Executive Summary – EHR Project Management

1. Portfolio Overview

The current portfolio covers a wide range of initiatives across multiple healthcare facilities, including:

- **Cybersecurity Hardening** – Enhancing IT infrastructure to safeguard patient data and ensure system security.

- **Equipment Procurement** – Securing vital medical and diagnostic tools to support clinical operations.

- **New Wing Construction** – Expanding healthcare facilities to increase service capacity.

- **Quality Improvement Programs** – Driving enhancements in patient care, service delivery, and operational efficiency.

Each project is managed by a designated **Project Manager (PM)**, ensuring accountability and structured oversight. Project durations vary: **short-term projects (< 2 weeks)**, **medium-term initiatives (1–2 months)**, and **longer-term efforts (> 2 months)**.

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2. Progress & Performance

Key Performance Indicators (KPIs)

- **Readmission Rate Change (–49%)**: A significant reduction in readmissions, reflecting better discharge planning and improved continuity of care.

- **Mortality Rate Change (–2%)**: A modest decrease in mortality, pointing to gradual improvements in patient treatment outcomes.

- **Scope Creep Score (22.13)**: Indicates moderate levels of scope expansion. If not properly controlled, this could stretch project timelines and budgets.

- **Documentation Completeness (24.01%)**: Highlights a major shortfall in recording essential project and patient documentation, increasing risks of miscommunication, compliance gaps, and disruption to care delivery.

- **Change requests** remain relatively low, reflecting stable project scopes, though continued monitoring is necessary to minimize scope creep.

- **Stakeholder satisfaction** shows an **upward trend**, indicating early success in some initiatives.

Completion Rates

- Overall completion is **moderate but inconsistent**.

- **Regulatory Compliance projects** are performing relatively well (**48% complete**).

- **Quality Improvement initiatives** are progressing more slowly (**34% complete**).

Tasks & Deliverables

- Task volumes vary considerably by project.

- Large-scale efforts (e.g., **Cybersecurity in Emergency Department**) involve **200+ tasks**, while smaller projects may have fewer than 20.

- Across the portfolio, **task completion remains under 50%**, underscoring workload distribution and resource allocation issues.

Duration & Scheduling

- Timelines range from **10 to over 40 days**.

- High-task projects are more prone to **delays**, but surprisingly, some **smaller projects** also show limited progress, suggesting **coordination or staffing challenges**.

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3. Financial Performance

- **Average Budget per Project:** 32,308

- **Average Budget per Project Type:** 755,210

Effort & Efficiency

- Resource use is at a **moderate level**, but efficiency differs significantly across departments, showing uneven workload management.

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4. Risks & Challenges

1. **Uneven Progress** – Strong advancement in some areas but stagnation in others.

2. **High Task Volume Projects** – Risk of bottlenecks, delays, or quality issues without adequate staffing.

3. **Low Early Completion Rates** – Many initiatives remain under 30% complete despite being midway through their schedule.

4. **Coordination Issues** – Particularly evident in shorter projects where dependencies and planning gaps slow delivery.

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5. Recommendations

- **Resource Reallocation:** Direct staff and support toward projects with high complexity and lagging progress.

- **Milestone Tracking:** Apply mid-point checkpoints to identify and address delays early.

- **Training & Development:** Strengthen PM skills through specialized project management training for complex initiatives.

- **Enhanced Stakeholder Engagement:** Maintain momentum by leveraging the rise in satisfaction through open and consistent communication.

- **Digital Tools & Automation:** Adopt real-time project tracking and automation to improve visibility, coordination, and overall accountability.