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Agenda

Context
Objectives
Charter
Project Management Plan
Research & Analysis
Expected Deliverables & Outcomes

Context

- Hospital Systems Staffing Office (HSSO) at Kaiser Permanente Northwest
- Transformational changes focused in 3 key areas
 - Consolidation of offices
 - Process improvement
 - Technology upgrade
- PM 686 A & B will be part of the process improvement work
 - Standard Operating Procedures
 - Service Level Agreement

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The HSSO consists currently of two staffing offices, one at KSMC for inpatient staffing, and one at Sunnybrook Ambulatory Surgery Center for Surgical Services. Both offices serve two hospitals, and in addition, Surgical Services staffing office serves 5 Ambulatory Surgery Centers.

The offices provide scheduling services, assist with daily staffing needs, and also do payroll for approximately 2,000 employees

I am the primary project manager overseeing transformational changes in the offices which are focused in three areas:

The consolidation of offices – which includes a change in physical location for surgical services staffing office and a change in the management structure

Process improvement – which is the bulk of the work and includes things like creation of standard work documents and training material, a revision of the policy for employee files and a rapid file standardization in preparation for the accreditation of our ambulatory surgery centers later this year, and development of a database for letters of understanding that supplement our collective bargaining agreement for the unions to provide a more efficient way to search for keywords to ensure compliance and reduce grievances

The last key area is a technology upgrade to the staff scheduling system, which will allow for more accurate reporting, capability to sign up for available shifts from home, and a switch from a clock in/clock out using the phone system to a tap in/tap out at a proximity badge reader.

PM 686 will focus primarily on the process improvement aspect, and will consist of the

creation and implementation of the SOP manual and a Service Level Agreement

Objectives

- What?
 - Draft and implement Service Level Agreement and Standard Operating Procedures Manual and the supporting project plan
- Why?
 - To ensure all stakeholders have the same understanding of process
 - To establish a change management and communication process
 - To become highly reliable
- Where?
 - Kaiser Permanente Northwest
- When?
 - Spring/Summer 2014
- How?
 - Working in partnership

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What – deliverables of this project are three documents: the service level agreement which will be a reference document for the staffing office's external customers, the SOP manual which will be a reference document for internal customers on how the work is carried out within the office, and the project management plan that outlines how the deliverables will be produced and applied

Why – we know that change is coming, we know that there are stakeholders that have differing levels of understanding of the functions and roles of the staffing office, we know that getting things in writing is typically the best way to ensure that everyone is on the same page. The purpose of this work is to establish consistency and reliability with current process, but also to provide a framework within which the transformational change can occur. This project will establish a change management and communication process so that as the changes resulting from completion of the HSSO redesign projects occur, the stakeholders can know what to expect. Change is hard, it helps when you have consistency in the change process and communication.

Where – When – How: The partnership process is based on the idea of a labor management partnership. This means that labor (the staffers who actually do the work) will work with management (both their direct manager and managers of the departments that the staffing office provides service to). The drafting and subsequent implementation will be a collaborative process in which all stakeholders will have the opportunity to participate in the change process and provide input.

Objectives

- Objectives within the context of PM686:
 - Accepted Project Management Plan by PM 686 Advisory Committee
 - Completed SOP: accepted by the Staffing Office UBT
 - Completed SLA: accepted by the sponsor and CNOs
 - Execution of the SOP and SLA:
 - Risk management
 - Change management
 - Closing date – to align with the PM 686B syllabus
 - Final reports (written and oral) at the end of PM 686

The objectives of the Hospital Systems Staffing Office within the context of PM 686 include the approval of the PMP, completed and accepted SOP and SLA documents, and execution of the documents as tools for daily operations. This will include using the risk management plan outlined in the PMP, and will be evidenced by the risk log in the project workbook and summary in the paper at the end of PM 686. The change management plan and process for performing integrated change control on the SLA only. The SOP change control will be handled by the Staffing Office Manager and is not in scope. The SLA changes will be evidenced by the change requests (SBARs) and the subsequent updates and communications.

The SLA will continue to have edits and change requests as the HSSO redesign portfolio of projects change workflows. For the scope of PM 686 B, however, at the time on the syllabus for fall that indicates that we're required to start the closing activities, I will use that date on the syllabus to consider the scope of the PM 686 project done, and then perform my analysis, lessons learned, and other closing activities.

Charter

- Situation/Problem/Opportunity
 - Reduce errors
 - Improve reporting capability
 - Improve communication
 - Improve usability
 - Improve customer satisfaction
 - Improve process
 - Improve efficiency
- Scope
 - Creation of a project management plan
 - Build of working documents for the transitional changes
 - Does not include the transitional changes

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To provide context for the charter, the approach that I took was to create a charter for acceptance by the project sponsor that explains the work that I plan to do for the overall project effort, so you will notice that the project charter is not specifically geared toward the PM686 course, but rather, includes things like the milestones for the overall redesign project. The charter will continue to be in effect until the actual work is completed and I am reassigned. The PM 686 project will close in December of this year, but the charter will continue to apply until the staffing office moves into normal operations after all of the changes occur. Let's dive into the charter.

The problems that we're trying to solve are simple, but compounding. Currently, the staffing office produces schedules with a lot of errors in them, the stakeholders want to be able to be more proactive about their scheduling, but to do so the staffing office would need to provide better reporting capability, there is an overall feeling that the communication on both sides – staffing office to the managers and vice versa is broken. The staffing office would also like to improve it's usefulness. They want the service to be perceived as essential and high quality and they want their customers to be satisfied. There is a need for well established processes, and a need for overall efficiency gains. It is simply taking too long and too many resources to provide the basic staffing needs for the hospitals and ASCs.

The scope of this project is really to provide a framework within which change can occur in an organized way. The way that we're going to do that is through creation of a project management plan with subsidiary plans, and working documents to support the plan and change. These include a project workbook that will house the risk,

decision, action item, and meeting log for the overall work. This also includes the Service Level Agreement and the Standard Operating Procedures Manual.

Charter

- Objectives
 - Implement performance improvement changes
 - Implement a new technology tool
 - Establish a single, centralized staffing office
 - Create and implement a Service Level Agreement
- Deliverables
 - The project management plan
 - The Service Level Agreement
 - The Standard Operating Procedures
 - The working documents to support the project management plan
 - Status reports

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The over-arching objective is to implement the performance improvement changes, to implement a new technology tool, establish a single office, as well as implementing a Service Level Agreement which will be the basis of understanding of process, roles, and responsibilities for both the staffing office and the departments that it serves.

The deliverables are the project plan, the two reference documents (SLA and SOP), the workbook and working documents that will support the plan as it is executed, and the status reports that will indicate how the project is progressing, identify any potential barriers, and formally request assistance when needed

Charter

- Critical Success Factors
 - Successful implementation and roll out of the agreements
 - Acceptance
 - Hospital leadership - SLA
 - The Staffing Office – SLA and SOP
 - The sponsor - PMP
- Milestones
 - Acceptance of the PMP
 - Kick off for the technology upgrade
 - Acceptance of the SOP
 - Acceptance of the SLA
 - Consolidation of offices/moving day
 - Go Live for technology tool
 - Project close

Charter

- Assumptions
 - Subsidiary projects (ex: technology upgrade) will have their own PMPs
 - Resources will be available
 - Parallel pathway
- Constraints
 - Internal and external resources
 - Union implications
 - Stay within "one KP"
- Risks/Opportunities
 - Schedule delays due to forces outside the project (contracting, IT)
 - Change causes decreased customer satisfaction
 - Staff are actively engaged in the work
 - Funding is available

Project Management Plan

- Objectives
- Scope & Requirements Management Plan
- WBS – both for PM 686A&B and for the HSSO Redesign
- Change Management Plan
- Stakeholder Management Plan
- Communication Management Plan
- Schedule Management Plan
- Risk Management Plan
- Omitted plan placeholders and explanations
 - Budget, HR, Procurements
- Appendices

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These are the elements of my project management plan. I included placeholders for the subsidiary plans that I didn't include and an explanation of why they were not included. The reason I did it this way was to be sure that when someone was reading my plan that they didn't think that I forgot to or was neglecting to include these plans, even though I knew that they weren't needed. I want the reader of my plan to know what I am doing and why.

Methods & Analysis

- Service Level Agreement Method
 - Work group meetings, offline discussions with key stakeholders
 - Requirements collected from sponsor, hospital leadership
 - Drafted by the Project Manager
- Analysis – focused on the fitness for use/scope
 - Review by the work group participants
 - Review by the Staffing Office staff
 - Review by hospital leadership and the sponsors
 - Review by the contributors
 - Review by non-stakeholders & committee members
- Fitness for use will be agreement by all parties that the SLA is feasible to implement.
- It should feel like normal operations, with more consistency in process and level of service.

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The methods and analysis used for the service level agreement and the standard operating procedures are two totally different approaches, and there's a reason for that.

First I will talk about the approach for the service level agreement. To draft the Service Level Agreement, the SLA team was created to provide the subject matter expertise and knowledge of current process and best practice. Nursing leadership from both Kaiser Westside and Kaiser Sunnyside medical were selected by the Chief Nursing Officers to represent all of the nursing departments. In addition, the staffing office manager selected staffers, and the Unit Based Team (UBT) Co-Lead/lead payroll representative to provide representation for the staffing office. Other regular team members include the labor partner for the represented staffing office staff at the Westside hospital and a Human Resources Consultant.

Over the course twice weekly meetings with the SLA team and offline 1:1 meetings with other identified stakeholders and contributors, the SLA was drafted by me. I tried to organize the meetings in such a way that each time we met, we had a goal of coming to agreement on one or two topics. At first, we scheduled longer meetings, but found that it was difficult to procure the calendar time, so I changed the meetings to more frequent, shorter meetings. This demonstrated my schedule management skills because I knew that if I waited for the longer sessions, the spans of time in between sessions would drag out the schedule for completing the document. This also

demonstrated my ability to manage the stakeholders – realizing that to meet their needs to participate, I would need to schedule more frequent meetings, with shorter duration.

Methods & Analysis

- Standard Operating Procedures Method
 - Table of contents
 - Brainstorming session
 - Offline work
 - Drafted by the staffers and the manager, edited by the project manager
- Analysis – Focused on fitness for use/scope
 - Collected topics from brainstorming sessions
 - Items mentioned in meetings, or in conversation, key points of disagreement and issues
 - Comparison to NCAL's *Regional Staffing Office Manager Policy and Procedures* (2010)
- Fitness for use will be agreement by consensus that the document reflects the best practice for the SO
- Fitness for use will feel like normal operations, but with clearer understanding of expectations.

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The Service Level Agreement was drafted by me – the reason being that I wanted the SLA to come across as an objective document without any favor given to either the staffing office or the managers that were in the work group. The idea being that I did not want one group more engaged than the other, or one group feeling more ownership. The SLA is intended to be equally owned.

This document, the SOP manual, I really wanted the Staffers to own this one. The approach that I am taking on this one is to have the staffers draft and me edit. I provided a starting point with a draft table of contents that included things that I'd hear in conversation, gripes, etc. and then took that to a brainstorming session with the entire department for topics. Then, once the table of contents was approved, a couple staffers and I went through and assigned sections of the SOP to the expert person in the office. For example, a more seasoned staffer would write the policy on downtime procedures because a seasoned staffer would have experienced downtime. A newer staffer was assigned a section about the behavior standards and dress code policy because they had likely reviewed that material most recently.

In my analysis and to ensure fitness for use I used a comparison to the content of a document from NCAL, which was intended to be used for the manager, but clearly outlined all of the key elements of what a staffing office does, and also gave me some insight as to roles and responsibilities that are applicable to another Kaiser. I also used my expert judgment – I recalled conversations and points of disagreement and made a

point to include those things as topics. The logic was that if there were differences in opinion, best to address and get the final ruling in writing because the odds are good that it will come up again.

Expected Deliverables & Outcomes

Deliverable	Outcome
Service Level Agreement	<ul style="list-style-type: none"> • Clear expectations around roles, responsibilities and process • Establish a pattern for implementing and communicating change • Consistency and reliability
Standard Operating Procedures	<ul style="list-style-type: none"> • Clear understanding of how daily operations are conducted and how situations are handled • Establish a pattern for implementing and communicating change
Project Management Plan	<ul style="list-style-type: none"> • Understanding of the who, when, what, why and how to produce and implement the deliverables • Context for how the deliverables will be applied to the overall HSSO redesign project

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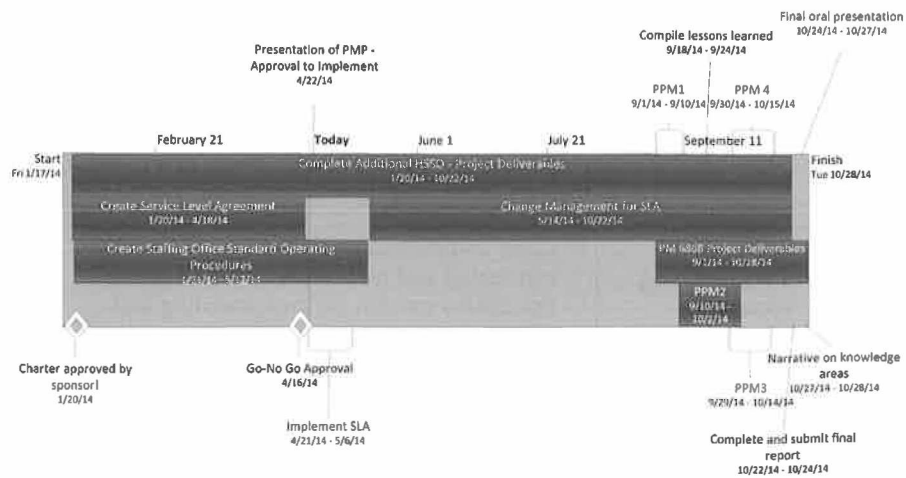
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The over arching goal of this work is to create a consistency and reliability with the staffing office, both internally and with the external customers. It is also to create an organized framework within which changes can occur. As this project continues over the summer months, I expect both the SOP and the SLA to change using the change management process. Tests of change will be tried and the ones with good outcomes will become part of the standard operating procedures or the service level agreement. The staffing office will build trust and confidence in its customers because there will be an organized process to follow, and written agreements to back it up.

The project management plan will provide the context in which the SOP and SLA are created, then implemented. It will serve as a reference point for all of the stakeholders to understand how the SOP and SLA will tie together the various projects that make up the portfolio of work that is the Hospital Systems Staffing Office Redesign. It will also provide an explanation about how the PM 686 project relates to the real life HSSO redesign project.

Thank you for listening. I am now going to open the discussion up for questions.

Timeline



Note: dates for change management cutoff and closing activities to be added in when PM 686B syllabus finalized.

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Knowledge Areas

- PM 686A
 - Knowledge areas demonstrated:
 - Integration
 - Time
 - Communications
- PM 686B
 - Different knowledge areas because during executing because Time is not one of the knowledge areas that falls under the Executing process group
 - Integration
 - Communications
 - Stakeholder

Questions?

...

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Lessons Learned

Hospital Systems Staffing Office Redesign

University of Alaska Anchorage

PM 686 | Spring/Fall 2014

Lessons Learned for Hospital Systems Staffing Office Redesign

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1) Introduction

In the lessons learned documentation, project key takeaways are documented for the purposes of improving future performance of the project manager, the project team, and others on future projects. This document will outline new knowledge resulting from specific incidents in the Hospital Systems Staffing Office Redesign, how they were addressed, and a recommendation for how to approach similar situations in the future to achieve the best possible outcome. This lessons learned document will serve as education for both the project manager, for students in future PM 686 classes, and for other employees at Kaiser Permanente to learn from and apply to projects in the future.

2) PM 686A – Initiating & Planning Lessons Learned

A) Time Management

a. Consistency is key. One hour each night is equivalent to 7 hours on Sunday.

It is possible to work full time and be a good student. The key is consistency. This lesson I learned from trial and error. Initially, I thought that I was doing myself a favor by saving my homework for the weekend. I did this for a few weeks until I got sick of spending an entire Sunday at the computer. I quickly found that by taking an hour each day, either on lunch break or at night after dinner, I could achieve the same amount of work that I could in an entire day on Saturday. This helped me achieve a better work/school/life balance by giving me back a day of much needed rest.

b. Taking the time now saves time later.

Going into the PM 686 series, you know that you're going to have another semester, and you know what the deliverables will be. Why not plan ahead and set up all your documents in PM 686A with placeholders for deliverables in PM 686B? I would even recommend taking it a step further and taking notes and putting in outlines for the 686B bullet points and events as they happen. By doing

that now, I will save the time spent setting up and formatting my documents, and time spent trying to recall what exactly transpired over the lifecycle of the project. My understanding is that this will be valuable time that I will be able to instead spend writing my final paper in PM 686B.

B) Requirements Management

a. If you have even the slightest inkling that you might not have it right, ASK.

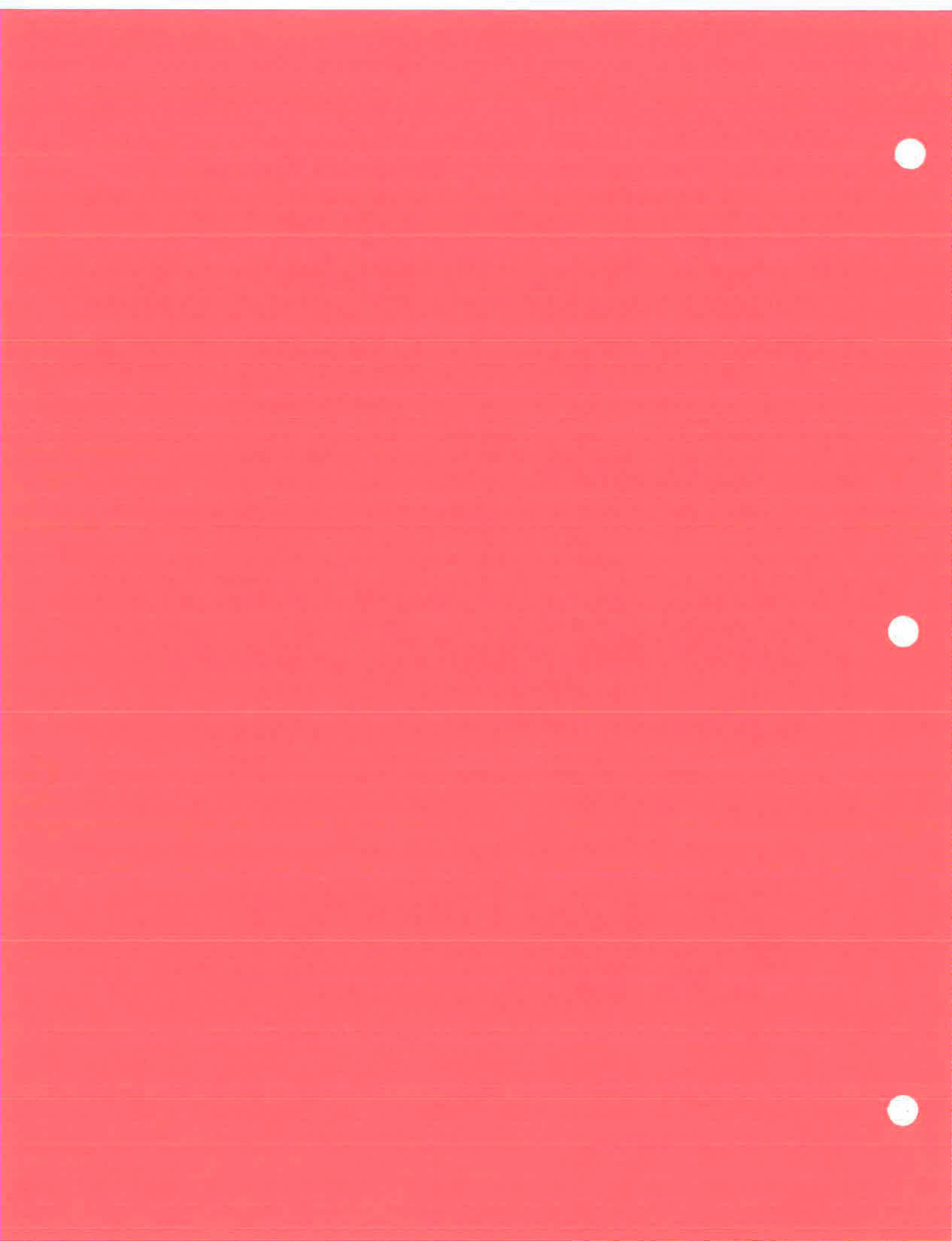
This applies to everything in just about every project. If you have a question and don't ask, you have a 50/50 chance that you're going to end up doing it wrong or not meeting the requirements of the stakeholder you're delivering to. If you think you know that you're doing it right, repeat what your understanding of the requirement is to the stakeholder. Chances are you have it right about 75% of the time. The only way to get it right almost 100% of the time is to ask a lot of questions, repeat back what you understand, and then check in frequently.

C) Scope Management

a. If you think your scope is too narrow, you're probably wrong.

In this project, I started with a very broad scope. I ended up with a very narrow scope, but was still able to tie the overall outcome in my real life project to the deliverables for the course. This was tricky, required rework, and was a painful process for both the advisory committee and me. I would recommend in the future, to really take the time with your sponsor and with your committee to talk through the scope and how to narrow it down to one or two key items and make sure that everyone understands what they are, what you're trying to accomplish, and how your deliverables tie back to the scope.

3) PM 686B – Executing, Monitoring & Controlling, and Closing Lessons Learned



Hospital Systems Staffing Office (HSSO) Redesign Knowledge Areas Demonstrated PM Plan

1) Knowledge Area: Integration

a. **Application:** Direct and manage project work

b. **Performance Measurement:**

- i. Using the Project Management Plan to produce deliverables. Measured by the acceptance of the deliverables.
- ii. Change requests – to be evidenced by the SBARs for the SLA and the subsequent updates to the SLA
- iii. Meetings – to be evidenced by the project workbook, documentation tab that lists the key meetings, issues, decisions and action items.

2) Knowledge Area: Communications

a. **Application:** Manage communications

b. **Performance Measurement:**

- i. Adherence to the communications management plan and updates to the project management plan as needed based on new communication needs – to be evidenced by the action items list, the stakeholder register with noted communications plan
- ii. Communications strategy – analysis of the communication management plan and any changes or modifications that were needed. Summary of subsequent project updates.

3) Knowledge Area: Stakeholder

a. **Application:** Manage stakeholder engagement

b. **Performance Measurement:**

- i. Communicating and working with stakeholders to meet their needs and expectations to be evidenced by the SBARs and subsequent updates to the project plan and SLA
- ii. Addressing issues as they occur – as evidenced by the risk log, and the documentation tab of the project workbook to track and address issues
- iii. Use of stakeholder engagement activities as they occur – as evidenced by the project workbook meeting log to show ad hoc meetings or meetings set up specifically to resolve issues, also to be evidenced by the lessons learned documentation

Hospital Systems Staffing Office (HSSO) Redesign Knowledge Areas Demonstrated PM Plan

1) Knowledge Area: Integration

- a. **Application:** For the scope of the work that has been completed to date, the application of the knowledge area specific to integration. The two deliverables from this knowledge area that have been produced are the charter and the project management plan.
- b. **Performance Measurement:** To demonstrate mastery in the area of integration specific to the charter, I worked directly with my sponsor to develop the charter. We went through several iterations of the charter until it met the needs of the business, but would also fit for the deliverables of PM 686. In the charter, I identified internal and external stakeholders that would be impacted by the project. In my discussions with the project sponsor and with the HSSO, I aligned the stakeholder expectations to the project's objectives and deliverables. I used as inputs the project statement of work (what I intended to do for the project, and what the sponsor and I agreed to be the scope of the work), agreements, applied my expert judgment to the enterprise environmental factors to create the charter. I also demonstrated mastery through using facilitation techniques to glean the necessary information, identify stakeholders, and obtain agreement on the development of the charter so that both the sponsor and the HSSO approved. I did not use organizational process assets for the charter, as I used one of the required formats for PM 686.

For the project management plan, I demonstrated mastery in the knowledge area of integration by taking the project charter and turning it into the narrative that outlined how the requirements in the charter would be achieved. I used outputs from other processes (primarily planning) to develop the project management plan and the subsidiary plans. I used my expert judgment to create a project management plan that satisfied both the requirements for the business, but also the requirements for the PM 686 course. I was able to use organizational process assets – namely the project workbook to pull double duty for both the HSSO portfolio of projects, and the subset of work that applies to PM 686.

2) Knowledge Area: Time

- a. **Application:** Utilizing the Time Management to plan schedule management, define and sequence activities, and develop the project schedule.
- b. **Performance Measurement:** To plan schedule management and develop the project schedule, I demonstrated knowledge of project time management by using the project management plan and the project charter as inputs, then used the scheduling tool MS Project to create a project schedule. I developed a schedule management plan that met the requirements outlined in the charter, and fit within the parameters of both PM 686 and the business needs. I was mapped out how the schedule of the portfolio of projects lined up to the PM 686 deliverables. I used analytical techniques and expert judgment to identify what portions of the HSSO project portfolio (the SLA and SOP) would be able to fit within the schedule for PM 686 A & B. I also used meetings with my committee members to create a schedule management plan that would be useful for both PM 686 and the business need.

To demonstrate my knowledge of project time management while I was defining and sequencing the activities I used the schedule management plan and the scope baseline that

Hospital Systems Staffing Office (HSSO) Redesign Knowledge Areas Demonstrated PM Plan

was outlined in my WBS to create an activities list that satisfied the requirements in the charter and also the deliverables that are required for both PM 686 A & B. I used the activity list to identify dependencies and determined precedence, then updated the schedule using MS Project as a tool for mapping out how the dependencies affected the schedule. I subsequently updated both the project management plan and the milestones list once I had the activities listed and sequenced. I then grouped the activities in a way that indicated the deliverables for PM 686 and the deliverables for the actual project within one MS Project file which is the project schedule. I also created milestone lists based on the schedule and added those to the project management plan.

3) Knowledge Area: Communications

- a. **Application:** Plan communications management
- b. **Performance Measurement:** In developing my communications management plan, I demonstrated knowledge by using both the stakeholder register and the project management plan to create a communications management plan. I used enterprise environmental factors such as the existing weekly meetings to incorporate a communication component that I was able to begin using right away. I also used organizational process assets in the form of the communications consultant to get an idea of how they would be involved with the technology upgrade communication plan, specifically.

In my planning, I used considerations such as who needs the information, how frequently, in what format, and where. I began using the plan right away, and plan to review the plan regularly to make sure that it is still relevant and meeting the communication needs of the stakeholders.

I considered the number of communication channels and the interdependencies of the HSSO redesign portfolio of projects, and the overlapping stakeholder groups and determined that the best way to ensure communication made it through all the channels was to establish accountability with the weekly meeting participants, and then help them by using the standard agenda template with the communication questions.

I also used meetings to help in crafting the communications management plan. I had a discussion with the HSSO project team and also with the SLA work group and asked what they felt was the most appropriate way to communicate information throughout the course of the project.