**WHAT DO WE DO?**

*The Project Manager has overall project responsibility* and accountability for the application of a structured project management practice: to ensure requirements are satisfied, deliverables are constructed in accordance to the design specifications, assignments and tasks are completed on-time, and project costs are being managed within the project budget. The Project Manager owns the ‘Project Entity’ and is responsible for managing the ‘Project Journey’.

The Project Manager should be assigned as early as possible in the life cycle of the project in order to establish project ownership and management responsibility as well as to begin the development of the project requirements from the “ground up.”

During the management of a project, the Project Manager acts as the focal point managing the project scope, schedule and costs between key project stakeholders.

**PROJECT PLANNING**

- Develop Project Plan, tailoring the work plan to reflect project needs. The Project Plan should include the Project Charter, Scope Statement, constraints, assumptions, WBS defining project deliverables, cost estimates and project budget, major milestones, schedule, resource requirements, acquisition/procurement plans, risk analysis and response plans, project team structure and communications plan. Also included will be the deliverables acceptance criteria (quality metrics) and the acceptance process.
- Develop the supporting plans such as scope, cost, risk, schedule, quality, resource, security deliverables, procurement and change management plans.
- Obtain stakeholder approval and acceptance of the Project Plan.
- Obtain organizational commitment and support for completion of project task assignments, schedule and costs.
- Establish baseline.

**PROJECT EXECUTION**

- Manage and monitor day-to-day activities and provide direction to team members and supporting departments.
- Manage and monitor quality targets and goals (both project and product).
- Manage and monitor risk response strategies.
- Disseminate project information and maintain communication.
- Manage the timing of procurement requests and contract administration requirements.
- Coordinate contracting activities related to the project. Assure all contracts are copied to department Administration.

**PROJECT CONTROL & EXECUTION**

- Develop and distribute project performance reports. Regularly review project status, evaluating performance criteria (scope, cost, schedule & quality).
- Develop and manage corrective action plans.
- Evaluate project performance and initiate change requests as required (scope, cost, schedule or quality).
- Participate in change control meetings to review and approve product/project changes.
- Adjust project planning, as required, to include approved changes in scope, timing, cost or quality after obtaining customer approval.

**PROJECT CLOSE-OUT**

- Obtain customer/end user and management approval and acceptance of the completed product.
- Complete contract closeout.
- Closeout open action items.
- Conduct lessons learned session and develop recommendations for continuous improvement.
- Archive all project data.
- Conduct project surveys.
- Recognize project team and celebrate success.

**BENEFITS OF USING AN HCIS PROJECT MANAGER**

- Business Professionals & Partners
- Single point of contact
- Department, vendor & project liaison
- Open communications
- Project on-schedule & within budget
- Structured project methodology, processes & procedures
- Open collaboration
- Accountable & productive teams
- Excellent project performance
- Objective viewpoints & management practices
- High customer/end user satisfaction
- Professional growth and development opportunities
- Reduces project risks
- High product quality and minimum rework
- Meets project goals & objectives
- Excellent project & customer service

The Project Manager works collaboratively with project team members and key stakeholders to ensure that the necessary project activities are successfully completed according to the project requirements.

**Questions?**

Email us at hcis-pmo@uiowa.edu

Or visit us on the web [http://hcis.healthcare.uiowa.edu/pmo](http://hcis.healthcare.uiowa.edu/pmo)
The Project Manager works collaboratively with project team members and key stakeholders to ensure that the necessary project activities are successfully completed according to the project requirements. Listed below, are some critical path project activities that may be performed by various team members throughout the project life cycle.

**PLANNING**

Once a Project Manager has been assigned, the project enters the detailed planning phase. This may involve the development of the:

- Project Work Plan
- Cost Plan
- Resource Plan
- Risk Plan
- Acceptance Plan
- Communications Plan
- Procurement Plan

**RFP**

- Facilitate the RFP Project Committee selection process
- Schedule monthly Executive Committee meetings
- Coordinate and manage the gathering of application and technical requirements
- Manage the development of the RFP Document
- Work with department purchasing and Executive Committee to finalize the RFP
- Work with department purchasing to communicate the RFP to vendor and post on hospital website
- Create vendor responses rating tool
- Manage and coordinate rating the vendor responses
- Manage and coordinate on-site product demonstration with the top vendors
- Manage and coordinate off-site visit to top vendors and/or reference accounts
- Work with Executive Committee to determine vendor of choice
- Work with vendor to request copy of generic contract

**CONTRACT/PROCUREMENT**

- Facilitate the initiation of contract negotiations
- Work with Administrative Services to finalize all project related contracts and assure departmental documentation is acquired
- Collaborate with Administrative Services to confirm the project Master File Key (MFK) and Business Agreement (BA), if necessary

**WORKFLOW ANALYSIS**

- Work with resource managers to identify workflow team
- Collect current workflow documentation
- Schedule and manage workflow observations & meetings
- Facilitate the documentation of current & new workflow processes
- Review and finalize workflow documents with workflow team

**PLANNING**

- Coordinate project transition from vendor sales team to implementation team
- Work with vendor to identify and confirm assigned project manager
- Work with resource managers to identify and commit project resources
- Update and review Roles and Responsibilities Document
- Review contract with vendor and key project team members
- Initiate requirements discussion
- Develop and review the Project Work plan with vendor & the project team
- Work with the project team to determine ‘Go-Live’ approach
- Create Project Charter if applicable
- Plan, coordinate and conduct Project Kickoff meeting
- Work with the project team to acquire and procure hardware
- Review the invoicing process with Administrative Services

**EXECUTING**

This phase involves the execution of each activity and task listed in the Project Plan. A series of management processes are undertaken to monitor and control the project output deliverables. Once all the deliverables have been produced and the customer has accepted the final solution, the project is ready for closure.

- Facilitate & conduct Kickoff meetings with all stakeholders and project team.
- Manage and coordinate Project team member training
- Coordinate hardware and system software set up and configuration
- Manage vendor application software installation activities
- Manage, coordinate interface configuration activities (if applicable)
- Manage, coordinate and track system build and design activities
- Manage and coordinate unit, system, interface, billing, integration, performance and parallel testing activities
- Facilitate the creation of new Workflow Processes and Procedures
- Coordinate the creation of Downtime Processes and Procedures
- Manage and coordinate End-user and Super-User training activities
- Manage & coordinate the development and creation of Go-Live critical reports
- Facilitate & manage the development of Production support plans
- Facilitate and coordinate Go-Live planning and Go-Live activities
- Manage the escalation and resolution of project issues
- Manage changes to project scope, schedule and costs through Project Change Control process
- Conduct Phase Sign-off activities for each phase

**CLOSING**

Project Closure involves releasing the final deliverables to the customer, handing over project documentation, terminating contracts, releasing project resources and communicating the closure of the project to all stakeholders. Closure can be done at the end of each Phase to signify that all Phase tasks/activities/deliverables have been completed and that the next phase will commence.

- Facilitate the resolution of outstanding Go-Live issues
- Conduct Lessons Learned meetings
- Conduct Transition-to-support meetings
- Complete Sign-off forms
- Complete Project Satisfaction Survey and Project Team member surveys
- Confirm and verify on-going maintenance support contract
- Manage contract close-out activities
- Release committed resources
- Archive Project Documentation and project completion criteria

**MONITORING & CONTROLLING**

- On-going throughout the project life cycle
- Review Project Request Document
- Develop and create project documents
- Create Roles and Responsibilities Document
- Create Project Repository for all project documents (Share Point website)
- Facilitate and coordinate meetings (Executive/Oversight Committee and Core Team meetings)
- Create, update and distribute Project Status Report
- Conduct team member surveys and provide input to resource managers
- Monitor and assure project team member’s time is recorded in compliance with departmental procedures