

Objectives Solution

Hospital Case Study Objectives

The following represents notes taken from an interview about project objectives with Dr. Olsen, the hospital COO and project sponsor:

Rescheduling procedures due to unavailable resources has a negative effect on many aspects of the hospital. The number one objective is to reduce rescheduling due to unavailable resources by 75%. By achieving that objective, the hospital should also be able to decrease the average procedure wait time to less than 30 minutes (based on analysis of procedures from the past 12 months). Improved scheduling can also help decrease errors because procedures won't be rushed. Dr. Olsen estimates that errors can be reduced by 50%.

Improved services will support the hospital's goal to be the first choice by most residents in the area. The CEO, Dr. Ella Johnson, set a goal to be the number one choice by at least 60% of residents in the region.

The government grants the hospital has received provide the funding for the project. The grants total \$750,000, and they expire on 12/31/2020. The project budget is \$750,000. Project execution must be complete by the end of November 2020, so that all project expenses can be paid before the grants expire. The CEO has also set a goal to increase the hospital's return on assets to 12%.

The hospital finished upgrading computer equipment in 2018. Depending on their roles, staff use Windows 10 desktop computers, Windows 10 laptop computers, Android tablets, or Android mobile phones. Any software systems must be able to run on all these platforms.

Categorized Objectives

| Objective | Category |
|--|-------------|
| Rescheduling procedures decreased by 75% | Performance |
| Decrease average procedure wait time to less than 30 minutes | Performance |
| Reduce procedural errors by 50% | Quality |
| Hospital is the first choice by more than 60% of residents | Business |
| Budget is \$750,000 | Financial |
| Project execution complete by 11/30/20, before grants expire | Performance |
| Hospital's return on assets is greater than 12% | Financial |
| Software must run on all current computer platforms | Technical |