

Adapting PMO for Success


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Learning Objectives

- Identify the challenges of setting up PMO that enables delivery in healthcare setting and in particular from GCC perspective.
- Shadow standard PMO profile Co-relating dynamic nature of Healthcare Practice.
- Study available PMO build and Implementation Methodologies available in market and identify opportunities
- Share vision and opportunities in constructively optimizing PMO from strategic standpoint.



Paradigm Shift


Healthcare	Information Technology
<ul style="list-style-type: none">• Regenerative Medicine• Diagnostic to Wellness• Patient Centric• More Regulations• Best Practice Compliance• Evidence Based Care• Home Health & Long-term• Informatics Analytics• Patient Empowerment	<ul style="list-style-type: none">• Silos to Consolidation• Virtualization & Cloud• Green IT• Social Media & Mobility• Narrowing Digital Divide• Business Intelligence• Information Aesthetics• Transformational Thinkers



Healthcare IT - Challenges

150

5. Healthcare IT Complications



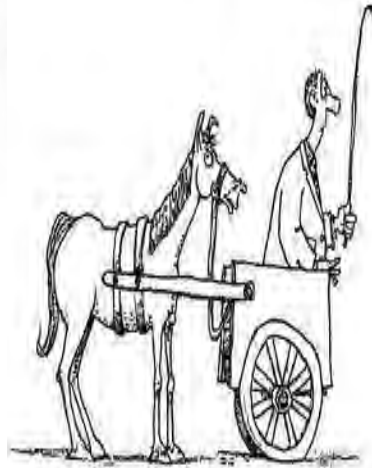
- ▶ Risk Factors
 - Changes to medical device network interfaces
 - Large-scale projects
- ▶ Prevention
 - Effective planning among stakeholders
 - Clinical staff & Administration
 - IT & Clinical Engineering
 - Specify interoperability needs in purchase contracts
 - Coordination of maintenance and upgrades
 - Testing and Verification!

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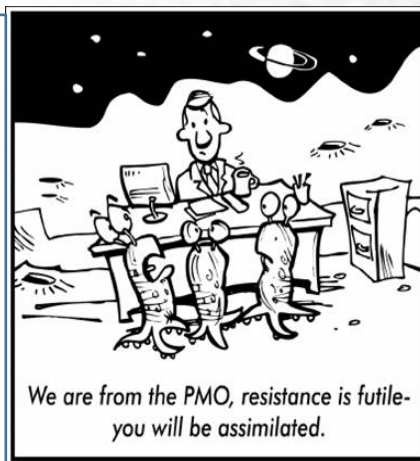
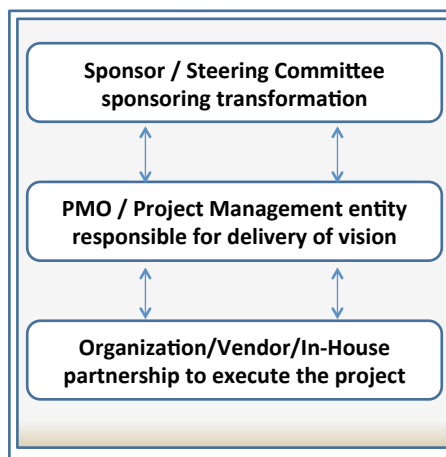
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Program/Project Success Factors

- System implementation projects, in general, experience low success rates
 - 28% of projects meet full success
 - 49% of projects are fully completed, but over budget, over schedule and lack full scope of planned functionality
 - 23% of projects experience complete failure or are cancelled .
- EMR/EHR system implementations have even higher failure rates. Industry studies reveal failure rates of 50%, others as high as 70%. [2]
 - [1] *Extreme Chaos, 2000. The Standish Group*
 - [2] *Dr. David Brailer, National Coordinator for Healthcare IT, US DHHS*




Traditional Delivery Model





Challenges to PM Model

- Domain Neutral Methodologies
- Vendor Based Methodologies
- Adoption and transformation approaches not well defined or integrated
- Lack of Governance to manage transformation priorities
- Lack of expertise to transformation
- IT environments, which typically include silos of data, applications and hardware that can slow change.
- Clinical transformation misunderstood as organizational transformation and usually starts technology plan



Project Failure – The Knowns

An executive calls two subordinate managers into a meeting and says to them, "Ok, we have a mess in customer service and we have to fix it. This has to be priority #1. Drop everything else and clean up the mess with new systems and procedures and whatever else we need for World Class Customer Service! In fact call it that, the WCCS project."

The experienced project manager chuckles again and says, "We have no standard methodology. Every project manager in the company just wings it. Anyway, how can you possibly put together a plan when executives make you start work before they decide what they want? When you try to define the scope or even ask what the project The experienced project manager smiles and replies, "I'll help you with that. I've got a bunch of old project plans and some really big work breakdown structures. Take them and do a copy and paste job. If anyone asks, you'll have a really big plan and a highly detailed work breakdown structure that no one will ever look at anyway."

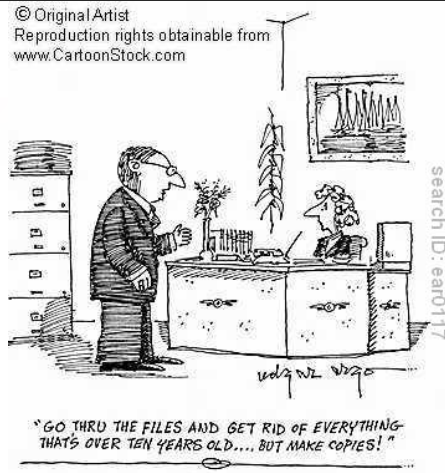
"But I've put dozens of hours into some of those old projects. Does the organization want me to just throw that time away?"

"Not only do most of the projects fail around here but I think we waste about a third of our time on projects we never finish. That's why you shouldn't get excited about flushing another one down the drain."

So instead of accurate estimates we get project team members who are primarily concerned about avoiding blame.

PM Model- GCC Perspective

- Challenges
 - sustainability of projects
 - decision Making
 - availability of qualified staff
 - continuous tactical planning challenges
 - communications and expectations Management
 - multi-disciplinary multi-cultural environment.

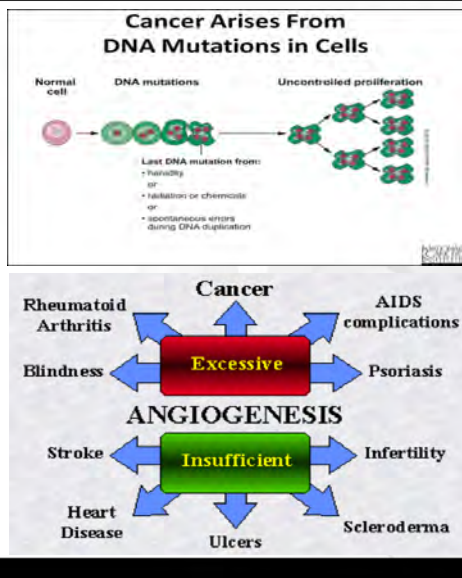


Adapting PMO for Sustainability

Adapting PMO for Sustainability

Transformation Vision

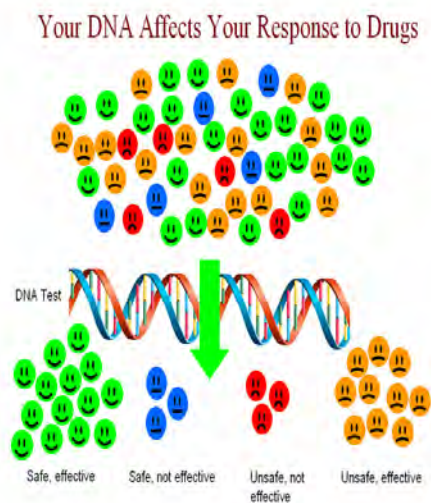
- Learning from Molecular Biology
 - mutation-- a change in the genetic material (ie. DNA)
 - angiogenesis is a physiological process involving the growth of new blood vessels from pre-existing vessels.
 - fundamental step in the transition of tumors from a dormant state to a malignant one.
 - anti-Angiogenesis closure or elimination of unwanted process by not providing resources



PMO and Personalized Medicine

Personalized Medicine:

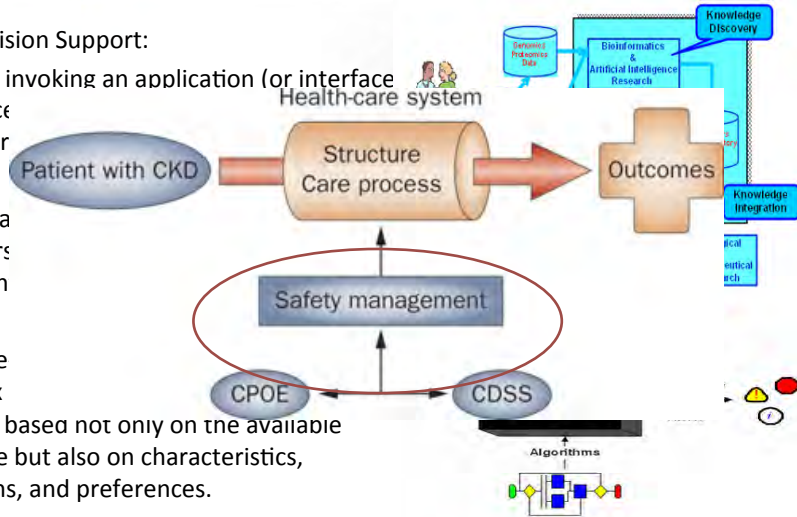
- or pharmacogenetics gives your healthcare providers information about your unique DNA
- Helps select the best dose and drug for you.
- genetic factors are more important than other factors that alter your response to drugs such as age, sex, weight, and general health



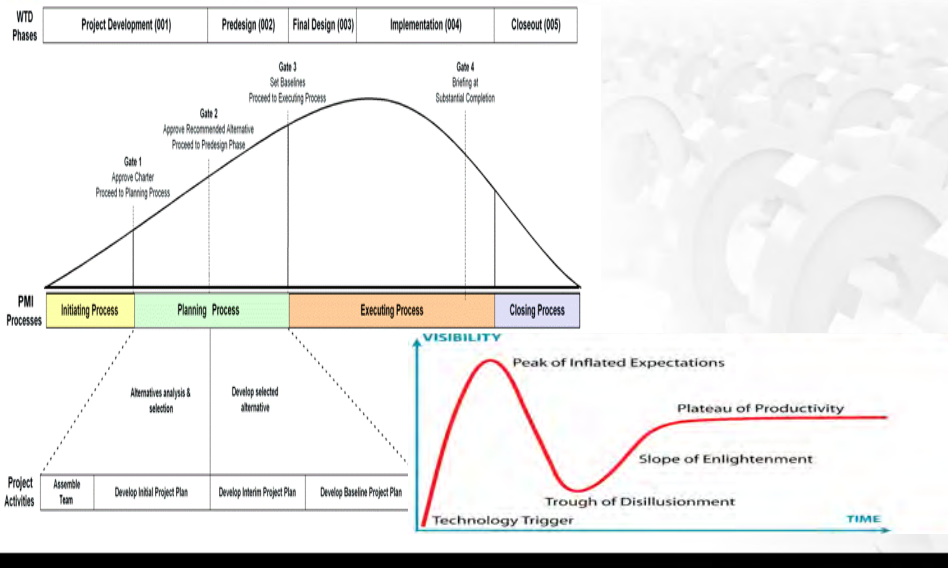
PMO and Clinical Decision Support

Clinical Decision Support:

- involves invoking an application (or interface or service like return)
- encompasses providers to patient
- Evidence complex which is based not only on the available evidence but also on characteristics, situations, and preferences.



Program Journey



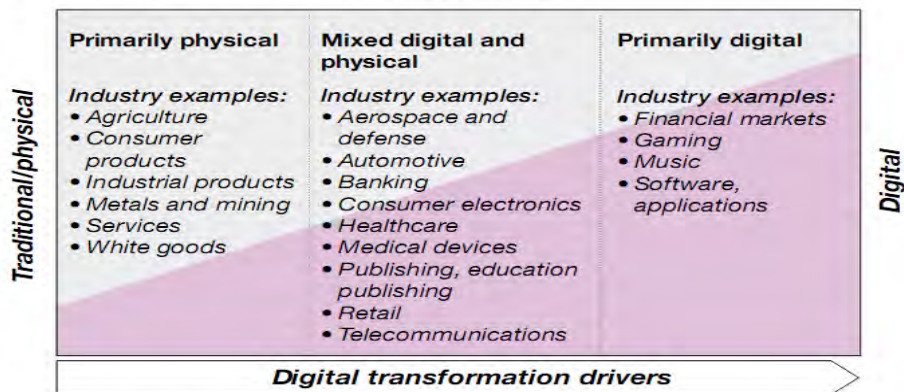


Healthcare Digital Transformation



Evolution of Healthcare Digital Transformation

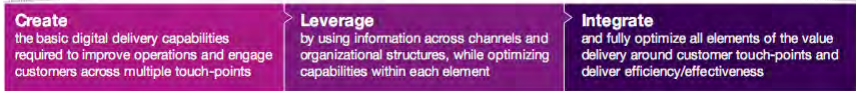
Degree of product and service digitization



Source: IBM Institute for Business Value analysis.

Evolution of Healthcare Digital Transformation

Reshaping the operating model



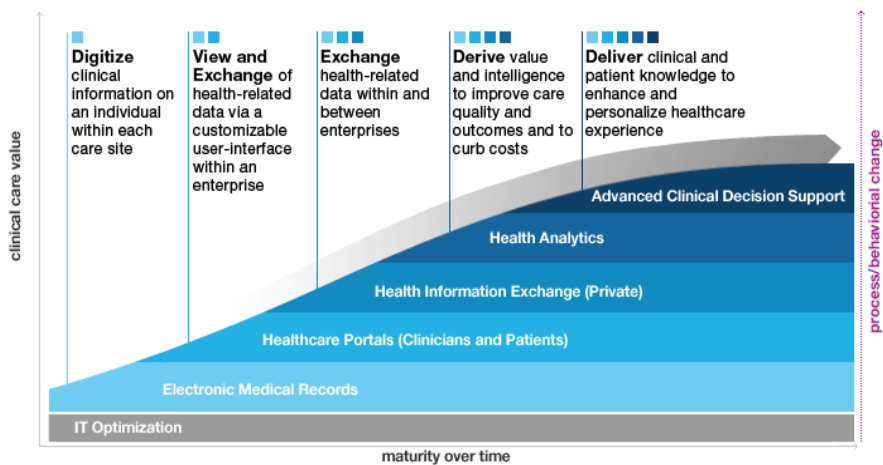
Reshaping the customer value proposition



Source: IBM Institute for Business Value analysis.

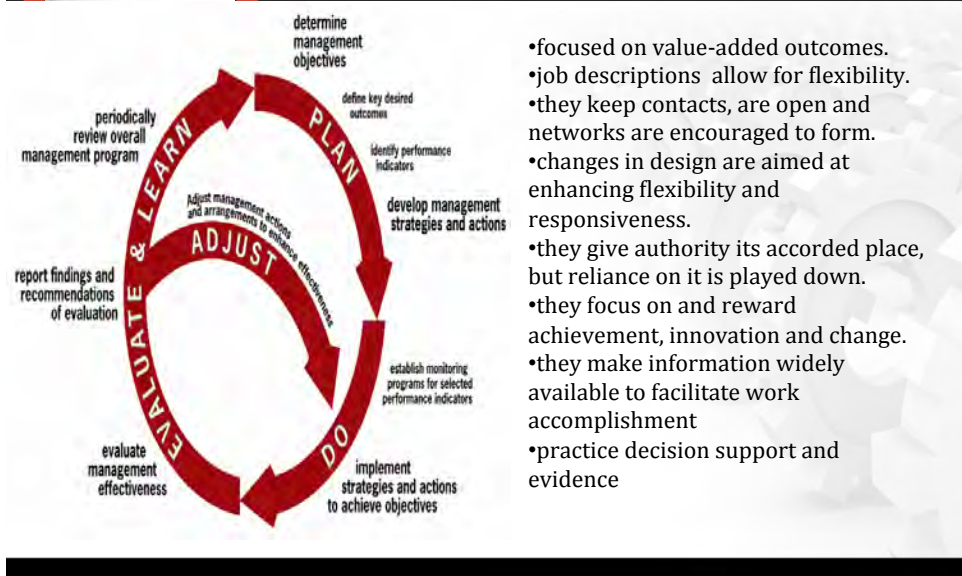
Transformation Towards Patient Centered Care

Patient-centered care: a competency outcome map



Source: IBM Center for Applied Insights

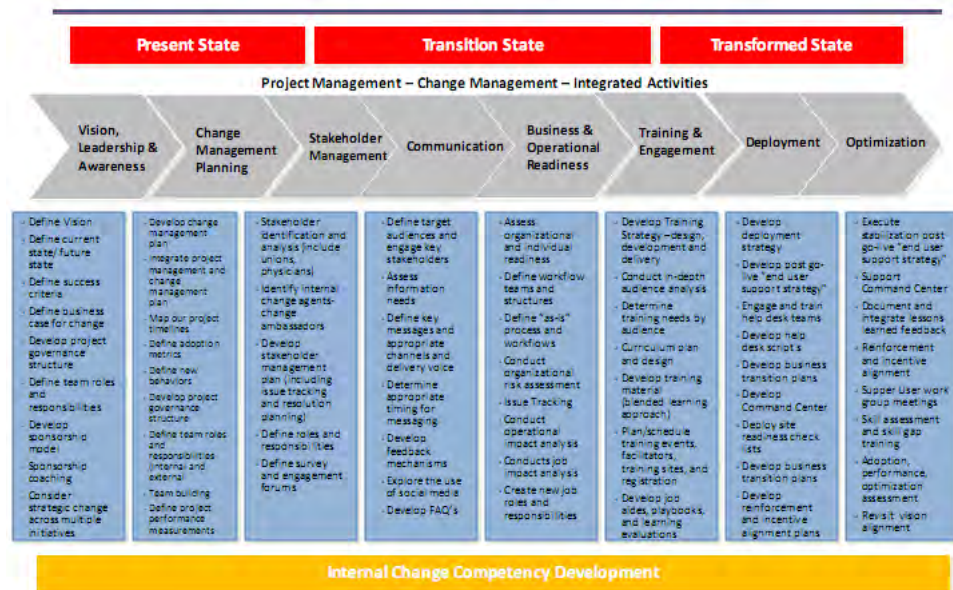
Principle of Adaptation

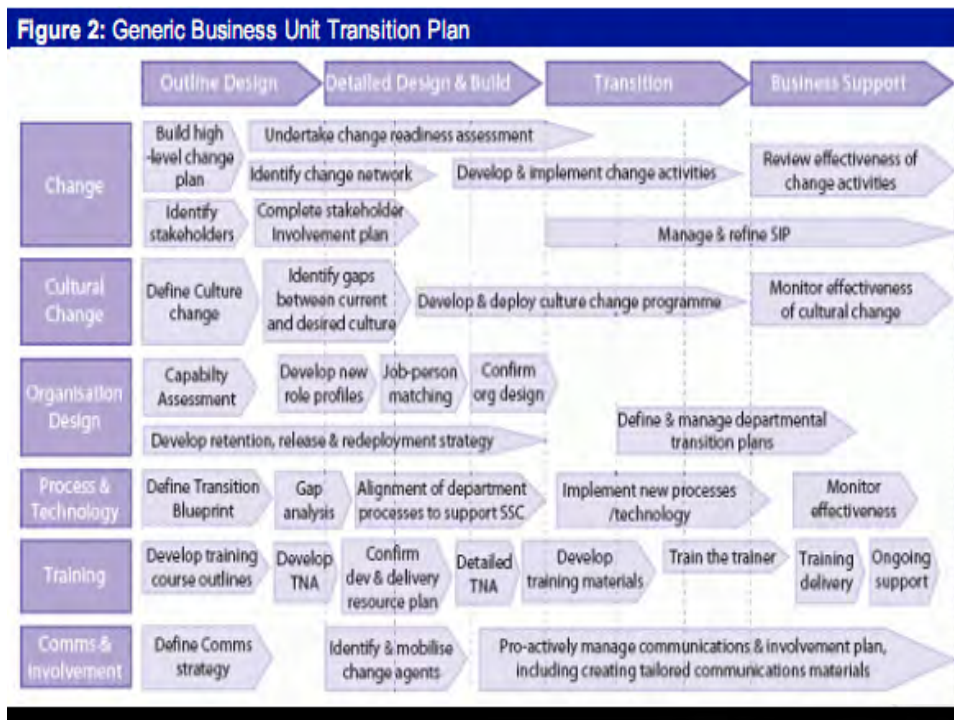


- focused on value-added outcomes.
- job descriptions allow for flexibility.
- they keep contacts, are open and networks are encouraged to form.
- changes in design are aimed at enhancing flexibility and responsiveness.
- they give authority its accorded place, but reliance on it is played down.
- they focus on and reward achievement, innovation and change.
- they make information widely available to facilitate work accomplishment
- practice decision support and evidence



HIMSS Change Management Task Force – Technology Adoption Framework





Takeaways....

- Traditional PMO models pose challenge for EMRs
- PMO adoption in healthcare is even acute
- Differentiate between Vendors Solution success indicator for solution versus organizations Transformation Vision
- Safeguard against Organizations DNA mutation(un proven methodology)
- Proactively promote PMO Decision Support
- Progress from Symptomatic Program Management to Predictive and Prognostic
- Adapt PMO for the Paradigm Shift
- Bring Accountability to PMO for value stream in transformation journey.
- De-code your organizations Genome





Q&A
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