

<INSERT PROJECT TITLE>

Project plan

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Department of Health

***Template instructions (delete in final version)***

* *The purpose of the project plan is to develop the project proposal further to clarify project goal and objectives, articulate the benefits to be delivered and plan out the activities required to deliver the benefits.*
* *There are no imposed word limits (diagrams are permitted), however, sections must be succinct and clear. Your BCV project lead will provide guidance.*
* *Text in italics is provided as a general guide on what could be addressed in each section. In some instances, examples have been provided; while these examples may be relevant for your project, it must be customised for your project. Please delete all text in italics in the final project plan submission.*
* *Remember to update the contents page prior to final submission.*
* *Project plans are due* ***5.00pm, Friday 10 August 2018*** *via email to your BCV project plan lead.*
* *The project plan is a living document and should be used as the base document.*

**Version history**

*This section provides a summary of the development and approval of changes to the project plan over the project lifecycle. Use the table below to update the version number, author of the change to the plan and date of the revision, name of the approver and date approved. A brief description of the change and rationale is also to be provided.*

*Minor change (1.0 – 1.1) – a change that is not material to the project deliverables / outcome. For example a change in personnel or change in organisational structure requiring a change to accountabilities or responsibilities.*

*Major change (1.0 – 2.0) – a change that is material to the project deliverables / outcome. For example a change to the project scope or changes to timeline. It may also be a change to project milestones or the outputs / benefits to be delivered. A major change requires the updated project plan and the project variation template to be completed and submitted to your BCV project lead for consideration.*

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| --- | --- | --- | --- | --- | --- |
| Version # | Implemented by (author) | Revision date | Approved by (name and role) | Approval date | Reason / change |
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# Background

*This section builds on information provided in the project proposal (expression of interest). This section is seeking to outline the problem, nature and size of the problem and the consequence of doing nothing (maintaining the status quo). This section summarises the proposed change, intervention or innovation to address the problem.*

## Project overview

*Provide an overview of your project. What is the problem, who / what is impacted by the problem, the scale of the problem, what are the identified root causes. Include data to demonstrate the gap. What is the consequence of doing nothing?*

*Describe the intervention to address the problem (include a diagram if possible).*

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## Plain language summary

*In 150 – 200 words, provide a plain language overview of your project and the impact. Please note: this description may be used in BCV materials, including publication on the BCV website.*

# Project goal and objectives

*The section below sets out the overall goal of the project and objectives. These should be consistent with the scope and timeframe of the project and should be measureable.*

## Project goal

*What is the overall goal of the project? What is the outcome you are seeking? Consider the impact you want to achieve by the conclusion of the project.*

*Example: To improve access to specialist diagnostic services for a particular cohort of patients*

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## Project objective(s)

*What are the project objectives? Consider how the goal will be achieved. Objectives must be measureable (SMART).*

*Example:*

* *To provide 1st appointment for patients with x condition within 2 weeks of referrals to the MDT clinic by March 2019.*
* *To ensure review appointments are provided to 90% of patients consistent with evidence base by June 2019.*
* *Clinic appointments are provided in the mode of the patient’s preference by August 2019.*
* *Clinic delivers outcome to meet or exceed patient expectations by August 2019.*

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# Project methodology and approach

*In this section, provide a detailed description of the project scope and the approach to deployment of the change / intervention / innovation. The scope will inform the project governance, stakeholders and their relationship to the project and business as usual accountabilities to enable a smooth transition to business as usual. The key milestones of your project are to be provided as part of this section.*

*Where the current state analysis is yet to be completed please include the approach to undertaking and documenting the current state. The will form part of the planning phase of the project method.*

## Project scope

*What is the included and excluded? What is the end-to-end focus of the project? Consider who will be impacted by the change.*

*Example:*

*Includes: Inpatient ward based settings across all sites*

*From entry on the medication chart through to the patient being given the medication/s (includes medication reconciliation)*

*Includes medical staff, nursing staff and pharmacists*

*Excludes: supply chain management and pharmacy stock / inventory management*

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## Project methodology

*Is a current state analysis required? If so, how will this be completed? What is the methodology to implement the change, intervention or innovation? How will the change be implemented? What is the implementation strategy? This links to the:*

* *project scope*
* *complexity of the change (including the number of agencies involved)*
* *how well defined the solution / model is (and if further changes are required)*
* *quality of the solution (the level of specification required to deliver the benefit or outcome)*
* *level of implementation risk – overall and consequence of risks*

*Broadly there are 3 approaches to implementation:*

* *Test site for learning*
* *Phased approach*
* *Big bang*

*These approaches inform the detailed project design.*

## Key milestones

*For each project phase, consider the key milestones and describe what is necessary to deliver it. Identify any dependencies (activities / tasks to be completed prior to this activity commencing). Allocate achievable and realistic timeframes to each milestone. Remove / add rows as necessary.*

*This table should align to the Gantt chart. The Gantt chart will include greater detail of activities and the timing of activities to better understand the resourcing requirements and commitments. As with other project management tools the Gantt chart is a living document which will require updating throughout a project’s lifecycle.*

***Definition of the project phases:***

***Planning:*** *sets out the roadmap for delivery of the project benefit/s. Establishes the scope, resourcing, roles and responsibilities and confirms expectations. It sets out the project deliverables (including the quality or specifications) and timelines. It includes the project design and aims to ensure the change and benefits transition to business as usual. The monitoring and management system needs to be considered as part of the planning phase. The planning phase is an important phase in engagement of people in the change process. For our purposes the planning phase may also require the current state to be analysed and documented.*

***Implementation:*** *as the name suggests this is the phase where the change is being delivered and any modifications, adjustments or learnings are captured and used to inform requirements. The implementation approach will have implications for resourcing, timelines and the sequence of activities.*

***Monitoring and review:*** *the data plan and management system are operationalised and used to ensure the project is achieving (or tracking to) what it was designed to deliver and that changes to the model are made based on data. Documentation is finalised.*

***Project closure and evaluation:*** *The project team is disbanded and time-limited governance arrangements are transitioned out to BAU management and governance arrangements. Project evaluation is completed against a pre-defined evaluation framework and the lessons learnt are captured to inform future projects.*

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| Project Phase | Milestones | Activities / Deliverables | Owner (who is accountable) | Responsible for actioning | Timeframe |
| *A checkpoint within the project. A milestone is made up of 1 or more activities.* | *A brief statement of the activities, deliverables to achieve the milestone. Dependencies will need to be identified in the project Gantt chart.* | *The person who is ultimately accountable and has Yes/No/Veto.* | *The person who performs the activities or does the work.* | *Completed by week #* |
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\* Project closure includes transition to business as usual.

# Sustainability

*Overall, describe how the outcome / changes implemented as a result of the project will be maintained and further developed following the project closure. A project is a temporary structure established for the purpose of delivering a pre-defined outcome. Sustaining the changes should be a focus of the project from the initial planning phase through to project closure and not a consideration following the project. Elements to consider in optimising sustainability of the project outcome include:*

* *Operational management*
* *Accountability (accountable executive)*
* *Measurement framework and plan and the monitoring arrangements*
* *Financial model / budget allocation (on-going costs)*
* *Documentation such as policy, procedures, work instructions, business rules.*

*The following sections will guide project teams on specific sustainability areas that need to be considered.*

### Policy considerations

*The below table outlines actions relating to the policy considerations required at a facility, organisation or state level to support the ongoing implementation of the changes made during this project. It also identifies the person(s) in the organisation responsible for resolving outstanding actions. Remove / add rows as necessary.*

| **Policy Considerations**  (if the policy considerations are outside of an organisation’s or partnership’s arrangements – for example DHHS policy and funding guidelines please – note this) | **Action Plan(s)** | **Business as usual accountability (role)** |
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### Maintenance actions e.g. continuous improvement

*The below table outlines the actions that will be put in place to maintain the changes implemented including how frequently the actions will take place, who in the organisation is responsible for ensuring these actions take place and how and to where these actions will be formally reported. Remove / add rows as necessary.*

| **Maintenance Actions** | **Frequency** | **Responsibility** | **Reporting Mechanism (include who the report goes to)** |
| --- | --- | --- | --- |
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### Monitoring actions e.g. reporting and governance

*The below table outlines the actions that will be put in place to monitor ongoing performance (data monitoring plan) of the change after the project has closed including how frequently the actions will take place, who in the organisation is responsible for ensuring these actions take place and how and to where these actions will be formally reported. Remove / add rows as necessary.*

| **Monitoring Actions** | **Frequency** | **Responsibility** | **Reporting Mechanism**  **(include who the report goes to)** |
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# Project evaluation

## Key evaluation questions for the project goal:

*With reference to the project goal stated in Section 2.1, pose the key evaluation question in the context of determining if the project goal has been achieved.*

## Key evaluation questions for the project objectives:

*With reference to each of the project objectives stated in Section 2.2, pose the key evaluation questions in the context of determining if the project objectives have been achieved.*

## Evaluation framework

*Determine the measures that are required to evaluate the success of your project. Consider a wide range of quantitative and qualitative measures. The evaluation framework should be aligned to the key evaluation questions for the project goal (4.1) and project objectives (4.2). If required, key evaluation questions for the project goal and project objectives can be broken down into multiple smaller measures in this evaluation framework. Remove / add rows as necessary.*

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| --- | --- | --- | --- | --- | --- | --- |
| Key evaluation question | Outcome measure(s) | Data Source(s) | Method(s) of data collection; include data collection tools, if appropriate | Person(s) responsible for data collection | Timeframes | Outputs and / or outcomes |
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# Stakeholder mapping and engagement

*A stakeholder is an individual, group or organisation who is impacted by the outcome of the project. They have an interest in the project and / or could have a positive or negative influence on the project. Stakeholders may be internal or external to the organisation sponsoring the project. Identify each stakeholder group. The stakeholder mapping will inform the governance and project team arrangements required to deliver the project. Complete the mapping considering the scope of the project and project deliverables. Consider the project scope, outcomes and deliverables to identify stakeholders. Remove / add rows as necessary.*

*A tool which is helpful to encourage thinking around stakeholder engagement is the* [*IAP2 Public Participation Spectrum*](https://www.iap2.org.au/Tenant/C0000004/00000001/files/IAP2_Public_Participation_Spectrum.pdf)*. Although this is not a tool specifically designed for communication, it is a tool which can assist with thinking about your approach and how to tailor it for your audience.* *An example of an agency who have used this framework well, is Health Consumers Queensland. They have demonstrated how the spectrum can be used, in their* [*Consumer and Community Engagement Framework*](http://www.hcq.org.au/wp-content/uploads/2017/03/HCQ-CCE-Framework-2017.pdf) *published in February 2017. The framework was utilised to address stakeholder engagement for a new service offering (page 17).*

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| Stakeholder Group or Name | Impact on project outcome **H/M/L** | Level of influence **H/M/L** | What is important to this stakeholder | How could the stakeholder inhibit the project outcome | Strategy for engaging the stakeholder (consider using RACI) |
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# Project governance

*Project governance provides direction and defines decision-making procedures and metrics for a project. The governance defines and articulates the roles, responsibilities and accountabilities within the project to facilitate decision making.*

*Provide an overview of the governance arrangements for the projects. If possible provide a diagram (amend example below – note your governance structure may vary from this structure). Outline the roles and responsibilities and the escalation processes. Include details of individuals where available (name and role).*



## Project team

*The project team are assembled for the defined project period and are responsible for delivery of the project. Typically team members belong to different groups or functions and complete assigned activities for the same project. The project team includes a project manager and subject matter experts (clinical and non-clinical). The project team may be broken up into specific working groups.*

*Provide details of the project team and their* ***project*** *role (not substantive role) and what they are responsible for delivering / responsible for.*

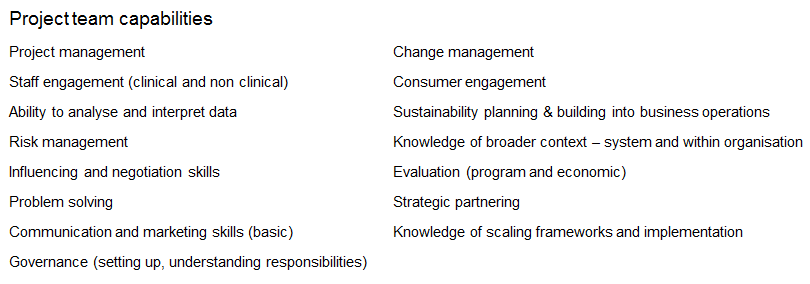
| Name and Organisation | Project Role | Project Responsibilities |
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## Project capability

*Analyse the knowledge and skills of your project team, taking into consideration the list below and outline any specific gaps in these skills that will need to be addressed in the delivery of your project.*

*The project team capabilities listed below are suggested as a guide to ensure your project team has access to all of the necessary skills to deliver a successful project with sustainable outcomes. Having (or having access to) these capabilities within your project team, or your organisation will ensure your project is optimised for success.*

*Performing this analysis will inform your project plan and budget allocation requirements, identifying if there is a need to bring in external expertise (e.g. for economic evaluation).This capability list may also assist during the recruitment process, to identify the skills and experience required in personnel.*



# Communication plan

*Identify each stakeholder group and determine objectives, method, frequency and deliverable of the communication plan. For broader stakeholder groups, consider the use of social media. This will be further developed and refined as the project develops. Remove / add rows as necessary.*

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| Stakeholder Group | Objective of communication / stakeholder needs | Method of communication | Frequency / date | Responsibility | Outcome |
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# Risk management

*Understanding the risks to the success of the project is vital and assists with project design and control for possible future events. It is a proactive approach. It applies throughout the project lifecycle.*

*Consider key risks to the successful delivery of the project such as key person dependency, staff capability, relocations, IT support, partnerships, sustainability risks including funding model etc. This section is critical to the project’s delivery and also to optimising sustainability of the project outcome. See appendix for risk assessment criteria. Remove / add rows as necessary.*

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| --- | --- | --- | --- | --- | --- | --- |
| Risk | Impact on the project / stakeholders / organisation | Mitigation Strategy | Who is responsible / accountable | Likelihood | Consequence | Risk Rating |
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# Environmental and social impact

*Environmental and social impact considerations are becoming increasingly important in designing how health care is designed and delivered. The template below (which can inform and link to your data plan and your project objectives) can be used as a tool to consider the impact of the project deliverables on both the environment and its social impact.*

*Overall, describe how the project will improve the environmental and social sustainability of the health system.*

The following sections will guide project teams on specific environmental and social sustainability areas that need to be considered.

### Waste management

*Waste management improvements could include reductions in the level of general and/or clinical waste, increasing recycling, or reduction in the use of medical consumables. This could be reducing waste associated with out-of-date stock as an example, or changing practice to reduce the use of unnecessary interventions.*

*Include potential ways your project influences this (and associated metrics)*

### Carbon emissions

*Any reduction in in-patient and/or ED presentations within a hospital will avoid the carbon emissions associated with that activity. It is generally less carbon intensive to deliver care within a primary care and/or home environment setting compared to a hospital.*

*Include potential ways your project influences this (and associated metrics)*

### Transport

*Any reduction in in-patient and/or ED presentations within a hospital will avoid the need for transport to a hospital, either directly by the patient, or through emergency transport.*

*Include potential ways your project influences this (and associated metrics)*

### Social sustainability

*This could include increasing equity in accessibility of services to remote locations, CALD communities, the LGBTI community and/or Aboriginal and Torres Strait Islanders.*

*Include potential ways your project influences this (and associated metrics)*

# Project budget

*This needs to include an itemised breakdown of all estimated costs for delivery of the project. Add rows as necessary.*

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| --- | --- | --- | --- | --- |
| **Estimated budget**  **(category and item)** | **$ Innovation fund** | **$ Other funding source** | **$ In kind** | **$TOTAL** |
| *Salaries: Project manager, change manager, business analyst, subject matter experts (sub-total)*  *Item*  *Item*  *Item*  *Item* |  |  |  |  |
| *Administration and office expenses (subtotal)*  *Item*  *Item*  *Item*  *Item* |  |  |  |  |
| *Other: consultants, consumables (subtotal)*  *Item*  *Item*  *Item*  *Item* |  |  |  |  |
| **TOTAL** |  |  |  |  |

# Project plan approval

We have reviewed the contents of the project plan and agree it adequately describes the problem / opportunity, benefits and proposed project approach, including the attachments.

|  |  |
| --- | --- |
| **EXECUTIVE SPONSOR** | |
| **Name:** |  |
| **Position:** |  |
| **Signature:** |  |
| **Date:** |  |
| **EA Contact details** |  |

|  |  |
| --- | --- |
| **EXECUTIVE SPONSOR/S PARTNERING AGENCIES (if applicable)** | |
| **Name:** |  |
| **Position:** |  |
| **Organisation:** |  |
| **Signature:** |  |
| **Date:** |  |
| **EA contact details** |  |

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| **CHIEF EXECUTIVE OFFICER (of lead organisation)** | |
| **Name:** |  |
| **Signature:** |  |
| **Date:** |  |
| **EA contact details** |  |

# Appendices

# Program logic

## Assumptions and dependencies

## Program logic model

The figure below outlines the inputs and activities to be utilised to produce project outputs which achieve the short, medium and long term benefits.

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| Inputs |  | Activities |  | Outputs |  | Outcomes | | |
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# Risk assessment criteria

## Consequence criteria

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| **Scale** | **Project Budget** | **Project Milestones** | **Project Outcomes** | **Project Quality** |
| **Catastrophic** | >10% budget impact requiring revision to Project Plan and additional funding required | Significant impact – need to reschedule project significantly. | Inability to achieve key project benefits with significant impact on project success, project/program terminated | Critical quality issues with key deliverable(s), substantial loss of stakeholder confidence |
| **Major** | 5-10% budget impact with additional funding required to maintain scope, quality and schedule | High impact – need an extension of project timeframes. | Major degradation of key project benefits with substantial impact on project success | Major quality issues with key deliverable(s), impacting / delaying project |
| **Moderate** | 2-5% budget impact requiring release of contingency funding | Medium impact – can be managed in current schedule but significantly reduces buffer time built into schedule. | Impact on the achievement of a number of key project benefits with intervention required to meet all project benefits and potential impact on project success | Several quality issues with key deliverable(s) |
| **Minor** | > 2% budget impact absorbed within existing budget but requires adjustment to funding allocation | Small impact – can be managed within current buffer time built into schedule. | Inability to achieve some project benefits with minimal impact on project success | Minor quality issues with key deliverable(s) |
| **Insignificant** | Budget impact easily absorbed within existing budget | Insignificant schedule change. | Insignificant benefit impact. | Insignificant impact to the quality of key deliverable(s) |

## Likelihood criteria

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| **Scale** | **Description** |
| **Almost Certain** | Expected to occur |
| **Likely** | Will probably occur |
| **Possible** | Capable of happening |
| **Unlikely** | Not likely, improbable |
| **Rare** | Occurring very infrequently |

## Risk rating criteria

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| --- | --- | --- | --- | --- | --- | --- |
| **Risk Rating Matrix** | | **Likelihood Scale** | | | | |
| Rare | Unlikely | Possible | Likely | Almost Certain |
| **Consequence** | Catastrophic | High | High | High | High | High |
| Major | Medium | High | High | High | High |
| Moderate | Low | Medium | Medium | High | High |
| Minor | Low | Low | Medium | Medium | Medium |
| Insignificant | Low | Low | Low | Low | Low |

# Attachments

See the table below which lists the attachments which will support the development of your project plan. **Please note:** some of these templates are compulsory to submit with your project plan on 10 August 2018, while others are provided to assist with your project plan development, but are not compulsory.

|  |  |  |
| --- | --- | --- |
| **Supporting resources** | **Required as part of the project plan assessment** | **Useful to complete but not required to submit with project plan** |
| Gantt chart | Yes |  |
| Budget spreadsheet |  | Yes |
| Risk log template |  | Yes |
| Data plan |  | Yes |