

A Collaborative Approach to Supporting Information System Migration Projects

Marietta (Beth) Cox, CDC

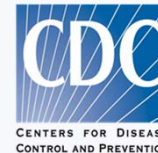
Mary Beth Kurilo, AIRA

Marcey Propp, HLN Consulting

Sara Sanford, PHII



AIRA
AMERICAN IMMUNIZATION
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Learning Objectives

Participants will be able to:

- Identify activities, phases and tools to manage an information system migration or any IT project.
- Describe the IIS Technical Assistance Collaborative approach and strategies for supporting IIS migration projects, and how it could be applied to any area of public health.
- Identify how project management approaches and tools support cost-effective migration projects.
- Identify how change management approaches and tools support stakeholders in navigating change.

Information System 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



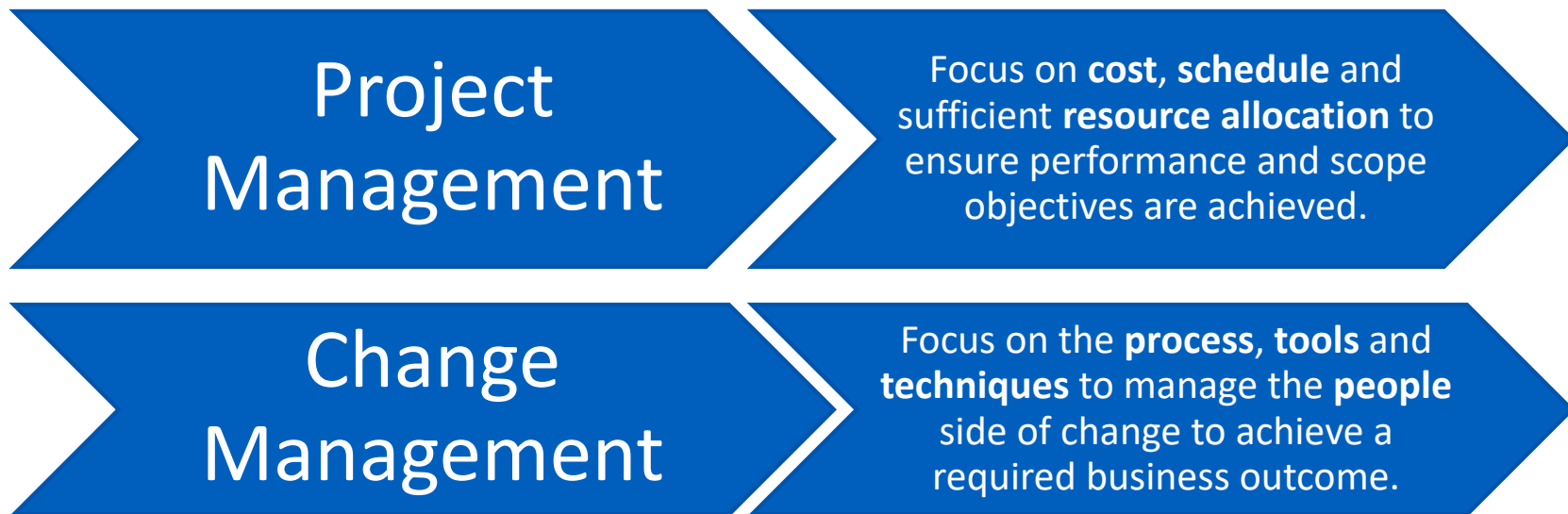
Information System Migrations (continued)

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



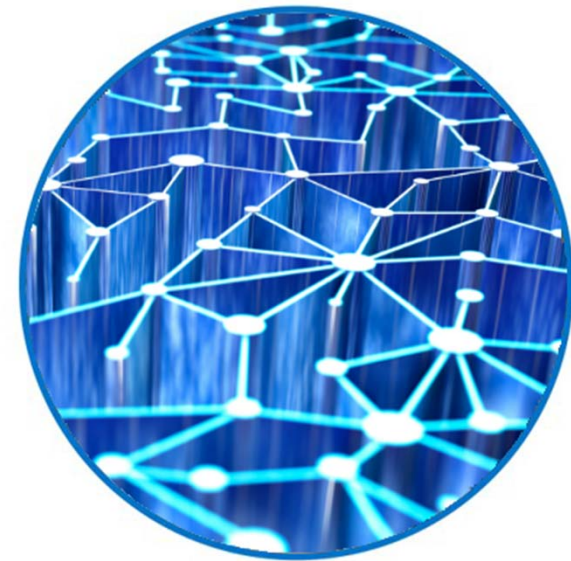
Managing a System Migration

- 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.



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.

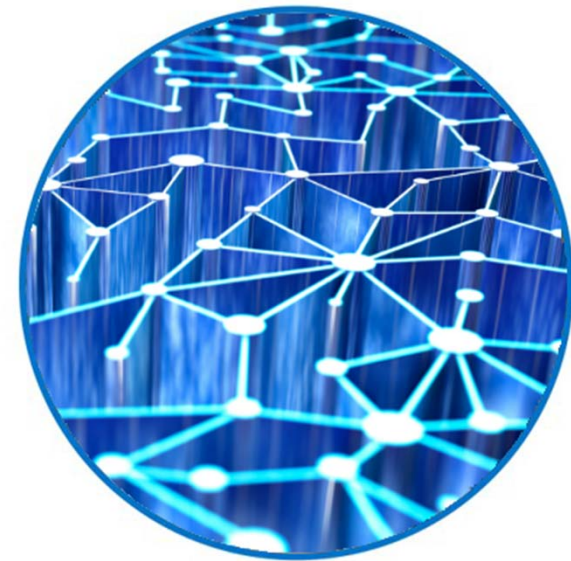


TA Collaborative Approach

- Assess an individual program's migration capabilities and needs.
 - *How “informatics-savvy” are they? Where are the gaps in knowledge or experience?*
 - *Do they have access to project management resources?*
- Deliver technical assistance to best support the needs of the participating program.
 - 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

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.



Migration Project Framework

Phase	1. Initiate	2. Plan	3. Execute	4. Monitor	5. Close
Milestones	<ul style="list-style-type: none"> Information-gathering: business case Go/no-go decision on pursuing a platform transition 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Requirements Documentation Procurement/Platform Selection Data Assessment and Preparation Design, Development, and Configuration Testing Implementation Preparation and Training Go-Live 		<ul style="list-style-type: none"> Transition to operations and maintenance Lessons learned documented and shared Disposition
Project Management Activities	<ul style="list-style-type: none"> Define project concept Conduct due diligence in terms of project feasibility/readiness Outline project purpose and high-level requirements Develop business case 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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

A word about the IIS environment

- Primary users are private providers
- Very sophisticated informatics projects
- Bi-directional exchange with hundreds of data partners
 - Vaccine history and decision support
- Wide disparities in program size, maturity and capacity
- Three major products in use but 18 using “home-grown” systems

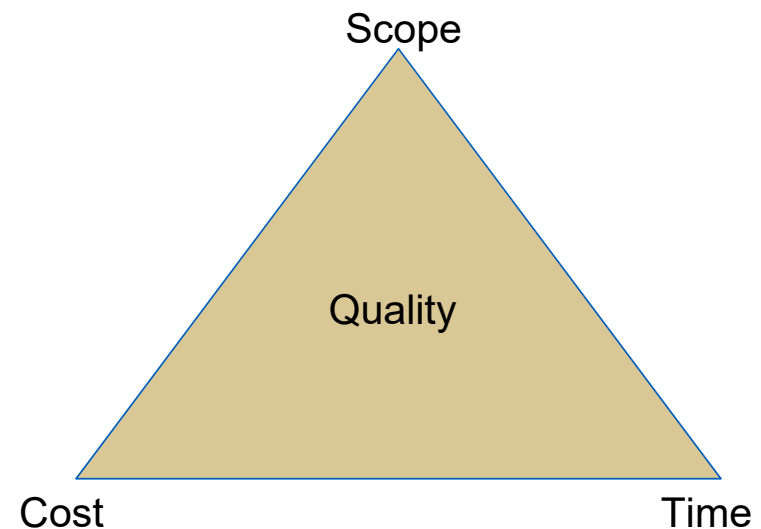
Project Management Overview

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



Key Project Management Artifacts*

Initiate Phase

- Business Case
- Project Charter

Plan Phase

- Project Management Plan
- Project Schedule

*See “Management Framework for IIS Platform Migrations” for complete framework

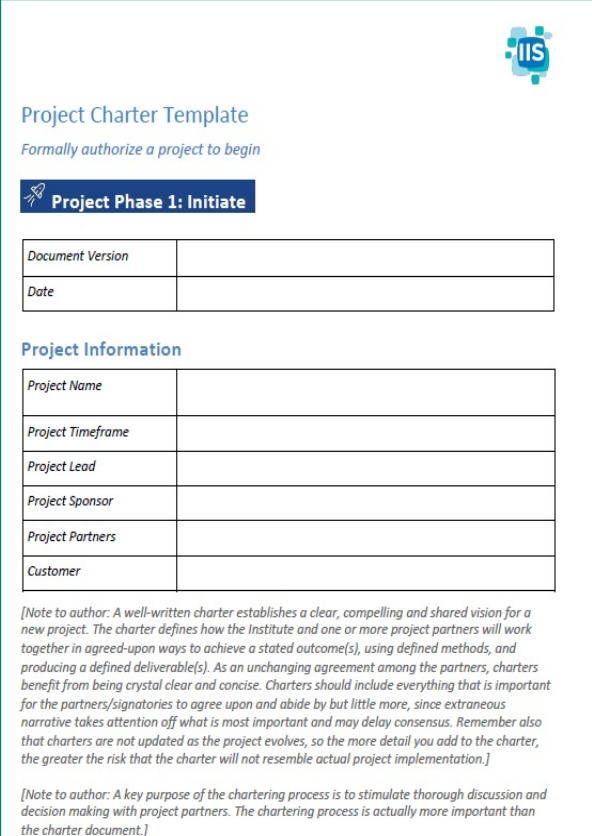



Getting Started: Business Case and Project Charter


Business case - Builds the case for change, rationale for why 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.

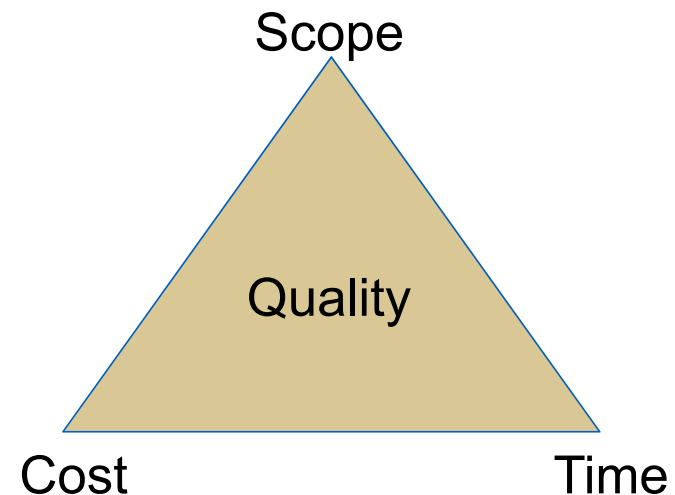
Project Management Plan

- 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



Project Schedule

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



- 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

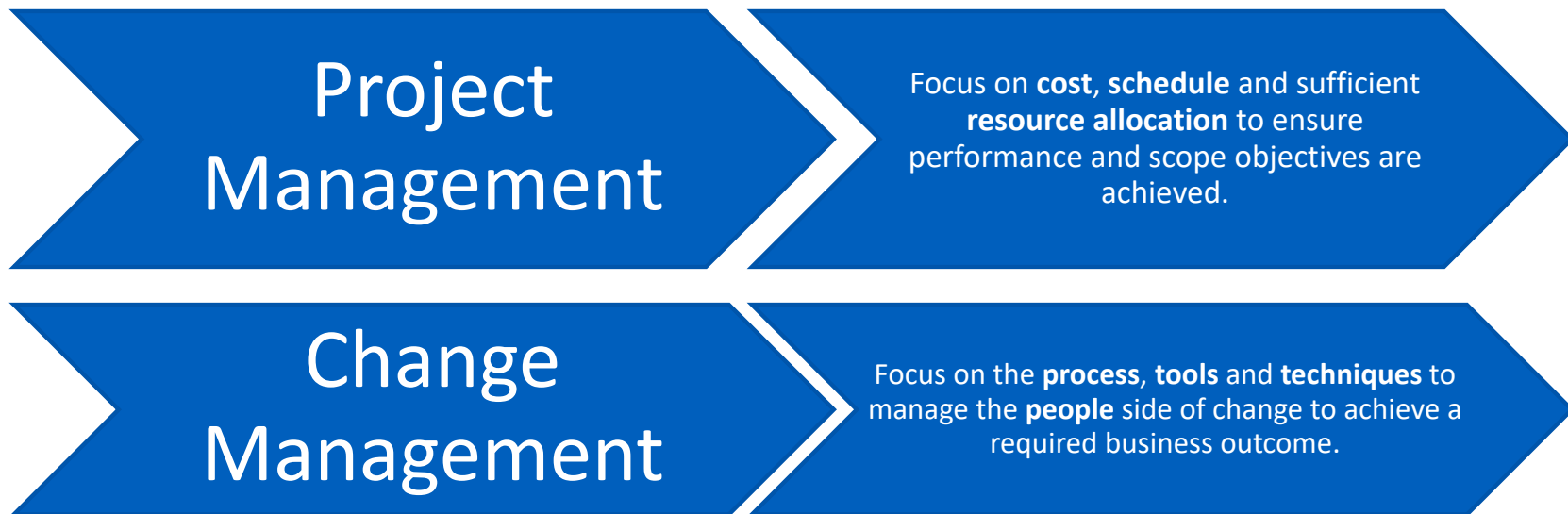
	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	Public Health Informatics Project	355 days	Mon 1/1/18	Fri 5/10/19		
2	Initiate	45 days	Mon 1/1/18	Fri 3/2/18		
3	Define project concept	5 days	Mon 1/1/18	Fri 1/5/18		
4	Conduct due diligence	10 days	Mon 1/8/18	Fri 1/19/18	3	
5	Develop business 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

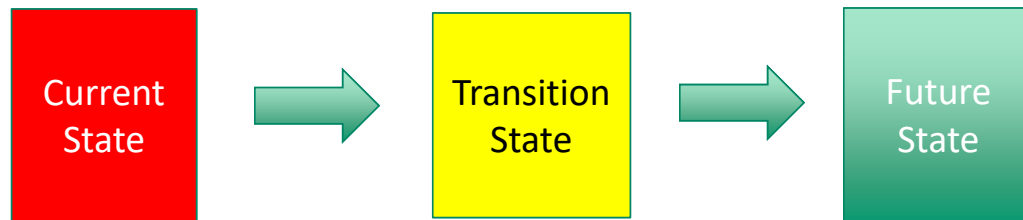
Managing a Migration

- 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.



Change is a Process, Not an Event

- Change is a process that should be managed.



- 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?*

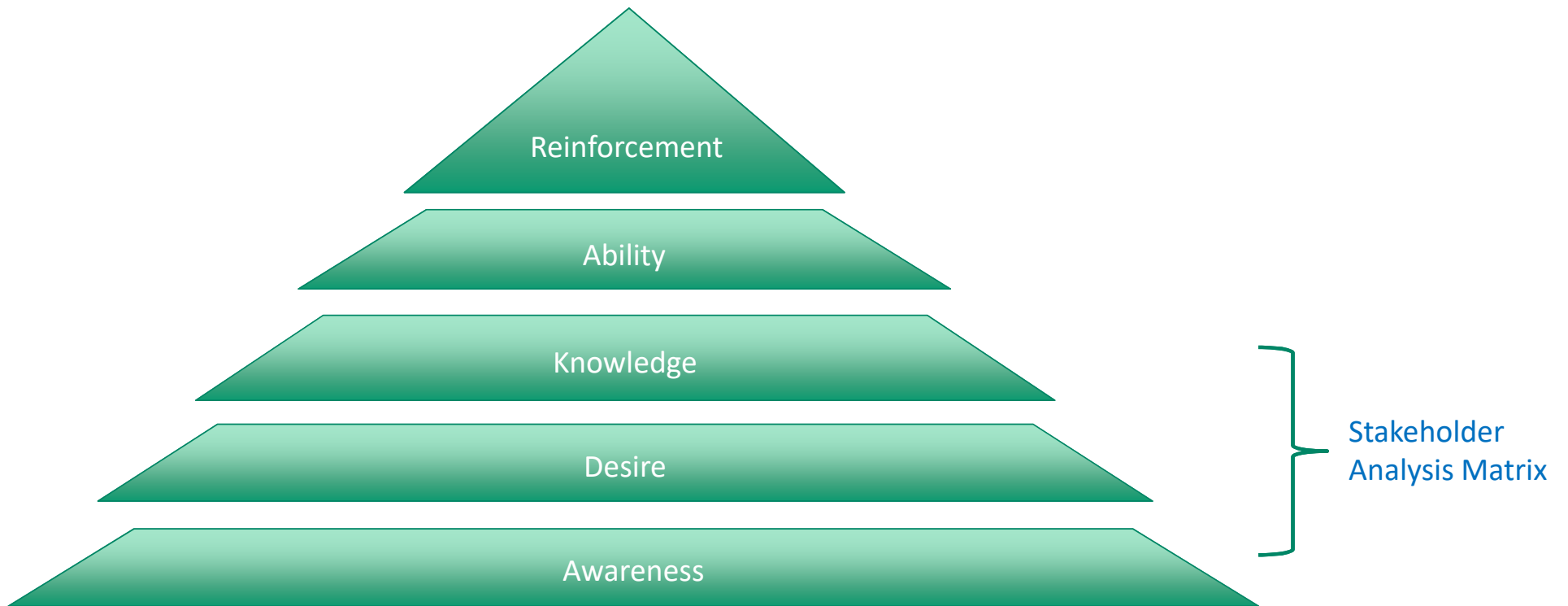
Key Change Management Artifacts*

Plan Phase

- Stakeholder Analysis Worksheet
- Communication Plan

*See “Management Framework for IIS Platform Migrations” for complete framework

Individual Change Model



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

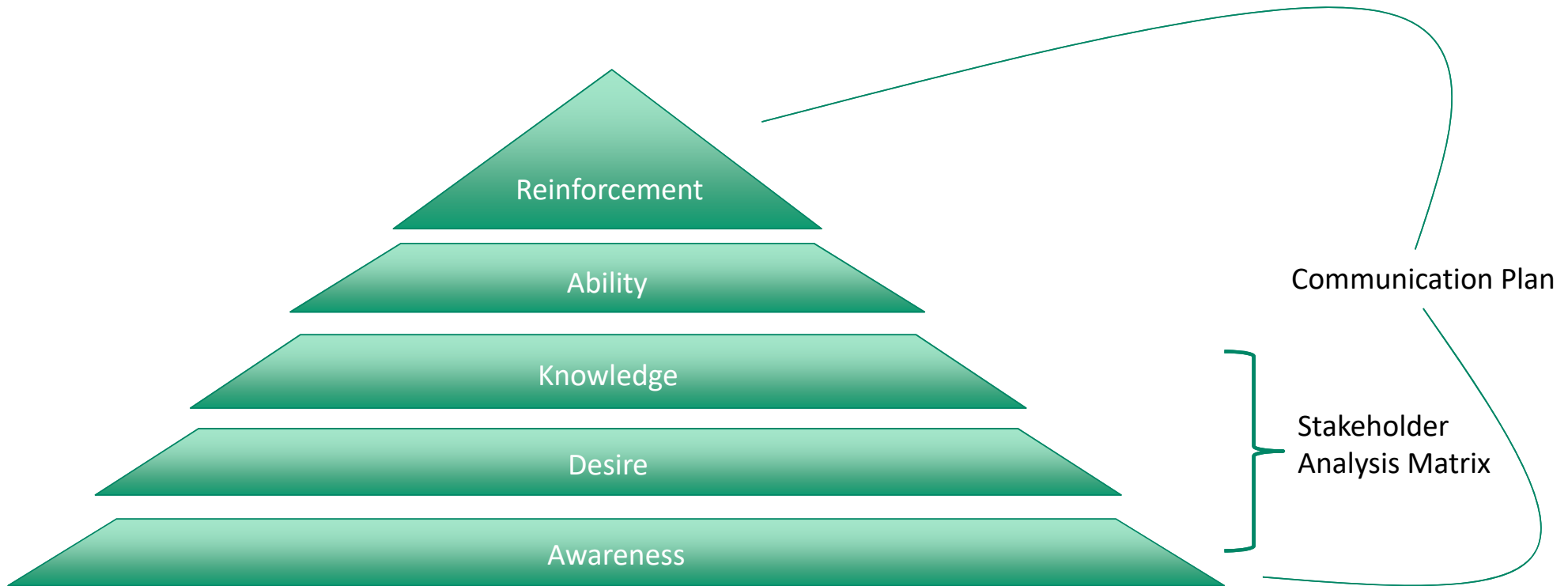
	A	B	C	D	E	F	G	H	I	J	K	L
1	Stakeholder Analysis Table											
2												
3				Analysis							Strategy	
4	Stakeholder/ Organization Name	Primary Contact Person (Name, Title, Contact Information)	Are they aware of the project? (Yes, No)	How much interest do they have in the project? (A Lot, Some, 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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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



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

Lessons learned

- Dedicated project management if at all possible
- Create project charters that clearly define roles and responsibilities
- Adapt templates/samples from others
- Create a single repository for all documentation
- Divide and conquer; can't have everyone providing input into every decision
- Communication and training plans are essential

Discussion questions

- *What have you learned from migration or other IT projects? What is your best advice for your peers?*
- *If you migrated to a new system, what was the most compelling reason, the strongest driver?*
- *What project management resources did/do you have access to?*
- *Do you have any lessons learned to share regarding your experience with stakeholder engagement?*

Contact Us

For more information on migration projects, on the IIS technical Assistance Collaborative, or to receive editable copies of the tools, please contact Sara Sanford, PHII at ssanford@phii.org

