Midlands Analyst Huddle: The Accidental Project Manager

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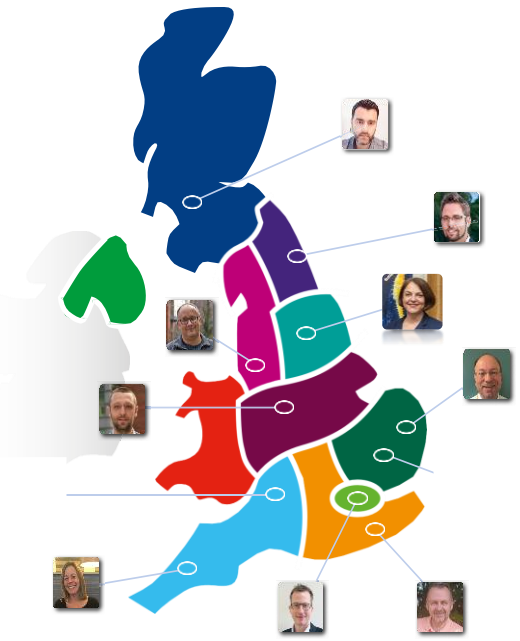
HPCA | Healthcare Project + Change Association

Healthcare Project and Change Association



HPCA

We help health and care deliver projects and change to improve services for all

HPCA Capability Framework: Project Roles

		AfC Band								
		4	5	6	7	8a	8b	8c	8d	9/VSM
Project Professionals	Head of Profession						●	●	●	●
	SRO					●	●	●	●	●
	Programme Manager / Director					●	●	●	●	●
	Project Manager / Director			●	●	●	●	●	●	●
	Programme / Project Management Office Manager			●	●	●	●	●	●	
	Change Manager / Director				●	●	●	●	●	
	Portfolio Manager / Director				●	●	●	●	●	●
	Benefits Manager				●	●	●	●		
	Governance & Assurance Manager			●	●	●	●	●		
	Risk & Issues Manager			●	●	●	●			
	Stakeholder Manager			●	●	●				
	Resourcing & Capability Manager			●	●	●	●			
	Business Analyst		●	●	●	●	●			
	Portfolio Analyst		●	●	●					
	Project Support Officer	●	●	●						
Typical AfC Level Entry Point										
Modular careers	Executive Sponsor						●			
	Business Change Manager					●				
	Advisor / Subject Matter Expert (SME)					●				
	Programme Practitioner					●				
	Project Practitioner					●				
	Programme Associate			●	●					
	Project Associate			●	●					

Competency Levels

NHS Project & Change Capability Framework five levels of competency

	Level Title	Competency Level Definition
5	Expert	Expert knowledge and experience applied at a high level or in a specialist area - contributing to the profession and teaching others
4	Proficient	Detailed knowledge and experience applied at a medium level complexity or high level under supervision
3	Competent	Detailed knowledge and experience applied at a low level complexity or medium level under supervision
2	Practiced	Working knowledge and practical experience of limited complexity
1	Awareness	Basic knowledge and limited or no experience

Change Under Pressure Support Programme

Free
Resources

Low Cost
Offers

Premium
Offers

HPCA

HPCA Community Webinars

FREE Webinars & Workshops:

- **23rd October – 13:00 – 15:00** – **FREE Workshop** - Information Governance as an Enabler, not a barrier – How to Collaborate effectively with IG to drive project success

- **11th November – 12:00 – 13:00 – FREE Webinar** - Change Under Pressure Programme Webinar – Building Change Resilience in Times of NHS Transformation

- **2nd December – 12:00 – 13:00 - FREE Webinar -** HPCA Change Under Pressure – Storytelling Webinar – How to Confidently tell your story: Finding Your Voice in Times of Pressure & Change

- More webinars will be added to our events page very soon!

You can watch back today's session and past webinars on our YouTube channel

Secure your places via the events page: https://www.hpca.uk/events/

Regional Network Meetings

FREE Regional Networks:

- East of England | 23rd October 14:00 – 15:00
- North West |28 October, 10:00 – 11:30
- London | 14 November, 09:30 – 10:30
- South East | 14 November, 12:00 – 13:00

Secure your places, register via the website: https://www.hpca.uk/regional-networks-meetings

HPCA Essentials

More information on the Essentials Programme

HPCA Training Courses

Becoming a Change Ninja

These four modules are delivered virtually (as 1.5-hour sessions, 1 day a week across 4 weeks)

Change Management Workshop

The 1- day course is delivered as a workshop in person – Leeds & London

Neuroscience For Change

This 1-day, bespoke session will be delivered in person.

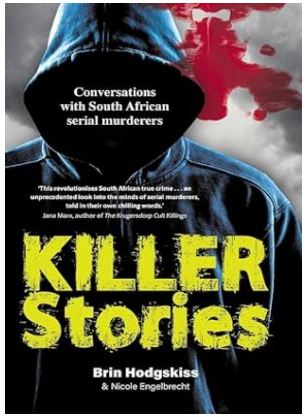
Storytelling Masterclasses, Workshops & Training Courses

Learn how narrative psychology can transform people, teams and cultures

More information: hpca.uk/events/training-courses

Storytelling Masterclasses, Workshops & Training Courses

Killer Stories: Storytelling for Real Change - Learn how narrative psychology can transform people, teams and cultures



Buy: Killer Stories

Workshops

Masterclasses

Training Sessions

Keynote

Membership

HPCA Organisational Membership

We can help you build the capacity and capability you need to deliver effective change through access to education and training for all at all levels, best practice resources designed by professionals, and networks and community events for sharing and learning!

- Education & Training For All Staff
- Frameworks, Tool-kits & Guidance
- Workforce Development & Talent Management
- Community Networks & SIG's
- Exclusive Webinars, Events & Masterclasses
- Project Types & Methodologies
- Organisational Accreditation Awards
- Priority Programmes
- Leadership Roles Specific Guidance
- Government & Public Sector IPA & Treasury
- Corporate Partner Memberships & Benefits
- Implementation Guidance & Benefits Reports

Scan to learn more

Instructions

Go to

www.menti.com

Enter the code

5384 5143

Or use QR code

Menti Question 1

What percentage of your work time is spent on project type activity?

Menti Question 2

Do you think that project type work will increase for you in the next 3 years?

Section 1. Why Plan Projects?

K2 Expedition

Chris Warner

Activity - K2 Expedition – Case Study

Background:

K2 is the most dangerous mountain in the world. 33% of people that climb it die in the attempt, 90% on the way down!

Start with the End in Mind! Outcomes and Benefits:

1. What is the purpose of climbing K2?
2. What are the potential benefits?
3. What are the risks?
4. What value could it add?
5. Are the risks worth taking to achieve the outcomes?

Objective:

Working together on your table - You have 10 mins to identify some of the key decision-making criteria for a K2 Expedition Project.

Are Risks Worth Taking?

Risk Evaluation

- Risks may be justified if thorough and effective planning, risk mitigation strategies, and contingency plans are rigorously developed and implemented.
- The expedition's objectives should align clearly with measurable outcomes, personal and organisational values, and risk appetite.
- The decision must balance ambition and achievement potential with responsible risk management and ethical considerations.

Section 2. Project Management

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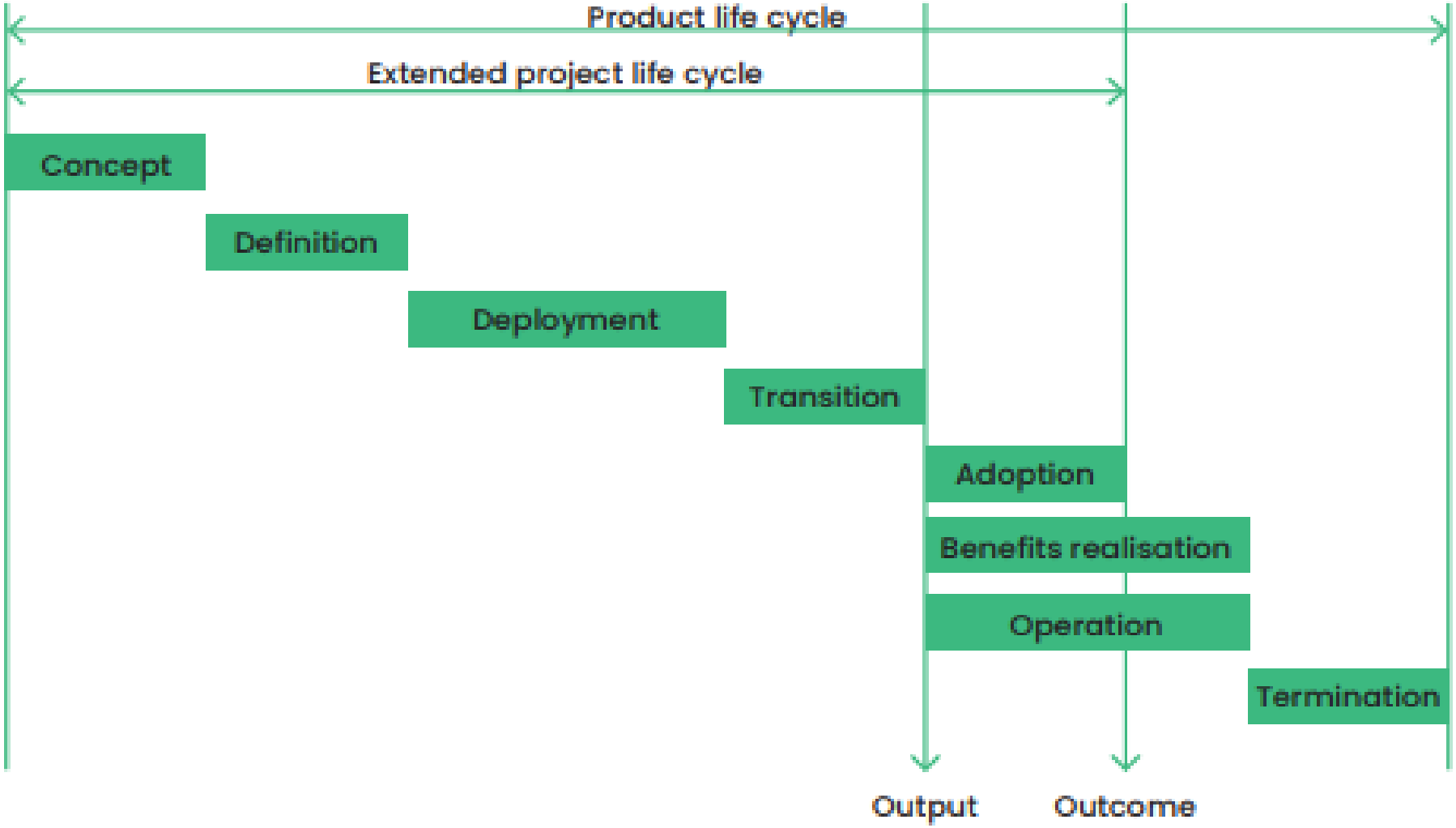
Project Lifecycle

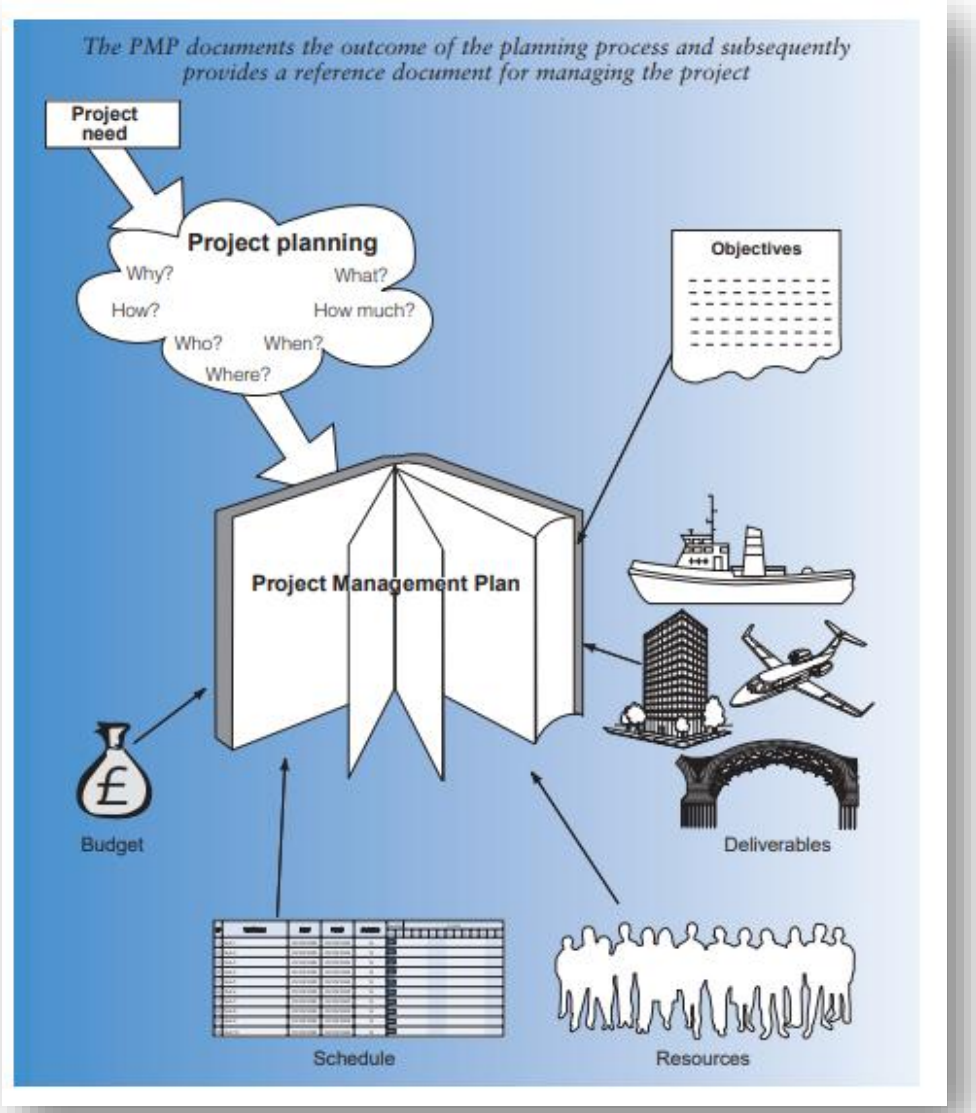


Project Initiation Document (PID)

Or Project Management Plan (PMP)

Planning Questions

Why, What, How, Who, Where, When, How much?



Introduction to Project Planning (apm.org.uk)

Risks, Issues and Benefits Definitions

Unplanning – May Happen

Risk Definition

The potential of a situation or event to impact on the achievement of specific objectives

Opportunity Definition

A positive risk event that, if it occurs, will have an upside/ beneficial effect on the achievement of one or more objectives

Unplanned – Has Happened

Issue Definition

A problem that is now breaching, or is about to breach, delegated tolerances for work on a project or programme. Issues require support from the sponsor to agree to resolution

Planned – Will Happen

Benefits Definition

A positive and measurable impact of change either planned or emergent.

Dis-Benefits Definition

A negative and measurable impact of change either planned or emergent.

Introduction to Project Planning (apm.org.uk)

Risk Identification and Management

Risk Scale Indicators

1. Likelihood (potential)
2. Impact (how bad)
3. Proximity (when)

Risk Identification Techniques

1. PESTLE
2. Historical information/ data
3. Lessons learned

Risk Matrix

		A	B	C	D	E
		Negligible	Minor	Moderate	Significant	Severe
E	Very Likely	Low Med	Medium	Med Hi	High	High
D	Likely	Low	Low Med	Medium	Med Hi	High
C	Possible	Low	Low Med	Medium	Med Hi	Med Hi
B	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
A	Very Unlikely	Low	Low	Low Med	Medium	Medium

Risk Register

Risk	Probability	Impact	Proximity	Owner	Mitigation Plan
Budget cuts may reduce staff, affecting project scope and schedule	Medium	High	1 Month	Project Manager	See appendix for a phased implementation plan

Introduction to Project Planning (apm.org.uk)

PESTLE Analysis Examples

P — Political

Explore:
- Government stability
- Financial stimulus commitment
- Pandemic strategic plan
- Health service readiness
- Pandemic policy factors
- Current taxation policy
- Future taxation policy
- The current and future political support
- Grants, funding and initiatives
- Trade bodies
- Effect of wars or worsening relations with particular countries
- Election campaigns
- Issues featuring in political agendas

E — Economical

Explore:
- National debt levels
- Recovery struggle for impacted industry
- Strength of consumer spending
- Current and future levels of government spending
- Ease of access to loans
- Current and future level of interest rates, inflation and unemployment
- Specific taxation policies and trends
- Exchange rates
- Overall economic situation
- Real estate exodus
- Inner city business decline
- Supply volatility

S — Social

Explore:
- Pandemic lifestyle trends
- demographics
- consumer attitudes and opinions
- media views
- law changes affecting social factors
- brand, company, technology image
- consumer buying patterns
- fashion and role models
- major events and influence
- Inner city pandemic trends
- ethnic/religious factors
- ethical issues
- Digital relationships

T — Technological

Explore:
- Relationship with pandemic
- Sector technology demand
- Relevant current and future technology innovations
- The level of research funding
- The ways in which consumers make purchases
- Intellectual property rights and copyright infringements
- Global communication technological advances
- Internet connectivity utility

L — Legal

Explore:
- Legislation in areas such as employment, competition and health & safety
- Environmental legislation
- Future legislation changes
- Changes in European law
- Trading policies
- Regulatory bodies
- Pandemic legislation
- Working environment
- Pandemic legal sensitivities

E — Environmental

Explore:
- Relationship with global warming
- Relationship with recycling and global fight against waste
- Relationship with global fight against plastic usage
- The level of pollution created by the product or service
- Attitudes to the environment from the government, media and consumers
- Relationship with renewable energy
- Relationship with deforestation

Section 3. Project Scheduling and Planning

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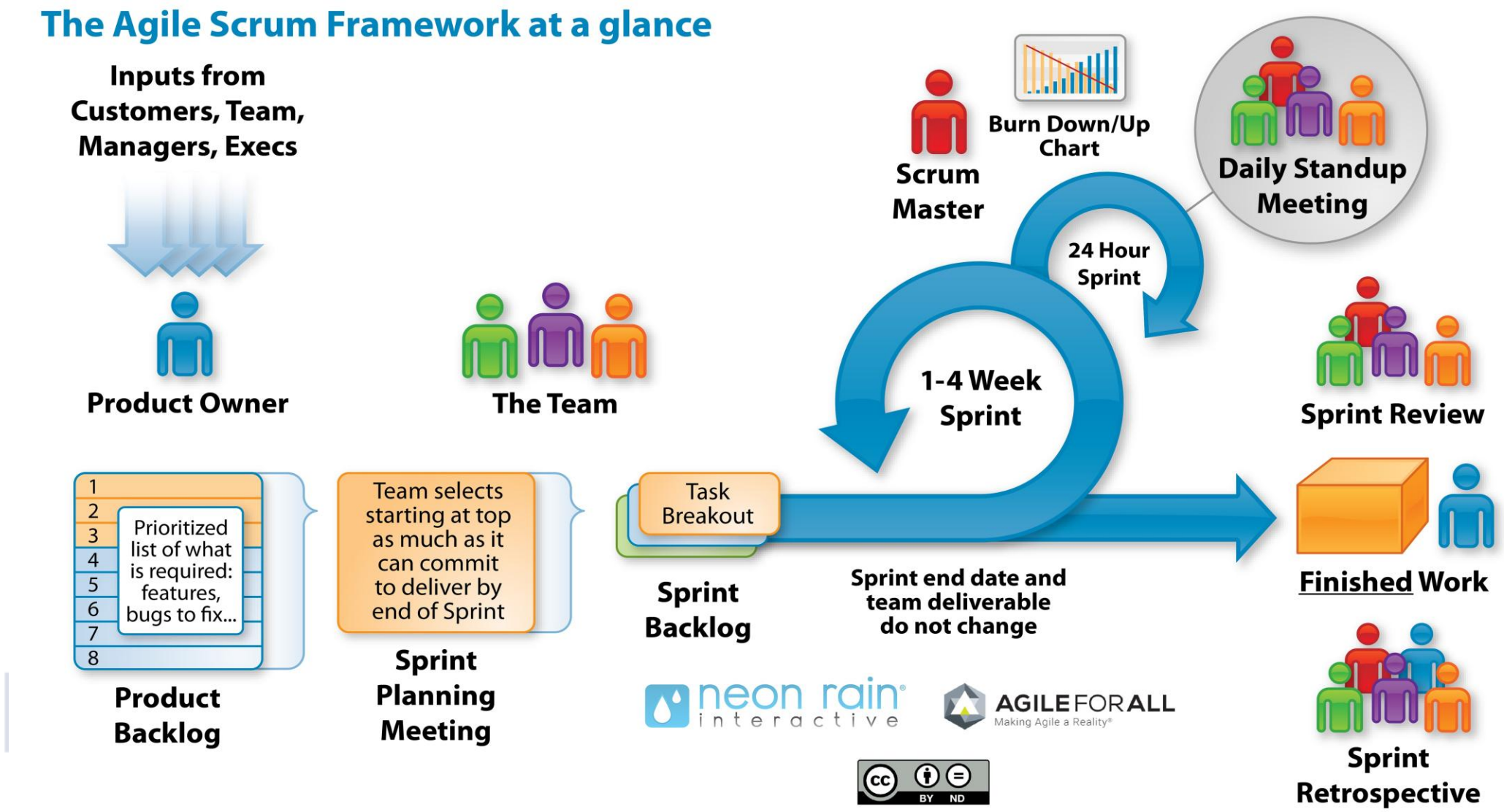
Project Types and Methodologies

Type	Description	Methodology
Cost/Service Efficiency Improvement	A project where the key driver is to reduce cost. This may be purely transactional e.g. the removal of a vacant post from budget, or may require an associated service improvement to help the cost reduction be delivered e.g. reducing agency spend through changes to workforce models and standard operating practices.	LEAN/APM Body of Knowledge
Service/Quality Improvement	A project where delivering an improved service for the end user is key. These projects may deliver financial benefit but often will require investment or be cost neutral. Examples include redesign of patient pathways to improve patient flow within an acute setting.	Six Sigma/PDCA Improvement Cycle
Digital/ informatics	Projects to roll out new or upgraded software/IT infrastructure to an organisation, to benefit either the operational running of an organisation (e.g. better software systems) or to provide operational stability (e.g. replacing servers to reduce risk of system failures).	Agile/Scrum/Kanban
Transformational	Similar to service improvement but are large scale and fundamentally change the way things are done; often implemented across systems/more than one organisation e.g. introduction of intelligent automation systems to handle outpatients bookings systems.	APM Body of Knowledge/ Managing Successful Programmes
Kaizen	Literally, continuous improvement projects. Follows the basis of continuous cycles of Plan, Do, Study, Act (PDSA) to continually refine and improve a service or process.	PDCA Improvement Cycle
OD/Change Management	The application of a set of tools, processes, skills and principles for managing the people side of change to achieve the desired outcomes of a change project or initiative.	Agile Change Management
Capital/ infrastructure	Projects to implement new infrastructure which may range from replacing an existing boiler, through to building a whole new hospital.	Managing Successful Programmes

Backlog, Sprints and Retrospectives

(Prioritise what needs doing, doing it, reviewing how it went)



Scrum Estimating Principles

Scrum Task Estimating: Best Practices

1. Understand User Stories Clearly
2. Use Story Points for Estimation
3. Relative Estimation
4. Team Collaboration in Estimation
5. Review and Adjust Regularly

Estimating – How big are your tasks?

Dog days! How big is your activity in dog days?

1. Chihuahua = 0.5 days
2. Pug = 1 day
3. Cocker spaniel = 2 days
4. Labrador = 3 days
5. Mastiff = 5 days
6. Great Dane = 8 days +

Using the Example Project Task list work out how long it would take you to deliver the procurement project in working days by estimating the relative size of tasks using the Dog size chart.

How long will it take your team to deliver the project?

‘Kanban’ Planning

Definition:
Kanban is a visual workflow management method that helps teams optimize efficiency by visualizing tasks and managing workflow effectively.

Key Concepts:

1. Visual Workflow:
- Clear visualisation of tasks on a Kanban board.

2. Work-in-Progress (WIP) Limits:
- Limiting tasks in progress to prevent bottlenecks.

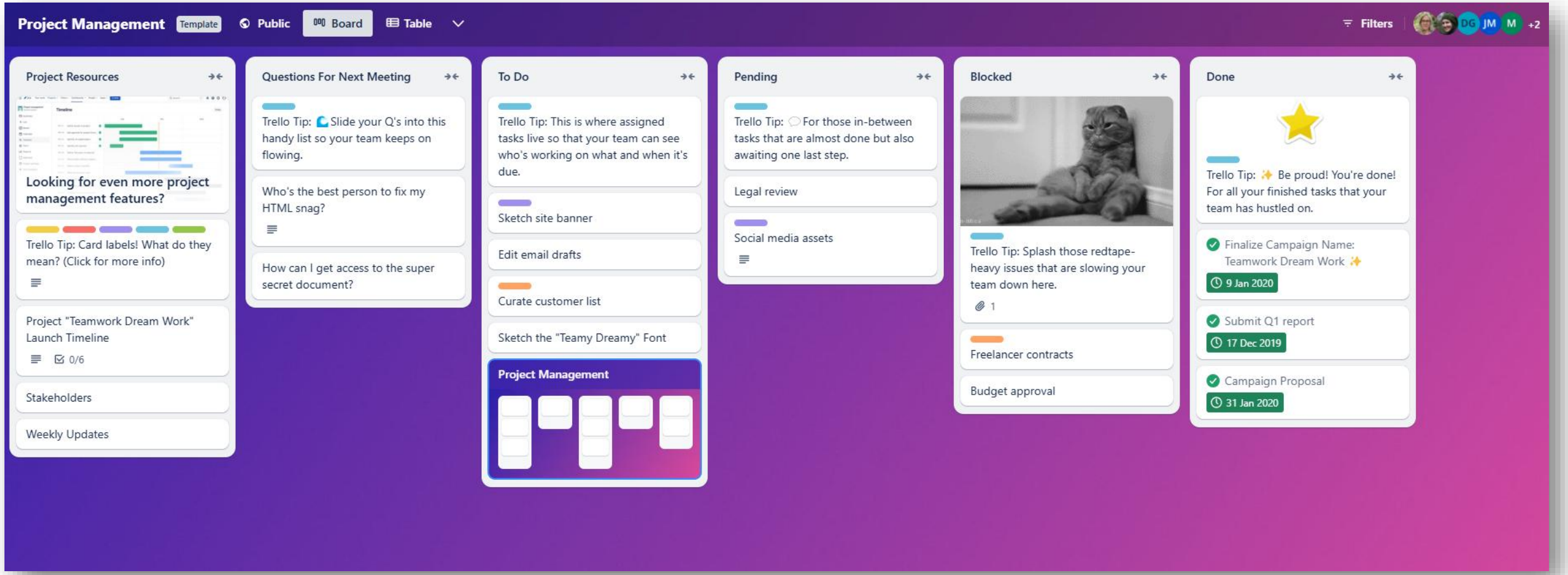
3. Pull System:
- Tasks pulled based on team capacity and readiness.

4. Continuous Improvement:
- Ongoing evaluation and refinement of workflow.

5. Incremental Change:
- Gradual adjustments for easy integration into existing processes.

Trello / MS Teams – Planner Demo

Free project planning tools



[Project Management | Trello]

Menti Question 3

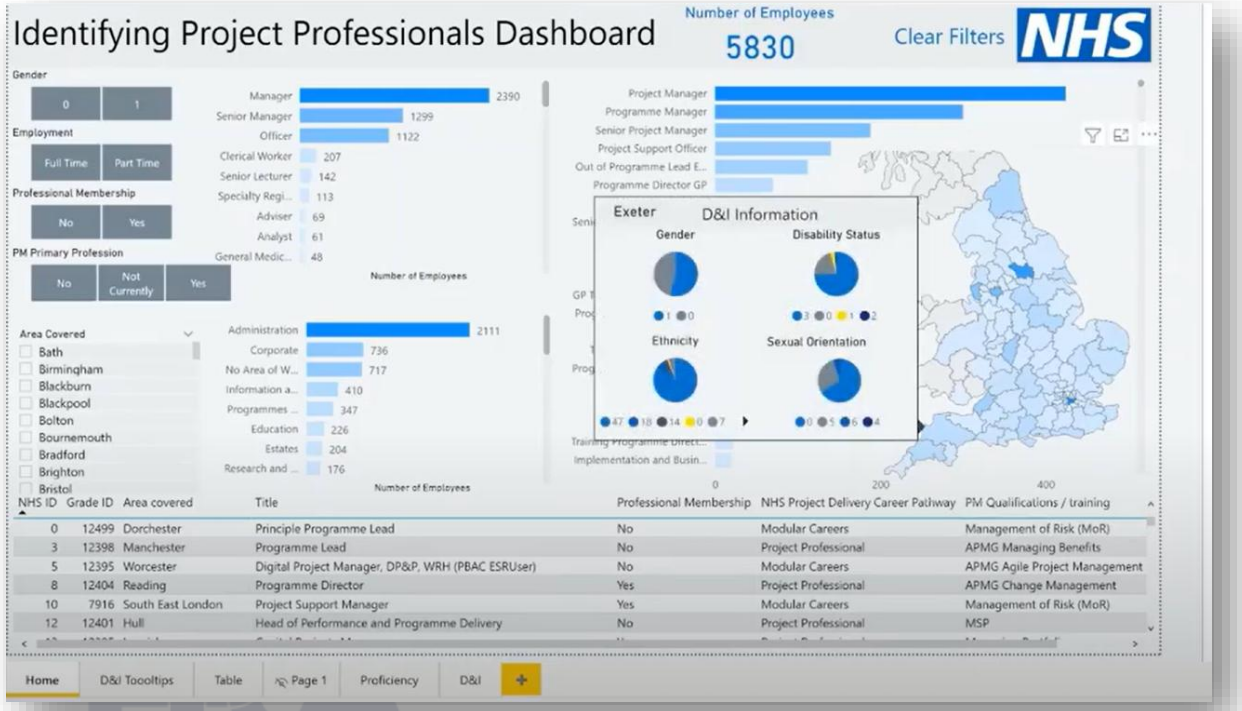
Which AI tools do you use currently?

Menti Question 4

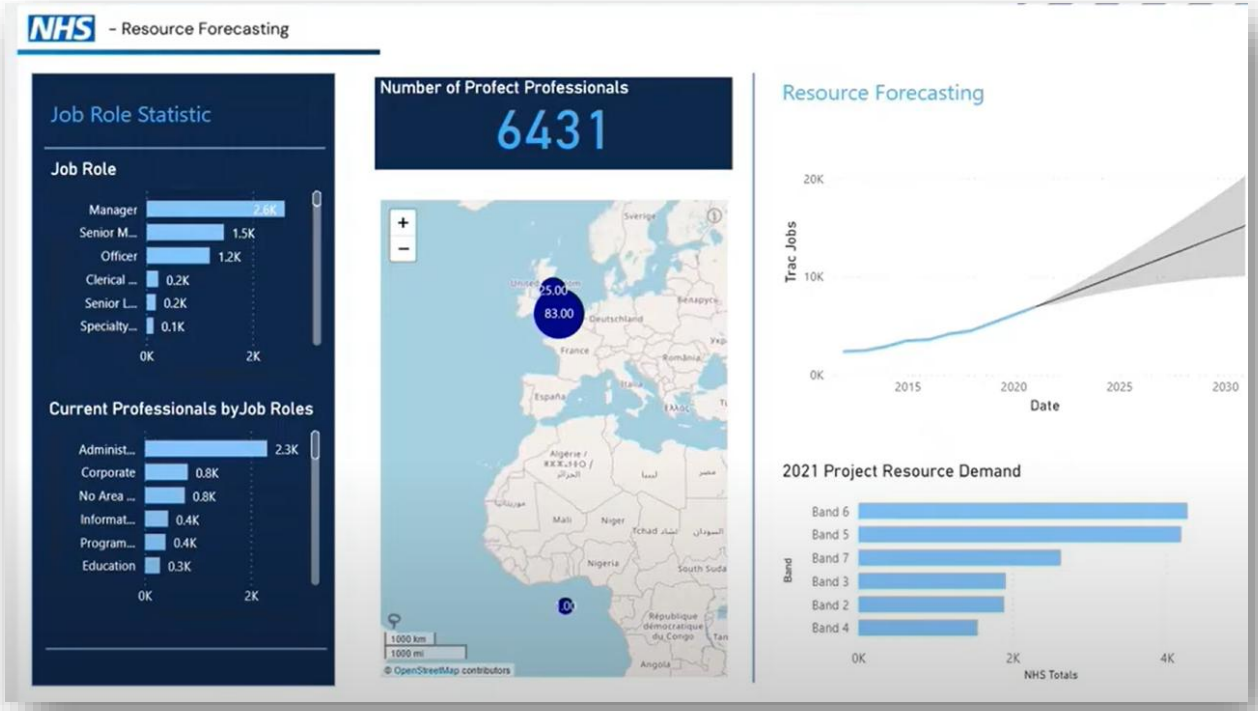
How could AI support data analysts deliver more effectively?

AI in Project Data Analytics – Workforce Planning

Example data dashboard - Workforce analysis, EDI mapping, forecast demand management and succession planning

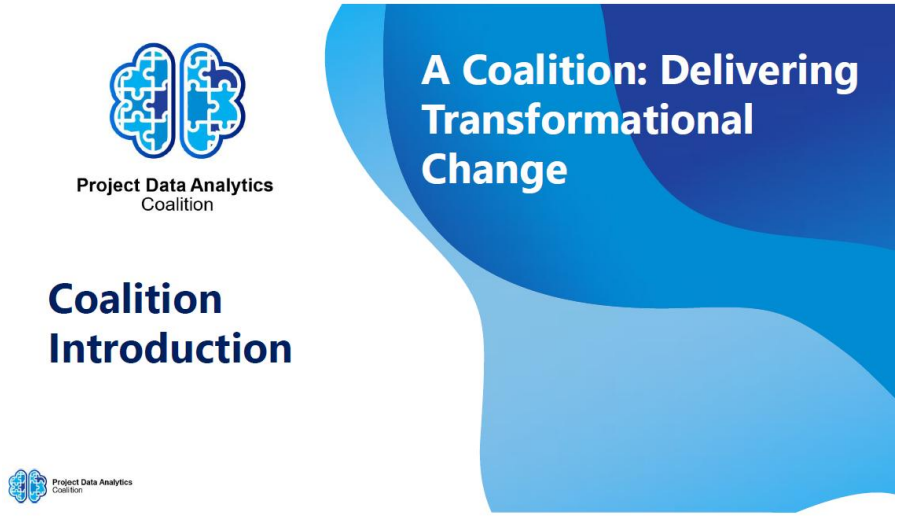


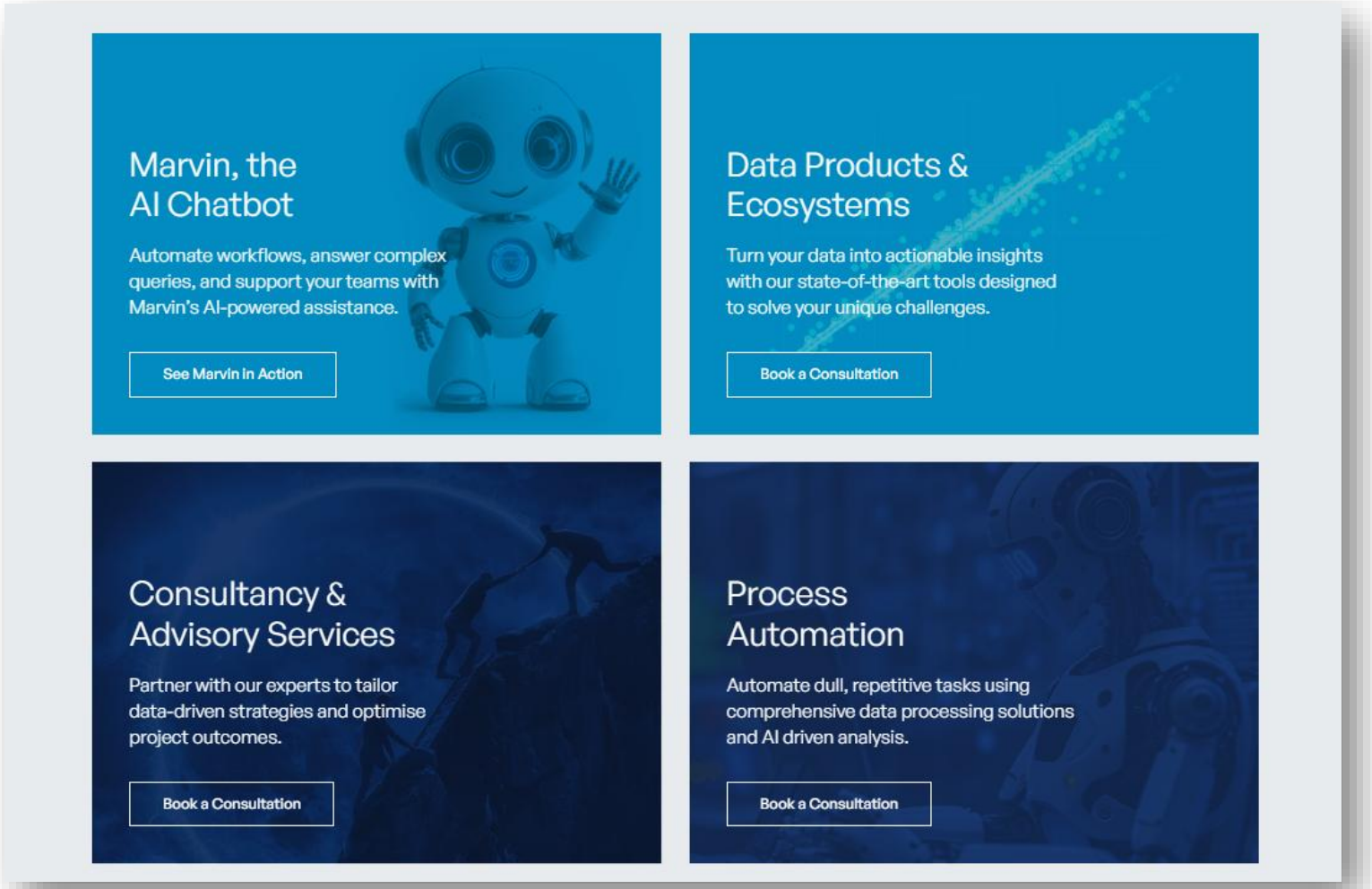
(1st Place) Challenge 14 - Identifying Project Professionals Team: The Project Professionals Jedi's (youtube.com)



Challenge 14 - Identifying Project Professionals - Team: AWOL Glasses (youtube.com)

AI in Project Data Analytics





Further Learning – Core Skills Online Modules

- Getting Started: Projects and Change
- Key Ingredients for Project Success
- Project Leadership: The Role of the Senior Responsible Owner
- Introduction to Benefits Management
- Introduction to Change Management

NHS Project and Change Academy - NHS Project and Change Academy

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Q&A

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