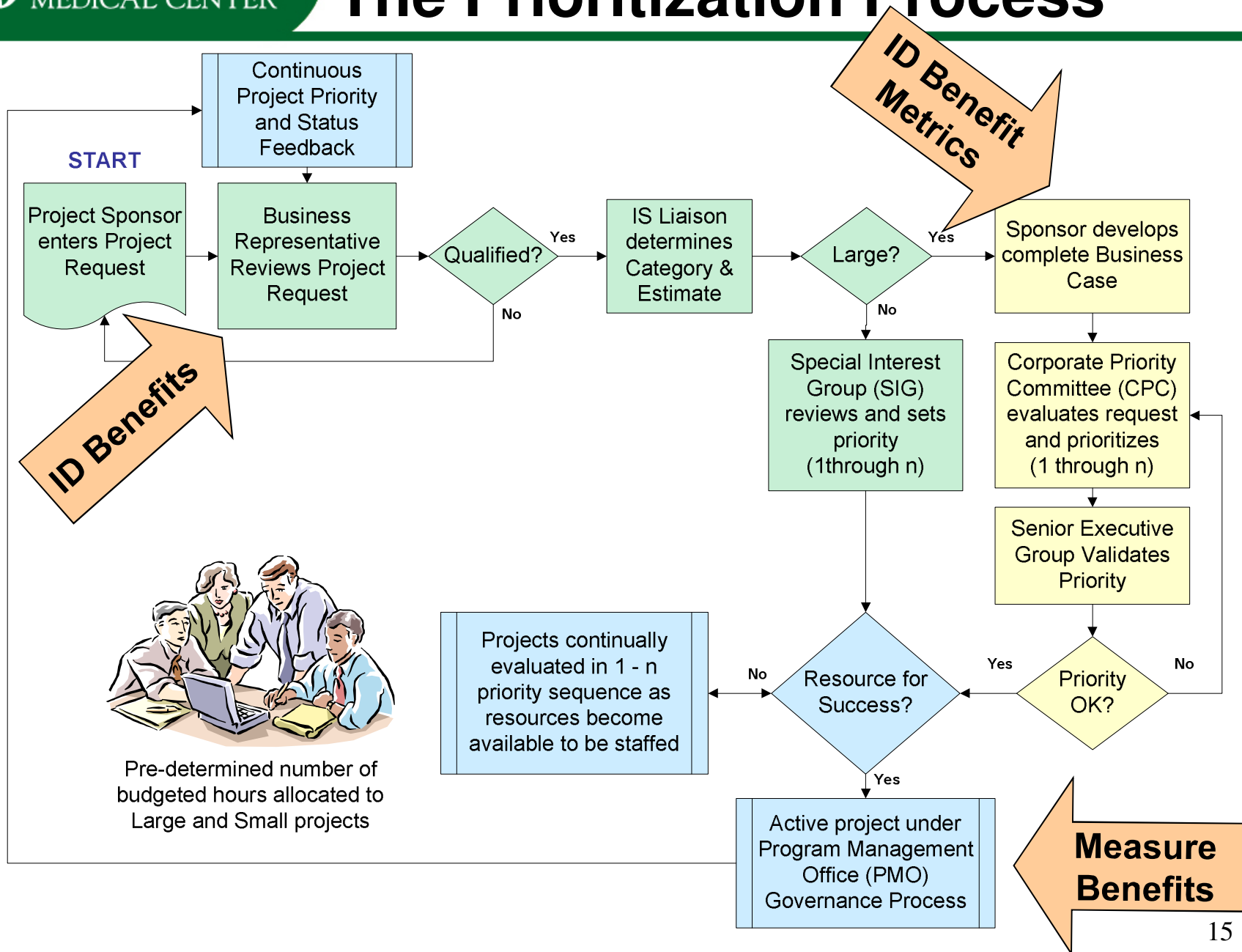
Determine a viable project mix that meets the goals of the organization

- Balance the mix of projects (short term vs. long term, risk vs. reward, research vs. development)
- Balance the mix of resources (capital, hardware, software, people) to optimize results

**Analyze the portfolio performance and
seek ways to improve it**

**Continuously evaluate new opportunities
in relation to the current portfolio**

The Prioritization Process



Process Roles

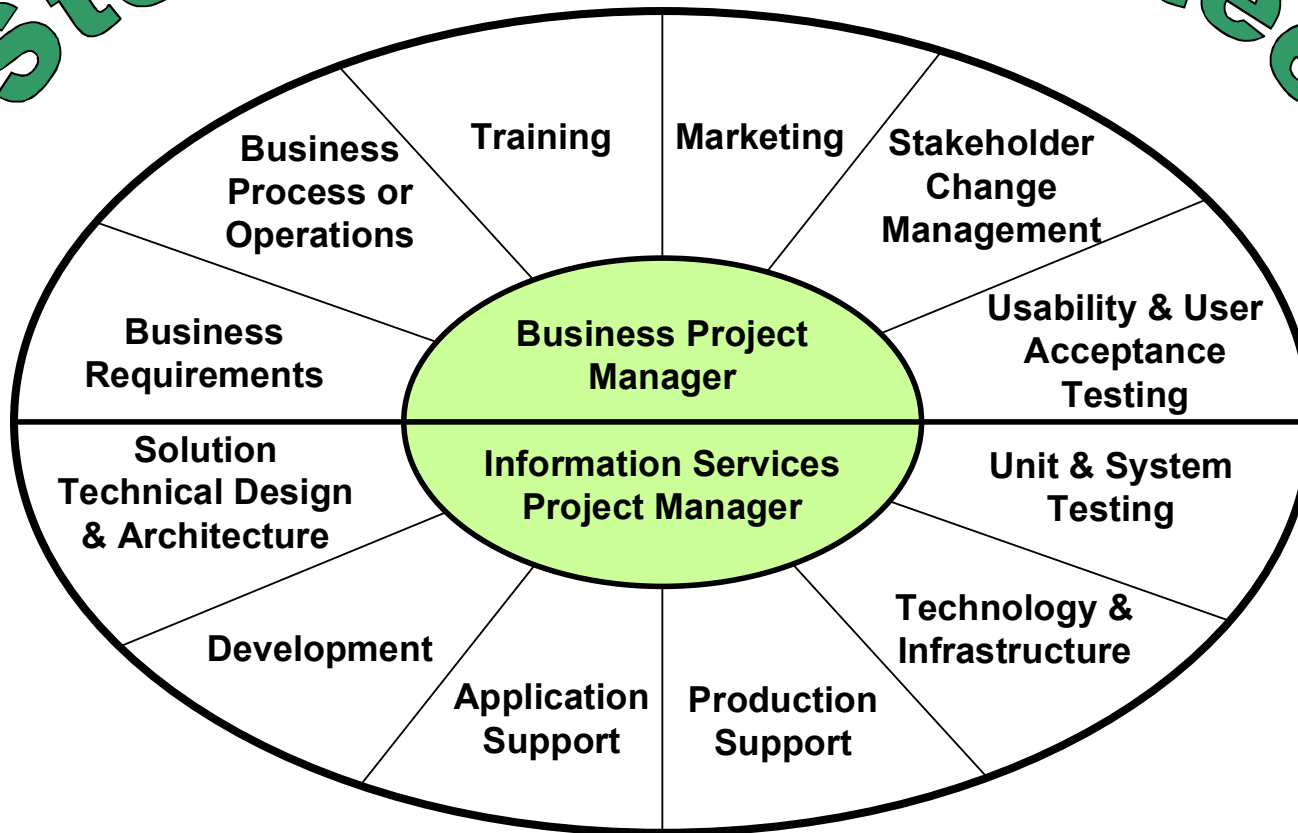
- **Project Champion/Sponsor** – Documents the problem to be solved and benefits to be gained by the project (tangible and intangible)
- **Corporate Prioritization Committee (CPC)** – Prioritize large corporate project requests based on business case information
- **Business Partner Representative (BPR)** – Qualifies requests from business benefit, facilitates prioritization by the SIG
- **Special Interest Group (SIG)** – Prioritize small project requests
- **IS Consultant Partner (ICP)** – Partners with the BPR to staff prioritized projects
- **Senior Executives** – Sponsor individual projects, provide resources, validate overall corporate priorities

After a Project is Active



Generic Team Structure

Steering Committee

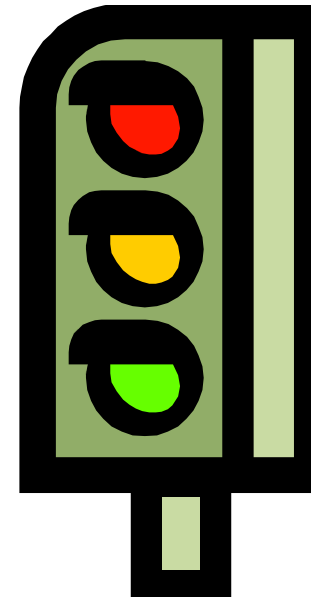


Status Reports

- Provide automated self service viewing for Customers
- Standard platform to communicate project status
- Provides documentation for escalation of issues to management attention
- Provides a checkpoint for the Quality Project Leader to assess progress and adjust the plan or respond to risks
- Measures objective and standard key performance indicators (KPI) of project progress

Key Performance Indicators

- Summary KPI
- Schedule Performance
- Staffing
- Scope Management
- Risk
- Deliverable Signoff
- Customer Deliverables
- Vendor Deliverables
- Cost Performance
- Quality Management
- Team Morale
- Customer Satisfaction



Executive View

Project Status Snapshot - Microsoft Internet Explorer

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Program Management Office

Large Projects

Small Projects

Executive Summary

My Projects

Large Active Projects Executive Summary

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Large Projects

Filter by IS Group

From Date

Nov-01-2004

Active

Filter by Lead

To Date

Jan-10-2005

Filter by SIG

Martha L Lehman

id	project name ▲	Nov-01	Nov-15	Nov-29	Dec-13	Dec-27	Jan-10	
2003/0037	Drug-Drug Interaction Checking							
2003/0144	Neonatology Neonatal Notes imp ...							
2003/0202	Off Campus CDR Web Access							
2004/0545	Pain Management FMEA							
2003/0142	Pathology/Cerner Copath implem ...							
2003/0351	Phase I - Enterprise System Im ...							

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Internet

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Status Report View (top)

Project Details - Microsoft Internet Explorer

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Program Management Office

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Executive Summary

My Projects

Project Status Details

[Status History](#) [printer friendly](#) [refresh](#)

Status Date:	12/23/2004
Number:	2003/0037
Overall KPI:	■
Name:	Drug-Drug Interaction Checking
Lead / Manager:	Paula A Joseph
Type:	Active
Actual Start Date:	11/10/2004
Planned End Date:	03/01/2005
Management Attention:	A decision will need to be made to either remove the display of orders from the Blood Modifier pathway or to have a Siemens programmer look at our custom Blood Modifier pathway to see if the conflict with interaction checking can be fixed.
Accomplishments Last Period:	Finished formatting data received from pharmacy consultant. Tracy revised Winrunner script to update Service Master & updated Service Master. Scheduled Committee Meeting for January 12th. Ran a small test removing the display of orders portion of Blood Modifiers, while leaving the display of Labs in. It appears that the problem does not happen under that scenario.
Planned for Next Period:	Pharmacy to review the Service Master data that was updated. Work with pharmacy to prepare for demo/discussion for January 12th meeting.
General Comments:	

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Status Report View (bottom)

Project Details - Microsoft Internet Explorer

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Address http://isdweb.rush.edu/projects_detail_rpt.php?project_id=2003/0037&proj_hx_key=2790 Go Links

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Planned for Next Period:	Pharmacy to review the Service Master data that was updated. Work with pharmacy to prepare for demo/discussion for January 12th meeting.
General Comments:	
Planned Total Hours:	200
Actual Hours to Date:	107.00 Timesheet Detail
Percent Complete:	22%
Staffing:	
Scope Management:	
Schedule Performance:	
Risk:	1. Conflict with Blood Modifier pathway 2. Acceptance by physicians who will be main customers but are not the sponsors
Average Hours:	
Deliverable Signoff:	
Customer Deliverables:	
Cost Performance:	
Quality Management:	
Vendor Deliverables:	
Team Morale:	
Customer Satisfaction:	

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Steering Committee

- Make decisions on issues affecting the project
- Manage escalated risks
 - Decisions
 - Resource allocation

Summary

- Identify projects and their Business Benefit
 - Business Case
 - Risk/Reward Measurement
- Obtain project priorities from Executive Stakeholders
- Activate the project
 - Measure performance
 - Communicate
 - Monitor Key Performance Indicators
 - Communicate
 - Manage Issues and Risks
 - Communicate
- Post Implementation
 - Communicate
 - Review the project and record lessons learned
 - Measure business metrics
 - Report outcomes

Questions



THANK YOU

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