

Chapter 2 Challenge

Scheduling project case study

From the exercises, review the following information about the Brisland Hospital Scheduling Project:

- The scope statement from the movie Prepare a Project Scope Statement (Chapter 2)
- The hospital organization chart from the Chapter 1 challenge

The movie Create a Project Charter makes recommendations about the contents of a Project Charter, including:

- The project manager's authority
- Support from the project sponsor

Answer the following questions about the project charter:

1. The project manager needs the authority and support from the sponsor to work with project stakeholders to deliver the following objectives from the scope statement:
 - Rescheduling procedures decreased by 75%
 - Software must run on all current computer platforms
 - Decrease average procedure wait time to less than 30 minutes
 - Reduce procedure errors by 50%

For each of these objectives, who do you believe the stakeholders are and why are those stakeholders critical to the project?

Let's answer the question for these objectives one at a time.

Rescheduling procedures decreased by 75%

To ensure rescheduling procedures are decreased, facilities must be available to meet patient demand. This may require changing the available hours for procedure rooms and ensuring they are appropriately staffed during those hours.

Nicholas Anderson (VP General Services) and David Moore (Facilities) are the owners of the procedure rooms, so they will need to be consulted about availability, facility capacity, and the equipment used during procedures.

If staffing shortages cause reschedules, Dr. Samuel Tan (Physician Services) and Christina Garcia (Director of Nursing) would be needed to ensure the technicians, doctors, and nurses are available to reduce the rescheduling times and meet this project objective.

Software must run on all current computer platforms

Emily Weber (Director of IT) will need to be engaged to:

- a. Ensure the current platforms do not change, or, if they change, that the scheduling software will run on the new platforms
- b. Ensure the software is installed and maintained in the IT environment so the scheduling system operates properly

Decrease average procedure wait time to less than 30 minutes

Facility availability and capacity will be necessary to meet this objective, so Nicholas Anderson (VP General Services) and David Moore (Facilities) will need to be consulted about facility availability and capacity, and the equipment used during procedures.

In addition, staffing levels for technicians will need to be maintained by Dr. Samuel Tan (Physician Services) and Christina Garcia (Director of Nursing). Additional staff members might need training to administer procedures properly, which will require the engagement of Gabriele Costa, the Education and Training Manager.

Reduce procedure errors by 50%

In general, procedure errors are caused by two issues: instructions for administering procedures are not well written, or staff education is lacking. So, Gabriele Costa, the Education and Training Manager will need to be engaged to ensure training is appropriate, and Dr. Samuel Tan (Physician Services) and Christina Garcia (Director of Nursing) and their teams need to review current instructions for administering procedures.

2. What support from Dr. Olsen, the project sponsor, is required regarding staffing to appropriately utilize hospital facilities and meet the goal of decreasing the average procedure wait time to less than 30 minutes?

In addition to the support to work with required stakeholders, overall staff levels and funding for training may need to be increased. As the sponsor, Dr. Olsen's support will be needed to provide the funding to accommodate the required staffing and training levels.

3. What support from Dr. Olsen, the project sponsor, would you expect to support the goal of reducing the procedural errors by 50%?

Dr. Olsen will need to support engaging knowledgeable staff to review the current instructions and support making staff available to attend training. The cost of developing and delivering the training will need to be supported as well.

4. EXTRA CHALLENGE QUESTION! Consider the two project objectives we did not discuss in question 1:
 - Hospital is the first choice by more than 60% of residents
 - Hospital's return on assets is greater than 12%

For these very substantial objectives, which stakeholders need to be engaged to achieve them and why are they needed?

To meet these objectives, it is likely the other project objectives need to be met as well. Because of that, all the stakeholders mentioned earlier need to be involved. In addition, engagement from two other stakeholders will be required. Claire Fischer, the Community Resources Manager, will need to provide information and help drive required changes at the hospital. To achieve the goal of the hospital is the first choice by more than 60% of residents, current community awareness activities and perceptions need to be understood. Assistance and support for the activities to enhance those perceptions will require Claire Fischer's support.

For the project to ensure the hospital's return on assets is greater than 12% goal is met, the Controller, Maria Diaz, will need to provide data on the current return on assets and assist with strategies to increase that figure.