

OBESITY SURGERY CENTER



Developed By:

Student Name	Student Number
Alhanouf Saeed AlDossari	2021202709
Nasser Saleh AlLuhaidan	2021200163
Awatef Mohammed AlShlaih	2021202163
Ahmed Mohammed AlMansour	2021203798
Tahani Abdullah M AlEssa	2021202325
Saud Bader AlAnazi	2021203565
Norah Ibrahim AlTmami	2021202178
Ghars Ibrahim AlFayez	2021202409
Nora Mohammed AlQannas	2021201122
Manal Mohammed AlDghather	2021202373

Advasior:

Dr.Walid Soliman

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STRATEGY

Introduction:

Obesity is one of the leading causes of preventable deaths in Saudi Arabia aside from being link to risk factors for illnesses such as diabetes, hypertension and cardiovascular diseases

Studies reveal that it is fast turning to be a major concern seven out of 10 Saudis suffering from obesity and 37 percent of Saudi women are facing problems related to overweight. As per statistics, nearly 60 percent of the population aged over 16 in the kingdom was overweight. This was mentioned during the 3rd International Obesity Conference held in 2014. However, only few healthcare institutions in the region are available to address the needs of obese patients. Also, the level of awareness for this health condition is not high and the educational materials are limited. The lifestyle of people in this area also contributes to the high obesity rate.

Rationale:

The Obesity Surgery Center Project is driven from the customer needs. For the past few months, the percentages of obese patients are continuously increasing based from visits in Endocrine and Internal Medicine clinics as well as patients diagnosed with diabetes and other cardiovascular diseases. Given the potentially increasing demand for this healthcare intervention, we are proposing the Obesity Surgery Center as a solution to the above mentioned problems.

Project Title:

Obesity Surgery Center in Saudi Arabia

Project Mission:

To have a fully operational Obesity Surgery Center with modern facilities to serve all obesity customer healthcare needs and to comply with international standards and evidenced-based practices to reach the desired patients' weight.

To accomplish this, the Obesity Center will:

- Abide by the rules and existing regulations on the operation of the center to achieve patient safety, reduce risk and obtain high level of patient satisfaction
- Comply with international standards and evidenced-based practices to reach the desired patients' weight.

Project Vision:

The Obesity Surgery Center will be a model for access, availability and excellence of healthcare services in the entire region

Project Scope:

The scope of the project includes all patients who come to the center for treatment and health services. This includes all the processes from appointment, admission to discharge.

Project Goals:

The team utilizes the **SMART Goals** to formulate and clarify ideas on what to accomplish, setting priorities, focus the efforts, track the progress, manage time and resources productively, and increase chances of achieving success of the project by maximizing opportunities

Specific, Measurable, Attainable, Relevant and Time-bound:

- To ensure 100% availability and access to high quality care and services and diet programs offered by the Obesity Surgery Center.
- To reduce the percentage of obese patients by the end of the first 6 months from operation of the Obesity Surgery Center project
- To improve the health condition of 100 obese patients as samples in order for the Body Mass Index (BMI) to reach the fitting level.
- To improve the lifestyle of obese patients by providing weight loss programs and related activities.
- To obtain high level of lifestyle satisfaction from obese patients.

The Obesity Surgery Center:

The Obesity Surgery Center project team consists of the following members:

1. The Deputy Chief Operating Officer
2. The Assistant Chief Medical Officer
3. The Government Relations and Legal Affairs and Case Management Director
4. The Business Development Center Director
5. The Central Switchboard Operators and Appointments and Billing and Reception Director
6. The Support Manager for Emergency Services
7. The Quality Professional
8. Representative from Medical Staff

Table 1.1 Project Charter

Project Name:		Obesity Center Project	
Project Sponsor	Obesity Center	Project Manager	
Date of Project Approval		Last Revision Date	
Project Description	The Obesity Surgery Center Project is driven from the customer needs. For the past few months, the percentages of obese patients are continuously increasing based from visits in Endocrine and Internal Medicine clinics as well as patients diagnosed with diabetes and other cardiovascular diseases. Given the potentially increasing demand for this healthcare intervention, we are proposing the Obesity Surgery Center as a solution to the above mentioned problems.		
Scope	The scope of the project includes all patients who come to the center for treatment and health services. This includes all the processes from appointment, admission to discharge. The project also aims to determine the effect on the BMI, lifestyle and level of satisfaction of the Obesity Center patients		
<u>Project Mission:</u> To have a fully operational Obesity Surgery Center with modern facilities to serve all obesity customer healthcare needs and improve their lifestyle and conditions thru compliance with international standards and evidenced-based practices <u>Project Vision:</u> The Obesity Surgery Center will be a model for access, availability and excellence of healthcare services in the entire region.			

Project Goals

The team utilizes the SMART Goals to formulate and clarify ideas on what to accomplish, setting priorities, focus the efforts, track the progress, manage time and resources productively, and increase chances of achieving success of the project by maximizing opportunities

Specific, Measurable, Attainable, Relevant and Time-bound:

- To ensure 100% availability and access to high quality care and services and diet programs offered by the Obesity Surgery Center every quarter
- To analyze both the gross and net profit margin to understand how profitable the obesity center is in generating more returns within 1 year
- To improve the health condition of 100 obese patients as samples in order for the Body Mass Index (BMI) to reach the fitting level within 1 year
- To improve the lifestyle of obese patients by providing weight loss programs and related activities within 1 year
- To obtain high level of lifestyle satisfaction from obese patients after 6 months of center operation
- To establish and increase the reputation of the Obesity Center through referrals and word of mouth from satisfied patients a year after the commencement of the project

Constraints	Time	6 months
	Budget	SAR:
	Scope	Fully operational Obesity center with sufficient number of healthcare staff, support services personnel, medical equipment and educational materials.
	Quality	Prioritize time and budget over quality
Project Deliverables	• Building Construction, Layout, Design, Budget and Permit • License to Operate • Insurance or Guarantor partnership • Staff Recruitment • Medical Equipment and Supplies Procurement • Accreditation status after 1 year of facility operation • Health Educational Materials • Survey Questionnaires	
Key Performance Indicators	Leading Indicators	Lagging Indicators
	• Increase in the number of patients seen in the	• Return on Investment

	Obesity Center - Gross and Net Profit Margin - Increase in Purchase of medical equipment and supplies	- Revenue Growth - Operational Cost	
	- Increase in the number of patients who availed of weight loss and diet program - Percentage of patients who were given health education and treatment plan	- Lifestyle satisfaction from obese patients - Improved lifestyle habits - Improved diet	
	Body Mass Index of 100 Patients	Percentage of obese patients after 6 months of operation of the center	
	- Access and Availability for patients in Obesity Center (Appointments Schedule, Reception) - Patient Waiting Times	- Patient Satisfaction Rating per Quarter - Patient Complaints per Quarter	
	Sterilization of Operating Rooms	Infection Rate	
Steering Committee	Center Director	Project Team	Project Manager
	Chief Nursing Officer		
	Admin and HR		
	Success Criteria		
Key Stakeholders	Patients	Improved knowledge about health	
		Improved Health condition	
		Improved Lifestyle	
	Obesity Center	Zero to Low Infection Rate	
		High Satisfaction Rating	
		High reputation due to referrals and word of mouth from satisfied patients	
		Finance	Revenue Growth and Operational Expenses
Risks	- Patient complaints resulting to court litigation - Surgical Site Infection - Safety Hazard, Surgical Complications, - Compliance with Regulations, - Satisfaction of Patient Needs, - Competition from other Obesity Centers		

	• New regulation in insurance payment schemes, • Evolving technology in medical equipment.

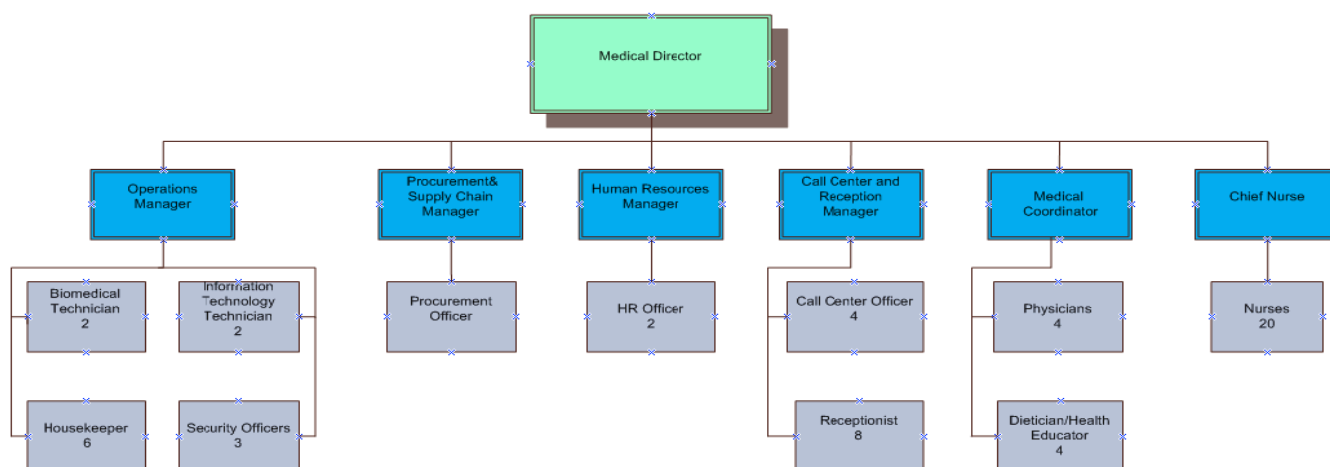
Table 1.2 Key Performance Indicators	
Leading Indicators	Lagging Indicators
• Increase in the number of patients seen in the Obesity Center • Gross and Net Profit Margin • Increase in Purchase of medical equipment and supplies	• Return on Investment • Revenue Growth • Operational Cost
• Increase in the number of patients who availed of weight loss and diet program • Percentage of patients who were given health education and treatment plan	• Lifestyle satisfaction from obese patients • Improved lifestyle habits • Improved diet
• Body Mass Index of 100 Patients	• Percentage of obese patients after 6 months of operation of the center
• Access and Availability for patients in Obesity Center • Patient Waiting Times	• Patient Satisfaction • Patient Complaints
• Sterilization of Operating Rooms	• Infection Rate

GOVERNANCE, STRUCTURE AND PROCESSES

The Obesity Surgery Center Organizational Composition:

The Obesity Center is comprised of 63 staff from different departments such as Operations, Procurement and Supply Chain, Human Resources, Call Center and Reception, Medical and Nursing Services. It consists of the following department heads:

1. The Medical Director
2. The Operations Manager
3. The Medical Coordinator
4. The Chief Nursing Officer
5. The Human Resources and Government Relation/ Legal Affairs Manager
6. The Central Switchboard Operators and Appointments and Billing and Reception Manager
7. The Procurement and Supply Chain Manager



Obesity Center Organizational Chart

Figure 2.1 Obesity Center Organizational Chart

Project Management Organizational Structure

The Obesity Center utilizes the **Functional Organization Structure** because the tasks are divided into specific functions and performed by different staff assigned on separate units and they are classified according to their skills, competencies and experience. The duties and responsibilities of each and every member of the hierarchy are clearly defined and there is no overlapping of accountabilities for example the tasks by Human Resources is entirely different from the Call Center as well as Nursing.

Nevertheless, in spite of diversity of roles, all aims to achieve organizational quality and uniformity. There is no redundancy or duplication of work because each has its own job description and specially assigned roles and this is being overseen by the department heads. This structure would result to increased productivity and efficiency as well as higher quality of services.

However, one disadvantage of this structure is that since the functional manager (in this case, the Medical Director) leads the team and manages all the operations or businesses of the center, there is a tendency that he might arrive in a critical decision since he has the full authority due to the bureaucratic hierarchy of the Obesity Center. In addition to this, there is a gap between the functional manager and those assigned in the lower level of the organizational structure such as a common staff. They are disconnected because the department heads manage communication between the top management and his subordinates and there is no direct line of communication [1].

Project Management Office

The **Controlling Project Management Office Model** is appropriate to be implemented in the Obesity Center. In this model the Project Management applies moderate control during the process. It offers consultation and provides support and guidance to the project, conducts trainings and assistance on the usage of standardized tool such as costing spreadsheet and risk registers. By doing these, there will be basis for providing input in project resourcing decisions such as hiring of additional staff or purchase of medical equipment and supplies. Furthermore, Controlling Project Management Office supervises and enforces compliance to organizational practices and carries out project review, audit and assessments to monitor the progress.

Since the aim of this model is to have control over activities, processes, procedures, and documentation, it might require regular reviews and tracking of performance because the center deals with patient and surgical operation is high-risk activity aside from being a high-cost procedure.

This would work if compliance will bring improvements in the organization and the Obesity Center Project has sufficient executive support to stand behind the controls the PMO puts in place over clinical and non-clinical aspects of the project to achieve patient safety and excellent quality of services [2].

COMPLIANCE, STANDARDS AND REGULATIONS

Table 3.1 Project Compliance And Project Check List Model

Project Name: Obesity Center			Owner:		Main Contractor:	
Date:			Day:		Ref:	
Requirements			Compliance			
No.	Goal / Deliverables	Responsible	Details of Deliverables	Goal/ Deliverables	Compliant Yes/No/NA	Remarks
Project Initiation	Identify Problem/ Opportunity of Center	Managerial Approval	Problem and Opportunity	To come up with ideas on problems and opportunities		
	Establish Obesity Center Goal/Objectives	Managerial Approval	Goal/Objectives	To formulate and develop project Goal/Objectives		
	List Stakeholders, Scope, Risks and Obstacles	Managerial Approval	Scope, Risks and Obstacles	To identify the Scope, Risks and Obstacles		
Project Planning	Gather and Estimate Resource Requirements	Managerial Approval	Resource Materials	To obtain the needed resources and materials		
	Construct Flowchart of Center Processes	Managerial Approval	Flowchart	To describe the processes in the project		
	Prepare Project Proposal	Managerial Approval	Project Proposal	To have a detailed proposal stating the budget, resources and timeline		

Project Execution	Organize a Surgery Center Team	Managerial Approval	Members	To have a complete list of members		
	Establish Team Operating Rules/Guidelines and Communication Plan	Managerial Approval	Rules, Guidelines and Communication Plan	To abide by the rules		
	Schedule/Execute Work plan	Managerial Approval	Work plan	To fully execute the work plan as designed		
	Document and Monitor Quality of Work	Managerial Approval	Status Report	To have a comprehensive report on quality of work		
	Revise Obesity Center Plan if necessary	Managerial Approval	Obesity Center Plan	To make some necessary revisions or changes as needed		
Project Closure and Evaluation	Analyze Center and Team Results	Managerial Approval	Evaluation	To analyze the results and make appropriate evaluation		
	Account Used and Unused Budgets	Managerial Approval	Budgets	To account the financial status of project		
	Conduct post-implementation Audit	Managerial Approval	Audit Results	To conduct audit after implementation		
	Complete Obesity Center Final Project Report	Managerial Approval	Final Report	To submit the detailed final report		

POWER AND INTEREST

Table 4.1 Stakeholder Register

Designation	Department	Type of Stakeholder	Type of Communication	Expectations	Influence on Project Outcome	Strength
Center Director	Medical	Internal	Daily Meetings, Weekly Check, Monthly Reporting	Measurable business success, on time delivery Clear requirements	Influencer	High
Management / Board	Operational Manager Medical Director, Chief Nurse	Internal	Daily Meetings, Weekly Check, Monthly Reporting	Measurable business success, on time delivery Clear requirements	Influencer	High
Consultant for the project	Project Manager	External	Daily Meetings, Weekly Check, Monthly Reporting, Progress Report	On-time, on budget delivery Clear requirements	Influencer	Medium
Resource Manager	Procurement and Supply Chain	Internal	Daily Meetings, Weekly Check, Monthly Reporting	On-time, on budget delivery	Influencer	Medium
Subcontractors	Medical and Equipment Suppliers, Subcontracted staffing Waste Management Contractors	External	Weekly Video Conference Email and Monthly Reporting	On-time, on budget delivery, , Skilled resources	Supporter	Medium

Customers of the project	Patients, Families, Community	External	Reports, feedback, comments, mobile applications	Measurable business success, on time delivery	Supporter	High
Team members on the project	Nursing, Medical, HR, IT, Housekeeping, Call Center and Reception, Security	Internal	Daily Meetings, Weekly Check, Monthly Reporting	Measurable business success, on time delivery, Clear requirements, Skilled resources, On-time sign offs	Supporter	High

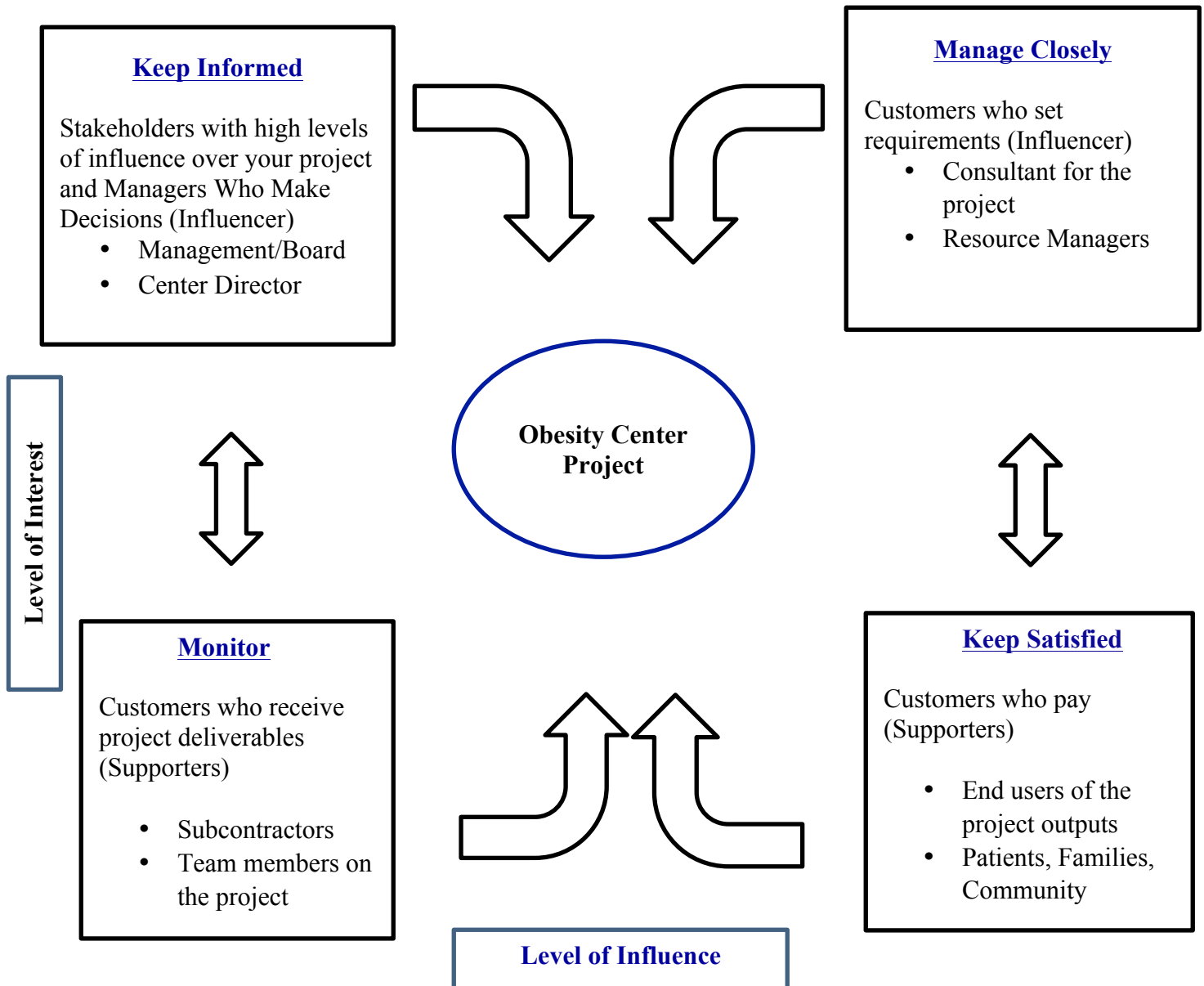


Figure 4.1 Influence-Interest Matrix

Stakeholder analysis

This involves defining stakeholders' roles and expectations. All stakeholders are not created equal. Some have the potential to generate a much greater impact on the project than others. The best way to assess is to follow a logical process. Using a matrix which maps stakeholders according to their influence and interest allows the Project Manager to paint a picture of stakeholders' level of involvement and therefore the type of engagement that needs to have with them. Project Manager must get an understanding of what motivates the stakeholders and how to win them around.

By categorizing stakeholders and create a map and categorize them into appropriate engagement levels – The Project Manager will determine if there is a need to manage them closely, keep them Satisfied, keep them informed, or simply monitor them. Stakeholder status can change during the course of a project so analysis and prioritization needs to be regularly updated.

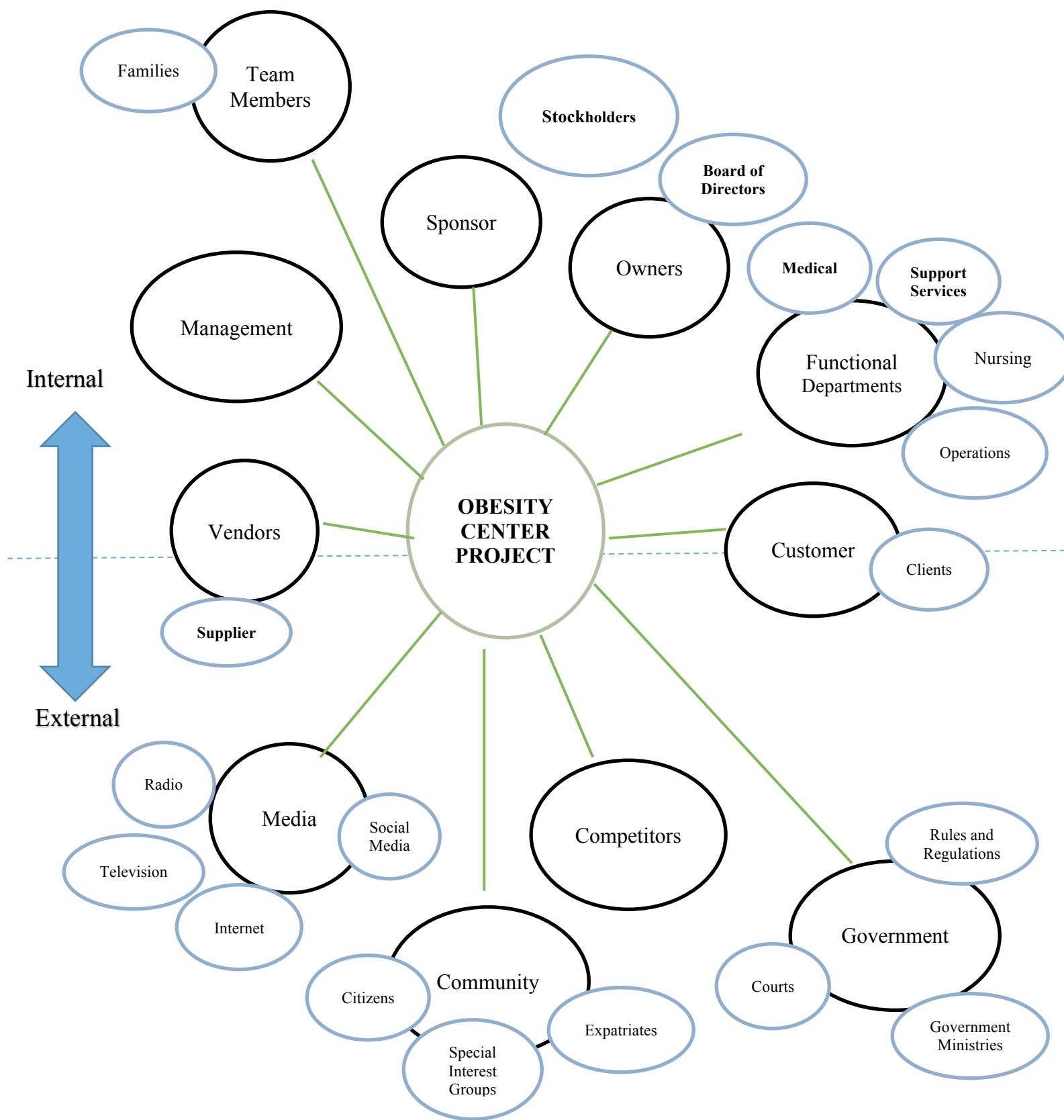


Figure 4.2 Stakeholder Register Logical Diagram

CULTURE AND VALUES

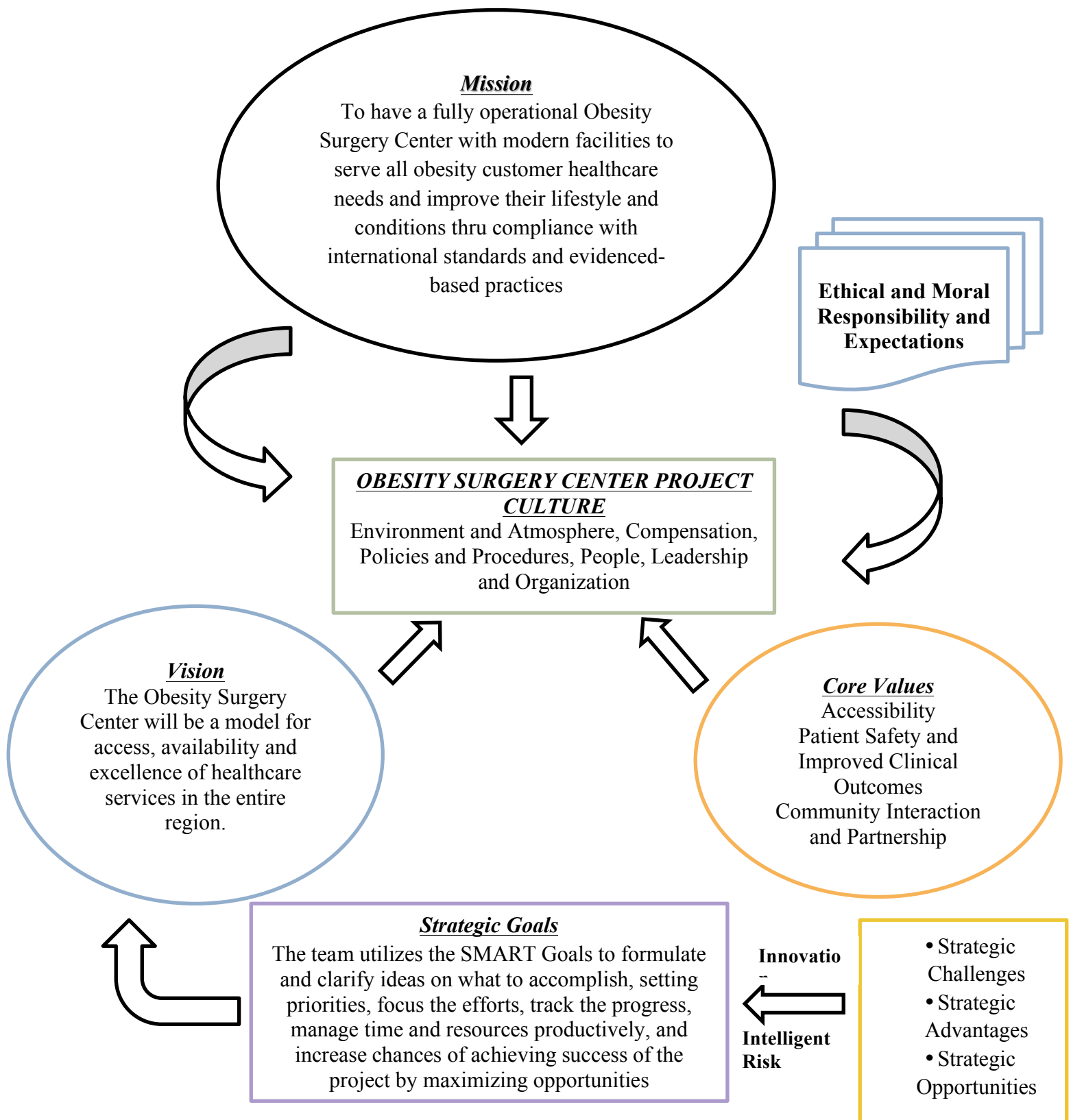


Figure 5.1 Obesity Center Culture and Values

Obesity Center Culture

The figure above illustrates the Obesity Surgery Center organizational culture comprised of Environment and Atmosphere, Compensation, Policies and Procedures, People, Leadership and Organization that is constructed around the passion and commitment for the organization's Mission, Vision, and Core Values.

Together with the aforementioned, the Ethical and Moral Responsibility and Expectations which includes the Protection of Patient Privacy and Confidentiality of Information (data, documents, records) is imbedded in the culture of the organization.

The figure also shows the importance of strategic challenges, advantages, opportunities and objectives in realizing an organizational vision and the significance of innovation and intelligent risk taking in that process.

The Obesity Center Organizational Core Values is comprised of the following:

- **Accessibility-** Everyone has access to quality healthcare, reduced waiting time and delays and ensure that all essential Obesity Center services are available. This also includes the access and availability of health education programs and materials.
- **Patient Safety and Improved Clinical Outcomes-** protect, promote and improve the health and well-being of the population-based on identifying its needs and requirements and with particular focus on indicators/measures to improve patient experience and reduce risks.
- **Community Interaction and Partnership-** Individuals and families have the means and opportunity to make choices that lead to healthiest lives possible. Also, business, government, individuals and organizations work together to build healthy communities and lifestyle. More importantly, the Obesity Center forming a linkage to the community aims to gain expertise, promote education and training, provide access to operating and capital resources, and increase its influence with its stakeholders.
- **Efficiency -** Enhanced efficiency of internal operations, cost containment, increased productivity and quality and profitability and improved financial performance

SELF-REFLECTION AND SELF-MANAGEMENT

Self-reflection is the ability to perceive and evaluate the knowledge, emotions and behaviors, and analyze the reasons that led to it. Self-reflection you can use it to understand your identity, your values motives behind the behavior, feelings and thoughts. When you think about yourself you become more aware of what motivates you. You can easily make changes that will help you to develop yourself and improve your life. Self-reflection helps to become more realistic and to know who you are so, you can understand your self and easily follow you goals [3].

Self-management is important for a human being, It leads to the develop the capabilities and skills to success in various fields. Self-management is that a person commits himself to several rules and plans. Also, the person must monitor and control himself. Self-Management is considered as one of the most important methods that help the person to achieve his goals on a fast way. Because it learn him many skills that will help to achieve the goals. Self-management gives people the confidence that helps them take advantage of opportunities and not feel that there are a missed opportunities [4].

Table 6.1 Personal Behaviors That Can Influence On The Project

Personal Behavior	Reason	Influence	Action (How to eliminate?)
Resistant to change	• Complacency on the existing situation or status. • Lack of awareness on the benefits of implementing change	High	• Apply Change Management approach by defining the goals, providing the reason for change, changing the culture
Dissatisfaction of employees	• Mismanagement • Lack of clear career path for promotion and self-actualization, limited career growth prospects • Lack of appreciation • Work-related stress	Significant	• Appraisals, Incentives, Rewards and Recognition • Training and development options • Improve Workplace relationship • Changes in management style and improvement in the organizational culture

Not friendly/approachable	• Fatigue and Work Burnout and Work-related stress • Lack of Work life Balance	Low	• Conduct workshop and training courses on the following: Customer Service, Stress Handling, Complaints Resolution, Performance Monitoring, Communication and Business Etiquette • Team Building

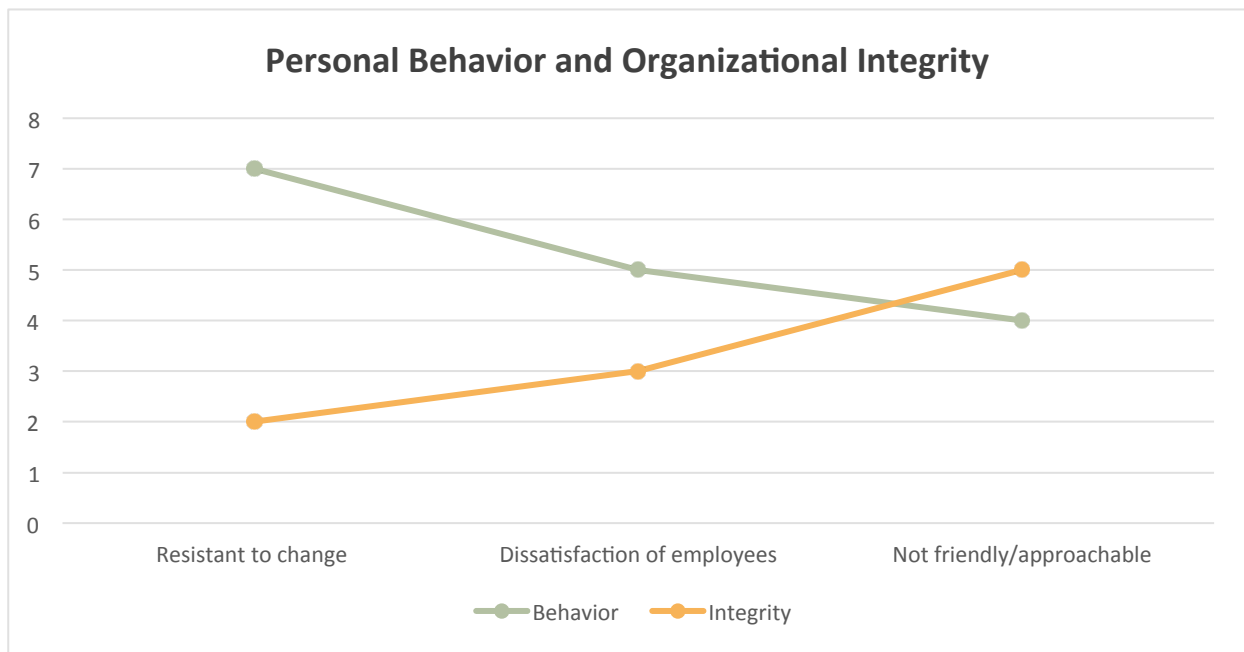


Figure 6.1 Personal Behaviors And Organizational Integrity

The above diagram demonstrates the influence of the behavior to the integrity. The higher the negative personal behavior of the stakeholder, the lower the integrity of the organization. The

rating and descriptive equivalent (low, significant, high) for behavior and integrity was adapted using the risk matrix. Low rating includes 1 and 2, Significant ranges from 3-5 and High rating ranges from 6-9.

Resistant to change

This happens when the stakeholder perceives that the changes to be implemented is incompatible with the organizational goals and objectives. Also, this is due to the comfort of doing the old things or habit and lack of confidence that the changes will succeed. The influence of this behavior is High because the integrity will be greatly affected. There are so many ways to eliminate this problem such as applying change management approach by defining the goals, providing the reason for change, changing the culture, encouraging commitment to change and focus on the future. There is also a need to understand what to expect from employees in terms of their resistance to change in order to better manage workers through the change process.

Dissatisfaction of employees

Lack of career progression, mismanagement and being or feeling underpaid are three major causes of employee dissatisfaction.

The influence is considered high because of the negative impacts ranging from high error rate, low efficiency and productivity due to reduced effort and its effect on the work attendance such as tardiness or habitual absenteeism and the risk of employee turnover.

Lack of career progression and mismanagement can be resolved by and good leadership practices, an organization commitment and dedication to the employee's career growth and development, improve superior-subordinate relationship and establishing feedback and support system. Positive and constructive feedback boosts an employee's morale and helps them work at the desired level and towards the desired direction.

On the other hand, aside from implementing the reward mechanism for deserving employees, equitable rewards must be integrated in the HR and company policies and retention plans. This is to improve satisfaction and minimize the tendency of the employees to find another job. Also, policies and procedures that are transparent, fair and applied equally to all employees will decrease dissatisfaction.

Not friendly/approachable

Being unfriendly or unapproachable has a low influence on the organizational integrity however this should not be disregarded because it also reflects the culture of the organization. This could be attributed to several factors such as work-related stress and poor working conditions.

The employee's attitude could be improved by allowing him/her to participate in workshops and training on Customer Service, Stress Handling etc. Furthermore, team motivational activities and encouraging employees to develop a social aspect to their job may increase satisfaction as well as develop a sense of teamwork.

Finally, this could be eliminated by improving working conditions such as upgrading facilities and equipment and ensuring employees have adequate personal workspace and the implementation of flexible working hours and work from home options.

What Is SWOT Analysis ?

One of the most important features of successful projects is their constant search for what supports their strength and shows them the strengths and opportunities available to enhance that, and one of the ways that can help is strategic analysis or as called "SOWT analysis". It is considered one of the strategic analysis tools that companies and organizations rely on to help them identify four points.

The basic principles on which this strategy was built are strengths, weaknesses, opportunities and threats, as by knowing the strengths and weaknesses of the project internally, as well as knowing what threatens it and what can be exploited as an opportunity, it will contribute to creating a strong, successful and controlling environment on its status and strength.

Since our project is closely related to human health, which is a source for the reconstruction of the countries, we must follow that strategy, which contributes to helping us succeed and lead the ship to the top. Through the analysis below, you can see how these points were formulated to be reflected in the project.

Table 6.2 SWOT Analysis Model

❖ **Management SWOT Analysis**

Strengths • Extensive work experience • Excellent Educational Background • Highly Skilled and Competent • Social Network and Connections • Personal Traits and Character	Weaknesses • Huge Salary Demand • Some has limited experience • Lack of Staff in Senior Management Level
Opportunities • Training and Development Programs for Senior Management staff • Accreditation from various healthcare organizations • Trends in healthcare industry • Personal development • Clear career path for retention and promotion	Threats • Dissatisfaction • Tendency to be hired by other companies • Current pandemic situation

❖ **Medical SWOT Analysis**

Strengths • Extensive work experience • Excellent Educational Background • Highly Skilled and Competent	Weaknesses • Huge Salary Demand • Staff Turnover
Opportunities • Training and Development Programs for Medical staff • Licensure Exams and Certification • Personal development	Threats • Dissatisfaction • Tendency to be hired by other companies • Medical Malpractice Litigations • Current pandemic situation

- Services offering one's skills and specialization

❖ ***Nursing SWOT Analysis***

Strengths • Excellent Educational Background • Highly Skilled and Competent • Strong Commitment, High Morale and Fast-learner	Weaknesses • Lack of Manpower • Staff Turnover • Staff with limited work experience are immediately deployed to the unit due to shortage of staff • Lack of Awareness on Culture, History and Beliefs • Communication Barrier
Opportunities • Training and Development Programs for Nursing staff • Licensure Exams and Certification • Personal development • Services offering one's skills and specialization • Ability to be assigned/move to new area of specialties • Re-skilling to meet the needs of the healthcare industry	Threats • Dissatisfaction • Tendency to be hired by other companies • Patient Complaints • Limited access to training and education due to lack of time • Current pandemic situation

❖ ***Operations SWOT Analysis***

Strengths • Educational Background • Highly Competent • Strong Commitment, High Morale • Technical Skills • Work Experience	Weaknesses • Staff Turnover • Budget constraints • Limited familiarity to the newly installed IT applications, Billing and Health Information Management System • Delay in the Procurement of Medical and Non-Medical Supplies and Equipment
Opportunities • Training and Development Programs for Operation including HR and Logistic and Call Center staff • Personal development • Services offering one's skills and specialization • Ability to be assigned/move to new area of specialties and acquire new skills and knowledge • Staff can be hired either local or international and thru outsourcing • Clear career path for retention and promotion	Threats • Dissatisfaction • Patient Complaints • Limited access to training and education due to lack of time • Changes in the government policies and regulation • Termination of Contract • Current pandemic situation

PERSONAL INTEGRITY AND RELIABILITY

Table 7.1 Behaviors Contradicting With The Moral Integrity

<u>Behaviors</u>	<u>Definition</u>	<u>Influence</u>	<u>Action</u> (How to eliminate?)
Racism and discrimination	• A racist is someone who makes a decision to exercise power based on their beliefs religion, gender, national origin • Environment where the leadership ignores and/or encourages this behavior.	Significant	• Leadership and individual commitment that aims not to tolerate the existence of racism in the organization
Bad Attitude and Minor Misconduct while on duty	• Professional misconduct is unethical or unprofessional behavior that falls short of the ethical or professional standards, guides or codes of conduct	Significant	• Formulate and Develop Code of Conduct • Performance Review • Role Modeling
Ethical and Moral Conflicts	• Breach of moral norms and values for private interest or self-gain conflicting with the organizational values and existing moral and ethical beliefs and regulations	High	• Internal Control Measures, Audit, • Culture of Accountability • Transparency and Proactive Sharing • Whistleblowing

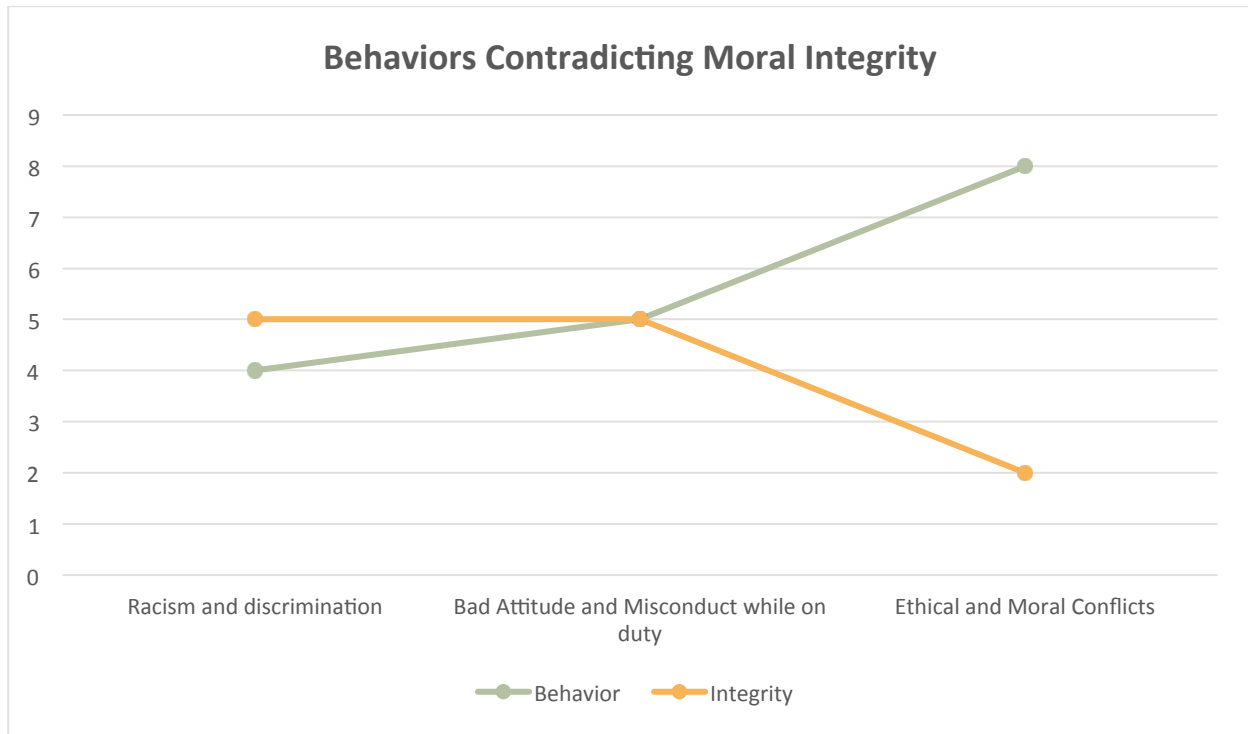


Figure 7.1 Behaviors Contradicting With The Moral Integrity

The above diagram demonstrates the three (3) examples of behaviors contradicting moral integrity and the influence to the integrity. The higher the value of behavior contradicting moral integrity, the lower the integrity of the organization. The rating and descriptive equivalent (low, significant, high) for behavior and integrity was adapted using the risk matrix. Low rating includes 1 and 2, Significant ranges from 3-5 and High rating ranges from 6-9.

Racism and discrimination

Since the organization is comprised of different individuals, there is an existence of diversity of experience, background and thought and the tendency of racism to occur. Organization must value the ability of individuals and systems to change in ways that make racial justice possible. Equal opportunities must be secured and voices, experiences, cultures, intellect and multidimensionality of people regardless of color, beliefs, and nationality must be respected. Racism if not eradicated or addressed pose a significant influence on the integrity of the organization.

Bad Attitude and Misconduct while on duty

There is huge difference between minor misconduct and gross misconduct. Not following procedures properly, persistent lateness, not completing a piece of work on time falls under the minor or simple misconduct. This could be addressed by development of a robust disciplinary policy and procedure. The policy should outline exactly what to do in the cases of both minor and gross misconduct including the corresponding sanctions. Employers must document instances of general misconduct in the employee's file and provide the employee with a written warning that serves as proof of notice should the situation escalate beyond a single instance. Furthermore, setting a good example or modeling would encourage the employees to abide by the rules and regulations. There are several studies stating that behavioral integrity of managers influence the behavioral integrity of employees resulting to lesser integrity violations committed by employees.

Ethical and Moral Conflicts

There are so many forms of conflicts. For example, conflicts of (private and public) interest may arise as a result of giving or receiving gifts; Conflicts of interest also occurs as a result of jobs and activities outside the organization. These result to either or both ethical and moral conflicts with highly negative influence on the organizational integrity. To prevent these, set of operating controls (compliance monitoring and assessment, oversight and audit functions) should be integrated with performance measurement systems. Also, preventing the use of working hours as well as organizational resources for private purposes may prevent the occurrence of this negative behavior. Furthermore, transparency that holds good interactions and transactions together so that others will always know where the organization stands should be enforced and ensure to conduct business with clarity and directness thus minimizing the room for an ethical and moral violation to occur.

PERSONAL COMMUNICATION

Table 8.1 Stakeholder Register

Designation	Department	Type of Stakeholder	Type of Communication	Expectations	Influence on Project Outcome	Strength
Center Director	Medical	Internal	Daily Meetings, Weekly Check, Monthly Reporting	Measurable business success, on time delivery Clear requirements	Influencer	High
Management / Board	Operational Manager Medical Director, Chief Nurse	Internal	Daily Meetings, Weekly Check, Monthly Reporting	Measurable business success, on time delivery Clear requirements	Influencer	High
Consultant for the project	Project Manager	External	Daily Meetings, Weekly Check, Monthly Reporting, Progress Report	On-time, on budget delivery Clear requirements	Influencer	Medium
Resource Manager	Procurement and Supply Chain	Internal	Daily Meetings, Weekly Check, Monthly Reporting	On-time, on budget delivery	Influencer	Medium
Subcontractors	Medical and Equipment Suppliers, Subcontracted staffing Waste Management Contractors	External	Weekly Video Conference Email and Monthly Reporting	On-time, on budget delivery, , Skilled resources	Supporter	Medium

Customers of the project	Patients, Families, Community	External	Reports, feedback, comments, mobile applications	Measurable business success, on time delivery	Supporter	High
Team members on the project	Nursing, Medical, HR, IT, Housekeeping, Call Center and Reception, Security	Internal	Daily Meetings, Weekly Check, Monthly Reporting	Measurable business success, on time delivery, Clear requirements, Skilled resources, On-time sign offs	Supporter	High

Interpersonal Communication

In recent years, interpersonal communication has been repeatedly emphasized as a crucial necessity for achieving successful job performance in organizations. It is plausible to conclude that one of the most significant impediments to organizational efficiency is a lack of good communication. Furthermore, effective interpersonal communication skills are critical for employees to contribute to a successful organization and enhance the organizational commitment.

Personal communication is defined as the exchange of information, ideas, and feelings between two or more individuals, which includes oral, written, and non-verbal forms of communication. This definition highlights the critical aspect that personal communication is concerned not only with ‘what’ is pronounced, i.e., the language employed, but ‘how’ it is pronounced, e.g., the non-verbal messages sent, such as tone of voice and facial expressions.

In addition, personal communication frequently involves face-to-face communication using voice, facial emotions, body language, and gestures (e.g. private letters, memos, emails, personal interviews, telephone conversations) and similar resources. The effectiveness of transmitting messages to others is used to assess one's personal communication skills [5].

Effective Communication

People in corporations normally spend over 75% of their time in an interpersonal situation; accordingly, it's far no wonder to discover that at the foundation of a massive number of organizational issues is because of poor communications. Effective conversation is an crucial factor of organizational fulfillment whether or not it's far on the interpersonal, intergroup, intragroup, organizational, or outside levels.

Effective communication is communication between two or more people in which the desired message is successfully transmitted, received and understood.

In alternative words, the communication is claimed to be effective once all the parties (sender and receiver) within the communication, assign similar meanings to the message and listen fastidiously to what all are said and make the sender feel detected and understood. And within the business context, communication is effective if the data shared among the corporate staff contributes towards the organization's industrial success.

Moreover , effective communication is critical in any business, but it is especially important in healthcare. Poor communication in the healthcare industry can have disastrous implications. Poor communication reduces profitability in other sectors, but also has a detrimental impact on patient outcomes in healthcare. Misdiagnoses and other medical errors come from a lack of communication, which can easily lead to preventable health issues and patient mortality.

Poor communication may result in patients obtaining the incorrect therapy or procedure, being given the wrong medication, or experiencing delays in vital tests and treatments, all of which would have a detrimental impact on patient outcomes. Communication failures usually have a negative impact on patient and employees satisfaction.

So additionally, in order to improve communication in health care there are numerous measures that can be implemented to improve communication in hospitals, particularly during shift handovers, and to guarantee that information is communicated to patients more effectively. These include the RELATE model (Reassure, Explain, Listen/answer questions, Take action, Express appreciation), the STICC Protocol (Situation, Task, Intent, Concern, calibrate), and the BATHE Protocol (Background, Affect, Troubles, Handling, Empathy). These effective communication strategies are important on improving communication, which all clinical and nonclinical staff will collaborate effectively, health care teams can improve patient outcomes, prevent medical errors, enhance efficiency and increase patient satisfaction [6].

Table 8.2 Channels of Interpersonal Communication

<u>Interpersonal Communication Channels</u>	<u>When to use?</u>
Face-to-face	Nurse endorsements, Manager-employee discussions Healthcare staff to patient interaction
Telephone	Verbal orders and instructions Manager-employee discussions
Memos	Regular communication, confidential matters, scanned documents and images
Formal presentations	Reports requiring detailed and with graphical illustrations
Postal mail	Formal documents and business correspondents
Fax	Urgent Issues Referral Fax Messages from other healthcare facilities
Publications	Quarterly Reports and Annual Reports (Finance, Admin, Quality), Accomplishment
Bulletin boards	Announcements, Schedule, Updates
Audio-/videotapes	Pre-recorded events and messages
Hot lines	Urgent Issues
Emails	Surveys, Regular communication, confidential matters, business correspondents
Computer conference	Regular or Emergency Meeting Seminars
Group meetings	Regular or Emergency Meeting Manager-employee discussions
Teleconference	Board Meetings and Zoom Meetings for Department Heads

Videoconference	Infection Control Meetings
	Board Meetings and Zoom Meetings for Department Heads for decision making and discussion of highly relevant matters

Table 8.3 Communication Matrix

Stakeholder	Deliverable	Frequency	Owner	Priority	Preferred way to deliver	Notes/Remarks
Medical Director	Timeline Update, Weekly Status Report Accomplishment Report	Weekly and as milestones have been completed	Board of Directors	Medium Priority within 10 days of completing a milestone	Team Meeting Presentation or Conference Call Email documents	Include Gantt Chart and note reason for missed deadlines
Physician	Physician's Note Electronic Medical Record Trainings and Competency	Daily	Medical Director	High Priority must provide daily report	In-person Unit/Team Meetings Email Healthcare Information Management System Education Portal	Communications concerning patient safety are highly important Mandatory and Department Specific Trainings for each staff

Nursing	Nurses Endorsement Daily Census Electronic Medical Record Trainings and Competency Exams	Daily	Chief Nurse	High Priority must provide daily report	In-person Email Unit/Team Meetings Healthcare Information Management System Education Portal	SBAR Communication Communications concerning patient safety are highly important Mandatory and Department Specific Trainings for each staff
Support Services Biomedical, Information Technology, Security, Housekeeping	Daily Progress Report Contracts Help Desk Request Trainings and Competency Exams	Daily	Operations Manager	Medium	Team Meetings Email Healthcare Information Management System Education Portal	All team members and department heads are required to submit daily update to Operations Manager mainly on the status of each task and timeline Mandatory and Department Specific Trainings for each staff
Procurement Officer	Daily Progress Report Contracts, Purchase Orders	Daily	Procurement and Supply Chain Manager	Medium	Team Meetings Email Purchase	All team members and department heads are required to submit daily

	Stock Request				Order Portal	update to Operations Manager mainly on the status of each task and timeline
	Trainings and Competency Exams				Education Portal	Mandatory and Department Specific Trainings for each staff
Call Center and Reception	Appointment Request	Daily	Call Center Manager	Medium	Team Meetings	All team members and department heads are required to submit daily update to Call Center Manager mainly on the status of each task and timeline
	Billing Records				Email	
	Daily Progress Report				Healthcare Information Management System	
	Trainings and Competency Exams				Education Portal	Mandatory and Department Specific Trainings for each staff
Human Resources and Government Relations	Daily Progress Report	Daily	Human Resources Manager	Medium	Team Meetings	HR Officer is required to submit daily update to HR Manager mainly on the status of each task and timeline
	Applicant Qualification Data				Email	
	Overtime Request, Leave and Resignation				HR Portal	
	Trainings and Competency Exams				Education Portal	Mandatory and Department Specific Trainings for each staff

Scenarios Of Wrong Communication:

Communication issues can lead to the wrong diagnosis, inconsistent treatment, and can even create a threat to a patient's health, so physicians and nurses must be aware of the consequences of miscommunication at the work. Here are some of the scenarios that might happen in healthcare field.

Scenario 1 :

As per CBAHI standards...

All orders are acknowledged by the nurse in charge of the patient, dated and timed.

Last Monday during doctors's rounds, there was an order to transfuse 2 units PRBC for patient X a day prior to Surgery. The scheduled surgery is on Wednesday.

Due to the high nurse-patient ratio, the assigned nurse was not able to see and acknowledged that order.

During the change of shift, the order to transfuse was not handed over to the incoming shift.

On Wednesday morning, the ordering physician has asked the nurse if the blood was transfused?

The present nurse assigned to patient X is unaware of the order because it was not endorsed. At the end, the surgery was canceled.

and Utilization of communication tools .

Scenario 2 :

During the implementation of obese surgical clinic the patients start to get an appointment for this clinic and after special measurement for the patients who applied for obesity surgery the scheduled surgery has been provided and the patients are informed for the surgery day

Unfortunately, the surgery physician has an emergency leave and he informed the charge nurse by phone call to cancel the operation for next week and reschedule the patients appointment. The charge nurse said OK, I will. But she forget to communicate with the patient and the patient came for surgery clinic on the old appointment and no surgery physician available

Patients are complaining and investigation started

The right way is to communicate through official channels like email and the verbal call in that time shall be translated in written way

Scenario 3:

While working on completing the project requirements, a delay was noticed in completing contracts for medical devices for obese patients. When communicating with the Director of Procurement and Contracts, he made it clear that the existing equipment was sufficient (equipment for ordinary patients), and it turned out that this department did not have enough information to make it contribute to the success of the project.

Accordingly, successive meetings were held with the procurement and contracting management team and the medical team to clarify the importance of providing special equipment for obese patients, as well as sending brochures containing the guideline and international standards that indicate the efficiency and effectiveness of the project.

This knowledge contributed to making the department lead the success of the project.

Table 8.4 Stakeholder Assessment Matrix

<u>Stakeholder</u>	<u>Influence / Interest</u>	<u>Unaware</u> Unaware of project and potential impacts	<u>Resistant</u> Aware of project and potential impacts and resistant to change	<u>Neutral</u> Aware of project yet neither supportive nor resistant	<u>Supportive</u> Aware of project and potential impacts and supportive to change	<u>Leading</u> Aware of project and potential impacts and actively engaged in ensuring project success
Board of Directors (sponsor)	High / High				C	D
Medical Director	High / High				C	D
Chief Nursing officer	High / High			C		D
Operations Manager	High / Low		C		D	
Call Center Manager	Low / High	C			D	
HR Manager	High / High		C			D
Procurement and Supply Chain	High / Low	C			D	
Internal Audit	High / High			C	D	
External Auditors	Low / Low	C			D	

C=Current Engagement Level

D= Desired Engagement Level

LEADERSHIP

LEADERSHIP MODEL

Autocratic Leadership Model

Autocratic leadership is the most suitable model for our project, which is concerning the healthcare because this leadership model works best in situations requiring error-free performance or urgent decisions and problems with time limitations or potential safety threats. The autocratic leader takes charge of the group, anticipating problems in advance, and better realization of consequences of an action, assign tasks to different members, and establish solid deadlines for projects to be finished.

Characteristics and Reasons Why Autocratic Model is Preferred

Autocratic leadership entails absolute, authoritarian power over a group and decisions need to be made quickly without consulting with a large group of people. This type of leadership is one of the most effective types and leads to higher productivity because the team is very goal orientated and truly self-driven to succeed. This model group is suitable for projects and tends to work better when one person is either assigned the role of leader or simply takes on the job on their own. While feedback is not always required, this style may also utilize a select group of trusted advisors for assistance. By setting clear roles, assigning tasks, and establishing deadlines, the group is more likely to finish the project on time and with everyone providing equal contributions. It is essential that each person have a clearly assigned task, a deadline, and rules to follow.

Among the advantages are the following:

- It allows for quick decision-making (time pressure) especially in stress-filled situations. The project that we develop requires leadership to get things accomplished quickly and efficiently such as during occasions of contingencies, emergencies and other situations warranting on the spot decisions.
- Autocratic leadership works when team members accept hierarchy within the organization. Each member has an assigned mission, a deadline, and guidelines to follow.
- Offers a clear structure, chain of command or oversight. Thus, it is a must to establish rules that are clearly outlined and communicated.
- Help those struggling with low self-esteem particularly those new members of the team/organization who lack the self-confidence to do their task on their own
- Works well where strong, directive leadership is needed. In a group where accountability is missing, a strong leader who uses an autocratic style may control the group in such circumstances, delegate tasks to various members, and set clear deadlines for completion of projects.
- Autocratic leadership is typically used when there is little room for error in performing tasks such as in jobs that are dangerous or require a high degree of safety. Autocratic leaders tend to do well in these settings because they ensure that projects are finished on time and that workers follow safety rules to prevent accidents and injuries

- Autocratic leadership relieves pressure to regular group members since the project leader is in charged. This allows members of the group to focus on performing specific tasks without worrying about making complex decisions. Thus, group members become highly skilled at performing certain duties, which is ultimately beneficial to the success of the entire group.

The application of this style would deliver better results from project teams without causing adverse effects as this style generally has a positive impact in the organization [7] .

Five Motivation Methods

1.Listen to Team Members

By listening to the feedback of others, the leader is acknowledging other people's point of views. People are generally happier and more productive when made to feel like their contributions towards a goal matter or they are making an important contribution to the group's mission.

2. Establish Clear Rules

In order to expect team members to follow the rules, guidelines must be clearly established and that each person on the team is fully aware of them. The leader implements a more coordinated approach toward fulfilling organizational goals. This is highly applicable when followers are new or inexperienced, or lack the qualifications, skills, or talent to respond to any participative leadership styles, or remain unmotivated, and non-committed workers.

3. Provide Tools

As a catalyst of change, the autocratic leader should ensure that subordinates understand the rules. He must be sure to have the education and abilities to perform the tasks set before them. If they need additional assistance, the leader must offer oversight and training to fill in this knowledge gap. Also, the needed materials and equipment should be made available for them to increase the productivity and fulfill the task efficiently.

4. Be Reliable and Lead by Example

Inconsistent leaders can quickly lose the respect of their teams. There is a need to follow through and enforce the rules that were established. By establishing a reliable leader, the team is more likely to follow guidance because they have built trust with the autocratic leader. This could be fulfilled with clear communication, so the employees never feel unsure whether they are doing their job right, and making sure the team members can depend on each other within team, and so on. If the leader is strong, capable, competent and just, the organization functions smoothly.

5. Recognize Successes

It is important to acknowledge peoples work with rewards. The team may quickly lose motivation if they are only criticized when they make mistakes but never rewarded for their successes. It is highly important to recognize success more than pointing out mistakes. By doing so, the team will respond much more favorably to any correction. Positive feedback is a part of making the team member feel safe. Members who are contributing the most in a project often are those who need the feedback the most [8] .

TEAMWORK

Teamwork:

Organizations are a group of people who work together to achieve one goal, since those people had different temperaments and tendencies; it was necessary to have an organizing that would help to understand those differences between them. In order to ensure that a high level of understanding and consistency is achieved between their work as one individual. It is necessary to recognize the patterns and motives of personal behavior in organizations and the mechanisms of dealing with it, so that will raise the effectiveness in the organization, and it will help the organization to predict in advance the individual's behavior and try to direct it to achieve its goals

The management's knowledge of the employees' level of awareness, their personalities, the extent of their cultures or their psychological tendencies will lead the organization to anticipate the behavior of the individual and trying to direct this behavior to achieve its goals. Also the conflict between the employees can be directed and converted into a competition that will motivate them to increase the productivity and make them cooperative so this will support to develop the organization.

What Is RACI Model?

One of the most important goals of organizations and companies to ensure the success of their projects and work is to determine the responsibilities of their individuals, as this contributes and enhances the knowledge of each person about his/her tasks and responsibilities to be taken.

One of the ways to help with this is the RACI model, or as called responsibilities model. It is a model that identifies and distributes tasks among the team to prevent any overlap or confusion among them.

It is based on four words:

(R) Responsible: The person responsible for carrying out the work

(A) Accountable: The one who makes the decision, agrees to it, and makes sure that the work is done

(c) Consulted: The advisor, whose opinion is taken, is like an expert.

(I) Informed: Who should be informed of decisions and updates.

Therefore, this model was used to support the project and distribute it to tasks to reach the best

Table 11.1 RACI Matrix Model

ROLES TASKS	Board of directors (sponsor)	Medical Director	Chief Nursing officer	Operations Manager	Call Center Manager	HR Manager And Government Relations	Procurement And Supply chain	Internal Audit	External Auditors
Providing funding for the project	R	I	I	A	I	I	I	C	C
Obtaining the necessary permits	R	C	I	I	I	C	I	C	C
Purchasing the pecial machines - equipment for the Obesity Surgery.	I	C	C	C	I	I	A	c	C
Demonstrating on the provided Machines and equipment for obesity Surgery.	I	A	C	C	I	I	C	I	I
Ensure that the urgeon have the privilege and competency to practice the Profession	I	A	I	C	I	C	I	I	I

Surgical Coordinator.	I	A	I	R	I	I	I	I	I
Safe Surgery Environments.	I	A	I	R	I	I	I	I	I
Obtaining Surgical Consent from The patient.	I	C	A	R	C	I	I	I	I
Maintaining Periodical Checking of Machine Functionality.	I	C	R	R	I	I	R	C	C

(R) Responsible

(A) Accountable

(C) Consulted

(I) Informed

CONFLICT AND CRISIS

Why there is Conflict?

Conflict in project management is inevitable. Conflict becomes unavoidable largely because team members come from diverse disciplines and have different expectations, goals and knowledge base. It involves individuals from different backgrounds and orientations working together to complete a complex task. The cause of conflict in team projects can be related to differences in values, attitudes, needs, expectations, perceptions, resources, and personalities.

The project manager by nature of position has authority that can bring the conflicting parties together to resolve the conflicts. Sometimes these can be resolved by personally making decisions. Consequently, the project manager can use the knowledge and managerial skills to influence some conflict cases by understanding sources of conflict and applying available power to deal with these undesirable situations.

Scenarios Of Conflict In The Project

1. Conflicts due to individual differences in personalities

Different personalities may cause varying expectations from the other party, which can lead to disagreements and conflicts. Sometimes each individual or even department has strong personalities and culture identity (Nursing is different from Operations and Call Center) and if not managed properly can lead to clashes and team morale. Prior to the start of the project, a project manager must exercise his authority over the immediate team members so that a coercive team is developed to efficiently execute the deliverables of the project.

The success of a project is very much dependent on the behavior of the people in the project team. Personality conflicts may result to unproductive performance and eventual breakup of the team. As a project manager, several conflict resolutions can be applied to address the situation. However, problem solving or confrontation that leads to a win-win solution for both parties is the most advisable and practical in this kind of conflict.

Confronting Strategy is also described as problem solving, integrating, collaborating or win-win style. It involves the conflicting parties meeting face-to-face and collaborating to reach an agreement that satisfies the concerns of both parties. This optimal style involves open and direct communication which should lead the way to solving the problem. This can be used when:

- Both parties need to win.
- You want to decrease cost.
- You want create a common power base.

- Skills are complementary.
- Time is sufficient.
- Trust is present.
- Learning is the ultimate goal.

Reason for preference: This method employs an integrative approach. The project leader search for information about facts and interests, and creatively uses that information to generate mutually satisfactory agreement. He should pay attention to team performance and interaction. Feedback mechanisms such as one-to-one meetings are also a useful way to identify any tensions or issues.

Root Cause: contributing factors are the different priorities, interest and judgment of team members and cultural differences.

2. Conflicts due to Undefined Hierarchy in the Project Organization

The lack of a defined hierarchy in the project means that there is no system through which the exchange of information takes place. Giving feedback, and receiving feedback in such a scenario can be tasking and complicated. For example, too many people from management (Medical Director, Chief Nurse, Human Resources) that a regular employee needs to report to, which leads to conflict because there is redundancy in the processes and chain of work to put an employee through.

When team members become confused about their work, priority tasks, and the overall purpose of the project there is a need to use compromise to address the issue and bring some degree of satisfaction to both parties.

Compromising Strategy is also described as a "give and take" style. Compromising should be used when:

- Both parties need to win.
- You are in a deadlock.
- Time is not sufficient.
- You want to maintain the relationship among the involved parties.
- You will get nothing if you do not compromise.
- Stakes are moderate.

In order to minimize conflicts in this type of situation the project managers or team leaders should constantly motivate and develop the project team to lead them into accomplishing the objectives of the project. He could establish SMART (specific, measurable, attainable, realistic, and timely) goals that are not incongruent with other organizational goals. Also, Project manager should define responsibilities clearly and avoid task overlap. In addition, he must manage the progress, distribute work, and streamline the process of various departments (Operations,

Medical, Nursing and Support Services) very well and ensure that people are assigned to tasks that are related to their skills, experience, and previous positions. Furthermore, conduct a meeting to restore order and ensure your team that matters will soon be sorted out. There is a need to obtain a clear view of what everyone has been up to and who they have been answering to lately. Define decision-making processes, roles and responsibilities, and expectations regarding collaboration on your project. Finally, document these principles for easy reference later on and for training new project team members

Reason for preference: Since some conflicts cannot be resolved, pursuing this approach means that you must clearly understand the needs of everyone involved and are willing to make changes to the project to accommodate the solution.

Root Cause: Role conflicts, no clear understanding of strategy, goals, directions and priorities; lack of leadership; direction and project ownership issues. Team members lack common experience and knowledge about each other's responsibilities, which leads to a lack of collaboration and unreasonable demands because of ignorance. It causes frictions, frustrations, and inefficiencies. It makes negotiations and the explanation of differing viewpoints difficult.

3. Conflicts due to employee misconduct and bad behavior (Personnel crises)

Personnel crises occur when an employee or individual who's associated with the company is involved in unethical or illegal misconduct.

This occurs either within the workplace or an employee's personal life. These situations can result in a serious backlash against the organization. Since the organization employed or supported this individual, its lack of judgment is reflected onto the company's reputation. In this occasion, you may need to use your position as a manager or leader to enforce a solution and prevent the recurrence of the misconduct.

Forcing Strategy. Forcing is also known as competing, controlling, or dominating style. Forcing occurs when one party goes all out to win its position while ignoring the needs and concerns of the other party. As the intensity of a conflict increases, the tendency for a forced conflict is more likely. This results in a win-lose situation where one party wins at the expense of the other party. Forcing should be used when:

- A "do or die" situation is present.
- Stakes are high.
- Important principles are at stake.
- Relationship among parties is not important.
- A quick decision must be made.

Reason for preference: In these cases, you as a project manager need to identify the scope of the situation, determine appropriate disciplinary action, and if necessary, provide a written or verbal statement. It's important to first fully evaluate the situation and determine how severely the individual violated your company's values. This will help to determine the right responsive action to take against the convicted individual. The project manager should seek out and address conflict before a difficult situation arises and intervene immediately if needed.

Proper skills in dealing with such conflict can assist project managers and other organization members to handle and effectively resolve conflicts, which can lead to a more productive organization as a whole [9].

Root Cause Analysis:

Lack of defined acceptable behavior and awareness of the existing policies and procedure, and lack of strict implementation. Make sure that everyone understands the company culture, do's and don'ts, and proper behaviors on your team must be stipulated in the rules and regulation through the Human Resources Department. The corresponding fines, sanctions and penalties must also be made known to all project members and employees to prevent acts detrimental to the interest of the organization.

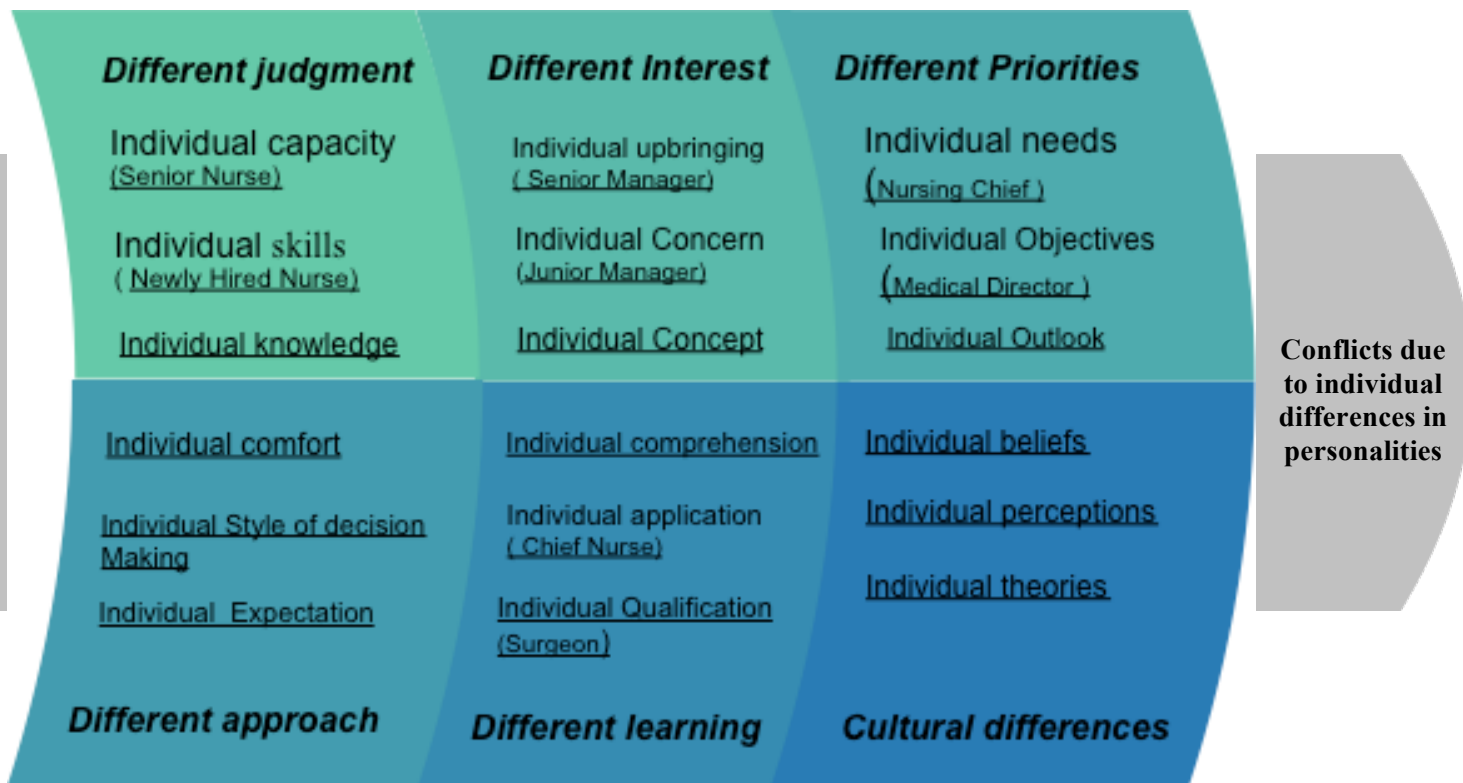


Figure 12.1 Conflicts due to individual differences in personalities

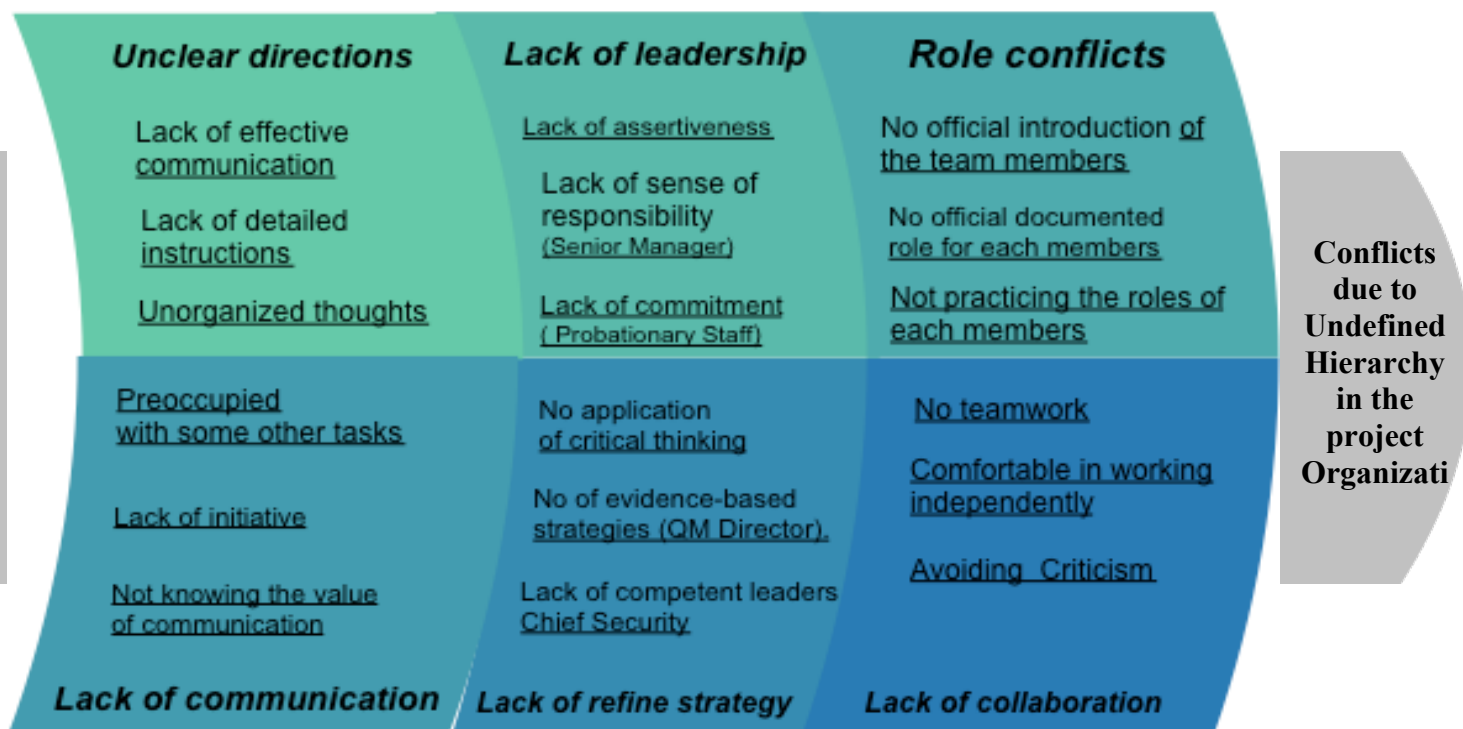


Figure 12.2 Conflicts due to Undefined Hierarchy in the project Organization

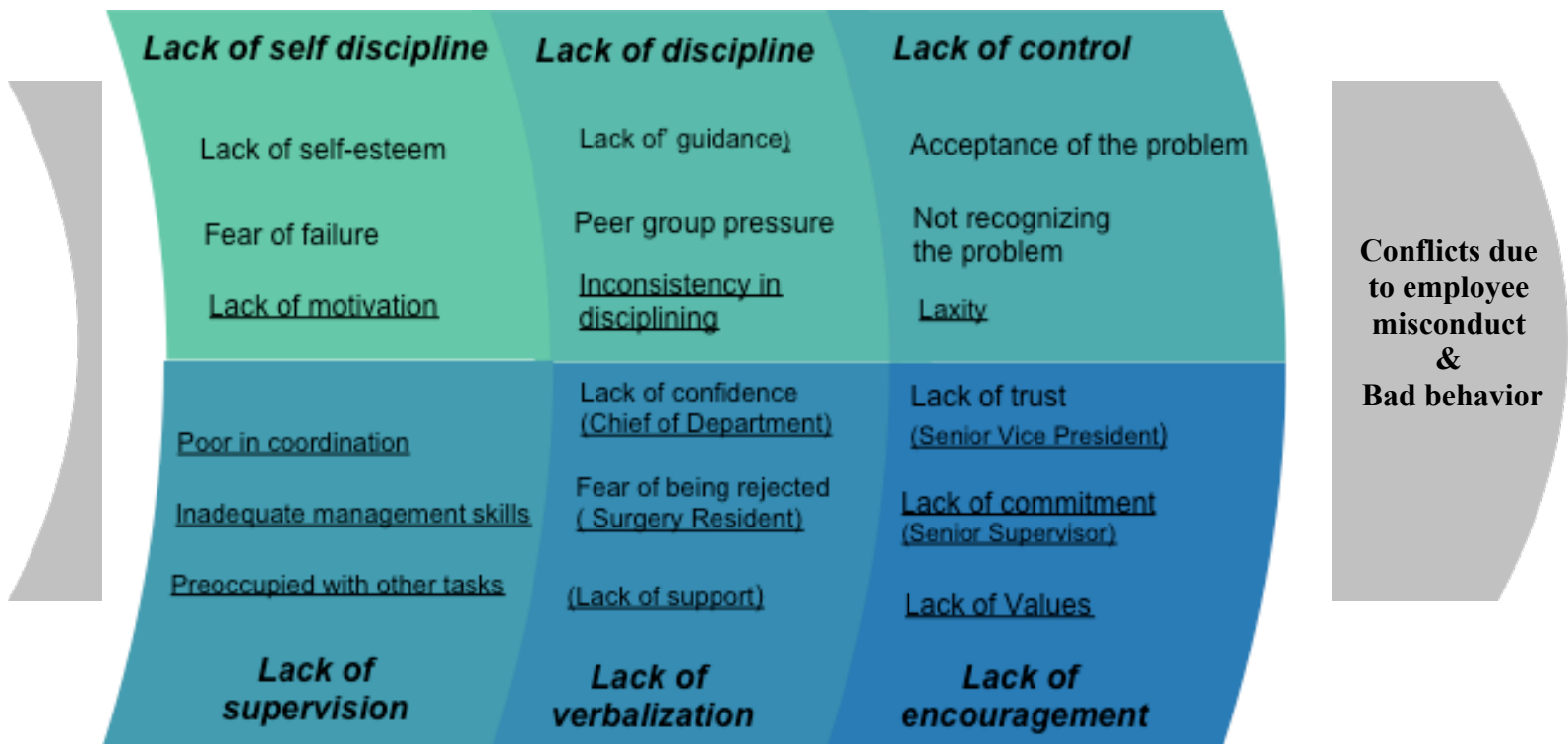


Figure 12.3 Conflicts due to employee misconduct & Bad behavior

RESOURCEFULNESS

Table 13.1 Human Reassures Distribution

Project Name:	Obesity center	Date:	
Project Number:		Document Number:	
Project Manager:		Project Owner/client:	

Activity Number	Activity Name	Detailed Activity Description	Assigned To	Status / Comments
	- Permits & Permissions			
	Preparing the important document for Approval	Preparing all the necessary documents to obtain a permit from the health sector regulators, and obtain approvals in preparation for the opening	Sponsor	
	Preparing the documents of doctors and nursing for the approval of the Saudi commission for health specialties	Preparing the special qualifications of the medical staff, registering on the authority's platform, and scheduling their exams to obtain the authority's accreditations	Medical Administration	
	- Operation	Providing employees with the necessary information about policies and procedures for work and dealing with customers		
	Training	-Training the medical staff on the latest techniques to deal with obesity surgery. -Training of the medical staff on the use of medical devices, according to the training provided by the suppliers.	Medical Administration Suppliers	
	Work schedules and in call	Organizing the work schedules for the administrative staff and announcing them. Organizing the schedules for calling in case the staff is needed outside	Medical Administration	

		working hours		
	- Recruitment			
	Interviews and Acceptance	Conducting interviews with applicants according to job categories, and selecting according to accepted criteria	HR department	
	Hiring Announcement	Publishing job opportunities announcement on the Obesity Center website and social media accounts	Public relations	
	Setting employment standards	Determining the most important standards that achieve the strategic goals of the obesity center, and assigning employees to the highest standards that achieve efficiency and effectiveness and raise the efficiency of the center	QM	
	- Readiness			
	Providing medical equipment's	The medical equipment for all medical facilities according to the needs of obese patients	Medical Supply	
	Determine the Inpatient room	Determining the medical inpatient rooms for the patient before and after the surgery and the medical equipment associated with that	Medical Administration	
	Locating medical department	Locating medical departments: surgeries, recovery, laboratory, radiology, pharmacy, medical records	Medical Administration	

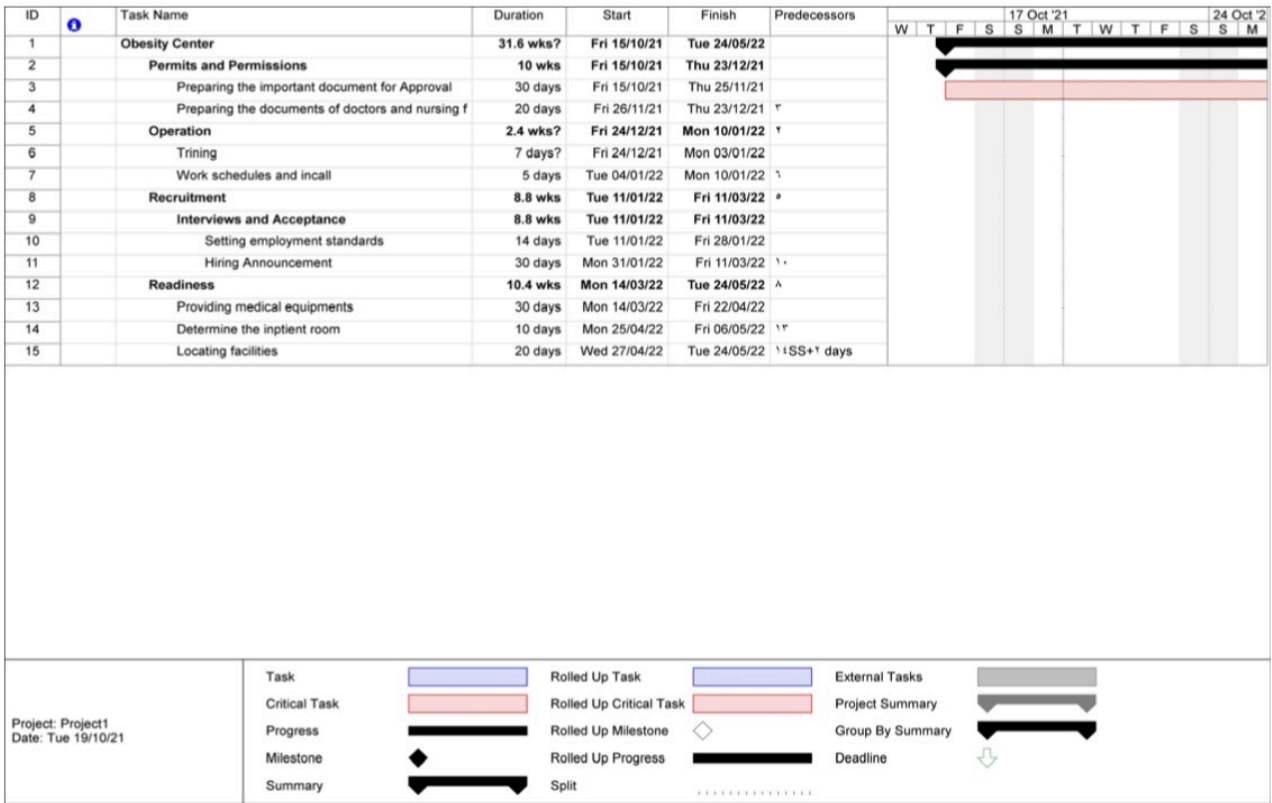
Crashing And Fast-tracking Techniques:

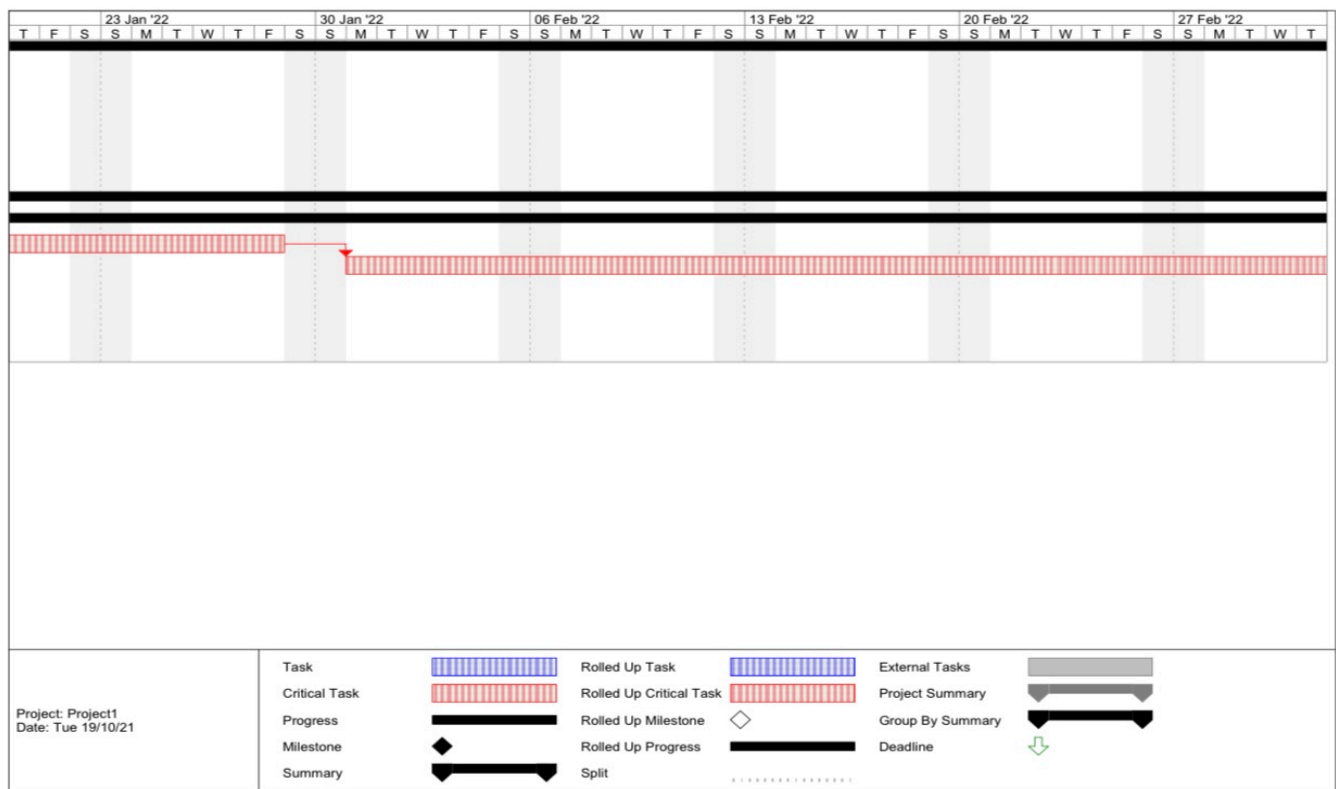
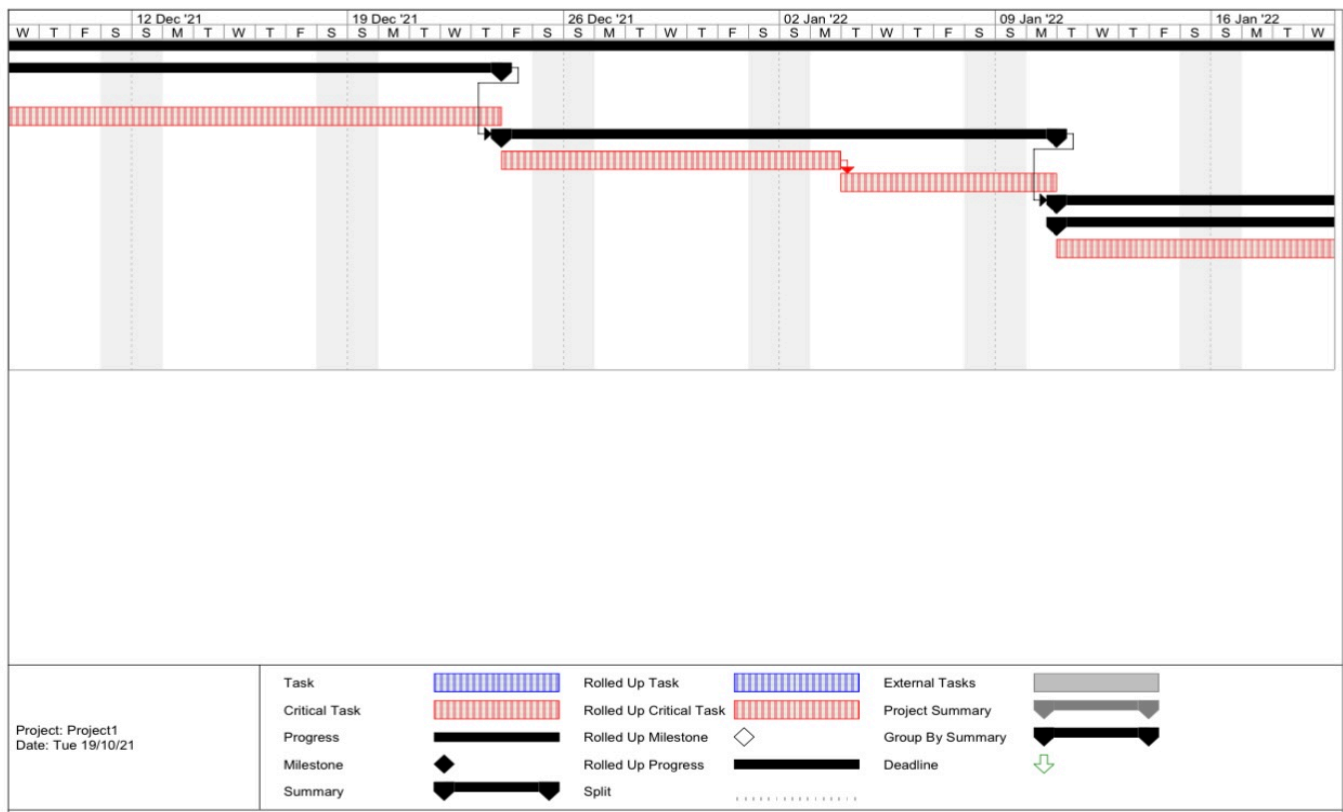
Crashing is a schedule compression technique that entails determining an approach that results in the greatest reduction in project duration while incurring the least incremental cost and risk and without changing the scope.

Crashing compresses the project schedule by adding more resources to the project or working overtime on critical path activities. The phrase "critical path activities" is crucial here. Additional resources applied to non-critical path activities will not result in a compressed schedule.

Fast tracking is a common technique for compressing the project Schedule that reprocesses project tasks so that certain tasks are completed parallel, rather than sequentially. Fast tracking of a project can only be done if there are no dependencies between the tasks at hand. Fast Tracking compresses the timetable by performing actions that are normally completed in sequence in simultaneously.

In our project we use these techniques to shorten our process while maintain the project scope .





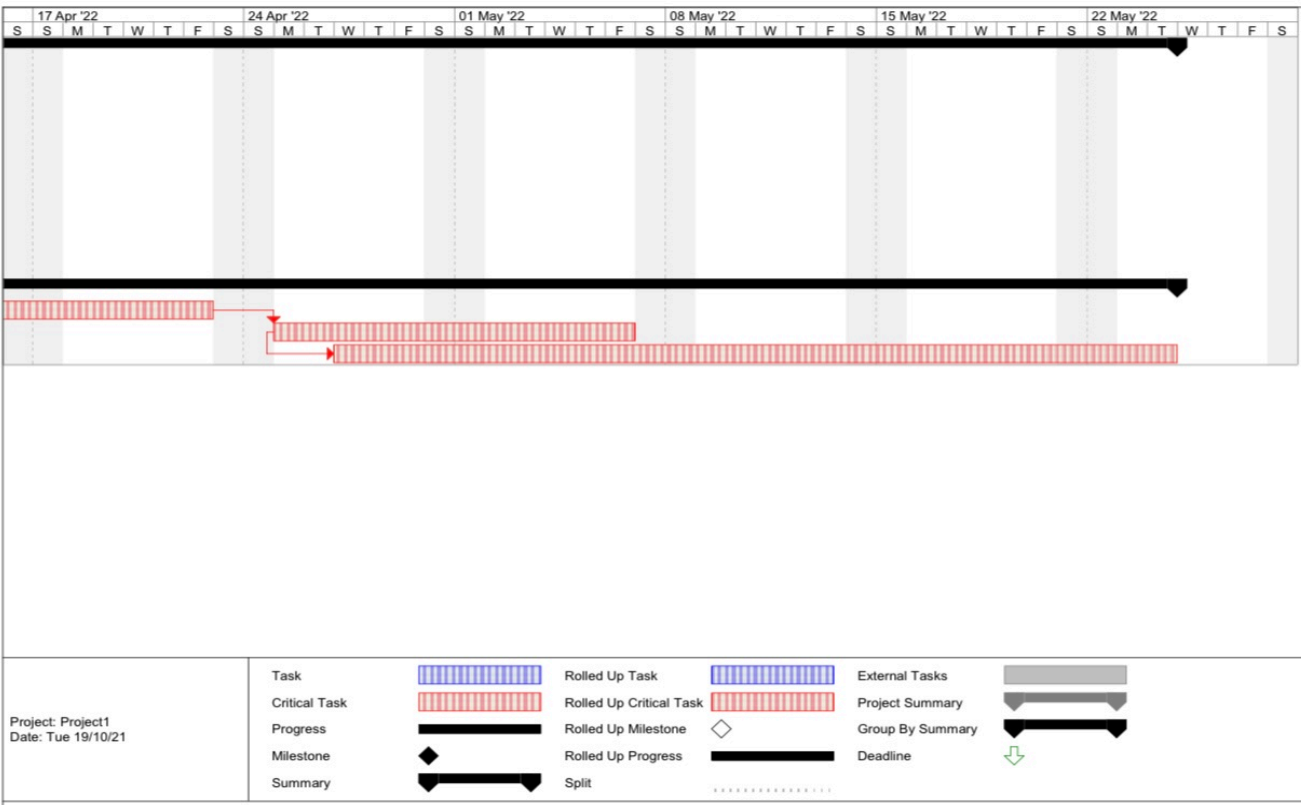
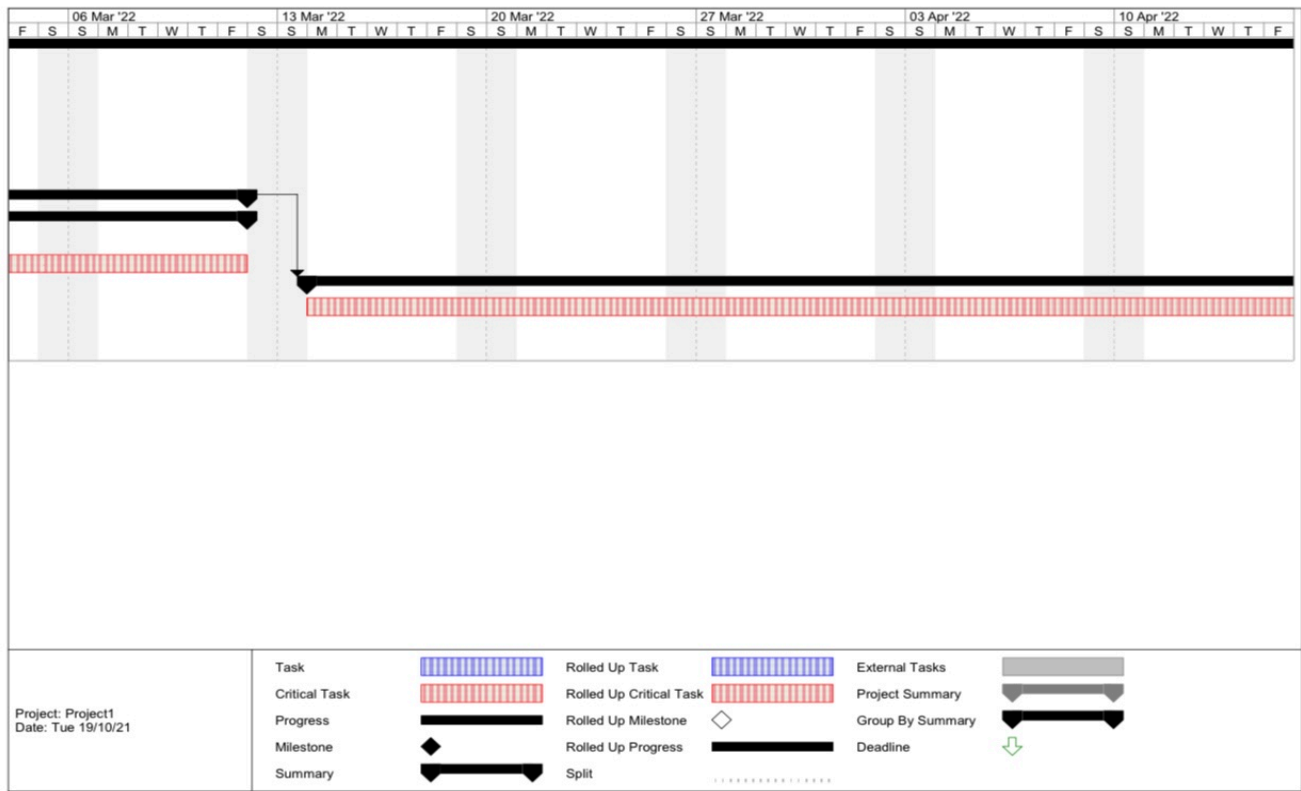
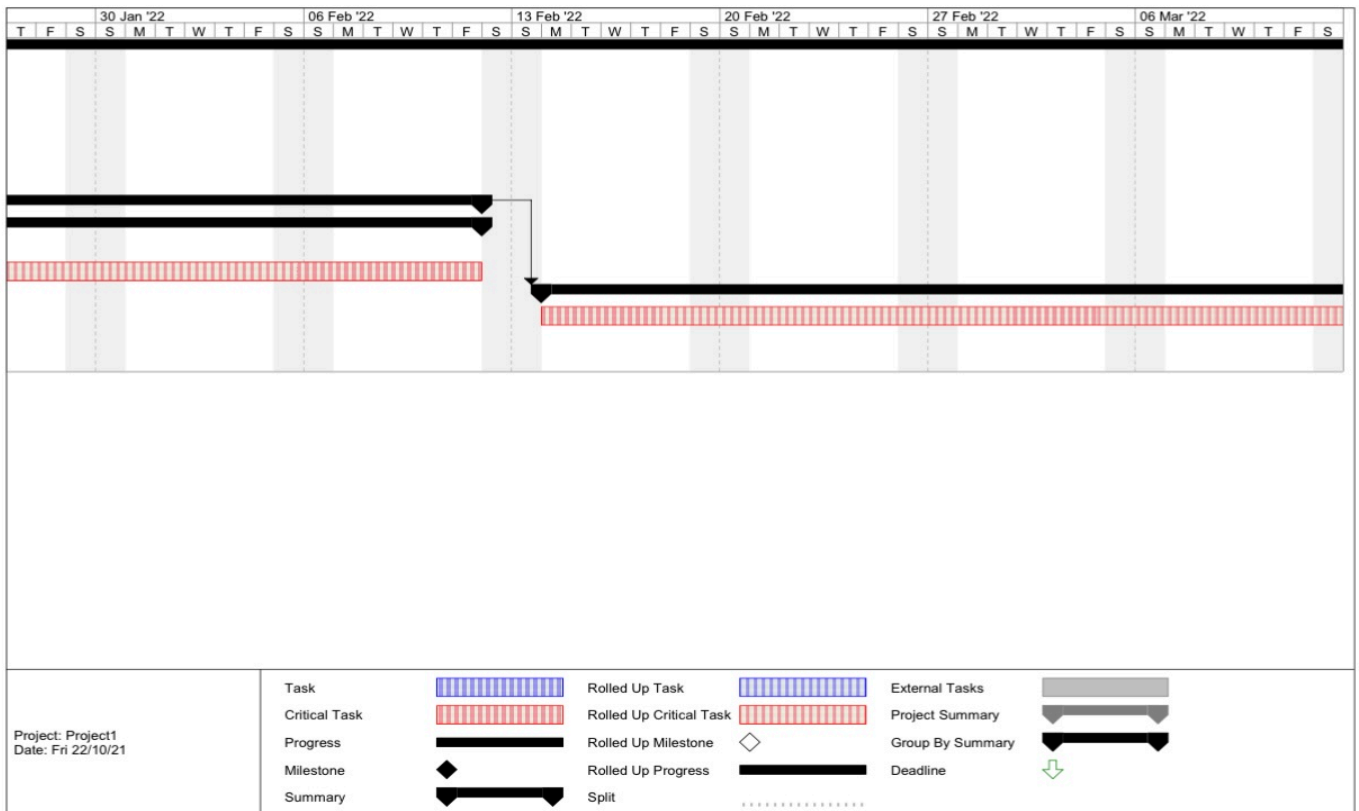
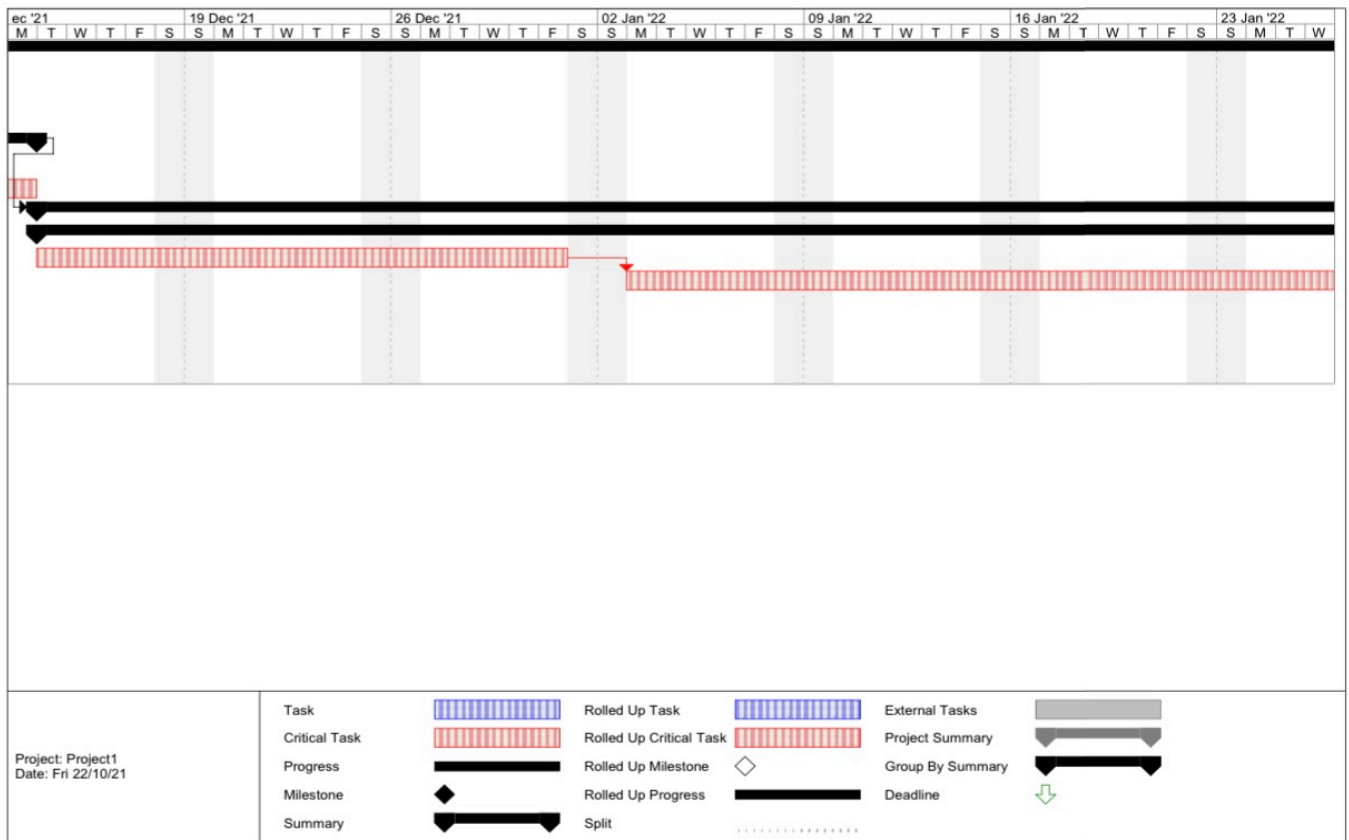


Figure 13.1 Crashing Analysis

As shown in the figure above (13.1), we noticed at the critical path that the stage for preparing medical equipment will takes so long. Where this task was supposed to take 60 days because of the procedures time of the imported of equipment from abroad through the traditional way, compared available offers in the market, asked for proposals, and then choosing the best of them in quality and cost.

So, it has been rescheduled and reduced the task to finish it in 30 days on the date 5/22 instead of finishing it in 60 days on the date 7/22 through **crashing technique**, by buying the medical equipment from direct purchase. Having to do so, we have to add the cost of those medical equipment to the financial cost (about 5%) of the total cost of the project.



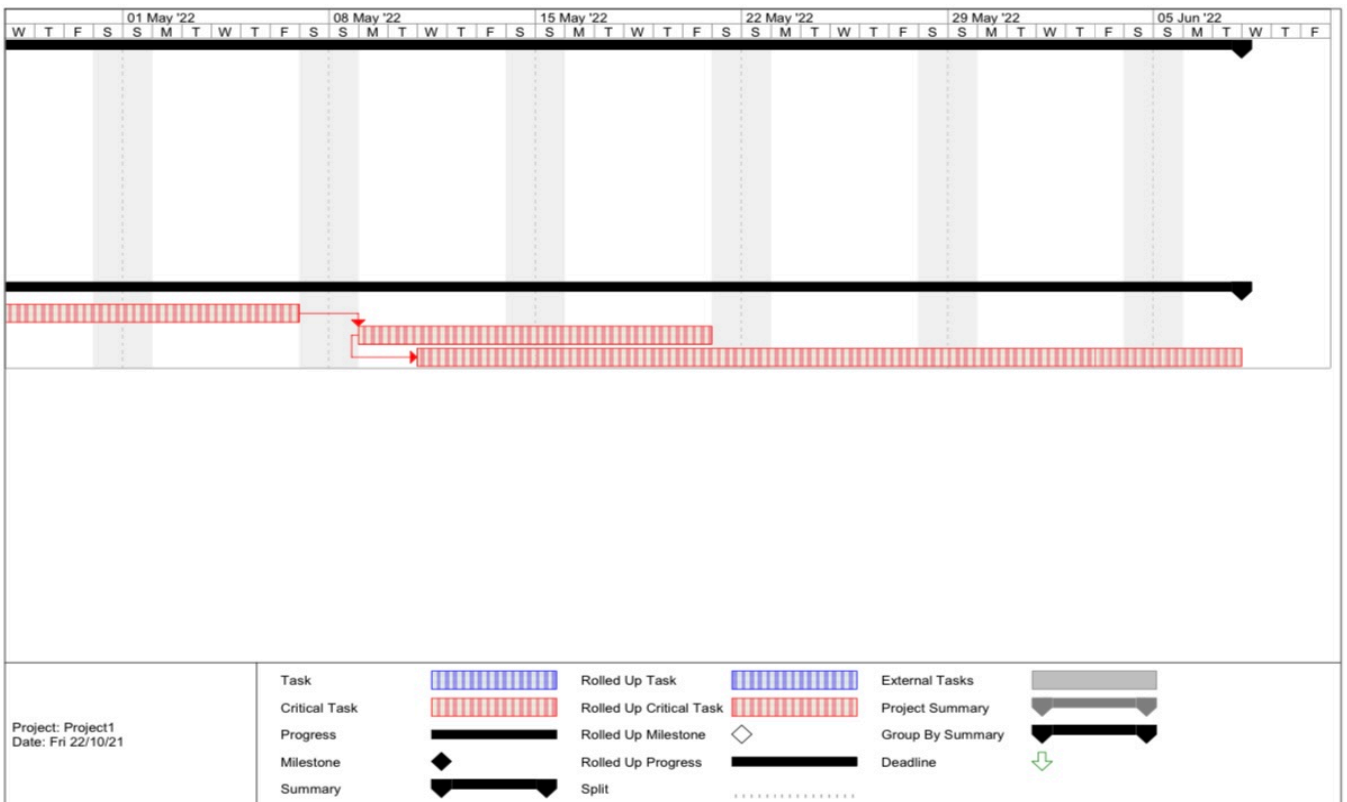
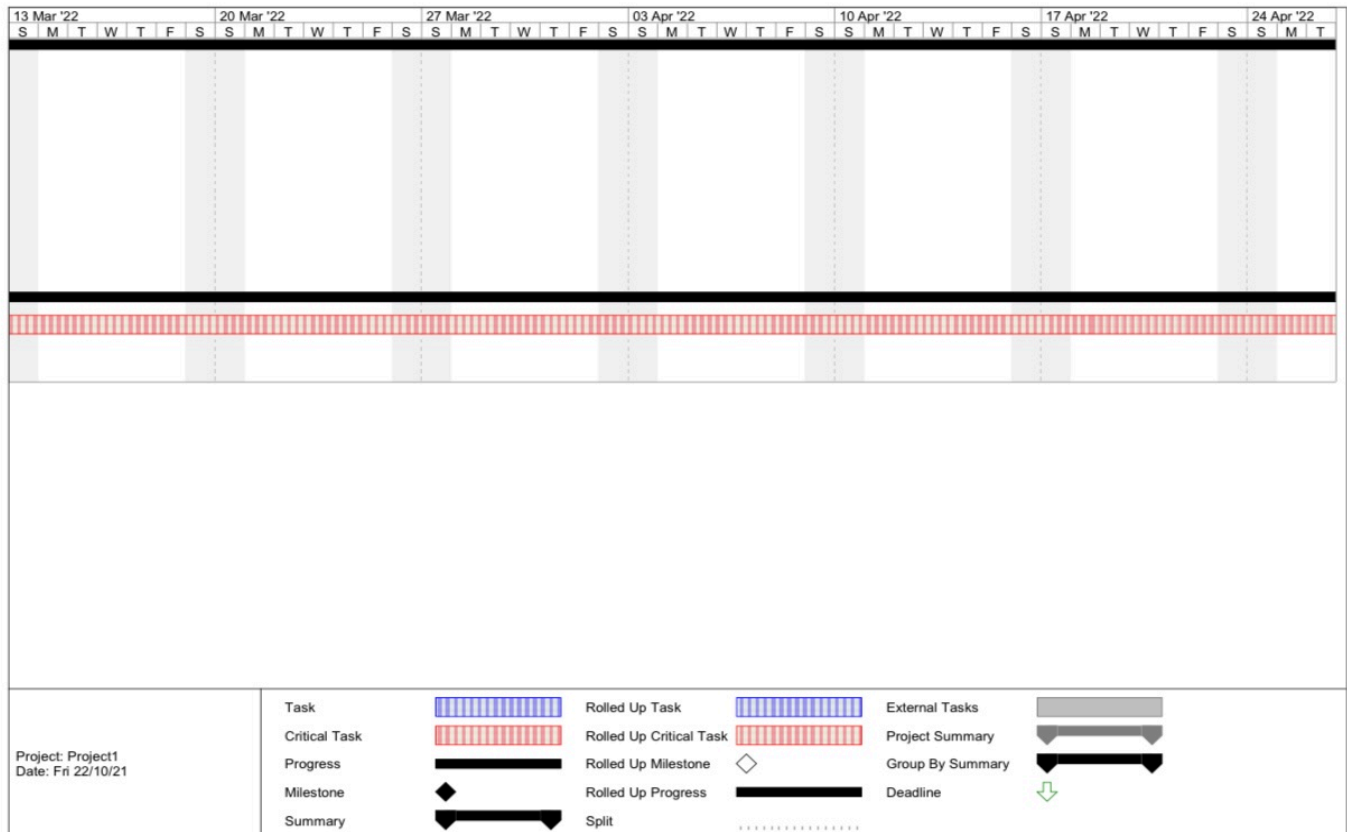


Figure 13.2 Fast Tracking Analysis

As the figure (13.2) above shown, looking at the time schedule, we absorbed that there are two tasks on the critical path, and to avoid unwanted delays in the project, we decided to do Fast tracking technique in finishing the licenses and approvals and make that two tasks working parallel by converting them from finish-start to start - start, to speed up and keep the project on track. So, instead of finishing this stage on **7/22** it will be finish on **6/22**.

The procedures we made to accelerate the schedule is that the employees in the management team have been reconsidered to find the best one for this task. One of them is experienced in governmental procedures. He had been qualified to finish the licenses and approvals to guarantee there will be no delay.

The right management regarding those two procedures has ensured the flow of the project tasks according to the schedule and the objectives.

NEGOTIATION

Negotiation in Project Management

Negotiation is a process that involves activities needed to resolve different kinds of disputes by conducting consultations between the involved parties to reach a consensus. Negotiations can happen at any time within the project management life cycle and it can be either formal or non-formal. A formal negotiation involves issues regarding agreeing with contracts while information negotiations include discussions to resolve a conflict between team members.

A good project manager needs to have excellent negotiation skills. Such skill is used in the areas of management, which include contract management, conflict management, stakeholder management, and requirements management.

In project management, the process of negotiation is categorized into phases and these include planning, discussing, proposing and reviewing. Planning refers to the preparation of all relevant information needed for the discussion. The second phases refer to setting up the scene for discussion. In this scene, the key issues are explored and discussed. The proposing stage refers to creating the proposal as a means to solve the problem at hand. This may also include bargaining for trade-offs before an agreement is achieved and the information is disseminated all throughout the organization.

Two Applicable Scenarios of Negotiation

Nearly every project taken on by the project team requires some negotiation. Ideally, decisions would be reached easily with everyone in agreement for what is best for the project and all involved, but sometimes one side might be trying to get the better of the other. In these instances, it pays to have a full understanding of the processes of negotiation.

In the Obesity Center, typical issues to be negotiated during the course of a project include:

1. Procurement of Medical Devices by Procurement Manager

The Procurement Manager is trying to negotiate with the supplier on the inclusion of the Periodic Preventive Maintenance in the contract between two parties. The said additional provision will be inserted but with the same existing price.

The following guidelines should be considered when negotiating.

- Having high aspirations will lead to a more successful negotiation. It is necessary to develop a plan beforehand to improve performance during a negotiation.
- Be discreet and only reveal the information necessary at the time. Clients or customers have challenges that may be addressed by the outcome of your project.
- Ask probing questions about what they are doing and listen to the answers. The information must be clearly communicated through clear mediums and tools. Should there be clarifications, do not hesitate to ask. Listening carefully to what the other person is saying will make negotiating easier.
- Review the relationship history of the company you are dealing with, especially if support issues have come up and whether or not they were adequately addressed since these devices should undergo periodic preventive maintenance. And the capability to restore, repair or replace the device immediately must also be considered. As a negotiator, you must also acquire a systematic framework to analyze and understand the

negotiation process. There must be a heightened awareness of strengths and weaknesses on the part of the negotiator to be able to utilize or improve it.

- Stick to the plan and stay focused throughout the entire process.

As a result, the procurement was able to close the medical device deal with the same price and with the additional provisions.

2. Negotiation- Waste Management Contract for Operation Manager

The Operations Manager is trying to negotiate with the two subcontractors for the Waste Management Contract. One is offering high quality product and services but with higher price while the second company presents a lower price for low quality product and services.

- It is advisable not to disclose your reveal your initial position. Ask questions to find out more about the other side's position and discuss the Contract terms and conditions
- Negotiating effectively involves the understanding of the needs of the other party and not focusing on your own needs. It also means making decisions out of facts and not just out of mere emotions.
- Be sincere. Both verbal and non-verbal communication must be observed in this process to establish your credibility as a negotiator. Your words must be reflecting on your actions.
- Think about concessions before making them. Make concessions when the other side makes them as well. Do not give in to intimidation tactics or the beatings will continue until morale improves. Check to see there is proof behind any assumptions being made. More importantly, use power-play sparingly or retaliation could follow.
- Negotiating means learning how to create and maximize the resources to for example the Operations Manager prefer the Company A with a better quality than Company B with lower price but less superior quality of product. It is practical to gain problem solving techniques, obtain the best possible scenario for the project while building relationships with other people.
- Take your time. Quick settlements aren't always the best ones. Find out their timetable or deadline, both to purchase and then to implement the solution.
- Remaining calm despite pressure is a plus point too. The principle of fairness, seeking mutual benefit and maintaining a successful relationship are the keys to a desirable outcome.
- Successful negotiation meets the needs of all participants but when negotiations end poorly, know when to walk-away and say, "No Deal".
- As a result, the procurement was able to close the contract agreement was made with company A, superior products and services with the discounted price which is slightly higher than the original offer by Company B [10].

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