IIS Platform or Module Migration – Is Your Program Prepared?

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Learning Objectives

Participants will be able to:

- Identify activities, phases and tools to manage an IIS migration or any IT project.

- Describe the Collaborative approach and strategies for supporting IIS migration projects.

- Identify how project management approaches and tools support cost-effective migration projects.

- Identify how change management approaches and tools support stakeholders in navigating change.

IIS Platform Migrations

- Complex and resource-intensive undertaking involves:
  - Planning
  - Requirements documentation
  - Procurement
  - Design, development and/or configuration
  - Data migration
  - Testing
  - Training
  - Go-live
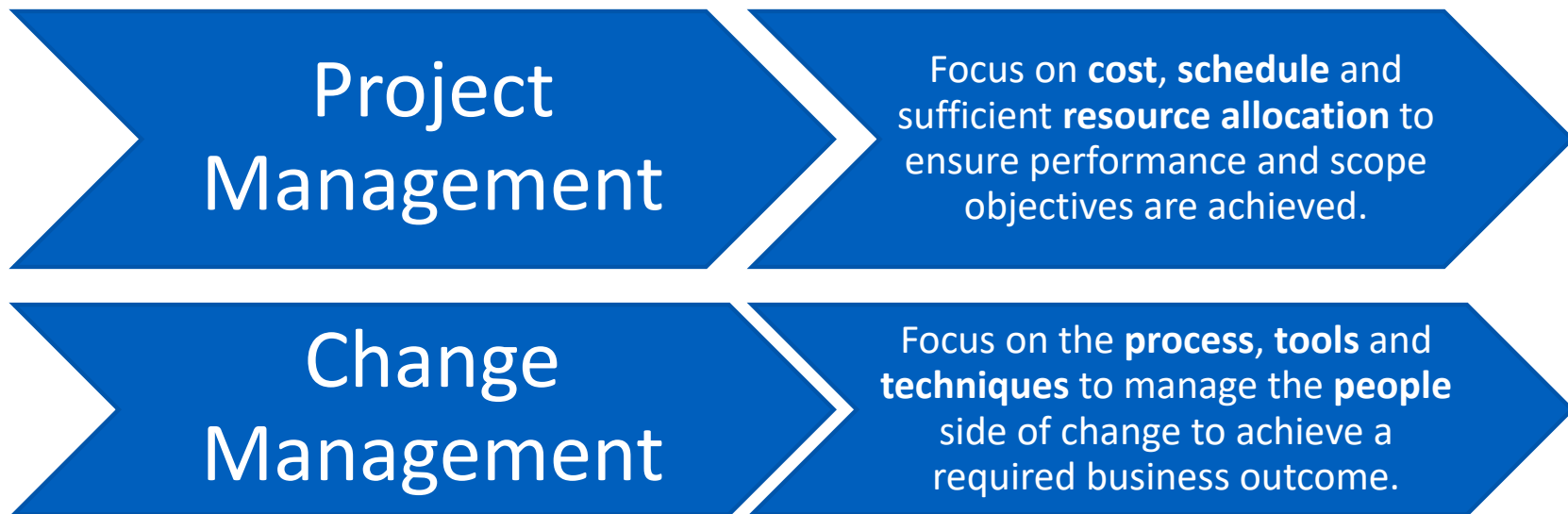 - Transition to operations and maintenance

IIS Platform Migrations (continued)

- Requires leadership engagement, support and active coordination among various stakeholders:
  - Immunization program/IIS
  - IT
  - Contracting office
  - Vendor
- Requires rigorous processes for prioritizing requirements/needs, and decision-making.
- Alternative options available:
 - Maintain status quo
  - Buy vs. build

Managing a Migration

- Use of project management and change management can ensure a coordinated and systematic approach.
- Separate disciplines that greatly complement each other in meeting project goals and mitigating risk.

Project Management	Focus on **cost**, **schedule** and sufficient **resource allocation** to ensure performance and scope objectives are achieved.
Change Management	Focus on the **process**, **tools** and **techniques** to manage the **people** side of change to achieve a required business outcome.

The Collaborative Support of Migration Projects

- The Collaborative is a joint initiative supporting awardees who are working to address similar needs.

- Members of the Collaborative are:

  – American Immunization Registries Association (AIRA)

  – Centers for Disease Control and Health Protection (CDC)

  – Public Health Informatics Institute (PHII)

- The Collaborative efforts are supported through CDC Cooperative Agreements with AIRA and PHII.
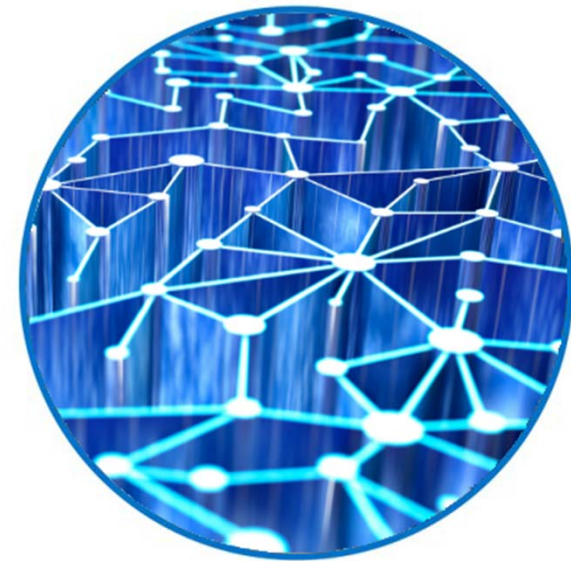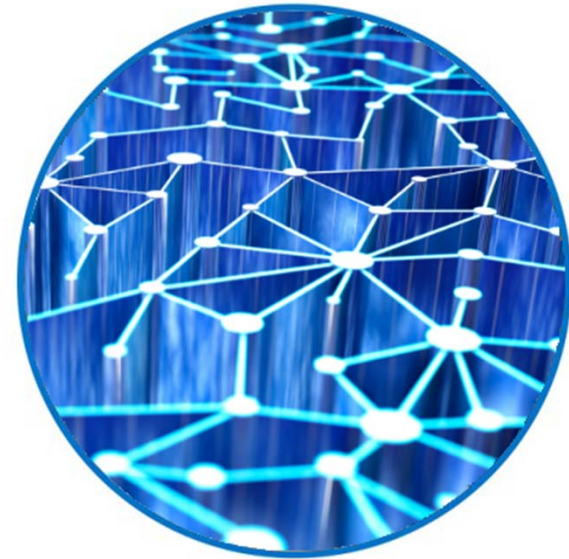
TA Collaborative Approach*

- Assess an individual program's IIS migration capabilities and needs.
- Deliver Technical Assistance to best support the needs of the participating awardees.
  - Operational guidance in the use of migration resources, guidance templates, and tools
  - Mentoring
  - Workshops with other programs that have common challenges
  - Peer sharing
  - Participation in a Learning Community

The Collaborative will not be involved in jurisdictional procurement processes, specifically the selection of a preferred vendor, platform or module. All project decisions rest with the program.

TA Collaborative Migration Project Framework

- Framework for managing a migration project:

  - Encompasses both project management and change management activities.

  - Organized by an industry-standard five project phases: initiate, plan, execute, monitor and close.

  - Identifies key milestones and project management and change management activities/artifacts by phase.

  - Can be tailored to accommodate diverse project needs.

TA Collaborative Migration Project Framework

| Phase	1. Initiate	2. Plan	3. Execute	4. Monitor	5. Close
Milestones	• Information-gathering: business case • Go/no-go decision on pursuing a platform transition	• Develop approaches for: procurement, data exchange/interoperability, data migration, testing, training, Help Desk • Begin data quality review/cleansing • Project planning: scope, timeline, resources, stakeholders, governance	• Requirements Documentation • Procurement/Platform Selection • Data Assessment and Preparation • Design, Development, and Configuration • Testing • Implementation Preparation and Training • Go-Live		• Transition to operations and maintenance • Lessons learned documented and shared • Disposition
Project Management Activities	• Define project concept • Conduct due diligence in terms of project feasibility/readiness • Outline project purpose and high-level requirements • Develop business case	• Develop project roadmap, goals and objectives • Document project scope • Define project governance • Confirm resource requirements and costs • Draft project plan to identify cost, quality, available resources and realistic timeframe • Identify stakeholders	• Schedule and conduct kickoff meeting • Identify and convene team resources • Execute project management plans • Identify and set up tracking systems and project repository • Schedule and facilitate team meetings	• Identify key performance indicators to measure project performance (e.g., cost, objectives, performance, etc.) • Track project progress in alignment with the project plan • Identify key performance indicators to measure project performance (e.g., cost, objectives, performance, etc.) • Track project progress in alignment with the	• Conduct post mortem to identify things that went well and opportunities for improvement • Determine outstanding activities/deliverables for completion/future consideration • Identify activities and develop plan to transition from project mode to operations & maintenance

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Project Management Overview

Project Management Triangle

Core elements in project planning include *scope, cost and time*—also referred to as the "project management triangle." Quality is included as another potential (critical) constraint in managing project delivery.

Various tools and techniques are available to manage a project and coordinate:

1. Project phases
2. Project schedule
   - Tasks
   - Duration
   - Dependencies
   - Resources
   - Timeframe
3. Budget
4. Project team
5. Project progress

Scope

Quality

Cost   Time
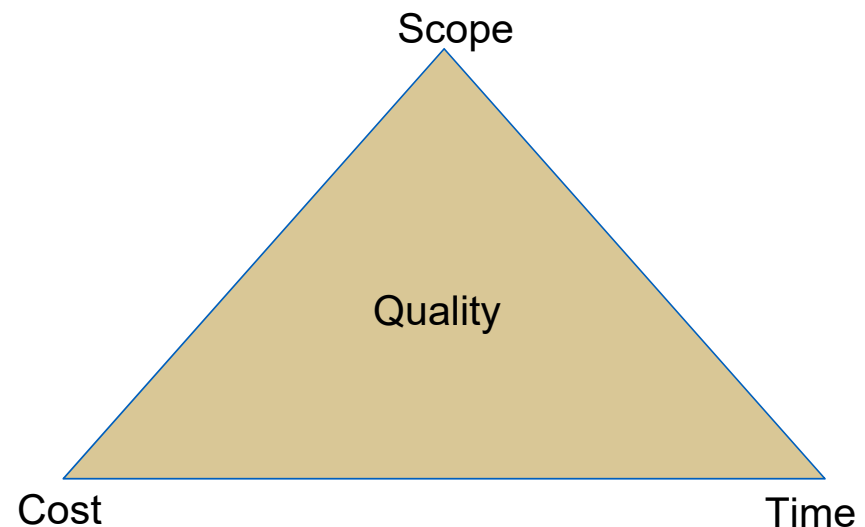
Key Project Management Artifacts*

Initiate Phase

- Business Case

- Project Charter

Plan Phase

- Project Management Plan

- Project Schedule

Getting Started: Business Case and Project Charter

Business case - Builds the case for change, rationale for <u>why</u> the project should be done and the "problem" to address/resolve.

Charter - Defines the project scope, objectives, stakeholders, participants, timeline, and roles and responsibilities.

- Provides well-defined starting point and project boundaries
- Often used to formally appoint the project manager and support the mobilization of project resources
- Direct way for senior leadership to formally approve and commit to a project

Project Charter Template

Formally authorize a project to begin

Project Phase 1: Initiate

Document Version	
Date	

Project Information

Project Name	
Project Timeframe	
Project Lead	
Project Sponsor	
Project Partners	
Customer	

[Note to author: A well-written charter establishes a clear, compelling and shared vision for a new project. The charter defines how the Institute and one or more project partners will work together in agreed-upon ways to achieve a stated outcome(s), using defined methods, and producing a defined deliverable(s). As an unchanging agreement among the partners, charters benefit from being crystal clear and concise. Charters should include everything that is important for the partners/signatories to agree upon and abide by but little more, since extraneous narrative takes attention off what is most important and may delay consensus. Remember also that charters are not updated as the project evolves, so the more detail you add to the charter, the greater the risk that the charter will not resemble actual project implementation.]

[Note to author: A key purpose of the chartering process is to stimulate thorough discussion and decision making with project partners. The chartering process is actually more important than the charter document.]

Getting Organized: Project Management Plan

- A formal document that provides further detail on:
    - Project scope
    - Milestones/tasks
    - Level of effort
    - Resources
    - Schedule (project plan)
    - Dependencies

- Defines the basis for all project work.

- Describes *HOW* the project will be executed, monitored and reported.

- Could be summary or detailed definition; adjunct to the charter.

Project Management Plan

- Depending on project resources/capacity, the Project Management Plan could be an inclusive artifact or reference subsidiary management documents, such as:
  - Resource forecast
  - Communication plan
  - Training plan
  - Test plan
  - Implementation plan
  - Maintenance and operations plan
  - Project closeout plan

Approach Outline the conceptual steps, resources and outcomes

Strategy Further define the activities, roles, high-level timeframe, and targeted results

Plan Identify the specific tasks, milestones, named staff, risks, requirements and metrics

Project Schedule

- The project schedule is a critical tool for managing a project and planning and coordinating:
  - Tasks
  - Duration
  - Dependencies
  - Resources
  - Timeframe

Scope

Quality

Cost   Time
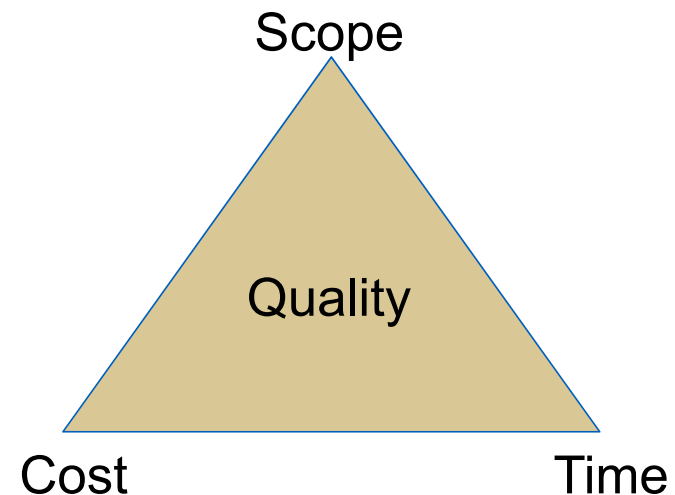
- A common tool is Microsoft Project, but Excel and other applications can also be used to indicate the parameters of project activities/tasks and milestones.

Project Plan

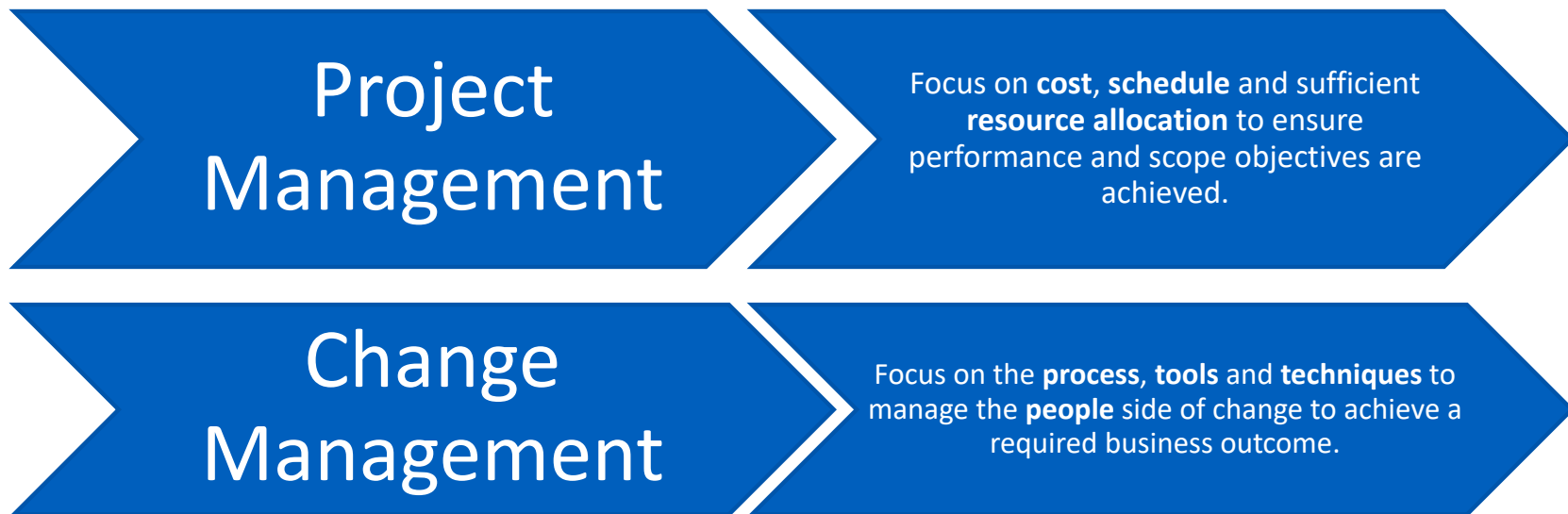One project schedule tool is a Microsoft Project Plan

	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	**Public Health Informatics Project**	**355 days**	**Mon 1/1/18**	**Fri 5/10/19**		
2	**Initiate**	**45 days**	**Mon 1/1/18**	**Fri 3/2/18**		
3	Define project concept	5 days	Mon 1/1/18	Fri 1/5/18		
4	Conduct due diligence	10 days	Mon 1/8/18	Fri 1/19/18	3	
5	Develop business case	10 days	Mon 1/22/18	Fri 2/2/18	4	
6	Draft charter	15 days	Mon 2/5/18	Fri 2/23/18	5	
7	Obtain approval of charter	5 days	Mon 2/26/18	Fri 3/2/18	6	
8	**Plan**	**80 days**	**Mon 3/5/18**	**Fri 6/22/18**		
9	Define project governance	10 days	Mon 3/5/18	Fri 3/16/18	7	
10	Confirm resources	30 days	Mon 3/5/18	Fri 4/13/18	7	
11	Draft project plan	10 days	Mon 4/16/18	Fri 4/27/18	10	
12	Identify stakeholders (internal/external)	15 days	Mon 4/30/18	Fri 5/18/18	11	

Project Management Discussion

Change Management Overview

Managing a Migration

- Use of project management and change management can ensure a coordinated and systematic approach.
- Separate disciplines that greatly complement each other in meeting project goals and mitigating risk.

Project Management	Focus on **cost**, **schedule** and sufficient **resource allocation** to ensure performance and scope objectives are achieved.
Change Management	Focus on the **process**, **tools** and **techniques** to manage the **people** side of change to achieve a required business outcome.

Change is a Process, Not an Event

- Change is a process that should be managed.

Current State	→	Transition State	→	Future State
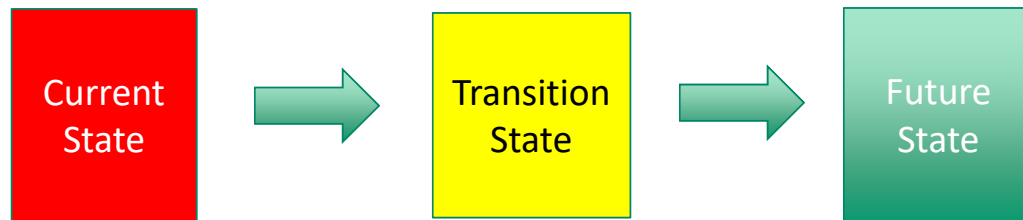
- Begins at the individual level to achieve organizational outcomes.

- People do not change because of an e-mail, a go-live date or even training.

- Have to meet them where they are and assist them over time in transitioning through the change.

- Assume they will need continued support months after go-live.

Individual Building Blocks for Change

- ## Awareness
  - *Do they **really** know what is happening?*
- ## Desire
  - *Do they see value for themselves in the change?*
- ## Knowledge
  - *Do they know what to do?*
- ## Ability
  - *Do they know how to do it?*
- ## Reinforcement
  - *How and when to reinforce the above?*

Key Change Management Artifacts*

Plan Phase

- Stakeholder Analysis Worksheet
- Communication Plan

Individual Change Model

Pyramid diagram with levels from top to bottom: Reinforcement, Ability, Knowledge, Desire, Awareness. A bracket on the right spans the Knowledge, Desire, and Awareness levels labeled "Stakeholder Analysis Matrix".
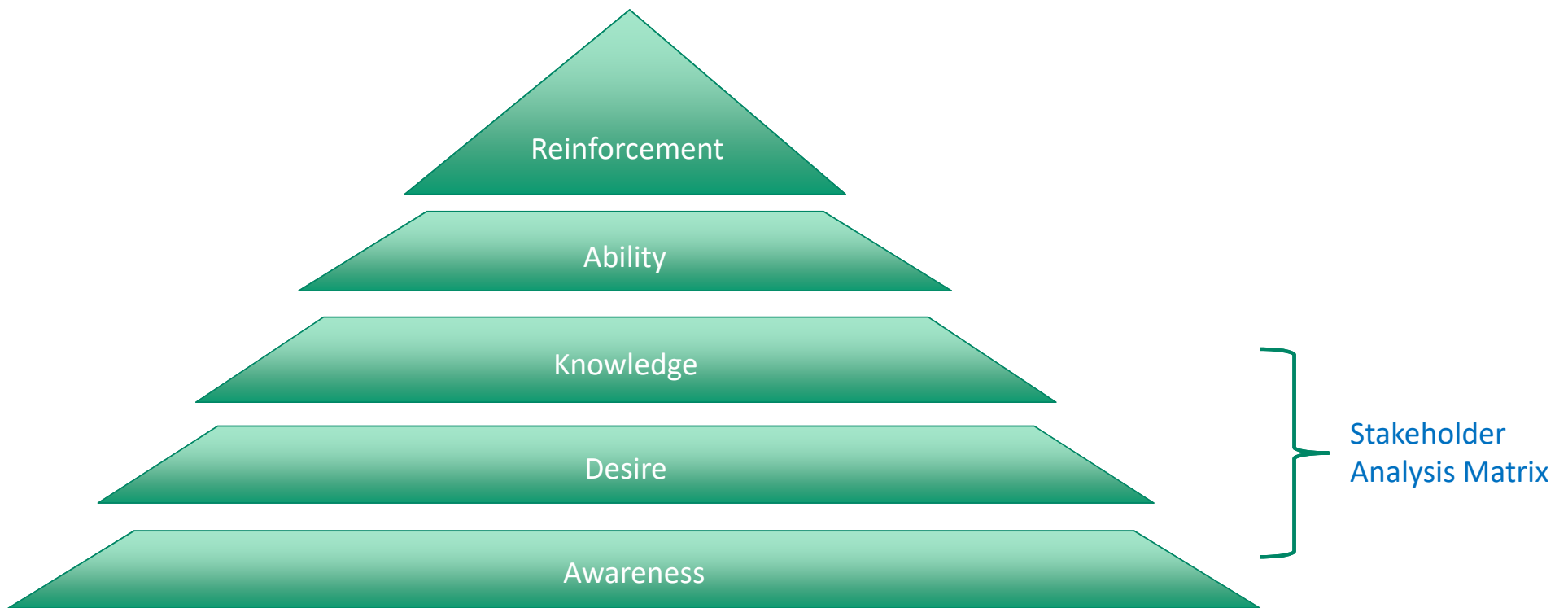
Stakeholder Analysis Worksheet

- ## What?
  - Identifies individuals, groups or organizations that could impact or be impacted by the project
  - Analyze each stakeholder in terms of their expectations, needs, and level of interest in and influence over the project to effectively engage them
- ## Why?
  - Overlooking a project stakeholder could increase project risk, especially if it diminishes stakeholder satisfaction or prevents the timely identification of requirements
  - Supports the development of an effective communication plan

Stakeholder Analysis Worksheet

	A	B	C	D	E	F	G	H	I	J	K	L
1	*Stakeholder Analysis Table*											
2												
3				**Analysis**							**Strategy**	
4	Stakeholder/ Organization Name	Primary Contact Person (Name, Title, Contact Information)	Are they aware of the project? (Yes, No)	How much interest do they have in the project? (A Lot, Some, None)	How much influence do they have over the project (program perspective)? (High, Medium, Low)	Stakeholder Position on Project (Advocate, Neutral, Resister)	How much does the project impact the stakeholder (stakeholder perspective)? (High, Medium, Low)	What is the benefit to the stakeholder of the project?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder	Strategy for getting feedback from the stakeholder (if different from stakeholder engagement)
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Description | Stakeholder Analysis Table | Stakeholder Analysis Matrix | Reference Stakeholder Communica | Def

Normal View | Ready | Sum=0

IIS

Using the Stakeholder Analysis Matrix to Plan Communications

		Power to Influence	
		High	Low
Level of Interest	High	These stakeholders need high levels of ongoing communication and attention to ensure they continue as "High/High." Think about how you can use them strategically to advance your project.	Provide information, status updates
	Low	Could these stakeholders be used strategically to advance your project? If 'yes,' do you have a communications strategy to move them to High Influence/High Interest?	These are low-priority stakeholders and you don't need to devote more than maintenance resources to them, i.e., keep them informed.

Individual Change Model

Reinforcement

Ability

Knowledge

Desire

Awareness

Communication Plan

Stakeholder
Analysis Matrix
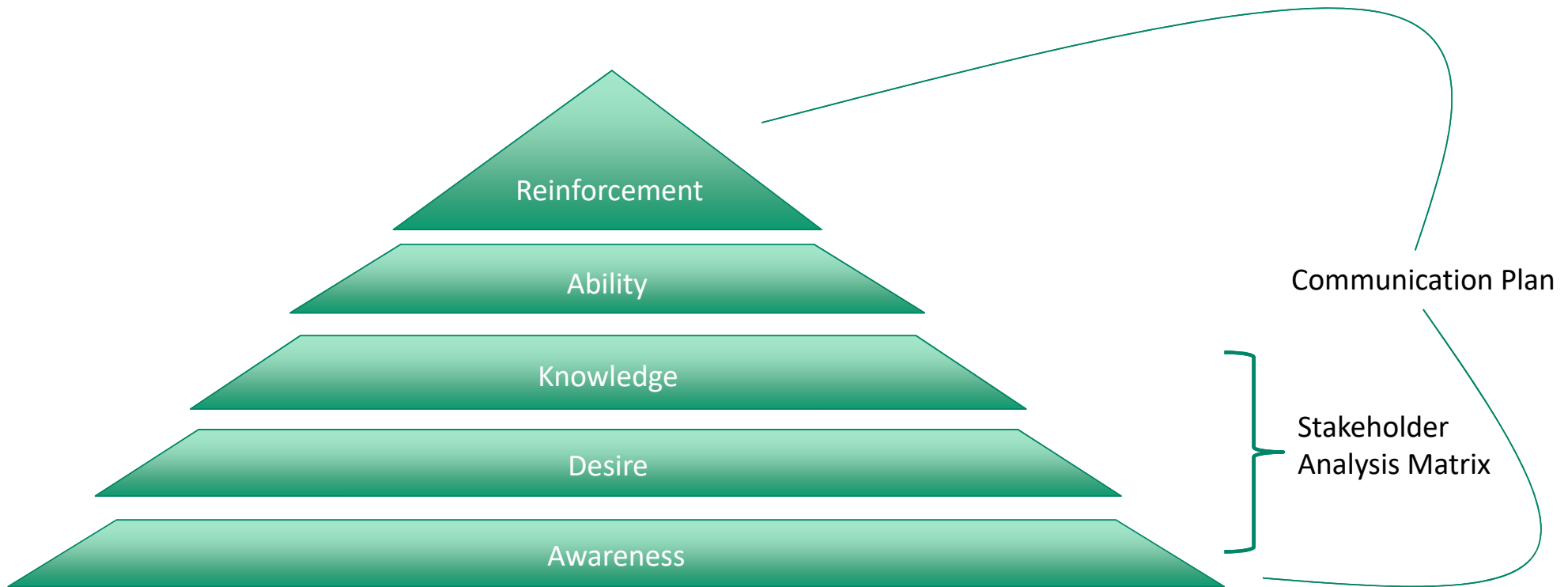
Communication Plan

- What?
  - Identifies the key stakeholder groups; message content, frequency and timelines; and communication channels for the dissemination of migration activities

- Why?
  - Effective communications build awareness of the nature of and need for the change and risk of not changing
  - Formalizes feedback mechanisms and enables two-way communication
  - Publicly celebrates success (Reinforcement)

Communication Plan

- **Objectives and Goals** – Identify the purpose of the Communication Plan and the timeframe for which it applies.

- **Strategies and Key Messages** – Identify the stakeholder(s), key communication strategies and messages.

- **Planning and Tracking** – Provide a template for planning and tracking communication activities.

- **Communication Schedule: 'Year at a Glance'** – Provides a calendar template for identification of key activities.

- **Change Management** – Provides a change management template to plan for stakeholder resistance.

Change Management Discussion

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To inquire about support from the IIS Technical Assistance Collaborative, please write to IISInfo@cdc.gov.