

Challenges of Project Management in Healthcare IT



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About your presenter...

Glen Knight, PMP, CPHIMS, FHIMSS



Glen Knight is an accredited speaker, international consultant, and seminar leader. He has over twenty-nine years of expertise in project management and information technology. Glen is the president of Knight Associates, a company that is dedicated to helping organizations overcome their challenges with project management and information technology.

As a CIO, Glen has been recognized by Healthcare Informatics magazine for implementing one of the top ten healthcare computer networks in the nation. He has also received the Shared Data Research Award for Best Financial Information System and the Shared Data Research Award for Best Hospital Information System.

Glen has been published, featured, and quoted in many journals including PM Network, Advance Magazine for Health Information Professionals, Computer World, Managing End-User Computing, HIM Advisor, HIS Insider Weekly and Diagnostic Imaging.

He is a certified Project Management Professional, a Registered Education Provider with the Project Management Institute, a Certified Professional in Healthcare Information and Management Systems, a Fellow with the Healthcare Information and Management Systems Society, a Certified Speaking Professional, a member of the National Speakers Association and is one of less than sixty accredited speakers world-wide.

Glen offers a variety of project management seminars, workshops and services:

Workshops:

- Project Management for Healthcare IT Professionals
- Advanced Project Management Using Microsoft Project
- Leadership and Communication Skills for Project Leaders and IT Professionals
- PMP Certification Exam Prep Course

Consulting Services:

- Project Management Workshop Follow-Up Support
- Project Leadership Mentoring / Coaching
- Project Management Methodology Development
- Project Management Office (PMO) Implementation
- Project Management Maturity Assessment (OPM3)

Microsoft Project Server:

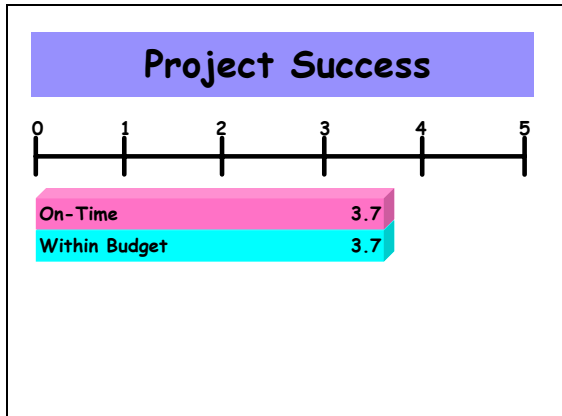
- Microsoft Project Server Installation, Implementation, Training and Support
- Microsoft Project Server Hosting Services



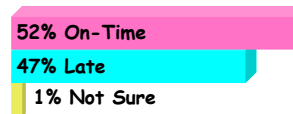
I.T. Project Performance

- _____% of all IT projects are cancelled before completion.
- _____% are over schedule, over budget or both.
- _____% percent over planned schedule.
- _____% percent over planned budget.

So What's the Problem?



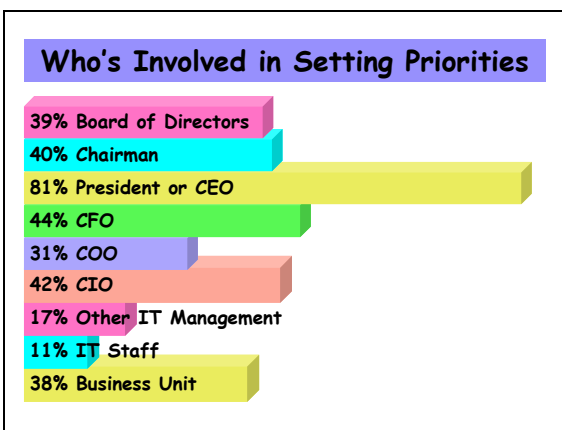
Major Project Completion



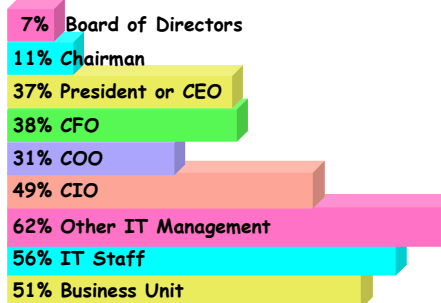
Major Project Completion



Setting Project Priorities



Who's Involved in Managing Priorities

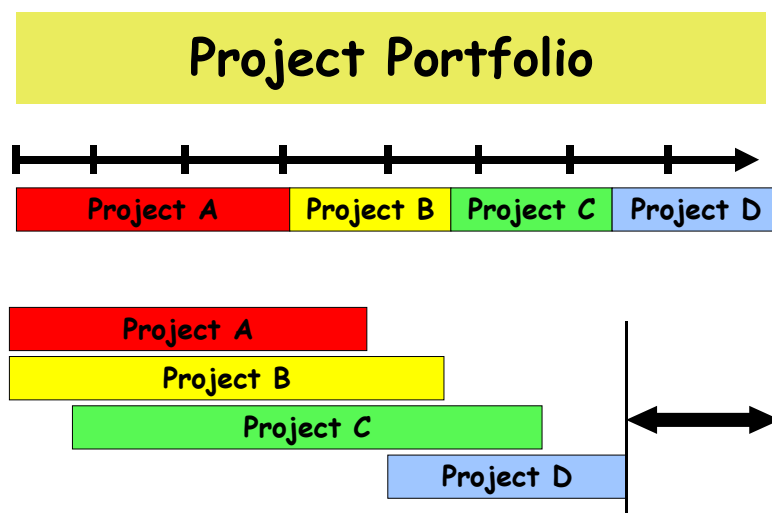


Source: CIO Insight / Sept. 2001

Managing a Project Portfolio

Issues managing a project portfolio:

1. Project management software is a necessity
2. You need to establish project priorities
3. Resource leveling is crucial
4. Your goal: to optimize the project portfolio



Steps to optimize the project portfolio using project management software:

1. Create a recourse pool
2. Create individual project plans
3. Assign resources
4. Prioritize each project
5. Resource level the project portfolio

Establishing Project Priorities

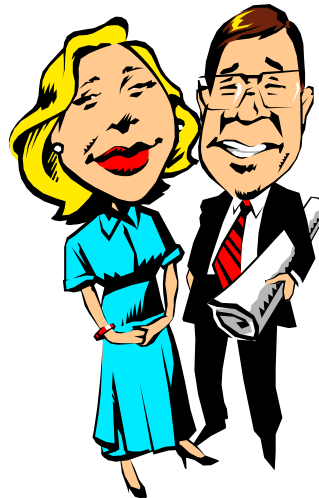
The three ways IT Steering Committees make decisions:



- 1.
- 2.
- 3.

The four ways to establish project priorities:

1. Consensus
2. Autocratic
3. Subjective
4. Objective



Subjective Scoring Matrix

Projects	Member A	Member B	Member C	Member D	Total
Project A	10	8	10	9	37
Project B	8	9	8	8	33
Project C	7	10	7	7	31
Project D	9	7	9	6	31
Project E	6	2	5	5	18
Project F	2	5	4	3	14
Project G	3	3	2	4	12
Project H	5	4	1	2	12
Project I	1	6	3	1	11
Project J	4	1	6	0	11
Project K	0	0	0	10	10

Scoring Rules

- Decide on the number of projects to score (Example: All or top 10)
- Highest priority project scores highest value
- Scoring is anonymous

Objective Scoring Matrix

Scoring Criteria	Supports Strategic Plan	Required Time Frame	Risk of not doing	Benefits	Total
	Yes = 1 No = 0	3=0-12 mo 2=12-24 mo 1=24 mo +	3=High 2=Medium 1=Low 0=None	2= (> costs) 1= (= costs) 0= (<costs)	
Weight Factor	3	1	2	2	
Project A	1	3	3	2	16
Project B	1	2	3	2	15
Project C	1	3	2	2	14
Project D	1	2	2	2	13
Project E	1	1	3	1	12
Project F	1	2	2	1	11
Project G	1	3	2	0	10
Project H	0	2	2	2	10
Project I	1	1	1	1	8

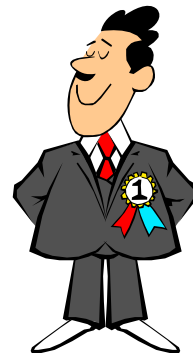
Other Possible Categories

- Management Mandate
- Supports Organizational Mission
- Supports IT Vision
- Medical Staff Support
- Regulatory Requirements
- Quality Measures

Project Portfolio Management Demo

Advantages of Project Portfolio Management

- Establishes realistic deadlines
- Helps justify resources
- Manages project creep
- Establishes credibility with IT Steering Committee



Notes

Advanced Learning Systems from Knight Associates

Order Form

Information Technology Project Management Methodology

Don't have time to develop your organization's project management methodology? This document will provide you with an IT project life cycle complete with processes, procedures, and forms to manage both large and small projects. The Information Technology Project Management Methodology is the result of adapting the best practices of IT organizations across the country. Single user and multi-user licenses available.

Advanced Project Management Using Microsoft Project

This self-study workbook is designed for those individuals that have completed any of Knight Associate's 3-day project management workshops or have a basic understanding of MS Project. Topics include advanced scheduling techniques, advanced resource management & utilization, advanced budgeting features and advanced tracking methods.

Project Management Audio Series

Vol 1 - Managing Your IT Steering Committee: Prioritizing Projects & Justifying Resources
 Vol 2 - Developing Accurate Project Schedules and Budgets: Estimation Techniques
 Vol 3 - Participative Project Leadership: How to Get Accountability, Buy-In, & Ownership
 Each volume contains a sixty-minute audio CD and handout.

Microsoft Project Quick Reference Card

A handy reference card that contains the most useful and little known keyboard shortcuts in MS Project. Also lists all the Microsoft Project Indicators. Laminated for durability.

Special Offer - Project Management Power Pack!

This value pack contains the **Project Management Methodology**, the **Advanced Project Management Using Microsoft Project**, the **Project Management Audio Series**, and the **MS Project Quick Reference Card**, packaged and priced to maximize your investment!

Item	Price	Quantity	Total
IT Project Mgmt Methodology – Single User License	\$195		
IT Project Mgmt Methodology – Multi User License	Call		
Advanced Project Management Using MS Project	\$95		
Project Management Audio Series	\$57		
MS Project Quick Reference Card	\$5		
Project Management Power Pack			
Subtotal			
Idaho residents add 5% sales tax			
Shipping and handling	\$9.95		
Total			

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Notes