Integration Management

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Integration Management

Integration management is the initiating, planning, executing, controlling and closing of all key project, product and change management plans, processes and outputs required to achieve project success.
Processes and Outputs

<table>
<thead>
<tr>
<th>Initiating</th>
<th>Planning</th>
<th>Executing</th>
<th>Controlling</th>
<th>Closing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare the feasibility study and business case</td>
<td>Prepare project management plan</td>
<td>Manage project execution</td>
<td>Control project execution</td>
<td>Close phase or project</td>
</tr>
<tr>
<td>Feasibility study and business case</td>
<td>Project management plan</td>
<td>Performance report</td>
<td>Organizational process asset update</td>
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<tr>
<td>Prepare project charter</td>
<td></td>
<td>Change Request (CR)</td>
<td>Performance report</td>
<td>Deliverable</td>
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<td>Project document update</td>
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<td>Perform integrated</td>
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<td>change control</td>
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Integrated Project Management

Excerpted from the book Project Management for Health Information Technology (HIT)
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Prepare Feasibility Study and Business Case

- Starts with a project initiator or member of a small planning group responsible for starting a project
- Includes a research document created to guide management decision on whether to proceed with a project based on an assessment of its viability, costs and benefits
- Provides executive leadership with information to make a go-no/go decision
Conduct Options Analysis

• A Return on Investment (ROI) is a formula that calculates the ratio of financial gain or loss on an investment relative to the amount of money invested.

• A payback period is a formula that identifies the time required to recover the costs of a proposed option.

• A Net Present Value (NPV) is a formula that evaluates an investment based on the difference between the present value of cash flows in the future and the investment amount today.
## ROI Example

<table>
<thead>
<tr>
<th>Five Year Projected ROI Consolidated Categories</th>
<th>ROI in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Process Improvements</td>
<td>$12.31</td>
</tr>
<tr>
<td>Medicare Incentives</td>
<td>2.79</td>
</tr>
<tr>
<td>Decreased IT Support</td>
<td>3.16</td>
</tr>
<tr>
<td>Reduced Medical Record/Transcriptions</td>
<td>3.25</td>
</tr>
<tr>
<td>Revenue Cycle Improvements</td>
<td>52.00</td>
</tr>
<tr>
<td><strong>Total Ten Year ROI Projection</strong></td>
<td><strong>$73.51</strong></td>
</tr>
</tbody>
</table>
Prepare Project Charter

Streamlining Project Scope

Define the EMR
- Create a common understanding among all stakeholders
- Define the purpose of the project and vision for the end state

Limit the Scope
- Limit scope creep to maintain manageable project
- Lab, scheduling systems in need of replacement determined to be beyond scope
Prepare Project Management Plan

- A Project Management Plan (PMP) is a collection of baseline plans for each knowledge area – scope, schedule, budget, etc. – used collectively to successfully execute, control and close the project.
- It furnishes an opportunity for thinking through the project details before proceeding.
- A Project Manager executes activities following the PMP, checks the execution results at each step and then resolves variances between the execution results and the baseline plans.
Manage Project Execution

Performing tasks that produce the following project outputs:

• Deliverables (A deliverable is a tangible and verifiable project output that are the result of a task or tasks)
• Performance reports regarding work progress
• Change Requests (CRs) to the project management plan and other baseline documents
• Project document updates related to issues that do not affect baseline plans
Control Project Execution

Controlling project execution results in the following outputs:

- Organizational process assets or information sources used to influence project success, e.g., policies, procedures, plans, standards, guidelines, templates, reports, lessons learned
- Performance reports regarding project status
- CRs affecting baseline project management plan and other project documents
- Project document updates
Perform Integrated Change Control

- Integrated change control is identifying, assessing, making and monitoring modifications to baseline project processes and outputs, e.g., to scope, time, budget and quality.
- The output of this process is a change request.
- A Change Request (CR) is a formal application to modify baseline deliverables and processes.
Quadruple Constraint
Close Phase or Project

- A phase closeout is completing a set of activities conducted within a project.
- A project closeout is finishing tasks, accepting deliverables, transferring completed work to operations and completing the project.