



ED PIP: Preparation Phase

Tools: Project Charter

Charter – Overview

The project charter is a cornerstone project management deliverable. This section will not substitute the need to build strong project management capabilities within your hospital. Below, you’ll find a basic overview of the project charter as a tool.

<p>Outcome</p>	<ul style="list-style-type: none"> ■ Project scoped with initial hypothesis and outcomes developed in sufficient detail to be accepted by the sponsor
<p>Definition: ‘What is it?’</p>	<ul style="list-style-type: none"> ■ The project charter is a statement of the scope, objectives and participants in a project. It provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines governance structures. It serves as a reference of authority for the future of the project.
<p>Objectives: ‘What is it used for?’</p>	<ul style="list-style-type: none"> ■ The Charter is an approval document that indicates the sponsor acceptance of the project ■ Ensures clarity of scope, resource requirements, outcomes, performance measures and targets and identifies the project team
<p>Benefits:</p>	<ul style="list-style-type: none"> ■ When the charter is signed off, it binds various parties to certain accountabilities, and deliverables ■ It serves as a project reference document to provide structure to the entire project
<p>When to use</p>	<ul style="list-style-type: none"> ■ At the Prepare phase of each project with progressive iterations throughout the project.

Building a charter



- Complete Project Charter with iterative interviews
- Meet with project sponsor and key stakeholders to gain an alignment on the purpose and objectives of the project
 - Make the scope as specific as possible
 - Ensure scope is sufficiently defined so that project can be completed within allocated time frame
 - Ensure that a specific end-to-end process is selected, based on its potential for high impact.
 - Identify Project Team leader and team members based on the scope of the project
 - Identify relevant key metrics (discuss these during iterative interview process)
 - The key metrics should reflect what is important to the patients and the hospital

• This stage should be iterative (to ensure that the Project Scope/Charter accurately reflects the intended outcome of the project)

Example initiative charter

Mission statement and scope

- GIM-Discharge – move patient through the care process more efficiently with reductions in wasted time and effort in the process
- Scope: GIM patients from arrival on floor to discharge

Priority objectives

1. Increase patients discharged before 11 am and 2 pm
2. Maintain or decrease ALOS
3. Improve accuracy of planned vs. actual discharges

Metric	Baseline
<u>Quality</u>	
<ul style="list-style-type: none"> • Planned discharges vs. actual discharges (%) 	TBD
<u>Time</u>	
<ul style="list-style-type: none"> • Patients discharged before 11 am (%) • Patients discharged before 2 pm (%) • Average length of stay (days) 	TBD

Areas affected

Area	Contact/Linkage
<ul style="list-style-type: none"> • Portering • Voyageur Patient Transport • Information Management • PSA's • Nursing Practices 	TBD

Role	Assigned	Commitment
Sponsor:	TBD – executive	20%
Process leader:	TBD	100%
Change agent:	TBD	50%
Team members:	TBD	30%
	TBD	30%
	TBD	30%
	TBD	30%

Logistics (meeting rooms, meeting times, etc)

- TBD

Other notes

- TBD

Charter Template

Mission statement and scope

- ..

Priority objectives

1. ..

Metric	Baseline
<u>Quality</u>	
• ...	TBD
<u>Time</u>	
• ...)	TBD
	TBD
	TBD

Areas affected

Area	Contact/Linkage
• ...	TBD
	TBD
	TBD
	TBD
	TBD

Role	Assigned	Commitment
Sponsor:	TBD – executive	20%
Process leader:	TBD	100%
Change agent:	TBD	50%
Team members:	TBD	30%
	TBD	30%
	TBD	30%
	TBD	30%

Logistics (meeting rooms, meeting times, etc)

- TBD

Other notes

- TBD