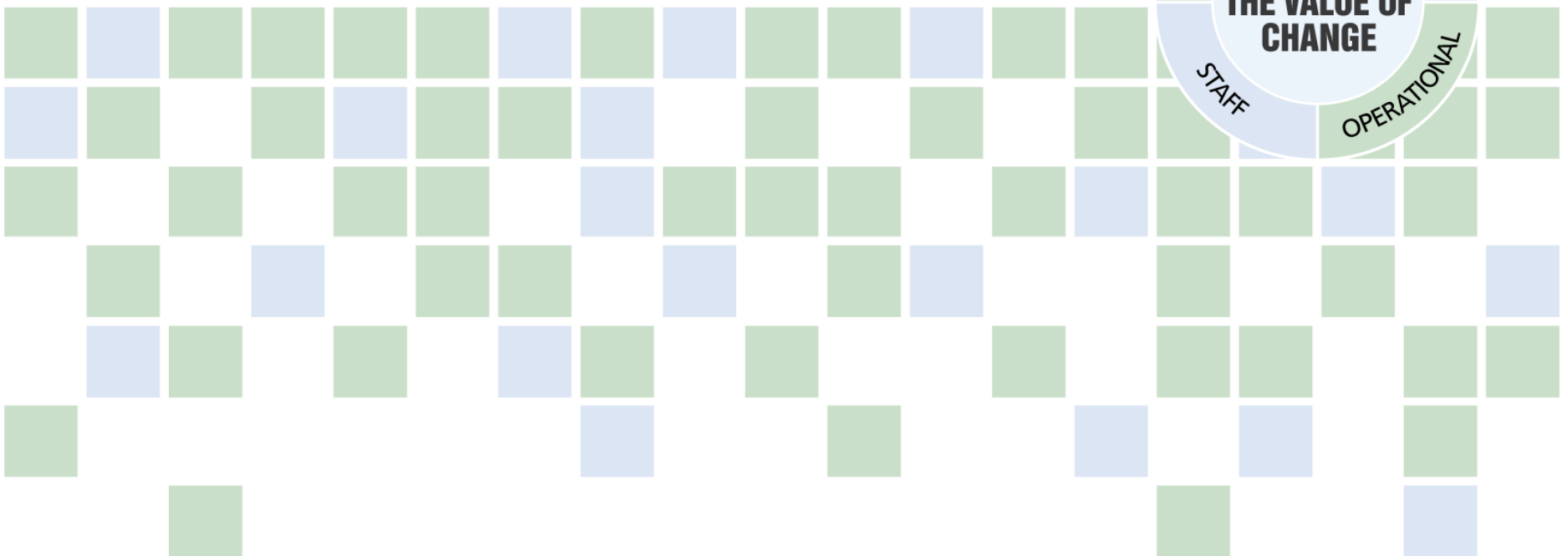


# Taking Your PMO to the Next Level

November 2012



# Outline

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- Bottom Line Upfront
- Definitions
- Greencastle Background
- Case for Change
- Goals for Moving an EPMO to the next level
- High Level Process for Moving to an EPMO

# Bottom Line up front

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- ❑ **Untether PMO from IT**
  - IT departments need to be the leader of technological solutions across entire organization
  - Business / Clinical leadership need to own enterprise solutions
- ❑ **Move PMO from operational to tactical**
  - Better resource allocation and project focus
- ❑ **Move from a departmental PMO to an enterprise PMO**
  - Aligns all major projects with hospital strategic goals
  - Pools resources and reduces redundant work
- ❑ **EPMO's focus on providing enabling skills, tools, people and competencies to support large-scale business change**

# Definitions

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- ❑ **EPM:** Enterprise project management (EPM) is a common and collaborative approach to managing programs, projects, work and resources within an organization.
- ❑ **EPMO:** The Enterprise project management office is defined as an organization that has embraced the people requirements, processes, technology, structure and strategy to deliver EPM across its portfolio of change.
- ❑ **PMO:** A Project Management Office (PMO) is a group or department within a business, agency or enterprise that defines and maintains standards for project management within the organization.
- ❑ **PM:** Project managers can have the responsibility of the planning, execution and closing of any project

# Background - About Greencastle

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## What Greencastle Does

We implement and drive adoption of mission critical healthcare solutions that increase revenues, reduce costs and improve patient outcomes.

## Delivering Projects since 1997

- Complex projects with Fortune 500 Market Leaders
- Healthcare since 2001

## Differentiation

- *Mission:* Maximize the Value of Change
- *Background:* Rangers Lead the Way!
- *Approach:* Inside-Out, Facilitated Coordination
- *Methodology:* Five Rights of Implementation



# Background - Our Approach

*Maximize the Value of Change* through our core solutions:

- Business Critical Initiatives
- Transformational Technologies
- Optimization Solutions



Main Line Health



CHRISTIANA CARE  
HEALTH SYSTEM



AtlantiCare



COLUMBIA UNIVERSITY  
MEDICAL CENTER



# What Problems does an EPMO solve?

- Initiatives not delivering the intended value of the strategy
- Problems with:
  - Diffusion
  - Fragmentation
  - Misalignment
  - Sub-optimization
- Stakeholders not accepting change
- Collision events with operations and other initiatives
- Disconnect between strategy execution & budget process

Improving quality, patient outcomes, reducing costs and increasing revenue opportunities are essential.

# Benefits of EPMO

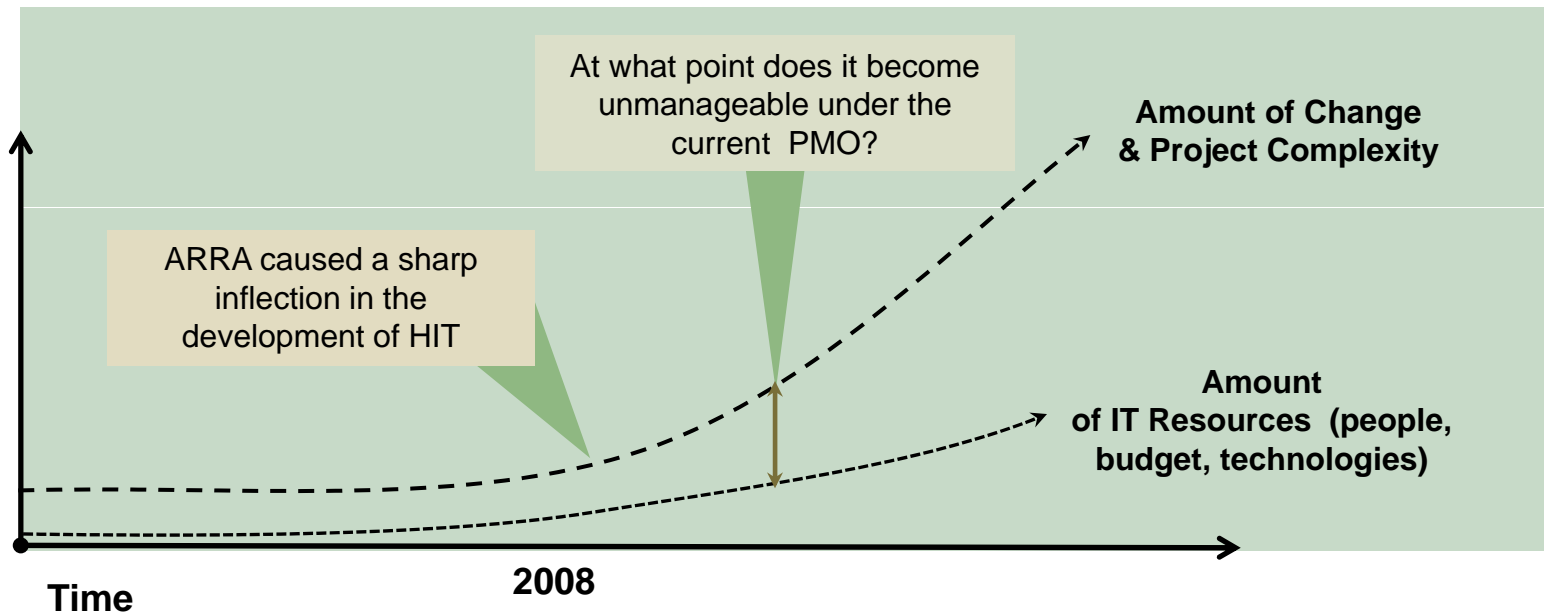
- Rapid shift from strategic planning to action, create momentum
- Ensure consistency with the hospital's strategy and its intent
- Efficient and effective use of key leader's time and effort
- Platform for sharing information across entire organization
- Coordinate the work effort of a cross functional program or project
- Create a measurable/direct correlation between strategy and action
- Establish priorities of effort and resource utilization
- Enable project controls
- Set the conditions for successful projects
- Deliver on commitments
- Reduce the stress and chaos of major change initiatives
- Prepare the organization for change
- Coordinate and compress planning activities





# Diverging Priorities

The EPMO is positioned to respond to the ever-changing landscapes



# “The New Normal”

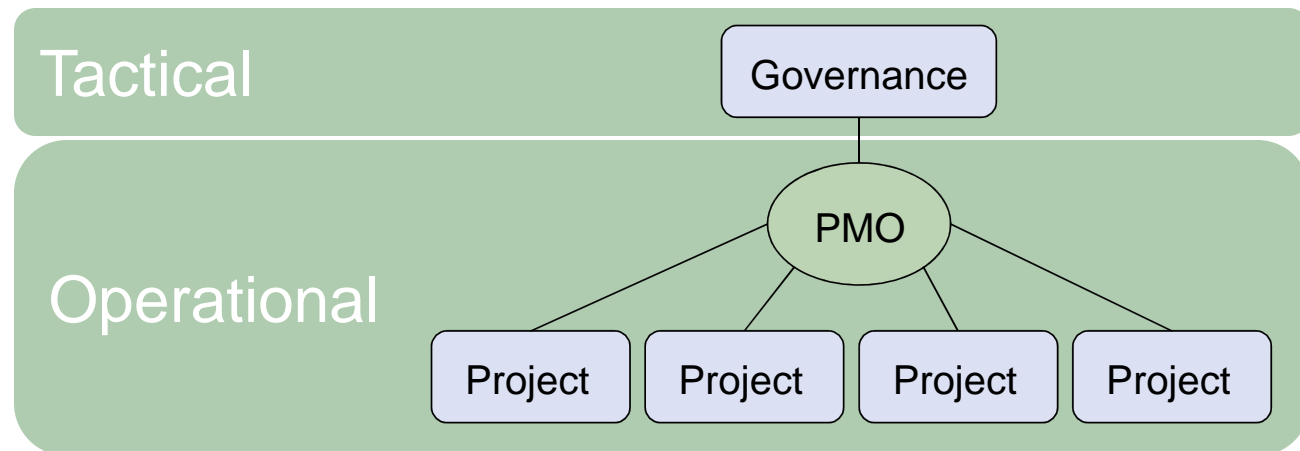
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## UMASS Medical School

- ❑ The Enterprise Project Management Office (EPMO) is charged with establishing, growing and sustaining consistent project management Best Practices across Commonwealth Medicine. The Enterprise Project Management Office (EPMO) mission is to create a common language, methodology, processes, guidelines tools and templates around project management to achieve measurable efficiencies and higher Return on Investment (ROI).
  - The Enterprise Project Management Office (EPMO) provides:
    - Consulting and Mentoring
    - Standardized processes, guidelines, tools and templates
    - The Commonwealth Medicine Project Management Guide
    - A database of Lessons Learned and Best Practices
    - Training – currently three tracks are available to UMMS staff
    - Quality Assurance
    - Measures & Metrics
    - Continuous Improvement Process

# Current PMO

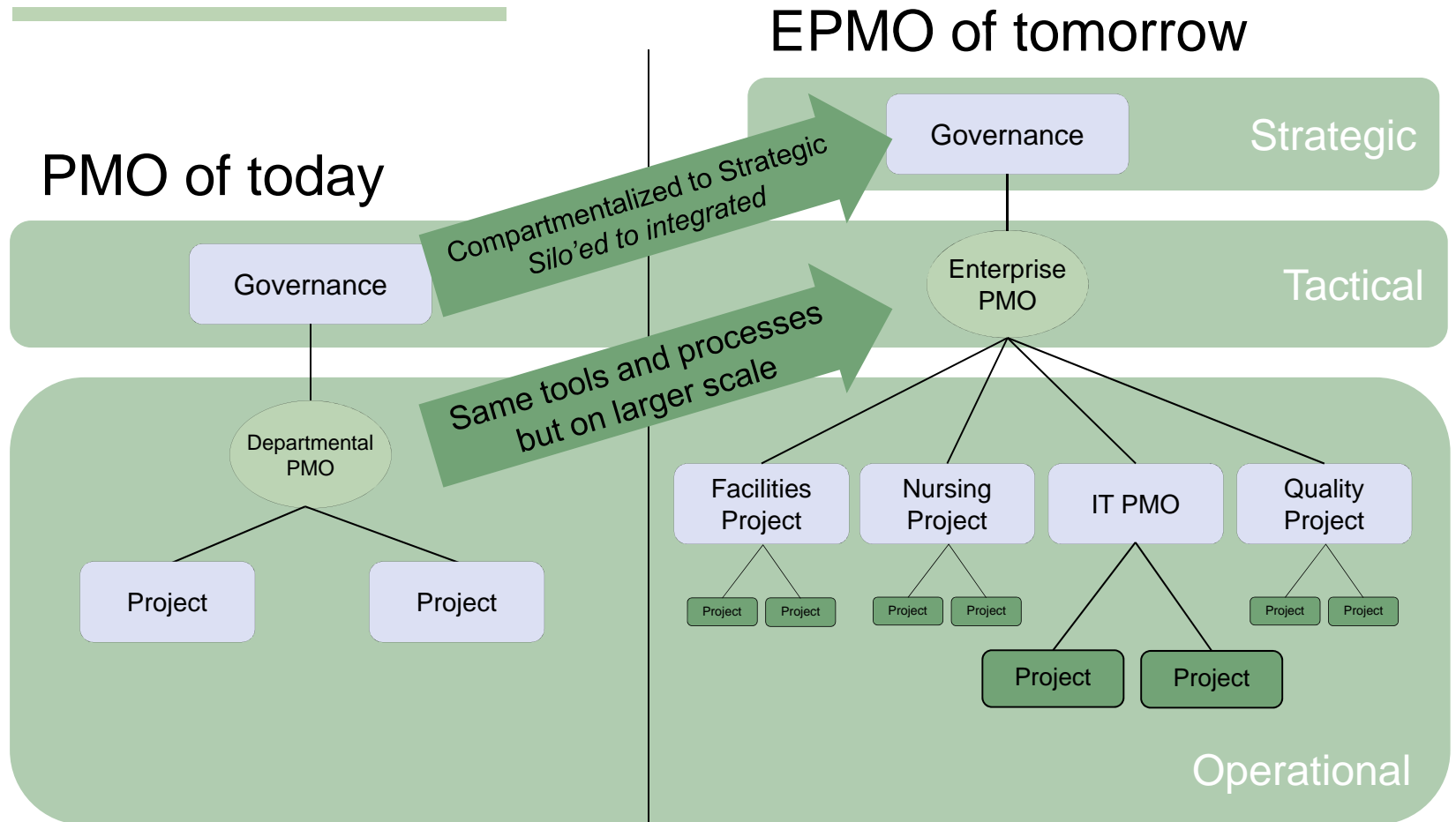
The Departmental PMO is the vehicle by which Governance insures alignment with desired outcomes. Additionally, it has “Line of sight” required across projects to understand impacts & inter-dependencies



The PMO must:

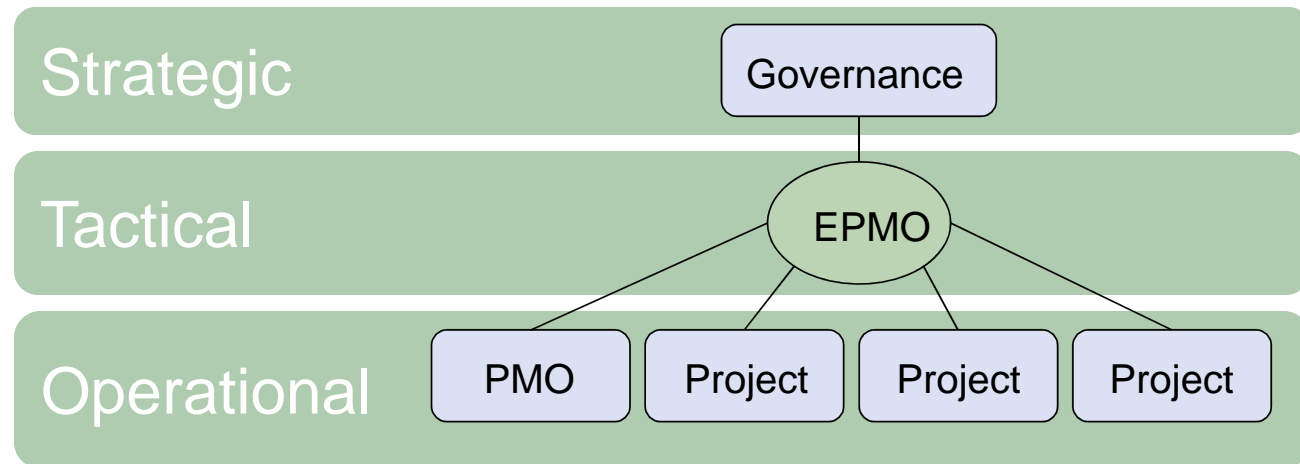
- Identify and communicate 2<sup>nd</sup> and 3<sup>rd</sup> order effects as a result of the dependencies to projects
- Understand the gaps between projects and functional areas
- Manage competing stakeholder interests

# The Transition



# Next Level - EPMO

The EPMO is the vehicle by which Governance insures strategic alignment with desired outcomes ***across the entire organization***



The EPMO must:

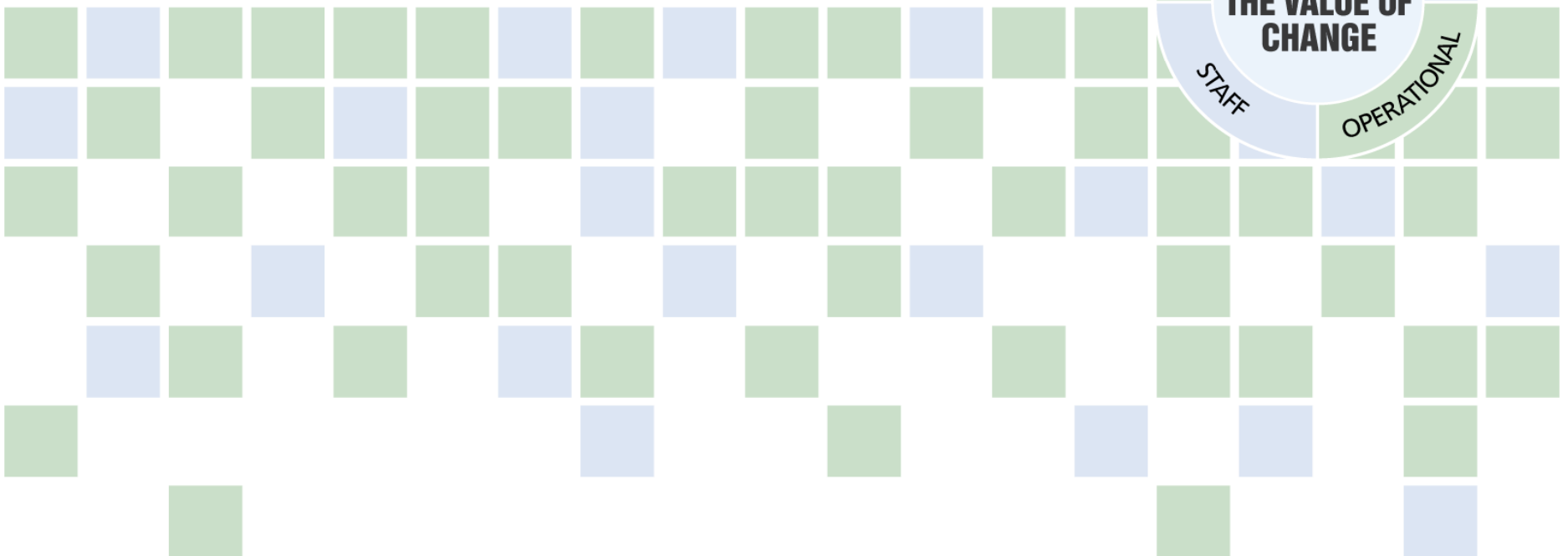
- Organize projects across all departments in alignment with hospital strategic goals
- De-conflict competing priorities between departments
- Identify and reduce redundant work
- Identify and communicate 2<sup>nd</sup> and 3<sup>rd</sup> order effects as a result of the dependencies to projects across the organization
- Understand the gaps between projects and functional areas
- Manage competing stakeholder interests

# Correlation Between Future Changes and the EPMO

Cause	Effect	EPMO Mitigation	
		Capabilities	Operations
Patient provider communications	Outcomes are expected sooner	Project and Program Management	Data analytics
Real time data usage	Shorter implementation timeline		Testing coordination
Payments linked to outcomes	More complexity	Organizational Change Management	Resource management
Market consolidation	Increased number of new and existing stakeholders	Workflow / Process Improvement	PM Support
Health 2.0			Portfolio management
			Informatics
			Continuous improvement

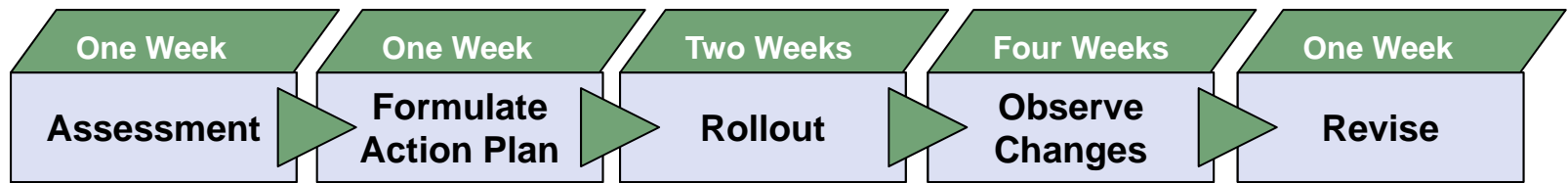
**Capabilities are the “what” the EPMO does and Operations are the “how” the EPMO executes**

# Service Offering Summary



# Greencastle's EPMO Implementation Approach

**Start with the desired end-state in mind**  
“How do you want the EPMO to run in the future?”

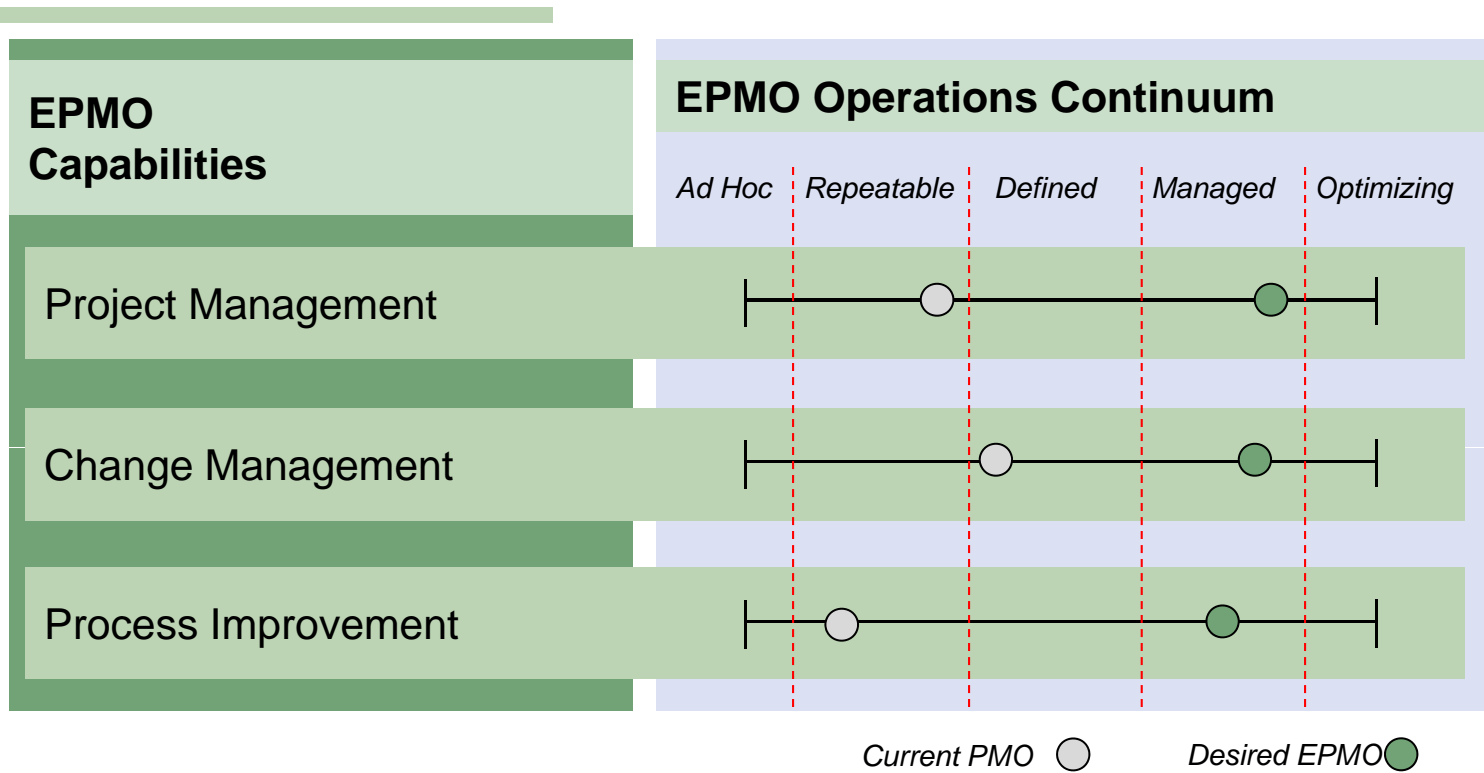


*It is all about the people and process, not the tools and templates*

The most important success factor is a very deliberate focus on organizational change management.



# EPMO Desired Capabilities

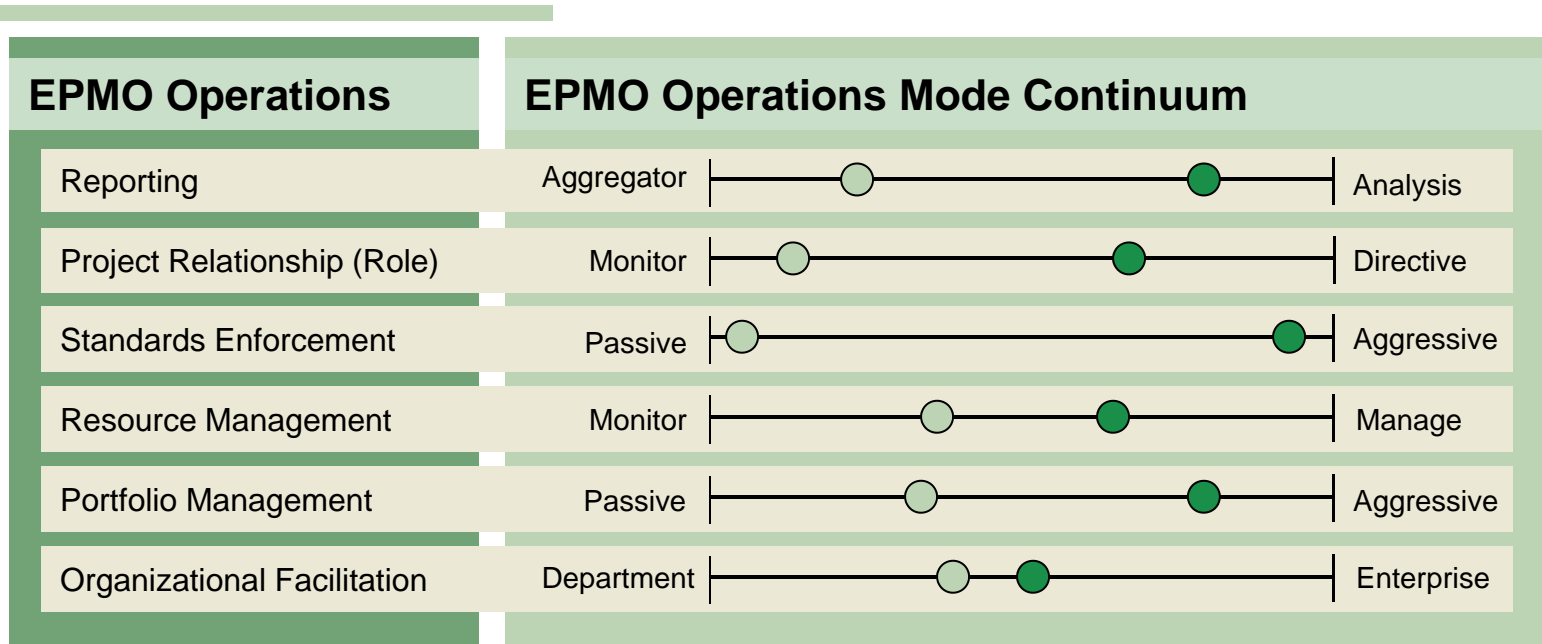


**Current PMO** = The organizational personality. This is a reflection of stakeholder preferences, culture, and PMO and existing project managers maturity. This forms the current reality.

**Desired EPMO** = The point where equilibrium is met between leader preferences, along with industry best practices and current PMO operations.



# EPMO Desired Capabilities



Current PMO Desired EPMO

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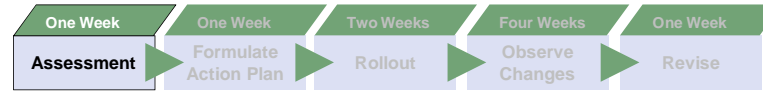
# Greencastle's EPMO Implementation Approach

*It is all about the people and process*



*Not the tools and templates*

# PMO Assessment Phase (1W)



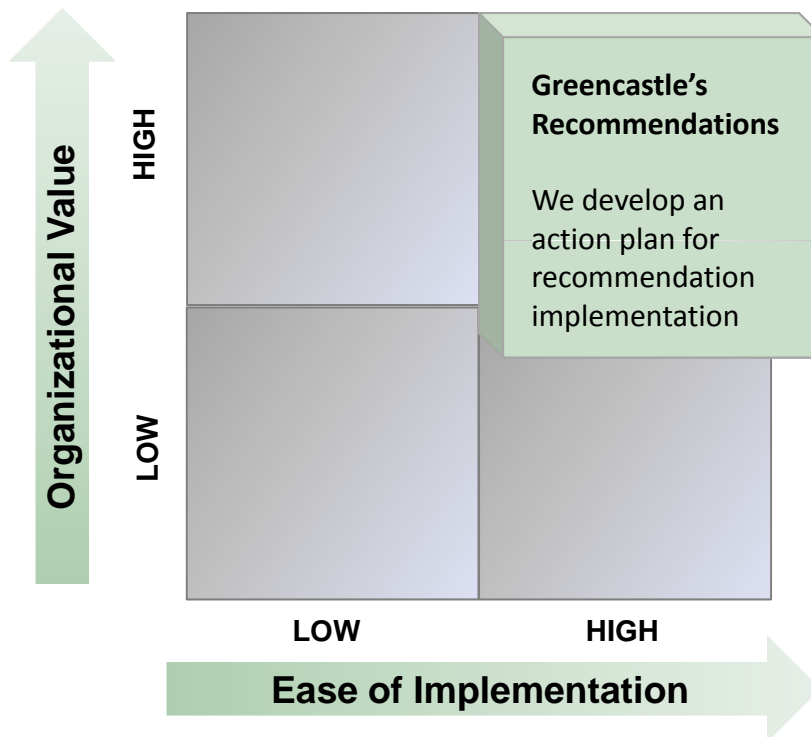
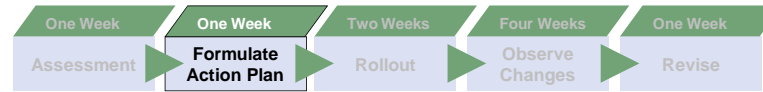
PMO FUNCTIONALITY ASSESSMENT MATRIX		Significant Opportunities	Some Opportunities	Marginally Acceptable	Desired
Work Stream Integration	Requirements / Scope / Change Management				
	Cross Program Dependencies				
	Transition to Operations				
Value Management	Risk Management				
	Quality Control & Assurance				
	Critical Path & Dependency Management				
Progress Reporting	Project Progress & Status				
	Program Performance Metrics				
	Budgeting & Cost Tracking				
Knowledge Management	Communication				
	Document Management				
	Decision Management				
PMO Project Support	PM Methodologies, Tools & Templates				
	Oversight of Business Process to Manage Programs				
	PM Training & Mentoring				

**Sample Items**

*Greencastle is sensitive to the amount of time required by individuals to provide information during the assessment phase.  
All interviews and data requests are vetted prior to execution.*



# PMO to EPMO Action Plan Phase (1W)

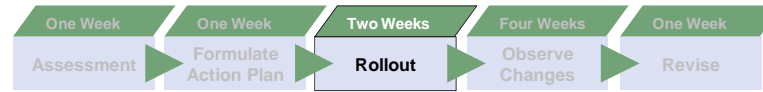


*A team approach is used to categorize each recommendation based on criteria developed in the assessment phase.*

*This approach leads to wider adoption.*



# EPMO Roll Out Phase (2W)



## Crawl

- Framework and tools rolled out to team
- Coach PM's on new change
- Familiarize team on new operational rhythm
- Start training all users

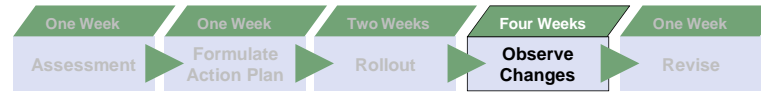
## Walk

- All users trained
- One-on-One coaching (if required)
- EPMO recommendations rolled out

## Run

- Reinforcement training if required
- EPMO recommendations fully integrated
- Team ready to move into next phase

# EPMO Observing Change Phase (4W)



**Subjective:** Do we feel the changes are positioning us to meet desired end-state?

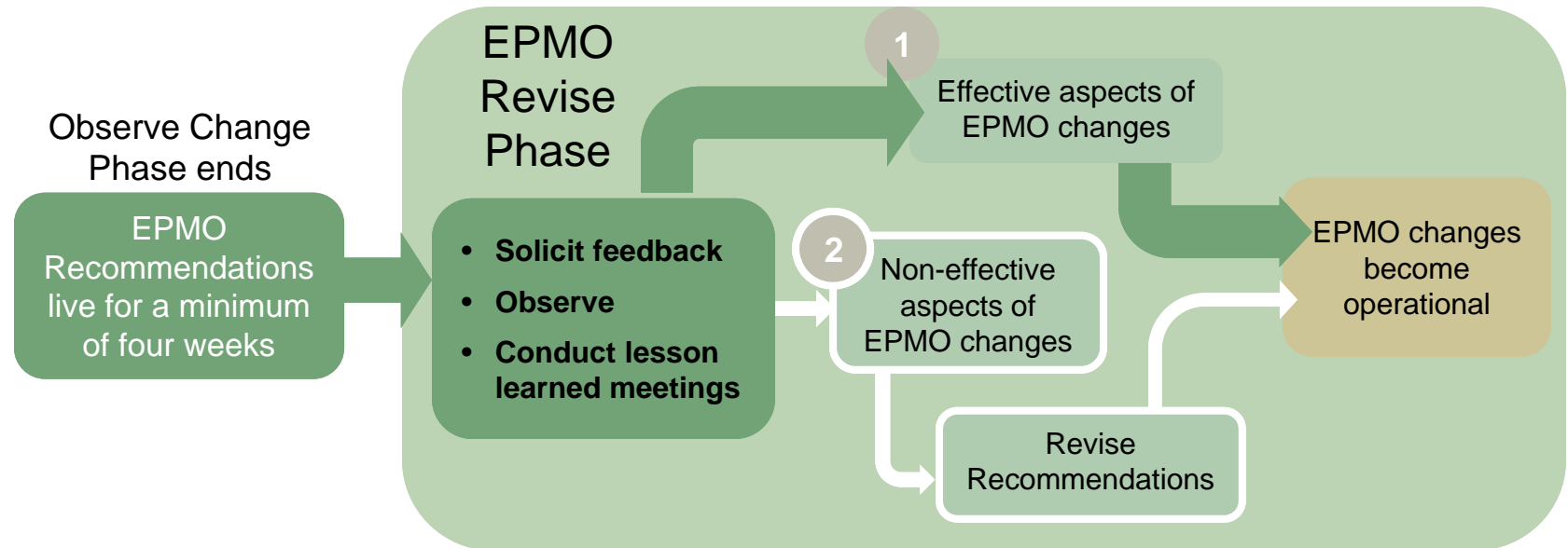
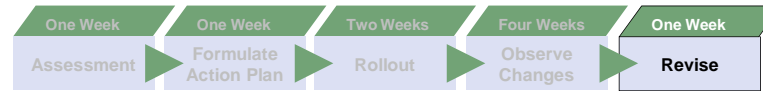
- Personal observation
- Meeting evaluations

**Objective:** Can we prove the changes are positioning us to meet desired end-state?

- Audits of changed process
- Content analysis

*Are we making progress to the desired end-state and stated goals?*

# EPMO Revise Phase (1w)



1 After the organization has experienced the EPMO change, it is time to fine tune the change and ensure those aspects that are working well are reinforced.

2 Aspects deemed not to be meeting expectations are tweaked or eliminated



# EPMO Features and Benefits

Feature	Benefit
Portfolio Inventory	Current health of all projects
EPMO changes focused on the process not the people	Reduces defensive behavior of stakeholders
Leadership understanding of end-users attitudes toward EPMO changes	Help choose the correct approach for gaining widest possible adoption
Executive Assessment Summary	Creates awareness among senior leaders regarding the opportunities / decisions / leverage points
Detailed Assessment Report	Identification of strengths / obstacles / watch areas
EPMO Change Action Plan	Ongoing actionable items to address increasing functionality and as well as closing adoption gaps
3 <sup>rd</sup> Party Assessment	Greencastle provides unbiased assessment of your process while leveraging best practices from many industries



# Why Greencastle for your EPMO

Our focus is the adoption of EPMO changes

- We focus on all aspects of incorporating lasting change:
  - Change Management
  - Project Management
  - Process Improvement

We believe it is all about the people and process not the tools and templates

- Lasting change comes from people and the process

Greencastle has 15 years of PMO/EPMO operations experience with 100's of initiatives

- Healthcare focused

