

Elite Hospital in Kingdom of Bahrain
Everyone's Smart University (ESU)
Final Project-PMG697-MPM-Fall2021
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THE ELITE

G R O U P



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Abstract

This distinguished healthcare institution has based its success on the implantation of the highest technical and integrated clinical information system and the internet of Things (IOT). The purpose is to enclose the state-of-the-art hospital that would add up to the Quality of Life for the citizens and Residents of the Kingdom of Bahrain. From there it would shine high in the nearby Gulf Council Countries (GCC) and will expand to Arab countries and eventually would go global.

As a final note, this healthcare institution can be built anywhere; however, our prior study has shown based on our business plan that there is a shortage of medical services providers in the nearby neighboring country in Bahrain. This is why the proposal is specific to this country and it would be a very good approach to consider the project provided that there will be a feasibility study to be performed.

The Purpose for this project to exist can be based on commercial, charity purpose or can be handed by healthcare specialized operation company or can be handed by government sector under the custody of the Ministry of Health (MOH) and another idea is to use along with treating and a teaching hospital under the medical university and MOH supervision.

Mission

To build and develop a medical center including all associated facilities to provide a state of arts health care and purpose to support the Bahraini community and the Gulf cooperation council countries (GCC).

Vision

The Elite hospital aims to be an Indispensable Complete Medical City that has a very capabilities to add up to the Quality of Life and sustainable development in the Kingdom of Bahrain and will be a shining diamond in Gulf cooperation council countries (GCC).

Objectives checked by SMART approach

To provide a model of excellence in healthcare in the Arabian Gulf: Applying modern and intensive programs of international standards.

To Strengthening the position of the Kingdom of Bahrain as one of the most important centers of global medical center by achieving its strategy in the next three years.

To Provide service for the future development of kingdom of Bahrain: by deliver access to all who need our services. Will developing and improving the administrative, financial, and technical health systems by 50% for the next year compared to this year.

To evaluating the hospital and medical clinics by publishing the evaluation results on quarterly basis.

To ensure the medical facilities are occupied with recommend services to support ongoing operation.

The following table will show objectives are evaluated by **SMART** tool:

Objectives	S	M	A	R	T
To provide a model of excellence in healthcare in the Arabian gulf: applying modern and intensive programs of international standards.	✓	☐	☐	☐	☐
To strengthening the position of the kingdom of Bahrain as one of the most important centers of global medical institution by achieving its strategy in the next three years plan.	☐	☐	☐	☐	☐
To provide service for the future development of the kingdom of Bahrain: by delivering plenty services.	☐	☐	☐	☐	☐
To be an advanced health landmark to provide diagnostic and therapeutic services to citizens of the GCC- countries: by achieving its vision within the next 5 years.	☐	☐	☐	☐	☐
Will developing and improving the administrative, financial, and technical health systems by 50% for the next year compared to this year.	☐	☐	☐	☐	☐
To evaluating the hospital and medical clinics by publishing the evaluation results on quarterly basis.	☐	☐	☐	☐	☐
To ensure the medical facilities are occupied with recommend services to support ongoing operation.	☐	☐	☐	☐	☐

Goals

Human Resources: Attracting, developing, and retaining the personnel needed to meet current and future needs. Innovating and providing sustainable medical and treatment services.

Health care

Providing high-quality health care to the patient in The Elite hospital through continuous follow-ups and updates of the patient's condition.

Training

Intensive focus on-job training (OJT) to elevate the competencies of all staffs.

Future expansion plan

Increasing the hospital capacity from 288 beds to 500 beds in the next development plan.

Key performance indicator (KPI) Lead & Lag

Strategic Objectives	Lead Measures	Lag Measures
○ Performance Goals ○ Performance measurement ○ Output measures ○ Provide instruments ○ Financial ○ Customer ○ Internal processes ○ Growth	-Achievable and realistic targets -Development and skills enhancement - HealthCare treatment targets - Software, and technology - Cost # of Compliance % of clinical defects -Improvement in working condition	-Organization get full use of this Goals - provide clinical excellence - Patients satisfaction - Modern approaches - ROA - Customer Satisfaction measure - % of good units completed - Employee satisfaction measure
Improve return on investment: The medical center is meet the requirement.	Translating the strategy to operation into specific, and measurable Objective.	Return on investment

- Transformation of data coming from various classification and different characters to Clinical measure. - Strategy of operation - Quality IT System - Healthcare Services.	Health care Services: • Variability of cost of procedures • Improve Human Resources Medical Technology: • Variability of cost of Medical Devices • Clinical errors • Ensuring medication availability Pharmaceuticals: • Prescription Drug prices • Evaluate patients	• Healthcare expenditures are used effectively • Patient Compliance • Social Determinants of healthcare. • Quality Services Rate % • Success or failures of care coordination • Customer Satisfaction % • Overtreatment
--	---	---

Strategic Objective	Lead Measure	Leg Measure
Ingredient for Success	○ Learn and teach – faster, better. ○ Deals with adversity, is resilient. ○ Exhibits integrity, dependability, honesty. ○ Build culture and organization.	○ Relevant experience and track record ○ Motivation to excel ○ Commitment, determination, and persistence. ○ Tolerance if risk, ambiguity, and uncertainty. ○ Creativity ○ Team locus of control ○ Adaptability ○ Opportunity obsession ○ Leadership and courage ○ Communication.
Social Media	○ Create a system ○ Website ○ Application ○ create a profile ○ advertising ○ publicity	○ Website (sessions, page views, content downloads) ○ Advertising (impressions, clicks, spend) ○ Email marketing (opens, clicks, unsubscribe) ○ Social media (follows, shares, comments)
Maintenance	● Routine maintenance ● Compliance with safety rags ● Time spent practicing ● Coaching provided	● Reduce equipment failure ● Reduce safety incidents ● Increase accuracy efficient ● Increase retention of talent

This is key indicators can create a system to track outcomes these elements

Achievable

Setting goals those are obtainable. Realistic for reach.

Meaningful

Obtaining information that justifies continued tracking. It's also something that provides value to other or solves a problem for someone else.

Transparent

Metrics that are clearly understandable. Realm of the project and processes, it means creating a system in which all team members can access all relevant information about project easily and efficient.

Easy to communicate

Can unite team members and stakeholders to the project's strategy, objective, and budget.

Valid

Relevant to the organization's objectives, procedures of initiation, planning, execution, regulation, and closure as well as the guidance of the project team member.

Useful. Metrics that are beneficial to the organization's safety goals

Timely. Distributing information that is still relevant to the organization by supply chain and timeline is examined and development for the completion of a project delivery.

Technology engagement in the organization will keep record data for all functions in the organizational flow.

Improve strategic planning	Predictive analytic	Reduce fraud
Risk management	Enhance patient engagement	Develop new therapies
Improved patients' predication	Improve supply Chain	Learning & development
Medical imaging	Real time alerting	Career Hiring

Medical products and accessories

1. Leading Marketing practices of fast-growth hospitals to deliver products such as medical accessories, and services perceived as the highest quality to expanding segments.
2. Cultivate pacesetting new products and services new products and services that stand out in the market as best of the class.
3. Deliver product and service benefits that demand average or higher market pricing.
4. Create high impact, new product, and service improvements with development technology.
5. Rapidly develop broad product and services platforms with a complementary channel to help expand hospital geography.

Leading Management practices of fast growth hospital.

1. Use a collaborative decision-making style with the top management team.
2. Accelerate organizational development by assembling a balanced top management team with or without prior experience of working together.
3. Develop a team and align the number of management levels with the number of individuals in top management.
4. Establish entrepreneurial competency first in the functional areas of finance, marketing, and operations. Assemble a balanced board of directors comprised of both internal and external directors.
5. Repeatedly calibrate strategies with a regular board of directors' meetings.
6. Involve the board of directors heavily at a strategic inflection point.

Leading planning practices of fast growth hospital.

1. Prepare detailed written, monthly plans for each of the next 12 to 24 months and annual plans for three or more years.
2. Establish functional planning and control system that ties planned achievements to actual performance and adjust management compensation accordingly.
3. Periodically share with employees the planned versus actual performance data directly linked to the hospital plan.
4. Link job performance standards that have been jointly set by management and employees to the hospital plan.
5. Prospectively model the hospital based on benchmarks that exceed industry norms, competitors, and the industry leader.

PURPOSE OF THE DOCUMENT

The Project Charter will serve as an **internal** document that captures high level planning information (scope, deliverables, assumptions, etc.) about the Project.

The Project Manager creates the Project Charter in the Initiation Phase of the Project, in consultation with the Business Manager. Its purpose is to recognize the existence of the project and to begin the planning process required to accomplish the Project goals. It is not intended to be shared with the customer as a formal contract or legal document.

The Project Charter is an input to the Definition Phase of the Project where much of the information contained herein forms the basis for detailed project planning.

PROJECT CHARTER

Project Name: The Elite hospital

Project Number:1

Date: 4th SEP,2021

Revision Number:

PROJECT GOALS

To provide sustainable health care serving the kingdom of Bahrain and GCC-countries.

DELIVERABLES

This project Package main medical buildings shall include but not limited to: The Elite Main building (Clinical Service Block, Inpatient Block, and Outpatient Block, pharmacy), Service Building and Car Parking Buildings Structure, External works, Hard & soft landscaping till satisfactory completion of the works for Elite- Development of Package. The approximate total built-up area of main medical buildings are as follows:

Clinic Building	26,195 M2
Inpatient Building	32,389 M2
Outpatient Building	23,005 M2

Service Building	5,000 M2
Parking Structure	18,000 M2
Pharmacy	2,500 M2

SCOPE DEFINITION

This project Package main medical buildings shall include but not limited to: The Elite Main building (Clinical Service Block, Inpatient Block, and Outpatient Block, pharmacy), Service Building and Car Parking Buildings Structure, External works, Hard & soft landscaping till satisfactory completion of the works for Elite- Development of Package.

This Elite hospital will consist of a **288-bed** medical Center that is in compliance with the highest international standards and specifications in this field. Since the project will employ more than 15000 Labor, technicians, engineers, and employees. Saud Consult (SC) was selected for their long experience in leading role such mega project work in different environments and cultures. The detailed deliverables mentioned in deliverables section.

PROJECT MILESTONES

Position of land
 Agreed scope of work including design
 Appoint of project management consultancy- PMC of consultant.
 Appoint of construction contractor
 Develop procurement plan
 Draft processes and policies
 Initial handover of facilities including testing and commissioning
 Commencement of operation
 Final hand over of facilities without any pending items. And the target date will be on Mar ,2024.

ASSUMPTIONS, CONSTRAINTS & DEPENDENCIES

Assumptions

The expected weather will be favourable during all the project life cycle which is 30 months. All Work Permits and Power and water and wastewater measure will be provided by Kingdom of Bahrain. The Flow of Supply of materials and equipment, and furniture for the Elite hospital as expected during the whole project duration.

Constraints

Time

Final hand over of facilities without any pending items. And the target date will be on Mar ,2024.

Cost

The cost is limited, and a lot of things were added as Covid-19 made inflation and VAT added to the value more and custom clearance is more.

Quality

The design must stand for 100 years Green LEED Certificate Gold will be given to all buildings

Dependence

All Work Permits and Power and water and wastewater measure will be provided by f Kingdom of Bahrain.
The Flow of Supply of materials and equipment, and furniture for the Elite hospital as expected during the whole project duration.

Risk

Risk by closing king Fahad Cause way as the Supply Chain will be interrupted.

Risk from Covid-19 continuation.

Risk from the main contractor financial problems and not paying subcontractors, vendors, and Employees their salaries on time.

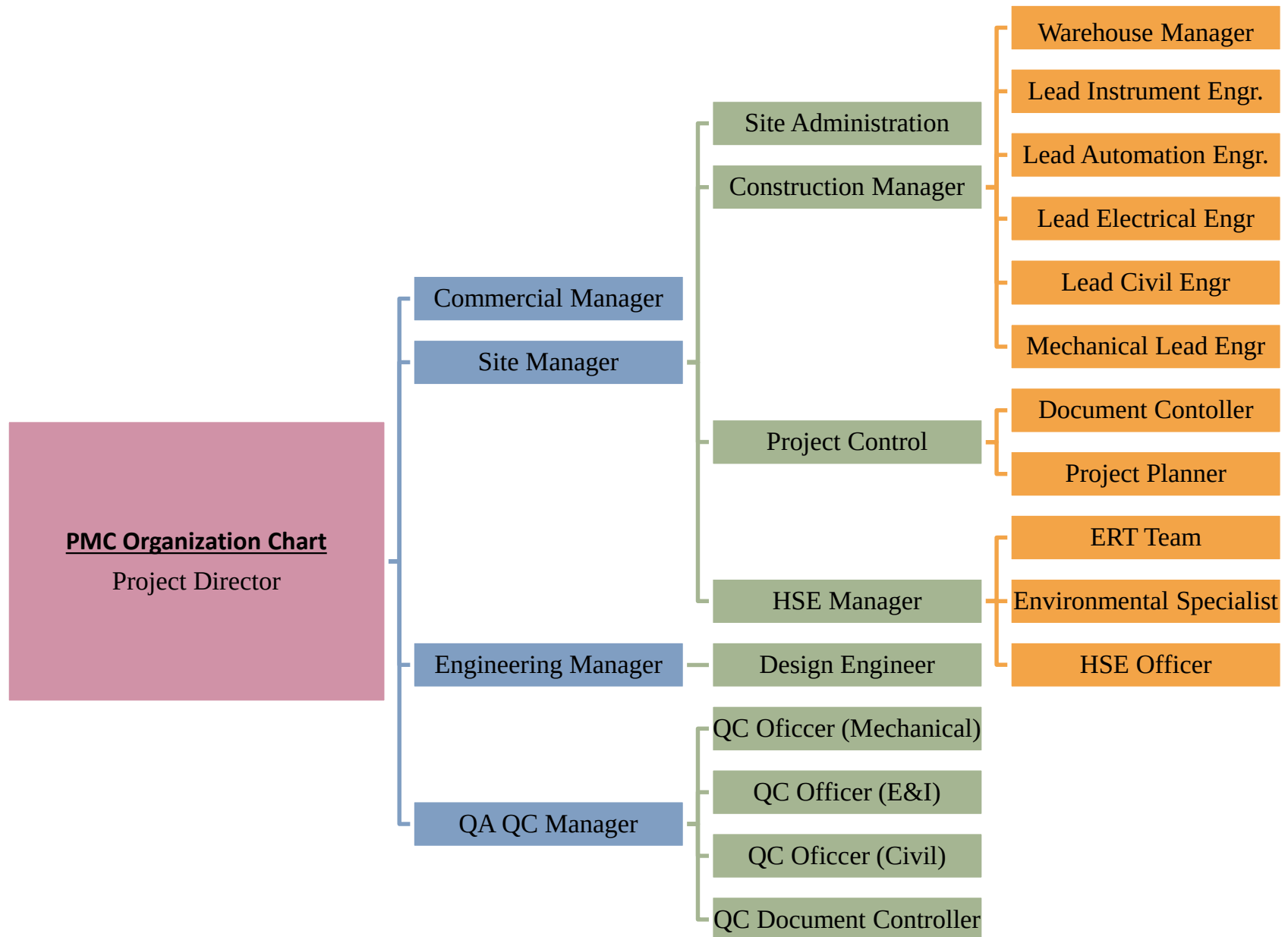
Reference any related documents that were used to define scope and assumptions – e.g., RFQ, RFP, Sales Proposal, etc.

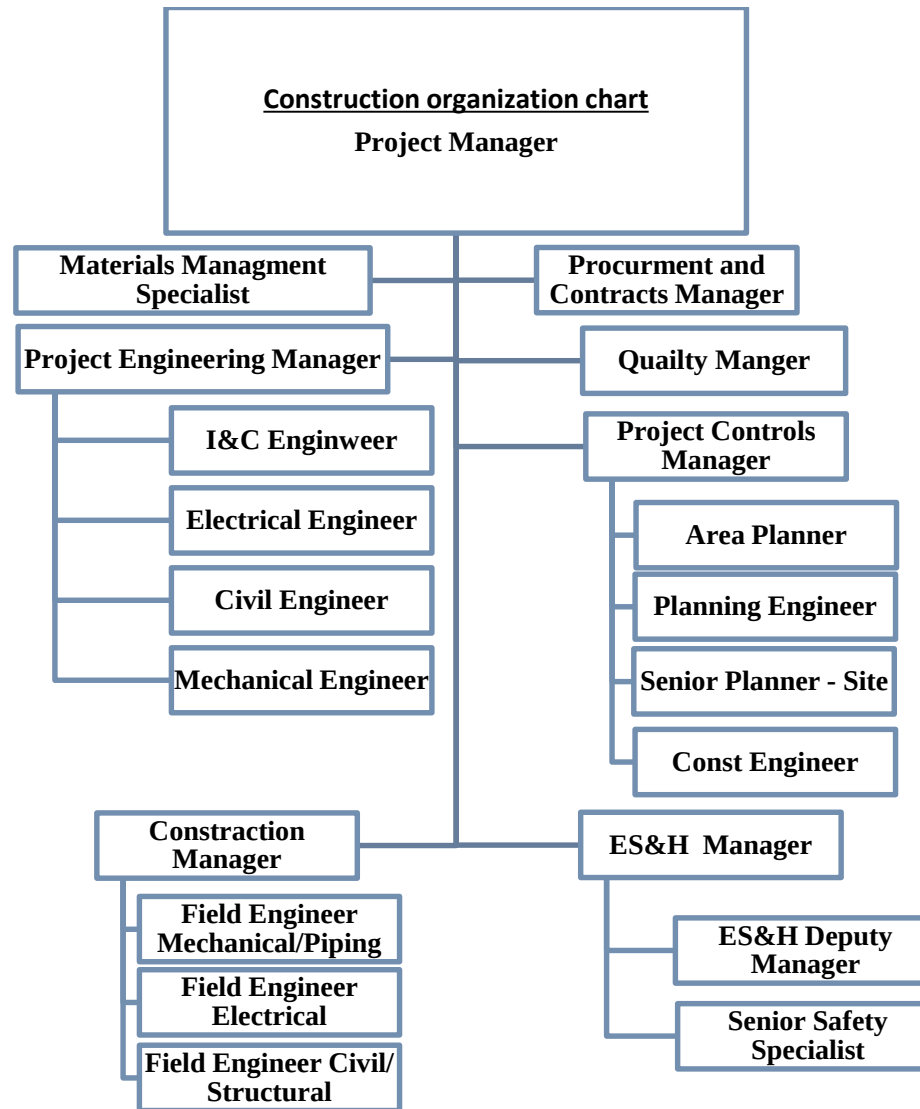
Project Organizational Structure

Identify the key stakeholders and team members by function, name, and role.

Function	Name	Role
To do all construction work	Al Fozan (FTCO)	Job to coordinate with all contractor, Sub- contractor suppliers, proponent, and all related agency in Bahrain

Project management consultancy (PMC)	Saudi Consult (PMC)	Supervision and consulting
Proponent	The Elite team members	To follow up and check with PMC
PROJECT AUTHORIZATION		
Authorized by:	Business Manager	Date
	Abdulrhman S. Al Muzaiel	
Approved by:	Project Manager:	Date
	Eng. Abdullah AL-Ghamdi	





Development of organization charts for the PMC Vision & Client

The daily operations unit is highly efficient. Patients who will perform endoscopic and surgical procedures enter it without booking rooms. Our exceptional staff provides high-quality care for patients admitted performing procedures ranging from simple to complex, such as: ENT surgeries, cardiac catheterization, endoscopic hernia repairs, and several gynecological surgeries. and general surgeries.

Daily operations are planned procedures that may require the use of operating room facilities and full general anesthesia, then patients are monitored for one day and discharged when it is safe to do so.

Our goal in the hospital is not only to provide care to our patients, but also the flexibility to match the times of their visits to us with their lifestyle and obligations, our daily operations unit benefits our patients a lot because it reduces the disruption to their daily lives with quick recovery and recovery times, and this also reduces the risk of disease infectious disease in hospital. In addition, these procedures without booking the patient's room are advantageous in terms of cost to patients and do not incur an additional burden of expenses, whether the payment is from the patient or the insurance company. (Johatch, M. 2014)

Basis for this Organization Charts

The basis for the Elite hospital is centralized. using a hierarchical structure because it makes the chain of command is clear and flows from the top down. It is establishing a clear retention of power and authority in terms of planning and decisions with the board . Managers hold power according to the level of management. Under the guidance of the approach, lines of communication are clear between managers and subordinate.

In this hierarchical structure, the board of directors is at the top, followed by the middle managers, finally the workers.

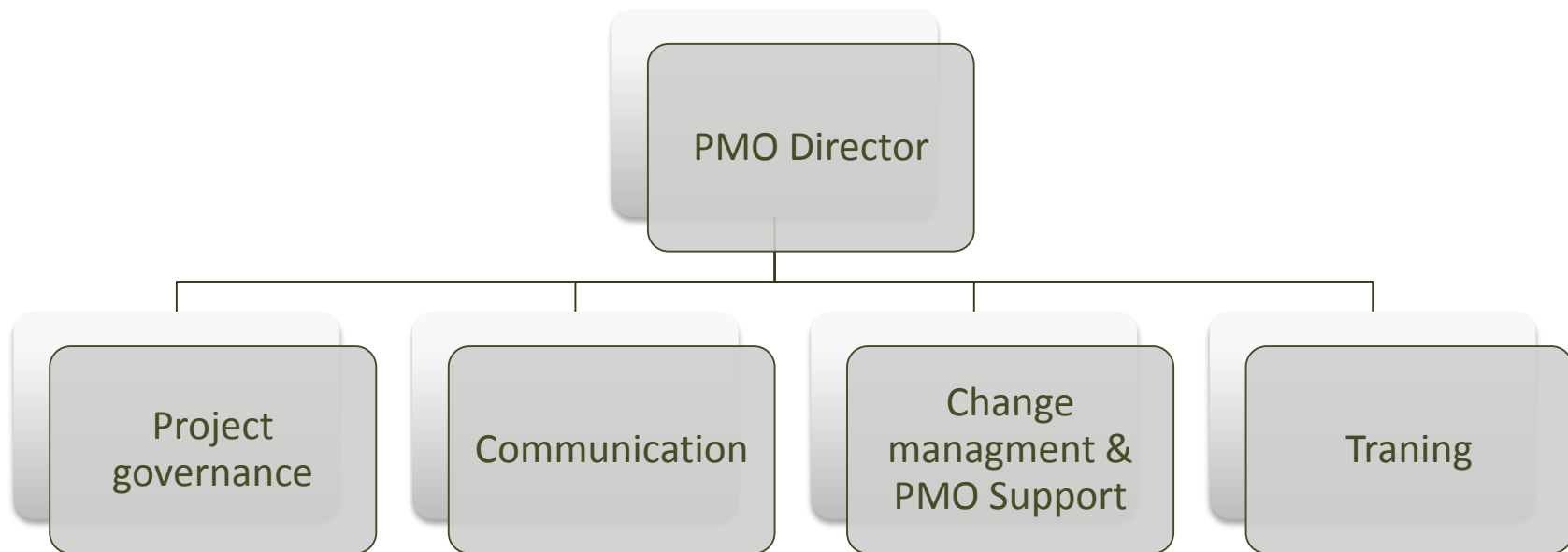
Board of directors

It constitutes the top layer of the hierarchy and consists of a group of elected representatives who represent the interests of the Elite stockholders. Their focus is on ensuring that the company achieves its strategic objectives and vision. Among the crucial functions of the Board of Directors is to set policies, take institutional decisions, and hold accountability among the concerned parties.

Middle managers. It is accountable to board of directors for their functions, and responsible for leading and providing guidance to lower level directors of departments.

Workers. They are located below the supervisor level, and they are non- executive employees .They are the employees of the organization who work in the Elite hospital and carry out the tasks that are required of them to do and the plans set by the administration.

Project management office (PMO) Model



To set a strategic vision for the year 2022, and beyond. The vision is between the patient care model and achieving clinical and training facilities. Taking the organization's vision and convert it to actionable goals requires significant resources, effort, cost, and coordination. That will create the integrative structure necessary for managing the goals of operational improvement and strategic developments is through a project management office (PMO).

The function of this PMO is supportive

The hospital expected to set a measure by leading and lagging for word healthcare organization standard. A healthcare PMO is the implementation of project management to allow the organizations to output efficiently on strategic & and operational initiatives in several responsibilities will prioritize your organizational goals and coordinate them into the accuracy of project management especially for clinical features such as a section for surgery, pediatrics, obstetrics and gynecology in the medical center with separated parking spaces, accommodation for staff, and retail store.

Elites Hospital has many majors' involvement, specialty, and policies in the hospital rather are administrative, medical, engineering, etc. The requirement can be used to the organizational frame structure. That provides specialist support expertise, and guidance for the teams which is operating at all times, so supportive PMOs act in providing forms templates, guidance, best practice, training, access to information, and supervision to keep track of lessons learned. The pieces of knowledge can apply to all projects in the Elites.

Its assumes to the governance process in theory that involves the PMO in all project, regardless of size, allow asses the scope; allocated resources; and verify time, budget, risk impact assumptions, and maintaining standardize processes in the organization before the project is undertaken.

Seven pillars of clinical governance

Clinical Effectiveness

It is a term that engulfs all activities, services that support clinicians and healthcare professionals to enhance the Medical Quality. This can be achieved by:

- A framework of informing, changes, and monitoring and controlling medical Practice
- Guidelines, Audit, and safety of all Staff, and patients.
- The Important of Quality by clinical audits

Clinical Information

Clinical Information is a system in all modern clinic and hospitals called **Clinical Information System (CIS)**, which is designed to be used for all care environment, As an example like the critical and serious cases like such as an **Intensive Care Unit (ICU)**. Four core components of CIS:

- EHRS (Electronic Health Records), Listing all patients records
- COPE System (Computerized Order Provider Entry)
- Digital Evidence
- Decision-Support Tools

Risk Management

It is the improvement and Quality and safety of health-care services by identifying, Qualifying, and quantifying and listing them and give all responses to them as patients and all staff and employees are the center of care for all these measures.

Education & Training

It is important staff have continual training to ensure they are up to date with the latest skills, knowledge, and research – linking into Clinical Effectiveness and Research.

This always allows them to provide the best care possible.

- Achieve further education through degrees or diplomas
- Attend events, lectures, webinars, and courses

Audit

Audits are carried out to monitor the quality of clinical care being carried out. They measure against set guidelines and any deviation are examined and improved upon. After some time, audits are repeated to ensure that actions taken to improve have worked, and organizations are quality assured.

Patient & public involvement

To communicate with patients and the public to focus on the quality of care and any possible problems that may occur: This can be achieved by:

- Patient surveys.
- Representatives for patients on practice and hospital boards

Staff management. This ensures correct staffs are hired for the exact jobs including any staffing matters such as performance, are addressed as well as encouraging staff to actively participate in the work environment.

Healthcare Compliance is referred to process all legal, professional, and ethical comply

(Regulation, Compliance, and Auditing)

The first step to creating healthcare compliance is ensuring everyone in the organization understands how to contribute to overall healthcare compliance and strive for rules and regulations every day. When the mistake happens and put measure to prevent those mistakes to happen again. Compliance refer to law, process, policy, rules, regulation, and guideline. It is critical for all healthcare organization to develop and implementing effective compliance department in the hospital or any organization. It brings a wide benefit or mutual goals to the organization to reduce a fraud and abuse. Also enhancing healthcare operation and improving the quality of health services. Therefore, reducing the overall cost of healthcare services. Compliance help the hospital to fulfill their legal duty. The resources guide to compliance to measures the various following element: -

- Standards, policies, and procedure
- Compliance Program Administration
- Screening and Evaluating of Employee, Physician, Vendors and other Agents
- Communication, Education, and Training on compliance Issues
- Monitoring, Auditing, and Internal Reporting System.
- Discipline for Non-Compliance
- Investigations and Remedial Measures.

The Compliance as a program standard has a reason to the hospital or any organization with such compliance standard, ethic standard, policy, an operation to the organization charter under the act of the law, and promoting the quality of the care by sufficient resources and authority to the individual designated as an above. The employee should exercise and engage the diligence to the compliance. One of the most important recently healthcare compliance is providing effective communication to provide services as volunteering includes mandatory training.

A Human Resource Audit is an examination of the human resource policies, practices, and systems of hospitals, firms (or divisions) to eliminate deficiencies and improve ways to achieve goals. A human resource audit evaluates the human resource activities used in an organization. The audit may include one division or an entire hospital or company.

- It helps align the human resources department's goals with larger organizational strategies.
- It is almost invariable to uncover better ways for the department to contribute to societal, organizational, and employee objectives. This, in turn, clarifies the human resource department's duties and responsibilities.
- It ensures timely compliance with legal requirements.
- It discloses how well managers are meeting their human resource duties.
- It uncovers critical human resource problems and possible solutions.
- It reduces human resource costs through more effective procedures.
- It provides specific, verifiable data on the human resource department's contributions.
- It stimulates uniformity of human resource policies and practices.
- It helps review and improve the human resource department's information system.
- It enhances the professional image of the department among various stakeholders.

Human resource research grows more important with each passing year. Several reasons account for this. First, human resource work carries with it many legal implications for the employer. Failure to comply with equal employment or safety laws, for example, subjects the organization to lawsuits. Second, people costs are significant.

Pay and benefits often are major operating expenses for most employers. Improper compensation plans can be costly, even fatal, to the company's survival. Third, the department's activities help shape an organization's productivity and its employee's quality of work life. Fourth, the critical resource in many organizations today is not capital, but rather, information, knowledge, and expertise. This means that an audit of the caliber of a critical resource. Human

resource is necessary for the success of the organization. Finally, the growing complexity of human resource work makes research necessary. Today, more than ever before, human resource activities aimed at productivity improvement, succession planning, and organizational cultural change are critical to competitive survival. More and more executives expect the department to make strategic contributions and place the function at a higher level in the organization hierarchy. The scope regulation of human resources extends beyond just the human resource department's actions. The department does not operate in isolation. Its success depends on how well it performs and how well its programs are carried out by others in the organization. Consider how supervisors in a firm reduced the effectiveness of the performance appraisal process. The team is responsible for assessing the effectiveness of the human resource function and review how well managers comply with human resource policies and procedures and labor laws. To bring an assessment of employee satisfaction with a variety of work-related matters and implications for human resource practices and systems. Most human resource specialists should do the following:

- Identify who is responsible for each activity.
- Evaluate how objectives associated with each activity support organizational strategies.
- Review the policies and procedures used to achieve these objectives.
- Examine whether policies and procedures are being followed correctly.
- Develop a plan of action to make improvements and report them to all concerned.
- Follow up on the plan of action to ensure continued compliance.

In the end, reviews how well managers comply with human resource policies and procedures. If managers ignore these policies or violate employee relations laws, the compliance should uncover these errors so that timely corrective action can be taken.

Major area covered in Human Resource Compliance and Audit

Human Resource Management Information System

Human rights legislation

-information on compliance

Job analysis information

-Job standards
-Job descriptions
-Job specifications

Human Resource Plans

-Supply and demand estimates
-Skills inventories
-Replacement charts and summaries

Compensation Administration

-Wage and salary levels
-Benefit package
-Employer provided services

Staffing and Development

Recruiting

-Source of recruits
-Availability of recruits
-Employment applications

Training and orientation

-Orientation program
-Training objectives and procedures
-Learning rate

Selection

-Selection ratios
-Selection procedures
-Human right legislation compliance

Career development

-Internal placement success
-Career planning program
-Human resource development effort

Organization Control and Evaluation

Performance appraisals

- Standards and measures of performance
- Performance appraisal techniques
- Evaluation interviews

Human resource controls

- Employee communications
- Discipline procedures
- Change and development procedures

Labor management relations

- legal compliance
- Management rights
- Dispute resolution problems

Human resource audits

- Human resource function
- Operating managers
- Employee feedback on HR.

How does your small business achieve success?

A common approach to setting goals in management is the Smart Goals (S.M.A.R.T Goals) approach, which holds that ideal goals are goals that meet the following five conditions:

Specific

Objectives should be clearly defined and not ambiguous or unambiguous.

Measurable

Objectives should be measurable for you to be able to check progress.

Achievable

You may be overwhelmed with enthusiasm and decide to achieve great goals and do it all. But the truth is that setting goals at hand, and then achieving them, is better than setting great goals that you are unable to achieve any of them.

Relevant

The goals should be directly related to what you want. Do not set unnecessary goals, as this will distract your focus, and drain your time, which may be the first thing that you spend on the necessary things. You should ask yourself the following questions before adopting any goal:

Time-bound

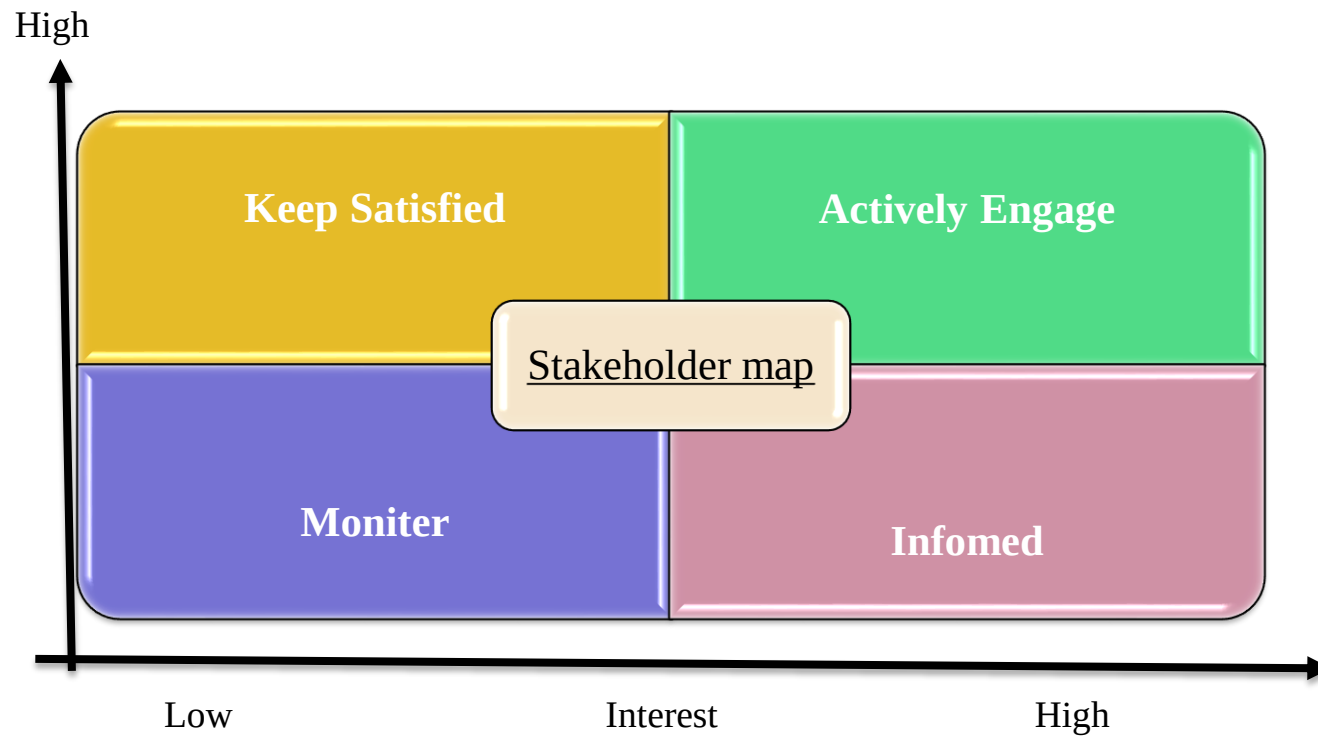
You must set a deadline for your goals so that you do not fall into the trap of procrastination. Before adopting any goal, you should specify its deadline precisely and clearly. For example, suppose you want to create an online store, here is an example of the goals you can adopt.

Compliance Model						
Project Name		The Elite	Owner	Arabian Gulf University	Main Contractor	SaudConsult, AlFouzan
Date		2019	Day		Ref.	
Requirements			Compliance			
No	Goal / Deliverable	Responsible	Details of Deliverables	Goal / Deliverable	Compliant (Yes/No/NA)	Remarks
1	Improve quality of medical car	Elite leaders	continuous follow-ups and updates of the patient's condition & Provide the latest medical facilities	Improve quality of our services	Yes	
2	achieve the highest desired competencies from training and education outputs	Medical College Administration	Intensive focus on training and education of (Health College) students through practice and the use of the latest learning methods	achieve the highest desired competencies from training and education outputs	Yes	
3	Increasing the hospital capacity	The hospital top management	Increase the number of beds from 288 to 500	Increasing the hospital capacity	Yes	

No	Description	Project stage	Status	Check
1	Has the project strategy plan been designed	Start	Closed	☐
2	Has the project charter been created	Start	Closed	☐
3	Has the scope of the project been defined	Start	Closed	☐
4	Have you Hold a project kick-off meeting	Start	Closed	☐
5	Have you Identify project roles and responsibilities	Start	Closed	☐
6	Have you created a baseline for project plan	plan	Open	☐
7	will the plan satisfy all stockholders expectations	plan	Open	☐
8	Does the project team need any training	plan	Open	☐
9	Does the plan include all major project tasks	plan	Open	☐
10	Is the critical path clear	plan	Open	☐

11	Has a risk register been created	plan	Open	☐
12	Have All documents been organized	achieve- close	Open	☐
13	Is Project retrospective been done	achieve- close	Open	☐
14	Have deliverables been handed off and signed off by stakeholders	achieve- close	Open	☐
15	Has feedback been collected	achieve- close	Open	☐
16	Has the project been completed	achieve- close	Open	☐

Stakeholder Register			
Project title		The Elite Hospital	Project Number 1
ID	Name	Contact person	Phone Number
1	Suppliers	Ahmed Hafaz	00 973 3940 2651
2	Designer	Kazi	00 973 3401 877
3	Contractor	Kazi	00 973 3401 877
4	Saudi government	Mohammed Al Hussain	00966 504252684
5	Ministry of health (End user)	Main office	937
6	Sulaiman AL Habib	Admin office	004-4297777
7	Causeway authority	CEO- Office	00966-138538221
8	Citizens of Bahrain	National institute	973-17111666
9	Saudi Bord	Main office	920019393
10	Insurance company	Main office	920000456



Stakeholder assessment matrix									
Stakeholder	Risk	Influence	Interest	Project Phase					Engagement level
				Initiation	Planning	Execution	Control	Closes	
Suppliers	H	L	H		H	H	H	H	During the project phases
Designer	M	L	M	L	L	L	L		Initiation & planning
Contractor	H	H	H			H	H		Execution & control
Government affairs	L	L	L				L		Control
Ministry of health (End user)	H	H	H	H	H	H	H	H	All the project phases
Dr. Sulaiman AL Habib hospital	L	L	L	L	L				Initiation & Planning
Causeway authority	L	L	L	L					Initiation
Citizens of Bahrain	M	L	L						As needed
Insurance company	H	H	H	H				H	Initiation & closing

Every year in all projects set their corporate goals with every intention of achieving them. The measurements depend on the organization yearly, quarterly, or even long-term by measuring results, outputs, and outcomes. It implies the promise of expansion and the building of long-term value and durable cash flow streams as well. The lead indicators are always more difficult to determine than lag indicators for operation results. I will change from operational to the indicators to sponsor the project. Lead indicators frequently require an investment to implement an initiative prior to a result being seen by a lag indicator. What has become clear over years is the result in enhanced project building performance overall.

Employee satisfaction and motivation is a well-proven lead indicator of the government of Bahrain's satisfaction of high performing processes. Is a good lead indicator for cost-efficient development of the hospital management, and center strategy? The great thing about leading indicators is that they are proactive in nature and need an operation. They report when the hospital and employees are open, so the indicators will be noticed and improve the environment. Lag indicator without a lead indicator will give no indication as to how a result will be achieved and proven no early warnings about tracking towards strategic goals. First, we lead then we lag indicators for software program, hospital models, and social media for the hospital project.

Culture of the organization

Culture of organization is a comprehensive guide to making culture a major strength/weaknesses of your organization, from what culture is and why it's important to a roadmap you can follow to create a culture that delivers results time after time.

Culture and values

What defines us as a hospital, as management, as employees, as leadership, as people is our behaviors and attitude. The foundation of what we do is based on our values: safety, accountability, excellence, integrity, respect, transparency, and patient centric. By our behavior and our values always reflect our highly efficient and effective performance

Safety

Safety is one of the main parts of Elite hospital culture. We are constantly focusing and improving our capabilities to eliminate the harm that can be prevented by Elite Hospital

Accountability

We have clearly defined the accountability that falls on all levels in the organization. Every employee in the elite hospital bears responsibility for his actions in the performance of his duties towards the organization, this contributes to achieving a high level of health care

Transparency

Is one of the pillars inside Elite Hospital. It helps deliver better service and high-quality results to our patients and stakeholders by sharing information and data to achieve the value of accountability

Excellence

At Elite Hospital, we excel in providing outstanding quality health care services, and a very satisfying experience for patients as we are agile in addressing and providing high quality service

Integrity

The integrity of services and business in Elite Hospital is based on the ethical standards of our staff and employees in our daily work. It is one of the essential assets, it is the mirror for us, it is our reputation. The basis of the integrity of the organization is the personal integrity of each individual in the organization

Patient centric

Medical care for our patients is our priority. We provide all the needs and preferences of the patient and help them make decisions by providing them credible medical consultations, to have a distinctive experience.

Respect

A culture of respect is an essential component of Elite Hospital that helps to perform better and more creatively. Through the collaboration and commitment of healthcare team members in helping to create a healthy environment for patient care as people. We show respect by equalizing all patients as persons

Personal behaviors of the student that may affect the project

Manage your time

People spend so much time managing and economizing on their money that they forget that their real capital is time. Perhaps what distinguishes successful people from others is that they are good at managing time and making the best use of it. They invest their time in developing themselves, developing their expertise, transforming their ideas into projects, and then developing and developing those projects. Here are some time management tips:

Respecting time: You should view time as a scarce and important resource and make good use of it.

Set your priorities: Not all activities are equal, some are more important than others, prioritize, and start with them.

Avoid multitasking: Some people think that if they work on more than one task at the same time, they will increase their productivity. Unfortunately, this myth is very common among people, and the fact is that many studies contradict this belief, and even prove the exact opposite. Some of these studies estimate that multitasking reduces productivity by as much as 40%.

Financial management

%29of small businesses fail for financial reasons, and the reason may not necessarily be a lack of resources, but rather a mismanagement. Perhaps a project that started with a small budget has succeeded where projects that started with larger budgets have not succeeded. Managing your financial resources is one of the necessary skills that you must learn to ensure that the sources of financing your project, and all the resources you have, are spent in order to maximize the use of them and accelerate the growth of the project.

Accurately calculate costs: One of the common mistakes' entrepreneurs make when planning to set up a project or start-up company is that they miscalculate the true costs and expenses of the project. They often expect budgets that are much smaller than the real ones. Take your time and calculate the costs accurately. Some advice that you always multiply the amount you expect by 3 to get the real amount you will need.

Keep track of expenses: You should have a clear idea of your daily, weekly, monthly, and incidental expenses. Prepare periodic reports on expenditures, and constantly check that there is sufficient cash flow.

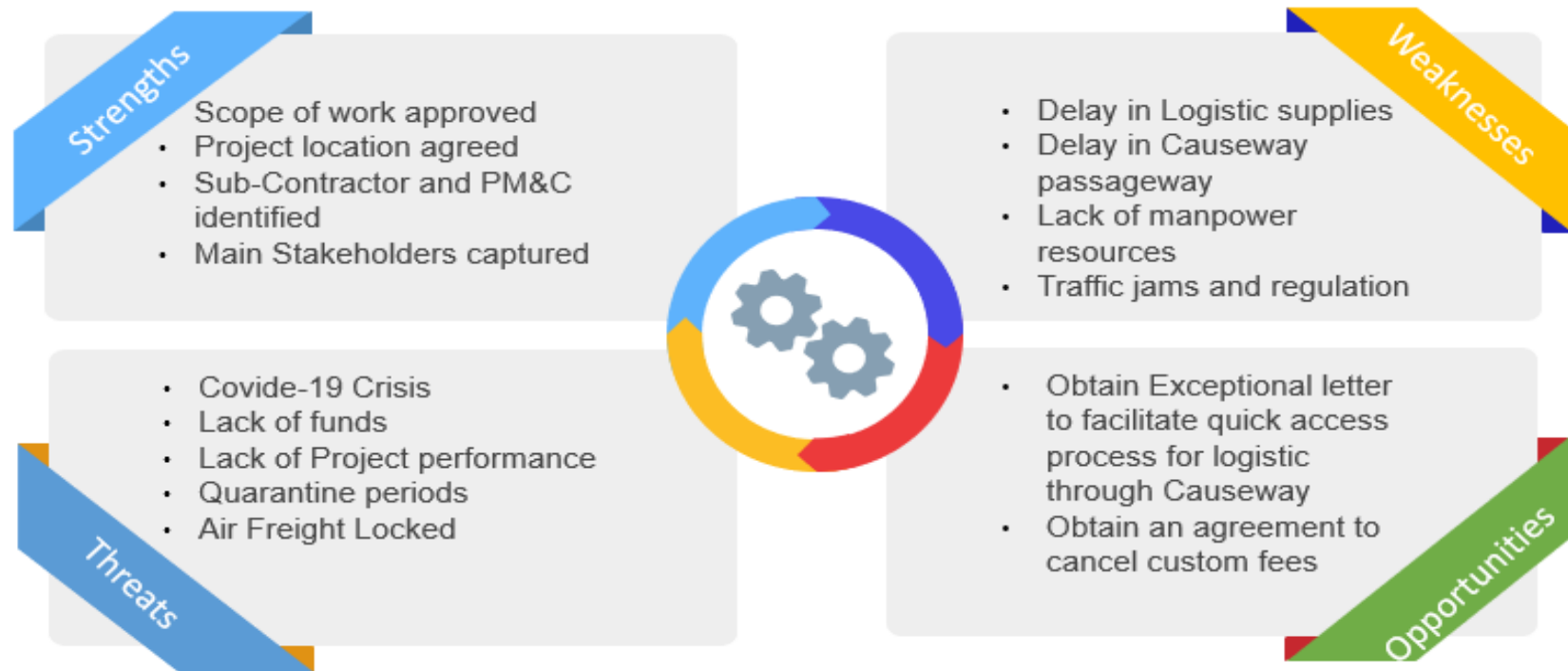
Kill the costs: Eliminate unnecessary costs and limit the necessary costs by using modern technology.

Set your goals

After you develop a business plan for establishing your project or company, and before you start working on it, you have to answer the following question: How do I know if my project will be successful 6 months or a year from now? This question is very important. The best way to answer it is by setting clear goals for the project from the start. These goals will serve as a benchmark against which to measure the success of your project.

Setting goals is not as easy as you think, the lesson is not writing a random list of goals, the challenge is writing realistic, ambitious, and thoughtful goals. Goals should not be too big and unrealistic, so failure is inevitable that they will frustrate you later. And small goals should not be easy, in the end it is a form of challenge for you and your team, otherwise you will lose enthusiasm and passion.

SWOT Analysis



Strength, Weakness, Opportunity, and Threat (SWOT) Analysis (*Emet GUREL ,2017*)

Behaviors that are inconsistent with moral integrity

Maintaining documents, records, and records

Employees are obligated to maintain all documents, documents and records that are in their custody, and they must take care of permanent files and files of work papers and keep them in accordance with the rules and procedures followed, and the employee may not destroy these documents and documents except after obtaining written approval from the competent authority

Professional secrecy

All data, information, and documents that the employee has access to during the performance of his job duties. They are confidential business and all employees are prohibited from disclosing information and data related to them, and this prohibition remains in place even after the employee leaves the service.

Loyalty and loyalty to one's country

The employee's commitment to loyalty and loyalty to the facility, not to offend in any way to the facility or its symbols, and to abide by the rules and principles of the facility and its laws.



PESTLE	Factors	Pros	Cons
Political	-Taxation -Political stability -Freedom of the press -Trade policy instruments	-No capital taxes -Political stability is normal -Reducing customs costs on imported goods in accordance with the advantages of the common GCC agreement	-Impact of general tax -Freedom of the press is restricted by the government
Economical	- Economic growth- - Inflation - - Unemployment- -COVID-19 pandemic - Exchange rate	- GDP is on the rise -The BHD is pegged to the USD at a rate of BHD 1 per USD 2.659	-Unemployed rate on the rise due to COVID-19 . -Inflation rate on the rise
Social	-customs and traditions - Culture- - Health and safety- - Social classes- - illiteracy- - education level-	- Working according -to Islamic principles - Health awareness- - illiteracy rate is low - -Education level is high	-Ownership rate of housing is low
Technological	-Innovative -Advances in Technologies -Technology awareness -Telecommunications infrastructure.	-The level of technological advancement is positively -The level of awareness of technology is high	-The increase in electronic penetration, which leads to an increase in the cost of protection -The risk of a lack of privacy -Internet outages
Legal	-Islamic law - -Changes to legislation -Work rules	-Labor laws are clear -Laws comply with Islamic law	-Major changes in laws -Issuance of new regulations and laws

	-Health and safety laws		-Surprising decisions made by the state
Environmental	-Weather and climate -Waste disposal laws -environmental policies recycling policy-	-Support for renewable energy -Working with International standards for recycling	-Desertification arising from the degradation of limited arable land -seasonal drought and dust

Political factor:

The organization should analyze political stability and trend before starting operation .

Economic factors:

Before investing in Kingdom of Bahrain the organization must analyze inflation rate, GDP, purchasing power.

Social factors:

The organization should focus on the needs of its patients, and make updates constantly

Technology factors:

The organization should focus more on modern technologies used in hospitals, to provide the best health care

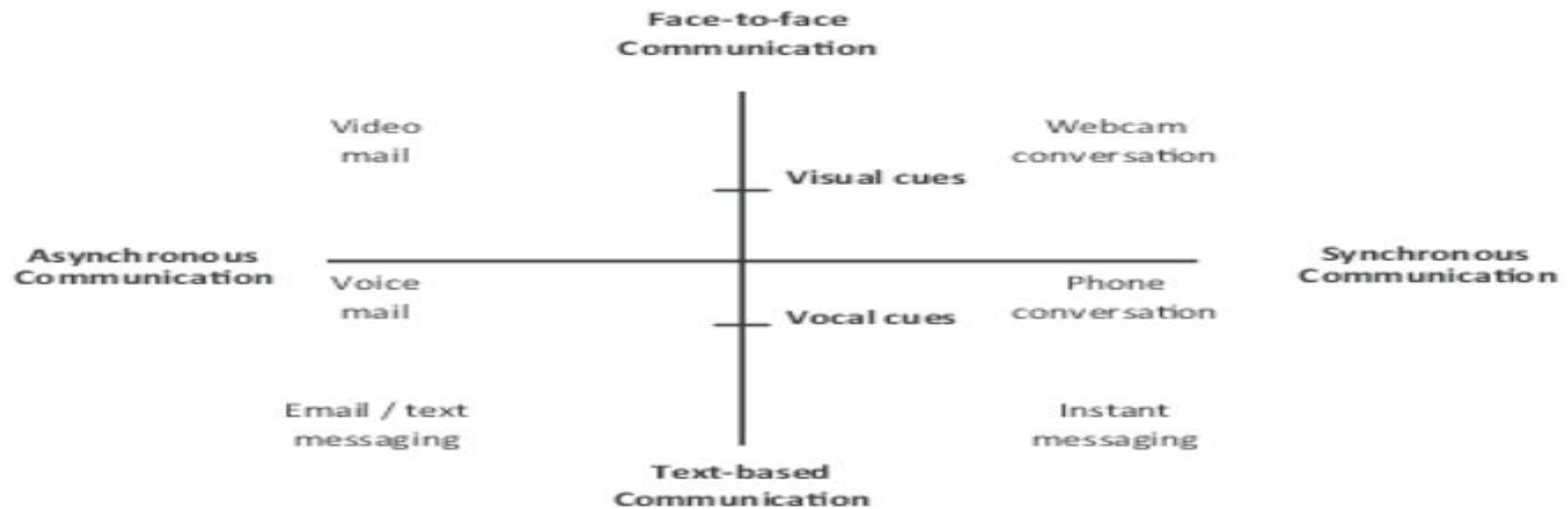
Legal

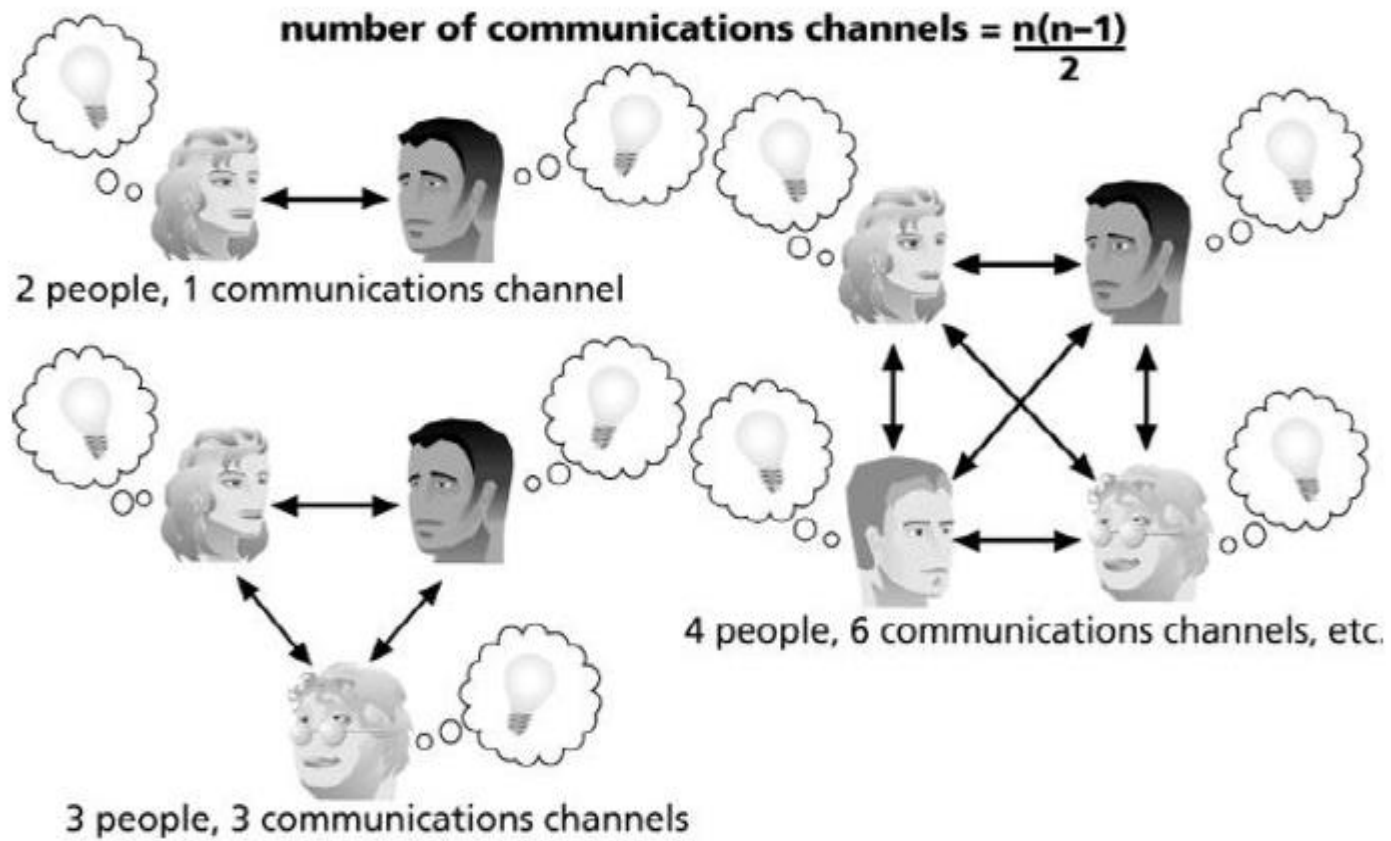
The organization should avoid indulging in any legal controversy.

Environmental factors. The organization shall dispose of medical waste in the correct manner and avoid the use of prepared materials to preserve the safety of the environment.

Project communication plan

Deliverable info (What)	Receipt (Who)	Delivery method (How)	Schedule (When)	Who's Responsible (Owner)
Suppliers	High	Email / Phone	Daily	All
Designer	Medium	Email	Weekly	Designer
Contractor	High	Email / Phone	Daily	Contractor
Saudi government	Low	Face To face	Quarterly	Project manager
Ministry of health (End user)	High	Face To face	Quarterly	Project manager
Sulaiman AL Habib	Low	Email	As needed	Project manager
Causeway authority	Low	Face To face	Quarterly	Project manager
Citizens of Bahrain	Medium	Social	As needed	Project manager
Saudi Bord	Low	Face To Face	AS needed	Project manager
Insurance company	High	Email/Phone	By week	Project manager





3 wrong scenarios of communication.

1. Conveying Important Messages by Email

In 2006, Radio Shack laid off 400 workers by email with no notice. Here the mode of communication was poorly chosen, as email is not appropriate for a layoff notice. In addition, the notice itself was overwritten and hard to follow.

2. Communications Sent in Anger

A prime example of bad communication occurred in 2001 at medical software company the Cerner Corporation, where the CEO sent an angry email to the entire team berating staff members for coming in late and leaving early, and threatened to take revenge by taking away benefits. The email was posted on the Internet, resulting in a huge drop in the company's stock price.

3. Lack of Consideration and Follow-Through

Bad business communication often occurs when one person fails to return telephone calls or emails, and especially when he fails to say thank you for favors done or to report back when expected to do so.

Stakeholder assessment matrix									
Stakeholder	Risk	Influence	Interest	Project Phase					Engagement level
				Initiation	Planning	Execution	Control	Closes	
Suppliers	H	L	H		H	H	H	H	During the project phases
Designer	M	L	M	L	L	L	L		Initiation & planning
Contractor	H	H	H			H	H		Execution & control
Government affairs	L	L	L				L		Control
Ministry of health (End user)	H	H	H	H	H	H	H	H	All the project phases
Dr. Sulaiman AL Habib hospital	L	L	L	L	L				Initiation & Planning
Causeway authority	L	L	L	L					Initiation
Citizens of Bahrain	M	L	L						As needed
Insurance company	H	H	H	H				H	Initiation & closing

Legend L = Low, M = Medium, H = High

Transformational Leadership

The leader inspires his or her followers with a vision and then encourages and empowers them to achieve it. The leader also serves as a role model for the vision. And such type of this project prefers this leadership style to achieve the required goal. Below are some of the advantages of transformational leadership style .

- It leads to a lower employee turnover rate.
- Transformational leadership places high value on corporate vision.
- High morale of employees is often experienced.
- It uses motivation and inspiration to gain the support of employees.
- It is not a coercive approach to leadership.
- It places high value on relationships.

Proposals of Motivation Methods

Motivation can be internal or external influences that contribute to productivity, satisfaction at work and meaningful contribution to projects. To keep workplace environment productivity and performance high, it is very important to keep your team members energized and motivated. Engaging team members will allow you to create an entire culture where members are motivated to develop and succeed in their roles. this is one of the leadership skills needs to apply it during the project life cycle.

1. Create employee recognition programs

Employee recognition programs support create an emotional connection between you as leader and your team members. human needs of self-esteem and a sense of belonging within a team. Awards for specific achievements of major milestone. It is best if this program can be developed with tangible rewards,

2. Instill purpose and passion

To motivate employees through passion and purpose, it's important you clarify and communicate your company's "big picture" goals and values. connect individual goals and achievements to these larger business objectives. Additionally, you can practice giving honest, constructive guidance that contributes to fostering a company culture where employees feel safe being open and honest.

3. Give your employees autonomy

To encourage autonomy within your workplace include creating choices within restrictions; establishing and rewarding trust; granting employees ownership over tasks and utilizing their unique skills; accepting their input on scheduling; and providing them with the training, technology, and other tools to proficiently do their job.

4. Design an inspiring workspace

Way of motivating team members is to create a pleasant, functional, and comfortable workspace. People spend a most of time on the job, and they will be happier to do so if they are working in a pleasant environment.

5. Stay positive

Focus on the positive as much as possible. One rule of thumb is to praise publicly and correct privately. If clients have shared positive feedback with you, make sure to disseminate it to your team so they can see their work is appreciated. Encourage your team members to take their breaks and to keep coffee and decent snacks. Never underestimate the value of food-based advantages.

RACI- depending on delegation of authority (DOA)

Sr No	Activity	Weight	Budgeted amount ~SAR In Million	Director	President	CEO
1	1.1 Clinic Building 1.2 Value: 1 > 50 ~Mn 1.3 Value: 50>100 ~Mn 1.4 Value: 100>200 ~Mn	20%	130	I	C	A&R
2	1.2 inpatient Building 1.5 Value: 1 > 50 ~Mn 1.6 Value: 50 >100 ~Mn Value: 100 >200 ~Mn	20%	130	I	C	A&R
3	1.3 Outpatient Building 1.7 Value: 1 > 50 ~Mn 1.8 Value: 50 >100 ~Mn Value : 100 >200 ~Mn	30%	195	I	C	A&R
4	1.4 Service Building 1.9 Value: 1 > 50 ~Mn 1.10 Value : 50 >100 ~Mn Value : 100 >200 ~Mn	10%	65	C	A&R	I
5	1.5 Parking area 1.11 Value: 1 > 50 ~Mn 1.12 Value : 50 >100 ~Mn Value : 100 >200 ~Mn	5%	32.5	A&R	C	I
6	1.6 Pharmacy 1.13 Value: 1 > 50 ~Mn 1.14 Value : 50 >100 ~Mn Value : 100 >200 ~Mn	15%	97.50	C	A&R	I

Managing Conflict

Five Methods for Managing Conflict has many sources in the workplace. It is borne out of differences and will arise in any situation where people are required to interact with one another. Dealing with conflict effectively is a key management skill. This article outlines five different approaches to conflict management and the situations they are most appropriate for:

1. Accommodation

This is a lose/win situation. The accommodation approach is generally used when one party is willing to forfeit their position. It is best used in situations where: One party wishes to indicate a degree of fairness. People wish to encourage others to express their own opinion. The issue or problem is more important to the other party concerned. It is more important to safeguard the relationship rather than argue about the issue.

2. Compromise

This is a win/lose – win/lose situation, i.e. everyone involved gains and loses through negotiation and flexibility. Each will win some of what they desire while at the same time giving something up. The main goal of this approach is to find common ground and maintain the relationship. Compromise is best used: To achieve an agreement when all parties have equal power. To reach a temporary resolution in more complicated matters. To achieve a settlement when time or other circumstances are constrained.

3. Avoidance

This is a lose/lose situation. Neither party takes action to address the issues involved in the conflict, meaning that it will remain unresolved. This approach is best used: If all concerned feel that the issue is a minor one and will

be resolved in time without any fuss. When the parties need a chance to cool down and spend time apart. If other people are able to resolve the conflict more effectively than the parties concerned. When more time is needed before thinking about dealing with the issues. If the impact of dealing with the situation may be damaging to all parties involved.

4. Competition

This is a win/lose situation. One party attempts to win the conflict through dominance and power. This approach is best used: When all other methods have been tried (and failed). In emergency situations when quick, immediate and decisive action is called for. In situations where unpopular changes need to be applied and discussion is not appropriate.

5. Collaboration

This is a win/win situation. It is the most effective but most difficult way of managing differences. It requires trust and commitment on all sides to reach a resolution by getting to the heart of the problem. All parties need to be willing to empathize and try to understand each other's situation. Collaboration is most appropriate: When all parties are willing to investigate alternative solutions together that they may not necessarily have thought of on their own. When trying to get to the source of problems that have continued for a long time. When upholding objectives that cannot be compromised on any side while still preserving the relationship. When parties from different backgrounds and experiences are involved.

We therefore applied the following techniques to eliminate the conflict situations as follows:

- Construction waste and backfill were some of the significant difficulties of the project. The amount of backfill and construction waste was large even with the provision of waste containers. The entry of trucks inside the center to transport them was difficult, especially during the rush hour of sectors in the city. After several unsuccessful attempts to obtain a permit to transport waste, we got flexible conditions in the evening and nighttime periods, enough to haul all the debris without causing any crowding in the city.
- Moreover, the number of cars crossing the Causeway has been increasing year after year over the past years. The transfer of equipment from Saudi Arabia to Bahrain with customs clearance through the Causeway was also one of the company's most challenging challenges, especially on holidays. After extensive analysis, planning, and cooperation with the Causeway administration in the two countries, there was only one solution: transport the equipment by making a queue of trucks to cross the Causeway at specific times in the early morning.

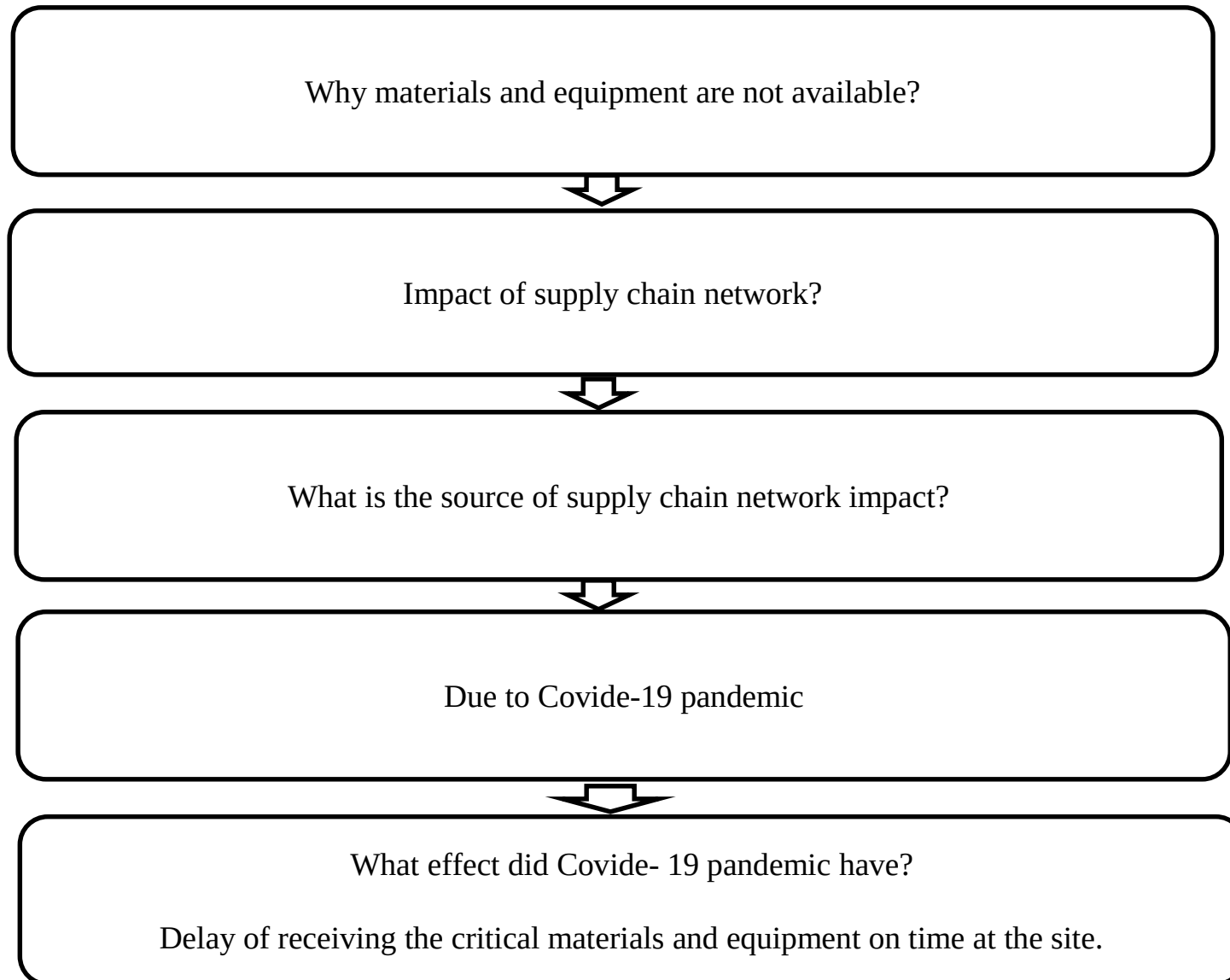
The structural organization of the companies working on the project was not at the expected level either. Plus, this confusion affected the project's work. Every high manager, engineer, and worker works without a schedule, and the skyline (completion of the work) controls the work. Through a meeting between companies and the different departments. Communication is made to determine the structural organization, the distribution of tasks, and the conditions of each work so that there is no delay or confusion in the delivery of work. Furthermore, by creating a schedule and skyline using programs so that everyone knows the time of starting/finishing and completion of work by date/time. (Rashmi Kodikal , 2014)

Strategy conflict

No	Conflict source	Strategy	Reason of preference
1	Personal differences	Use a collaboration approach to team management	Because the focus on cooperation makes these conflict disappear
2	Objectives and priorities	Establish SMART objectives	Because it gives a clear direction for achieving goals and arranging priorities
3	Role incompatibility	Avoid task overlap and define responsibility clearly	Because it prevents any confusion
4	Communications	Use the right communication tools, set communication standards	To ensure that there no defect or misunderstanding in communication
5	Authority	Clearly define authority and responsibility at the beginning of project	To ensure that is no confusion, and certainty of how the authority must make the decision
6	Project Team members	Use collaborative approach	To ensure the commitment and collaboration of the team throughout the project life cycle
7	Task- oriented	Increase the level of trust among team members	Because it provides them a sense of safety, and increases their level of commitment
8	Resistance to change	Use the persuasion approach, communicate the reason behind the change	To ensure that the reason of change is understood and accepted

9	Stakeholders involved hold equal power	Compromise	Because this strategy brings quick results, lower stress
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Root Cause Analysis



Human resources

1. Hire the right people

When you are building a distributed team, it is important to keep a couple of things in mind. First, remote work is not for everyone. According to Buffer's [State of Remote Work 2018](#) survey, loneliness, collaborating – or actually a lack of – and distractions at home are the main things remote workers struggle with.

Secondly, for a distributed team to function, its members need to have a high degree of self-discipline. After all, they are not surrounded by hard-working, inspiring colleagues. At least not physically. Neither is there a manager around whose presence alone would be enough to finally get them started on that tedious task.

2. Clear expectations

There are several elements that play a role here. Hiring someone to join a distributed team is different from hiring someone to join a team that is based in an office together (obviously). Make sure your job advert is as unambiguous as possible to avoid people getting the wrong expectations about the job.

Once a new hire has joined your distributed workforce, it is important they know exactly what is expected of them.

Therefore, it can be a good idea for their team manager to:

Let them know what their goals are for the coming week.

Let them know what tasks they ideally complete on a weekly basis.

Let them know to whom they can reach out if they have an issue.

Let them know when they are expected to respond to emails etc. and when they should be reachable.

3. The Importance of Communication

Of course, clear expectations and communication go hand in hand. And yes, it is always important to communicate with your employees. But when your organization is working with a remote team, communication is even more essential. After all, your distributed team does not physically share the same space. So, if on top of that there is no or little communication, it is easy for them to start feeling forgotten, become less engaged, less productive, and

eventually leave. So, here are some simple rules & tools you can implement in your company's remote work policy: A team messaging tool is indispensable. Slack is a good example but there are heaps of other team communication tools. While you are at it, suggest that teams create a 'fun' channel in Slack, a place where employees can share random things such as jokes, funny videos, and everything else that is not work-related. A great way to boost engagement!

Have regular team meetings and *always* use video for them. I purposely mention the use of video here. When you are a distributed team – and, as mentioned above, often work alone – it is nice to see a bunch of friendly faces every now and then. Even if those friendly faces are looking at you through a screen.

Regarding those regular team meetings, try to hold them on different times. This is particularly relevant for distributed teams that are based in different time zones. By changing the meeting times, it is not always the same people based in, for example, the United States that must get up early or stay online late to attend the meeting.

4. Face time

You might not be aware of it, but a big part of our communication is non-verbal. Hence the importance of face time...and why I underlined the importance of video calls. Especially if your entire team works remotely, managers will miss out on a lot if they do not at least regularly see their team members on a video call. It makes building a relationship with your remote workforce a lot easier too.

In your company's remote work policy, tell managers to aim for a weekly call (minimum) of about an hour with their remote employees. That should give them enough time for a bit of 'bonding' chat, work issues, personal matters if they come up, and the remote employee's career path.

Pro tip: Make sure team managers do not cancel these calls!

Nothing beats the real thing though. Organize a meetup at least twice a year so that your distributed workforce gets to mingle in real-life. This is a great way to boost employee engagement at the same time.

5. Team Building

Back to these team messaging tools we mentioned. Some companies use Slack, others use Skype or WhatsApp (or a bunch of other apps) but that is not the point. When there is no physical office coffee machine where colleagues can joke around and no canteen to have lunch in, these messaging tools are the virtual version of both the coffee machine and the canteen.

What I mean to say is, that when it comes to a distributed workforce, the team building that used to take place in the office, must take place online. As HR professionals, it is important to think about this and to come up with a plan. That plan will without a doubt include a combination of technologies – like video and chat tools – but also face-to-face office parties (if we can still call them like that?) a couple of times a year.

Crashing and Fast-tracking process

When you have problems with project performance, you need to know where they look so that you can put them to analyze. Weak relationships between the different people on the project team will lead to problems such as poor communication, lack of commitment, not getting tasks done, and more. Address this through team building and focus on building trust across the team. Be sure to handle conflict on the project team. This is the hardest thing to do in virtual teams, but if you put the effort in and set a good example, you will slowly turn relationships around. The vision of the project is not clear.

When you do not know where you are going, your project can explode in any number of directions. This will affect performance because the best projects have a clear goal, clarity of vision and that means everyone understands why they are participating in the project. It is relatively easy to fix a blurred project vision. The project goals and objectives must be documented in the project charter. Go back to that (or create one if you do not already have one) and make sure everyone understands what they are up to. If they are unclear, then work as a team to sort out exactly what it is that you intend to achieve with this project and document it in a logical way. There is never enough time when managing a project.

That is why we make schedules - to try to control the time, it is just enough to get your results by the deadline. But even the best laid plans tend to deviate, to paraphrase the poem. Project managers do not have the luxury of quoting poems to stakeholders when they are off track. Project changes are common, but it is the responsibility of the project

manager to ensure that these changes do not produce a negative impact on the project schedule. This is the time when the triple constraint usually begins, Scope, time, and budget. If one falls behind, the others must make up for the slack. There are many ways to tweak things in your project to make up for lost time.

This includes adding additional resources along the way, a method called project crashes. A project crash occurs when the duration of a project is shortened by reducing the time of one or more tasks. Troubleshooting has been completed. Of course, this also adds to the cost of the project. Therefore, the base project of the project is the base project. Just as the triple constraint says, if you reduce the duration of a project, or its time, the costs will have to increase in turn. It is a tradeoff.

The project management accounts for the triple constraint crash, to achieve this you have to include additional resources (as mentioned above) or reduce project requirements or scope. However, such stringent measures cannot be implemented without the sponsor or primary stakeholder's approval of the changes. The result of project disruption can be a change in the critical path and the emergence of a new, different critical path. Project downtime management requires going back to the project schedule to make sure you are aware of the changes that have occurred there due to the project downtime.

Project crash as a term is not set in stone, and it can mean a few different things. It can refer to spending more money to get things done faster. It can also refer to precisely identifying the critical path, and providing more resources there, without necessarily considering efficiency. Or you can review the critical path and see if there are any activities that can be shortened by the resource flow. The relevant method for truncation of your table is called fast track. This occurs when tasks that were originally scheduled to run separately are nested. But this course of action should not be taken without first analyzing the feasibility and risks. No matter which path you take, it is always wise to think and analyze.

One reason to use project crashes is if the project is unrealistically scheduled, and this isn't apparent until the project is actually executed. This can happen even at the planning stage if the sponsor, client, or stakeholder insists on a non-possible due date. Another reason is that during the process of change control analysis (which shows the impact on time, cost, scope, or other project factors), a problem arises that must be addressed immediately. As issues arise during project management that derail it, the project manager must figure out a way to close the schedule baseline.

As mentioned above, other than project crashes, there is the Fast Track method. Although we're discussing project crashes, it's important to touch on when Fast Tracking is best. Sometimes you can use either, but if the project really has an excess budget and you don't have the funds, Fast Tracking is the likely option. Track resource costs, all of your resources can be selected, from teams to supplies, equipment, and more. When you add hourly rates to the project, you can see them across all features of our program. Once your team logs their hours, we calculate the actual costs for you. Then, they can be compared to your planned costs, so you know right away if you're on target.

Fast Tracking	Crashing
Uses the already planned Resources	Adds more new Resources
Does not always increase the Cost	Always Increases the Cost
Phases or Activities are performed in Parallel	Phases or Activities are performed in Sequence

Analyze the main reason for crashing your project is to get the project done faster. It involves more adjustment or human resource to critical path activity to shorter project duration without change in project scope.

Fast tracking involves changing the sequence of activities so that some activities are performed simultaneously. It increases the risk involved because it ignores discretionary dependencies and performs additional parallel activities. It does not always increase the cost of the project.

Project schedule it involves compressing or shortening the project schedule without reducing the scope of the project to meet schedule constraints imposed by the client or sponsor. It is not always possible to compress the schedule without increasing the cost of the project.

When the project has unrealistic time-frame or schedule end dates.

During Integrated Change Control process to analyze the impacts on the Project Schedule (Time), Cost, Scope, Risk, Resources, Quality and Customer Satisfaction.

During project planning, when the management or the customer requires a completion date that cannot be met.

During executing, when the project manager needs to bring back the project in line with the schedule baseline or for approved change requests.

Crashing it involves adding more or adjusting physical and human resources to the Critical Path Activities to shorten the project duration without changing the Original Project Scope.

	<i>Traditional Measures of Project Success</i>	<i>New Measures of Project Success</i>	<i>Evolved Measure of Project Success</i>
<i>Management Emphasis</i>	On the Project	On the Product	A comprehensive measure of project success that combines the project management measures of time, cost, and scope, with the product measures of client satisfaction, utilization, and benefit to the organization. The time frame for this project success measure is both short-term (taken during the project life cycle and at the completion of the project) and long-term (assessed at some point in the future when organizational benefits can be measured).
<i>Focus</i>	Project Management and Implementation	Economic, Financial, and use of Product or Service	
<i>Success Perspective</i>	On the Process	On the Deliverable	
<i>Perspective of</i>	PM and Project Team	Client/End-user	
<i>Measured by</i>	Internal factors	External factors under client's control	
<i>Type of factors</i>	Tactical factors	Strategic factors	
<i>Measurements</i>	Time, Cost, Scope	Client satisfaction, Organization benefit	
<i>Assessed</i>	At project completion	At some time in the future	
<i>Time frame</i>	Short-term	Long-term	

Project Performance Factors

- Project size
- Project policies and procedures
- Communication
- Clearly defined project mission
- Changes in project goals
- Priority of the project
- Top management support
- Project planning tools and techniques

Project Success Factors

- Completing within cost
- Completing within time
- Meeting project scope
- Meeting quality
- Meeting customer satisfaction
- Meeting customer needs
- Senior Management expectations
- Financial success
- Commercial success

Organization PM Maturity Indicators

- Formalized and established project management procedures
- Project portfolio management
- Project management office (PMO)
- Project Manager is a qualified PMP

General rules for the negotiation process

Rule 1: Prepare

Preparation starts with defining if this is a potential collaborative situation so that you can select the better strategy. Therefore, you spend time researching information, analyzing data, identifying interests and positions. Lastly, you must consider the relationship you want to build.

Rule 2: Information Exchange and Validation

The Information exchange stage occurs when you begin to engage the other side, share information and explore options that address interests – what you each need, as opposed to positions – what you each ask for later in the Bargaining Stage. **Four Critical Assessments** are made in the Exchange Stage:

1. **Trustworthiness** – Are they honest and dependable?
2. **Competency** – Are they credible and able?
3. **Likeability** – Can you work well together?
4. **Alignment of Interests** – Are your interests aligned with theirs?

Rule 3: Bargain

Bargaining is where the "give-and-take" happens. If you think success means all take and no give, you will not gain real value. You make and manage your concessions in bargaining. When you give and take that which satisfies both parties' interests, you will build a lasting relationship and a fruitful outcome.

Rule 4 – Conclude

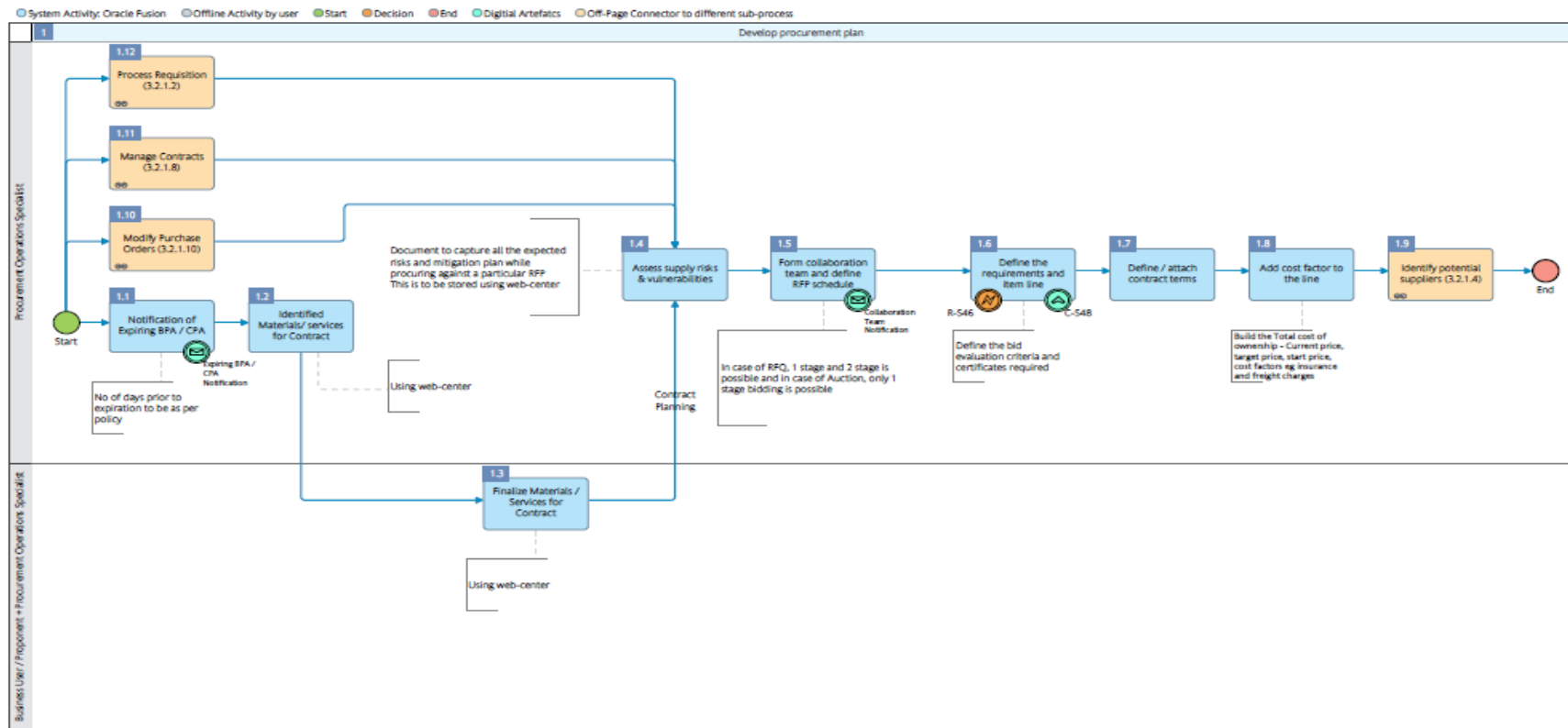
Conclude is the point in the process when you reach an agreement. It is important to find out if the other side has the capability to follow agreed terms and conditions. This is the time to document in writing the common interests and produce a comprehensive summary of the agreement. Sometimes you have to consider strategies here to lock-in a commitment. Be sure to agree on next steps as well. And never forget to thank the other party for their willingness to negotiate – even when no agreement is reached.

Rule 5 – Execute

Rule 5 is implementation of the agreement. This stage may also be viewed as preparation for the next negotiation opportunity. You must ensure that you follow through on promises made to strengthen the relationship and to build trust. This will lead to easier negotiations next time around. And remember that during execution you are likely to apply the total negotiation process and Best Negotiating Practices (BNPs) to unexpected events, failures in performance and the inevitable change.

Negotiation Plan

This process is to create a plan for procuring materials and services, plan what to buy, when, and from what sources. It includes project requirements, the procurement team, the justification for the procurement, a timeline of events, and an explanation of the supplier selection process. Outline specific.



Activity	Action By	Input(s)	Output(s)	System Mapping	Technology to be used
1.1 Notification of Expiring BPA / CPA	Procurement Operations Specialist	Existing BPA / CPA expiry dates	Procurement Operations Specialist is notified about expiring contracts	Sourcing	Oracle Cloud Application
1.2 Identify Materials/ services for Contract	Procurement Operations Specialist	- Category profile is developed by analysis of historical spend and demand forecast - Expiring BPA/ CPA contract	Material and services are identified for BPA / CPA	Sourcing and WebCenter	Oracle Cloud Application
1.3 Finalize Materials / Services for Contract	- Procurement Operations Specialist - Proponent	Identification of materials and services for BPA / CPA	Finalized materials and services for BPA / CPA along with inputs from Business users	Sourcing and WebCenter	Oracle Cloud Application
1.4 Assess supply risks & vulnerabilities	Procurement Operations Specialist	Material and services finalized for BPA / CPA	Supply risks and mitigation plan are identified and documented	Sourcing and WebCenter	Oracle Cloud Application
1.5 Form collaboration team and define RFQ schedule	Procurement Operations Specialist	Supply risks and mitigation plan are documented	- Team is identified and onboarded for RFx - RFQ scheduled is defined	Sourcing	Oracle Cloud Application
1.6 Define the requirements and item line	Procurement Operations Specialist	- Team is identified and onboarded for RFx - RFQ scheduled is defined	Requirements and line items are added to the RFQ	Sourcing	Oracle Cloud Application
1.7 Define / attach contract terms	Procurement Operations Specialist	Requirements and line items are added to the RFQ	Terms and conditions are attached to the RFQ	Sourcing	Oracle Cloud Application

Triple constraint of the project

As a manager, must educate all clients on the triple constraint, establish the best balance, and be aware of changes that affect time, cost, and quality. “Fast, Cheap, and Good pick two. If it is fast and cheap, it will not be good. If it is cheap and good, it will not be fast. If it is fast and good, it will not be cheap.” Fast, cheap, and good pick (2) words to live by” (Jim Jarmusch). Among the examples that passed through the project was the request for equipment from a company in Europe. The cost was almost equal to some countries in Asia and Africa. Still, the services and quality of this equipment before and after an operation are preferable to other countries. Still, the arrival time of this equipment depends on the time of its design and initial process to comply with all requirements. All these points were clarified when meeting with stakeholders with a detailed explanation, and the result was a selection of this company based on the efficiency of that equipment.

list of the project success factors

1. Proper Planning

Many projects managers hurry to the project execution stage and do not take sufficient time for sound planning. Do .not make a mistake here. Invest sufficient time and resources in thorough scheduling

2.Adhere to the Best Practices

The wheel does not need to be reinvented. Project management itself is a challenge. Use frameworks and best practices wherever possible. Instead of constructing everything from the ground up, draw from the experience of past successes and adapt proven strategies to your individual case. This enables you to concentrate your resources on your project's distinctive elements that will make all the difference

3.Manage the project scope effectively.

The project scope is defined in the goal setting, and planning stages of a project. It would be nice if the scope never changed, but this is the real world! The project manager must always be on the alert for changes to the scope and effectively manage those changes. Are the changes necessary for project success or just nice to haves? What affect will the changes have on the budget and the schedule? Has everyone agreed that the change must be done? How are the changes tracked? Managing the scope is one of the more challenging parts of managing projects

4. Monitoring & Control

Check your progress and regularly evaluate the results. To quickly understand if the project is on track, define key performance indicators (KPI), and use reports. You will recognize early on when things go sideways and can take countermeasures before greater harm is done

5. Effective Communication

With proper communication, many undesirable developments in projects could be prevented or at least discovered earlier. Ensure that formal communication processes (meetings, documentation), as well as informal processes, are implemented and used. Communication between members of the team plays an important role. Offer opportunities for your employees to come together outside the official meetings

6. Work with Committed People

Any strategy and plan can fully fall apart without the right team in place. As a result, the core project staffs, specialist resources, manufacturers, and all stakeholders should be part of the team dynamic. All those involved must be committed to the group, share similar project visions, and strive to achieve overall success

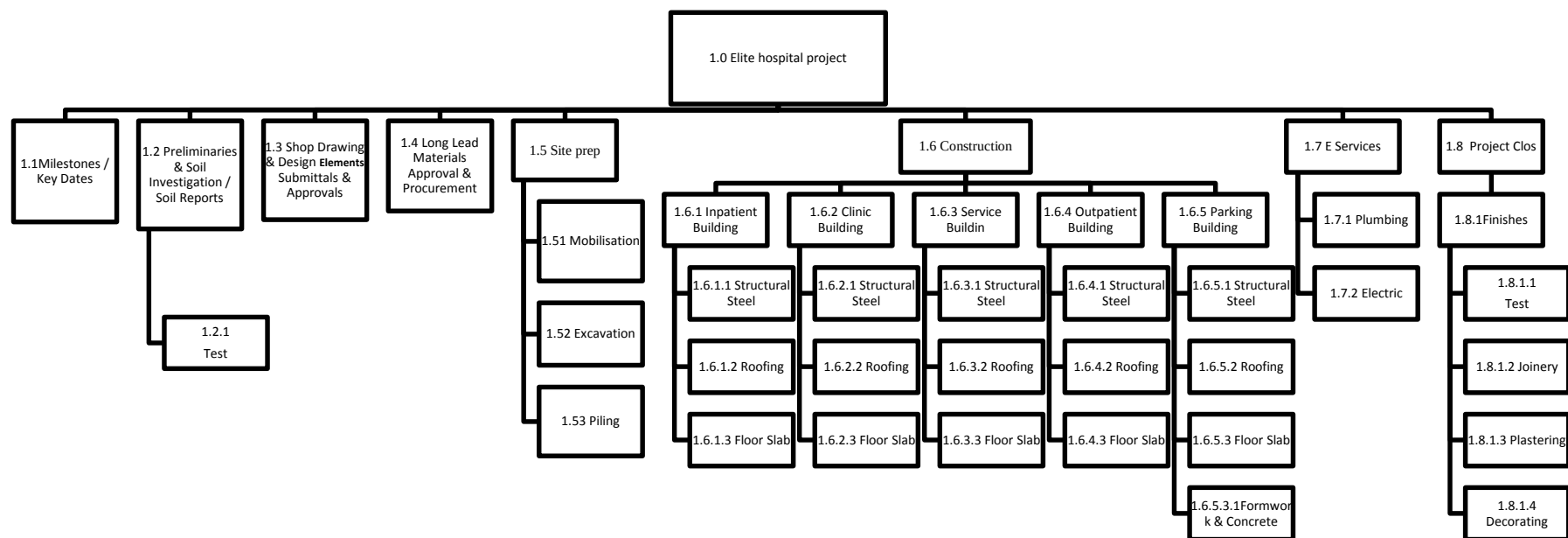
7. Careful Management of Risks

Project managers know that planned things rarely go off. It is essential to produce a risk log with an action plan for the project's risks during the planning process. Ensure that your risk log is known by all key stakeholders and know where they can find it. If something happens, with the management plan that has already been set up, the

team can quickly resolve the problem. When facing project risks, this will give the team confidence and help the .customers feel comfortable with the project's progress

8.Strong Closure of Project

If there is no strong closure for a project, it can continue to consume resources. The project team must be firm and agree with the client that it has met all critical success factors. It is necessary to agree and sign off on confirmation of the project delivery, testing, and release. Satisfaction surveys are good forms of documentation for future .reference to be logged and filed and valuable information for future use



Components of a Work breakdown structure

All project work and deliverables are under the project, respectively. In a WBS, every level item has a unique assigned number so that work can be identified and tracked over time. The first level of the WBS is the overall project major deliverable. The second level is project phases structured around deliverables.

The third level includes tasks rather than phases as more detailed work packages. They define the work, duration, and costs for the tasks that need to be carried out to complete the deliverables, and they are the lowest parts in a WBS.

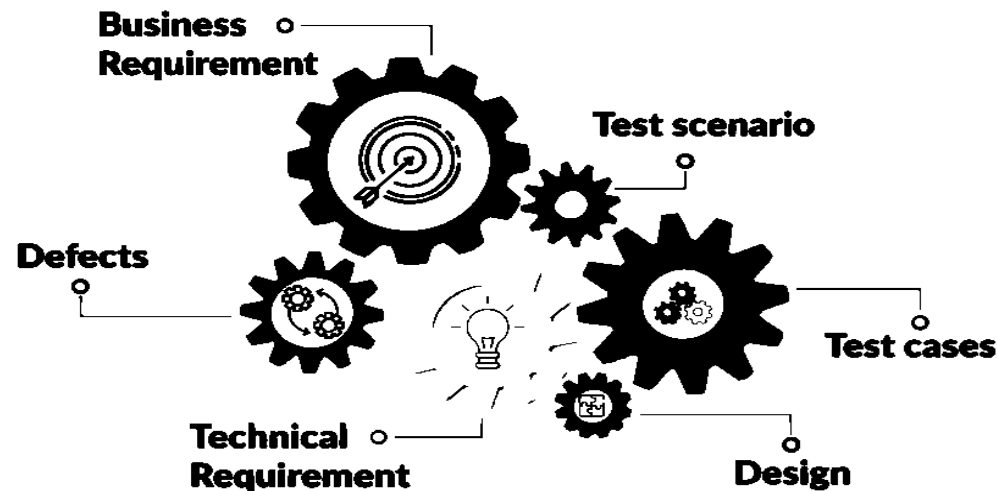
Check list for Elite hospital project WBS

No.	list	Check
1	Does the Work breakdown structure cover 100 percent of building project?	✓
2	Can a project stakeholders participant grasp the whole scope of the building project from looking at the WBS?	✓
3	Does the WBS have at least two levels?	✓
4	Does the WBS avoid going into unwieldy detail?	✓
5	Do the levels follow a hierarchy?	✓
6	Does the same major element appear twice?	✓
7	Does each item carry a unique numeric code that relates to its place in the hierarchy and the standard building systems data?	✓
8	Does the Work breakdown structure serve as an adequate basis for the project budgeting and scheduling?	✓

Requirements Traceability Matrix (RTM)

- RTM Is a grid that links product requirements from their origin to the deliverables that satisfy them.
- Helps ensure that each requirement adds business value by linking it to the business and project objectives.
- It provides a means to track requirements throughout the project life cycle.
- Ensure that requirements approved in the requirements documentation are delivered at the end of the project.
- Provides a structure for managing changes to the product scope.
- In the closing stage for the project requirements traceability matrix used to measure that all requirements requested in requirements documentations and RFP already received and approved.
- Must be all requirements in traceability matrix to be measurable and testable.
- Must be all requirements have ID in this matrix.
- Each requirement in traceability matrix must help to achieve the project goal.
- In requirement must know what the output is will be come.
- In each output come from requirements need to know the link in WBS (WBS deliverables)

Requirements Traceability Matrix



The requirements traceability matrix is usually developed in concurrence with the initial list of requirements (either the **User Requirements Specification** or **Functional Requirements Specification**). As the Design Specifications and Test Protocols are developed, the traceability matrix is updated to include the updated documents. Ideally, requirements should be traced to the specific test step in the testing protocol in which they are tested.

The Requirements Traceability Matrix (RTM) is a tool to help ensure that the project's scope, requirements, and deliverables remain "as is" when compared to the baseline. Thus, it "traces" the deliverables by establishing a thread for each requirement- from the project's initiation to the final implementation.

RTM in Project Management Phases

1. Track all requirements and whether they are being met by the current process and design
2. Assist in the creation of the RFP, Project Plan Tasks, Deliverable Documents, and Test and commissioning.
3. Help ensure that all project requirements have been met during the Verification process.

The Matrix should be created at the very beginning of a project because it forms the basis of the project's scope and incorporates the specific requirements and deliverables that will be produced.

The Matrix is bi-directional. It tracks the requirement "forward" by examining the output of the deliverables and "backward" by looking at the business requirement that was specified for a feature of the product. The RTM is also used to verify that all requirements are met and to identify changes to the scope when they occur.

Requirements <-> RFP <-> Design/Task <-> Deliverables <-> Verification

The use of the RTM enhances the scope management process. It also assists with the process control and quality management. RTM can also be thought of as a process of documenting the connection and relationships between the initial requirements of the project and the final product or service produced.

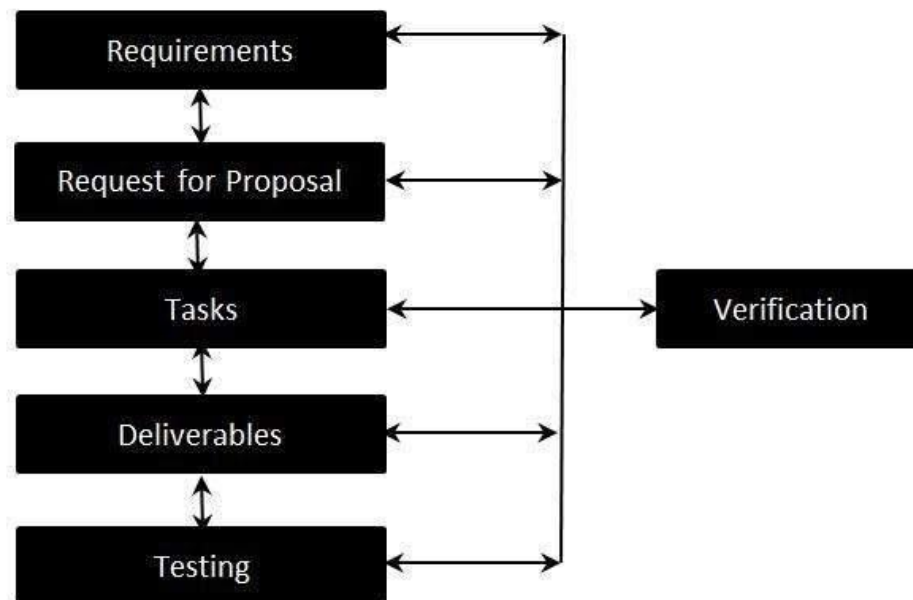
Why RTM is useful?

- **To ensure compliance:** All specified requirements have been met and final deliverables can be traced back to a business need. It also makes sure that every requirement is accounted for.
- **Helpful in analysis and design:** Requirements traceability ensures that each business need has been translated to a requirement, which further transforms into technical specifications, and then resulting in a deliverable.
- **Change impact analysis:** In case of any requirement changes, traceability helps in finding the affected workflow, design, and impacted test cases.
- **Ensures comprehensive test coverage:** Requirement traceability ensures that the right test cases, which are mapped to the requirement under test, are executed. This further improves the test coverage since all the test cases are accounted for.
- **Helps in optimizing the testing process:** Not all test cases that have been generated need to be executed in case there are any changes. Traceability aids in identifying impacted parts and relevant test cases can then be executed, thus resulting in an optimal test process.
- **Aids in keeping track of project progress:** Analysis of the requirements and the test results, and tracing it back to origins, helps in keeping track of how far the project has progressed. It also helps in keeping tabs on reality check whether the timelines will be practically met or not.
- **Decision making and analysis:** Any changes in the business need have a direct impact on requirements, which further propagates to the development and testing process. Requirement traceability helps in isolating the impacted requirements, thus identifying and updating the test cases associated with them. It makes it easier for the teams to analyze the impact of the change across the board.
- **Faster time to market:** Requirements traceability accelerates the overall development process, thus speeding up the release cycles. The number of defects is inversely proportional to requirements traceability. As the traceability increases, the defect rate goes down, simply because it becomes easier for the development team to understand and relate, and for the testing team to understand the context.

- **Increased customer confidence:** Requirements traceability helps in gaining and maintaining customer's trust and confidence by increased transparency. Customers can be assured in the knowledge that all their business needs have been accounted for and are traceable to a fully functional and high-quality product.

➤ **RTM – Workflow:**

- The Matrix is created at the very beginning of a project as it forms the basis of the project's scope and deliverables that will be produced.
- The Matrix is bi-directional, as it tracks the requirement forward by examining the output of the deliverables and backward by looking at the business requirement that was specified for a particular feature of the product.



Case study for RTM

In each of the steps shown above, each requirement must be unique and clearly defined. The requirement is then part of each critical component of the project. The references throughout the entire process must be consistent and unique. In order to ensure that this occurs, the Matrix traces each requirement and creates a relationship between each of the processes.

Requirements Traceability Matrix (RTM)							
Project Name:	The Elite Hospital						
Client:	Arabian Gulf University						
Project Manager:	Eng. Abdullah Al-Ghamdi						
Location:	Bahrain						
Project Description:	This Elite hospital will consist of a 500-bed medical Center that is in compliance with the highest international standards and specifications in this field.						
ID	Requirement Description	Business Need, Opportunities, Goals, Objectives	Project Objectives	Status	Active/Inactive Flag	Inspection	Comments
1.00	Prepare Initial Concept	Initial Package	Quality	Done	InActive	Yes	Approved initial CD from All Stakeholders
2.00	Prepare Initial Estimation Cost	Initial Package	Cost	Done	InActive	Yes	
3.00	Schematic Design Package	Schematic Package	Quality	Done	InActive	Yes	
4.00	Detailed Design Package	Detailed Package	Quality	Done	InActive	Yes	
5.00	Fence works	Site	Quality	Done	Active	Yes	
6.00	Site works	Site	Quality	In Progress	InActive		
7.00	Driveway	Site	Quality	Hold	InActive		
8.00	Site Car Parking	Site	Quality	Hold	Cancelled		
9.00	Fountain in the back entrance	Clinic Building	Cost	Done	InActive		
10.00	Infrastracure works	Site works	Quality	In Progress	Active		
11.00	Excavation Clinic building	Clinic building	Quality	In Progress	Active		
12.00	Excavation Inpatient Building	Inpatient Building	Quality	In Progress	Active		
13.00	Excavation Outpatient Building	Outpatient Building	Quality	Done	InActive		
14.00	Excavation Service Building	Service Building	Quality	In Progress	Active		
15.00	Excavation Parking Structure	Parking Structure	Quality	In Progress	Active		
16.00	Excavation Pharmacy	Pharmacy	Quality	In Progress	Active		

Hierarchical structure

A hierarchical structure refers to a company's chain of command, typically from senior management and executives to general employees. In other words, this structure applies to organizations with a sole leader and a flow of subordinates underneath them.

For example, let us say a company has 10 employees. The employees are then divided into groups and each group reports to their manager. Their manager then reports to the chief executive officer. Therefore, the company has multiple levels, with the highest level holding the highest power. Hierarchical structures are typically represented in a pyramid shape. Keep in mind, it is important to evaluate the pros and cons as well as your company's needs to make the most beneficial decision for your organization.

Advantages of hierarchical structure

Utilizing a hierarchical structure can prove to have many benefits for your company. Here are some of them:

- Clearly defined career path and promotion plan
- Department loyalty
- Levels of control
- Clearly defined authority
- Encourages specialization

Clearly defined career path and promotion path

When your organization has a hierarchical structure, your employees are more easily able to ascertain the various chains of command. This allows them to know how they can advance within the company over time. Those with more experience will have a better chance of obtaining these advanced positions. The opportunity for promotion can be appealing to employees and because of this, they'll likely have higher morale, be motivated to perform better and in turn, increase your company's productivity.

Department loyalty

Companies with hierarchical structures are divided into various departments and teams. When employees are part of a team, they grow a sense of team spirit and loyalty. This can be beneficial for your company to ensure everyone works toward the same goal. Teamwork and department loyalty, in general, can have a profound effect on your company's success.

Levels of control

Having a hierarchical structure helps employees understand the various levels of leadership. This is because management roles are more clearly defined in this type of pyramid structure. In having various levels of control, operations run more smoothly. For example, if you have a large company, you would likely want to implement this type of structure to avoid chaos and confusion. A clear-cut chain of command leads to more organization and structure within a company. In addition, this helps with an organization's communication, as well.

Clearly defined authority

Companies with a hierarchical structure have different levels of authority and power. This means employees will have direct supervisors who they can report to. This eases the flow of communication and ensures employees know who their direction and working orders are coming from. Rather than having a company with a sole executive leader, a hierarchical structure allows for better employee management and clearly defined executive positions.

Encourages specialization

Having a hierarchical structure and therefore, various departments, allows employees the opportunity to become specialized in a field. For example, a newspaper company could separate employees by news reporters, sports reporters, and designers. In this case, news reporters would specialize in general and breaking news, sports reporters can specialize in sports writing and designers can home in on their artistic abilities.

Scope of Work

Purpose

Community Hospital offers its services to patients whose medical needs can be met within the capability of the Hospital's staff and facilities.

Criteria for Entry/Admission to Service

Community Hospital's scope of services includes inpatient and outpatient diagnosis and treatment as well as home health care services. All departments collaborate to provide the best care possible for our patients, to improve outcomes, and achieve our mission, vision, and goals. Each individual area of the hospital will have a defined scope of services which includes the types and ages of patients served, the hours of operation, staffing, the types of services provided, and the goals or plans to improve quality of service. For each program or service, the hospital defines the appropriate professional staff and facilities needed to provide the services in a manner consistent with Community Hospital's mission. For each program or service, the hospital identifies types of patient conditions and concerns that cannot be appropriately treated at the hospital and arranges for appropriate referral and/or transfer for such patients.

Patients

The population served at Community Hospital includes all ages regardless of national or ethnic origin, economic status, lifestyle, creed, or philosophical beliefs. Patients can expect appropriate procedures, treatments, interventions, and care will be provided according to established policies, procedures, protocols, and order sets that have been developed to ensure patient safety and positive outcomes. Appropriateness of procedures, treatments, interventions, and care will be based upon patient assessments, re-assessments, and desired outcomes. Respect for patient individual needs, rights and confidentiality will be maintained.

Services

Community Hospital is fully licensed and accredited as a general acute care hospital and is licensed for 78 beds. The hospital offers primary and specialty services. These professional services are offered in a caring and compassionate manner.

The following services are provided:

- Clinical Diagnostic/Treatment Services
- Adult & Pediatric Medical/Surgical services and Subspecialties
- Adult Critical Care Services Operative and Invasive Services
- Anesthesia Emergency Services
- Diagnostic Radiology Services · General Radiology · MRI · CT Scan · Ultrasound · Nuclear Medicine·
- Mammography Interventional Radiology Rehabilitation Services · Physical Therapy · Occupational Therapy
Speech Therapy Respiratory Care Clinical Laboratory
- Services Pathology Services Sleep Lab Cardiopulmonary Diagnostics Case Management/Discharge Planning
Nutritional Services
- Pharmaceutical Services Home

- Health Services Chaplaincy Services Cardiac Services
- Pain Management Services
- Bariatric Services--Weight Loss
- Administration Admissions
- Materials Management Services
- Environmental Services
- Food Services
- Human Resource Management Information Technology Plant,
- Engineering and Maintenance Services

Staff

The Hospital is committed to excellence in clinical practice. We recognize that people are our major resource, ever capable of growth. Professional competence and quality care are assured through the recruitment, retention and continuing education of a highly skilled staff. Staffing plans for patient care departments are evaluated to determine that the personnel can provide competent services within the scope of professional licensing and training for the appropriate level and scope of care needed. Staffing plans are department specific and available in each department.

Collaboration

Community Hospital maintains and promotes positive relationships with the community and provides patient-centered care and services through:

- A mission, vision, and value statement that serves as a foundation.
- Strategic planning with Governance, Leadership, and the Physicians.
- Establishment of shared values that guide employee behavior.
- Ongoing evaluation of services provided through participation in national performance improvement activities.
- Priority focus on patient relations, their interests, needs and expectations; and
- Establishing and coordinating programs and services with other providers, associations, public and private agencies, physicians, and insurers.

Support Services

Other hospital services will be available to ensure that direct patient care services are maintained in an uninterrupted and continuous manner by coordinated, identified organizational functions such as leadership/management, information systems, environmental services, fiscal/patient financial services, and performance improvement. These services support the comfort and safety of our patients and are fully integrated with the patient service departments of the organization.

Scope creep

Hospital project owners and administrators often face anticipated hospital construction costs and additional project costs. It is important to consider the seemingly accidental and often overlooked additional costs of the project that can break budgets and lead to delays.

Whether it is renovation, addition, or construction from the ground up, the following unique requirements and considerations for healthcare facilities can easily lead to missing details and increased costs if the project is not managed properly.

Changing room designs not only affects where the walls are located; Everything from wiring, HVAC, plumbing, and other systems will also need to be reconfigured, adding to hospital construction costs. Changes once construction begins are the costliest form of scope creep and can easily bypass a project owner's emergency fund.

The limited limits of the scope of nursing practice are constantly changing. One can expect that with new technology and advances in science, the interventions, and assessments that nurses perform will change over time. Nursing governs nursing practice; however, it is often challenged by our partners in medicine, often driven by time constraints or reimbursement issues.

Doctors in the past. The assessment of a practice problem using an evidence-based approach is explored applying the PICO method (population, intervention, comparison, outcome). Suggested steps to reduce risk and ethical distress for employees are also described.

The use of the best evidence to support nursing practice and the generation of new knowledge for use in practice are hallmarks of excellence. However, bedside nurses often lack the resources and knowledge to change a traditional

Nursing culture to one in which the use of evidence is integrated into daily care. This article describes experience in two hospitals using a program designed to give nurses the skills to engage in evidence-based care.

International institutions are facilitating contact with health professionals for evidence-based recommendations to promote exclusive breastfeeding (BF). However, achieving good rates of exclusive BF is still far from optimal. The objective of the current work is to identify barriers identified by managers and health professionals involved in implementing and sustaining clinical practice guidelines (CPG) for breastfeeding under the auspices of the Best Practice Spotlight Organization program.

A qualitative research study was conducted. Participants were managers, health care assistants, nurses, midwives, pediatricians, and gynecologists. Semi-structured interviews that were transcribed and analyzed using the six steps of objective analysis were performed. Twenty interviews were conducted that identified four main themes: (1) Lack of and adaptation of resources. (2) where, who and how; (3) dissemination of the project and access to professionals; and (4) the mother and her surroundings. This research identifies the barriers seen by health professionals involved in implementation, while also adding to managers. New barriers have emerged such as the ambivalent role of midwives and the fact that this CPG is all about promoting health. Efforts to strengthen the implementation program must be ongoing, and services must extend to primary care.

Unauthorized changes are one of the most common causes of domain crawling. In one example, the contractor in the expansion of the Kitchener Home Library sued the city and the architects, claiming that the 54-week delay for the new library's opening was due to many last-minute changes.

Chrysler's PT Cruiser does not appear to be experiencing last-minute design changes, but it certainly had problems with product delivery. If Chrysler had incorporated product delivery schedules, i.e. delivery time for showroom dealers, into their Work Organization Structure (WBS), they likely would not lose out on a significant number of sales when the vehicle was launched.

Denver International Airport is probably the biggest victim of the domain intrusion in this blog post. It is a prime example of poor communication between parties and the impossibility of time frames and deadlines. The large-scale baggage handling system failed primarily due to four warnings from various associated parties that were all ignored. In addition, the main stakeholders, i.e. the airlines, were not involved in making the decisions. The specific time frames and deadlines will not be met. Of these three real-world examples of range intrusion, this one was easily the most expensive Caring for other service line patients

Hospital doctors are often asked to acknowledge and take responsibility for patients with conditions outside the hospital The traditional field of internal medicine, family medicine, and pediatrics with minimal specialist support Lack of specialized knowledge of unfamiliar and dangerous conditions can create a feeling of powerlessness and frustration in hospitals. At the same time, this can undermine their relationships with patients who would otherwise question their competence Fluid limits in hospital medicine

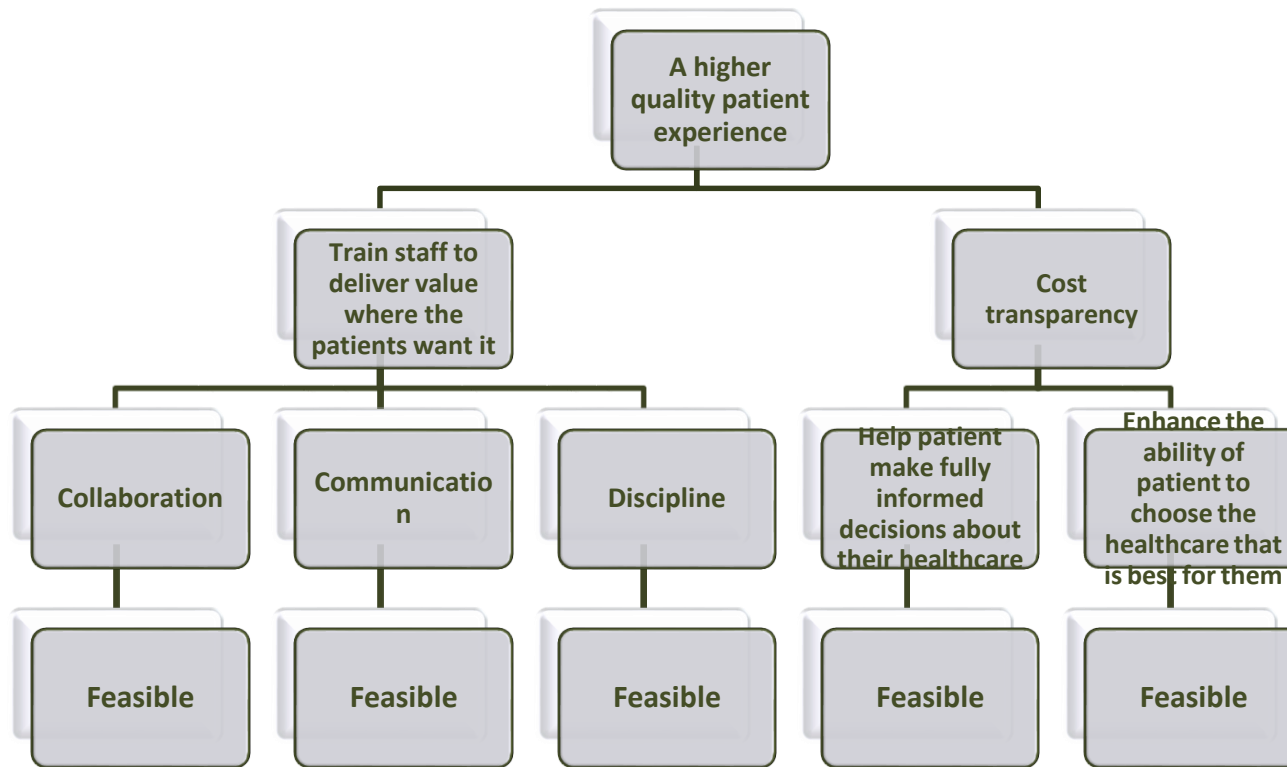
The scope of hospital medicine is not as clearly defined or commonly understood as other specialties. This is amazing It makes it difficult for hospital doctors to back off when something is out of their control. Because hospital doctors Across the country they are dealing with many different tasks that are likely beyond their area of expertise Perpetuates the perception that all physicians in the hospital can, and should, deal with these professional conditions Hospital doctors are treated as the default providers of new services Hospital medicine is treated as a "meeting point" for new services that do not fit the scope of further specialization specialties.

Hospital physicians are expected to meet these demands regardless of their current scope Without additional training, and without direct compensation for the expansion of their responsibilities Increased training needs for new types of patients

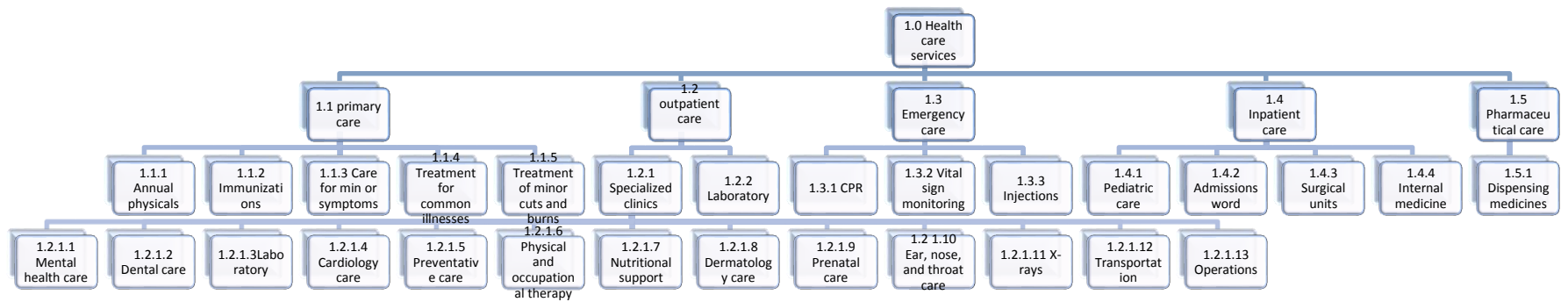
As the scope continues to creep, the training of hospital doctors must also change and increase to incorporate the new responsibilities. This requirement reinforces the division between the perceived hospital scope and Daily practice. Hospital medicine training is usually later in development the Other specialties.

Levels of product analysis

What value we can deliver? And How can we deliver it?

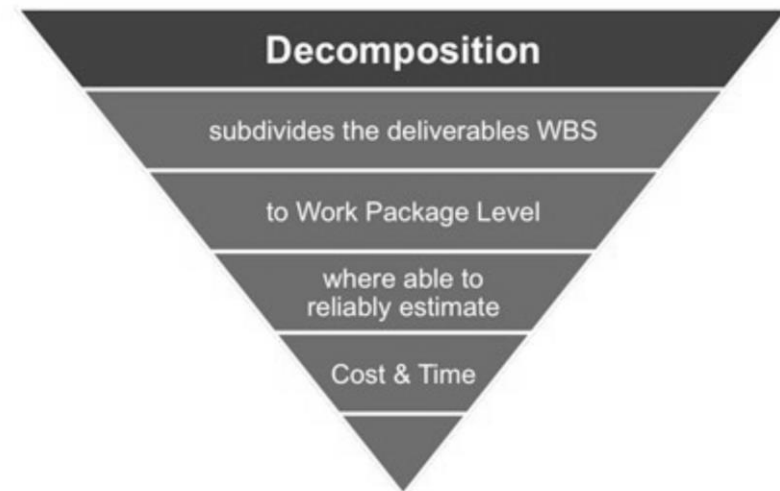


Product breakdown structure PBS



Activities Function List / WBS

- Create WBS is the process of subdividing project deliverables and project work into smaller, more manageable components.
 - The key benefit of this process; provide a framework of what must be delivered.
 - The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.
 - The WBS organizes and defines the total scope of the project and represents the work specified in the current approved project scope statement.
 - Lowest level of WBS components, which are called work package.
-
- The Project Management Body of Knowledge, an internationally recognized collection of processes and knowledge areas accepted as best practice for the project management profession, defines the work breakdown structure as a "hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables." With a WBS, you begin with the desired outcome or product, which you then break down or decompose into the smaller deliverables or tasks needed to create it.
-
- In a WBS, the deliverable can be an object, a service, or an activity. By focusing on deliverables rather than methods — the what, not the how — a work breakdown structure helps eliminate unnecessary work to get the intended result. A well-thought-out WBS aid in scheduling, estimating costs, and determining risk. It is

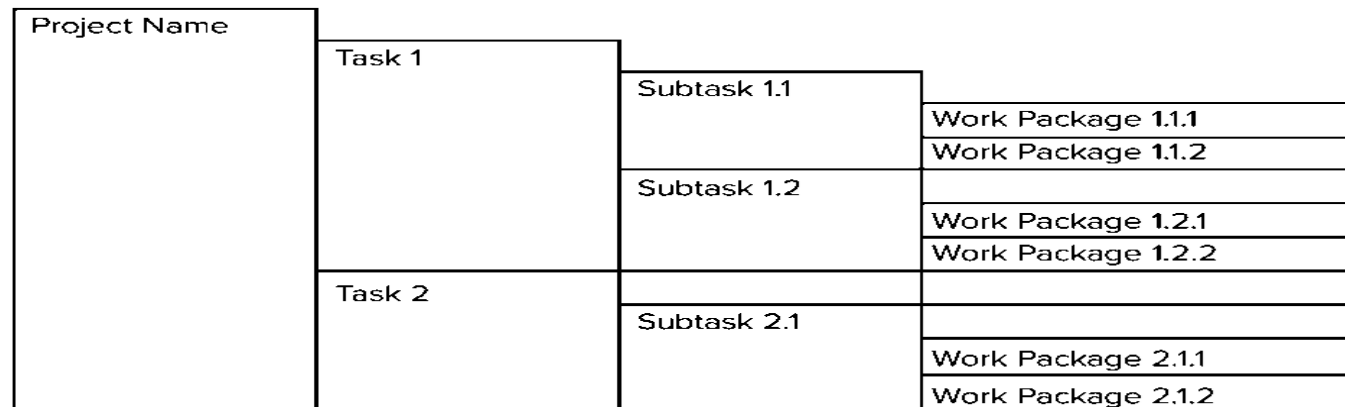


usually a visual chart or diagram that spells out a project's timeline and process while capturing each task, subtask, and deliverable that will be created and executed throughout. It's often rendered as an outline, like a table of contents, but can be organized using tabs or other visual organizational systems.

➤ **Elements of a good work breakdown structure:**

Constructed thoughtfully, a WBS can make it easy to assign and track various elements in a project. An WBS should exhibit the following attributes to maximize its effectiveness:

- **Defined:** Your WBS should be easily understood by project participants and stakeholders.
- **Easily estimated:** Task durations, cost, and required resources can be included to estimate the cost and time necessary to complete the project.
- **Manageable:** Specific responsibilities are clearly assigned to individuals, making them easy to manage.
- **Measurable:** A WBS should include start and completion dates and assessable milestones so that progress can be accurately measured.
- **Flexible:** Your structure should be able to accommodate minor changes, such as changes in deadlines or the addition of tasks. However, keep in mind that one purpose of the work breakdown structure is to give a full picture of the deliverables expected beforehand to avoid scope creep or rework.



Work Breakdown Structure vs Project Schedule vs Project Plan

Work breakdown structure

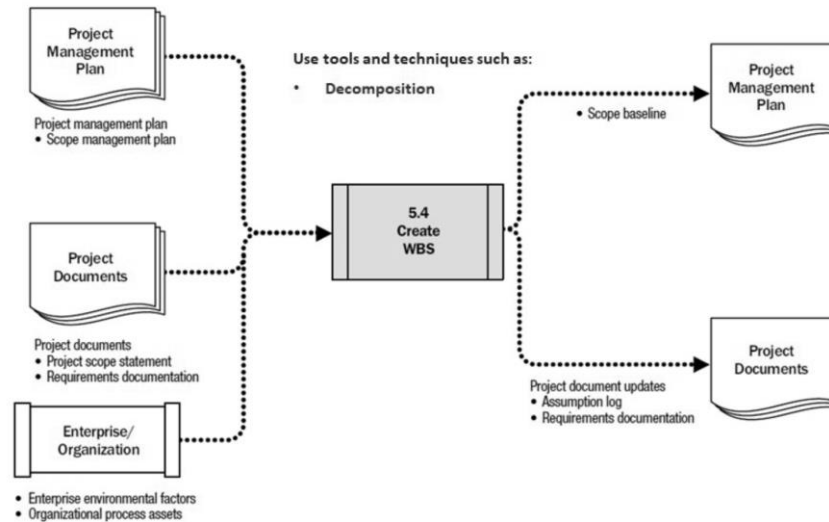
Describes the deliverables needed to complete the project, i.e. the “what” of the project. It doesn’t include timelines or resources. The goal of the WBS is to give the project team a hyper-focused idea of what they need to achieve.

Project schedule describes the project’s deliverables as well as their deadlines and resource requirements. Think of it as the “what”, “when”, and “who” of the project.

Project plan is an expansive document covering virtually every aspect of the project and its management. It includes details on how the project will be executed, managed, and controlled. It usually has several constituents plans governing communications, risk management, change management, etc.

In terms of the level of detail, you can think of the project plan as the broadest, followed by the project schedule, and finally, the work breakdown structure.

Guidelines to Create a WBS



WBS Dictionary

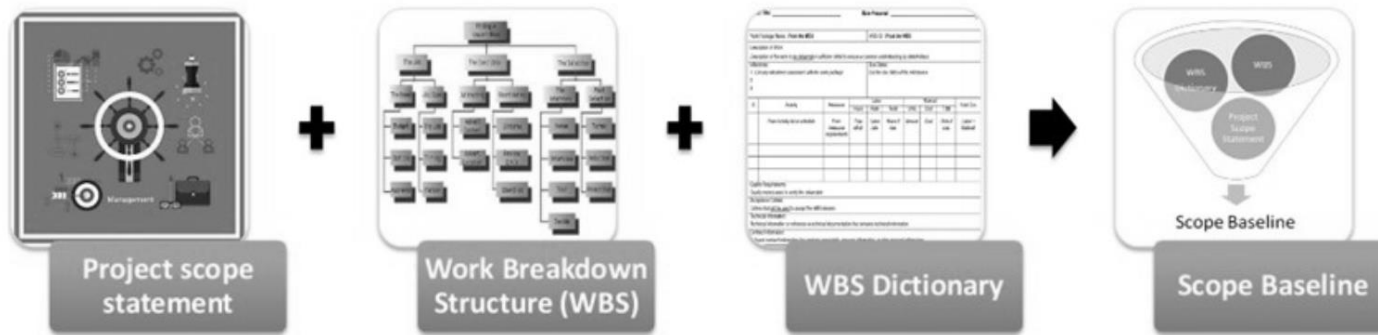
- A document that provides detailed information about deliverables, activity and scheduling of each component in the Work Breakdown Structure (WBS).
- The WBS Dictionary describes each component of the WBS with milestones, deliverables, activities, scope, and sometimes dates, resources, costs, quality.
- Used correctly, the WBS Dictionary becomes much more than a document that describes the work. It becomes a project kaleidoscope that allows you to look at your project data in an infinite number of ways.
- The main application of the WBS dictionary is to define the work in detail to help create the product that will be obtained with the execution of the project. Work Packages are the lowest level of the WBS. They represent the list of tasks in order to produce the particular unit of work.

WBS Dictionary

WBS	Work Description	Activities	Required Resources	Cost Estimates	Acceptance Criteria	Responsible Manager

Create WBS Output

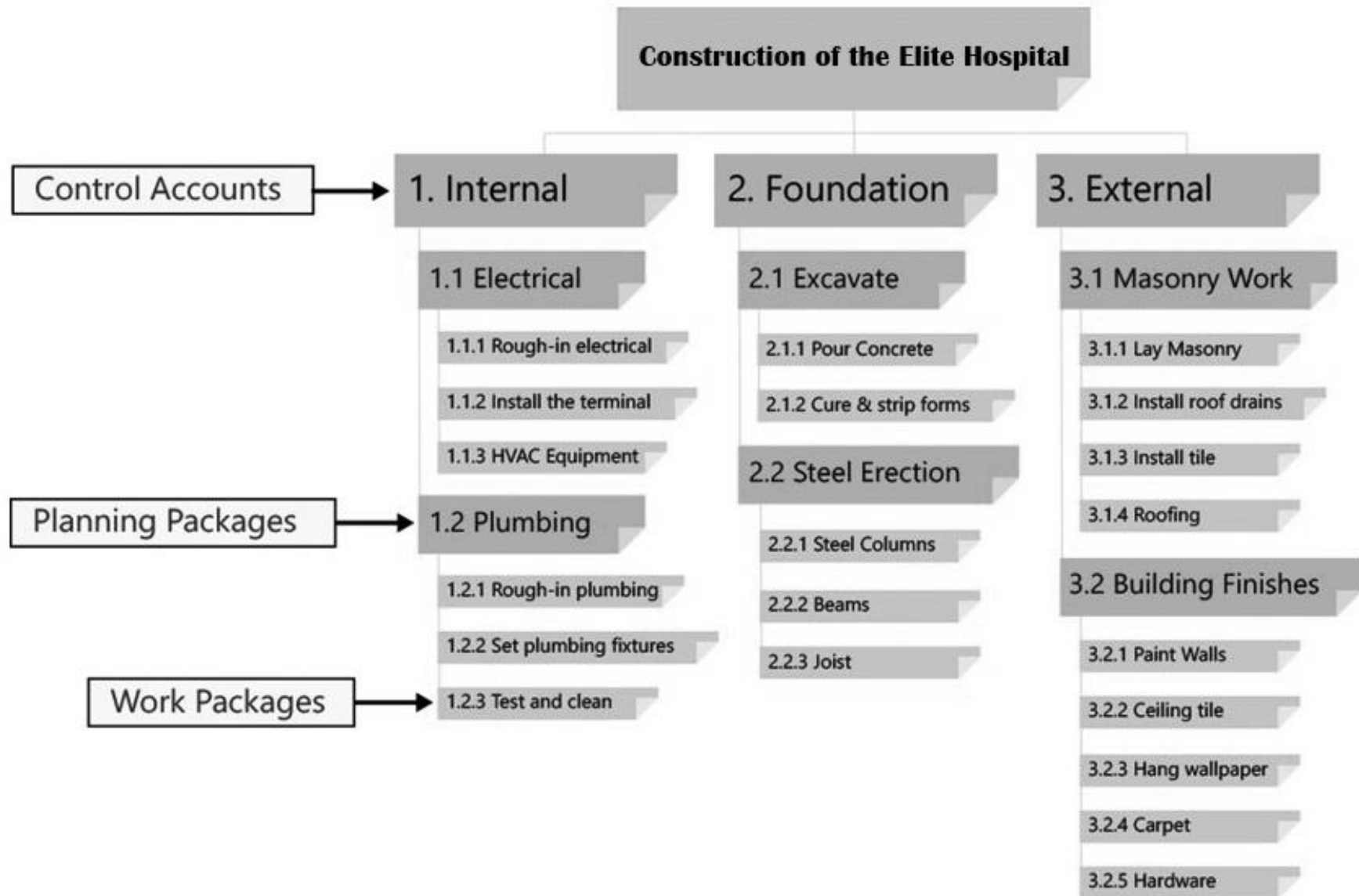
- Approved version of scope statement, WBS and its associated WBS dictionary.
- This can be changed only through formal change control procedures.
- It is used as a basis for comparison.



It is important to properly develop project work breakdown structures by choosing proper breakdown criteria, selecting meaningful WBS elements, and using proper level of breakdown to ensure

- project deliverables are properly identified and organized in a hierarchical structure
- work processes are identified in an appropriate fashion to ensure project team members have the same understanding of what needs to be done from a work process or functional perspective to deliver each project deliverable.

Developing both deliverable-oriented and a process-oriented WBSs also helps project teams to better identify project activities.



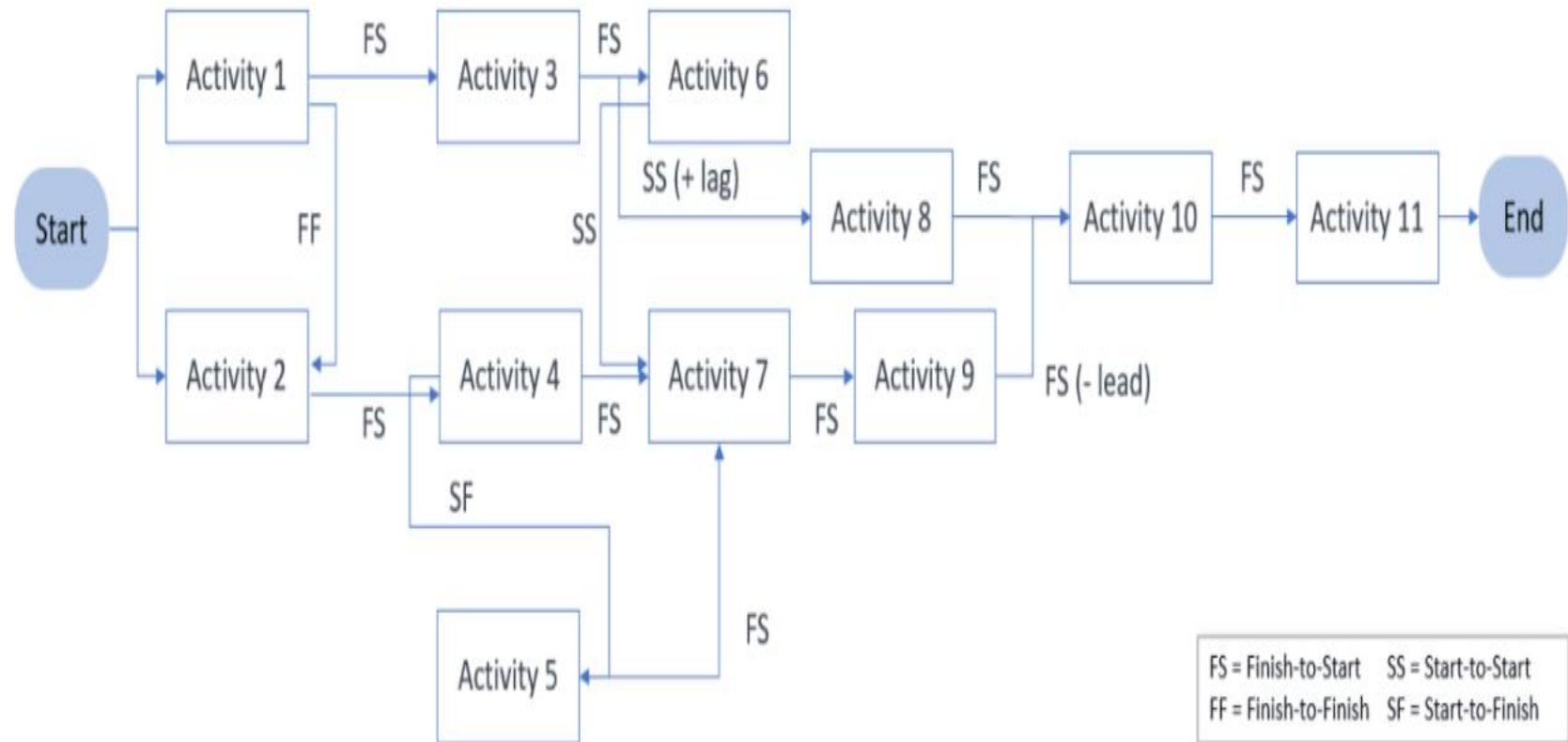
Develop the logical diagram of the project activities, and identify the critical path

The diagram is based on and often enriched with information about the type of logical relationship between activities. The 4 types of dependencies are:

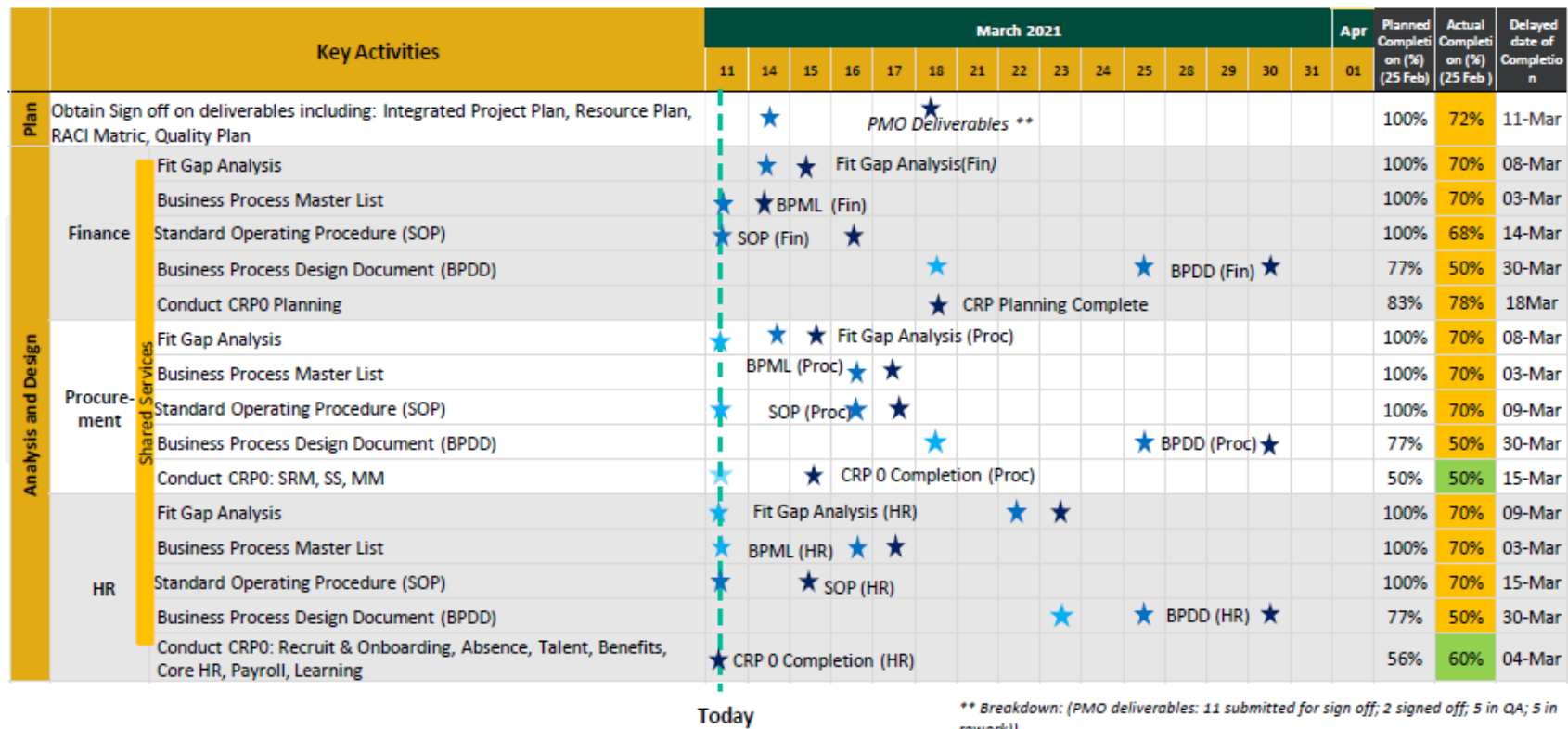
1. Finish to finish (FF),
2. Finish to start (FS),
3. Start to start (SS),
4. Start to finish (SF).

The first part of these terms indicates the status the predecessor activity must obtain before the successor activity can have the status referred to in the second part. In a finish to start dependency, for instance, the predecessor must have finished for the successor to start.

Example of a Project Schedule Network Diagram

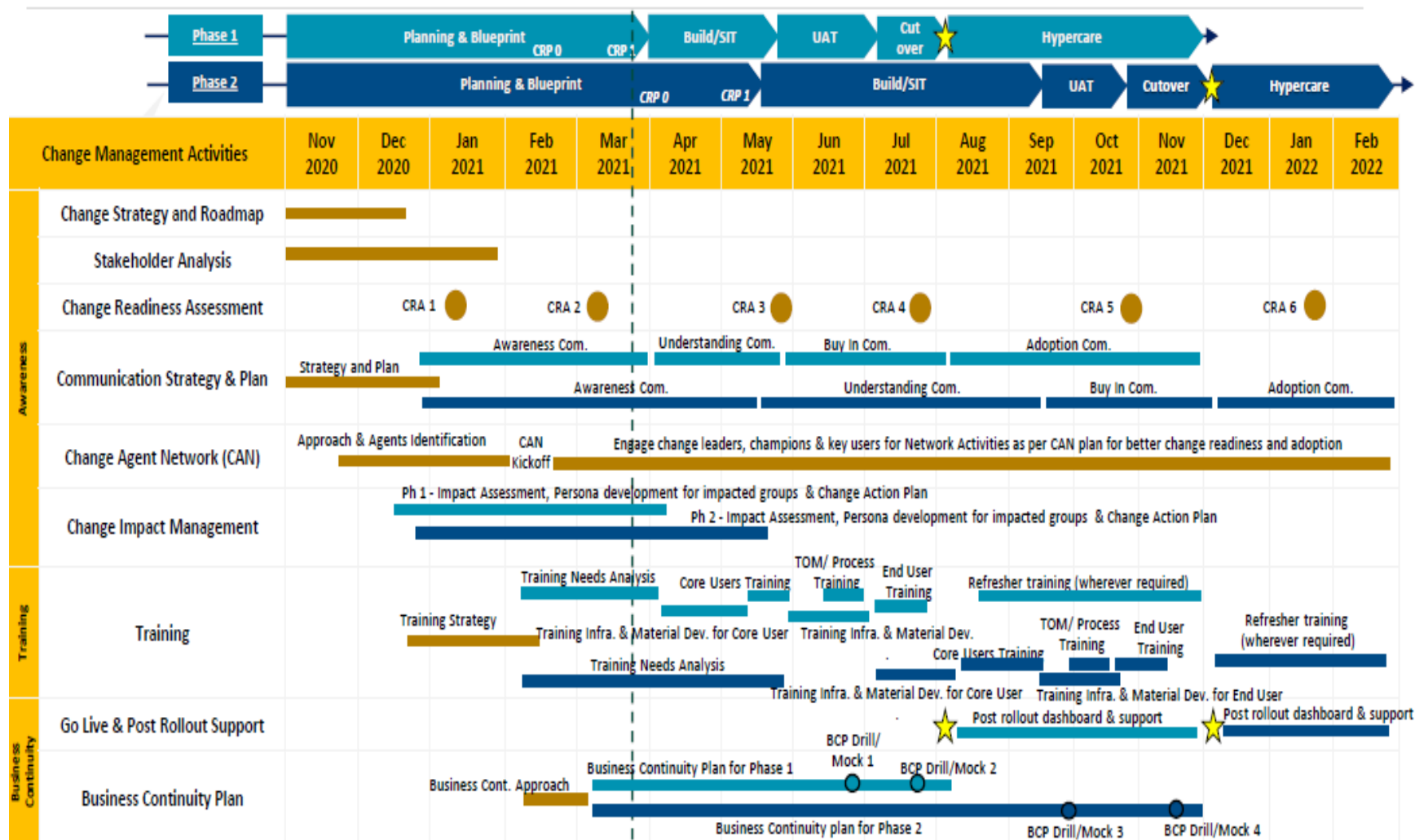


Gantt chart and Milestones model



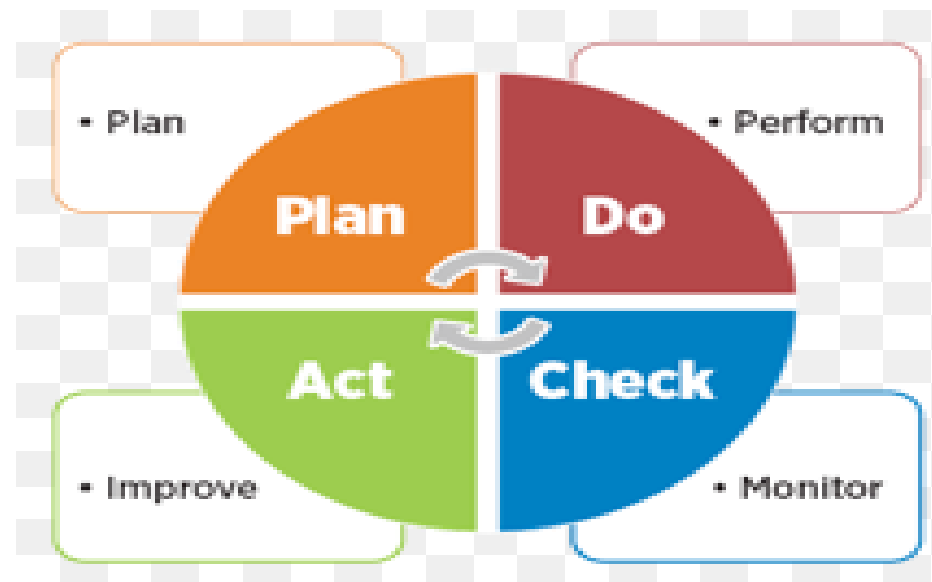
		Key Activities	March 2021																		Apr	Planned Completion (%) (25Feb)	Actual Completion (%) (25 Feb)	Delayed Date of Completion
			11	14	15	16	17	18	21	22	23	24	25	28	29	30	31	01						
Analysis and Design	Commercial	As Is Analysis and Fusion mapping					★	As-Is & Fusion (Comm)					★						70%	0%	28-Mar			
		Business Process Master List	★	BPML (Comm)														100%	0%	10-Mar				
		Standard Operating Procedure (SOP)					★	SOP (Comm)					★					70%	0%	28-Mar				
		Business Process Design Document (BPDD)												BPDD (Comm)				41%	0%	10-May				
	Manufacturing	As Is Analysis and Fusion mapping					★	As-Is & Fusion (MFG)					★						70%	0%	28-Mar			
		Business Process Master List					★			★	BPML (Comm)			★					100%	0%	28-Mar			
		Standard Operating Procedure (SOP)					★			★	SOP (MFG)			★					70%	0%	28-Mar			
		Business Process Design Document (BPDD)													BPDD (MFG)				41%	0%	10-May			
	Asset Management	As Is Analysis and Fusion mapping	★								★	As-Is & Fusion (AM)							70%	70%	28-Mar			
		Business Process Master List	★	★	BPML (AM)														100%	65%	07-Mar			
		Standard Operating Procedure (SOP)	★								★			★	SOP (AM)				70%	50%	28-Mar			
		Business Process Design Document (BPDD)											★	BPDD (AM)				41%	20%	10-May				
	Planning & Budgeting	As Is Analysis and Fusion mapping										★	As-Is & Fusion (P&B)				★		70%	25%	28-Mar			
		Business Process Master List	★	BPML (Plan & Budgeting)															100%	50%	25-Feb			
		Standard Operating Procedure (SOP)					★			★	SOP (P&B)			★					70%	23%	28-Mar			
		Business Process Design Document (BPDD)									★	BPDD (P&B)							41%	0%	10-May			
	Reporting & Analytics	Identify Additional Reporting Requirements for: Share services (Fin, HCM, Procurement)						Reporting Requirements				★		★					15%	0%	28-Mar			
		Develop Reporting Strategy	★	Reporting Strategy															100%	70%	04-Mar			
Build & Test	Setup		★	★	Ent. Arch Design													80%	70%	08-Mar				

Change Management – Overall Plan

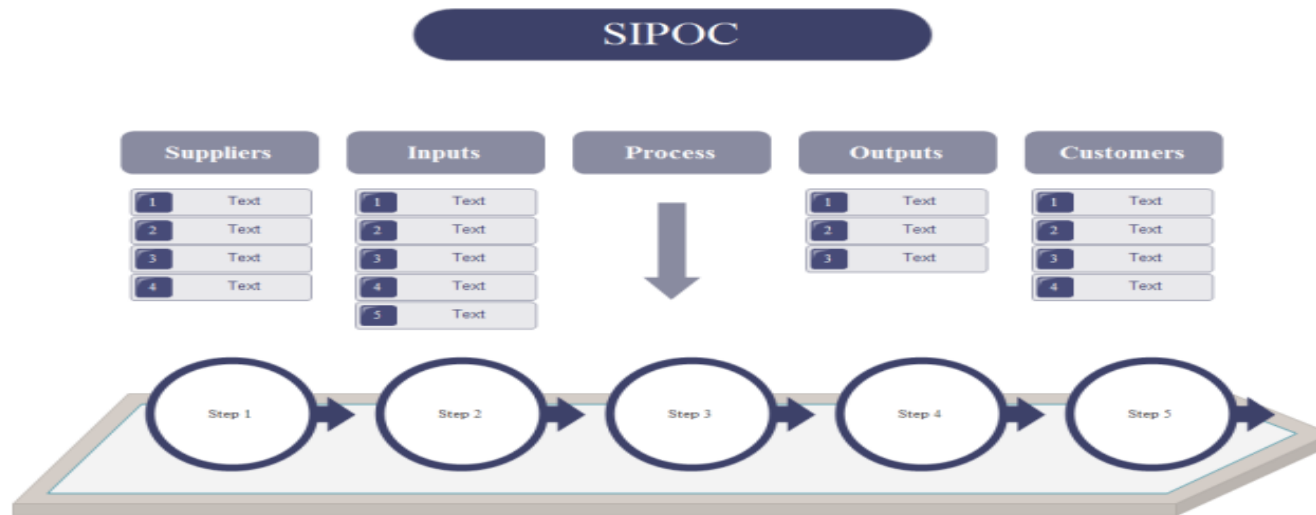


Deming model for quality

The Deming cycle is a continuous quality improvement model which consists of a logical sequence of four key stages: Plan, Do, Study, and Act. In the 1920s, the prominent statistician Walter A. ... Having a system in place for continuous quality improvement. Reducing defects through higher levels of quality uniformity



Develop SIPOC model,

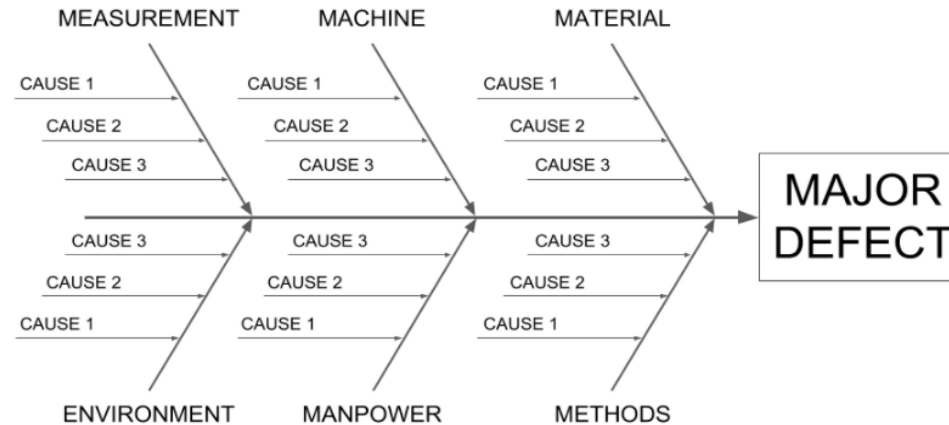


Suppliers	Inputs	Process (Billing Process Example)	Outputs	Customers
• ? • ? • ?	• Billing department staff • Customer database • Shipping info • Order info	<pre> graph LR S1[Start step 1] --> S2[Step 2] S2 --> S3[Step 3] S3 --> S4[Step 4] S4 --> S5[Step 5] S5 --> S6[Step 6] S6 --> S7[Step 7] S7 --> S8[Start step 8] </pre>	• Delivered invoice	• ? • ? • ?
	Input Metrics	Process Metrics	Output Metrics	
• Staff expertise • System up-time	• System responsiveness • Accuracy of order info • Accuracy of shipping info • Accuracy of database info	• Rework percentage at each step	• Invoice accuracy	Quality
	• Time to receive order info • Time to receive shipping info	• Number of process steps • Time to complete invoice • Time to deliver invoice • Delay time between steps	• Invoice cycle time	Cycle time
	• Number of billing staff • Invoices processed/month and variability	• Number of process steps	• Cost per invoice	Cost

Ishikawa for one of the issues of the project outputs.

Most project managers would say that cost and schedule are the two most important measures of a project's performance. These two indicators, however, fail to provide the whole picture of whether a project will be successful or not. Delivering the project's output on time and within the budget is not enough: you must also ensure that it meets the quality standards defined by both external and internal stakeholders.

Quality control is the process of working towards minimizing product defects and the waste of resources, as well as increasing the reliability of your project output. To help you with these three goals, we will use this article to present a detailed and comprehensive guide with multiple techniques to address different concerns related to quality management. Similarly to cost and schedule control, quality control is cyclical and builds on previous knowledge to improve the current processes. There is no "end" to quality control, and there is always something new that can be learned from the current and from past projects.



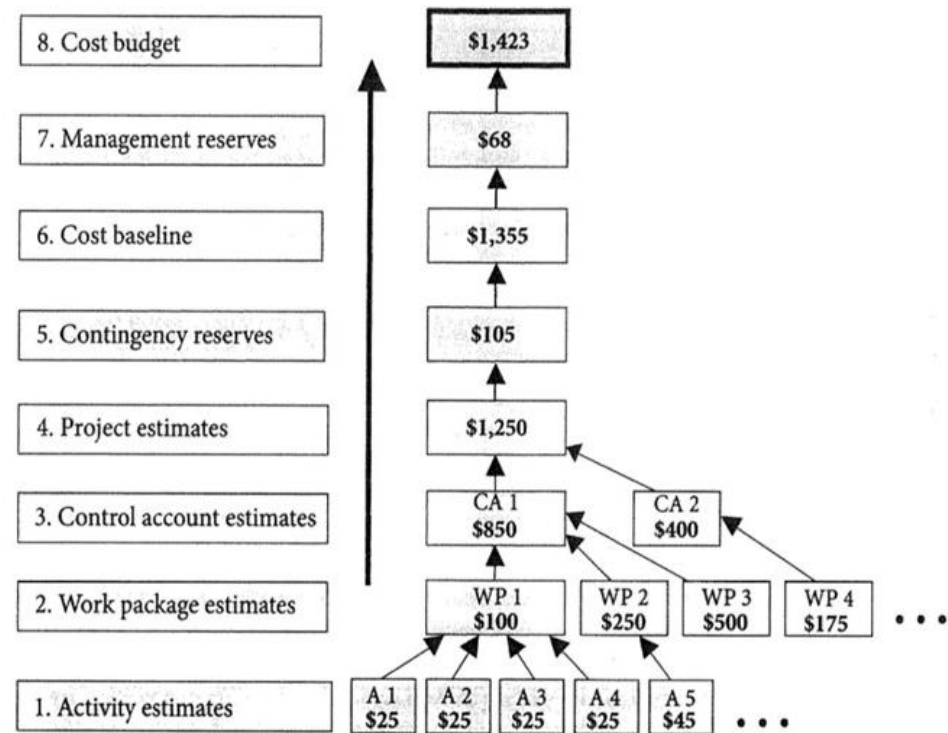
Cost Breakdown Structure (CBS)

Without proper management of project costs, expenses can get out of control quickly. You must be prepared to adjust and apply the correct costs to resources, activities, and services that align with your budget.

The cost management plan helps you plan, react to, and update project costs when issues or changes arise throughout the life cycle of a project.

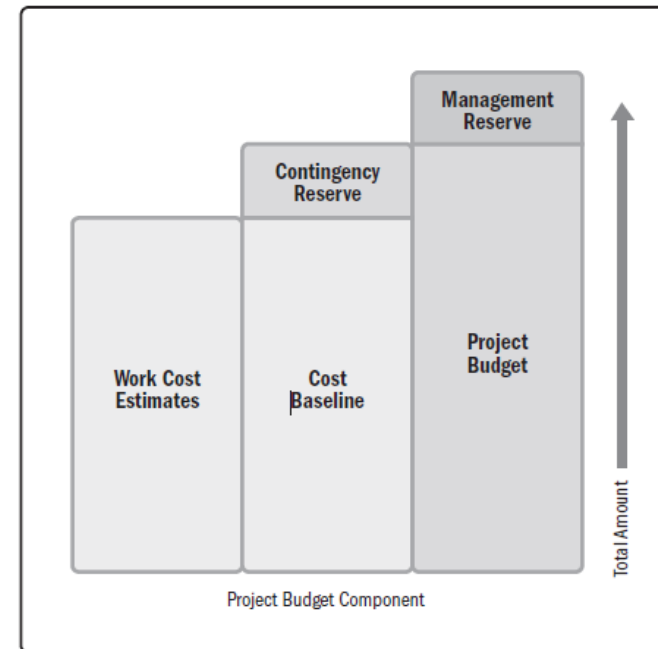
CBS is a vital part of project cost controlling is having a structure for estimating and following up project costs. A solid structure makes is easier understand how your project is tracking against plan.A Cost Breakdown Structure (CBS) is a terminology within project management. It is closely linked to what is called a Work Breakdown Structure (WBS).

- The WBS represent all the tasks that needs to be done within a project. The CBS represent all the cost categories that needs to be purchased within tasks.
- You will get better control on your cost and budgets by Splitting spend into logical



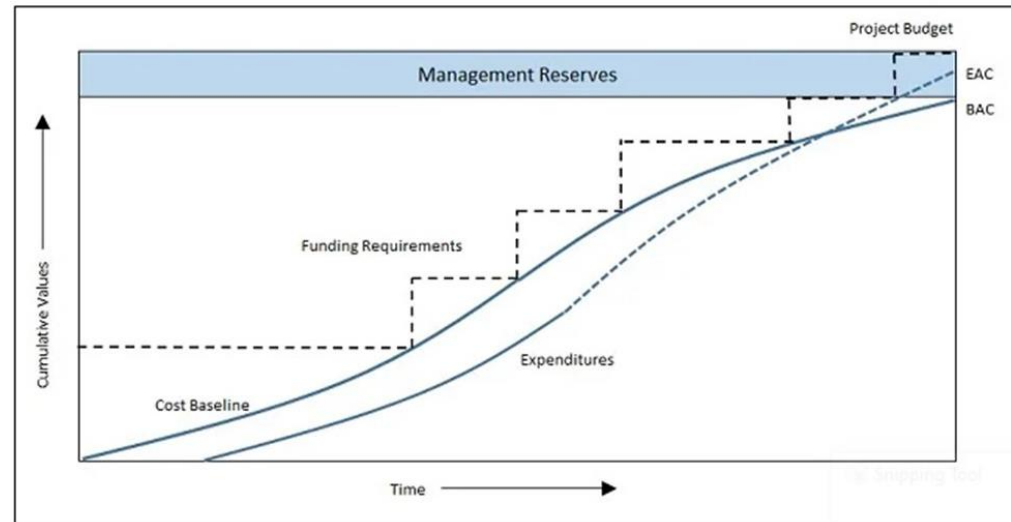
- cost categories make it easier to control cost. By doing this, you can easily see what you are committing to in relation to the spend within a cost category (as apart from the total budget).
- You get better insight allocating spend into cost categories also provides insight to how much you are spending within different cost categories. This insight is important to understand how you are tracking against a budget. You will have the insight you need to make important business decisions.
- To can prepare CBS need to know how to estimate cost to develop an approximation of the cost of resources needed to complete project work.

- The key benefit of this process: determines the monetary resources required for the project.
- Estimating cost consists of developing an approximation of the cost for each activity in the project.
 - That cost should include:
 - Direct labor.
 - Materials.
 - Equipment.
 - Facilities.
 - Services.
 - Information Technology.
 - Contingency reserves.
 - Indirect costs.
 - Logical estimates provide a basis for making sound decisions about projects and they establish baselines.
 - Determine which estimating technique to use.
 - Determine the unite of measure that will be used.
 - Consider possible risk that may impact cost.
 - Make sure your cost estimates include all resources that will be charged to the project.
 - Look for alternative costing options such as:
 - Leasing versus purchasing of capital equipment.
 - Outsourcing as opposed to handling the work in-house.
- Types of estimates cost:
 - Analogous Estimating:
 - Uses values of a previous project that are similar to the current project.
 - Parametric Estimating:
 - Uses a statistical relationship between relevant historical data and other variables (e.g., square footage in construction)



- Bottom-up estimating:
 - The cost of individual work packages or activities is estimated to the greatest level of specified detail. The detailed cost is then summarized or “rolled up” to higher levels.
- Three-Point Estimating:
 - The accuracy of single-point duration estimates may be improved by considering estimation uncertainty and risk.
 - **M**: Most likely (Based on realistic effort assessment for the required work)
 - **O**: Optimistic (Best-case scenario for the activity)
 - **P**: Pessimistic (Worst-case scenario for the activity)
 - Two commonly used formulas are triangular and beta distribution:
 - **Triangular distribution** $E = (O + M + P) / 3$
 - **Beta distribution** $E = (O + 4M + P) / 6$

- Estimating the project budget is the process of aggregating the estimated costs of individual activities or Cost breakdown structure CBS to establish an authorized Cost Baseline.



Project Cost Breakdown

Project Name:	The Elite Hospital						
Client:	Arabian Gulf University						
Project Manager:	Eng. Abdullah Al-Ghamdi						
Location:	Bahrain						
Project Descirption:	This Elite hospital will consist of a 288-bed medical Center that is in compliance with the highest international standards and specifications in this field.						
		Work Costs			Material Costs		Fixed Costs
No.	Task	Hours	Rate per hour	Cost per task	Items	Cost per item	
Month #1							
1	Prepare Initial Concept	390	\$120.00	\$46,800.00			
2	Schematic Design Package	590	\$120.00	\$70,800.00			
3	Detailed Design Package	960	\$120.00	\$115,200.00			
Subtotals		\$232,800.00			\$0.00		\$0.00
SUBTOTAL					Month #1		\$232,800.00
Month #2							
1	Excavation Clinic building	500	\$200.00	\$100,000.00			
2	Excavation Inpatient Building	760	\$250.00	\$190,000.00			
3	Excavation Outpatient Building	860	\$300.00	\$258,000.00			
Subtotals		\$548,000.00			\$0.00		\$0.00
SUBTOTAL					Month #2		\$548,000.00
Month #3							
1	Fence works	860	\$500.00	\$430,000.00	steel	\$840,000.00	
2	Site works	1250	\$500.00	\$625,000.00	Blocks	\$250,000.00	
3	Driveway	3200	\$600.00	\$1,920,000.00	interlook	\$760,000.00	
Subtotals		\$2,975,000.00			\$1,850,000.00		\$0.00
SUBTOTAL					Month #3		\$4,825,000.00
							TOTAL \$5,605,800.00

Earned value management EVM

The duration of project to be completed is 30 months.

The budget of the project at completion is
650,000,000 SAR.

Six months have passed (20%).

The schedule says we completed 50% of the outputs.

Planned value

PV= 20% of 650,000,000

PV= 130,000,000 SAR

Actual cost

AC= 325,000,000 SAR

Earned value

EV= 50% of budget at completion

EV= 325,000,000 SAR

Variance**Schedule variance**

$$SV = EV - PV$$

$$SV = 325,000,000 - 130,000,000 = 195,000,000$$

Performance index**Schedule performance index**

$$SPI = EV / PV$$

$$SPI = 325,000,000 \div 130,000,000 = 2.5$$

Cost variance

$$CV = EV - AC$$

$$CV = 325,000,000 - 325,000,000 = 0$$

Cost performance index

$$CPI = EV / AC$$

$$CPI = 325,000,000 \div 325,000,000 = 1$$

SV= Positive	Ahead of Schedule
CV= 0	On Budget
SPI>1	Ahead of Schedule
CPI=1	On Budget

Resource Leveling

Resource leveling is a Project Management method that involves resolving overallocation or scheduling conflicts to ensure that the available resources will finish a project. Resources include the time, supplies, or tools needed to complete a project. Resource leveling aims to prepare the most out of possible resources while working within the project's time, cost, and scope constraints.

Resource Leveling Outcomes:

If the goal is to maintain the up-to-date project deadline, more resources may require to be available.

If the goal is to drive the project with currently available resources, the project's deadline may be extended.

Resource leveling adjusts resource allocation or Schedule to keep resources from being overextended. They can help maintain the quality of project outputs.

Resource leveling examples

here are some examples:

Example one: Delaying a project start date

A project requires a designer to create shop drawings for a client, but the designer was double-booking, and the rest of the design team occupied. They decide to start the project two days later when the designer is ready. As the designer works quickly, the project end date remains the same.

Example two: Purchasing extra resources

The Prime construction sub-contractor has been responding to many labors Requests to deal with buildings foundation demands. Since the company's current workforce is not enough to handle the foundation works, the team decides to hire additional staffing to reduce the delays of progress and finish the foundation of the building on time.

What Is Distributed Project Management?
Why Does it Make Sense?

Distributed Project Management” is a new approach to project management. Here is a brief overview of what it is all about

What is Distributed Project Management?

“Distributed Project Management” is very important to help people see the relationship of “project management” and Agile in a very fresh new perspective. It has the potential to redefine many of the heavily-ingrained notions that we have about what “project management” is There are a number of people in the Agile community that believe that “project management” is not consistent with Agile.

That opinion is based on:

A very narrow and stereotypical view of what project management is

An assumption that all project management functions are done by a single person called a “Project Manage

How Is Project Management Implemented in an Agile Team?

There is a lot of “project management” going on in an Agile environment, but many people won’t recognize it as “project management” because:

It is a different kind of project management, and

The project management functions have been distributed among multiple people on the team

Let us explore each of those areas individually.

It is a Different Kind of “Project Management”

The traditional view is based heavily on planning and control to achieve predictability over project costs and schedules. A more modern and broader view of “project management” is based on delivering business value. That does not mean that meeting cost and schedule goals is unimportant.

Achieving cost and schedule goals is only one component of business value and not necessarily the most important component. Creativity and innovation to maximize the value of the solution can be at least equally important

Role	Project Management Function
Product Owner Role	The Product Owner comes closest to the overall responsibilities of a project manager. However, the Product Owner role actually goes beyond a project management role. The Product Owner is expected to: Take overall responsibility for the success or failure of the project Make any decisions or trade-offs that might be needed to meet the project goals
Developer Role	In an Agile environment, developers actually have responsibilities that might normally be done by a “Project Manager”. Developers are expected to: Take responsibility for planning and completing the tasks that they are responsible for Following through to meet commitments that they have made Reporting progress and coordinating their work with other members of the team as necessary to produce an overall result
Scrum Master Role	The Scrum Master also has responsibilities that might normally be performed by a Project Manager. The Scrum Master is expected to: Facilitate the work of the team and team meetings Coaching the team in Agile practices and Removing any obstacles that might be impeding the team’s progress

The Project Management Functions Have Been Distributed Among the Team

The functions that would normally be performed by someone called a “Project Manager” at the team level have been distributed among other members of the team. As a result, you typically may not find anyone at the team level in an Agile project called a “Project Manager”.

In an Agile team, everyone on an Agile team has responsibility that might normally be performed by someone called a “Project Manager”:

A project manager in a traditional plan-driven environment would normally perform those functions. A “Distributed Project Management” approach distributes these functions among multiple people.

Why Does Distributed Project Management Make Sense?

In an Agile environment:

Solutions can be much more complex, and the level of uncertainty can be much higher. That makes it very difficult, if not impossible, to completely define a solution prior to the start of a project

That environment requires a much more flexible and adaptive approach in that environment, It is essential to further elaborate the requirements and the design of the solution as the project is in progress.

That calls for a very different approach to project management.

Distributing the project management functions among the different Agile team roles provides a much more dynamic approach:

Instead of centralized control where all decisions are made by a project manager, Decision-making is more decentralized among the various roles on an Agile team The team is self-organizing and empowered That approach is very well-suited for an environment with a high level of uncertainty

I think you can see that if your objective is control, a traditional plan-driven approach to project management of putting one person called a project manager in control of a project might be a good approach; however, an emphasis on control can be inflexible and doesn't work well in an uncertain environment that requires a more adaptive approach. We need to adapt the approach to fit the nature of the project and the level of uncertainty in the project is a major factor in choosing the right approach.

Overall Summary

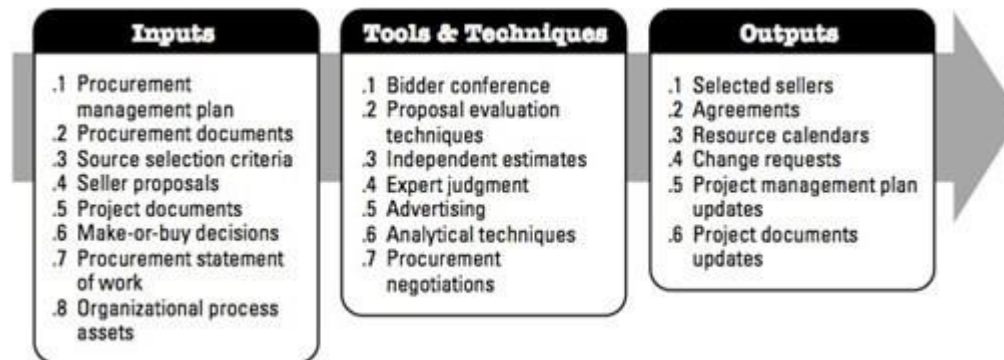
Distributed Project Management is a new way of thinking about how to do project management: Instead of the normal project management functions being performed by a single person called a "Project Manager"

Those functions may be distributed among other roles This approach may be threatening to many traditional project managers because, in many cases, It could eliminate the role of a project manager at the team level in an Agile project, and It also could require a significant adaptation for many project managers who are used to being in control of a project.

Conduct Procurements

Process Definition

Conducting procurements is the process of gathering seller bid responses, selecting a seller source, and then awarding that source a contract to provide the needed human resources or material. The key benefit to this process is that it helps ensure stakeholders understand expectations from project management.



Process Assessment

In order for this process to be successful, the procurement management plan must be completed and provide the necessary guidance as to how the project team will acquire goods and services from outside the organizational resources. Before a seller can be chosen, each must submit their proposal, or bid, for the services or material they wish to provide. Once bids have been gathered, each will be assessed according the project criteria and the procurement management plan. Only then can a decision be made.

Procurement Plan:

This group assignment developed the procurement plan to best identify the approach to be used when conducting procurements. As an **input** to the procurement process, the plan helps identify the types of contracts, material, and methods to be used in procuring work force and material required.

Procurement Negotiations:

This essay addresses the importance of negotiations. As a **tool & technique** understanding and establishing a negotiation strategy will help ensure a win-win for all parties concerned.

Change Requests:

This group assignment deals with a customer requested change to the existing project. As a result of this change, additional manpower and material was required to complete the work scope change. This request serves as an **output** to the conduct procurements process.

Contractor Selection

Selecting a contractor is one of the most difficult aspects of project management. It's why most large organizations have an entire department devoted to project procurement.

Contractors all want the work, but how do you know they aren't too busy and will get to your project later than you would like them to?

How do you know they are as capable as they say?

These are not easy questions, and the path you choose could be hazardous to project success.

There are six ways to choose a contractor, supplier, or vendor:

1. Least cost

Using price as the sole selection criteria should be limited to situations where the work is relatively well defined and understood by the contractors. Otherwise they are likely to inspect the contract documents with a fine toothed comb and ensure their price addresses the risk of project changes. That is, it must include potential areas of extra work (money) that might be required but aren't specifically addressed in the contract.

The contract is based on a lump sum price only, like this:

Criteria	Weighting
Price	100%

2. Qualifications only

On the opposite end of the spectrum, the contractor can be chosen based on their qualifications only, without any consideration for cost. The qualifications can include:

- **Project methodology**

The contractors are asked to provide information on their methodology for performing the work, including scheduling and methods for ensuring project quality.

- **Project team**

The contractors are asked to provide their project team, including professional resumes (CV's) and a listing of relevant work experience. These can be assessed to provide a score for the project team.

- **Past projects**

Information on past projects that the company or project team has performed can provide confidence in the work the contractor will produce. This information can be provided in any format preferred by the contractor, as long as the relevant information is produced. Items like location, cost, size, completion date, duration, and a brief project description can be requested to obtain context.

The contractor's evaluation is based on technical qualifications, like this:

Criteria	Weighting
Project Methodology	35%
Project Team	20%
Past Projects	45%
TOTAL	100%

3. Quality and cost based

In this method, the price is considered on par with the other qualifications-based criteria (project methodology, project team, and past projects). All four criteria are given a predetermined weighting and the bids contain all of the information, including price. This method is used when cost is a major factor but quality is important as well.

The qualifications and costs are included within the same submission, like this:

Criteria	Weighting
Project Methodology	25%
Project Team	20%
Past Projects	30%
Price	25%
TOTAL	100%

4. Quality based

in this method, the contractors are asked to submit two separate bids:

A technical proposal (bid) containing the three-quality metrics (project methodology, project team, and past projects) A price proposal (bid). The technical proposal is reviewed and evaluated first, resulting in a technical score.

Following the technical proposal,

Price bids are opened.

This allows the technical qualifications to be reviewed unhindered by price bias. The price is then factored into the technical score to arrive at the final score.

This method requires a predetermined process for calculating the technical score and price score. Generally, each of the three main qualifications categories (project methodology, project team, and past projects) and the fourth variable (price) are given a percentage weighting prior to the bids being requested.

This type is used when the quality is more important than the price, but the price is considered important too. The contractor provides two separate submissions, either sealed envelopes or, currently more likely separate pdf files.

Submission 1

Criteria	Weighting
Project Methodology	25%
Project Team	20%
Past Projects	30%
TOTAL	75%

Submission 2

Criteria	Weighting
Price	25%

5. Sole source

Sole source is a fancy way of saying there is no competition. One contractor is asked to provide a bid and they are selected without any solicitations from others.

This method can be used with the intention of soliciting further bids if the price is not considered acceptable, however, it is important that contractors realize whether or not they have competition. In theory, a contractor's

price shouldn't change based on whether or not there is competition, however there is a difference – In a sole source scenario the cost of preparing the bid can be significantly less because it doesn't include long proposal reports and heavy scrutiny of quantities. Hence, the contractor's business strategy might be to pass those savings on to their client / customer.

6. Fixed budget

The owner specifies the price and the contractor adjusts their scope of work to it. Of course, they might remove items that are considered by the owner to be critical to the project. This method is rarely used, but when you wish to perform whatever work is possible within the budget, it is available as an option.

Unlike the other methods, the contractor is writing out a scope of work rather than determining a price. Hence, the document should be reviewed and negotiated to ensure all stakeholders are clear on what work is included

Virtual Meeting Preparation with Agenda

In order to achieve a very effective and productive Virtual Meeting through utilizing online software such as Microsoft Teams or other applications, there are several steps must apply as follows:

1. Set up an agreed meeting agenda with clear points regarding points, actions, timing, attendees, and dates that must distribute in advance.
 - 30 min sharp team call (be on time, leave on time)
 - Each conference attended by a different manager from the team and covers a new topic
 - Learning opportunity
 - Share opinions and responses to different perspectives, give feedback

Agenda

- 20-minute update from host
- Discuss aspect of the company they are working on
- Anything they are involved in that the team can learn about
- 10-minute questions and feedback from the team
- Answer any questions from the team
- Make a note of shared perspectives and feedback
- Select good communication and reliability of the secure network; many free platforms include video and audio options.
- Test the network prior to commencing the meeting

- Do not tolerate disrespect, plus needed to control the meeting and ensure no disrespect or rude behavior between attendees.
- Record the meeting by issuing minutes of the meeting and distributing them to the related parties

The Five Elite's Group

- Khalid AlAnezi + Mansour AlSaeed
(A Virtual Meeting preparation with Agenda)
- Suliman + Fadi AlBayaai
(identify performance measurement course and submit a report with explanation)
- Ali AlSalem + Faisal AlZahrani
(Develop change request model (include impact assessment , Alternative analysis is recommended)
- * (Mohammad AlShareef + Turki Alorayar
(identify Risks (threats) and opportuneness, and give examples:
To prepare a risk register , qualitative risk analysis , to specify response strategies)
- AbdulRahman AlMozayal+ Abdullah AlGhamdi
(To prepare Stakeholder engagement assessment matrix)

MPM, ESU, Riyadh, KSA

Business Performance Management

Business performance management is a set of management processes that analyze and enable a company to achieve set objectives. The purpose of performance management is to improve work performance and encourage individual productivity in organizations, as well as to identify and eliminate ineffective performers as well as recognize strong performers. When a business performance initiative is successful, it helps the organization achieve its desired results with the resources the company has on site.

Business performance management has three main activities:

- **Selection of goals:** Goal setting improves work motivation. Goal acceptance is necessary and so is moderation of goal setting efforts as well as the progression from setting to attainment.
- **Consolidation of measurement information:** Measurement information collected and analyzed has to be relevant to the organization's progress as compared to the goal. There is no use, for example, in measuring what sales tactics are accomplishing if the company objective is to become more customer-oriented.
- **Interventions made by managers:** As with any other goal, there are times when strategies will not align with tactics, and as such, business managers can intervene to ensure the performance is in line with the goals and objectives decided on by the company.

PERFORMANCE MEASUREMENT PROCESS

A company's performance measurement process is vital to the decision-making process. You cannot control what you cannot measure, and you cannot change what you cannot control. So, deficiencies and outdated systems can only be corrected and updated if they are examined and measured against the company's objectives and desired standards. Measurements then are used by a company for assessment of the processes, reduce variations and

control methods continuously improve the systems in place and manage assessment to ensure goals are being met with efficiency and effectiveness. Companies implementing a solid performance measurement system should follow these principles:

- Measure what is important, and customer satisfaction is always important.
- Be customer oriented and focus on meeting those needs. Customers give great feedback, and this can help the firm decide what to measure.
- Involve your workers in designing and setting up a measurement system, this will help them to feel involved and they will more likely want to uphold the standards and aim to accomplish the goals you set together.

There is a cyclical approach to performance measurement that starts with the management of expectations by outlining the process and defining the expected outcomes. Next, steps should be taken to outline what is important to be measured, what will be impacted and the desired outputs. Following that the managers should continue with the collection of data and develop a strategy that will follow and link levels of performance to the set goals. And once those steps are taken the final part of the cycle is to create an image of what the performance looks like and what is being done whether for maintenance or improvement. Broken down below is the cycle in the form of steps. Once a company follows this route, it will be easier to see how daily acts performed by the company are either adding to the process or deviating from the important objectives.

1. Outline the direction the process will take

Identifying the direction of the process will offer an understanding of what you are about to measure. Select the processes that impact the business and the customers and start there.

2. Identify the important activity and measure it

The focus should be on key areas and business components, not people. This needs to be controlled because of the impact on productivity, efficiency and quality of other units of measurement

3. Establish company's performance goals, objectives or standards

Goals and standards need to be established to be able to compare logically what is being accomplished. They should be established for various aspects of the company and measured based on the standards set. They should also be attainable, economic, applicable, consistent, cover all interrelated department activities, understood by those trying to reach them, stable and established, and most of all adaptable so if need arises they can be added to or subtracted from, based on what is required by the customers.

4. Establish ways in which to measure performance

Each measurement system should contain a unit of measurement, a sensor (evaluation of actual performance) and a consistent frequency (number of times measured).

5. Name the key department managers involved

In this step, the decision makers must be labeled and put into place. Various decisions should be made such as how and what data will be collected, who will analyze and report the performance, how to compare the goals and performance and what needs to be done if corrective action is needed.

6. Collect relevant information

In order to support the goals and have cohesive information, useful, and relevant data must be collected. Once collected, however, the leader in charge of data retrieval will need to extract all the necessary information to find

all the answers to the questions that will lead to performance measurements. There are two types of data to be collected in this particular process: (1) variable or measured and (2) attributed or counted data.

Measured data takes on different values and shows a numeric picture of the business' process. An example would be the number of hours spent working on a problem.

But counted data on the other hand does not necessarily present in numeric form. An example of this type of data would be the answer to the question was the solution to the problem found, yes/no?

7. Examine and report performance

The point, of collecting the data, is to gather new insights and draw conclusions. But before this happens the data has to meet the following criteria:

- ensure data collected answered original questions,
- locate and remove any bias in the collection process,
- ensure the correct number of observations were accumulated, and
- finally ensure the data is enough to come to meaningful conclusions.

The next part of this step is to analyze. Remember, collected data is not necessarily a true reflection of actual performance, so there will likely need to be more than one raw data input to get the true picture. Once the raw data is put into the analytic system, it needs to be grouped into a simple readable and understandable form, either tabular, statistical, graph or in a singular chart as the data needs to be easy to draw conclusions from. Then finally the information and conclusions will be developed into a report.

8. Compare goals and performance measured

In this step, the responsible party has to compare the report to the goals outlined from the start. Are there variances to be corrected? If so, the leader will create his or her report and send it on to the person in charge of making the changes.

9. Ensure corrective measures are taken

This step has to do with deciding; does the leader act, toss out the recognized variance or make a new set of standards? The leader can either change the objectives or change the process taken to get to the objectives. A root cause analysis will help to determine what is the best possible solution whether the process is redundant or the goals unrealistic.

10. Bring process and goals in line with each other

This cycle is also known as the feedback loop, and it will close off once the goals and the steps taken are in sync. There are several actions that can be taken to ensure the two are working together to bring about the best results. The desired result is always to remove defects and improve the process to achieve the main objective.

11. Establish new goals if needed

The step is self-explanatory; if it does not work then it needs to be adjusted. Keep these three features in mind when designing a new performance measurement goal.

- The degree of success in previous attempts.
- The changes applied to the process.
- The ability to adequately communicate improvement relative to the work process.

Change request model

Project Name:			
Prepared by:			
Date (YYYY/ MM/ DD)			
Control NO.			
1. Requestor Information			
Area of Change:			
Scope	[]	Schedule	[]
Budget	[]	Quality	[]
Is this Change the result of Risk Management Action			
Yes	[]	No	[]
Risk ID:			
Proposed Change Description and References:			
Description:			
Justification:			
Hyperlinks:			
Impact of NOT Implementing Proposed Change:			
Alternatives:			
2. Initial Review Results of the Change Request			
Initial Review Date :		Assigned to:	
3. Impact Assessment			
Baselines Affected:			

Configuration Items Affected (Product Specifications):			
Cost, Schedule Impact Analysis Required?	Yes []	No []	
Rework Required? Describe:			
Impact on Cost:			
Impact on Schedule:			
Impact on Quality:			
Impact on Resources:			
Risk Associated with implementing the Change:			
Risk Associated with not implementing the Change:			
Impact on Business Value:			
Impact on Dependent Projects?			
Final Review Results:			
Priority:	High []	Medium []	Low []
4. Impact Assessment Results			
Specific Requirements Definitions:			
Additional Resource Requirements:	Workdays	Cost	
		SAR	
		SAR	
		SAR	

Totals:			SAR
Impact of Not Implementing the Change:			
Alternatives to the Proposed Change:			
5. Final Recommendation			
6. Change Request Form / Signatures			
Project Name:			
Project Manager:			
Name	Title	Signature	Date (YYYY/ MM/ DD)

Identify Risk

This process to identify individual project risks as well as sources of overall project risk and documenting their characteristics. The key benefit of this process:

- The documentation of existing individual project risks and the sources of overall project risk.
- Brings together information so the project team can respond appropriately to identified risks.

Techniques to identify risks:

Data gathering,

Brainstorming:

Obtain a comprehensive list of individuals project risks and sources of overall project risk.

▪ Checklists:

- Risk checklists are developed based on historical information and knowledge that has been accumulated from similar projects.
- Listing specific individual project risks that have occurred previously and that may be relevant to this project.
- Quick and simple to use.
- It is impossible to build an exhaustive one.

Project Name : _____

Risks Checklist		
Main Category	Potential Risks	Potentiality
Management	Schedule Risks	☐
	Resource Risks	☐
	Planning Weakness	☐
	Communication Risks	☐
Technical	Design Risks	☐
	Site Risks	☐
	Quality Risks	☐
	Coordination Risks	☐
Legal	Disputes	☐
	Regulation Ambiguity	☐
	Licences and Permits	☐
Political	Wars and Strikes	☐
	Bribes	☐
	Revolutions	☐

Data analysis:

Root cause analysis:

- Used to discover the underlying causes that lead to problem and develop preventive action,
- For example: the project might be delayed or over budget and exploring which threats might result in that problem occurring
- Early delivery or under budget and exploring which opportunities might result in that benefit being realized.

Assuming and constraint analysis:

- Explores the validity of assumptions and constraints to determine which pose a risk to the project.

▪ SWOT analysis:

S = Strength

W = Weakness

O = Opportunities

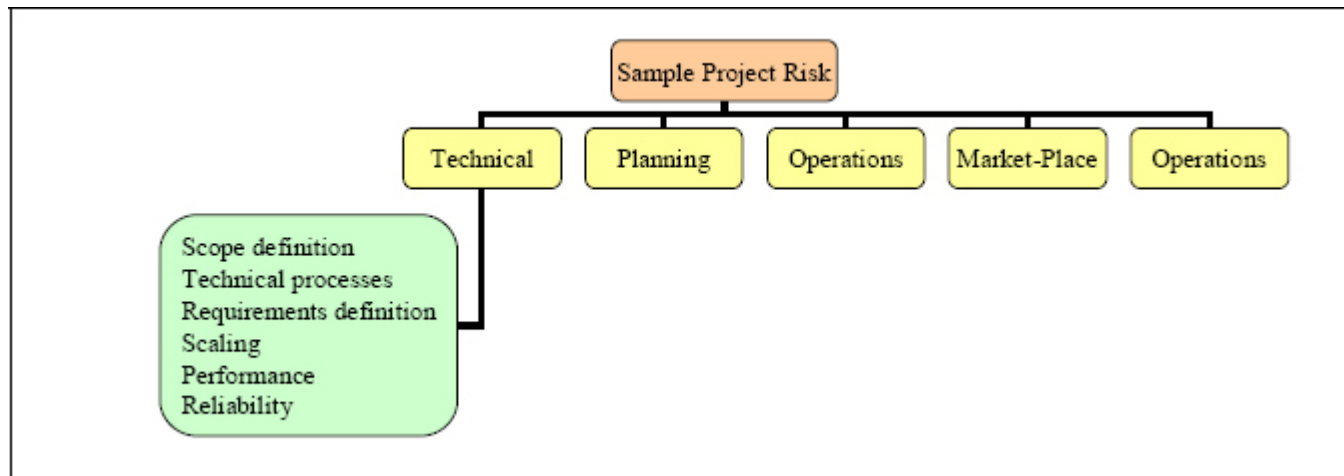
T = Threats

- Identify opportunities that are result of organization strength as well as threats that are result of organization weakness.

SWOT Analysis

Strengths	Weaknesses
- Things your company does well - Qualities that separate you from your competitors - Internal resources such as skilled staff - Tangible assets such as intellectual property, capital, proprietary technology, etc.	- Things your company lacks - Things your competitors can do better than you - Resource limitations - Unclear Unique Selling Point/ market positioning
Opportunities	Threats
- Undeserved markets for specific products - Few competitors in your area - Emerging need for your products or services - Press/ media coverage of your company	- Emerging competitors - Changing regulatory environment - Negative press/ media coverage - Changing customer attitudes to your company

- The four letters that make up the acronym SWOT stand for “Strengths”, “Weaknesses”, “Opportunities” and “Threats” (Bradford 1999). The first two (SW) correspond to internal capacities of the organization, whereas the last two (OT) refer to factors impacting or impacted by the external environment. For the Sample project,
 - **A Strength:** we have a product that works, and we understand
 - **A Weakness:** we do not have experience in delivering in some of the countries mentioned
 - **An Opportunity:** we have a good name in the marketplace
 - **A Threat:** there are some start-up companies that will be able to under-bid us
- **Prompt List:**
 - A predetermined list of risk categories that might give rise to individual project risks and that could also act as sources of overall project risk.
 - Used as a framework to aid the project team in idea generation when using risk identification techniques.
 - The risk categories in the lowest level of the risk breakdown structure can be used as a prompt list for individual project risks.



- **Risk Register:**

The risk register captures details of identified individual project risks.

The content of the risk register may include but is not limited to:

- List of identified risks.
- Potential risk owners

Where a potential risk owner has been identified during the identify risks process the risk owner is recorded in the risk register. This will be confirmed during the perform qualitative risk analysis process. List of potential risk responses.

Where a potential risk response has been identified during the identify risk process, it is recorded in the risk register.

Risk register will be updated through each process of risk management.

- Most frequently Risk Managers attempt to reduce the likelihood of the risk occurring or the impact if the risk does occur.
- The responses are documented on the Risk Register and the register should regularly reviewed to monitor progress. Ideally the Risk Register should be reviewed in every project team meeting. It should certainly be review at the end of each phase of the project lifecycle.
- Management of risk should be a constant ongoing process with the project team raising risks with the Risk Manager or Project Manager who then logs the risk and identifies actions that can be taken to mitigate the risk. To properly respond to a risk the Risk Manager may need to bring in experts to understand the actions that can be taken to reduce the likelihood of the risk occurring or the impact if the risk does occur. Read more on the possible responses to risk.

Risk Register											
Project Name:	The Elite Hospital										
Client:	Arabian Gulf University										
Project Manager:	Eng. Abdullah Al-Ghamdi										
Location:	Bahrain										
Project Description:	This Elite hospital will consist of a 288-bed medical Center that is in compliance with the highest international standards and specifications in this field.										
ID	Date raised	Risk description	Likelihood	Impact	Severity	Owner	Mitigating action	Contingent action	Progress on actions	Status	
1.00	Friday, September 3, 2021	There is a risk that reject shopdrawings, because of Detailed note clear in Detailed drawings if this occurs it will delay start construction	Low	Medium	High	Eng Kailed	Review the detailed pacakge drawings just we received them from design before start the project	Split the shopdrawings package in small packages and submit for approval one by one.	Update 20/11/2021 Mitigation actions Implemented	Open	
2.00	Sunday, September 12, 2021	There is a risk that delay on Material, because offar from the city if this occurs it will delay project	Medium	High	Low	Eng Mashal	Order the material before start the project and prepare stock.	Prepare a list for local suppliers.		Closed	
3.00	Tuesday, September 14, 2021	There is a risk that lack of labors, because of booming in economy if this occurs it will delay schedule of project	High	Low	Low	Eng Kailed	Increase benfits in addition to best salary in industry	Make standby plan B team		Open	
4.00	Wednesday, October 6, 2021	There is a risk that delay in fire life safty work package, because of weak in experience in fire life safty work if this occurs it will reject from consultant	Low	Medium	High	Eng Mohamed	Award fire life safty work to a qualified subcontractor	Give training for MEP team for fire life safty works	Update 15/11/2021 Contingent actions Implemented	Open	
5.00	Monday, September 13, 2021	There is a risk that delay in acoustics work package, because of weak in experience in acoustics work if this occurs it will bad quality for instulation	Low	Low	Low	Eng Mashal	Award acoustics work to a qualified subcontractor	Assign electrical engineer have experience in acoustics		Closed	

- **Risk ID** - a unique identifier for the risk
- **Date raised** - the date the risk was identified
- **Risk description** - best written as 'There is a risk that xxxxx, because of xxxx if this occurs it will xxxx'
- **Likelihood** - How likely is that the risk will occur. Can be 1- 5 or High / Medium / Low
- **Impact** - What will the impact be if the risk occurs.
- **Severity** - Likelihood x Impact
- **Owner** - The person who will be responsible for managing the risk.
- **Mitigating action** - Actions that can be taken to reduce the likelihood of the risk occurring. May also be acceptance of the risk or transference of the risk e.g., insurance. Risk Mitigation techniques.
- **Contingent action** - What will be done if this risk does occur. Usually, actions to reduce the impact on the project
- **Progress on actions** - A regular update on progress of the mitigating actions
- **Status** - For example Open, Waiting, Closed, in Progress etc.

Severity table or Risk Matrix				
		Likelihood		
		1	2	3
Impact	1	Low	Low	Medium
	2	Low	Medium	High
	3	Medium	High	High

Stakeholder engagement assessment matrix

Stakeholder	Risk	Influence	Interest	Project Phase					Engagement level
				Initiation	Planning	Execution	Control	Closes	
Suppliers	H	L	H		H	H	H	H	During the project phases
Designer	M	L	M	L	L	L	L		Initiation & planning
Contractor	H	H	H			H	H		Execution & control
Government affairs	L	L	L				L		Control
Ministry of health (End user)	H	H	H	H	H	H	H	H	All the project phases
Dr. Sulaiman AL Habib hospital	L	L	L	L	L				Initiation & Planning
Causeway authority	L	L	L	L					Initiation
Citizens of Bahrain	M	L	L						As needed
Insurance company	H	H	H	H				H	Initiation & closing

Recommendations

We recommend that appropriate training standards be developed that will prepare highly qualified staff to provide healthcare in the home.

We also recommend storing and using health data in a virtual private cloud for security.

It is recommended that use universal health coverage as a lever to improve the quality of healthcare.

We urge the engagement of healthcare consumers to improve the quality of care.

It is recommend using telemedicine to improve health care in distant areas.

Guidance on how to develop complex interventions to improve health care is recommended.

Use modernized approaches to health care service delivery.

Conducting studies that demonstrate the impact of cloud computing on the future of healthcare technology practices and services.

Conducting studies that show the importance of developments in health care technology, and their impact on improving health services.

The best solution to avoid the lack of manpower resources is planning for workforce recruitment.

If we do action to adopt the new technology in healthcare, we will see the best results that reflect on improve health services.

This will have a positive impact on Healthcare in general

Based on the vision, and mission statements and the abstract drawn out of this vital project, this a general hospital Project for investment.

This project is meant to be invested in the Kingdom of Bahrain: however it can be built anywhere but our Feasibility Study showed that it would be more needed and most profitable in Bahrain as the number of general hospital is not enough with the growing population and the needed healthcare all over the Bahrain.

There are many aspects and distinctions to this project, the easiness of the construction, the future use and the setup for Information Technology (IT) setup up to be the most high technology and smartest of all and the use of Virtual Reality Imaging Techniques and Internet of Things (IOT).

We highly recommend this project for investment and the investing company will find all measures, governmental services and requests and after finish of project service providing companies will act amazingly as in Bahrain All of the agencies.

Will have an alliance to finalize this project as they can.

As a final note, this healthcare institution can be belt anywhere; however, our prior-study has shown based on our business plan that there is a shortage of medical services providers I the nearby neighboring country in Bahrain. This is why the proposal specific this country and it would be a very good approach to consider the project provided that there will be a feasibility study to be performed.

The Purpose for this project to exist can based on commercial, charity purpose or can be handed by healthcare specialized operation company or can be handed by government sector under the custody of the Ministry of Health (MOH) and another idea is to used along with treating and a teaching hospital under the medical university and MOH Supervision.

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