



# Management Section

CPHIMS Review  
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# Learning Objectives

- Identify ways to manage peers
- Understand basics of managing departmental resources
- Recognize essentials for team participation
- List 5 phases of a project & 5 steps to create a project plan
- Understand key approaches to customer services

# Project Management

- Formalized disciplined
- Gained respect in healthcare; i.e.; PMO's
- Standardization through Project Management Institute (PMI)

# PMI – Definition of PM

Project Management is:

“the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project”.

PM –

## Components of a Good Project

- Integration Management
- Scope Management
- Time Management
- Quality Management
- Human Resource Management
- Communication Management
- Risk Management
- Project Procurement Management

PM –

# Characteristics of a Good Project

- Beginning & End
- Lasting Outcome
- Deliverable product/requirement to other Project
- Development of milestones

# PM - Activities

- Initiating
- Planning
- Executing
- Controlling
- Closing

# PM - Initiating

- Authorized by appropriate management
- Identified Business needs
- Project Goals established
- Expectations set
- Project Charter created



# PM - Planning

- Create customer objectives
- Deliverables to meet objectives
- Develop schedules to meet deliverables
- Develop plans to support staff, roles & responsibilities
- Define project risk, probability of occurrence & contingency plan if risk occurs

# The 5 P's

**Prior**

**Planning**

**Prevents**

**Poor**

**Project Management**

# PM - Execute

- Key elements
  - Milestones – clear, concise and when
  - Communication

# Famous Quote

*“I love it when a plan comes together!”*

Can you guess who said this?

**George Peppard (Hannibal),  
The TV Show “The A Team”**

# PM - Control

- Communicate! Communicate! Communicate!
- Set up monitoring tools such as:
  - MS Project
  - Task assignments via Outlook
  - Auto email/task reminders
  - Disciplined regularly managed meetings
  - High level reporting to senior management
  - Communicate “red flags”, risks, unmet milestones

# PM - Close

- Objectives met?
- Milestones completed
- Customer Acceptance
- Lessons Learned

# PM - Governance

- Project Steering Committee
- Project Team
- Project Manager
- Team Leader
- Super User
  
- Vendor Provided PM

# PM - Change Control

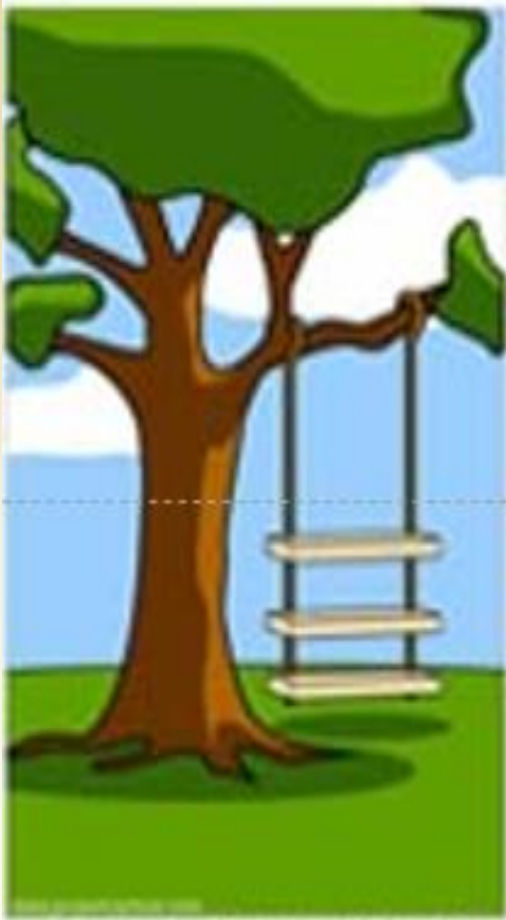
- “The only thing that is permanent is Change!”
  - ▣ Plato
  
- Manage “Scope Creep”
- Managed change is good
- Considerations to allow changes:
  - ▣ Value and/or priority
  - ▣ Timing
  - ▣ Cost
  - ▣ Impact



# PM – In Review

- Involve Team Management
- Documentation
  - “If it didn’t get documented, it did not happen”
  - Functional requirements
  - RFI/RFP’s
  - Policy & Procedure review

# Interpretation



How the customer explained it.



How the project manager understood it.



How the analyst designed it!

# Customer Service

- Service Level Agreements (SLA's)
- Best Practices in Help Desk processes
- Timely Customer feedback
- Issue Tracking & Reporting Mechanism
- Surveys
- “Perception is as real as reality”

*Jerry Gregoire, CIO, Dell*

“The customer  
experience is the next  
competitive  
battleground.”

Fastcompany.com 1999

# Question 5

A project manager has been assigned to manage the implementation of a new clinical system. The project manager is responsible for

- A. Appointing the project steering committee from hospital management
- B. Delivering project objectives within budget and on schedule
- C. Delegating project scope decisions to the appropriate team members.
- D. Reporting change requests to the CIO for approval or rejection.

# Question 5 - Answers

B – The project manager is responsible for

1. Delivering project objectives within budget and on schedule.
2. Project scope decisions
3. Assess & reports decisions or requests for decisions at appropriate level of organization
4. Requests that have significant impact on Budget, Scope and/or Schedule go to higher level
5. Not all request would be reported up to a higher level as implied in Answer “D”.
6. The project steering committee would be comprised of a cross section of management and end-users, not just from among hospital management as indicated in Answer “A”.

# Question 6

When undertaking a new project assignment, the BEST order of approach is:

- A. Initiate, plan, control, execute and close
- B. Plan, initiate, execute, control and close
- C. Control, plan, initiate, execute and close
- D. Initiate, plan, execute, control and close

# Question 6

D – As a project manager, you will:

- ▣ Initiate project
- ▣ Lead development of plan for implementation
- ▣ Execute the plan
- ▣ Control the scope of the project
- ▣ Bring it to conclusion



**Will Rogers** - American cowboy, vaudeville performer, humorist, social commentator & movie actor

*“Even if you are on the right track, you will get run over if you just sit there.”*



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