

RESEARCH PMO BROWN BAG LUNCH

**Assessing and Monitoring Project Health
and Risk**

March 22nd, 2022 @ 11:30am – 1pm

PRESENTED BY:
Research PMO
Strategy Integration

ICE BREAKER – WRITE IN CHAT!

[Video](#): Crystal Ball for risk management

HOUSEKEEPING

What to keep in mind for today's webinar:

- We encourage everyone to turn their camera on to increase engagement
- Everyone is muted, if you have a question or comment, please:
 - Type your question in the Chat Box
 - Ask a question using the Raise Hand function
 - If un-mute, please state your name and title/department
- Slides/webinar materials will be shared post-session
- The Research PMO values your opinions & feedback:
 - Please complete our post-session survey

INTRODUCTIONS – RESEARCH PMO AND STRATEGY INTEGRATION



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RESEARCH PMO OVERVIEW

Our Vision

"In support of Research Administration, we will plan and execute small, medium, and large projects, programs, or process improvement initiatives. Our management approach will assess your goals and objectives and develop a plan that best suits your needs."

Services Provided:

- Advisory, Audit, and Governance solutions
- Project Mgmt. and Business Analyst Resources
- Process Improvement and Change Management
- Project Management Education
- Project Management Tools and Templates

STRATEGY INTEGRATION OVERVIEW

Our Vision

To drive alignment between CHOP's strategic priorities and the operational actions that contribute to achieving those priorities

Services Provided:

- Business process improvement
- Business consulting
- Program Management
- Project Management

WHY ARE WE ALL HERE?



Reference #10



AGENDA FOR TODAY'S WEBINAR:

- High level definitions
- Initial Identification of risk
- Risk Management Tools
- Project health
- Project closure

HIGH LEVEL DEFINITIONS

DEFINING IRAAD, RISK MITIGATION AND MONITORING
MITIGATION STRATEGIES



IRAAD

Issue	Risk	Assumption	Action Item	Decision
<ul style="list-style-type: none">• Problem that has already occurred	<ul style="list-style-type: none">• Potential issue that may impact the project in the future	<ul style="list-style-type: none">• Factors that are considered to be real, true, or certain without proof or demonstration	<ul style="list-style-type: none">• Task or activity that needs to get done to complete the project	<ul style="list-style-type: none">• An informed conclusion that drives project direction.



ISSUES VS RISK

- **Issues** are actively occurring events that need to be addressed
 - Example: A fire that needs to be put out
- **Risks** are potential issues that are identified ahead of time. Risks have the potential to become issues if not mitigated
 - Example: Storing gasoline next to wood
- Issues and risks need mitigation and are handled differently

KNOWLEDGE CHECK

ISSUES VS RISKS



RISK FACTORS & TYPES

Risk Factors

- Recurring
- Unique
- Interdependent

Risk Types

- Internal
 - (e.g. – Technology, Schedule, Financial and Legal)
- External
 - Unpredictable vs. Predictable

Reference #5



RISK MONITORING AND MITIGATION

Risk Monitoring

- Keeping track of all risks related to the project to determine if it will become an issue, when it will be resolved or when it needs to be escalated

Risk Mitigation

- Revising the project's scope, budget, schedule or quality, preferably without material impact on the project's objectives, in order to reduce uncertainty on the project

Reference #5



ASSUMPTION

- **Assumptions** are factors that are considered **real, true, or certain** without proof or demonstration
 - Can come at any time from anyone involved in a project
 - Difficult to detect
- **Mitigation:** Always go back to the source of truth
 - *“Is this true?”*
 - Knowledge is Power
 - Learn as much as you can as often as you can
 - Find the SMEs



ACTION ITEMS & DECISIONS

- **Action Items**

- Any task or activity that will drive the project forward
- Tracking Action Items
 - Action items that need to be tracked are usually one-time occurrences
 - Not Using a formal project plan?
 - Recommendation is to track all action items

- **Decision**

- Resolution made after considering the available information
- Usually made at the management or executive levels
- Review decisions with all stakeholders on a regular basis



KNOWLEDGE CHECK

- **Scenario:** You read in a press release that CHOP is breaking ground on a new building which will contain more lab space. In a team meeting your manager is excited about the news and assigns you a new study to manage which will require lab space. Your manager is confident that space will not be an issue since this study is high priority.

Where is the assumption here?

- **Scenario:** You are conducting a study which is partially funded by a private corporation. You see in the news that there is an economic slowdown in this corporation's sector, but you already submitted your paperwork for funding.

Where is the assumption here?

IDENTIFYING RISKS



Reference #3

IDENTIFICATION OF RISKS



Reference #2



RISK IDENTIFICATION TECHNIQUES



Reference #1



RISK MANAGEMENT PLAN

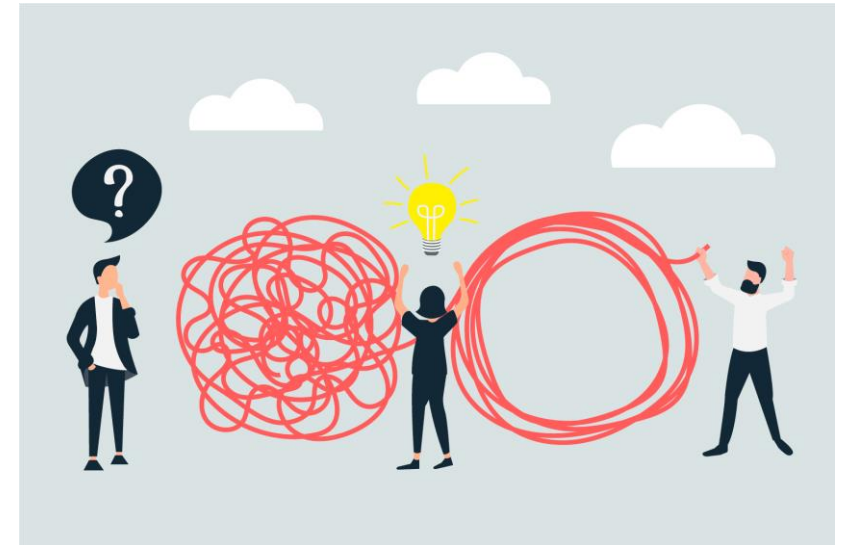


Reference #1



MITIGATION: ISSUES

- Issues need immediate resolutions
 1. Identify and analyze the issue
 2. Assign a priority
 3. Gather Subject Matter Experts (SMEs)
 4. Create a plan and execute
 5. Retrospective



Reference #11



MITIGATION: RISKS

- Risks are always lower in priority than issues but need mitigation in order to prevent or lower the impacts if/when they become an issue
 1. Identify and define the risk
 2. Identify SMEs
 3. Analyze the risk
 4. Assign a priority
 5. Create a risk mitigation/resolution plan
 6. Active Tracking



Reference #12

KNOWLEDGE CHECK

RISK IDENTIFICATION AND MITIGATION

RISK MANAGEMENT TOOLS



SIMPLE RISK TRACKER

- Many variations but at its core is a sheet that is used to track **Issues, Risks, and Decisions**
- Keys to success:
 - Use a tracker (any tracker)
 - Fill it in regularly
 - Review it often



RISK MANAGEMENT TOOLS

RAID

- Risks
- Assumptions/Actions
- Issues
- Dependencies/Decisions

Risk Register

- Purpose: Used to identify and grade risks associated with project schedule and scope
 - Commonly used in Word or Excel format
- Benefit: Identifying and communicating risk. Also acts to score, prioritize and generate action or mitigation plans for each risk
- Use: A risk registry should be used throughout the project and shared when relevant information impacts project deliverables and/or milestones.

Reference #6

Project Portfolio Management (PPM) System Tools

- ServiceNow
- Smartsheet
- Jira

SERVICENOW TEMPLATE EXAMPLES

Number

Probability

Impact

Risk rank

Risk value

State

Risk status

ASR Risk

Estimated cost

Assigned to

Task

Show on project status report

Due date

* Short description

Description

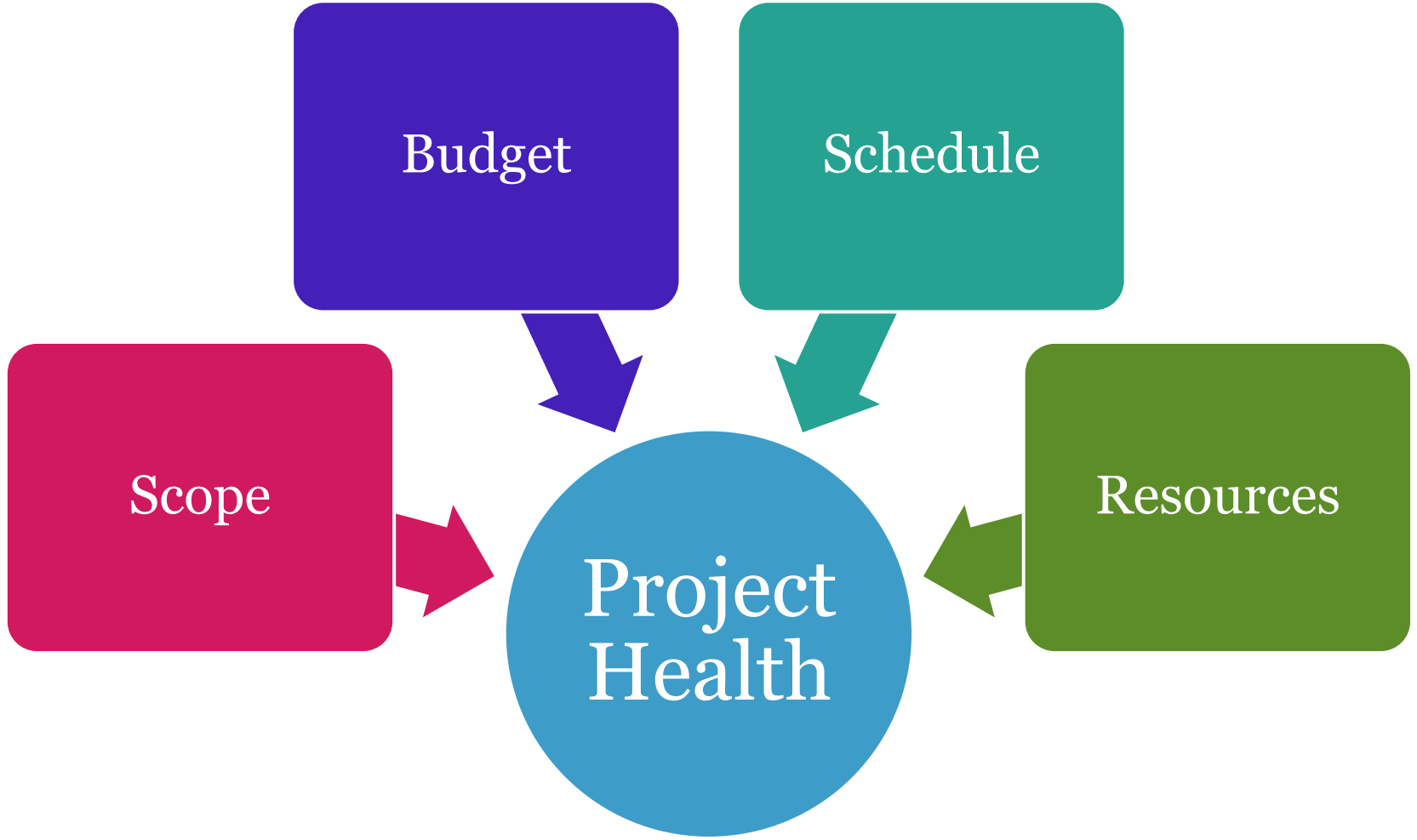
Mitigation plan

Work notes

SMARTSHEET TEMPLATE

Risk Number	Risk Identifi... Date	Risk Description	Category	Sub-Category	Prob...	Impact	Overall Risk Rating	Risk Indicator	Risk Owner - Escalation Point	Mitigation Strategy	Contingency Plan	Due Date	Status	Comments
					①	①		①	①	①	①	①	①	
-		Overall Project Risk					0							
-		Active Risks					1	0					1	
009	11/11/22	If the additional evaluation phase (sandbox/requirements) leads to a revised recommendation for our primary application vendor we will need to re-start the agreements process and this will add at least 4-8 weeks for supply chain and legal to negotiate	+ Management Risks	> Reliability	3	3	9	↑	Owner	Closely monitor and track the process for evaluating the sandbox activity and work with sponsors to determine the weighing of this evaluation on the overall RFP score.	Build additional time into the plan for a potential re-start of the vendor agreements.	01/13/23	Active	
-		Materialized Risks/Issues					0	0						
008	11/11/22	Based on feedback following the reference checks, it was determined that we will need to have an additional evaluation process to address their concerns.	+ Management Risks	> Technology	3	3	9	↑	Owner	Closely monitor and track the process for evaluating the sandbox activity to ensure we have a defined scope for each teams evaluation activity and create a timescale for when and how it will be performed.	Build additional time into the plan for the additional effort and scope to the RFP.	01/13/23	Materialized	
-		Closed Risks/Issues					4	0						
001	10/26/21	Research community will not be engaged or informed	+ Management Risks	> Support	2	2	4	↑	Owner	Engaging with HR Change resource early and often to help us plan our change execution	Begin planning and allocating time for drafting necessary change management and communication activities	08/31/22	Closed	Implementing roadshows communications plans...check in end of August
004	10/26/21	Availability of eResearch Functional Resources will not be engaged and will not have timely feedback	+ Individual Risks	> Resource Availability	2	3	6	↑	Owner	Understanding resource schedules and escalating needs as they arise.	Build in extra time into plan to work with teams following requirements definition	08/31/22	Closed	
003	10/26/21	Delayed in having full project support, which could extend the time needed to gather requirements	+ Management Risks	> Project Management	3	3	9	↑	Owner	Current resources will execute the activities the BA would have executed. A Senior BA position was just posted	Move forward with project with current resources performing BA activities	12/31/21	Closed	Closed on March 1
005	10/26/21	Will not have a tool to manage the collaboration needed for such a large project engagement	+ Management Risks	> Technology	1	1	1	↓	Owner	Email communication and limited access to OneDrive	Utilize current tools available until a new tool to effectively collaborate is identified	11/19/21	Closed	Dedicated Teams site is setup to use and start organizing folders/docu

PROJECT HEALTH



PROJECT HEALTH: STATUS REPORTING

Project Health should be reported out during an agreed upon cadence with project sponsors. It should include updates on the 4 elements and any action items needed to mitigate risks or issues.

Color Definitions (Defined loosely as this may differ per project)	
Green	Project has no critical risks/issues impacting the 4 elements
Yellow	There is a high probability that identified risks/issues will become critical and impact one or more of the 4 elements. Mitigation planning is needed
Red	Critical issues have occurred and impacted one or more of the 4 elements and requires escalation. This may require changes to one or more of the 4 elements

Note: Sponsors should be made aware as project health changes and not wait until the scheduled status readout

KNOWLEDGE CHECK

PROJECT HEALTH

PROJECT CLOSURE

- Types of risk associated with project closure
 - Operational team is not fully prepared for transition
 - Clinical trials not closed properly
 - Study documentation is incomplete
 - Data is not stored properly
 - Queries are not resolved
 - Lessons Learned surveys can support the transition by documenting the risks/issues during the project and how they were resolved

- Closure documentation should include, but is not limited to:
 - Executive Summary (e.g. - Background and outcome of project)
 - Transition plan to operations: Identify risks and how to mitigate within an Operations Playbook, standing Operations Committee, etc.
 - Clinical Research Checklist
 - Ensure all study documentation is complete
 - All queries are resolved
 - Determine maintenance methods for study supplies
 - Review Regulatory Binders

ADDITIONAL RESOURCES



WHO TO CALL

- Research Project Management Office (Research Admin)
 - Program and Project Management
 - Process Improvements, RFPs, System Implementations
 - Audit and Governance
 - DL email: DL-ResearchPMO@chop.edu
- Strategy Integration (Enterprise)
 - Business Process Improvement
 - Business Consulting
 - Program and Project Management
 - <https://at.chop.edu/sites/administration/strategy>
 - Submit an intake for review
- Center for Healthcare Quality & Analytics (CHQA)
 - Clinical Process Improvement
 - Data & Analytics
 - <https://at.chop.edu/chqa>

ADDITIONAL RESOURCES

- Take a class at CHOP:
 - Project Management
 - Applying Improvement Methods (AIM)
 - Leading Improvement Course (LIC)
 - MS Office
 - DISC I & II with your team
 - CLI: Presenting with Impact: Presentations Skills Workshop
 - Virtual Meeting Technology Coaching Session
- Strategy Integration Department
 - <https://at.chop.edu/sites/administration/strategy>
 - Business Process Improvement
- Continuous Improvement Class (recommendation from PMO) – CHQA Team
 - <https://at.chop.edu/chqa/Pages/Home.aspx>
 - Clinical Process Improvement
- Data Literacy Team
 - Information:
 - <https://at.chop.edu/communities/datagovernancecmte/quick-links/data-literacy>
 - Open Office Hours: Every Friday from 10:00am-11:00am
 - Workshop and Micosession Flyers
 - https://at.chop.edu/communities/datagovernancecmte/PublishingImages/Data%20Driven%20Micro-Sessions%20Flyer_FY23.pdf
 - <https://at.chop.edu/communities/datagovernancecmte/PublishingImages/Nucleus%20Workshop%20Flyer.pdf>
- ServiceNow Service Portal - <https://chop.service-now.com/esp>
- QlikSense - <https://at.chop.edu/communities/datagovernancecmte/quick-links/data-literacy/qlik-sense-consumer-guide>

KEY TERMS & DEFINITIONS



KEY PROJECT TERMINOLOGY

- Issue - Problem that has already occurred
- Risk - Potential issue that may impact the project in the future
- Action Item - Factors that are considered to be real, true, or certain without proof or demonstration
- Assumption - Task or activity that needs to get done to complete the project
- Decision - An informed conclusion that drives project direction
- Risk Monitoring - Revising the project's scope, budget, schedule or quality, preferably without material impact on the project's objectives, in order to reduce uncertainty on the project
- Risk Mitigation - Keeping track of all risks related to the project to determine if it will become an issue, when it will be resolved or when it needs to be escalated

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