



The Ottawa Hospital
L'Hôpital d'Ottawa



École de gestion

TELFER

School of Management



Ontario

Champlain Local Health
Integration Network

Improving Quality and Patient Safety: The Physician Leadership Program

PROJECT MANAGEMENT CHECK LIST

Prepared by Lynn Davies

Sources: *PMBOK Guide &
Project Management for Dummies*

APPENDIX A

SCOPING THE CHANGE PROJECT

	Low-hanging fruit	Usual hurdles	Brick walls
1. Nature of the problem or opportunity	Problem is visible and hurting	Problem causes concern for some, but not others	Many don't agree there is a problem
2. Cause of the problem	Underlying cause(s) can be isolated and fixed	Multiple underlying causes; current talk is about symptoms	Underlying causes are unknown; it is seen as threatening to surface or discuss causes
3. Benefit and risk	Clear benefits and very few disadvantages	Clear benefits with some risks	Considerable risks; benefits uncertain and intangible
4. Support of primary sponsors	Strong management sponsor; widespread support	Support by some stakeholder groups, but not by others	The change is supported by only a few people and/or opposed by some
5. Support from other stakeholders	Stakeholder groups are supportive, while the change does not threaten them	Some stakeholders benefit by the status quo, while some are threatened	Change threatens some groups' reasons for being or they benefit from the status quo
6. Systemic barriers	Interlinking systems would not require additional changes	Some straightforward changes needed in interlinking systems	Would require a number of changes in a number of interlinking systems
7. Funding	Funding available	Need some additional funding	Need considerable or unbudgeted funding
8. Payout (ROI)	Quick and measurable payout	Medium-term payout, reasonably measurable	Payoff is not obvious, benefits not measurable
9. Speed of implementation	Can be implemented quickly, with little disruption	Implementation within a few weeks to a few months, or can be phased in	Full implementation would take months to years; or the change is abrupt and severe
10. Impact on people	Very little skill or training or restructuring needed	Some training and/or restructuring needed	A considerable amount of training and/or restructuring needed
11. Within your influence	You can personally coach or troubleshoot the change	You need the leadership of a few others and you can indirectly coach the change	You need the leadership of many managers and others; or change is out of your hands
12. Magnitude and Volume of change	Only one location or function is affected	A few locations and functions are affected	Several functions and locations are affected

13. Complexity	No specialist support required	Some specialist support required	Significant specialist support required
14. Cultural consistency (the way we do business around here)	This change is consistent with the culture	There will be some cultural shift required	This change represents a significant cultural shift
15. Managerial Ability	Managers are experienced in creating change such as this	Although there is some managerial experience with changes such as this, there are elements of this change which go beyond the present experience of managers	There is little managerial experience in creating a change of this magnitude
16. Managerial willingness	Managers are supportive of this change	Some managers support this change, while others will likely resist it	There will be significant managerial resistance to this change
17. Employee willingness and support	Employees will be enthusiastic about this change	Some employees will support this change, while others will be opposed	There will be significant employee resistance to this change
18. Employee ability	Employees have the skill to enable this change	There will be some new skill development required for employees to enable this change	There will be significant skill development required to implement this change
Add total number of checkmarks:	A.	B.	C.

Your Change Cost Index = (A_____ x 1) + (B_____ x 2) + (C_____ x 3) = _____

- If the readiness index is less than 21, go for it. It's a winner and costs are moderate.
- If the readiness index is 21 to 25, you will need to plan thoroughly and anticipate difficulties and higher costs.
- If the readiness index is 26 or above, you will have considerable difficulty implementing the change. It will require significant time and effort to build support and reduce the barriers to change.

