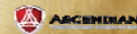




# Project Management Tips and Tricks for the Imaging Professional

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## What We'll Cover

- The Value of Project Management
- Components of a Healthy Project
- How to Measure the Health of a Project
- Early Warning Indicators of Failure
- How to Get A Project Corrected

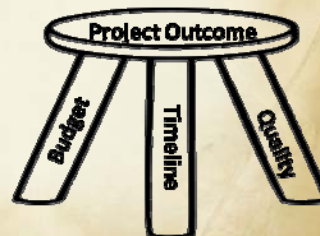


## What We'll NOT Cover

- An in-depth study of PMI, PMP or the PMBOK
- Whether MS Project Software should be classified as a virus
- Recycling methods for the library of binders you have in your office

## Congratulations, You've Been "Projectized"

- Projects, by definition:
  - Beginning and End
  - Assigned, Temporary resources
  - Performance Metrics
    - Budget
    - Timeline
    - Outcome (Quality)





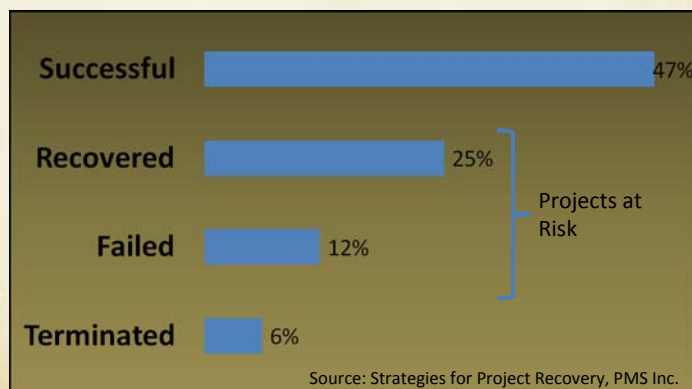
## Congratulations, You've Been "Projectized"

- It's only getting busier
  - Clinical System Implementations
  - Organizational Changes (*ACO, Consolidation*)
  - Construction Projects
  - Other Initiatives

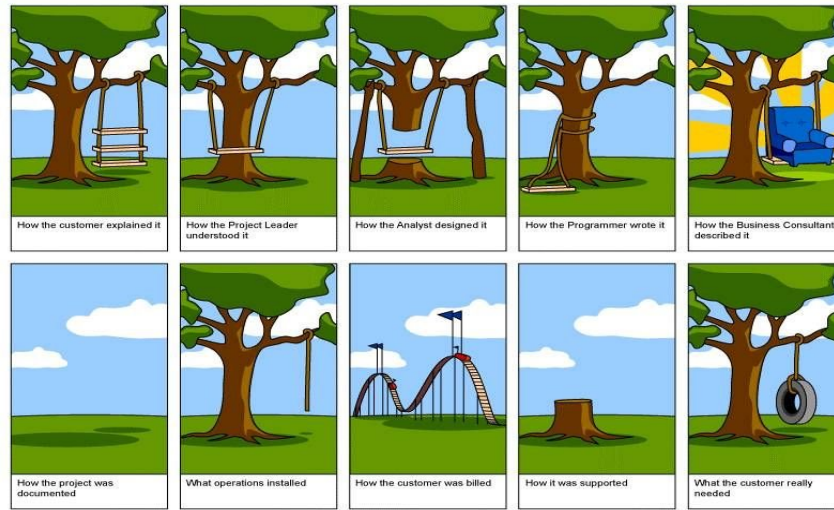


## Project Statistics

- A troubling trend



## Project Statistics



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## Group Exercise

- Get together in groups of 2 or 3
  - Q1: What is your biggest project right now?
  - Q2: How many groups are represented on the Project Team?
  - Q3: On a scale of 1 to 5 (1-disaster, 5-fabulous) how is it going? Why?
  - Q4: If you could change one thing right now about that project, what would it be?

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## A Brief History of Project Management as a Discipline

- Project Management Institute
  - Project Management Body of Knowledge (PMBOK)
  - Project Management Professional (PMP)
  - Project/Program/Portfolio Management (PMO)
  - Standards & Protocols

## The Immutable Phases of Every Project



### Tips

- The greater the value, the greater the planning required
- Identify the weak link in this loop early – and address it

## The True Value of a Project Manager

- Process Manager
- Communication Manager
- Collaborator
- Team Manager
- Fiscal Manager

### Tips

- Your PM is not your advocate
- Your PM is not your SME
- Your PM is not your assistant

## Key Components of a Healthy Project - Artifacts

- Charter

### Project Charter Should Contain...

- Scope
- Budget
- Assumptions
- Roles
- Communication
- Service Level Agreement (SLAs)



## Key Components of a Healthy Project - Artifacts

- Charter
- Schedule & Milestones

### Tips

- Are your schedule and milestones realistic?
- Is there full agreement on schedule prior to distribution?
- Are they regularly reviewed and updated?



## Key Components of a Healthy Project - Artifacts

- Charter
- Schedule & Milestones
- Status Reporting





## What To Pay Attention To On A Status Report

- Budget (Burn Rate)
- Milestone Progress
- Top Issues (3-5)
- 3-Week Look Ahead



## Key Components of a Healthy Project - Artifacts

- Charter
- Schedule  
& Milestones
- Status Reporting
- Issue & Risk  
Tracking





## **The Value of Issue & Risk Management – The Project & Beyond**

*Issues - That Just Happened!*

VS

*Risks - That May Happen*



## **The Value of Issue & Risk Management – The Project & Beyond**

- Identifies the roadblocks
- Provides opportunities to resolve
- Captured as lesson learned
- For the insightful leader –  
narrative of your organization





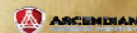
## Key Components of a Healthy Project – DNA

- Clear Vision
- Qualified Leadership
- Mutual Trust
- Committed Collaboration
- Fluid Communication



## Key Components of a Healthy Project – DNA

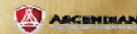
- Articulated Goal Line
- Speed of Resolution
- Sponsorship Engagement





## **What Every Kickoff Should Include... *(But Most Miss)***

- Celebrate the Birth!
- Sponsorship Representation
- Team Introductions
- Milestone Review
- Stakeholder Attendance
- Project Narrative



## **Maximize Your Milestones**

- Assess the accomplishment
- Revise as necessary
- Celebrate and acknowledge



## Project Closure – Too Often An Opportunity Missed

- Project closure should correlate with project value
  - Recognize achievements
  - Celebrate outcome
  - Document lessons learned
  - Build organizational momentum
  - Recharge your team

## Early Warning Signs Your Project May Fail

- Project Team Morale, Performance, Turnover
- Internal Communication Gaps
- Sloppy or Late Deliverables
- Missing Components in Your Status Report

### Tips

- Schedule delays & cost overruns are LATE warning signs
- Be early about being late.
- Know the bad news first



## **Project Recovery – Top 5 Methods for Getting on Track**

1. Improve communication, stakeholder management
2. Redefine the project - reducing the scope, re-justifying the project financially, etc.
3. Add and/or remove resources
4. Resolve problematic technical issues
5. Replace the project manager or bring in a consultant to manage the recovery

Source: Strategies for Project Recovery, PMS Inc.