



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:

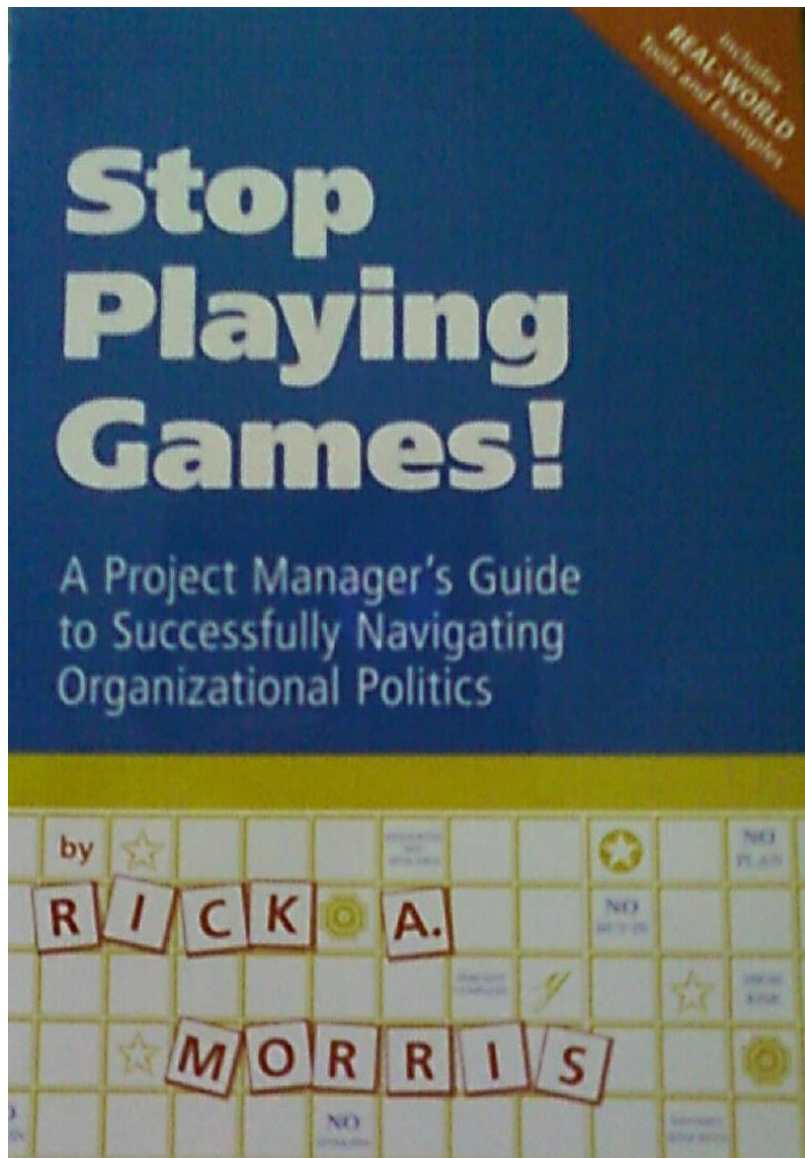
- Risk Assessment
- Creating Capacity
- Integrating Lean & Project Management
- Lean Space Planning & Design

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.



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:

Project Charter

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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.**

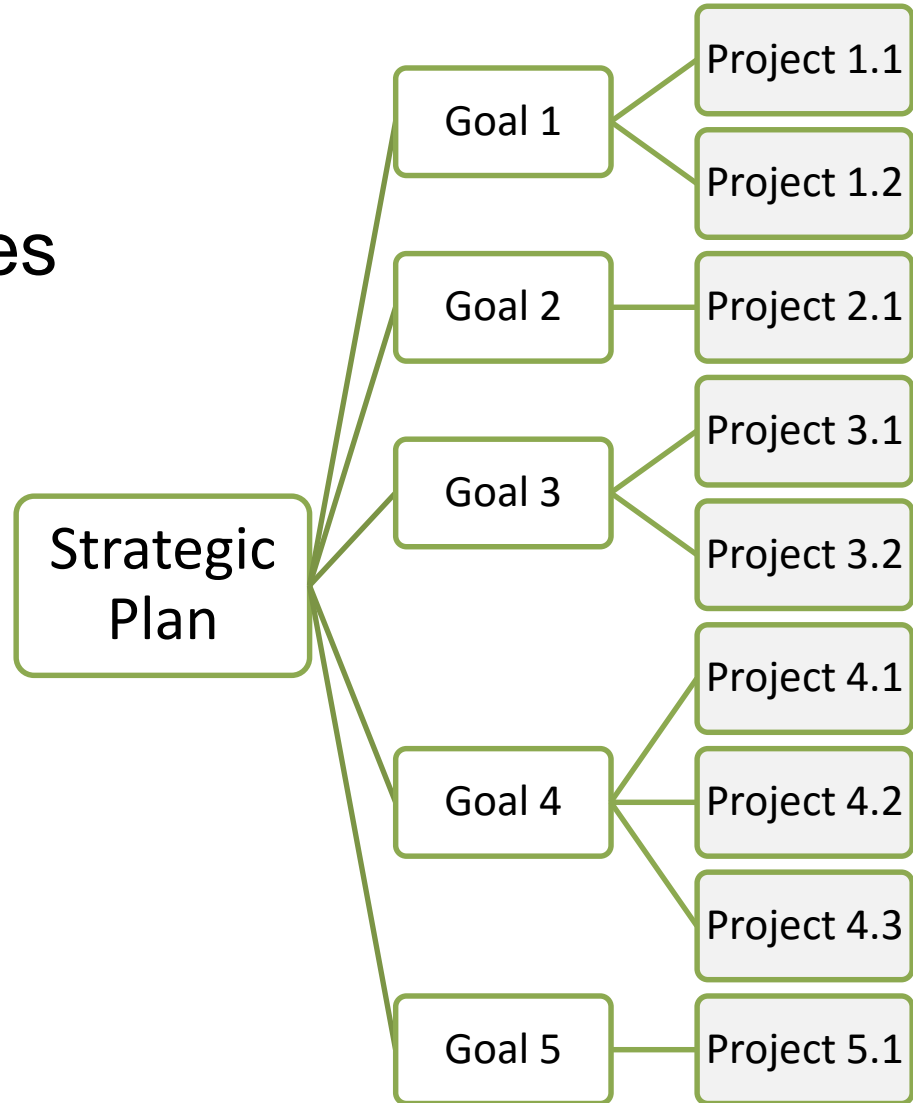
Source: *Lean Thinking* by Womack and Jones

Capacity Reality

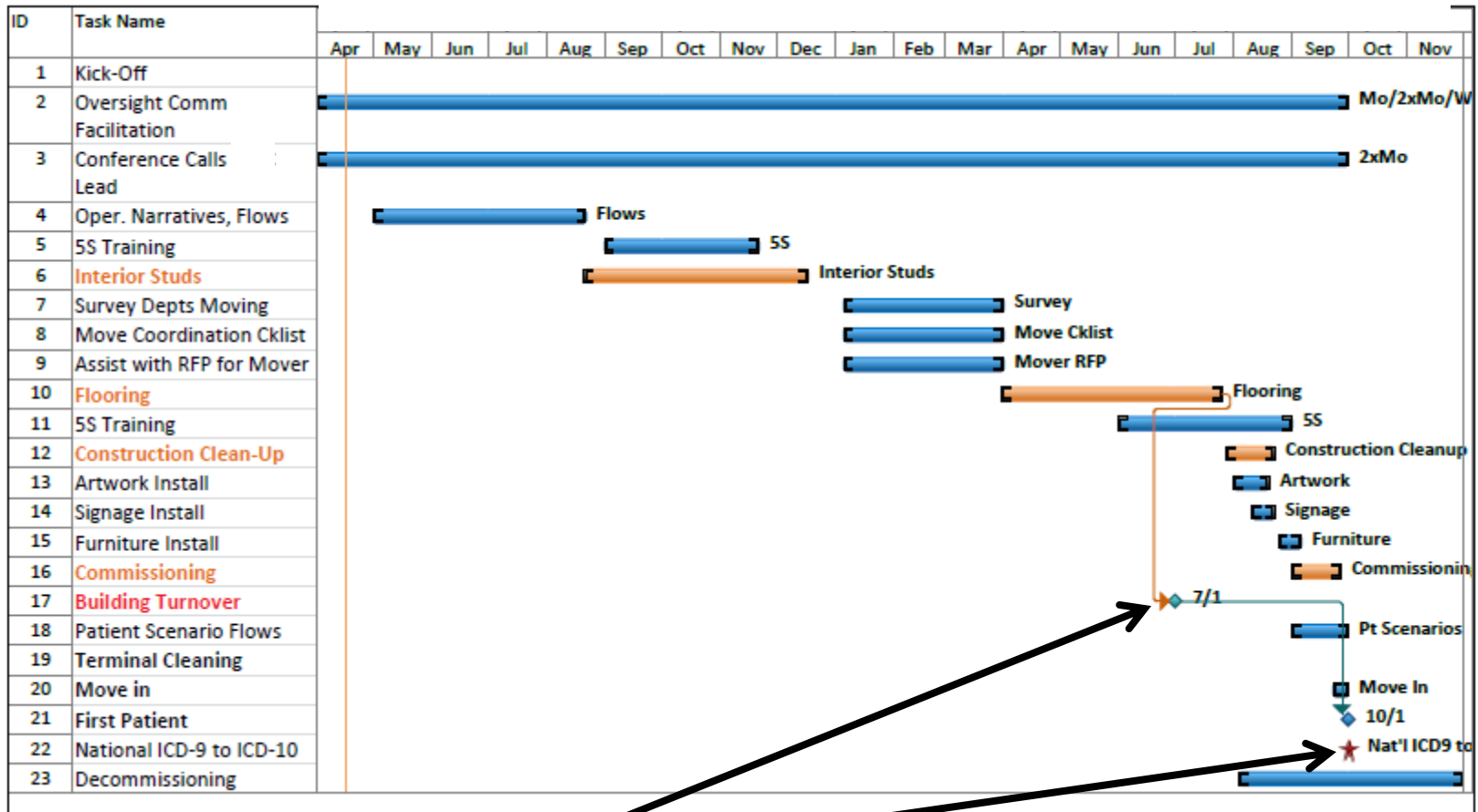
➤ Human Resources

➤ Budgets

➤ Schedules

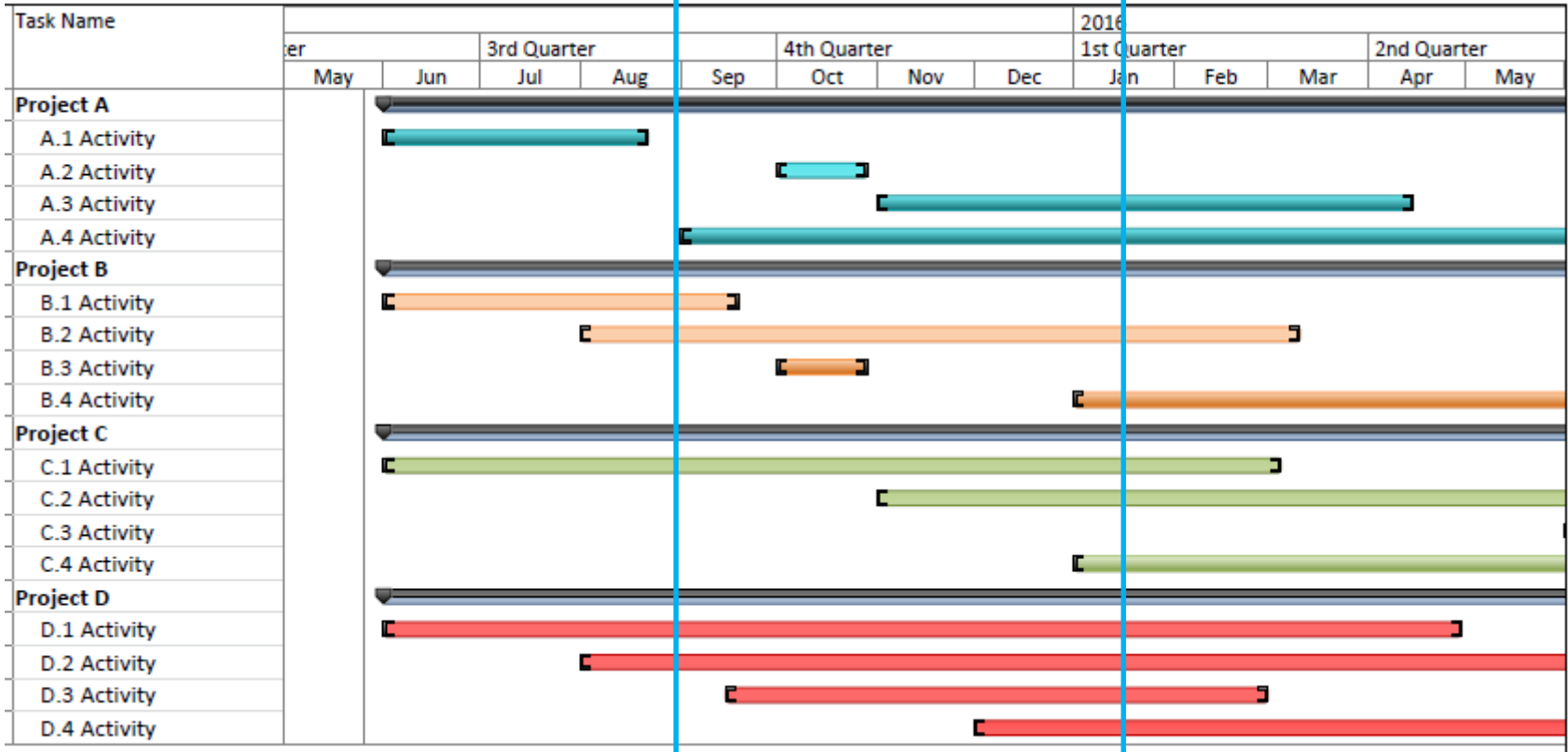


Occupancy Planning Example



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

Link Projects to the Strategic Plan

Project Charter

WBS

Prioritize Projects

Sequence

Impact

Plan for Capacity Reality

Human Resources

Budgets & Schedules



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