

# AUT

UNIVERSITY

# HEALTH

ENABLING CHANGE: TO  
IMPROVE SERVICES OR  
CREATE NEW PRACTICE  
OPPORTUNITIES



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# Aims

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- To be aware of the 4 stages of project management
- To describe the key elements of the “definition” or “planning” phase of project management
- To identify and begin working on a project plan for your workplace

# Change

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- What is change?

- “To make or become different, to alter, to transform or convert or to become transformed or converted” (Collins English Dictionary)

# Change in health and social care

- Is a constant
- Directive processes – can achieve change quickly
- Participative processes – create a sense of ownership and involvement of major players

# What is project management?

- It sets out to solve the problems of;
  - What is needed
  - Planning and how to deliver it
  - Managing the required resources in a timely and efficient manner
  - Ensuring successful delivery and bedding down the outcomes

# What is project management used for

- Develop new and innovative services, programmes or technologies
- Improve existing services, care processes, work practices or service delivery models
- Implementing new organisational structures or systems
- construction/installation of new equipment or facilities

# Projects

- Ideas for projects come from within and outside an organisation
- A project must have clear, achievable aims
- The concept phase involves gaining evidence to support the project
- Get sign off before moving to the next phase
- A project is time limited, once finished moves to a programme

# Projects v's programmes

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- Project – definite beginning and end
- Programme – may be the outcome of a project and continue for many years and often evolve and develop

# 4 stages of project management

1. Concept
2. Definition
3. Implementation
4. Completion and evaluation

# Planning or definition phase

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- Elements of a project plan
  - Rationale
  - Goals
  - Objectives
  - Strategies
  - Timelines
  - Resources
  - Evaluation

# Project charter

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- Key steps
  - Confirming the goals
  - Developing objectives
  - Outlining strategies
  - Defining the scope (the limits)
  - Defining deliverables
  - Identifying key stakeholders

# The goal/aim

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- Ideally one concrete goal
- May be useful to have objectives
- Objectives should clarify the goal rather than broaden it

# Strategies

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- Consider each objective and ask – how will be it be achieved?

# Project scope

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- The scope includes
  - ▣ how big the project is going to be
  - ▣ What activities will be included or excluded
  - ▣ How the project fits with the operational activities of the organisation

# Project deliverables



Answers the question – “what will this project deliver?”

# Identifying stakeholders

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- Sponsor or champion
- Project manager
- Customers or users
- Partners and allies
- Performing organisation or department
- Project team members

# Stakeholder mapping

	<b>Not Important</b>	<b>Very important</b>
<b>Hinder</b>	<b>Problematic – need to be monitored</b>	<b>Antagonistic – need active strategies for management</b>
<b>Support</b>	<b>Low priority – keep on side</b>	<b>Champions – work with them</b>

# Project structure

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- Locating the project in the organisational structure
  - ▣ Need to specify reporting lines
  - ▣ Access to decision makers
  - ▣ Identify competing projects or tasks

# Designing project committees

- Clarify the role and decision-making capacity
- Gain appropriate representation
- Identify an effective chairperson
- Motivate members
- Secure participation by other parts of the organisation
- Consumer involvement

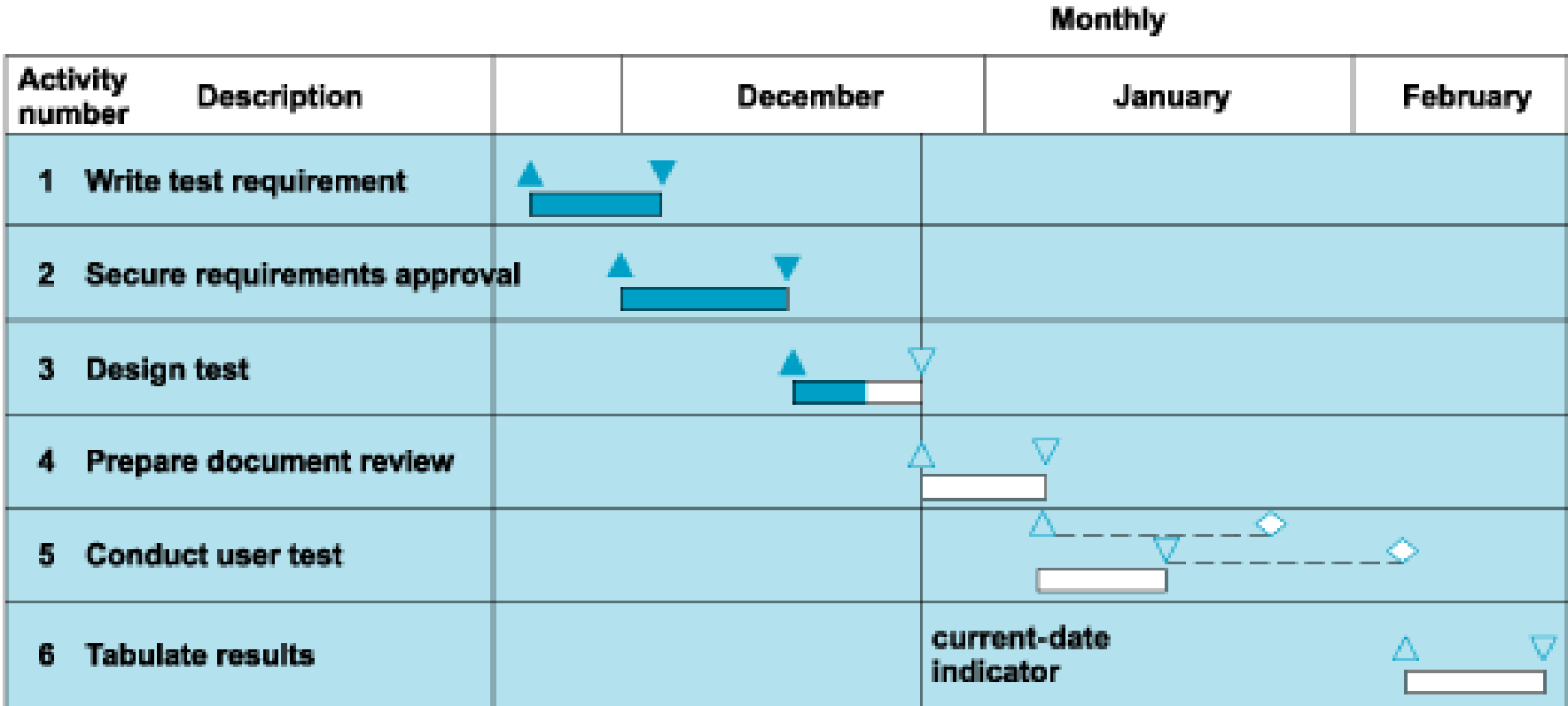
# Planning project activities and resources

- This involves
  - ▣ Planning tasks and activities
  - ▣ Scheduling tasks and activities
  - ▣ Planning for team and other resources that will be needed
  - ▣ Identifying costs

# Work breakdown schedule

<b>Activity</b>	<b>Timing</b>
<b>1. Carry out lit review</b>	<b>Day 1-3</b>
<b>2. Arrange visits for piloting</b>	<b>Day 2-6</b>
<b>3. Prepare Questionnaire</b>	<b>Day 2-6</b>
<b>4. Pilot questionnaire</b>	<b>Day 7</b>
<b>5. Review questionnaire</b>	<b>Day 8</b>
<b>6. Analyse results</b>	<b>Day 9-10</b>
<b>7. Write report</b>	<b>Day 10-12</b>
<b>8. Present report</b>	<b>Day 13</b>

# Gantt Chart



**Key:**

-  completed
-  duration
-  slippage
-  original start date
-  original finish date
-  date of inauguration
-  date of completion


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# Human Resource Planning



**“People make projects happen”**

Verzuh, 1999

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- What kinds of skills are needed to achieve the project
  - Which of those skills are needed by the project manager
  - What other skills are needed
  - How will technical expertise be made available
  - What process will be used for selecting the team members

# Resources, cost estimating and budget

- You need to consider, plan for and estimate the cost of;
  - ▣ Staff
  - ▣ Equipment
  - ▣ Technical expertise
  - ▣ All other associated costs related to the project

# Planning for risk

<b>Risk and potential impact</b>	<b>Risk level (high, medium, low)</b>	<b>Design features to reduce likelihood of occurrence</b>	<b>Contingencies to reduce impact</b>	<b>Responsibility</b>
<b>Community not willing to complete questionnaire</b>	<b>Medium</b>	<b>Involve staff that are familiar to the community</b>	<b>Survey additional community representatives</b>	<b>Project officer</b>

# Project quality plan

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- Need to consider;
  - Organisational standards
  - External standards

# Organisational Planning

- Is the project identifiable
- Should the project be officially launched
- Do you have the necessary resources
- Is the project manager known and identified as such

# References and Resources

- Collins English Dictionary. (
- Dwyer, J., Stanton, P., & Thiessen, V. (2004). *Project management in health and community services: Getting good ideas to work*. Allen and Unwin: Crows Nest, Australia.
- Verzruh, E. (1999). *The fast-forward MBA in project management*. New York: Wiley.