

# Go Slow...To Go Fast: De-coding the path to success of implementing new initiatives using project management principles within post pandemic public healthcare

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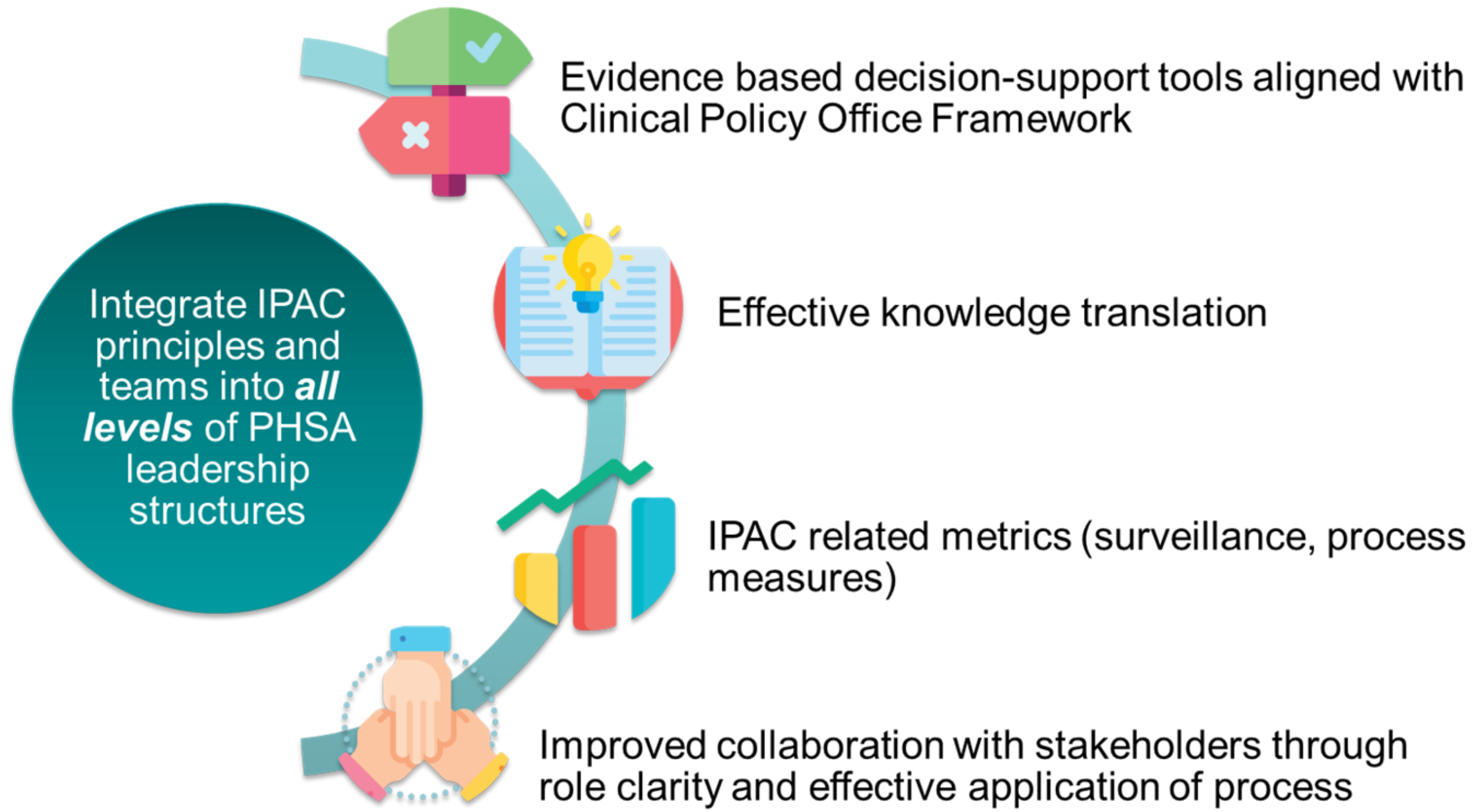
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## 01 Background

As part of the Infection Prevention and Control (IPAC) modernization journey at Provincial Health Services Authority (PHSA), the project team looked into the complexities that lie beyond technical project management challenges and which critically impede implementation and sustainment success. At near completion of five core modernization projects, reflections of the lessons learned from the IPAC program modernization are made.

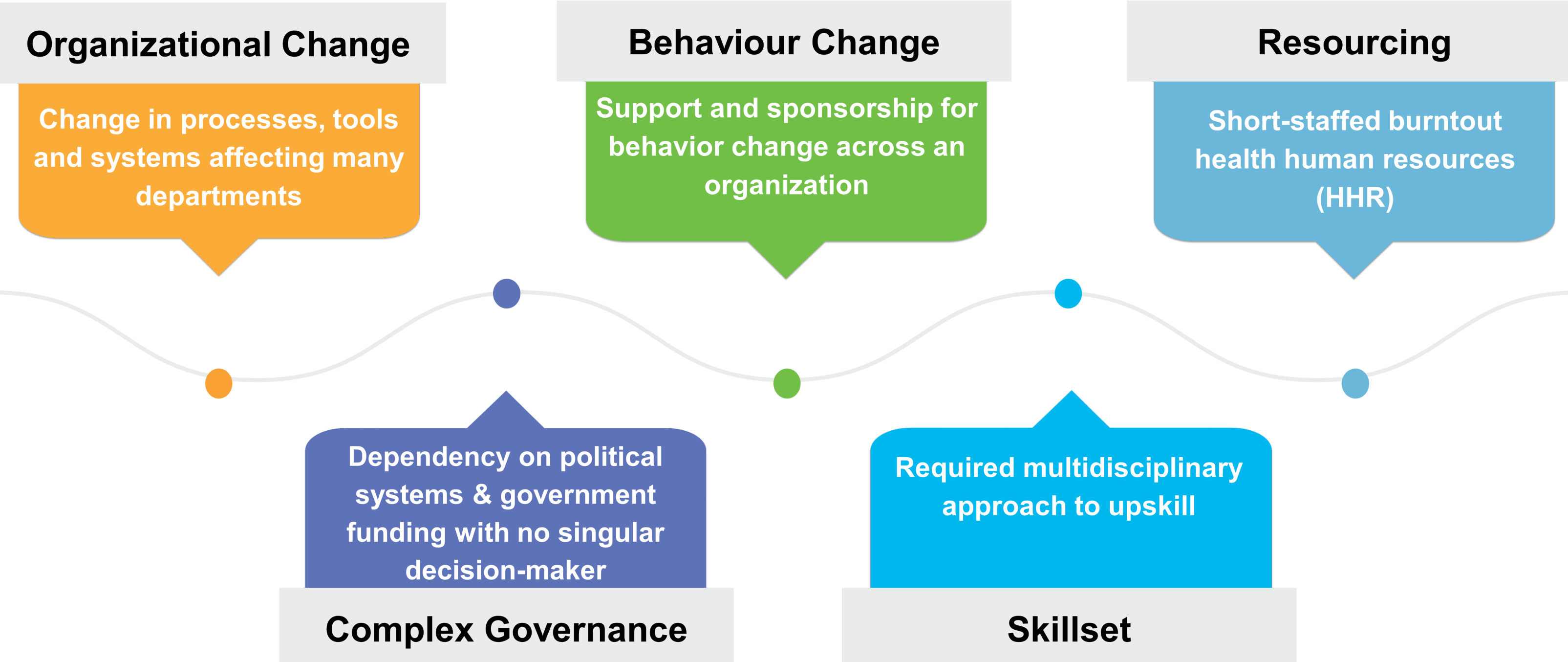
The modernization projects focused on redevelopment of core IPAC program components to leverage new tools, processes and frameworks with the goal of integrating IPAC principles and teams into all organizational levels. IPAC's journey of COVID-19 pandemic presented numerous learnings for improved service delivery and integrated collaboration.

**Figure 1: Modernization Project Goals**



It was recognized that success of implementation of modernization projects relies on multiple factors beyond technical expertise.

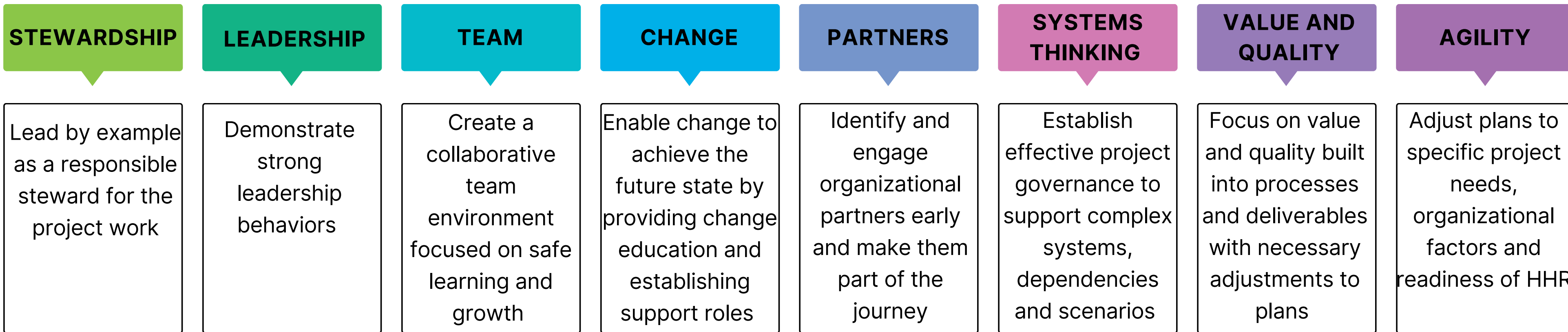
**Figure 2: Factors Affecting Success of Implementation**



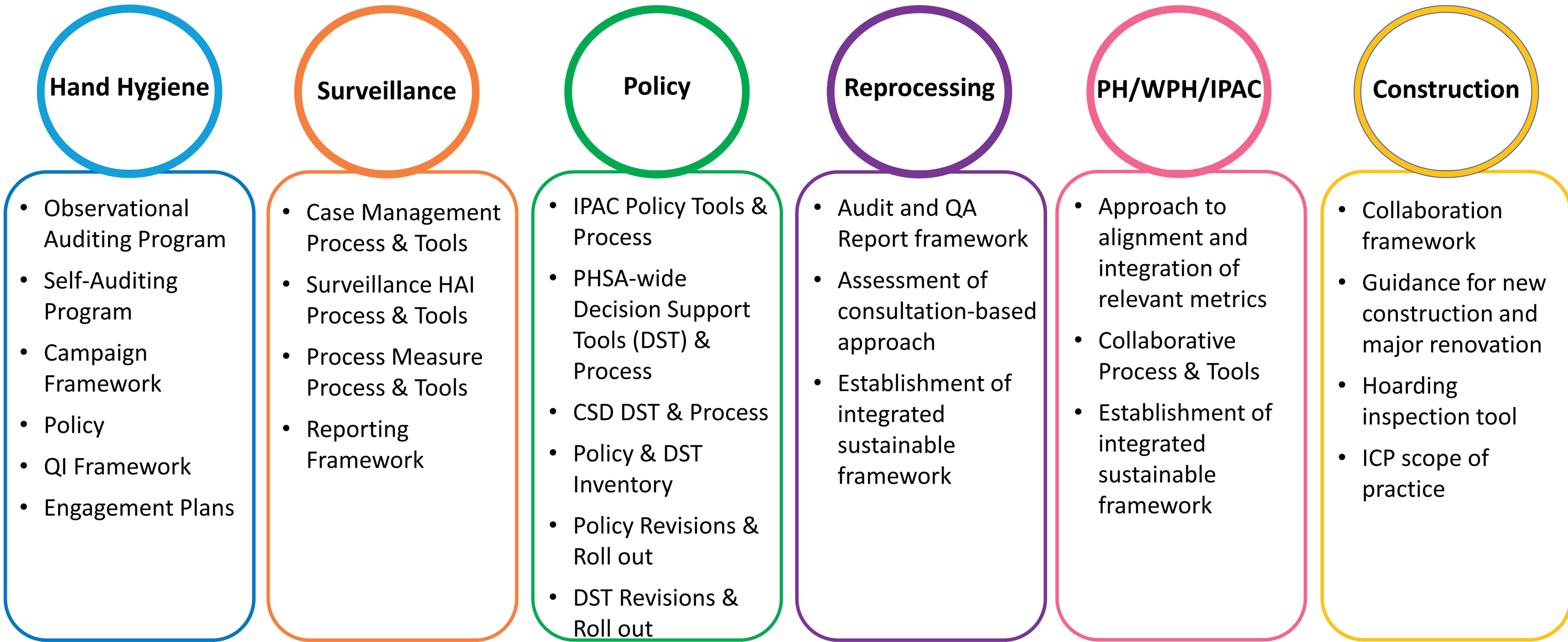
## 02 Methodology

The predictive project management methodology was used for the primary framework, with transitioning to hybrid for some projects. The team followed the identified below project management principles to initiate the modernization projects, establish the governance structure and support the working group members and the team throughout to completion.

**Figure 3: Project Management Principles**

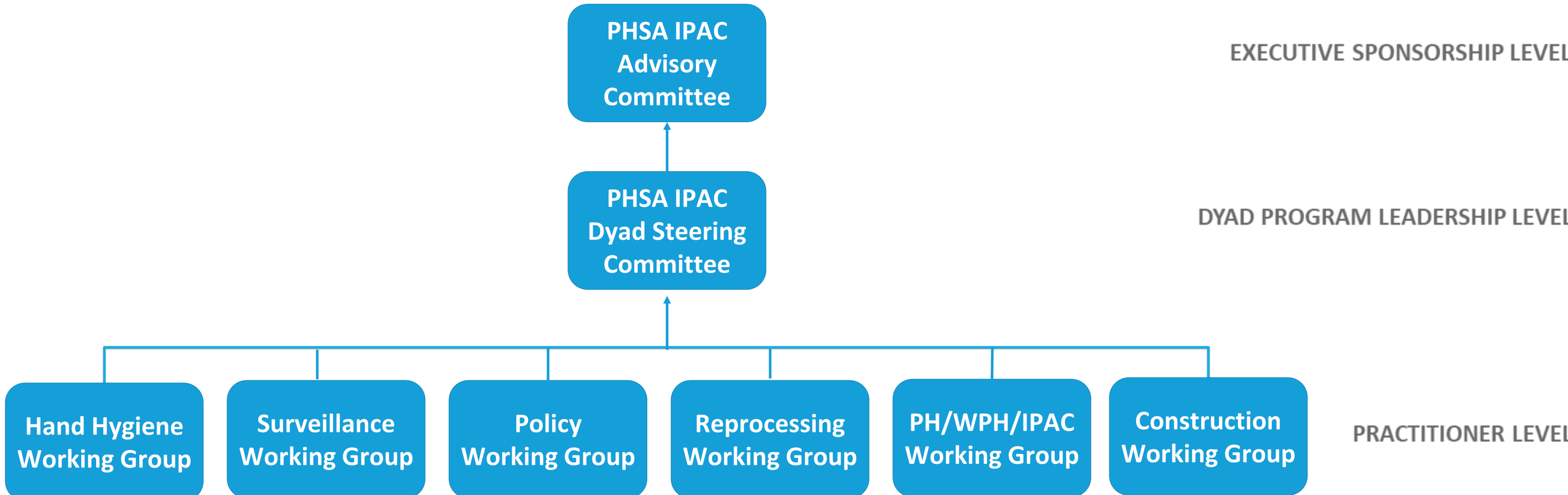


**Figure 4: Modernization Projects Scope**



The governance structure, working groups and the steering committee were designed to incorporate distributive leadership and multidisciplinary subject matter expertise through non-homogenous membership and with necessary support for growth and development of desired new skills.

**Figure 5: Governance Structure**



## 03 Observations

Although the modernization projects did not have a high level of technical complexity, the success of their implementation has relied on existing organizational, environmental and human factors (i.e. complex service delivery partnerships, diversity of infrastructure and health care environments, hybrid team environments – union and non-union, skill level, etc.). Given that PHSA provides services across variety of non-homogenous health care settings (e.g. acute, inpatient, outpatient, semi-community within correctional facilities), standardization of tools and processes to support equitable service delivery required development of unique skills and frameworks, and re-defining of best practices.

## 04 Lessons Learned

- Standardize when possible and customize when cannot: leverage standardization and build frameworks for customization
- Go slow to go fast: invest in deliverables presenting most value and adjust accordingly
- Take partners on a journey: identify relevant partners early and include them accordingly
- Embrace hybrid project management approach: use elements of predictive (Waterfall) and adaptive (Agile) methodologies to balance needs of predictability and flexibility

## Acknowledgments

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