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Deliverables and Critical Success Factors

Chamberlain College of Nursing

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NR 631: Nurse Executive Concluding Graduate Experience

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Deliverables and Critical Success Factors

Project deliverables and critical success factors (CSF's) play an important role to successful project management. Following a large number of hospital acquired pressure injuries (HAPI) (Stage 2 or greater) acquired by patients while in the care of one of the units within the Critical Care Division (Medical Intensive Care Unit, Surgical Intensive Care Unit, Cardiac Intermediate Care Unit, or Neuro-Trauma Intermediate Care Unit) during the preceding fiscal year – a decision to implement HRO (high-reliability) principles in conjunction with traditional HAPI prevention strategies as a strategy to reduce HAPI was made.

HAPI's can be a source of discomfort, pain, and altered body image for a patient. HAPI development can negatively impact patient experience. Some studies estimate that the prevalence of HAPI development within Critical Care could be as high as 43% (Krapfl, Langin, Pike, & Pezzella, 2017). HAPI development within Critical Care can be extremely costly – costs which will not be reimbursed by Centers for Medicare and Medicaid Services (CMS) (Boyle, Bergquist-Beringer, & Cramer, 2017). Most HAPI's are highly preventable and as clinicians -we have an ethical and moral responsibility to prevent harm to our patients. In the paper below, discussion surrounding project deliverables, critical success factors (CSF's), and summarized conclusion will be provided.

Project Deliverables

Project deliverables, for the HAPI prevention plan utilizing HRO principles in critical care, include the following: scope statement, project charter, literature review, formal communication plan, and critical success factors plan. The scope statement is developed at the start of project planning; however, should be continuously reviewed and updated as applicable. This is a crucial document for project planning and provides a comprehensive

outline of the project including project objectives, justification, implementation plan, resources needed, project timeline, and measures of success (project goals/expected outcomes). Successful resource planning, as detailed within a project scope statement, can be evaluated through teamwork, organizational culture/receptivity to change, leadership support, development of business plan/project vision, effective communication, and identification of project champions (Orouji, 2016). These aspects can be measure through surveys (pre and post project) as well as through organizational culture of safety surveys and employee engagement/satisfaction surveys. Additionally, improvements within quality aspects of care are often indicative of clear vision, sufficient resources, utilization of staff champions, and clear communications of goals/outcomes.

Project's charter is another key deliverable for any project. The charter provides information in detail on key stakeholders as well as roles/responsibilities and project approach, goals, and budget. Selection of the right stakeholders is essential for the success of any project. Employees that are engaged can become empowered through the project management process. Engaged project team members are more likely to collaborate, share information, be more flexible and open to ideas, develop mutual respect and trust, and have improved problem solving ability (Hietschold, Reinhardt, & Gurtner, 2014). Employee engagement is measured within most organizations on an annual or biannual timeframe. Active participation and attendance at project meetings, meeting project timelines, and active interactions with other project team members can be a measure of individual project member's level of engagement. Review of the literature is important in project management, as it can provide the most up to date, peer reviewed, best practices related to HAPI prevention strategies and the inclusion of HRO principles. A key aspect of HRO principles is deference to expertise so this

fits well with identification of the correct stakeholders which does not necessarily mean the individual with the highest title. Factors that aid in the success of a project include alignment with organizational strategic initiatives as well as alignment with expectations from key stakeholders (Carpim-Besteiro, de Souza Pinto, & Novaski, 2015). Current relevant literature related to HRO principles in conjunction with HAPI prevention strategies to prevent HAPI development in critical care patients can be measured through a comprehensive literature search utilizing several key terms and search engines.

The project communication plan and identification of key critical success factors (CSF's) are important to the success of the HAPI prevention project. Communication is needed to establish understanding of project goals, build trust, establish team coordination, and develop support from a variety of individuals that may come from many different departments (Muszynska, 2018). Without a thorough, well thought out communication plan - a project will not be successful. Project communication planning is crucial to define who should receive communication, what information should be communicated, the frequency and tools to communicate with, and the most convenient method(s) to all parties involved (Muszynska, 2018). Communication can be measure in a number of manners; specifically, compliance with opening emails, meeting attendance, posting by a certain timeframe on collaborative sites, and electronic notification of review of meeting minutes/huddle notes. CSF's represent best practices and key indicators that drive a project's and organization's success (Hietschold et al., 2014). CSF's can serve as parameters to reach/quality measures to be achieved. Many different CSF's exist and are utilized based on the project, industry, and ultimate goal. There are a multitude of CSF's that can impact a project's success or failure and can include human resource

management, supply/equipment, training/learning, quality planning, and benchmarking (Hietschold et al., 2014). CSF measures are discussed more in detail in the section below.

Critical Success Factors by Priority

Critical success factors by priority for this project include an expected HAPI reduction to be seen in both quarterly NDNQI (National Database of Nursing Quality Indicators) HAPI Prevalence Reports as well as Monthly HAPI Incidence Reports. HAPI Prevalence is measure on a quarterly basis on the first Thursday of every third month and benchmarked against other like units. Benchmarking represents the analysis of best practices as demonstrated by other leading competitors with like units/patient populations and is utilized for comparison purposes (Hietschold et al., 2014). Monthly HAPI Incidence Reports are also able to be entered into the NDNQI database for benchmarking comparison and provide a more comprehensive view of unit activity over a month's timeframe.

Another CSF's for this project includes weekly project status update reports to provide project team members, the project sponsor, and pertinent individuals within the organization - an overview of the project's progress, interventions implemented thus far, compliance with budget and timeframe, and ultimate alignment with project goals. This would be completed by the project manager and an electronic weekly 'push report' would be forwarded to key stakeholders. Communication of the project's progress is the most important critical success factor within an organization (Carpim-Besteiro et al., 2015). Other CSF's include an updated project scope and charter documents. Measures of completion include team members as well as organizational awareness of project existence, progress, and ultimate goal(s). This could be measure through pre and post project survey. Additionally, this can be measured through project team member engagement and empowerment. Empowerment fosters a bottom up identification

of problems, rapid response, and authority to implement corrective actions to prevent harm which are all aspects of HRO principles (Hietschold et al., 2014).

Budget planning is important to any project and provides a detailed list of project expenses, revenues, and other miscellaneous costs. The budget plan clearly details required resources (human resources as well as supplies, equipment, etc.). Budget plan is integral to the success of the project and should include budget compliance, variance explanation, reward systems as applicable, and definition of restrictions as identified (Carpim-Besteiro et al., 2015). Budget plan should be clearly and logically measured on an ongoing manner (at least monthly) through an electronic program or minimally an excel spreadsheet. Lastly, the project governance document provides important information related to compliance with team member education (measured through completion of online, educational class) as well as team member attendance at project meeting at the defined frequency listed within the project charter.

Conclusion

In conclusion, identification of both project deliverables and critical success factors (CSFs) are crucially important to the success of any project. Project deliverables for the HAPI prevention project utilizing HRO principles include scope statement, project charter, literature review, communication plan, and critical success factors plan. Whereas, the critical success factor's plan is comprised of HAPI reduction as evidenced in both the NDNQI HAPI quarterly prevalence audit as well as the NDNQI HAPI monthly incidence report. Both these reports are able to be benchmarked against like units for comparison of project progress. Other CSF's include weekly project status update reports, updated scope and charter documents, revised budget plan based on project revenue and expenses, and project governance plan. CSF's can serve as reference parameters for a basis to leverage the success of a project (Carpim-Besteiro et

al., 2015). Within this paper, a discussion of the importance of both project deliverables as well as critical success factors was completed and a summarizing conclusion provided.

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Appendix: Deliverables and Critical Success Factors (CSF)

Project: **Hospital Acquired Pressure Injury (HAPI) Prevention Plan
Utilizing HRO Principles in Critical Care**

Project Manager: Karen G. Niewood

Date: October 7, 2018

Deliverables (Include Scope, Charter)	Description
Scope Statement	Comprehensive document outlining project and includes specific information related to project objectives, justification, implementation plan, required resources, timeline, measures of success, assumptions, and constraints.
Project Charter	Charter document provides overview of pertinent information related to budget, measurable project outcomes, project approach, stakeholders and associated roles and responsibilities.
Literature Review	Detailed, comprehensive listing of relevant, peer reviewed, best practice literature that is less than five years old and details specific information needed for project success (namely, information on project management, application of HRO principles, and strategies to reduce HAPI's within the critical care patient population.
Communication Plan	Communication plan is critically important and details parties to communicate with, frequency of communication, preferred method(s) of communication, information to be shared, and tools that support effective team/organizational communication on an ongoing basis.
Critical Success Factors (CSF) Plan	Details specific factors that contribute to the likelihood that the project will be successful. These may strategic implications. CSF represent best practices and key indicators that drive organizational success.

Critical Success Factors (CSF) by Priority

1. HAPI Reduction as evidenced within HAPI Prevalence Reports – Quarterly prevalence report collected the first Thursday of every third month and submitted to NDNQI (National Database of Nursing Quality Indicators. Reports with graphs received from NDNQI on a quarterly basis listing benchmark comparison.
2. HAPI Reduction as evidenced within Monthly HAPI Incidence Reports – Compiled data from HAPI incidence event reports entered by specific unit staff each day.
3. Status Reports – Project status update reports noting pertinent project information, results of interventions, and compliance with project timeline and project budget. Status report to be shared with project sponsor, project team members, key stakeholders, and all other appropriate team members that should possess project update information.
4. Updated Scope Document – Updated communication document for all project members providing information on project objectives, justification, implementation strategy, project resources, timeline, measures of success, assumptions, and constraints.
5. Budget - Project associated revenue, expenses, and miscellaneous costs. Project budget will be maintained within five percent or \$2500 of original approved budget and include realistic, reasonable projections.
6. Charter – Project charter will include all scope changes as well as budget information, measurable project outcomes, project approach, and specific roles and responsibilities. The updated charter will be approved by all stakeholders as well as management and will be communicated to all.
7. Governance – Governance will include bedside nurse involvement in the project which will include timeliness of education completion (measured through online educational program completion), project involvement, ownership of decision-making aspects/interventions, identified concerns addressed in a timely manner. Governance defines meeting frequency, location, and required participation. The project will be completed on time and within budget.



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