



Pediatric Orthopedic Development Solutions

Gina Alvarado

Shaquitha Maruni

Tarrell Thibodeaux

PODS

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PODS PROJECT BRIEF

Programme: Pediatric Orthopedic Development Solutions

Author: Gina Alvarado, Shaquitha Muruni, Terrell Thibodeux

Purpose:

This document will summarize the full scope of project PODS. An estimate of the total cost, timeframe of completion, resources needed, and estimated payback is produced for review by the board for approval of initiation and funding.

Background:

The local hospital, St. Jude's, is expanding to create a new wing that will be an orthopedic center of excellence. We are the project managers for the Pediatric Orthopedic Development Solutions Project in charge of establishing the technology installation for all the non-medical equipment in the new wing.

Objectives:

The goal is to install a technological infrastructure for the new wing designed for pediatric orthopedics. The project will cover the new OR room, 3 consultation rooms, and an administration office.

The target date for having the installment complete and staff trained is September 15, 2020.

Scope, Exclusions & Interfaces:

Our scope will be limited to the IT requirements for the non-medical equipment within the newly constructed OR room, consulting rooms and administration office. This will also include training for staff on the newly installed, non-medical, technology devices which include telephone systems, fax machines, and computer desks. Training on orthopedic templating software will be included but implemented by an outside party.

Outline Deliverables (Products):

The main components of the installation include:

- 1) Telephone system connected to the secure intra hospital network with functional extensions, personalized voicemails and call forwarding using outlook manager.
- 2) Desktop computers and mobile computers (computers on wheels). These computers will need to be linked to the secure hospital network system and have orthopedic templating software installed.
- 3) Fax machines installed and connected to the phone system.
- 4) Training staff on functionality of newly installed orthopedic templating and computer software, telephones and fax system.
- 5) Wireless network installation for Internet connectivity
- 6) OrthoView the orthopedic templating software and Microsoft Office software installation

Constraints:

An initial budget limit of \$340,334.95 has been allocated to this project - this to include all external and internal expenditure. Installation and training start date is after completion time of construction and should take five weeks and projected to be finalized by September 15, 2020

Assumptions:

- 1) Construction of the building will be complete and ready for installation in 3 months on August 11, 2020.
- 2) IT installation will take 3 weeks after construction completion and will be complete September 1, 2020

3) Training will take 2 weeks to complete after IT installation and will be complete
September 15, 2020

Outline Business Benefits/Business Case:

St Jude will increase revenue with the new services offered by opening the new OR room. The expansion will provide the room and resources needed for additional surgeries to be scheduled without interfering with the current caseload of the hospital. Pediatric orthopedic surgery is not currently available. Adding this service will add a potential 2-3 surgeries per day, generating \$15,000 - \$30,000 per surgery.

Preliminary Risk Assessment:

There are a number of perceived risks with a project of this nature, a Risk Log has been created in order that these can be given due consideration.

Customer's Quality Expectations:

The "customer" in this context is St. Jude Hospital. Jonathon Grey is the hospital director and project sponsor and will be overseeing the project.

The "quality" of the finished site will be defined in terms of functionality, end user knowledge, and completion within budget and timeline.

Acceptance Criteria:

To be determined by Jonathon Grey

Outline Project Plan:

Installation of IT infrastructure will be initiated at the completion of the building shell (August 11, 2020). Training will begin once installation is complete.

Review & Reporting:

The personnel involved in managing the project will be Jonathon Grey, Frankie Stone, and Dr. Hyde who will make up the Project Board.

Because of their prior experience with exactly this kind of work, Gina Alvarado, Shaquitha Maruni, and Tarrell Thibodeaux are to be invited to be the Project Managers.

Team leaders will include assistant director Brad Pitt, charge nurse Salma Hyek, and IT lead Seth Green.

Financial/Budget Requirements:

An initial budget limit of \$340,334.95 has been set for the project.

Timing:

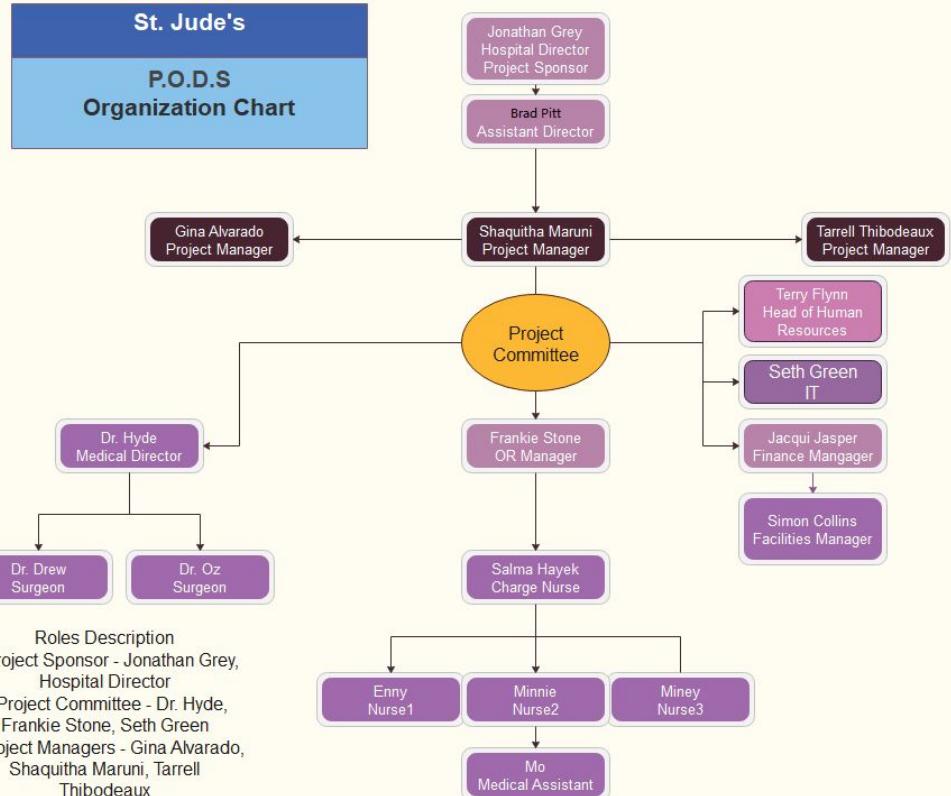
Based on the above outline plan, it is targeted to have the project completed by September 15, 2020.

Project Manager's Signature: _____

Customer/User's Signature: _____

Project Board Executive Approval _____

Date: _____



Pediatric Orthopedic Development Solutions Project

Project Managers:

Gina Alvarado

Shaquitha Maruni

Tarrell Thibodeaux

Introduction

- St. Jude's is expanding to create a new wing for the pediatric population that will be a state of the art orthopedic center of excellence!
- Pediatric Orthopedic Development Solutions is in charge of establishing the technology installation for all the non-medical equipment in the new wing

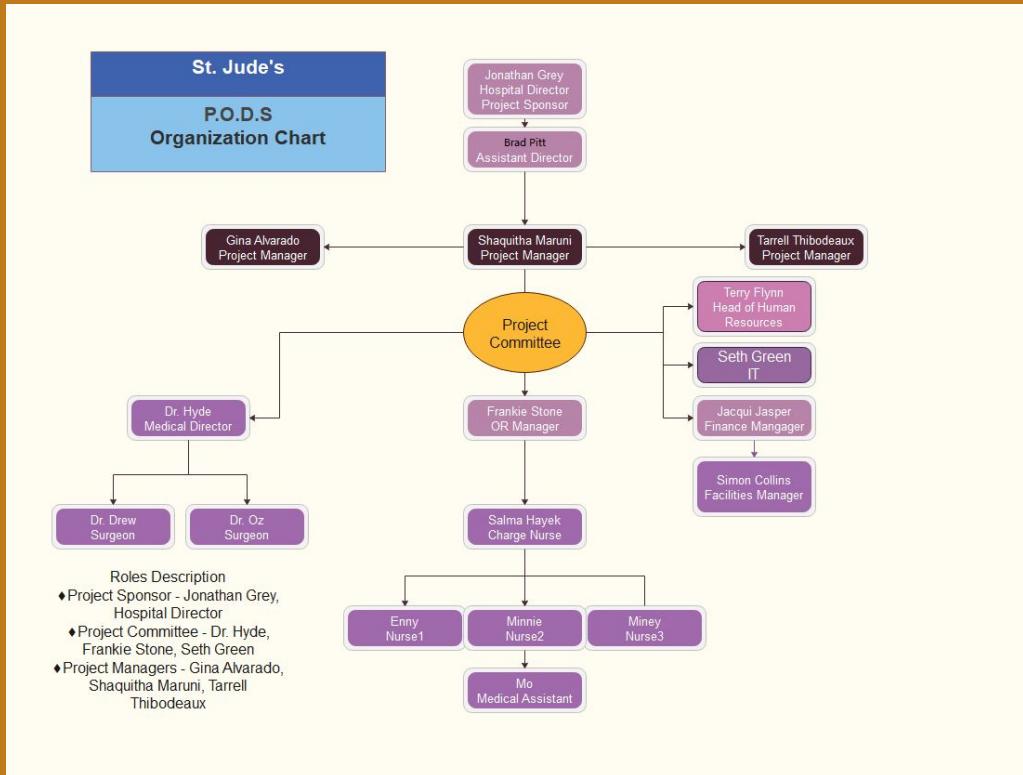




Goals

- Software, Computer and Wireless Network installation and setup
- Training staff on office and medical software.
- Furnishing operating room, 3 consulting rooms and administrative office

Organizational Chart





Stakeholder Register and Management Strategy

Register

Name	Position	Internal/External	Project Role	Contact Information
Jonathan Grey	Hospital Director	Internal	Project Sponsor	Jgrey@stjude.org
Frankie Stone	Hospital Manager	Internal	Overseeing the proper allocation of space	Fstone@stjude.org
Simon Collins	Facilities Manager	Internal	Oversee the construction, installment, and IT	Scollins@stjude.org
Jacqui Jasper	Finance Manager	Internal	Oversee Ordering and shipping	Jjasper@stjude.or
Terry Flynn	Head of Human Resources	Internal	Organize and execute hiring and training of staff	Tflynn@stjude.org
Gina Alvarado Shaquitha Maruni Tarrell Thibodeaux	Project Managers	Internal	Manage and organize the details of the project	Galvarado@stjude.org Smaruni@stjude Tthibodeaux@stjude.org

Management Strategy

Name	Level of Interest	Level of Influence	Potential Management Strategies
Jonathan Grey	High	High	Hospital Director
Frankie Stone	High	High	Hospital Manager
Simon Collins	High	High	Facilities Manager
Jacqui Jasper	High	High	Finance Manager
Terry Flynn	Medium	Medium	Head of Human Resources
Gina Alvarado Shaquitha Maruni Tarrell Thibodeaux	High	High	Project Managers

New Wing For Orthopedic Center

- New Operating Room
- 3 Consulting Rooms and
- New Office for the OR manager, Frankie Stone



Timeline

- New wing construction to be completed
 - Tuesday, August 11, 2020
- IT installation to be done in 3 weeks after construction completion
 - Tuesday, September 1, 2020
- IT Training to be completed 2 weeks after IT installation
 - Tuesday, September 15, 2020



Cost Breakdown

Supplies and Equipment

- Desktop PCs and Monitors
- Medical Monitors
- Office Equipment (mouse, keyboard, printer/fax, desks)

Software

- OrthoView-Orthopedic Templating Software
- Microsoft Office

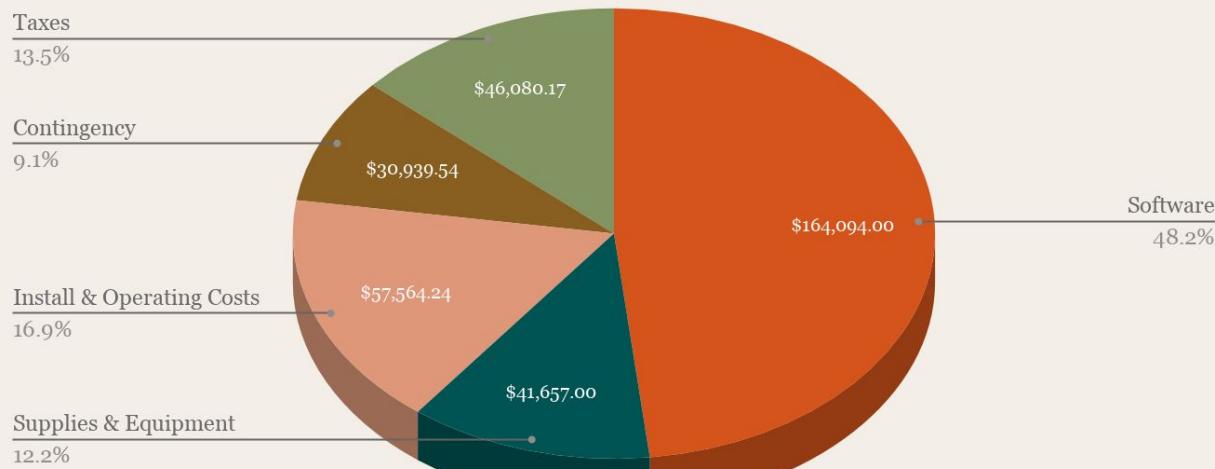
Installation and Operating Costs

- Telephone, Computer, Wireless Network Installation
- Software Maintenance
- One-on-one software training for Staff



Budget

PODS Budget = \$340,334.95





Business Benefits

- Expansion will provide the room and resources needed for additional surgeries to be scheduled without interfering with the current caseload of the hospital
- Adding this service will add a potential 2-3 surgeries per day, generating \$15,000 - \$30,000 per surgery



Questions and Answers



Project Managers Contact Information

- **Gina Alvarado**
 - GAlvarado@pods.net
 - (214)123-4567
- **Shaquitha Maruni**
 - SMaruni@pods.net
 - (214)234-5678
- **Tarrell Thibodeaux**
 - TThibodeaux@pods.net
 - (214)345-6789

Stakeholder Register for Pediatric Orthopedic Development Solutions Project

Prepared by: Gina Alvarado, Shaquitha Maruni, Tarrell Thibodeaux

Date: 6/8/2020

Name	Position	Internal/ External	Project Role	Contact Information
Jonathan Grey	Hospital Director	Internal	Project Sponsor	Jgery@stjude.org
Frankie Stone	Hospital Manager	Internal	Overseeing the proper allocation of space	Fstone@stjude.org
Simon Collins	Facilities Manager	Internal	Oversee the construction, installment, and IT	Scollins@stjude.org
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Gina Alvarado Shaquitha Maruni Tarrell Thibodeaux	Project Managers	Internal	Manage and organize the datils of the project	Galvarado@stjude.org Smaruni@stjude Tthibodeaux@stjude.org

Scope Statement

Our scope will be limited to the IT requirements for the non-medical equipment within the newly constructed OR room, 3 consulting rooms and an administration office. This will also include training for staff on the newly installed, non-medical, technology devices which include telephone systems, fax machines, and computer desks. Training on orthopedic templating software will be included but implemented by an outside party.

Work Breakdown Structure (WBS)

Pediatric Orthopedic Development Solutions Project

June 8, 2020

Project Name:

1.0 Manage Project

- 1.1 Team Members/ Roles
- 1.2 Initiate Organization and Plan
 - 1.2.1 Cost Estimate
 - 1.2.2 Project Brief
 - 1.2.2 Organization Chart
 - 1.2.2 Sponsor Presentation
 - 1.2.2 Stakeholder Register and Management Plan

2.0 Planning

- 2.1 Scope Statement
- 2.2 WBS
- 2.3 Requirements traceability matrix
- 2.4 Milestone List
- 2.5 GANTT Chart
- 2.6 REP/RFQ
- 2.7 Communications Management Plan
- 2.8 RACI Chart
- 2.9 Probability/Impact Matrix
- 2.10 Presentation for Steering Group
 - 2.2.1 Sub-subcategory
 - 2.2.2 Sub-subcategory

3.0 Executing

- 3.1 Article for Staff Newsletter
- 3.2 Project Change Request
- 3.3 Paper on Scope Creep
- 3.4 Wiring
- 3.5 Routers
- 3.6 Access Point
- 3.7 Security
- 3.8 Subcategory
- 3.9 Filing Systems
- 3.10 Receive and Inspect
- 3.11 Set Up and Test
- 3.12 Connect to Network
- 3.13 Load Software
- 3.14 Curriculum
- 3.15 Training Rotations

4.0 Main category 4

4.1 Issue Log

4.2 Risk Register

4.3 Control Cost

5.0 Closing and full execution

Requirements Traceability Matrix for

Pediatric Orthopedic Development Solutions Project

Prepared by: Gina Alvarado, Shaquitha Maruni, Tarrell Thibodeaux

Date: 6/8/2020

Requirement No.	Name	Category	Source	Status
1	Wireless	Installation	Project Plan	Complete
2	Furnishings	Facilities	Project Set-up Guideline and Building Requirements	Complete
3	Office Equipment	Installation	Building Requirements	Complete
4	Computers and Monitors	Installation	Building Requirements	Complete
5	Training Plan	Training	Corporate Training Measurement	Complete
6	Training Assessment Test	Assessment measurement	Corporate Training Measurement	Complete

Gina Alvarado
Shaquitha Maruni
Tarrell Thibodeaux

PODS Milestone List

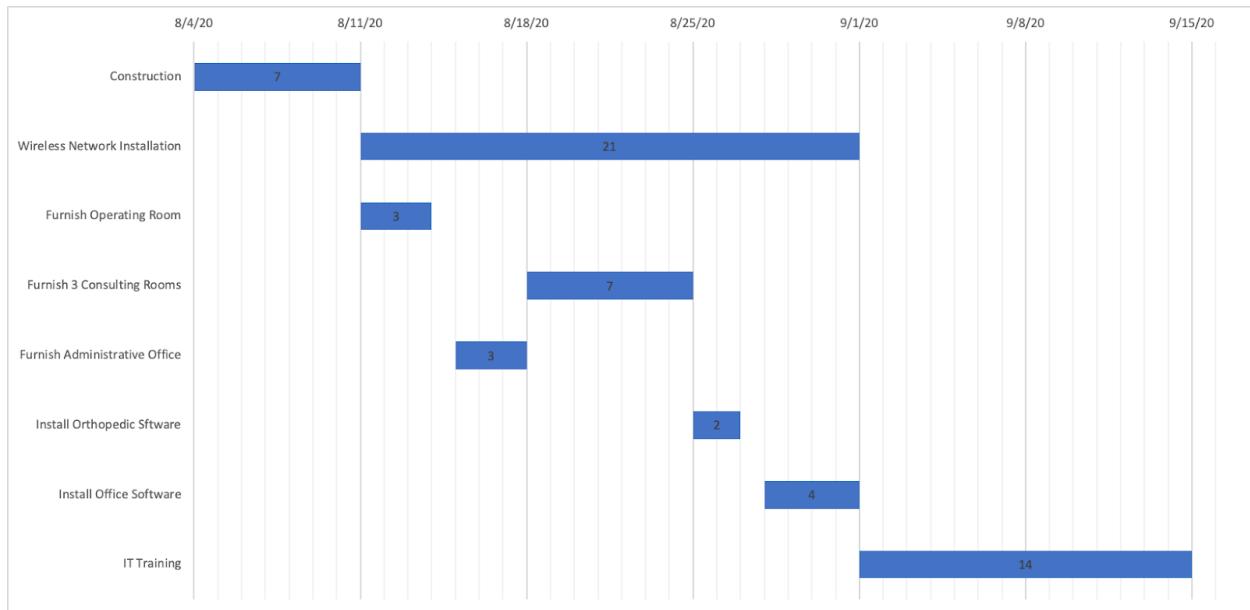
Project Name: Pediatric Orthopedic Development Solutions
Date: May 11, 2020

Milestone	Estimated Completion Date	Assigned To
New pediatric orthopedic wing to be completed in 3 months <ul style="list-style-type: none">● new operating room● Three consulting rooms and● new administrative office for the OR manager, Frankie Stone	August 11, 2020	Construction Team
IT installation to be done in 3 weeks after construction completion <ul style="list-style-type: none">● equipment, computer and medical monitor setup● Microsoft Office and Orthoview installation	September 1, 2020	PODS Committee
IT Training to be completed 2 weeks after IT installation	September 15, 2020	PODS Committee

• OrthoView and Microsoft Office training		
<u>Initiating Phase</u>		
Cost estimate	May 22, 2020	Shaquitha Maruni
Sample Project Brief	May 22, 2020	Gina Alvarado
Project Organizational Chart	May 22, 2020	Gina Alvarado
Initial PowerPoint Presentation	May 22, 2020	Shaquitha Maruni
Stakeholder register and management strategy	May 22, 2020	Tarrell Thibodeaux
<u>Planning Phase</u>		
Scope Statement	June 1, 2020	Tarrell Thibodeaux
Work Breakdown Structure	June 1, 2020	Tarrell Thibodeaux
Requirements traceability Matrix	June 1, 2020	Tarrell Thibodeaux
Milestone lists	June 1, 2020	Shaquitha Maruni
Gantt chart for network installation	June 1, 2020	Shaquitha Maruni
Communications Management Plan	June 1, 2020	Shaquitha Maruni
RACI chart	June 1, 2020	Gina Alvarado
Planning Phase Powerpoint Presentation	June 1, 2020	Gina Alvarado
<u>Executing Phase</u>		
Newsletter article	June 11, 2020	Tarrell Thibodeaux

Reforecast project schedule for network installation	June 11, 2020	Tarrell Thibodeaux
Change Request for new schedule	June 11, 2020	Shaquitha Maruni
training plan for the OR team	June 11, 2020	Shaquitha Maruni
2-3 page scope amendment to add PCs in six additional consulting rooms	June 11, 2020	Gina Alvarado
<u>Monitoring and Controlling Phase</u>		
issue log for PC supplier delay	June 21, 2020	Shaquitha Maruni
Draft an email to Jonathan to use contingency budget for alternate PC supplier	June 21, 2020	Shaquitha Maruni
Create a risk register entry for two of prioritized risks	June 21, 2020	Gina Alvarado
one- to two-page paper for Orthoview vs TraumaCard orthopedic templating software	June 21, 2020	Tarrell Thibodeaux
<u>Closing Phase</u>		
update Gantt Chart to include cleaning OR manager's old office	July 5, 2020	Shaquitha Maruni

10–15 slide presentation to summarize the results of the project	July 5, 2020	Tarrell Thibodeaux
lessons-learned report	July 5, 2020	Shaquitha Maruni
final project report	July 5, 2020	Gina Alvarado
one- to two-page paper with list of best practices	July 5, 2020	Tarrell Thibodeaux



PODS Communication Management Plan

Date: May 11, 2020

Project Name: Pediatric Orthopedic Development Solutions

1. Stakeholder communications requirements:

Periodic status reports on project phase deliverables

Project updates on construction, training, installation and setup

2. Communications summary:

Pediatric Orthopedic Development Solutions (PODS) team project managers will disseminate information to appropriate personnel to keep stakeholders abreast of appropriate communications and information. Status reports and project updates will be sent by designated project managers via stipulated formats according to the schedule detailed below

Stakeholders	Communications Name	Delivery Method/Format	Producer	Due/Frequency
Project committee	Monthly status report	E-mail	Tarrell Thibodeaux	Monthly by second Wednesday until 9/15/20
Project Sponsor and Hospital Director	Biweekly status report	Presentation, Hard Copy, E-mail	Shaquitha Maruni	Biweekly on Thursday at 10 AM
OR Manager and staff	Project Update	Memo, e-mail, intranet site, and announcement at department meetings	Gina Alvarado	Monthly by second Tuesday until 9/15/20
Project Managers	Weekly status report	Zoom meeting, E-mail	Gina Alvarado, Shaquitha Maruni, Tarrell Thibodeaux	Mon. afternoons at 1900.

3. Escalation procedures for resolving issues:

For all issues follow the organizational chart to report to your immediate superior, if further escalation is needed report to the designated project manager assigned to your particular issue (see below)

- For project delays (issues, budget concerns, etc.) - Tarrell Thibodeaux
- Miscommunications- Gina Alvarado
- Approvals needed - Shaquitha Maruni

4. Revision procedures for this document:

This is a tentative schedule and subject to change as appropriate. Any necessary deviation to the above details will be sent as soon as possible (ideally within 48 hrs). Any pertinent additional information other than the above noted reports and updates will be sent to appropriate parties.



RACI

Project name: Pediatric Orthopedic Development Solutions

Project managers: Gina Alvarado, Terrell Thibodeaux, Shaquitha Maruni

R - Person responsible for the task

A - Person accountable for the task

C - Consulted.

I - Kept informed

Task	Frankie Stone / Hospital Manager	Jonathon Grey / Hospital Director
IT installation	I	I
equipment setup	I	I
software training	I	I
final workflow training	I	I
Construction of wing	A	A

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<https://www.stakeholdermap.com>

		Construction Contractor					
			I				
IT			C				
				C			
					R		
						I	
							I
OR Staff							
			A	I			
				A	I		
					R		
						I	
Project Managers							
			A	I			
				A	I		
					R		
						I	
Terry Flynn / HR			I				
Jacqui Jasper / Finance Manager							
Simon Collins / Facilities Manager							

stakeholdermap.com/

Project Management resources

[Project Management Templates](#)

[The Top 50 Business Risks \(and how to manage them\)!](#)

[Issue Log Template \[free download\]](#)

[End Project Report Template](#)

[Risk Register Template](#)

[Stakeholder Management Templates](#)

[Work Breakdown Structure \(WBS\) template in Excel](#)

PODS Planning Presentation

Project Managers:
Gina Alvarado
Shaquitha Maruni
Tarrell Thibodeaux

Scope Statement

Our scope will be limited to the IT requirements for the non-medical equipment within the newly constructed OR room, 3 consulting rooms and an administration office. This will also include training for staff on the newly installed, non-medical, technology devices which include telephone systems, fax machines, and computer desks. Training on orthopedic templating software will be included but implemented by an outside party.

Requirements Traceability Matrix

Requirement No.	Name	Category	Source	Status
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3	Office Equipment	Installation	Building Requirements	Complete
4	Computers and Monitors	Installation	Building Requirements	Complete
5	Training Plan	Training	Corporate Training Measurement	Complete
6	Training Assessment Test	Assessment measurement	Corporate Training Measurement	Complete

Milestones

- Construction Complete
 - August 11, 2020
 - IT installation complete
 - September 1, 2020
 - IT training complete
 - September 15, 2020
-

Milestones (cont.)

Planning Phase due by June 1, 2020

- Scope Statement
- Work Breakdown Structure
- Requirements traceability Matrix
- Milestone lists
- Gantt chart for network installation
- Communications Management Plan
- RACI chart
- Planning Phase Powerpoint Presentation

Executing Phase due by June 11, 2020

- Newsletter article
- Reforecast project schedule for network installation
- Change Request for new schedule
- Training plan for the OR team
- 2-3 page scope amendment to add PCs in six additional consulting rooms

Milestones (cont.)

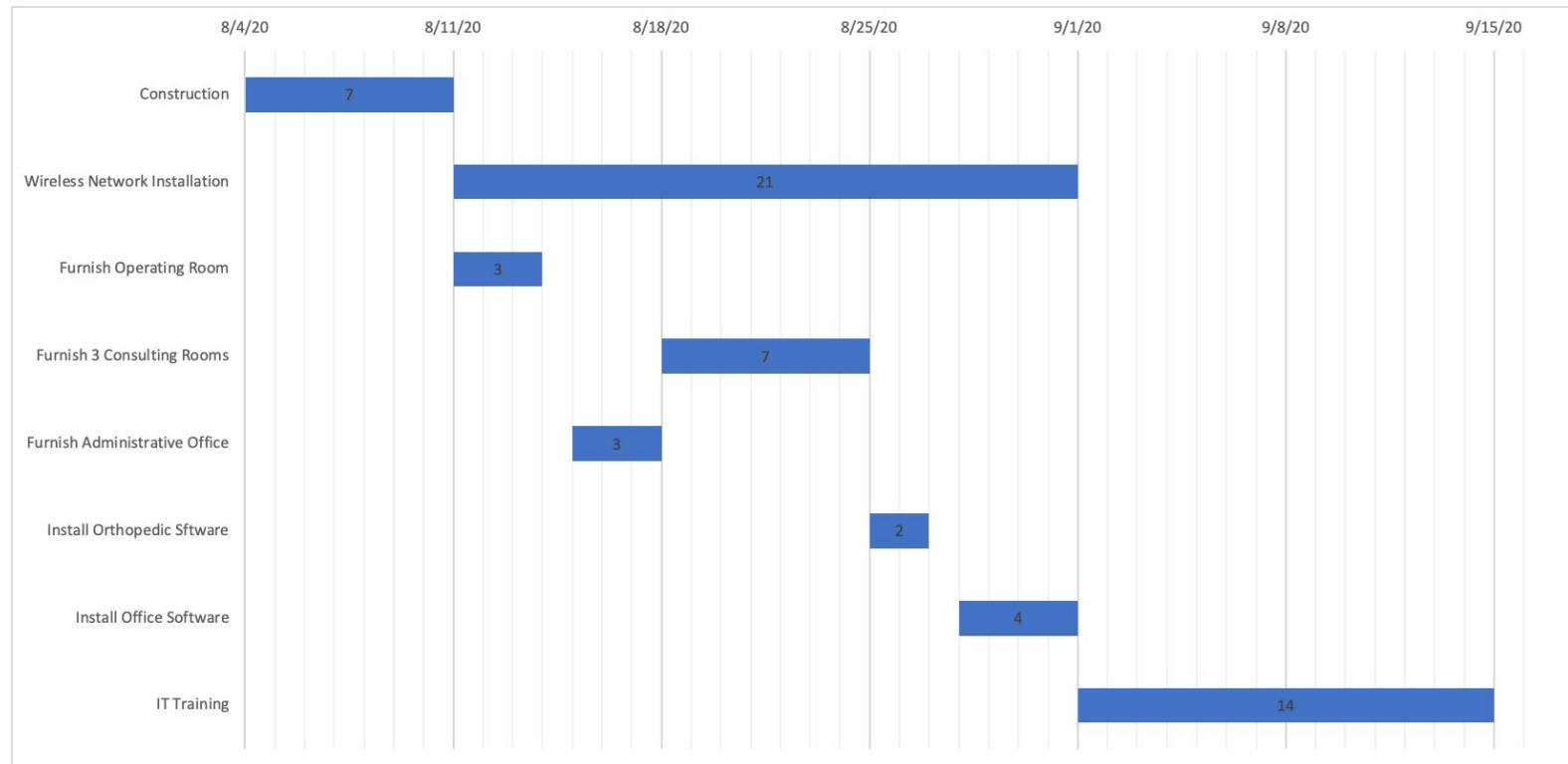
Monitoring and Controlling Phase due by June 21, 2020

- issue log for PC supplier delay
- Draft an email to Jonathan to use contingency budget for alternate PC supplier
- Create a risk register entry for two of prioritized risks
- one- to two-page paper for Orthoview vs TraumaCard orthopedic templating software

Closing Phase due July 5, 2020

- update Gantt Chart to include cleaning OR manager's old office
- 10–15 slide presentation to summarize the results of the project
- lessons-learned report
- final project report
- one- to two-page paper with list of best practices

Network Installation GANTT Chart



Communications Management Plan

Stakeholders	Communications Name	Delivery Method/Format	Producer	Due/Frequency
Project committee	Monthly status report	E-mail	Tarrell Thibodeaux	Monthly by second Wednesday until 9/15/20
Project Sponsor and Hospital Director	Biweekly status report	Presentation, Hard Copy, E-mail	Shaquitha Maruni	Biweekly on Thursday at 10 AM
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RACI Chart

RACI

Project name: Pediatric Orthopedic Development Solutions

Project managers: Gina Alvarado, Terrell Thibodeaux, Shaquitha Maruni

R - Person responsible for the task

A - Person accountable for the task

C - Consulted.

I - Kept informed

Task	IT	OR Staff	Project Managers	Terry Flynn / HR	Jacqui Jasper / Finance Manager	Simon Collins / Facilities Manager	Frankie Stone / Hospital Manager	Jonathon Grey / Hospital Director	Construction Contractor
IT installation	I	I	R	I	I	A	I	C	I
equipment setup	I	I	R	I		A	I	C	
software training	I	I	I	I	C	A	I	R	
final workflow training	I	I	I	I	C	A	R	I	
Construction of wing	A	A	A	R	I	I	I	I	R

St. Jude's Orthopedic Center of Excellence

Opening!

2020



JULY 2

St. Jude's
Authored by:
Gina Alvarado
Shaquitha Maruni
Tarrell Thibodeaux



St. Jude's

Orthopedic Center of Excellence Opening!

September 15, 2020

St. Jude's is a small, privately-run, hospital serving our town and the surrounding area. As a specialist in cancer care, St. Jude's also accepts referrals from the wider region. We currently provide 125 beds for patients who require an overnight stay and 40 consulting rooms where doctors meet with patients before and after surgery. St. Jude's has 360 staff, ranging from kitchen porters to nurses, to a state of the art on-site pharmacy team and the nation's top surgeons.

St. Jude's is happy to announce that September 15, 2020 will be the grand opening of a new range of orthopedic services provided called the Orthopedic Center of Excellence. This new expansion makes St. Jude's the preeminent place in the district for pediatric orthopedic surgery! This new addition includes a new operating room, three consulting rooms and a new administration office for the OR manager, Frankie Stone. With advanced state of the art technology for all the non-medical equipment, the department will be provided overhead patient assist bars on all of the beds, patient communication boards that include pain level updates and family member interactivity, and a dedicated team of specially-trained staff. The new orthopedic wing is committed to excellence!

Network Installation Rescheduling Email

June 2, 2020

Attention: Jonathan

This email is to approve the new schedule for the remainder of the network installation. Katrin Speech, the Head of Clinical Services has voiced concern over the noise created by the wireless network installation. Subsequently, we will need to move the remainder of the network installation to the weekends. This will allow for a reduction in noise so as not to disturb patients during normal waking hours. Unfortunately this does come with a financial cost as the contractors charge 1.5 times the day rate for working on the weekends. This will be an additional \$2,250, the monies can be deducted from the contingency budget stipulated in the initial cost estimate. While this was not anticipated, I do recommend it to be able to successfully complete the network installation and maintain patient satisfaction.

Regards,

Shaquitha Maruni
PODS Project Manager
smaruni@PODS.net

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PODS Change Request

Project Name:	Pediatric Orthopedic Development Solutions
Date Request Submitted	June 2, 2020
Title of Change Request:	Network Installation Change Request
Change Order Number:	13579-246
Submitted by:	Shaquitha Maruni
Change Category:	Schedule and Cost

Description of change requested:

Wireless network installation will have to be rescheduled for the weekends. Contractors pay will have to be adjusted for 1.5 times the day rate for the weekend work.

Events that made this change necessary or desirable:

Project Sponsor, Jonathan Grey, has agreed to fund the overtime payments for the contractors from the contingency budget. Contractors can still honor the time deadline of network installation completion by September 1, 2020 with weekend work.

Justification for the change/why it is needed/desired to continue/complete the project:

The remainder of the wireless network installation has been shifted to only the weekends for noise reduction and patient satisfaction purposes. Network installation during the normal business week has been a disruption for patients per the head of Clinical Services Katrin Speech.

Impact of the proposed change on:	June 3, 2020
Scope	n/a
Schedule	rescheduled to weekends
Cost	+ \$2,250
Staffing	n/a
Risk	possible time delay if work cannot be completed on the weekends

Suggested implementation if the change request is approved:

Contractors will complete the remainder of the network installation on the weekends of 8/15/20-8/16/20, 8/22/20-8/23/20 and 8/29/20-8/30/20. Contingency budget will cover costs.

Required approvals:

Name/Title	Date	Approve/Reject
Jonathan Grey	6/3/20	Approved
Frankie Stone	6/3/20	Approved
Jacqui Jasper	6/3/20	Approved
Seth Green	6/3/20	Approved

St. Jude's Operating Room Training Plan

Sponsored by: **Pediatric Orthopedic Development Solutions**

This training plan is for the operating room staff of the new Pedictice Orthopedic Center for St. Jude's. Goals include to cover PC usage, OrthoView software usage. Training will span two weeks 9/1/20-9/15/20. Group A (Frankie Stone and 7 of the OR staff) will learn PC usage and Orthoview in week 1, the remaining 8 staff will do the same training in Week 2.

Week 1		Week 2	
Group A		Group B	
TIME	Consulting Room 1	Instructor	Consulting Room 2
9:00-9:30	Microsoft Office	Shaquitha	Microsoft Office
9:30-10:30	Composing Emails/Security	Gina	Composing Emails/Security
10:30-10:45	Break		Break
10:45-11:15	Cloud Usage	Tarrell	Cloud Usage
11:15-11:45	OrthoView Introduction	OrthoView Rep	OrthoView Introduction
11:45-12:15	Lunch		Lunch
12:15-12:45	OrthoView downloads	OrthoView Rep	OrthoView downloads
12:45-1:15	Imaging	OrthoView Rep	Imaging
1:15-2:30	Break		Break
2:30-3:00	Troubleshooting	OrthoView Rep	Troubleshooting
3:00-3:30	SmartZoom	OrthoView Rep	SmartZoom
3:30-3:45	Break		Break
3:45-4:15	Practical Review	OrthoView Rep	Practical Review
4:15-4:45	Q&A	OrthoView Rep	Q&A
4:45-5:00	Closing remarks	OrthoView Rep	Closing remarks

Scope Creep

The head of clinical services, Katrin Speech, would like to install PCs in six additional consulting rooms. She would also like to discuss possible Wi-Fi connection for patient rooms in the ward. We will refer to our scope statement that was presented in the planning stages of the project to determine if this request is feasible.

Our scope will be limited to the IT requirements for the non-medical equipment within the newly constructed OR room, consulting rooms and administration office. This will also include training for staff on the newly installed, non-medical, technology devices which include telephone systems, fax machines, and computer desks. Training on orthopedic templating software will be included but implemented by an outside party. The budget and timeline was set to include installation for the new OR room, 3 consultation rooms, and an administration office.

The first step would be to calculate the cost of equipment and installation. The additional consulting rooms are not wired for IT installation. Since the building walls have already been completed, this would require a contractor to be hired to cut into the walls to install the electrical wiring needed to connect the IT equipment. Reconstruction of the walls and cost of paint will need to be included in costs.

Equipment	Cost
Computer	\$499.99
Desk	\$ 849
Monitor	\$129.99
Keyboard	\$164
Mouse	\$34.99
Total equipment x 6	\$10,067.82
Installation x 6 units	\$27,000
Training for 15 staff	\$2,100
Software installation	\$799
Construction	\$10,000
Wifi installation	\$4,000
Total cost	\$53,966

The next step would be to calculate the time it would take to order additional equipment, install, reconstruct, and train staff.

According to the projected timeline, installation will take 3 weeks and training will take 2 weeks. The vendor that supplies the PCs is estimating a 1-week delivery ETA.

With this information, we can estimate the request for IT installation for 6 additional consulting rooms would put us over budget by \$53 thousand dollars and delay the timeline of completion by 6 weeks.

This data will be put into a report and delivered to the Katrin Speech and Jonathon for review. Based on the cost and time needed to add 6 consulting rooms to our scope, we will need to deny this request in order to stay within budget and completion deadline.

The additional consulting rooms and Wi-Fi for patients would be beneficial to the long term goals of the orthopedic wing. We can suggest requesting an additional and separate project to complete the six consulting rooms and Wi-Fi installation that will begin after the completion of P.O.D.S. A new project proposal will need to be drafted along with approval of budget allowance from the organization. Finishing the PODS project first will allow the hospital to open the OR and begin building revenue. The additional consulting rooms can be installed without disrupting the functional OR and 3 consulting rooms completed. This will allow the additional project to begin without creating a financial burden on the hospital.

While it is necessary to decline the request from Katrin at this moment, we can agree that her request is valid and deserves to be reviewed in the future as a possible phase 2 project.

PODS Issue Log

#	Issue Description	Impact on Project	Report Date	Reported By	Assigned To	Priority (M/H/L)	Due Date	Status	Comments
1	Network Installation Noise	reschedule installation/ budget constraint/ timeline delay	6/2/20	Katrin Speech	Shaquitha Maruni	H	6/11/20	Closed	network installation moved to weekends
2	Orthoview v TraumaCard software choice	Team Morale	6/12/20	Orthopedic Surgeon	Gina Alvarado	M	6/21/20	Closed	Software Justification paper
3	Inform local authorities of work	communication management plan	5/28/20	District Planning Authority Auditor	Tarrell Thibodeaux	M	6/1/20	Closed	communication management plan
4	6 PCs in 6 more consulting rooms	Scope, budget, time delay	6/3/20	Katrin Speech	Tarrell Thibodeaux	H	6/11/20	Closed	Scope creep document
5	10 day PC delay	time delay/budget constraint	6/12/20	PCNation	Shaquitha Maruni	H	6/21/20	Closed	email correspondence and budget amendment

June 12, 2020

Approval Email for Alternate PC Supplier

Attention Jonathan

This email is to notify you of the current PC and equipment delay. This equipment delay can disrupt our project timeline and possibly postpone the grand opening. While this was not anticipated there is still a plan in place to use another supplier for the PCs to prevent delaying opening the new pediatric orthopedic wing. Using the alternate PC supplier (PCWorld) will require \$44,657 as opposed to the original \$41,657. The additional \$3,000 for this is still within the bounds of the contingency budget. With your approval we can go ahead with the above stated changes. Please reply as soon as possible notifying me of your approval. Thank you in advance for your attention to this email and do not hesitate to reach out for further explanation.

Regards,

Shaquitha Maruni
PODS Project Manager
smaruni@PODS.net

The information transmitted by this email is intended only for the person or entity to which it is addressed. This email may contain proprietary, business-confidential and/or privileged material. If you are not the intended recipient of this message, be aware that any use, review, retransmission, distribution, reproduction or any action taken in reliance upon this message is strictly prohibited. If you received this in error, please contact the sender and delete the material from all computers.

Risk Register

Project Name: PODS

No.	Rank	Risk	Description	Category	Root Cause	Triggers	Potential Responses	Risk Owner	Probability	Impact	Status
R1	2	Delay in Supplies	Supply delivery is delayed by vendor	Equipment/Supplies	Shortage of supplies/ transportation issues	Delay of delivery by >72hrs	Have back up vendors on standby. Have allocated budget for unexpected costs	Shaquitha Maruni/ Jaquil Jasper	High	High	PM will meet with project committee to make a decision.
R2	1	Installation delay	Installation is not complete on time which will delay training	Installation	Technical delays due to poor construction/wiring. Network issues	Installation delay > 72 hrs past deadline	Have an alternate training site where employees can begin modules until installation is complete.	Gina Alvarado/ Simon Collins	Medium	High	PM will meet with committee to make a decision.

Orthoview Vs TraumaCard Orthopedic Technology

Software needs to be selected to provide the best technology to assist healthcare professionals in providing quality care. The following is a comparison of Orthoview and TraumaCard orthopedic templating software to aid in the selection process.

Both OrthoView and TraumaCard is a digital pre-operative software that is compatible with all imaging and reporting software enables a practice to operate with efficiency while complying with all standards, and patient care. However, each has its advantages that are listed as follows:

The OrthoView software was developed with surgeons that:

- Provides a comprehensive library of digital prosthesis templates, specialist planning tool sets for each procedure and patented wizards that automate key steps in the planning process.
- Facilitates planning for orthopedic surgeries
- Streamlines and speeds up templating
- Provides views of the effect that the choice of template position with measurements, a tracking contextual guide, high quality, intuitive, multipart templates, and planning session is a comprehensive plan and reports.

TraumaCard is an Orthopedic Digital Templating software that:

- Provides tools for multiple indications that preoperatively plan procedures and simulate the expected surgical outcome.
- Automatic planning for hip arthroplasty with a quick and intuitive preoperative planning module with post-operative outcome analysis.

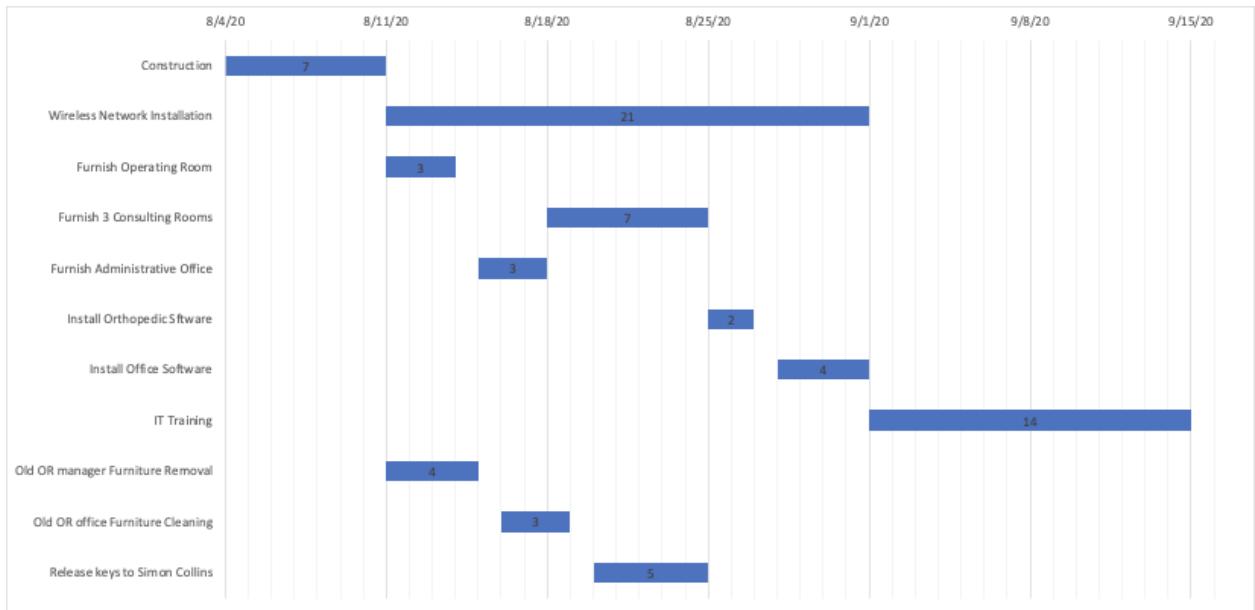
- Rapid auto-planning for knee arthroplasty planning allows the surgeon to assess resections quickly and easily for joint line preservation.
- Advanced measurement and templating functionalities application that includes an extensive digital template library and offers a full set of measurement tools.
- Collaborate with partners and professionals with support collaboration between staff and implant partners.
- Solutions tailored for every need for different business modules tailored for a surgeon's needs.

References:

Hsu, A. R., Gross, C. E., Bhatia, S., & Levine, B. R. (2012). Template-directed instrumentation in total knee arthroplasty: cost savings analysis. *Orthopedics*, 35(11), e1596-e1600.

Pillai, A., Soon, V., & Foxworthy, M. (2012, April). Digital templating for total hip and knee arthroplasty-accuracy of the Orthoview™ system. In *Orthopaedic Proceedings* (Vol. 94, No. SUPP_XI, pp. 020-020). The British Editorial Society of Bone & Joint Surgery.

Marson, B. A., Oakley, B. J., Srinivasan, S., Chell, J., Halliday, K., Hunter, J., & Price, K. (2020). Is it safe for extended-role radiographers to measure migration percentage in children with cerebral palsy?. *Radiography*.



Pediatric Orthopedic Development Solutions Project

Project Managers:

Gina Alvarado

Shaquitha Maruni

Tarrell Thibodeaux

Introduction

- St. Jude's has created a new wing for the pediatric population that is the state-of-the-art orthopedic center of excellence!
- Pediatric Orthopedic Development Solutions oversees establishment the technology installation for all the non-medical equipment in the new wing.



Goals Accomplished

- Software, Computer and Wireless Network installation and setup
- Training staff on office and medical software.
- Furnishing operating room, 3 consulting rooms and administrative office
- **Project scope, time and cost goals were all met!**

GOAL ACHIEVED!



Cost Information

□ Cost Estimate

Equipment-\$41,657.00
Installation and Operating Costs-\$57,564.24
Software Costs-\$164,094.00
Contingency (10%)-\$30,939.54
Taxes (17.5%)-\$46,080.17
Total PODS Budget-\$340,334.95

□ Final Cost

Equipment-\$44,657.00
Installation and Operating Costs-\$59,814.24
Software Costs-\$164,094.00
Taxes (17.5%)-\$46,998.92
Total PODS Budget-\$315,564.16

Time Information

- New wing construction completed
 - ✓ Tuesday, August 11, 2020
- IT installation completed 3 weeks after construction completion
 - ✓ Tuesday, September 1, 2020
- IT Training completed 2 weeks after IT installation
 - ✓ Tuesday, September 15, 2020



Challenges Faced

- ▶ To stay within our initial budget, we rescheduled the network installation to weekend hours and were able to get an alternate supplier when the PCs were delayed.



Key Products Delivered

- ▶ Successful installation of the technological infrastructure for the new wing for pediatric orthopedics.
- ▶ Successfully trained the entire OR staff in the use of the PCs and the new orthopedic templating software.



Pediatric Orthopedic -The New Wing

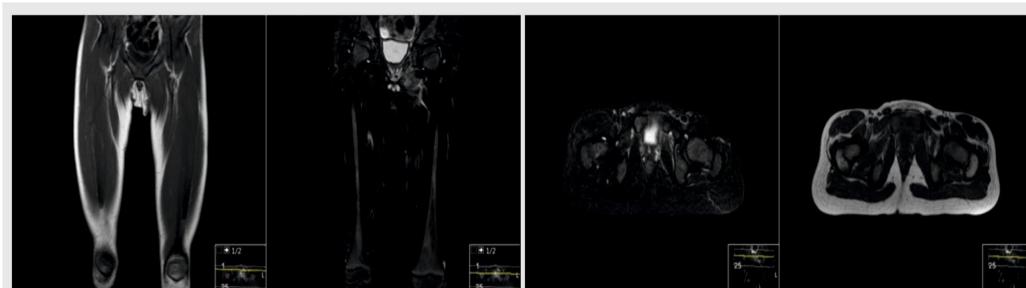


Figure 3: Magnetic resonance imaging shows subperiosteal fluid collection in the left inferior pubic rami with fluid in the growth plate with edema of surrounding muscles.



Questions?



Lessons-Learned Report

Project Name:	Pediatric Orthopedic Development Solutions
Project Sponsor:	Jonathan Grey
Project Manager:	Gina Alvarado, Shaquita Maruni, Tarrell Thibodeaux
Project Dates:	5/11/20 - 7/3/20
Final Budget:	\$315,564.16
1. Did the project meet scope, time, and cost goals?	We did meet project scope, time and cost goals. Even with the rescheduling of network installation to weekend hours and the PC delay, we were able to stay within our initial budget.
2. What was the success criteria listed in the project scope statement?	Our scope was limited to the IT requirements for the non-medical equipment within the newly constructed OR room, consulting rooms and administration office. Success also included training for staff on basic PC use and the orthopedic templating software OrthoView by their designated reps.
3. Reflect on whether or not you met the project success criteria.	We achieved project success as we were successful in installing the technological infrastructure for the new wing designed for pediatric orthopedics. We also successfully trained the entire OR staff in the use of the PCs and the new orthopedic templating software and closed out the project appropriately.
4. What were the main lessons your team learned from this project?	<ul style="list-style-type: none">● Communication was paramount to our success in this project. Adhering to the weekly communication meetings to measure progress and solve issues proved detrimental to achieving our goals.● Pre planning and task delegation proved to be essential as well. Delegating tasks as appropriate to our individual skill sets made tackling the project deliverables much easier to manage. The extra time we spent in the beginning planning out the time we had for the project kept us on top of our time management throughout the project.● Teamwork paid off too because we were able to help each other when needed which made completing the several documents and tasks a more streamlined process.
5. Describe one example of what went right on this project.	Addressing setbacks was a quick, effective and cohesive process within our project management team. One such setback was the PC delay. We were able to quickly communicate with our project sponsor for approval and get an alternate supplier in place to get the PCs delivered on time and within budget.

6. Describe one example of what went wrong on this project.

Getting in contact with the project sponsor Jonathan Grey did cause some time delays. As phone and face-to-face meetings were not an option, communication with him was solely by email and was subject to him receiving the messages that way. Waiting on his response to email did cost us time in some situations but thankfully not at the expense of our project scope, time and cost goals.

7. What will you do differently on the next project based on your experience working on this project?

In the future we will expand our project management team and enlist more help from additional project managers. Taking on a project of this manager with the time and budget constraints that were in place would have gone by smoother with additional resources and team members to share the workload with.

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- 2.2 Work Breakdown Statement
- 2.3 Requirements Traceability Matrix
- 2.4 Milestone List
- 2.5 Gantt Chart
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- 2.7 RACI Chart
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Executing Phase

- 3.1 Newsletter
- 3.2 Reforecast project schedule
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- 3.4 Training Plan
- 3.5 Scope Creep
- 3.6 Issue Log
- 3.7 Email for budget amendment
- 3.8 Risk Register
- 3.9 Orthoview vs TraumaCard Software

Closing

- 4.1 Updated Gantt Chart
- 4.2 Summary PowerPoint
- 4.3 Lessons Learned
- 4.4 Best Practices

Final Project Report Summary

Pediatric Orthopedic Development Solutions (PODS)

Gina Alvarado, Shaquitha Maruni, & Terrell Thibodeaux

Project Description

The local hospital, St. Jude's, is expanding to create a new wing that will be an orthopedic center of excellence. We are the project managers for the Pediatric Orthopedic Development Solutions Project in charge of establishing the technology installation for all the non-medical equipment in the new wing. The goal is to install a technological infrastructure for the new wing designed for pediatric orthopedics. The project will cover the new OR room, 3 consultation rooms, and an administration office.

The target date for having the installment complete and staff trained is September 15, 2020.

Scope

Our scope will be limited to the IT requirements for the non-medical equipment within the newly constructed OR room, 3 consulting rooms and an administration office. This will also include training for staff on the newly installed, non-medical, technology devices which include telephone systems, fax machines, and computer desks.

Training on orthopedic templating software will be included but implemented by an outside party.

Project Schedule:

Start date: May 11, 2020 End date: September 15, 2020

New wing construction completed

Tuesday, August 11, 2020

IT installation completed 3 weeks after construction completion

Tuesday, September 1, 2020

IT Training completed 2 weeks after IT installation

Tuesday, September 15, 2020

Project Finances:

Estimated Budget – \$340,334.95

Final Spent – \$315,564.16

-\$24,770.79

Milestones/Deliverables

Milestone	Estimated Completion Date	Assigned To
New pediatric orthopedic wing to be completed in 3 months <ul style="list-style-type: none">• new operating room• Three consulting rooms and• new administrative office for the OR manager, Frankie Stone	August 11, 2020	Construction Team
IT installation to be done in 3 weeks after construction completion <ul style="list-style-type: none">• equipment, computer and medical monitor setup• Microsoft Office and Orthoview installation	September 1, 2020	PODS Committee
IT Training to be completed 2 weeks after IT installation <ul style="list-style-type: none">• OrthoView and Microsoft Office training	September 15, 2020	PODS Committee

Target goals vs Actual

The project scope, time and cost goals were met with success! Go live date is September 15, 2020 as planned. We came in under budget by \$24,770!

Risk/Issues

Risk included equipment delivery and installation delays. Issue log was created to document all issues encountered during the project.

Risk Register

Project Name: PODS

No.	Rank	Risk	Description	Category	Root Cause	Triggers	Potential Responses	Risk Owner	Probability	Impact	Status
R1	2	Delay in Supplies	Supply delivery is delayed by vendor	Equipment/Supplies	Shortage of supplies/ transportation issues	Delay of delivery by >72hrs	Have back up vendors on standby. Have allocated budget for unexpected costs	Shaquitha Maruni/ Jaquil Jasper	High	High	PM will meet with project committee to make a decision.
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Conclusion

Overall, the project was a success. All milestones were accomplished within the timeframe allotted and the final cost was under budget. There were some slight changes in the schedule due to installation noise, but it was resolved by rearranging work shifts without affecting the overall timeline. There was also a delay in equipment delivery, but we were able to resolve the issue by changing vendors with little adjustment to the budget. We were unable to fulfill the request to add 6 additional consulting rooms to our project due to time and budget constraints, however, with the money saved by coming in under budget, that money can be utilized for a follow up project to expand the orthopedic wing. The new St. Jude's Pediatric Orthopedic wing is now fully functioning with complete IT installation of the OR, 3 consulting rooms and an administration office. Training on the new orthopedic software was given to all staff working in the unit.

Best Practices

Gina Alvarado
Shaquitha Maruni
Tarrell Thibodeaux

Communication

Early on we made sure to have open lines of communication. Via text and zoom meetings we were able to quickly and routinely remain in contact with each other through the duration of this project. We scheduled weekly communication meetings to measure progress and solve issues and that was really helpful to achieving our goals.

Task Assignment

Assigning tasks early based on our respective skill sets was essential in sharing the workload appropriately and preventing confusion as to who was responsible for the various obligations of the project.

Pre-Planning

We spent a considerable amount of time pre planning to eliminate a time management problem, Tasks were delegated early on so team members could plan appropriately to deliver on their commitments. We made clear deadlines for the phases of the project so as not to fall behind or get overwhelmed with the workload. The extra time put into doing this early paid off in the end as the project work was able to be completed without stress or timeline delay.

Teamwork

A culture of teamwork was established from the beginning to ensure everyone felt comfortable not only doing their individual tasks but also reaching out for help when needed. The ability to work together cohesively helped tremendously as we were able to offer constructive feedback throughout the project to produce the best work possible.

While we did not select our teammates we all fortunately had the same work ethic and commitment to success to complete this project. It was an overall great experience and we each walked away with more knowledge to use in future projects.