



PMHC

# Strategic Plan Alignment PMI Chicagoland Chapter

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PM Healthcare Consulting, LLC

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Project Management Professional (PMP)  
Lean and Six Sigma Green Belt  
Evidence-Based Design Accredited (EDAC)

20 years experience in Project  
Management

- Columbia St. Mary's (Ascension Health)  
Director of Project Management
- Kahler Slater Architects  
Lean Facility Design

Hot Topics:

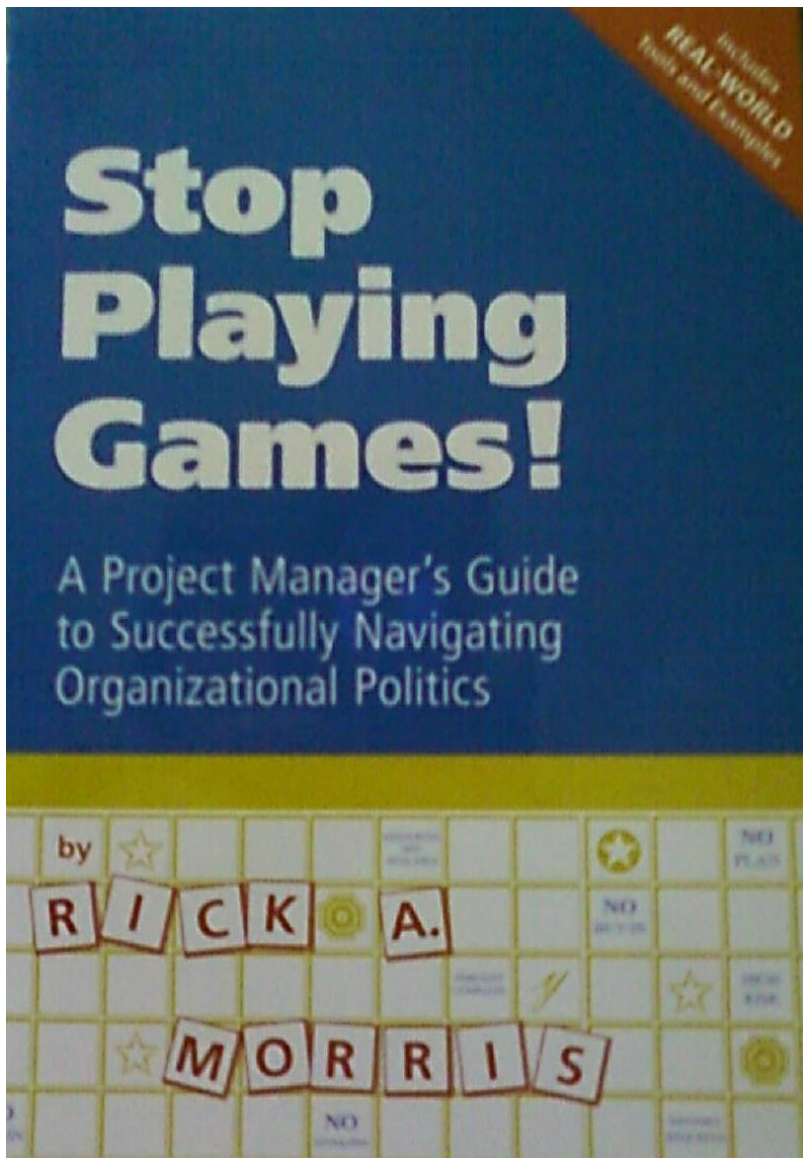
- Risk Assessment
- Creating Capacity
- Integrating Lean & Project Management
- Lean Space Planning & Design

Author:

*Process Improvement  
Strategy Deployment  
10-step model*

# Overview

- Linking Projects to the Strategic Plan
- Project Prioritization
- Capacity Reality
  - Human Resources
  - Budgets
  - Schedules
- Bridging the Divide for Success



*First and foremost, projects must be selected based on their impact on the organization's overall strategic plan.*

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# The Great Divide

From the Great Divide

Projects

Strategic Plan

to Closing the Gap

Strategic Plan

Goal 1

Project 1.1

Project 1.2

Goal 2

Project 2.1

Goal 3

Project 3.1

Project 3.2

Goal 4

Project 4.1

Project 4.2

Project 4.3

Goal 5

Project 5.1

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Hi Mike.

Do you have a minute? Did Bill tell you I'd be contacting you?

I need you to do this project for me and we only have 4 weeks to get it done.

We need to . . .

I only have about \$4,000 to take care of it so I hope you can make that work.

Any questions before I head out of town?

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# Project Charter

Project Name:

Business Case: (Why is this important to work on? How does this link to the strategic plan?)

Problem/Opportunity:

Scope, Constraints, Assumptions:  
(What is not within the scope?)

Goal: (Expected outcomes)

Stakeholders :

Team Members:

Preliminary Plan (Hi-level WBS)

Target Dates / Budget

Actual Dates / Budget

Prepared by:

Approved by:

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# Your boss says: “Here’s a project for you!”

And you say...

**What are the project drivers?**

**What is my authority?**



*Sample*

Patricia Morrill will lead the expansion project starting immediately. The estimated total budget is \$10 million. Her signing authority for this project is increased to \$2500.

Dated 2/1/2016

Signed by CEO

# Bridging the Divide

People don't understand all that is involved in getting a project done because we make it look easy.



*“Just make it happen!”*

# Project Prioritization

The most successful firms we've found have learned how to “**deselect**” projects, despite the enthusiasm of parts of the organization, in order to **bring the number of projects in line with the available resources.**

Source: *Lean Thinking* by Womack and Jones

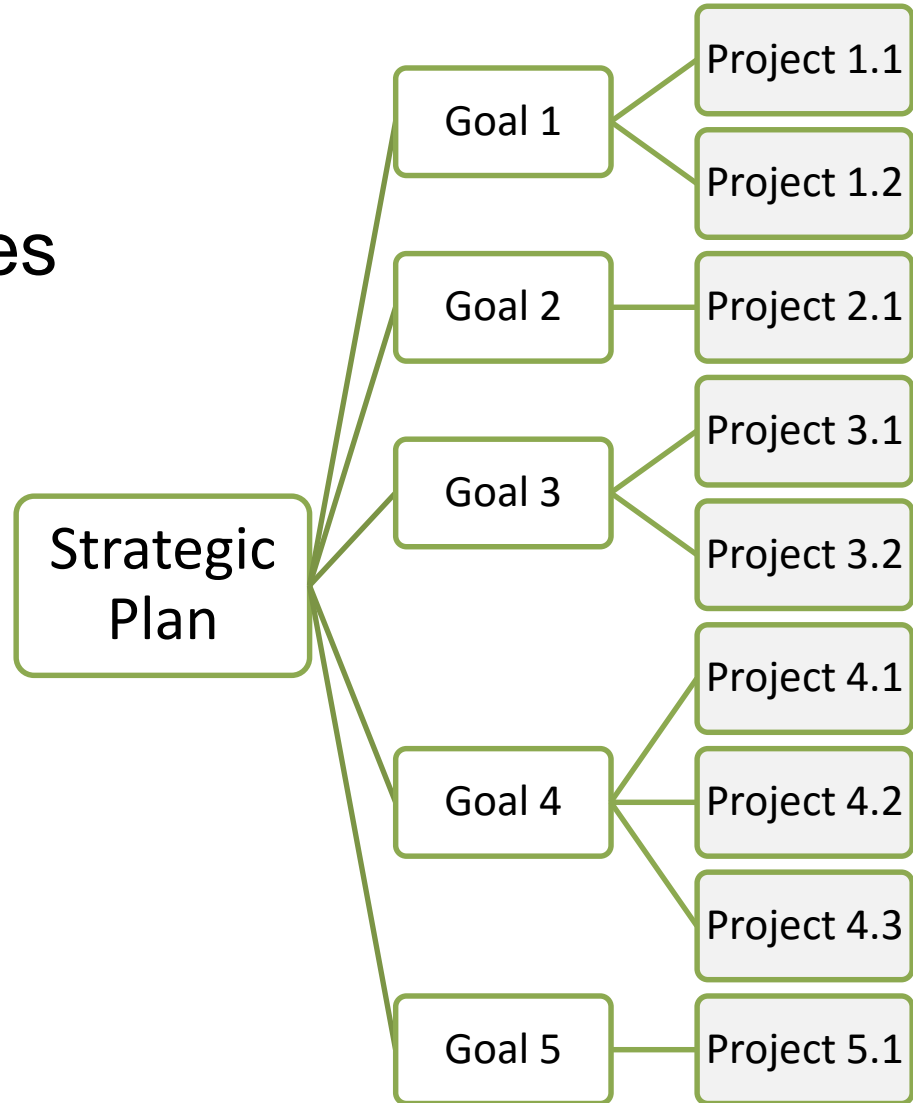


# Capacity Reality

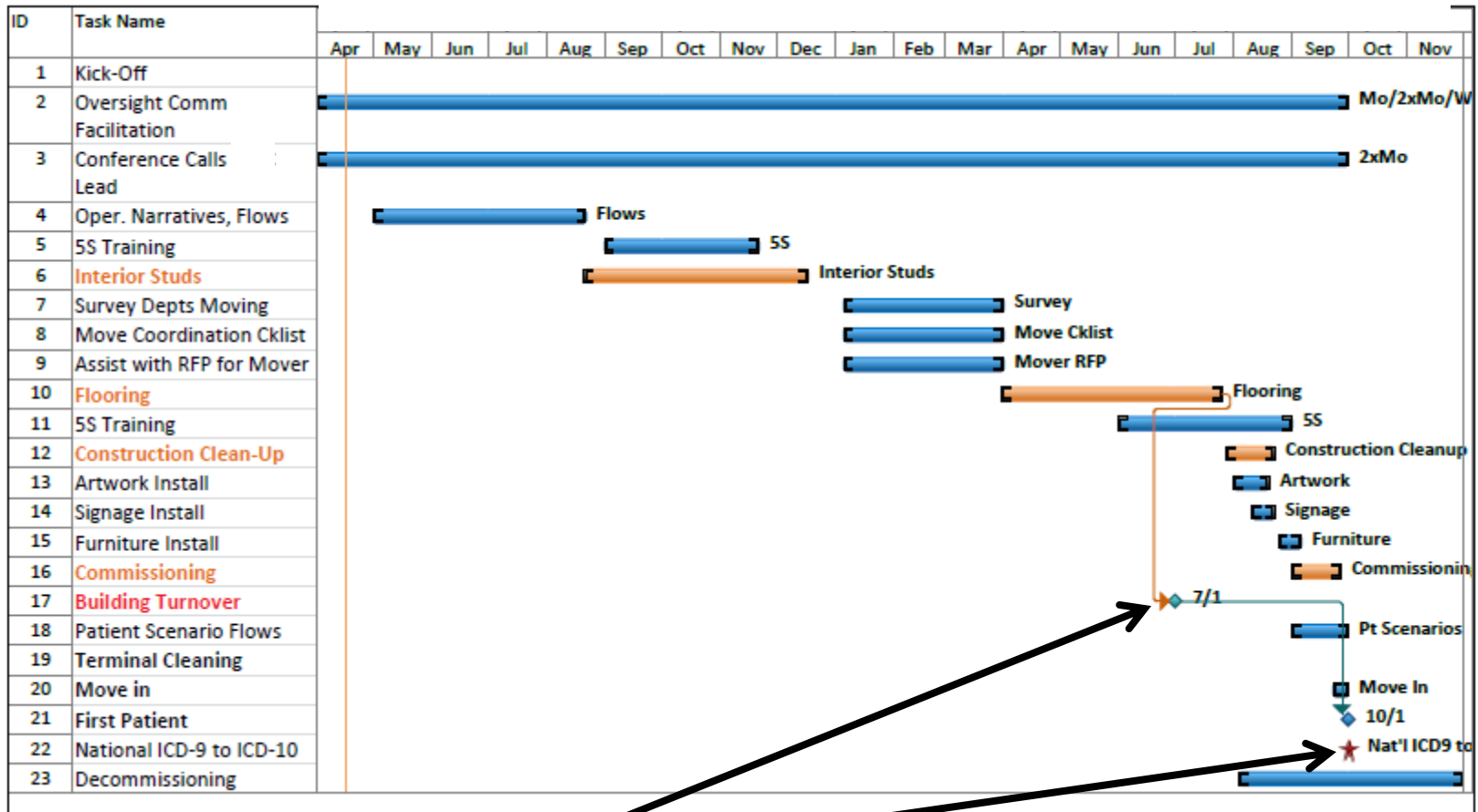
➤ Human Resources

➤ Budgets

➤ Schedules

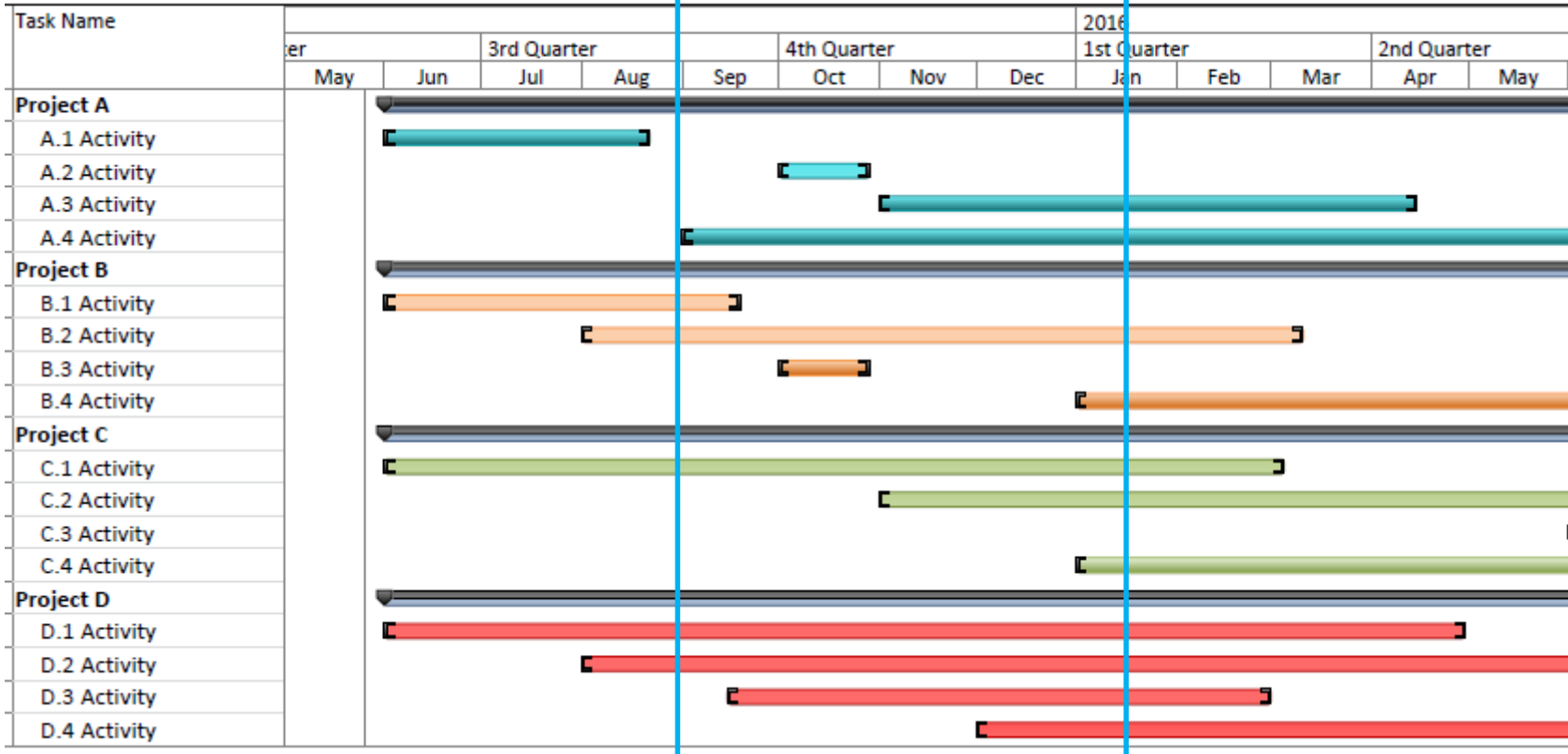


# Occupancy Planning Example



How does this project overlay with other projects?

# Managing Multiple Projects



**When is the greatest impact?**

## Project Selection

1. List potential organizational projects.
2. Score each project:  
1 = very low  
5 = very high
3. Add the points for each project and enter the total score.

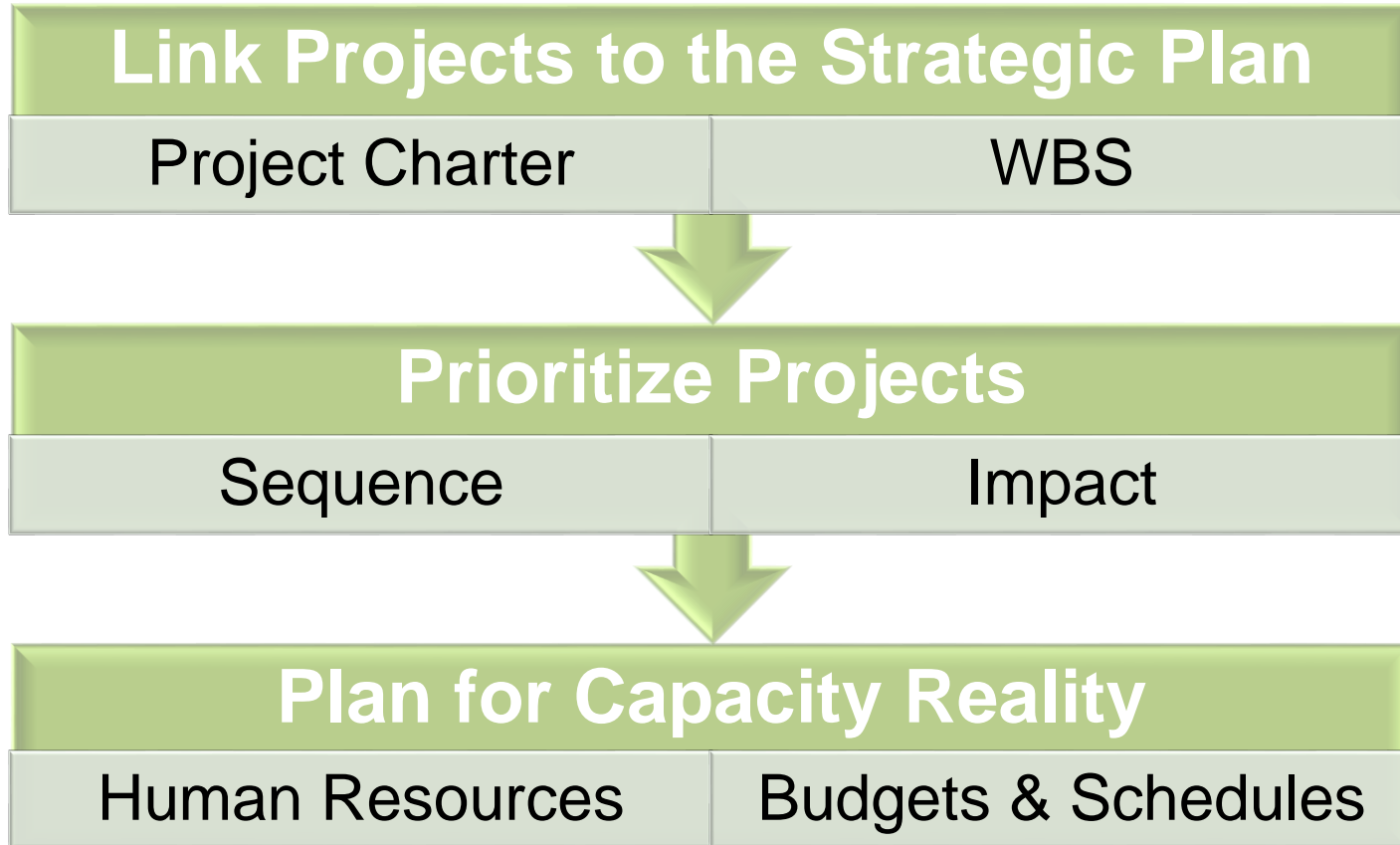
## Process Selection

1. Start with high-level process steps.
2. Score each process step:  
1 = very low  
5 = very high
3. Add the points for each process and enter the total score.

Project Process	Customer Complaints	Strategic Importance	Ability to Influence	Success 3-4 mos.	Savings ROI	Relates to Built Environment	Total Score

**What is your criteria for project/process selection?**

# Strategic Plan Alignment





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