UWTASP tele-antimicrobial stewardship program | echo

August 9th, 2022

Agenda

- Speaker: *Project Management*
- Case Discussions
- Open Discussion

Why Project Management?

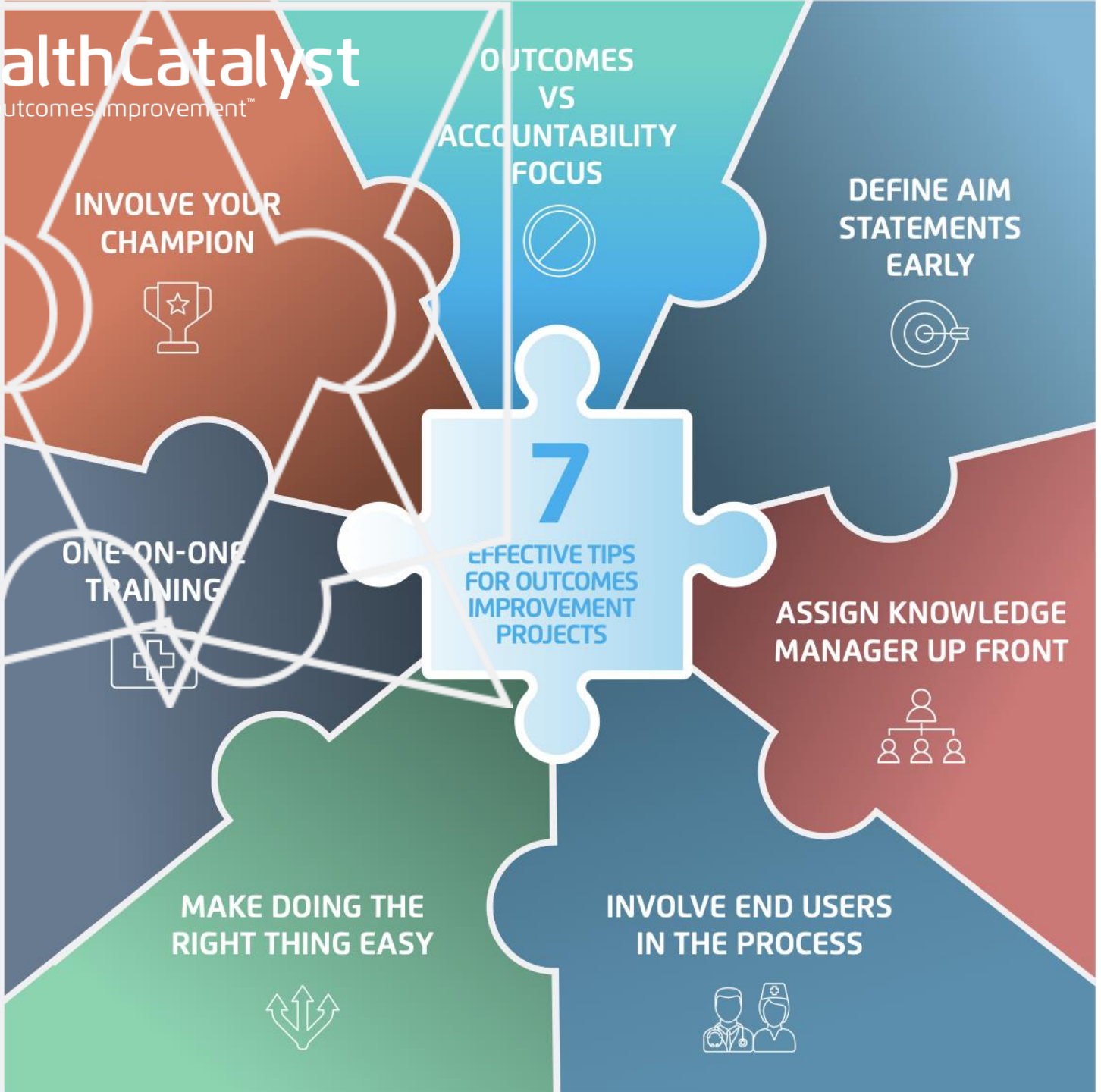
- Saves time and money
- Improve ROI
- Reduce risk
- improved collaboration
- Decreased stress (for staff members)

https://www.pmi.org

How Does Project Management Work?

- The project manager is responsible for planning, managing, and executing the project by engaging team members.
- The project sponsor is a senior leader who provides guidance and makes key decisions.
- The project team consists of anyone who contributes to the execution of the project.
- A project stakeholder is anyone who is impacted by the project's outcome or provides resources.

https://www.hsph.harvard.edu/ecpe/a-primer-on-project-management-for-health-care/



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Phases of Project Management

- Phase 1: Initiate the Project
- Phase 2: Plan the Project
- Phase 3: Execute the Project
- Phase 4: Close the Project

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Phase 1: Initiate the Project

- ***Frontload the work***

https://www.ihi.org/resources/Pages/Tools/QI-Project-Management.aspx

Phase 1: Initiate the Project

- At their onset, projects must be defined and approved. During this phase, background information, research, and other pertinent data should be reviewed.
- The project manager should be selected. Project goals should be determined and aligned with those of the organization. If goals do not align, the project will likely not be approved.

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Phase 1: Initiate the Project

- ***Key activity:***

- ***Key considerations:***

- ***Key deliverable:***

Phase 1: Initiate the Project

- ***Key activity:*** Do your homework. Talk to colleagues who have undertaken similar efforts and conduct background research. Learn about the cost (in terms of financial and human resources) and amount of time the effort would require.
- ***Key considerations:*** Think critically about the need driving this project. How will a successful outcome improve your work, organization, and field? Is that outcome worth the effort and cost? Consider who would carry out the work at each stage.
- ***Key deliverable:*** Create a concise but powerful overview of the project's expected outcomes, costs, and benefits. This should include both a description of and a justification for the project. Present your overview to an organizational leader who has the authority to approve the project.

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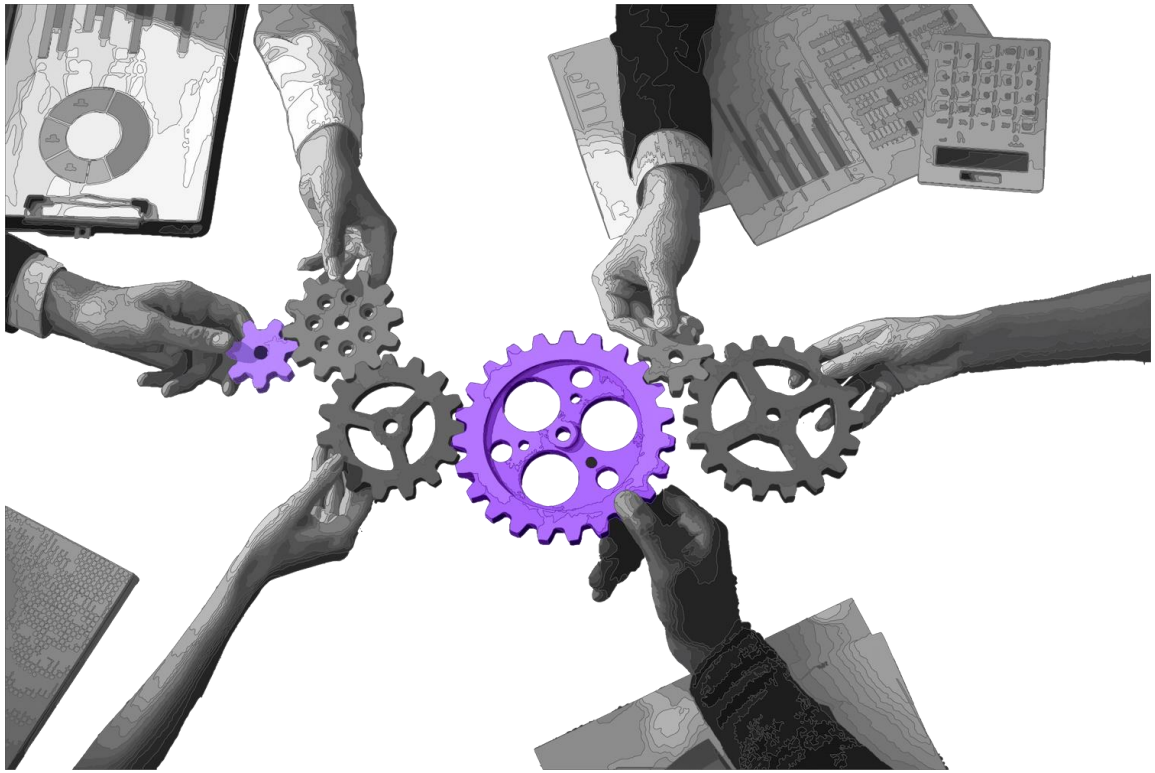
Phase 2: Plan the Project

- **Build the team**



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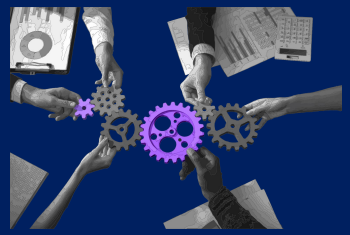
Phase 2: Plan the Project



- Once the project has been approved, the next step is creating a step-by-step plan of how it will be executed.
- The project plan should contain a schedule detailing all project-related activities, a budget, a list of everyone who will contribute and what they will do, and a description of how progress and results will be measured.

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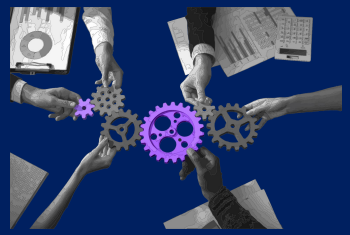
Phase 2: Plan the Project



- ***Key activity:*** Develop the project plan as stated above, including a budget, schedule, list of team members, and progress indicators.
- ***Key considerations:*** Think carefully about everyone involved in the project, including the project team, any stakeholders, or any other colleagues or leaders who may want to have a say – or provide valuable advice – about the project plan.
- ***Key deliverable:*** The key deliverable is the project plan [including SMART* goal(s)]. Once it is finalized, it should be presented for approval. Once it's approved, a kickoff meeting with the project team should be held to review all components.

*SMART (Specific, Measureable, Attainable, Relevant, Time-Bound)

Phase 3: Execute the Project

- **Predict, create, and keep the pace**
- **Make it easy, and focus on learning, not perfection**

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Phase 3: Execute the Project

- The third phase is carrying out the project plan. Measuring progress and monitoring any changes from the plan are important steps in this phase.
- Peter Drucker, a notable Austrian management expert, famously said, “If you cannot measure it, you cannot manage it.” This statement underscores the importance of measuring one’s progress against pre-determined criteria for success.

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Phase 3: Execute the Project

- ***Key activities:*** As you begin to execute the project, be sure to communicate key deadlines and activities with the project team. Track and communicate your progress and results with the project team and the project sponsor.
- ***Key considerations:*** When executing your project, one or many tasks or results will inevitably diverge from the project plan. This is normal. The important thing is to adjust future steps to minimize any negative effects.
- ***Key deliverables:*** Keep a detailed list of any delays, failed steps, additional costs, or other unforeseen changes. Make any necessary adjustments to future project steps to ensure that your project stays on time and on budget – and communicate all changes with your team. Continually update the schedule and budget as steps are completed.

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Phase 4: Close the Project

- **Start with the end in mind**

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Phase 4: Close the Project

- At the very end of the project management process, there are several key deliverables: documentation from each step, any products or deliverables the project yielded, reviews for each team member, and lessons learned.
- An updated budget and an updated timeline should reflect the total cost and number of hours spent as compared to the budgeted amount.

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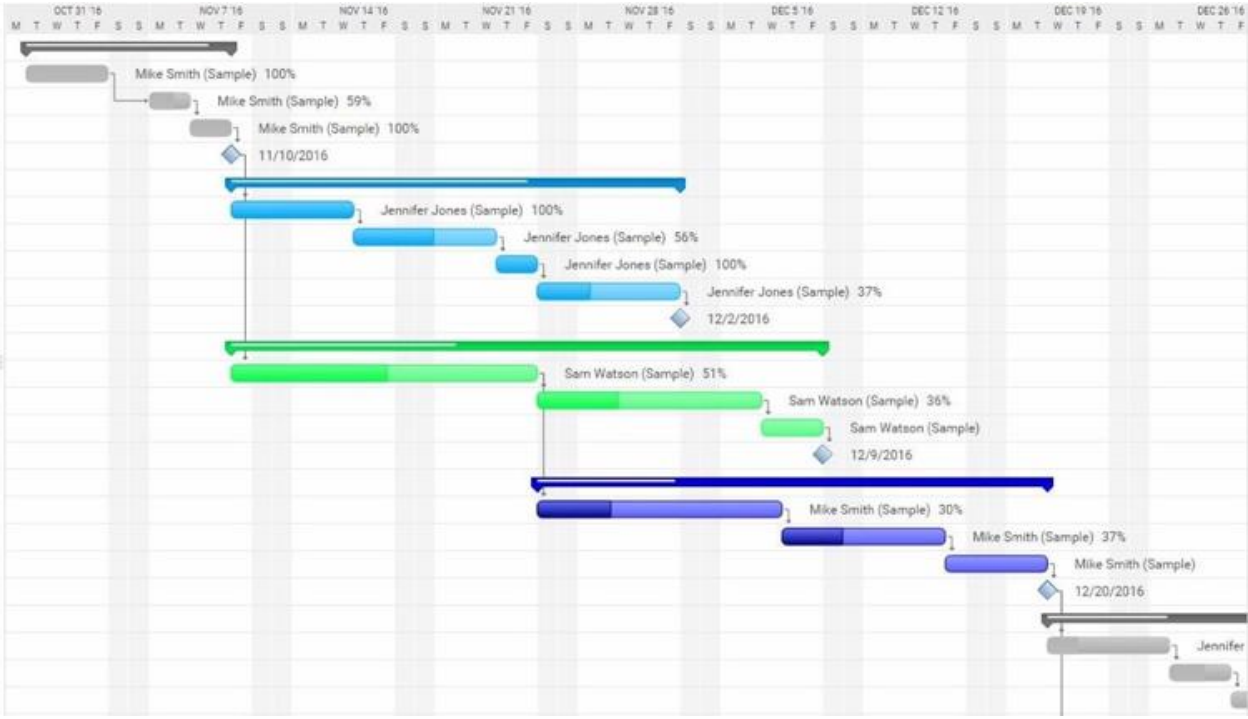
General Process Structures

- Waterfall project management
- Agile project management

General Process Structures

Waterfall project management

Task Name	Planned Start Date	Planned Finish Date	Assigned	Complete
1. Analysis	11/1/2016	11/10/2016		
On-Site Meetings	11/1/2016	11/4/2016	Mike Smith (Sa	☑
Discussions with Stakeho	11/7/2016	11/8/2016	Mike Smith (Sa	☐
Document Current Syster	11/9/2016	11/10/2016	Mike Smith (Sa	☑
Analysis Complete	11/10/2016	11/10/2016	Jennifer Jones	☐
2. Design	**11/10/2016**	**12/2/2016**		
Design Database	11/10/2016	11/16/2016	Jennifer Jones	☑
Software Design	11/16/2016	11/23/2016	Jennifer Jones	☐
Interface Design	11/23/2016	11/25/2016	Jennifer Jones	☑
Create Design Specificati	11/25/2016	12/2/2016	Jennifer Jones	☐
Design Complete	12/2/2016	12/2/2016	Mike Smith (Sa	☐
3. Development	**11/10/2016**	**12/9/2016**		
Develop System Modules	11/10/2016	11/25/2016	Sam Watson (S	☐
Integrate System Module	11/25/2016	12/6/2016	Sam Watson (S	☐
Perform Initial Testing	12/6/2016	12/9/2016	Sam Watson (S	☐
Development Complete	12/9/2016	12/9/2016	Mike Smith (Sa	☐
4. Testing	**11/25/2016**	**12/20/2016**		
Perform System Testing	11/25/2016	12/7/2016	Mike Smith (Sa	☐
Document Issues Found	12/7/2016	12/15/2016	Mike Smith (Sa	☐
Correct Issues Found	12/15/2016	12/20/2016	Mike Smith (Sa	☐
Testing Complete	12/20/2016	12/20/2016	Sam Watson (S	☐
5. Implementation	**12/20/2016**	**1/10/2017**		
On-Site Installation	12/20/2016	12/26/2016	Jennifer Jones	☐
Setup Database	12/26/2016	12/29/2016	Jennifer Jones	☐
Import Live Data	12/29/2016	1/5/2017	Jennifer Jones	☐



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General Process Structures

Waterfall project management

- Very structured, more rigid
- Better for very large projects
- Difficult to integrate PDSA cycles

General Process Structures

Agile project management

- **Sprints** – Projects are typically divided into sprints where a project team produces a set amount of work within a specific time frame (typically two weeks).
- **Project Leader**– Project leader brings everyone on together and asks team members for commitments of what they will accomplish during each sprint.
- **Standup Meetings** – Agile teams meet regularly (every day or twice a week, etc.) to touch base about their progress. **Retrospective** – At the end of each sprint, the team comes together to review what they accomplished and what they learned from the process

General Process Structures

Agile project management

- If teams don't have a longer-term view of the plan represented in a Gantt chart or something similar, they can easily get stuck enhancing features or doing work that provides little value to the user – sometimes called "gold plating."
- While agile is a good day-to-day blocking and tackling project management technique, teams can easily get lost in the detail without keeping an eye on the bigger picture. This is where teams could benefit from having some of the structure of waterfall in place.

General Process Structures

Agile project management

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Hybrid approaches are often what are used in "real" implementation

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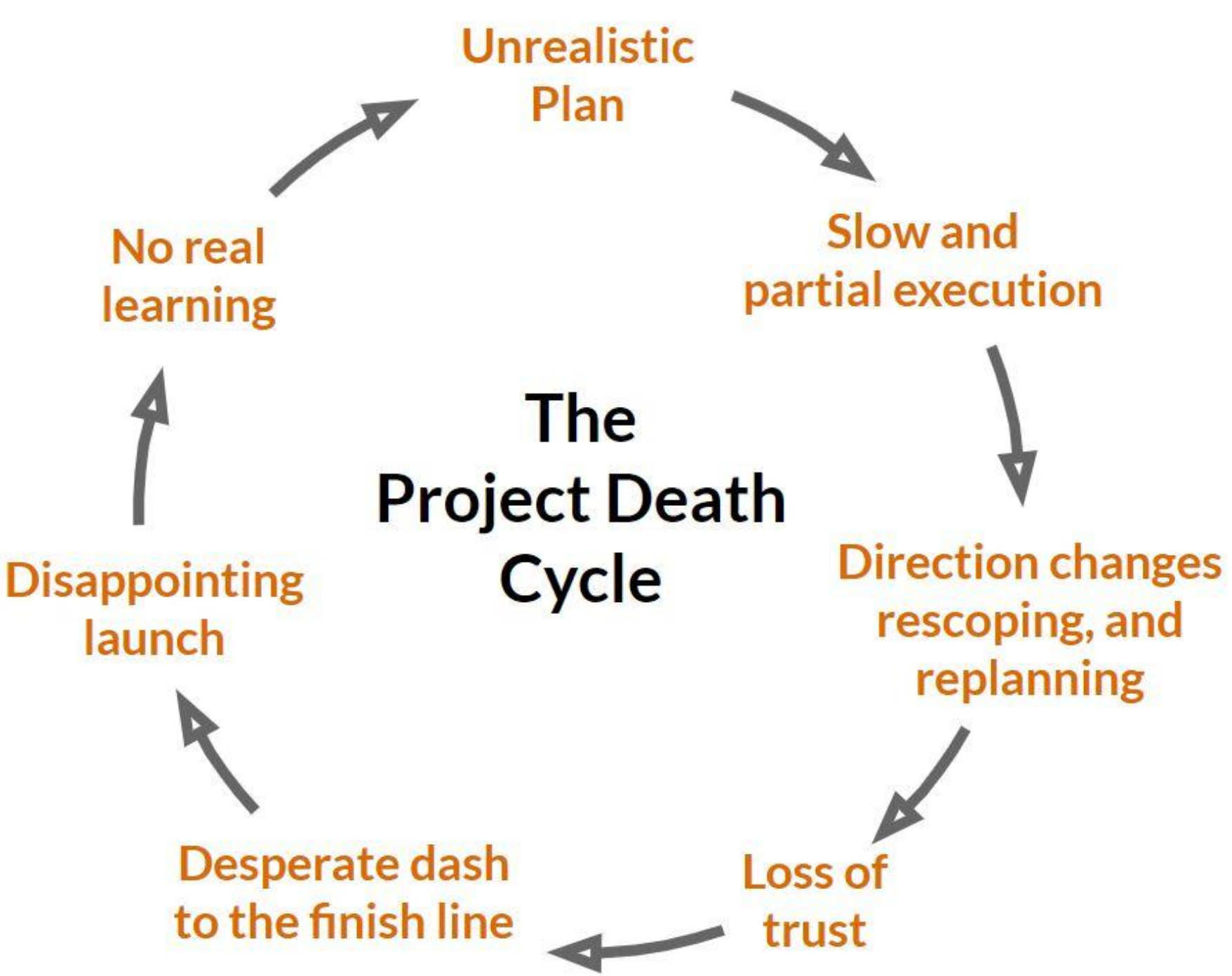
Unrealistic Plan
Slow and partial execution
Direction changes rescoping, and replanning
Loss of trust
Desperate dash to the finish line
Disappointing launch
No real learning
The Project Death Cycle

Resources and References

- Institute for Healthcare Improvement: https://www.ihi.org/resources/Pages/Tools/QI-Project-Management.aspx
- Harvard School of Public Health: https://www.hsph.harvard.edu/ecpe/a-primer-on-project-management-for-health-care/