

Ontrack Exercise

The grant expiration is December 31, 2020. According to the grant terms, the hospital must be using the scheduling system to schedule procedures before the expiration date.

As of October 31, 2020, the schedule shows that training for the scheduling system will finish on January 12, 2021. That is almost 3 weeks later than the baseline finish date of December 18, 2020. The primary source of the delay occurred before the vendor contract was signed.

The budget for the project is \$950,000 including contingency funds. The forecast labor cost is \$617,560. The hardware and software licenses are set at \$250,000. The current forecast for the total cost is \$867,560, so there is still money available for the project.

Since the vendor contract was signed, the vendor has been completing work more quickly than planned and has made up some time in the schedule. The developers estimate that they have 2 days of work left on customization. However, they report that Dr. Olsen, the project sponsor, is preventing them from finishing by asking for minor changes to scheduling features. Once the development is complete, there are 4 weeks of testing followed by 2 weeks to install the software on all end-user devices.

Documentation work is almost complete. Like development, it can be finished in a day or two once Dr. Olsen approves the scheduling feature customization. Work on training materials hasn't started. It can start based on the work that's been done.

The documentation team is due to start another project, so it's essential to wrap up the initial draft in the next week. The documentation lead mentioned that she has worked with a freelance healthcare instructional designer in the past who is available for the next 3 months. Training could begin as soon as the software is installed on end-user devices.

As the project manager, you have decided that you will figure out a way to run one week of training the week of November 30, so the project team and some schedulers can schedule procedures beginning Monday, December 7, 2020, to satisfy the grant requirements.

What steps would you take to make that happen? Whose permission would you get to implement those steps?