Ontario Telemedicine Medicine
PMO

The creation and evolution of the
Project Management Office
Contents

- Background
- Steps to starting the PMO
- Building Organizational Processes
- Evolution of the OTN PMO
- Continued Growth
What is OTN?

- The Ontario Telemedicine Network (OTN) is one of the largest Telemedicine networks in world, helping to deliver clinical care and professional education among health care providers and patients. An independent, not-for-profit organization, OTN is funded by the Government of Ontario.
What We Do

- Using two way videoconferencing systems and tele-diagnostic instruments, OTN extends and enhances access to clinical care and professional education among healthcare providers and patients.

*OTN has the capacity to bring healthcare to virtually any patient, anywhere at anytime.*
Available Virtually Everywhere

- Programs and services are delivered in over 1100 sites across the province
Why a PMO?

- Manage OTN’s largest project to date
- Enhance communication across teams
- Act as a liaison between external sponsors and project team
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Steps to starting the PMO

• Meet with stakeholders
• Quick wins
• Educate staff
• Assign project managers to troubled projects
• Introduce change slowly
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  - Redefining the PMO
  - Continued Growth
PMO methodology and framework

1. Initiation Process
2. Planning Process
3. Execution Process
4. Monitoring & Controlling Process
5. Closing Process
Building organizational processes

- Project inventory and corporate reporting
- Project repository
- Project review meetings
- Supported personal growth
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Evolution of the OTN PMO

Current State

- OTN PMO was initially implemented to serve one major Project
- Project Managers assigned based on availability
- PM’s currently report to multiple sponsors across service lines

Successes to Date

- PM Framework and Methodology Developed
- Standard Project Service Offering Drafted
- Standard Project Gating and Approval Process in Progress

Transition Catalysts

- Project management being applied more broadly across OTN
- The need to allocate scarce project management resources across OTN
- The need to apply scalable, repeatable, and forward thinking processes

Next Steps

- Create service line based model
- Assign Project Managers by SLT member/Service Line
- Document Project Manager Overload Risk Aversion Strategy
- Define required SLT approval gates
- Develop deliverable map to define activities within the gating process
- Develop generic project governance
- Document Roles and Responsibilities within governance
- Restructure PMO function to support assistance, growth, and learning for Project Managers
New model – The impact on OTN

<table>
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<th>Portfolio</th>
<th>Projects</th>
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<td>Adoption &amp; Marketing</td>
<td>OTN Portal</td>
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<td></td>
<td>Education Centre</td>
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<tr>
<td>Information Technology</td>
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<td>I.P. Gateway</td>
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<td>Telemedicine Solutions</td>
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<td>Strategy &amp; Corporate Development/Finance/HR/Medical Organizational Reporting and PMO Support</td>
<td>Benefits Evaluation</td>
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<td>HR software upgrade</td>
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- Each Sponsor has a single point of contact for a PM and that person interfaces with the PMO group for support/resource leveling and new projects
- Single point of contact model implies less overhead in status meetings and portfolio logistics and will be followed where possible
- Higher volume service lines may require a multi-PM reporting model
Proposed project on-boarding process

- Business Owner to engage their assigned PM
- Business Owner & PM to produce initial strategy and high-level proposal document

- SLT reviews strategy and high-level proposal and provides approval to proceed
- PM to begin Project Launch Process

Gate 1: Strategy & High Level Proposal
Gate 2: Project Charter
Gate 3: Detailed Requirements & Technical Architecture
Gate 4: Go Live!

Gate 1: Standard Project Initiation Process Initiated
Gate 2: Project Manager completes Project Charter
Gate 3: SLT Approve Project Charter
Gate 4: Project executed

Projects that satisfy one or more of the following criteria require gating with SLT/ISC:
- The project will cost > $100K in resources*
- The project will incur > $250K in capital costs
- The Project is Externally Facing and are Significant in Nature

A Project Sponsor can request SLT Gating if the project does not satisfy the above criteria, but is:
- High complexity or Risk;
- The project has cross-service line implications; or the
- Project could affect quality of service

*Resources includes internal staff, external consultants, contractors, software packages, licenses, outsourcing, etc.
PMO methodology and framework

Gate 1: Strategy & High Level Proposal
Gate 2: Project Charter
Gate 3: Detailed Requirements & Technical Architecture
Gate 4: Go Live!
Project Management Process Map

Legend:
1 Business Requirements Document
2 Threat Risk Assessment (TRA)
3 Privacy Impact Assessment (PIA)
4 Test Plan
5 Solutions Architecture

Gate 1: Planning - Requirements & Architecture
- Business Leadership
- Business Analysis
- Technology Business Analyst
- Solution Architect
- Development
- Test
- Configuration Release Manager
- Tech Writer/Learning Prime
- Privacy & Security
- Engineering & Innovation
- Change Management

Gate 2: Execution - Construction, Testing & Implementation
- Business Leadership
- Business Analysis
- Technology Business Analyst
- Solution Architect
- Development
- Test
- Configuration Release Manager
- Tech Writer/Learning Prime
- Privacy & Security
- Engineering & Innovation
- Change Management

Gate 3: Acceptance
- Business Leadership
- Business Analysis
- Technology Business Analyst
- Solution Architect
- Development
- Test
- Configuration Release Manager
- Tech Writer/Learning Prime
- Privacy & Security
- Engineering & Innovation
- Change Management

Gate 4: Closing
- Business Leadership
- Business Analysis
- Technology Business Analyst
- Solution Architect
- Development
- Test
- Configuration Release Manager
- Tech Writer/Learning Prime
- Privacy & Security
- Engineering & Innovation
- Change Management

Note: The process map includes various stages and activities such as requirement gathering, testing, implementation, and acceptance, with specific roles and stakeholders involved at each stage.
How It All Fits Together

Gate Management
• Spreadsheet will be used to track all “In flight Projects (See Appendix)
• Spreadsheet will be shared with SLT during ISC Meeting
• Gates will be tracked by the PMO on a weekly basis

Executive Status Reporting
• Existing status reports and dashboard will continue to be used and presented to ISC/SLT
• Published monthly with the intent to move to near real time reporting via SharePoint

Communication Mechanism
• The ISC meeting will still be used as the primary means of communicating status and seeking gate approvals
• Issues identified outside of the ISC cycle will be managed through the Exception/Escalation Process

Exception Reporting/Escalations
• Projects requiring gate review on a week not scheduled for and ISC meeting will request time on the weekly SLT agenda
• Issues requiring urgent attention will book an ad-hoc status/gating meeting
• Ad-hoc urgent reviews can be called by the PM or the Project Sponsor
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Next Steps

- Resource Management
  - Time tracking
  - Time forecasting
- Project prioritization
- Strengthening links between PMLC and the SDLC
Questions?