RESEARCH PMO BROWN BAG LUNCH

Getting SMARTer with Goal Setting & Process Maps

Thursday June 22nd 2023,11:30am – 1pm

PRESENTED BY:
Research PMO
Strategy Integration

Children's Hospital of Philadelphia
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INTRO VIDEO

Link https://www.youtube.com/watch?v=yA53yhiOe04

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

Bob Bazinet
Sr. Business Analyst
Research PMO

John Morrow
Strategy Integration Partner
Strategy Integration

Arif Miah
Business Analyst
Research PMO

RESEARCH PMO OVERVIEW

Our Mission

"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

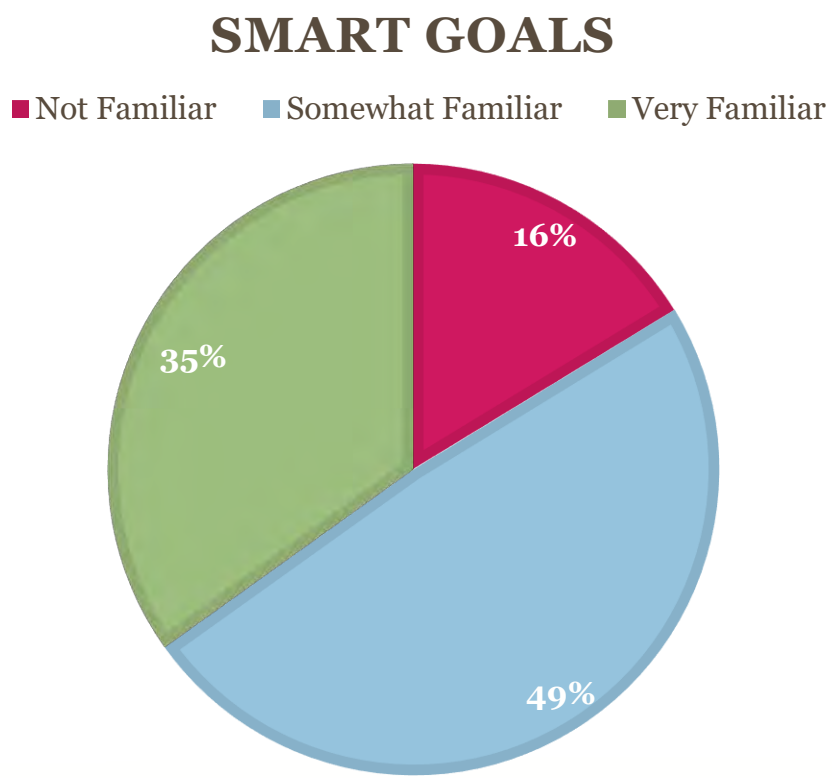
Our Mission

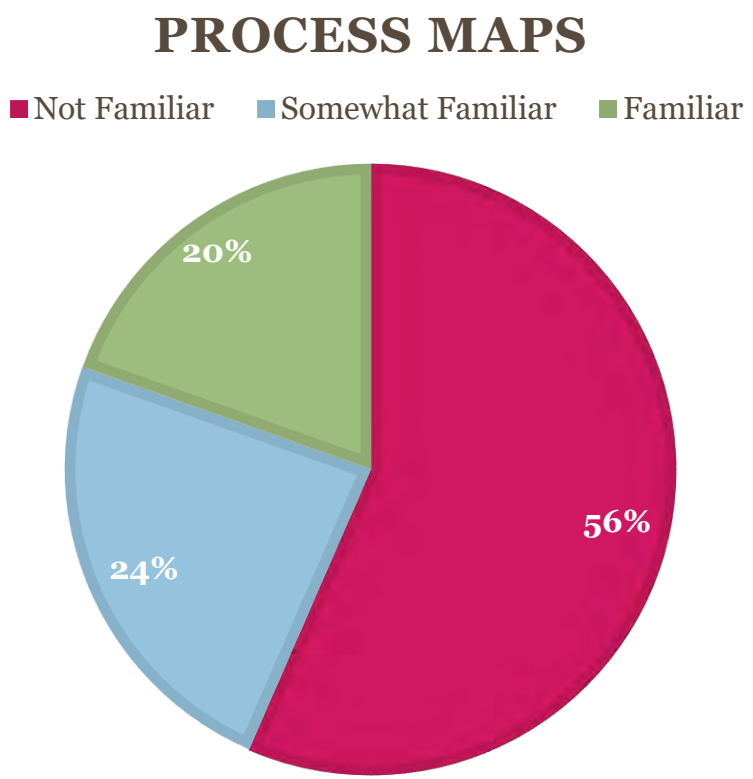
To drive alignment between CHOP's strategic priorities and the operational actions that contribute to achieving those priorities

Services Provided:

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

HOW FAMILIAR ARE YOU WITH S.M.A.R.T. GOALS AND PROCESS MAPS?





WHY ARE WE ALL HERE?

- SMART Goals – Help us get clarity on what we are trying to accomplish, and evaluate our progress

- Process Mapping – Provides visual documentation of a process, methodology, or path forward for accomplishing SMART goals

Actionable, Specific Goals

Visual representation of how to get there

AGENDA FOR TODAY'S WEBINAR:

- SMART Goals Intro
- SMART Goals Facilitation
- Process Map Intro
- Process Map Build Out
- Process Map Facilitation Tips
- Tools
- Wrap up

HIGH LEVEL DEFINITION
DEFINING S.M.A.R.T. GOALS

S.M.A.R.T. is a mnemonic acronym, giving criteria to guide in the setting of goals and objectives that are assumed to give better results, for example in project management, employee-performance management and personal development. The term was first proposed by George T. Doran in the November 1981 issue of *Management Review*.[1] He suggested that goals should be SMART (**specific**, **measurable, assignable, realistic** and **time-related)**.

SMART GOALS

What makes a goal SMART?

Reference #3

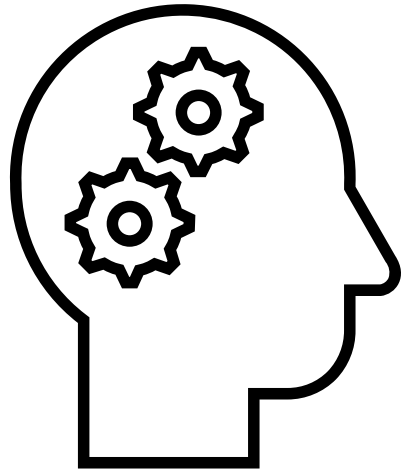
1.

WHEN TO USE A SMART GOAL VS A "DUMB" GOAL

"Dumb" goals are often aspirational, long-term, and high-level.

SMART goals are for near-future planning, for goals that need to be actionable, and those that need more specificity.

You can turn "dumb" goals into SMART goals for the purposes of creating actionable items for projects and operations.



MOVING FROM A "DUMB" GOAL TO A SMART GOAL

"Dumb" goal: We want to build a bridge

SMART goal: We want to build a bridge that crosses the Schuylkill River at Fountain Green Drive that is 400 feet long with a budget of $20M dollars by July 2024.

KNOWLEDGE CHECK

SMART GOALS AND PROJECT MANAGEMENT

- SMART Goals can be helpful in Project Management to help narrow the scope of the project and outline clear objectives
  - "If it isn't measurable, it isn't obtainable"
  - Project Failure Statistics from PMI- "A lack of clear goals is the most common factor (37%) for project failure.[2]
- Not all project goals and objectives will be SMART (for project management)
- Sometimes the "SMART" comes from the Project Plan/ WBS
  - Add specificity and timelines to our goals/ objectives
- The longer the project, the less "SMART" some of the goals will be

FACILITATION OF SMART GOAL FORMATION

- Who needs to be involved in formation?
  - Stakeholders (internal and external)
  - Data experts (D&A - see additional resource slide for contact info)
  - Process Subject Matter Experts; often frontline workers who are involved in the work every day
  - Process owners; people managers and process managers
- You don't always have to "reinvent the wheel"
  - Use KPIs/ trackable metrics in SMART goal identification; these are often already close to SMART format

SOURCES TO IDENTIFY SMART GOALS

- Process mapping
- Internal KPIs and metrics
- Strategic plan
  - Departmental goals
  - Institution goals
- Regulatory / Compliance
- Primary research, experiments

SMART GOALS AND RESEARCH

- Used for experiment/goal/thesis/hypothesis
  - Grant deadlines
  - Research study design
  - Clinical Trials – regulatory documents
  - Inputs can be regulatory, compliance
  - Prep for clinical trial
- May have protocol drafted, still need time to submit to IRB
  - Trial/project cannot start until you have everything set out

SMART GOALS AND RESEARCH

- Relevant for career planning/progression and development
  - Networking, conferences
  - Build collaborations, share research, add to the field
  - IDP – Individual Development Plan
    - Often captured in a software (Workday for example), can be informal
    - Grants may dictate professional development, SMART goals

SMART GOALS CHARTER EXAMPLE

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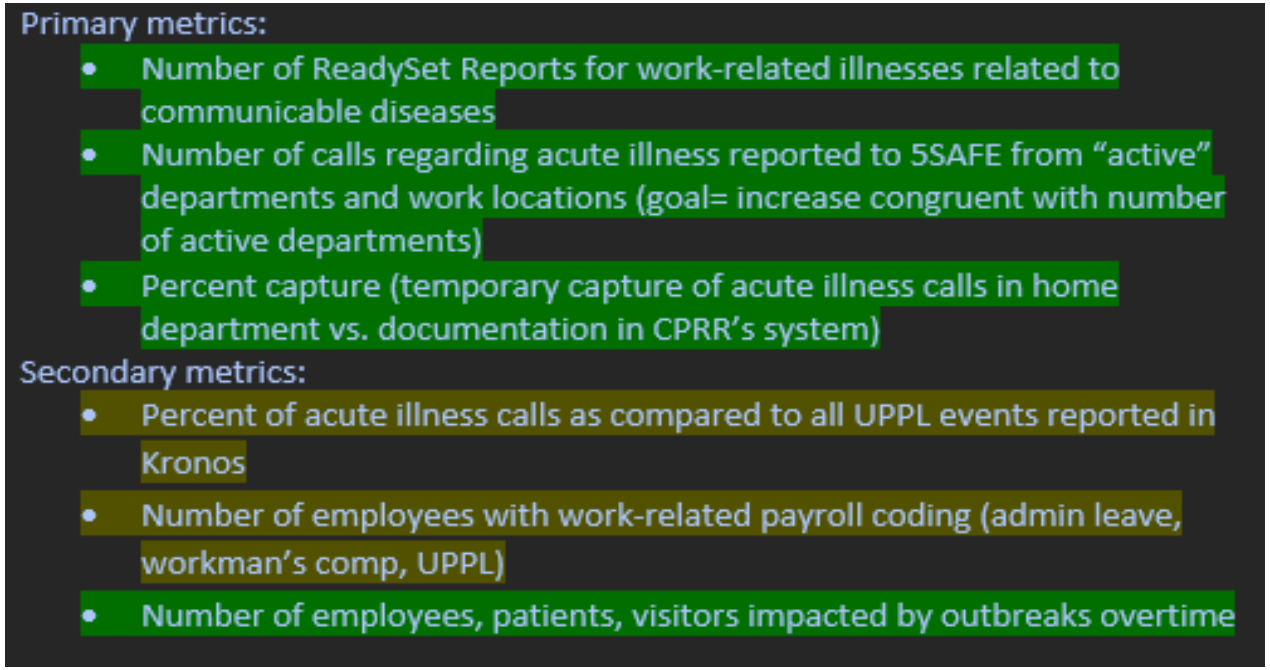
SMART CHARTER EXAMPLE (PRE-CONSULTATION)



Strengths:

- Including metrics that indicate a successful project

Opportunities:

- Some metrics lack specificity– are we moving towards/away from baseline? Not all metrics will be impacted directly by this project (Green Highlight)
- Some metrics would not be directly impacted by project work – This makes them "unrealistic" from a SMART goal perspective (Yellow Highlight)

SMART CHARTER EXAMPLE (POST-CONSULTATION)

How did we update the charter to reflect a more realistic approach to the goals?

- Added specificity to metrics; will we be moving towards or away from baseline, etc.?
- Moved metrics that would not be directly impacted by the project to “Service line objectives”
- Defined exactly what metrics would indicate project success; in this case only primary metrics will need to be met by the end of the project

SMART CHARTER EXAMPLE

Pre-Consultation:

Service line objectives:

- Develop a system that centralizes acute illness call outs across the enterprise and is accessible to CPRR, Infection Prevention & Control, and Occupational Health
- Develop a documentation system that discretely categorizes cases and locations with a goal of tracking trends for early identification of outbreaks and activation of a cluster response by IPC, as well as create an opportunity to promote informed decision-making by way of CHOP specific data
- Assist with workforce planning by providing accurate return to work guidance and generating data to enhance visibility into absences due to acute illness

Primary metrics:

- Number of ReadySet Reports for work-related illnesses related to communicable diseases
- Number of calls regarding acute illness reported to 5SAFE from "active" departments and work locations (goal= increase congruent with number of active departments)
- Percent capture (temporary capture of acute illness calls in home department vs. documentation in CPRR's system)
- Number of acute illness clusters that are identified and activated within 48 hours of meeting outbreak criteria, as defined by IPC (goal= 75%)

Post-Consultation:

Service line objectives:

- Organization-wide communication of new Acute Illness Reporting Line system after conclusion of ServiceNow project is completed.
- Create a system to assist with workforce planning by providing accurate return to work guidance and generating data to enhance visibility into absences due to acute illness
- Create a spot-check process to identify proportion of acute illness calls as compared to all UPPL events reported in Kronos
- Create a spot-check process to identify number of employees with work-related payroll coding (admin leave, workman's comp, UPPL)
- Create a process to expand tracking of percent capture to select groups (temporary capture of acute illness calls in home department vs. documentation in CPRR's system)

Primary metrics[1]:

- Number of calls regarding acute illness reported to 5SAFE from "active" departments and work locations (goal= increase congruent with number of active departments as a percentage increase from baseline—precise goal to be defined after input from analytics)
- Proportion of acute illness clusters that are identified and activated within 48 hours of meeting outbreak criteria, as defined by IPC (goal= 75%)
- Percent of employees who complete the Acute Illness Reporting Line satisfaction survey reporting that they are "extremely," "very," or "somewhat" satisfied (goal=85%)

1. The primary metrics will be the metrics which will need to be met during the sustain phase of the project to indicate project success

KNOWLEDGE CHECK

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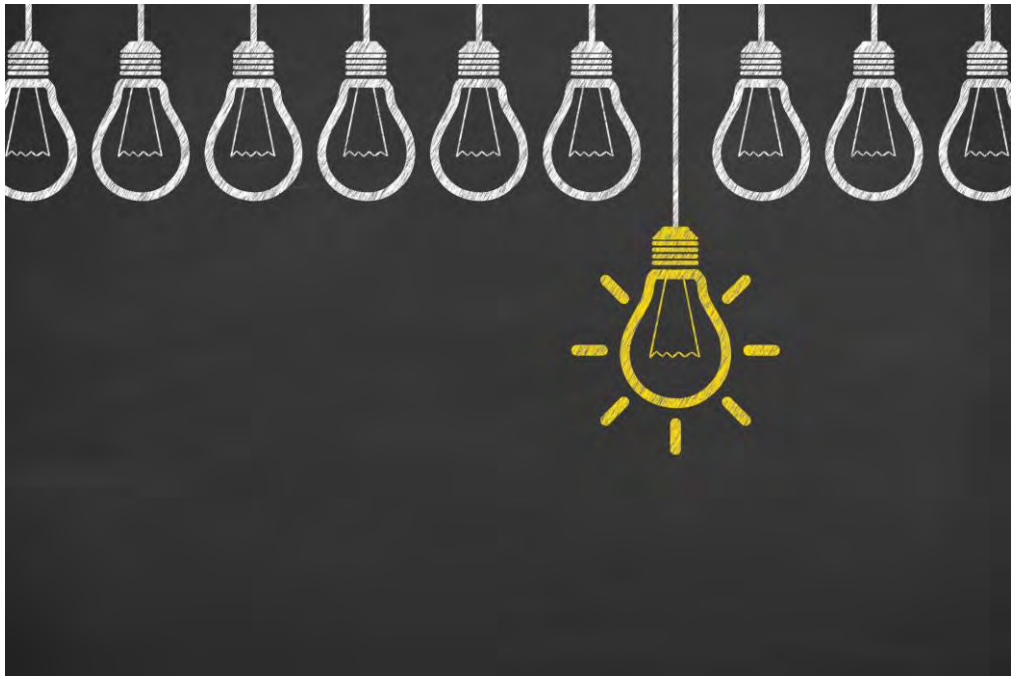
SMART GOALS IN RESEARCH

- Inherent part of science/research/experiment methodology
- SMART can be new to a lot of students & young professionals
- Great concept to highlight and introduce early on

RESEARCH VS PROJECT SMART GOALS



- Research experiment – results from data (negative or positive) may differ, however this does NOT become a conflict with the smart goal
- Planning up front considers several paths/potential outcomes, so the goal itself is still met
- “Dumb Goal” – Identify the functions of gene X
- SMART Goal – Identify the role or function of gene X in response to stress

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HIGH LEVEL DEFINITION
PROCESS MAPPING

Business process mapping, also known as process charting, has become much more prevalent and understood in the business world in recent years. Process maps can be used in every section of life or business.

The Major Steps of Process Improvement using Process Mapping

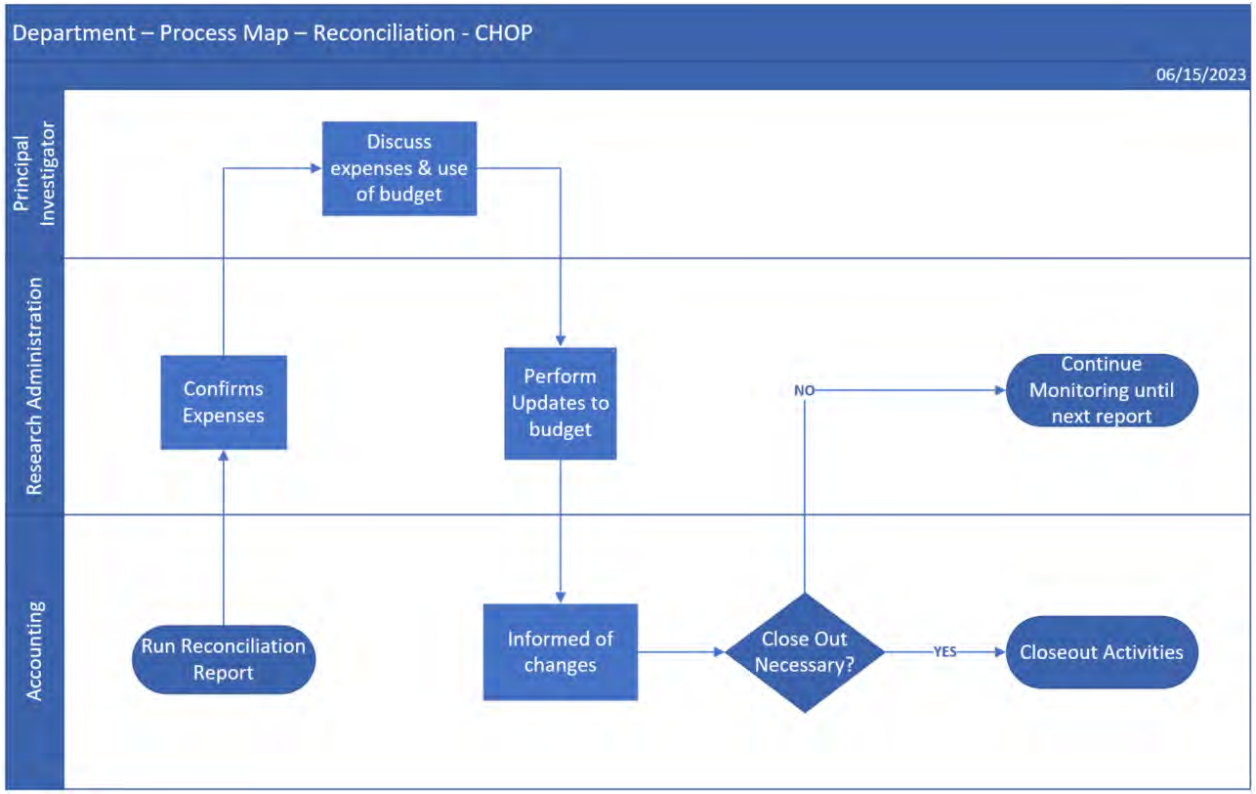
1. Process identification - identify objectives, scope, players and work areas.
2. Information gathering - gather process facts (what, who, where, when) from the people who do the work.
3. Process Mapping - convert facts into a process map.
4. Analysis - work through the map, challenging each step (what-why?, who-why?, where-why?, when-why?, how-why?)
5. Develop/Install New Methods - eliminate unnecessary work, combine steps, rearrange steps, add new steps where necessary
6. Manage process - maintain process map in library, review routinely, and monitor process for changes

PROCESS MAPS INTRO

What is the value?

- Different ways to capture, represent information
  - Visualize/graphical version
  - Think about limitations of data and information in a written format
  - Trigger your brain to look at something familiar in a new way
- Identify gaps, pain points, challenges
- Iterative in nature (version 1, version 2, version 3+)

PROCESS MAPS INTRO



PROCESS MAPS INTRO

- *Simplification
  - “If you want to understand what I do, shadow me every day for 3 weeks”
  - “If you want to understand this process, get a 4 year degree in the subject matter”
  - “If you want to understand the key aspects, read these 3 books”
  - “If you want to understand why we do this, read our policies and procedures”

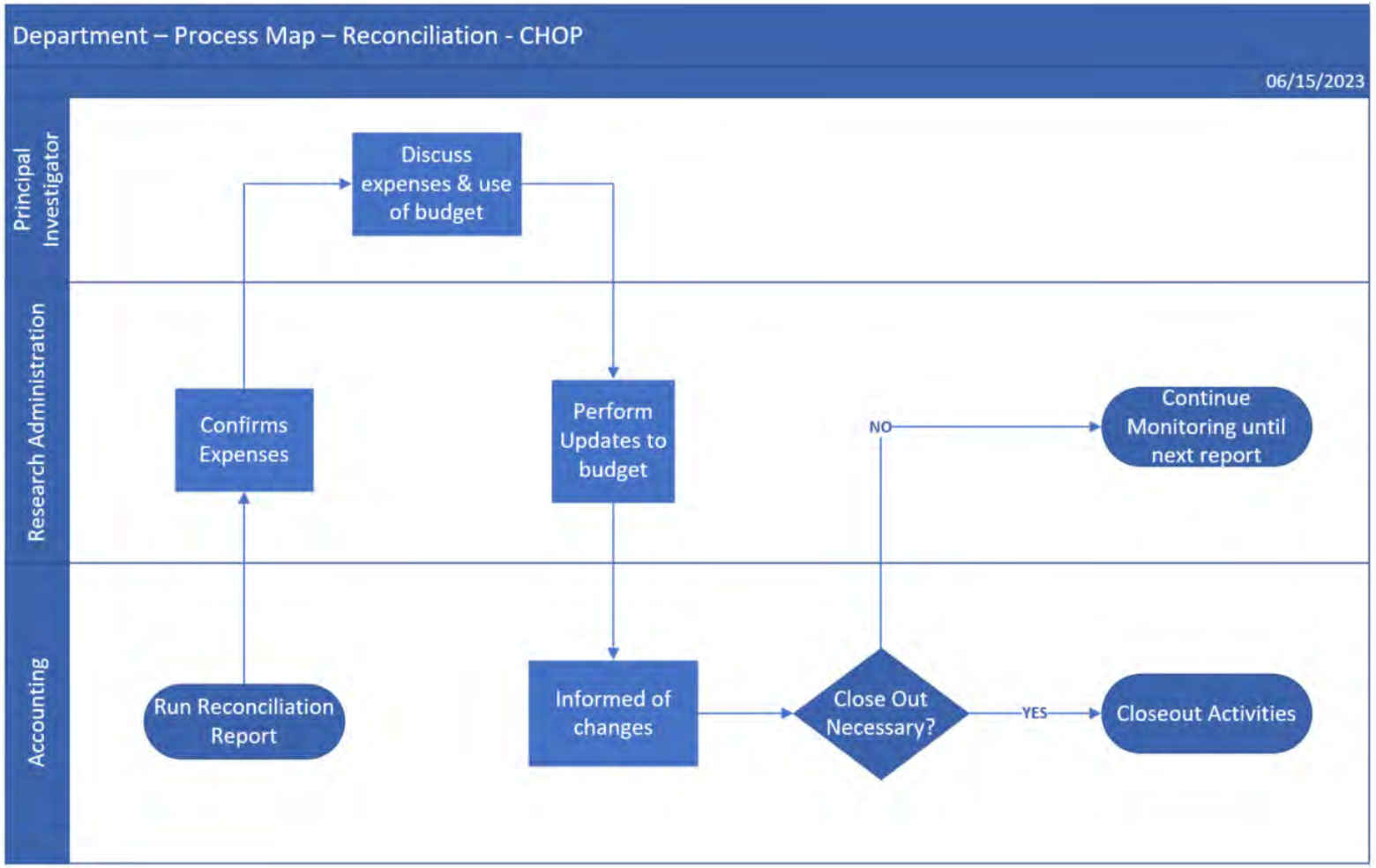
SMART GOALS & PROCESS MAPPING

- How do we take SMART Goals and translate that into a process map?
  - Review project charter, SMART goals and get more granular
  - Identify milestones, essential steps for accomplishing the goal
  - Move from high level goal into actionable tasks
  - "Reverse Engineer" – use Process Mapping to identify SMART Goals

SMART Goal	Process Map Steps/Tasks
Professional Development: Work towards and obtain a relevant certification in FY24	• Research certification opportunities in your field
	• Evaluate cost & time commitments
	• Enroll in course
	• Create a study plan
	• Prep for exam
	• Take & pass exam

PROCESS MAPS – BREAKDOWN OF ELEMENTS

- Process Map Title
- Best practice: Date
- Swim lanes / personas / depts
- Shapes



PROCESS MAPS – BREAKDOWN OF ELEMENTS

Beginner – Steps show natural progression

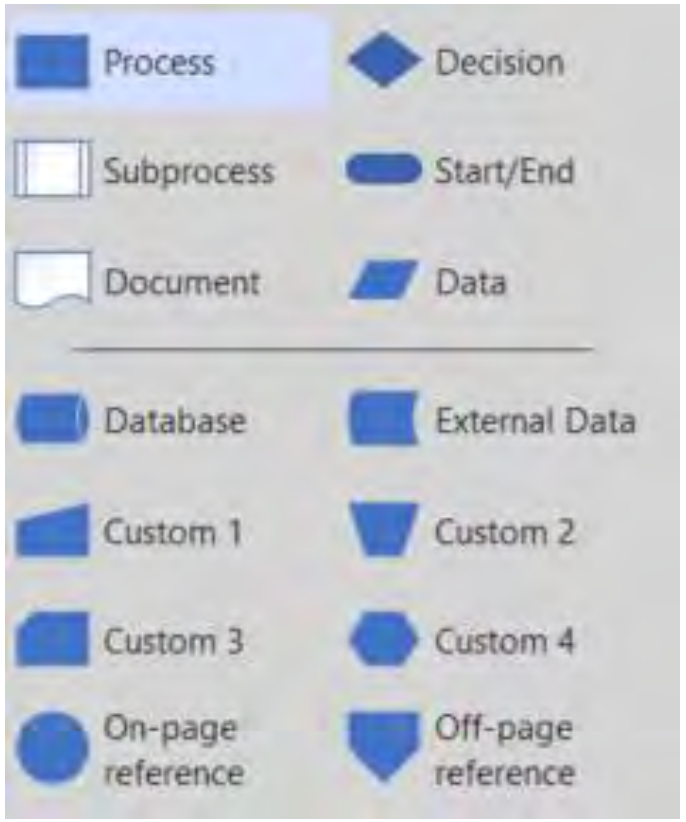
- Use squares for tasks/steps
- Use diamonds for decisions
- Show all tasks simply
- Clearly identify start & end

Intermediate – Steps may include branching, multiple paths

- Added steps based on decisioning
- Add footnotes and call-outs
- Swim lanes show ownership

Advanced – Highly complex processes

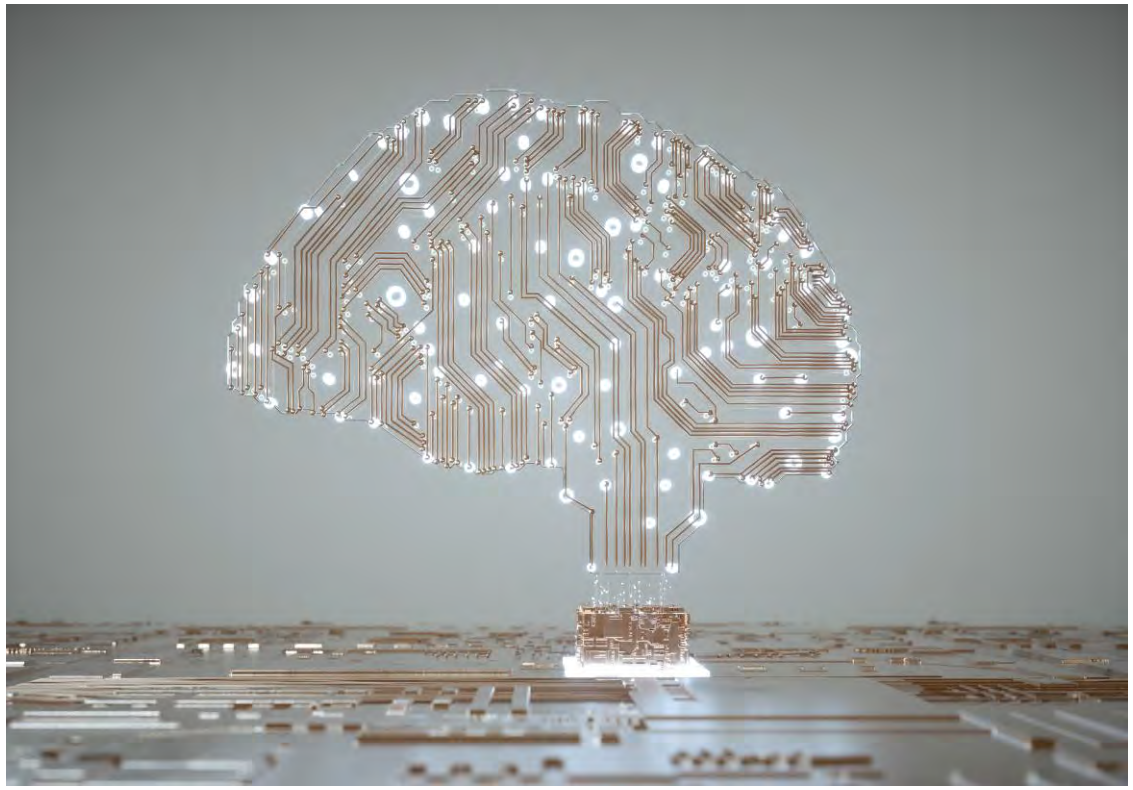
- Display data/information using other shapes
- Requires the most context to understand
- Reference other key documentation



PROCESS MAPS – STEP BY STEP CREATION

Originating Need:

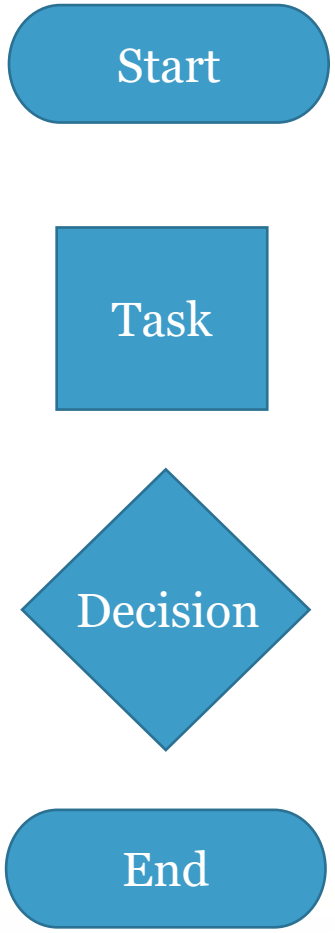
- What is the process for new project requests?
- How can we show this in a visual format?



High Level Methodology:

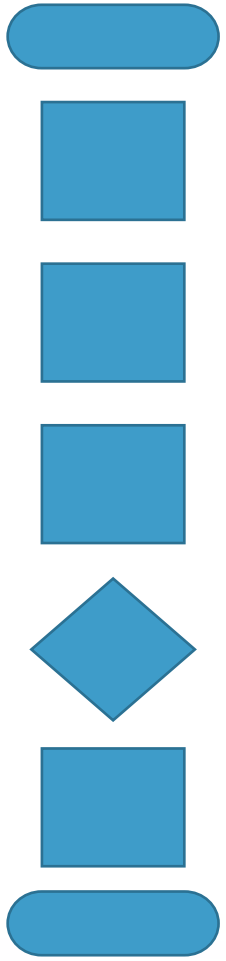
- Brainstorm
- Organize
- Refine
- Review

PROCESS MAPS – STEP BY STEP CREATION



- Evaluate project request
- Review any available documentation
- Capture goals (initial)
- Review & refine goals (SMART format)
- Inform stakeholders of time commitment
- Are all stakeholders correct?
  - If yes, move to next step
  - If no, make updates to stakeholders
- Schedule kick off meeting

PROCESS MAPS – STEP BY STEP CREATION



1. Evaluate project request
2. Review any available documentation
3. Capture goals (initial)
4. Review & refine goals (SMART format)
5. Identify & Inform stakeholders of time commitment
6. Are all stakeholders correct?
    A. If yes, move to next step
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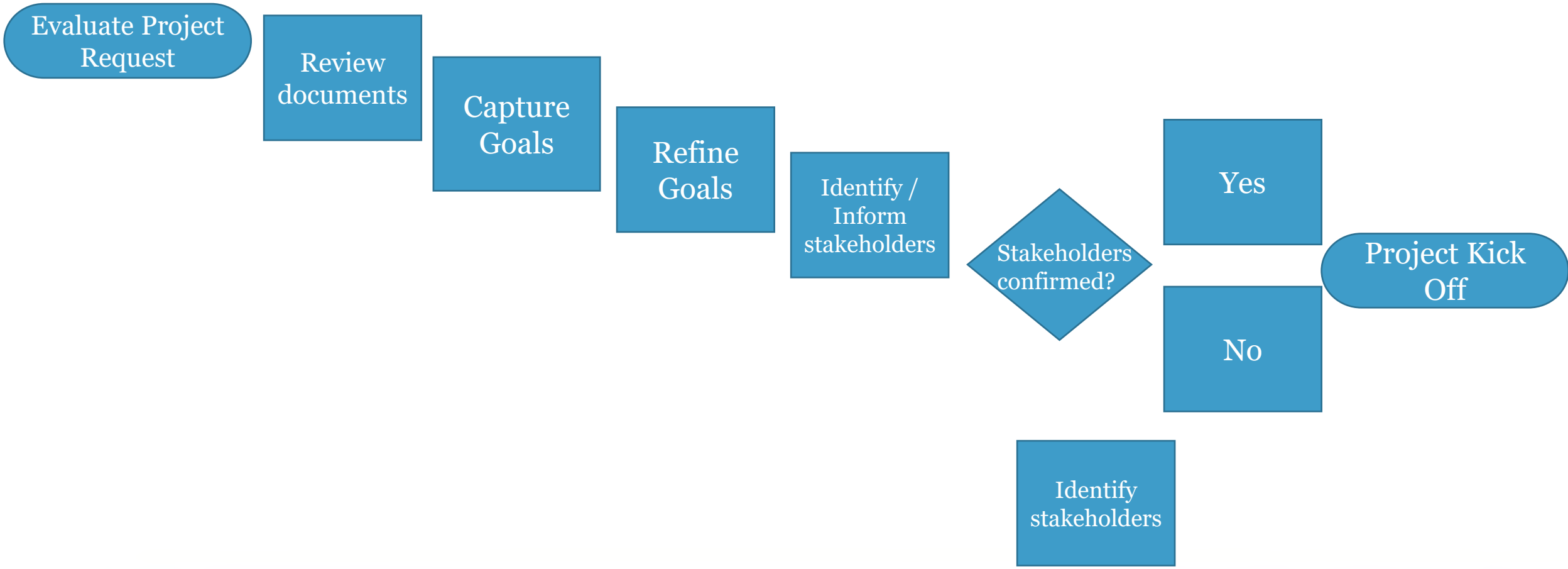
PROCESS MAPS – STEP BY STEP CREATION



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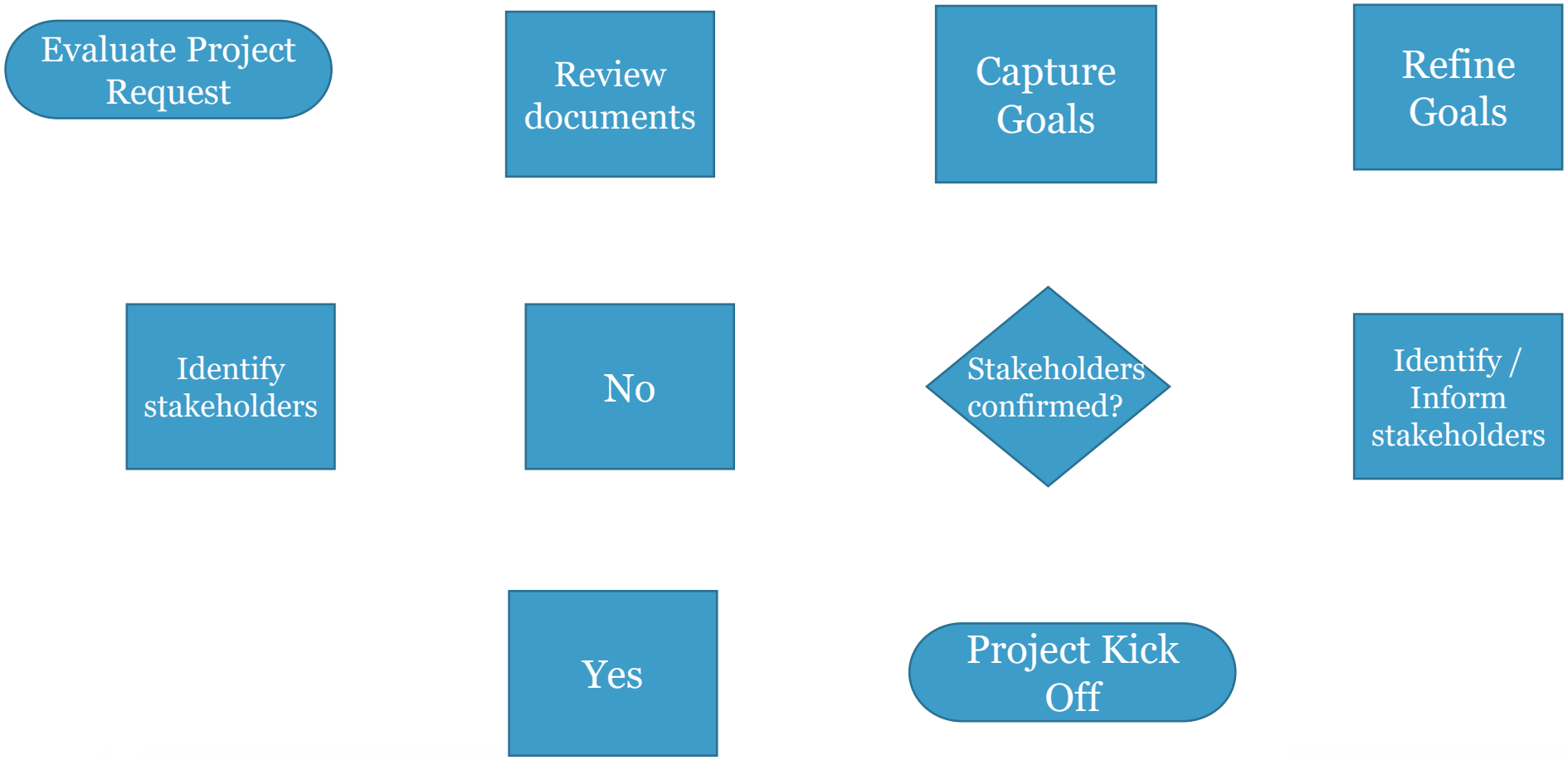

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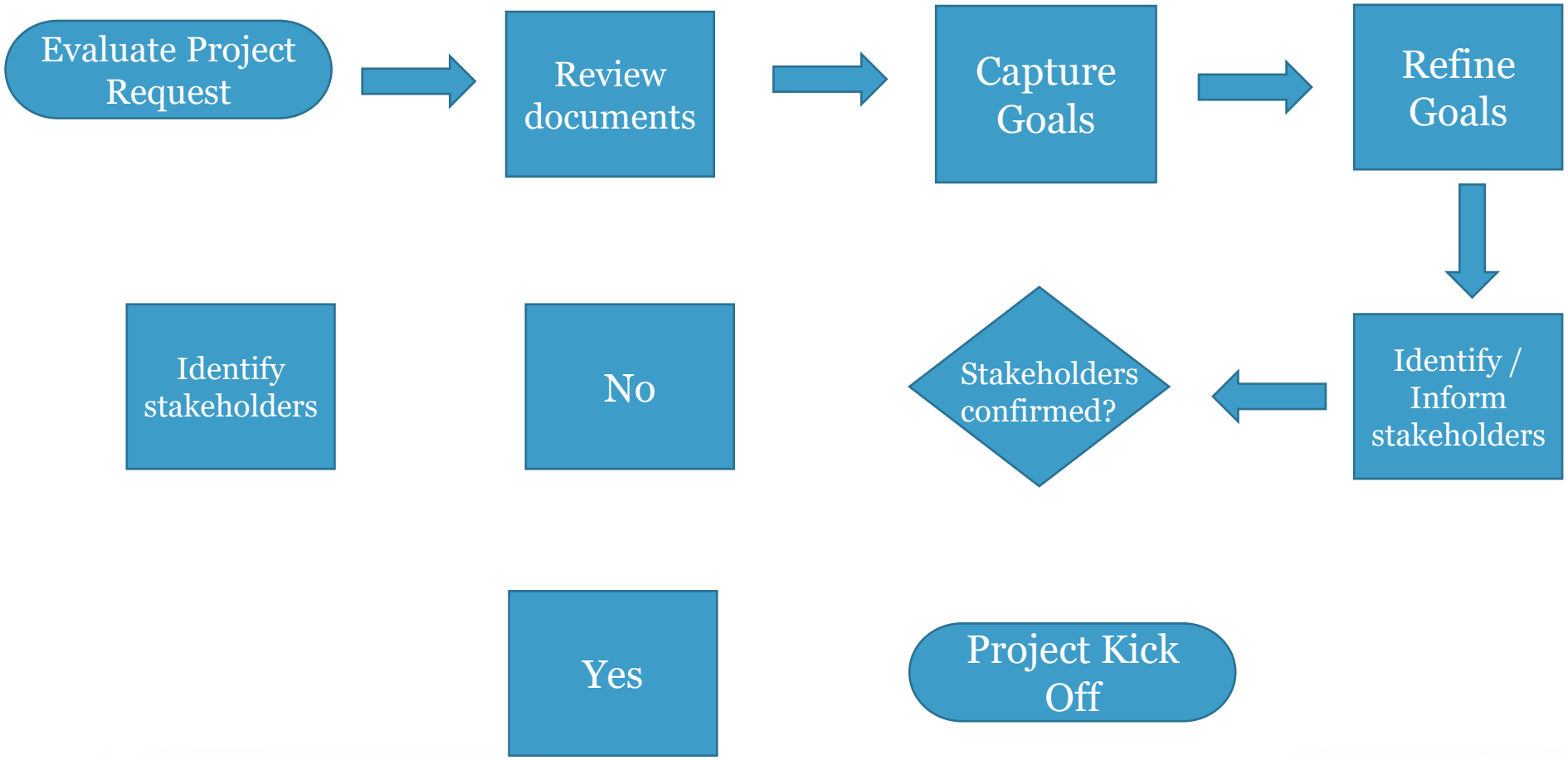

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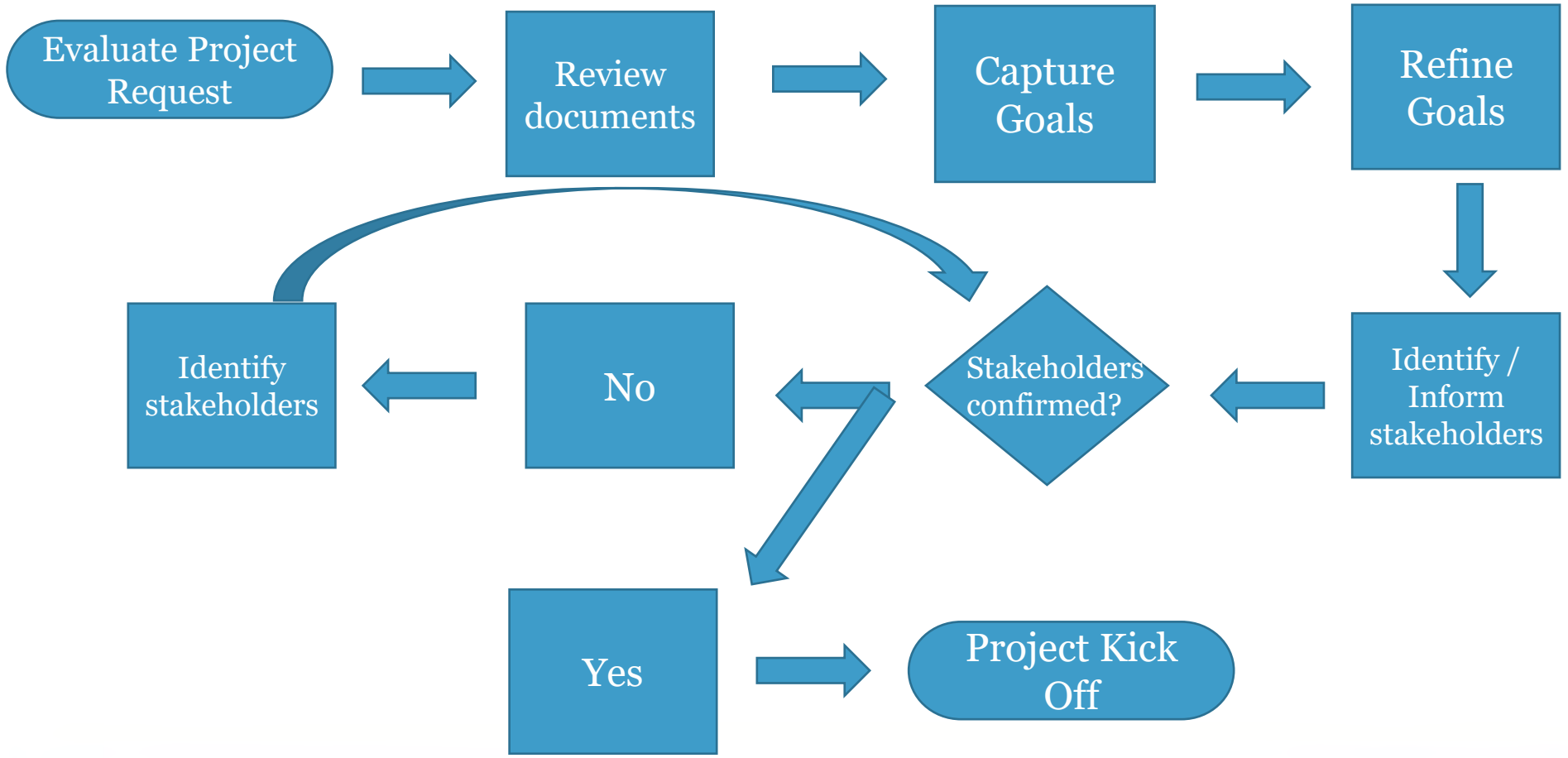

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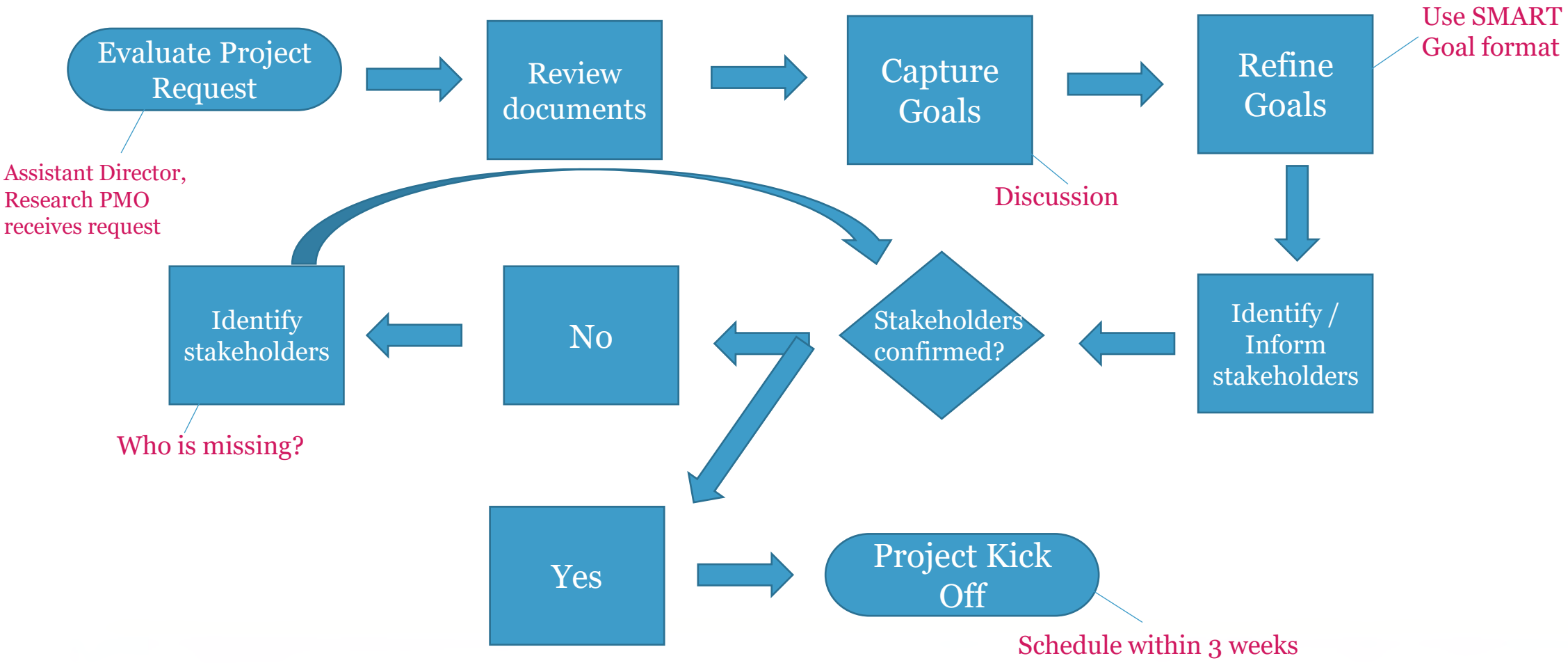

PROCESS MAP FACILITATION TIPS

How do we effectively facilitate gathering information to create the process map?

- Identify teams, departments, and specific roles

What is the main purpose for completing the map?

- Informational
- Onboarding/Training
- Lean Process Improvement (error, waste reduction)
- Process change

“What problem are we trying to solve?”

PROCESS MAP FACILITATION TIPS

Ask leading questions to identify ownership and dependencies:

- What information do you need to complete this step?
- Who is responsible for this task?
- What format, documentation, or data will be the output?

Who is the intended audience for the process map?

- End users
- Department heads
- Leadership

What systems, software, or technology is involved?

PROCESS MAP FACILITATION TIPS

Typically this is an iterative process with multiple points of review, refinement, and clarification

- Is the current documentation outdated?
- Can you start high level and drill down?

Create a draft of the process as you understand it

- Look to subject matter experts, stakeholders, and leadership for input
- Engage other departments if needed

PROCESS MAP FACILITATION TIPS

- Turning a conversation into a process map
  - Take detailed notes
  - Ask as many questions as come to mind
- Engage with those who are most knowledgeable about the current state
  - How are tasks are completed today?
  - How should tasks be completed in an ideal world?
- Identify any decision points or branching logic
  - If X happens, then what?
  - If Y happens, then what?

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RESEARCH USE CASES

Process Map for a Pilot Randomized Drug Trial for Duchenne Muscular Dystrophy Patients

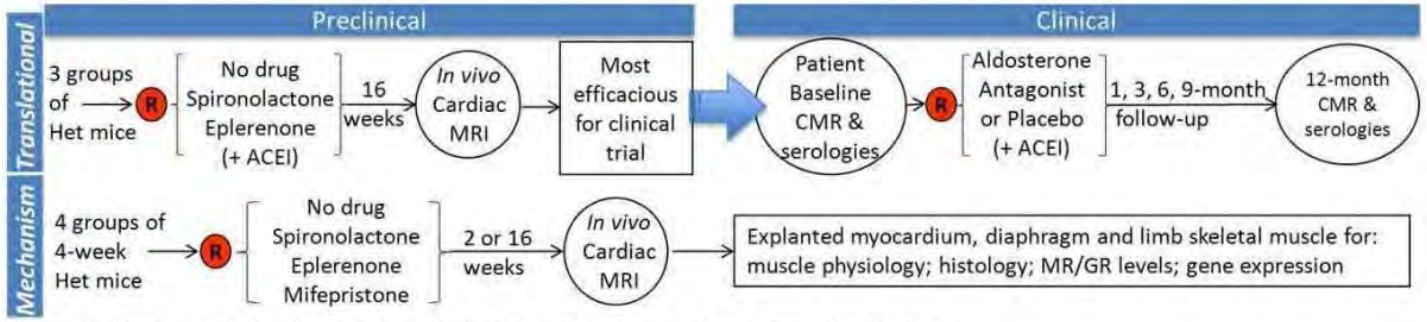
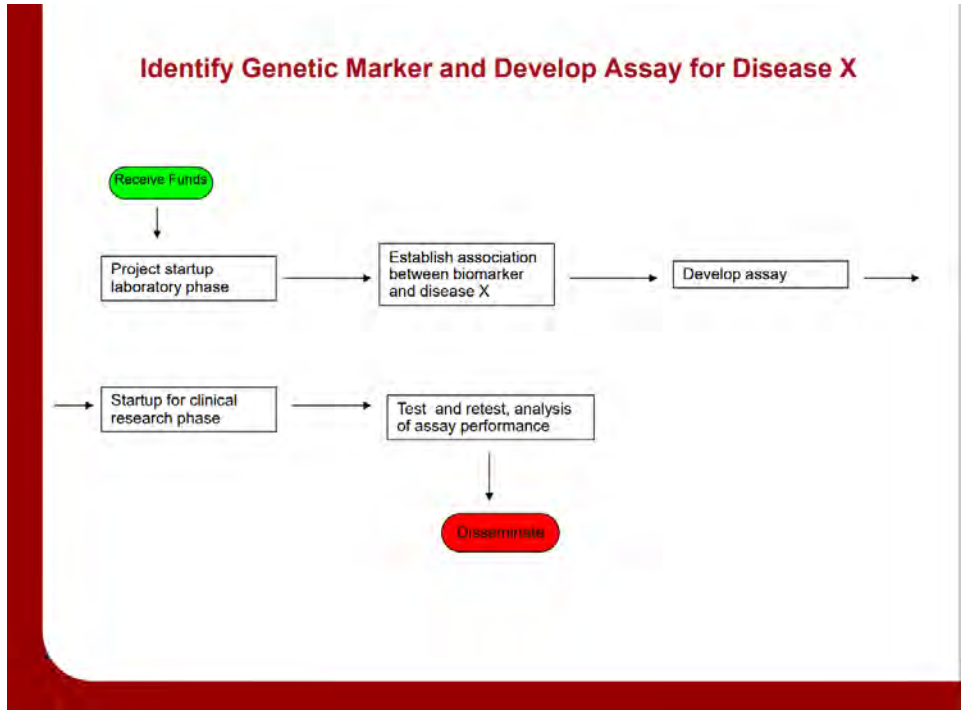
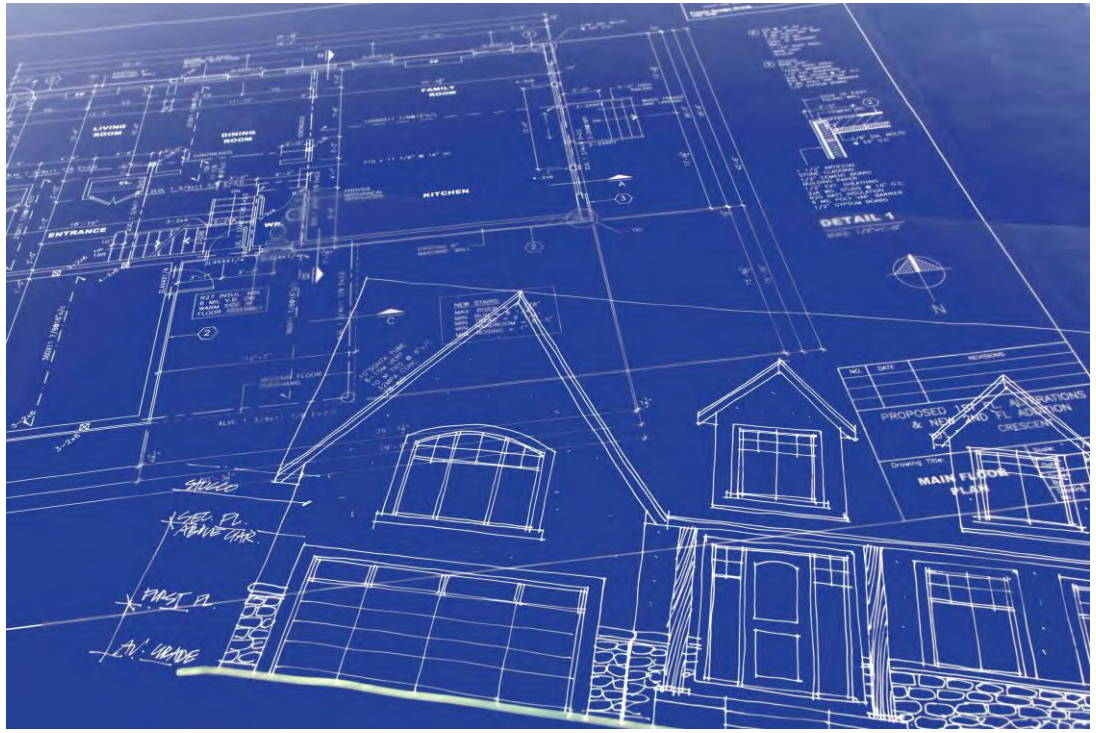


Figure 1. Framework for the proposed clinical and basic studies. R=randomization.



RESEARCH USE CASES



- SMART Goals for Research
- Process Mapping to outline tasks/methodology
- Adjustments based on findings, data, results from research
  - May change the hypothesis
  - Repeatable steps largely the same
  - Process maps can show how to adjust based on XYZ scenarios
- Onboarding to a research area supported by visual/process map, SMART goal documentation
  - Get someone up to speed
  - Currently using presentations? Look to process maps as an alternative

TOOLS

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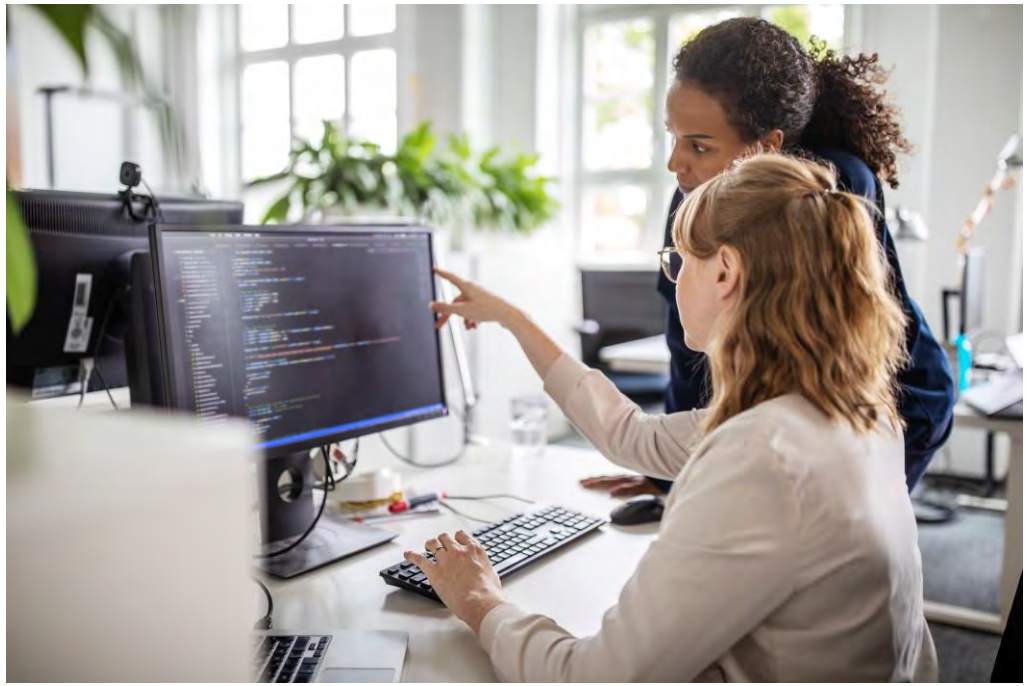
PROCESS MAPPING TOOLS

- Visio – request via IT Service Desk
  - Needs justification and department director-level approval
- Draw.io – free solution, open source
- Other free tools via web search:
  - GitMind
  - Creately
  - Edraw
  - LucidChart
  - Visual Paradigm



PROCESS MAPPING TOOLS

- Effectively all function the same way
- Specific technical needs may include:
  - Highly visual
  - Collaboration capabilities
  - Automation
  - Integration to other systems
- Your needs may determine how this goes
  - In-person, easy to facilitate w/ paper and white board
  - Geographically distributed – teams, tools
- Most importantly – you do **not need** software to do this!
  - White boards, sticky notes, pen & paper

PROCESS MAPPING TOOLS

- Training/Learning:
  - YouTube tutorials
  - Software trainings by provider
  - Coursera, Udemy, LinkedIn, Google
- Support from Research PMO, Strategy Integration
  1. Research PMO
  2. Strategy Integration

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WRAP UP

Key Takeaways:

SMART Goals
1. Driven by needs, and measure of success
2. High Level, Aspirational Goals > Specific, Actionable Goals by adding details
3. Consultation – What more can we define to narrow the scope?

Process Maps
1. Variety of Uses – Visual representation, training/onboarding, identifying gaps
2. Creation – Keep it simple, build upon what you know
3. Facilitation – Who/what/where/when/why & “What happens next?”

Tools
- No specialized software necessary!

FINAL QUESTIONS?

DON'T FORGET TO COMPLETE YOUR SURVEY

Reference #

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

LINK TO OTHERS SUPPORT AREAS

Data and Analytics team
Request Portal:
(Intake):https://at.chop.edu/communities/enterprise/analytics-exchange/data-request-portal
D&A Team Page:
https://at.chop.edu/search/Pages/results.aspx?k=data%20analytics

REFERENCES

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RESEARCH INSTITUTE

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