

OBESITY SURGERY CENTER



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Table Of Contents

Components	Page Number
<i>CHAPTER 1 : STRATEGY</i>	
Introduction	16
Rationale	16
Project Title	16
Project Mission	16
Project Vision	16
Project Scope	17
Project Goals (SMART)	17
Obesity Surgery Center Project Team Members	17
Table 1.1 Project Charter	18
Table 1.2 Key Performance Indicators	21
<i>CHAPTER 2 : GOVERNANCE , STRUCTURE AND PROCESS</i>	
Organizational Structure	23
Figure 2.1 Obesity Center Organizational Chart	23
Project Management Organizational Structure	24
Project Management Office	25

<i>CHAPTER 3: COMPLIANCE, STANDARDS AND REGULATIONS</i>	
Table 3.1 Project Compliance And Project Check List Model	27
<i>CHAPTER 4: POWER AND INTEREST</i>	
Table 4.1 Stakeholder Register	30
Figure 4.1 Influence-Interest Matrix	32
Figure 4.2 Stakeholder Register Logical Diagram	34
<i>CHAPTER 5 : CULTURE AND VALUES</i>	
Figure 5.1 Obesity Center Culture and Values	36
Obesity Center Culture	37
<i>CHAPTER 6 : SELF-REFLECTION AND SELF-MANAGEMENT</i>	
Self-reflection And Self-management	39
Table 6.1 Personal Behaviors That Can Influence On The Project	39
Figure 6.1 Personal Behaviors And Organizational Integrity	40
SWOT Analysis	42
Table 6.2 SWOT Analysis Model	43
<i>CHAPTER 7: PERSONAL INTEGRITY AND RELIABILITY</i>	
Table 7.1 Behaviors Contradicting With The Moral Integrity	47
Figure 7.1 Behaviors Contradicting With The Moral Integrity	48

<i>CHAPTER 8&9: PERSONAL COMMUNICATION</i>	
Table 8.1 Stakeholder Register	51
Interpersonal Communication	52
Effective Communication	53
Table 8.2 Channels of Interpersonal Communication	54
Table 8.3 Communication Matrix	55
Scenarios Of Wrong Communication	52
Table 8.4 Stakeholder Assessment Matrix	60
<i>CHAPTER 10: LEADERSHIP</i>	
Leadership Model	62
Characteristics and Reasons Why Autocratic Model is Preferred	62
Five Motivation Methods	63
<i>CHAPTER 11: TEAMWORK</i>	
Teamwork	66
What Is RACI Model?	66
Table 11.1 RACI Matrix Model	67
<i>CHAPTER 12: CONFLICT AND CRISIS</i>	

Why there is Conflict?	70
Scenarios Of Conflict In The Project And Their Strategies	70
Root Cause Analysis	73
Figure 12.1 Conflicts due to individual differences in personalities	74
Figure 12.2 Conflicts due to Undefined Hierarchy in the project Organization	74
Figure 12.3 Conflicts due to employee misconduct & Bad behavior	75
<i>CHAPTER 13: RESOURCEFULNESS</i>	
Table 13.1 Human Reassures Distribution	77
Define Crashing and Task-Tracking Techniques	79
Figure 13.1 Crashing Analysis	80
Figure 13.2 Fast tracking Analysis	84
<i>CHAPTER 14: NEGOTIATION</i>	
Negotiation in Project Management	89
Two Applicable Scenarios of Negotiation and their plans	89

<i>CHAPTER 15: PROJECT DESIGN</i>	
Triple Constraint	93
Figure 15.1 Project Cost	94
Figure 15 .2 Planned Cost for Obesity Surgery Center	94
Figure 15 .3 Cost Analysis for Obesity Surgery Center	95
Figure 15 .4 To Do List for Obesity Surgery Center	96
Project Success Factors	97
Table15. 1 WORK BREAKDOWN STRUCTURE- DICTIONARY	99
<i>CHAPTER 16: REQUIREMENTS AND OBJECTIVES</i>	
Table 16.1 REQUIREMENTS TRACEABILITY MATRIX	102
Methods used in requirement collection	103
Hierarchical Structure	105
<i>CHAPTER 17: SCOPE</i>	
Scope Statement Definition	108
Table 17.1 Project scope Statement	109
Scope Creep Definition	112
Figure17.1 Product Analysis	113
Table 17.2Product Selection Method	114

DEFINE TRANSFORMATION	
<i>CHAPTER 18: TIME</i>	
Figure 18.1 Developing the function list / activities included in each Work package in WBS	115
Table 18.1 Developing the function list / activities included in each Work package in WBS	116
Figure 18.2 Logical Diagram and Critical Path	122
Table 18.2 Activities and Dependencies	122
Relationship Between Activities	123
Figure 18.3 Gantt Chart	127
Table 18.3 Milestones Model	130
<i>CHAPTER 19: QUALITY</i>	
Figure 19.1 Deming Model	132
Figure 19.2 SIPOC Model	133
Figure 19.3 Ishikawa Model	134
<i>CHAPTER 20: FINANCE</i>	
Table 20.1 Cost Breakdown Structure accordance with the project WBS	136
Table 20.2 Earned Value Management	141
Figure 20.1 E Earned Value Management	143
<i>CHAPTER 21: RESOURCES</i>	

The concept of Resource Leveling And Smoothing	145
Figure 21.1 Project resource before applying leveling and smoothing technique	145
Figure 21.2 Project resource after applying leveling technique	146
Figure 21.3 Project resource after applying smoothing technique	146
Table 21.1 Project Resources Of Equipment And Tools Distribution	147
<i>CHAPTER 22: PROCUREMENT</i>	
The Procurement Execution Process And Contractor Selection	149
Figure 22.1 Purchase order Model	150
Table 22.1 Weighted Scoring Model	151
<i>CHAPTER 23: PLAN AND CONTROL</i>	
Table 23.1 Meeting Minuets Agenda	154
Figure 23.1 Performance Measurement	158
Tabel 23 .Project Change Request	160
<i>CHAPTER 24: RISK AND OPPORTUNITIES</i>	
Objective of Risk Management in the OSC Project	162
Table 24.1 Qualitative Risk Analysis	163
Table 24.2 Cost OF the EMV	164

Table 24.3 Risk Register	165
Risk Response Strategies	167
<i>CHAPTER 25: STAKEHOLDER</i>	
<u>Table 25.1 Stakeholder Assessment Matrix</u>	170
<i>RECOMMENDATION</i>	171
<i>CONCLUSION</i>	173
<i>REFERENCE</i>	174

List Of Tables

Table Number	Table Name	Page Number
Table 1.1	Project Charter	18
Table 1.2	Key Performance Indicators	21
Table 3.1	Project Compliance And Project Check List Model	27
Table 4.1	Stakeholder Register	30
Table 6.1	Personal Behaviors That Can Influence On The Project	39
Table 6.2	SWOT Analysis Model	43
Table 7.1	Behaviors Contradicting With The Moral Integrity	47
Table 8.1	Stakeholder Register	51
Table 8.2	Channels of Interpersonal Communication	54
Table 8.3	Communication Matrix	55
Table 8.4	Stakeholder Assessment Matrix	60
Table 11.1	RCAI Matrix	67
Table 13.1	Human Reassures Distribution	77
Table15. 1	WORK BREAKDOWN STRUCTURE- DICTIONARY	99
Table 16.1	REQUIREMENTS TRACEABILITY MATRIX	102
Table 17.1	Project scope Statement	109
Table 17.2	Product Selection Method	114
Table 18.1	Developing the function list / activities included in each Work package in WBS	116
Table 18.2	Activities and Dependencies	122
Table 18.3	Milestones Model	130
Table 20.1	Cost Breakdown Structure accordance with the project WBS	136

Table 20.2	Earned Value Management	141
Table21.1	Project Resources Of Equipment And Tools Distribution	147
Table 22.1	Weighted Scoring Model	151
Table 23.1	Meeting Agenda	154
Tabel 23.2	Project Change Request	160
Table 24.1	Qualitative Risk Analysis	163
Table 24.2	Cost OF the EMV	164
Table 24.3	Risk Register	165
Table 25.1	Stakeholder Assessment Matrix	170

List Of Figures

Figure Number	Figure Name	Page Number
Figure 2.1	Obesity Center Organizational Chart	23
Figure 4.1	Influence-Interest Matrix	32
Figure 4.2	Logical Diagram	34
Figure 5.1	Obesity Center Culture and Values	36
Figure 6.1	Personal Behaviors And Organizational Integrity	40
Figure 7.1	Behaviors Contradicting With The Moral Integrity	48
Figure 12.1	Conflicts due to individual differences in personalities	74
Figure 12.2	Conflicts due to Undefined Hierarchy in the project Organization	74
Figure 12.3	Conflicts due to employee misconduct & Bad behavior	75
Figure 13.1	Crashing Analysis	80
Figure 13.2	Fast tracking Analysis	84
Figure 15.1	Project Cost	94
Figure 15 .2	Planned Cost for Obesity Surgery Center	94
Figure 15 .3	Cost Analysis for Obesity Surgery Center	95
Figure 15 .4	To Do List for Obesity Surgery Center	96
Figure17.1	Product Analysis	113
Figure 18.1	Developing the function list / activities included	115

	in each Work package in WBS	
Figure 18.2	Logical Diagram and Critical Path	122
Figure 18.3	Gantt Chart	127
Figure 19.1	Deming Model	132
Figure 19.2	SIPOC Model	133
Figure 19.3	Ishikawa Model	134
Figure 20.1	Earned Value Management	143
Figure 21.1	Project resource before applying leveling and smoothing technique	145
Figure 21.2	Project resource after applying leveling technique	146
Figure 21.3	Project resource after applying smoothing technique	146
Figure 22.1	Purchase order Model	150
Figure 23.1	Performance Measurement	158

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.

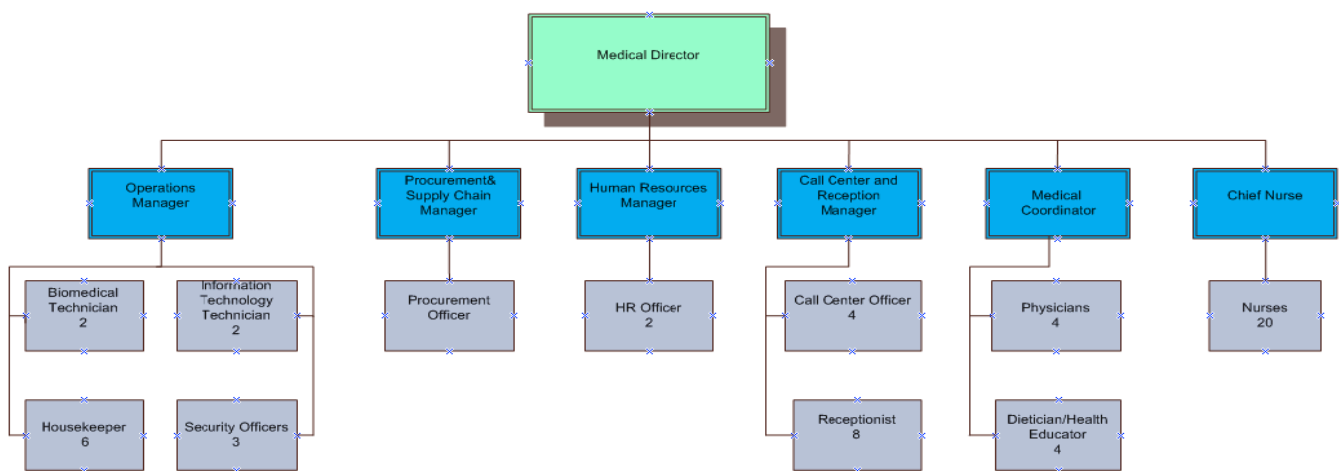
Table 1.2 Key Performance Indicators	
Leading Indicators	Lagging Indicators
• Increase in the number of patients seen in the Obesity Center • Gross and Net Profit Margin • Increase in Purchase of medical equipment and supplies	• Return on Investment • Revenue Growth • Operational Cost
• Increase in the 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

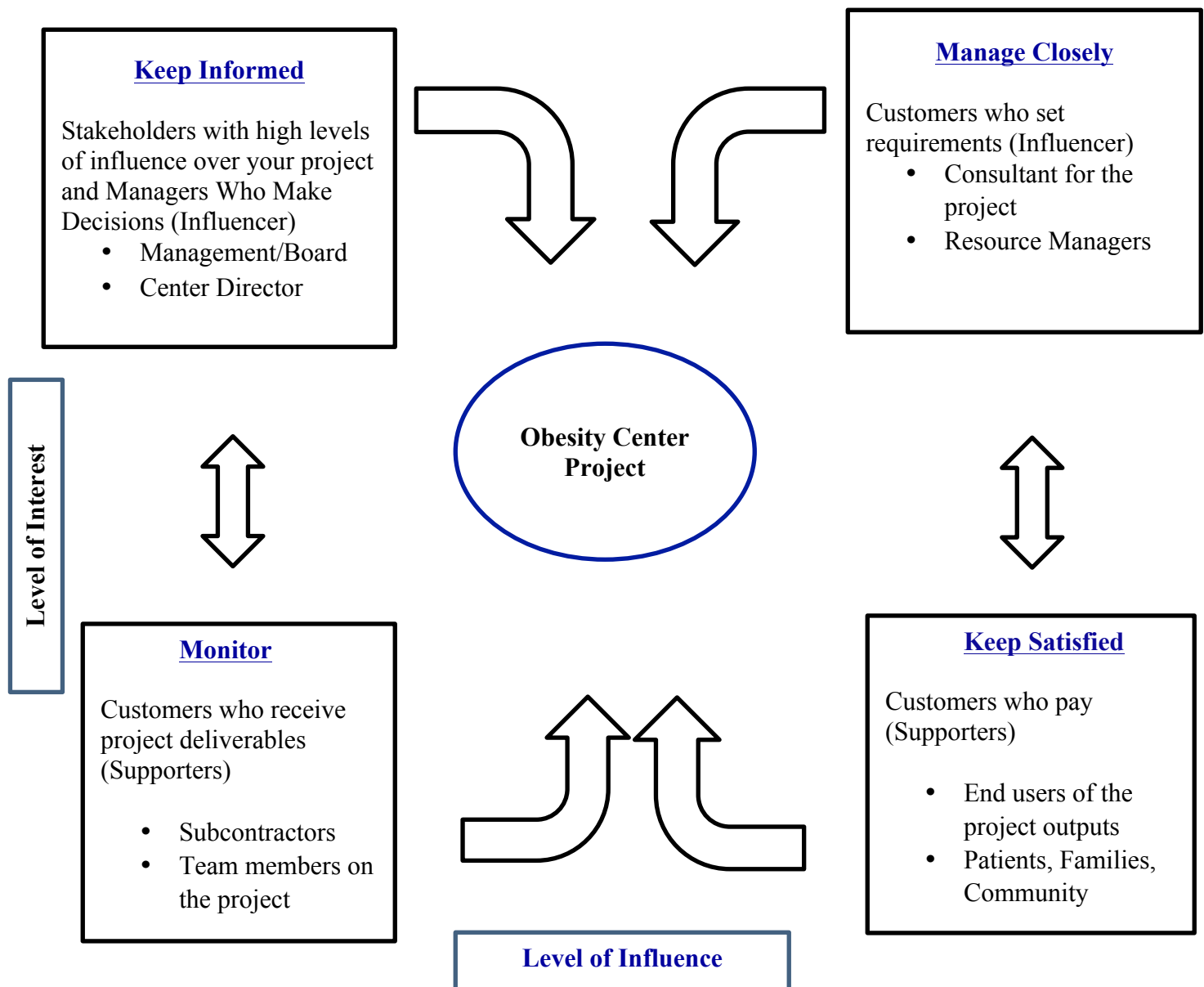


Figure 4.1 Influence-Interest Matrix

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.

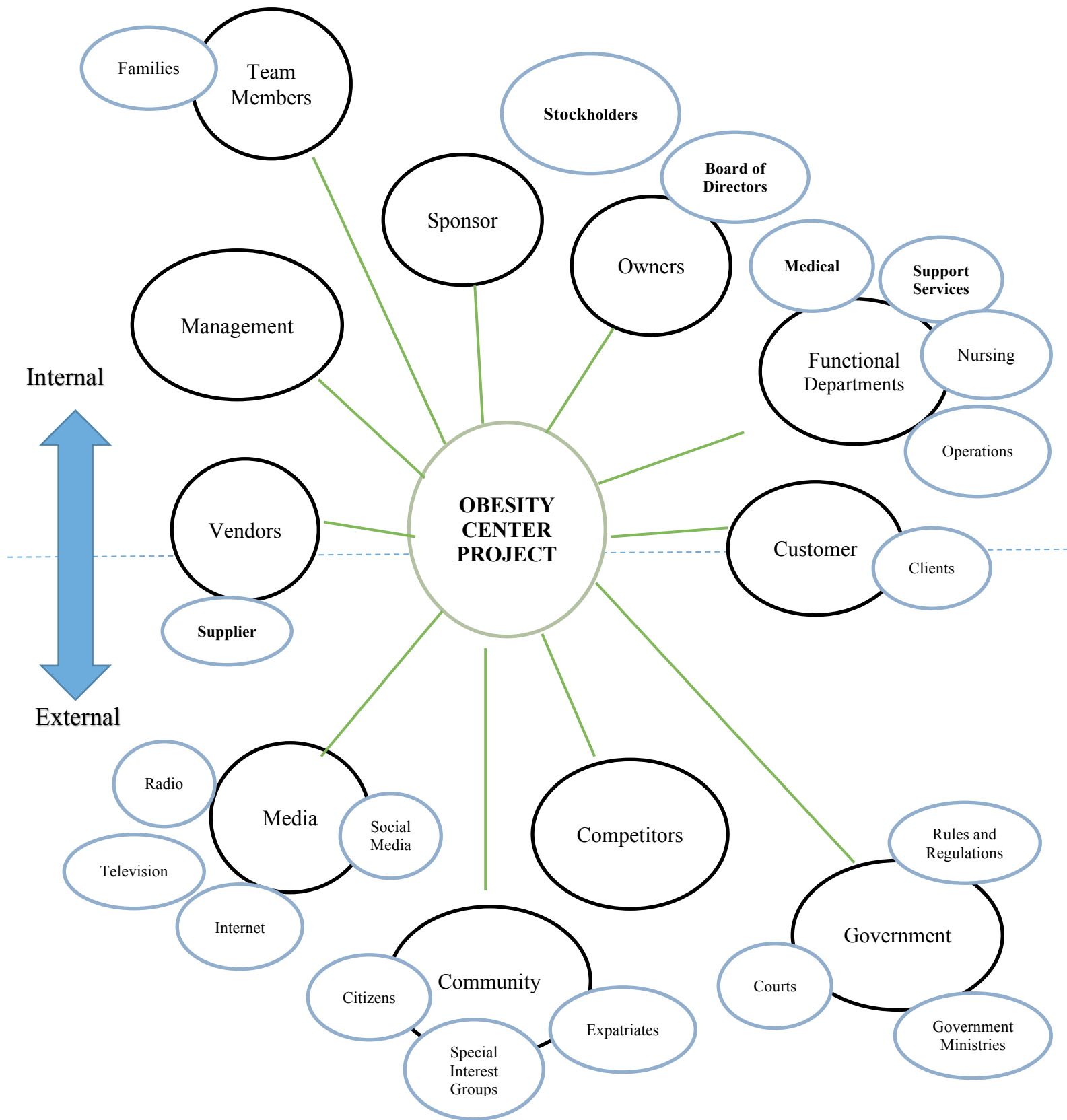


Figure 4.2 Stakeholder Register Logical Diagram

CULTURE AND VALUES

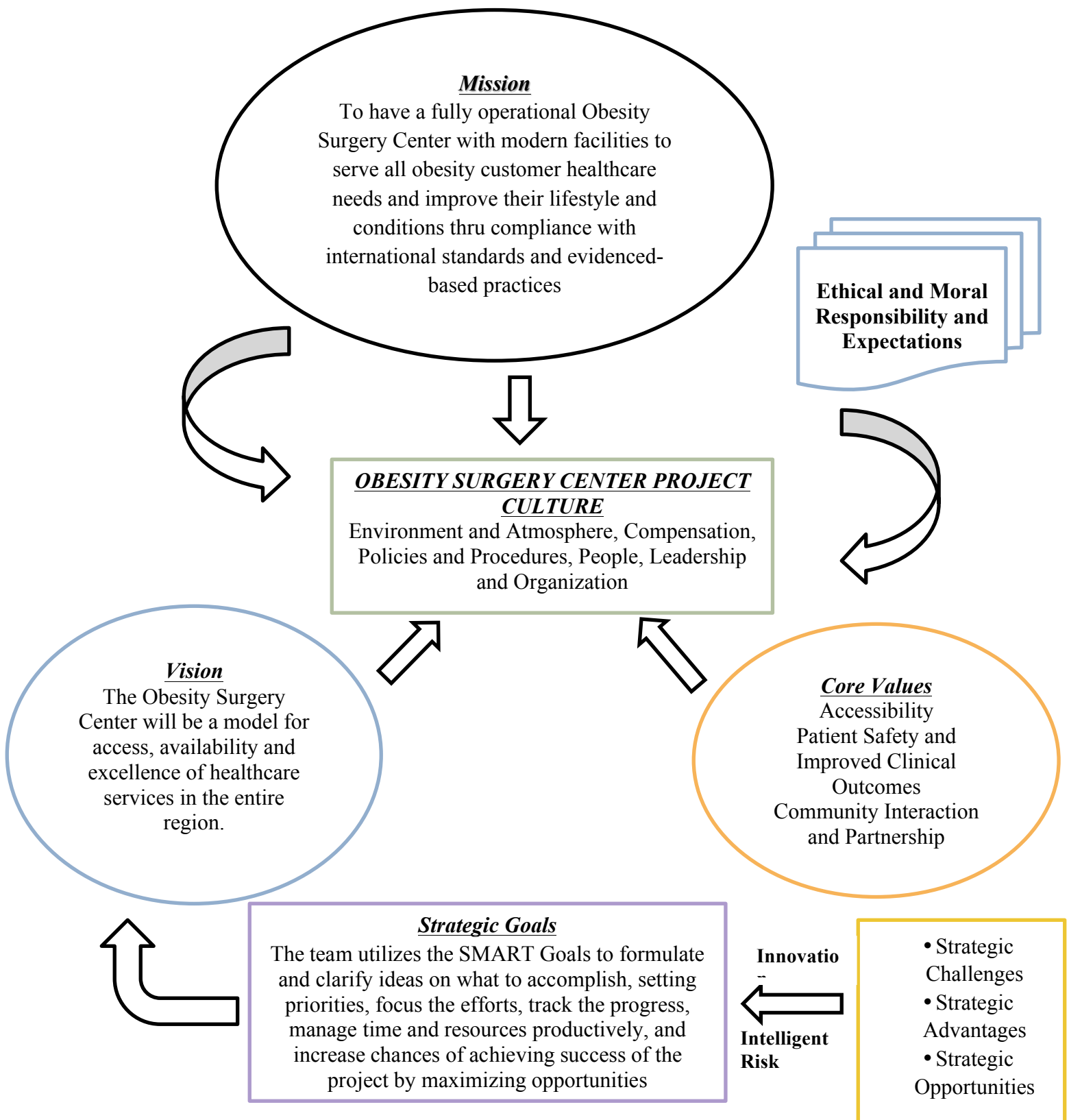


Figure 5.1 Obesity Center Culture and Values

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

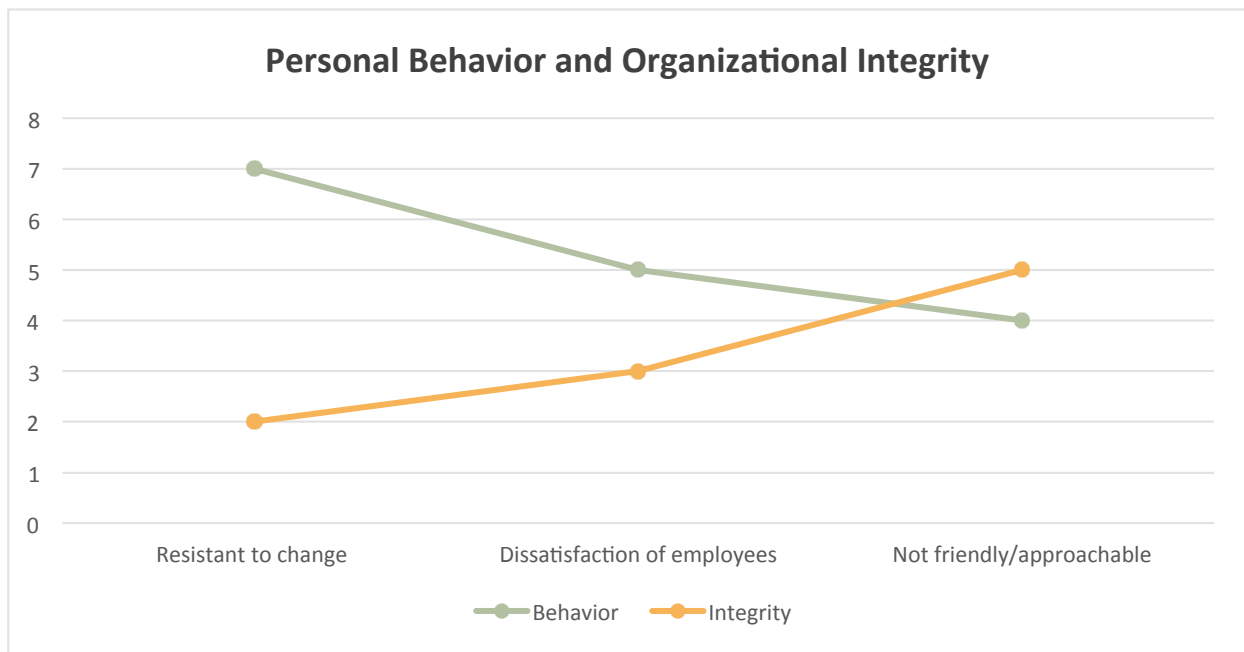


Figure 6.1 Personal Behaviors And Organizational Integrity

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

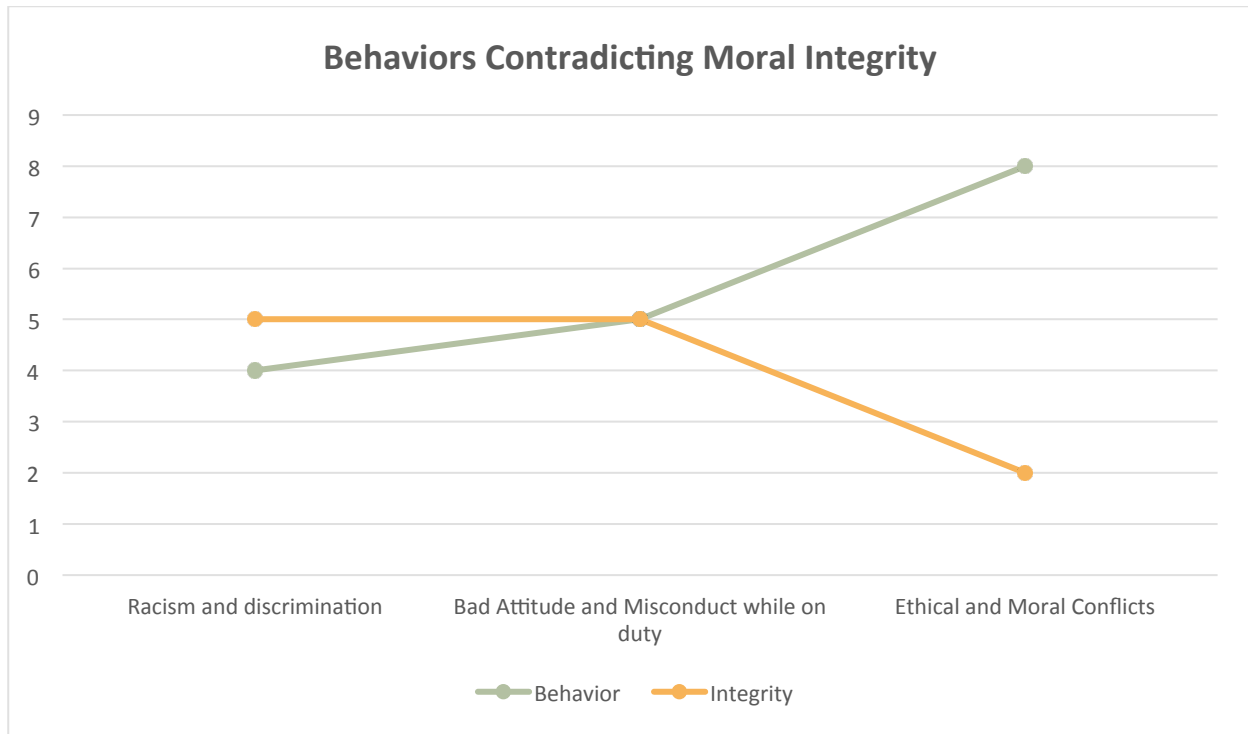


Figure 7.1 Behaviors Contradicting With The Moral Integrity

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 special 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 surgeon 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.

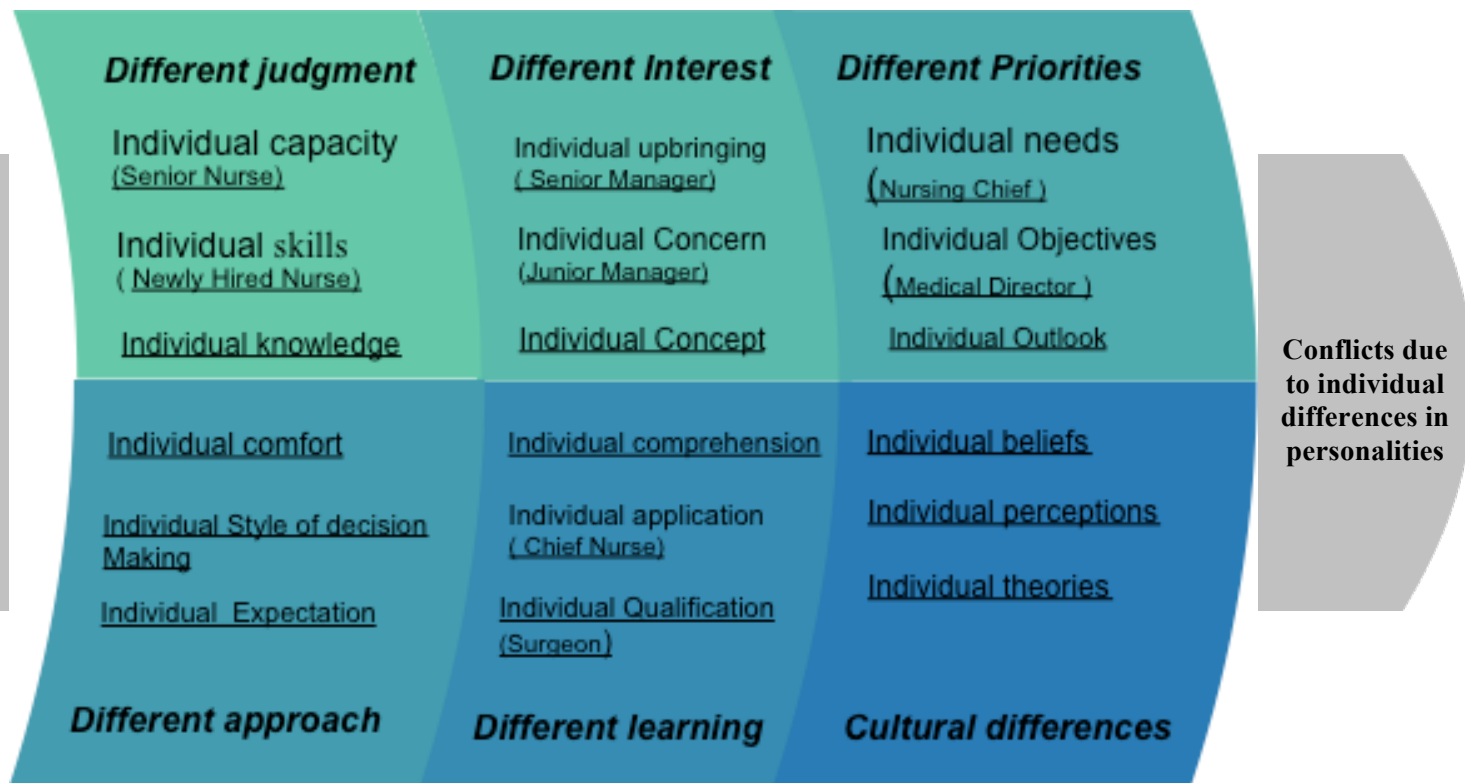


Figure 12.1 Conflicts due to individual differences in personalities

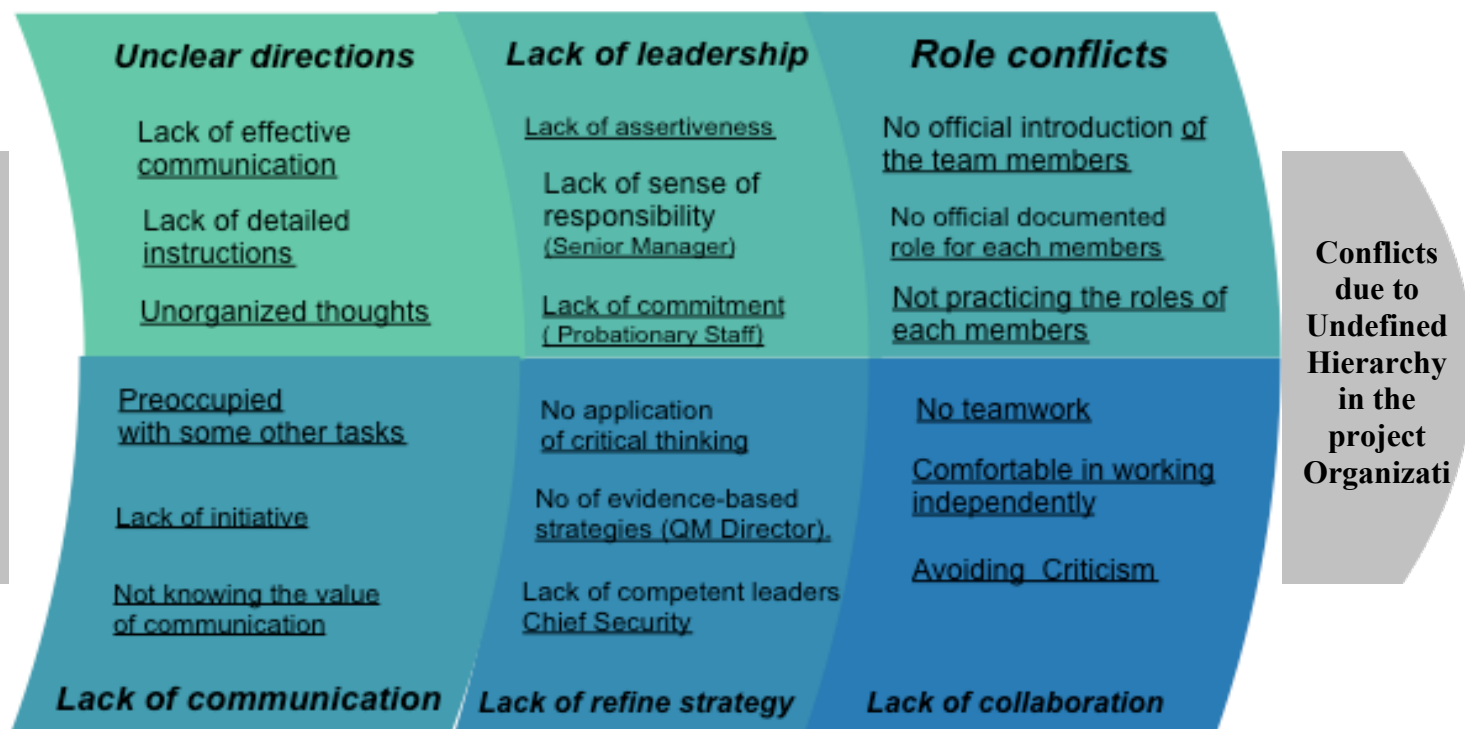


Figure 12.2 Conflicts due to Undefined Hierarchy in the project Organization

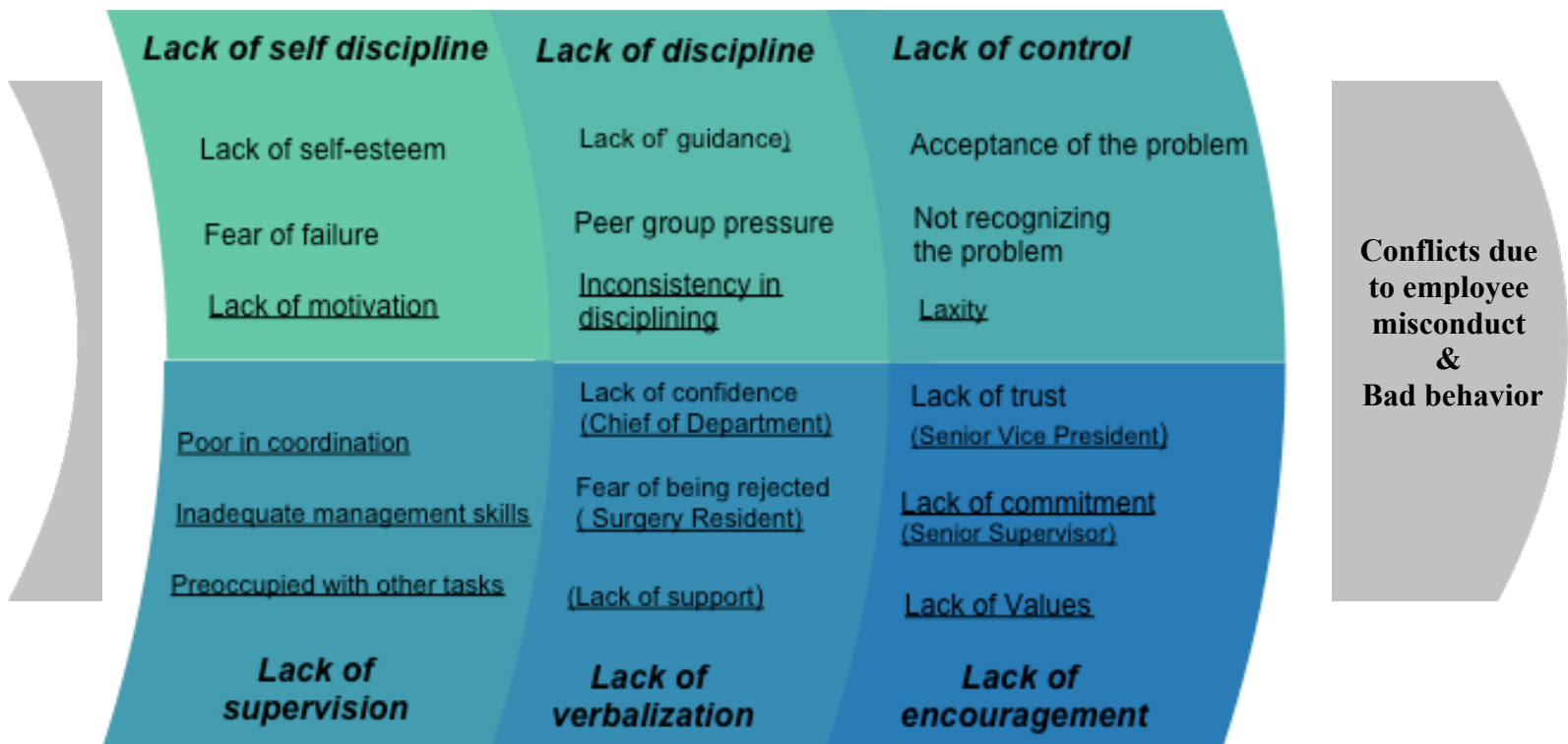


Figure 12.3 Conflicts due to employee misconduct & Bad behavior

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	

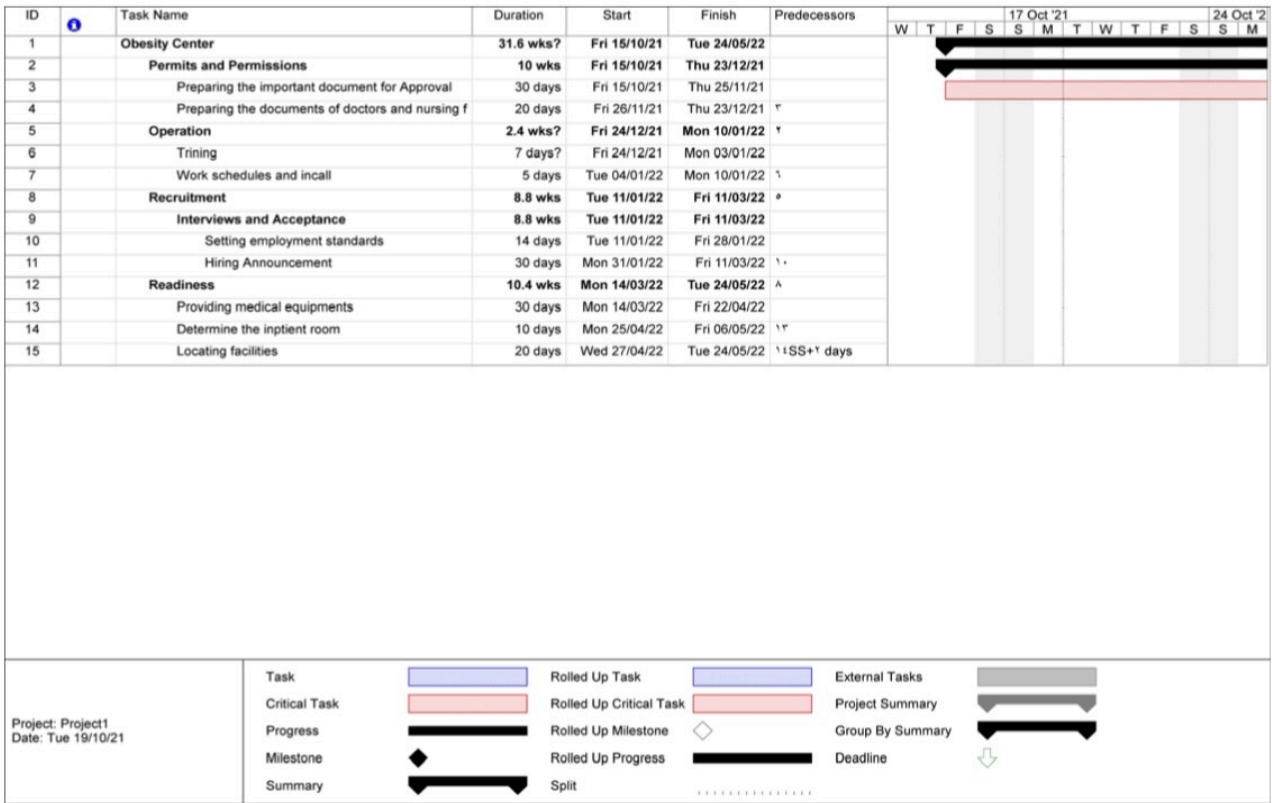
Crashing And Fast-tracking Techniques:

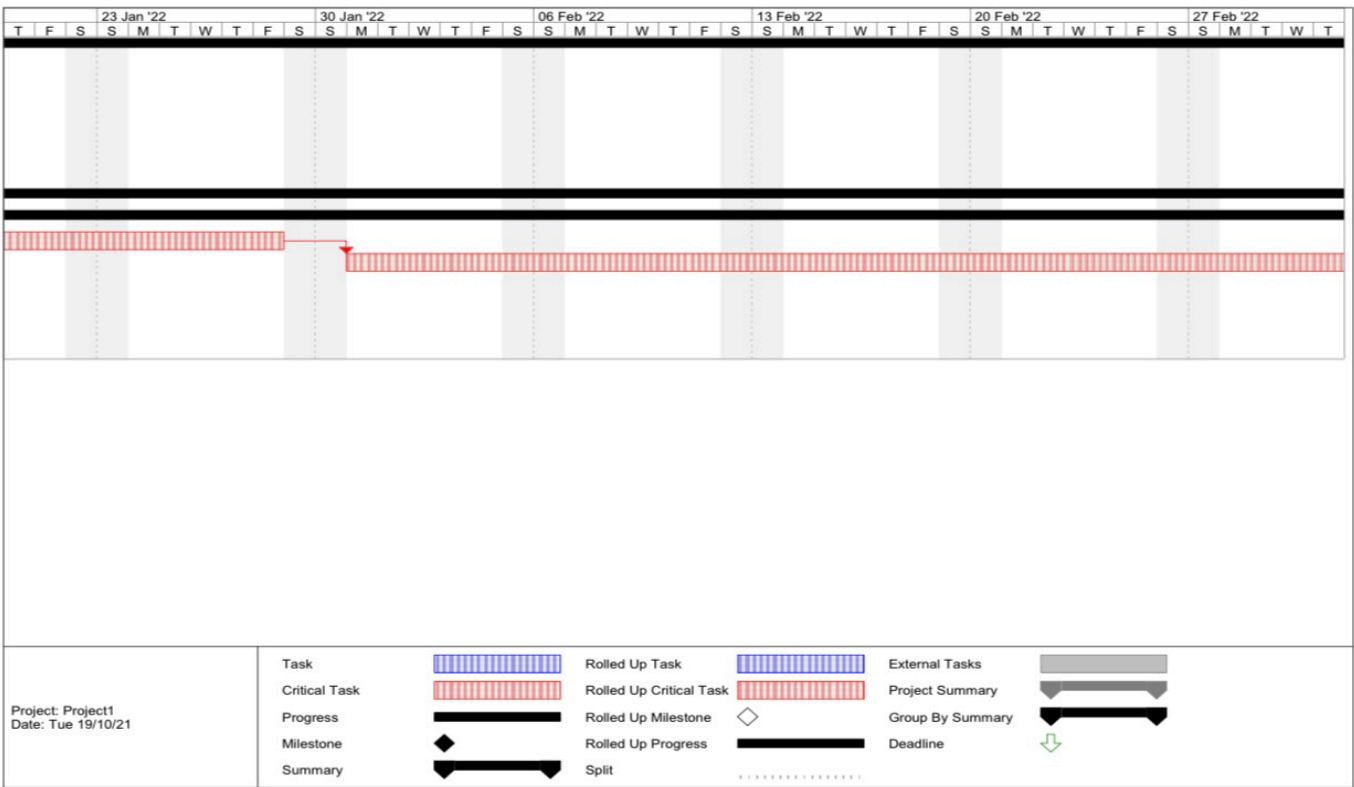
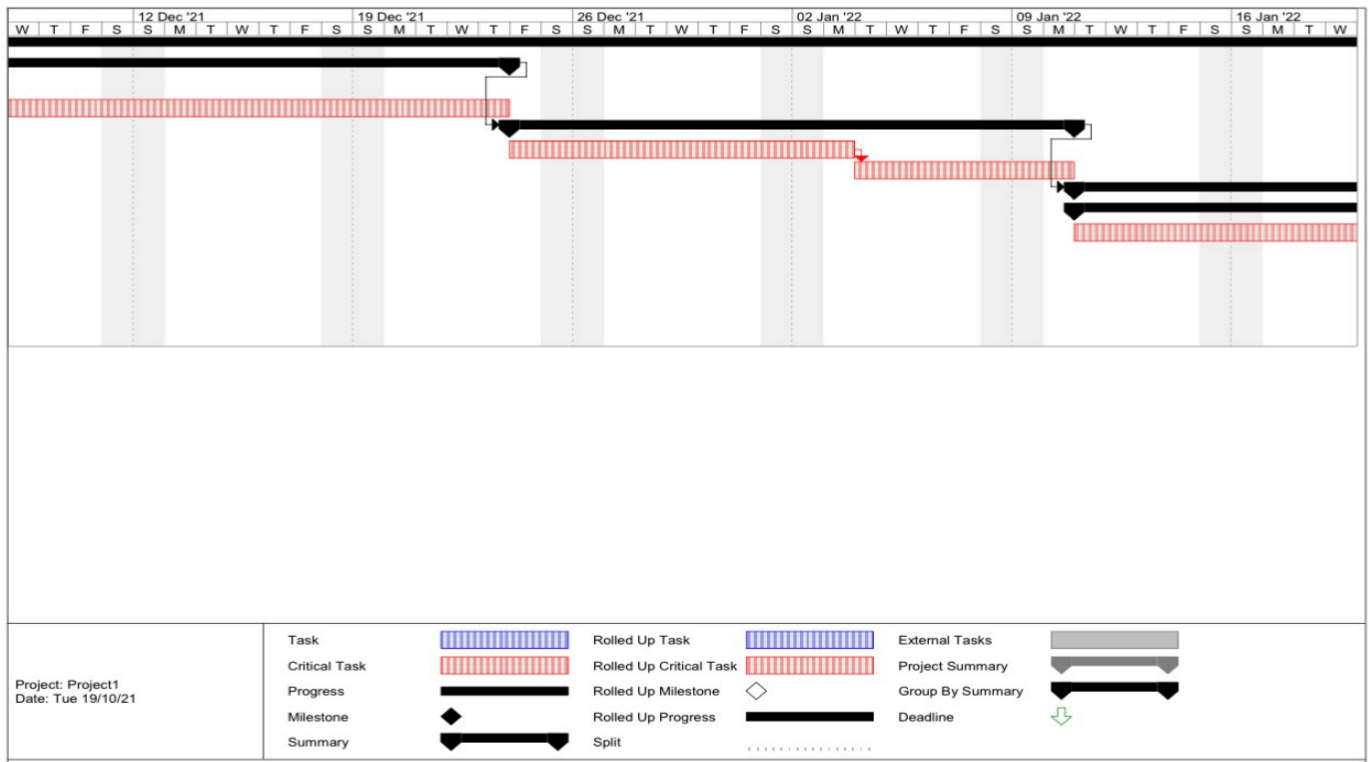
Crashing is a schedule compression technique that entails determining an approach that results in the greatest reduction in project duration while incurring the least incremental cost and risk and without changing the scope.

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 .





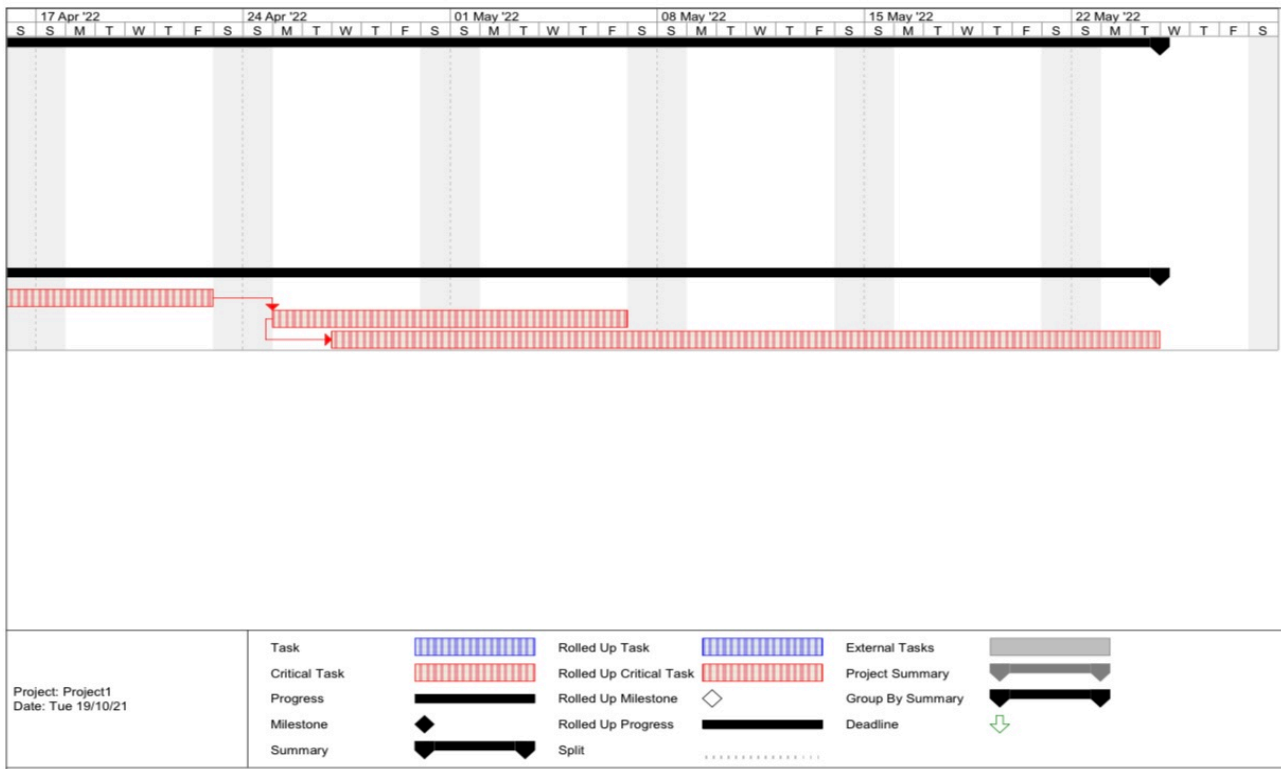
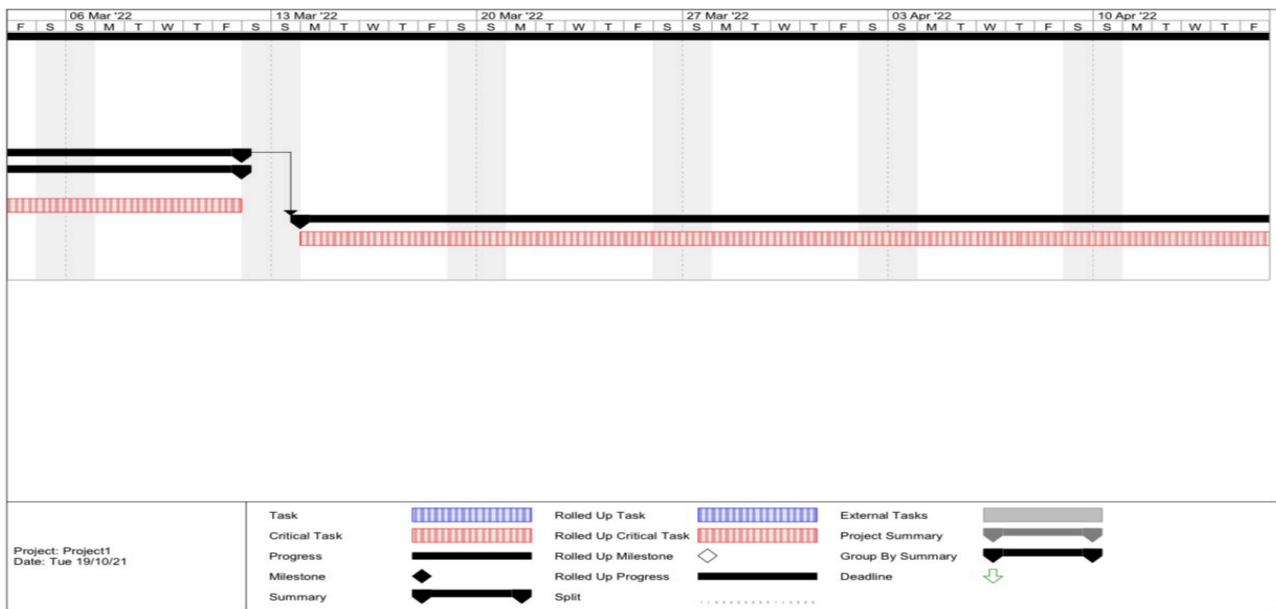


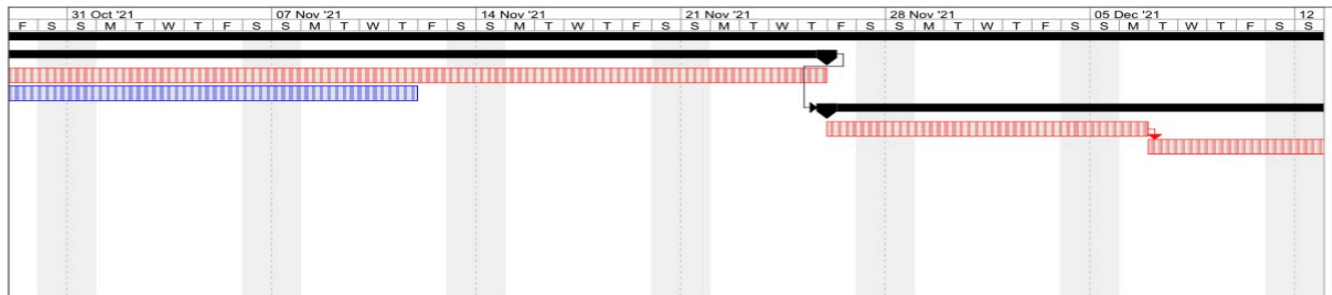
Figure 13.1 Crashing Analysis

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.

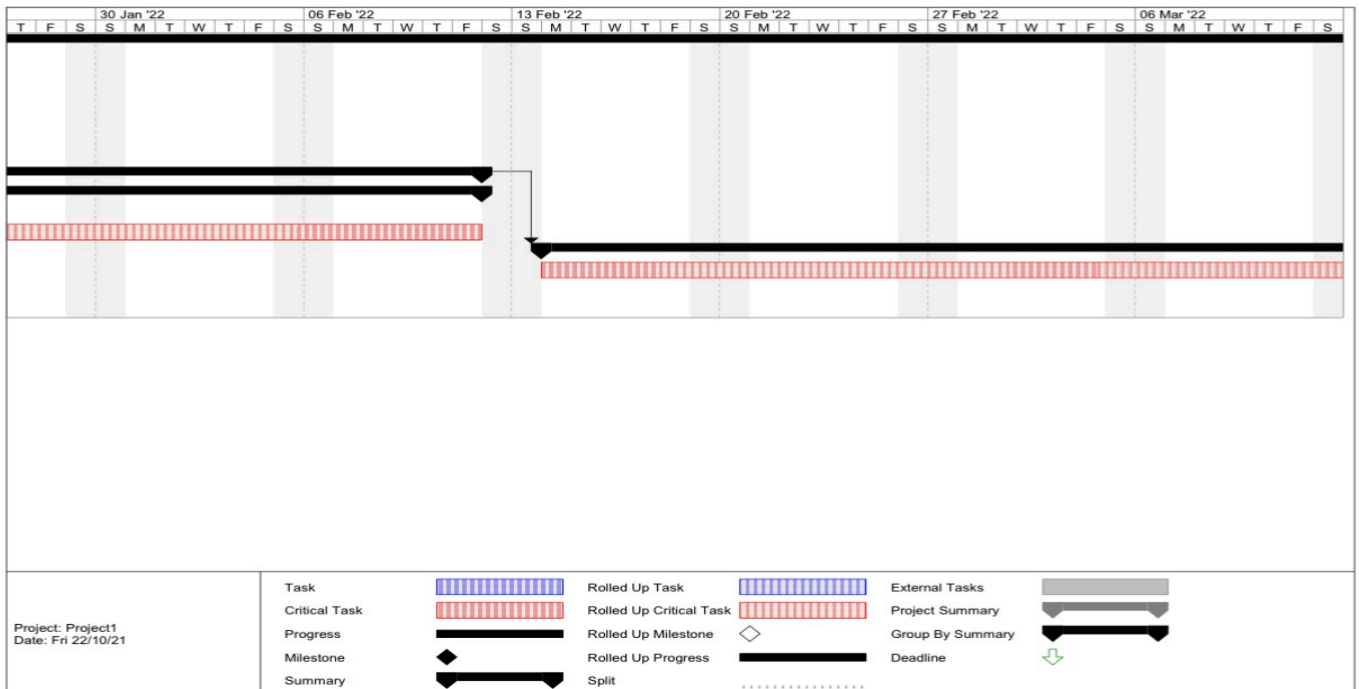
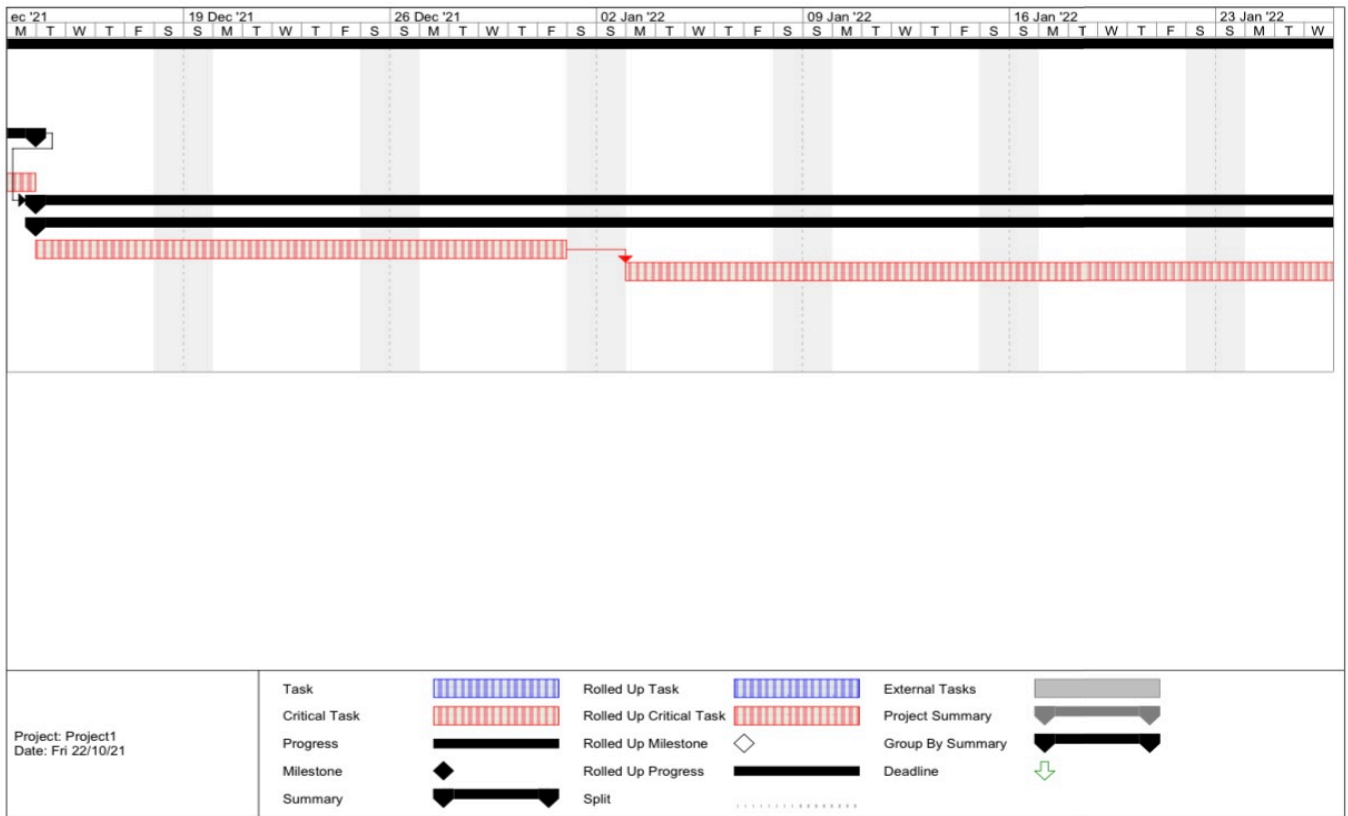
So, it has been rescheduled and reduced the task to finish it in 30 days on the date 5/22 instead of finishing it in 60 days on the date 7/22 through **crashing technique**, by buying the medical equipment from direct purchase. Having to do so, we have to add the cost of those medical equipment to the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

ID	Task Name	Duration	Start	Finish	17 Oct '21	24 Oct '21
1	Obesity Center	33.6 wks?	Fri 15/10/21	Tue 07/06/22	W T F S S M T W T F S S M T W T	
2	Permits and Permissions	6 wks	Fri 15/10/21	Thu 25/11/21		
3	Preparing the important document for Approval	30 days	Fri 15/10/21	Thu 25/11/21		
4	Preparing the documents of doctors and nursing f	20 days	Fri 15/10/21	Thu 11/11/21		
5	Operation	2.4 wks?	Fri 26/11/21	Mon 13/12/21		
6	Trining	7 days?	Fri 26/11/21	Mon 06/12/21		
7	Work schedules and incall	5 days	Tue 07/12/21	Mon 13/12/21		
8	Recruitment	8.8 wks	Tue 14/12/21	Fri 11/02/22		
9	Interviews and Acceptance	8.8 wks	Tue 14/12/21	Fri 11/02/22		
10	Setting employment standards	14 days	Tue 14/12/21	Fri 31/12/21		
11	Hiring Announcement	30 days	Mon 03/01/22	Fri 11/02/22		
12	Readiness	16.4 wks	Mon 14/02/22	Tue 07/06/22		
13	Providing medical equipments	60 days	Mon 14/02/22	Fri 06/05/22		
14	Determine the inptient room	10 days	Mon 09/05/22	Fri 20/05/22		
15	Locating facilities	20 days	Wed 11/05/22	Tue 07/06/22		

Project: Project1 Date: Fri 22/10/21	Task		Rolled Up Task		External Tasks	
	Critical Task		Rolled Up Critical Task		Project Summary	
	Progress		Rolled Up Milestone		Group By Summary	
	Milestone		Rolled Up Progress		Deadline	
	Summary		Split			



Project: Project1 Date: Fri 22/10/21	Task		Rolled Up Task		External Tasks	
	Critical Task		Rolled Up Critical Task		Project Summary	
	Progress		Rolled Up Milestone		Group By Summary	
	Milestone		Rolled Up Progress		Deadline	
	Summary		Split			



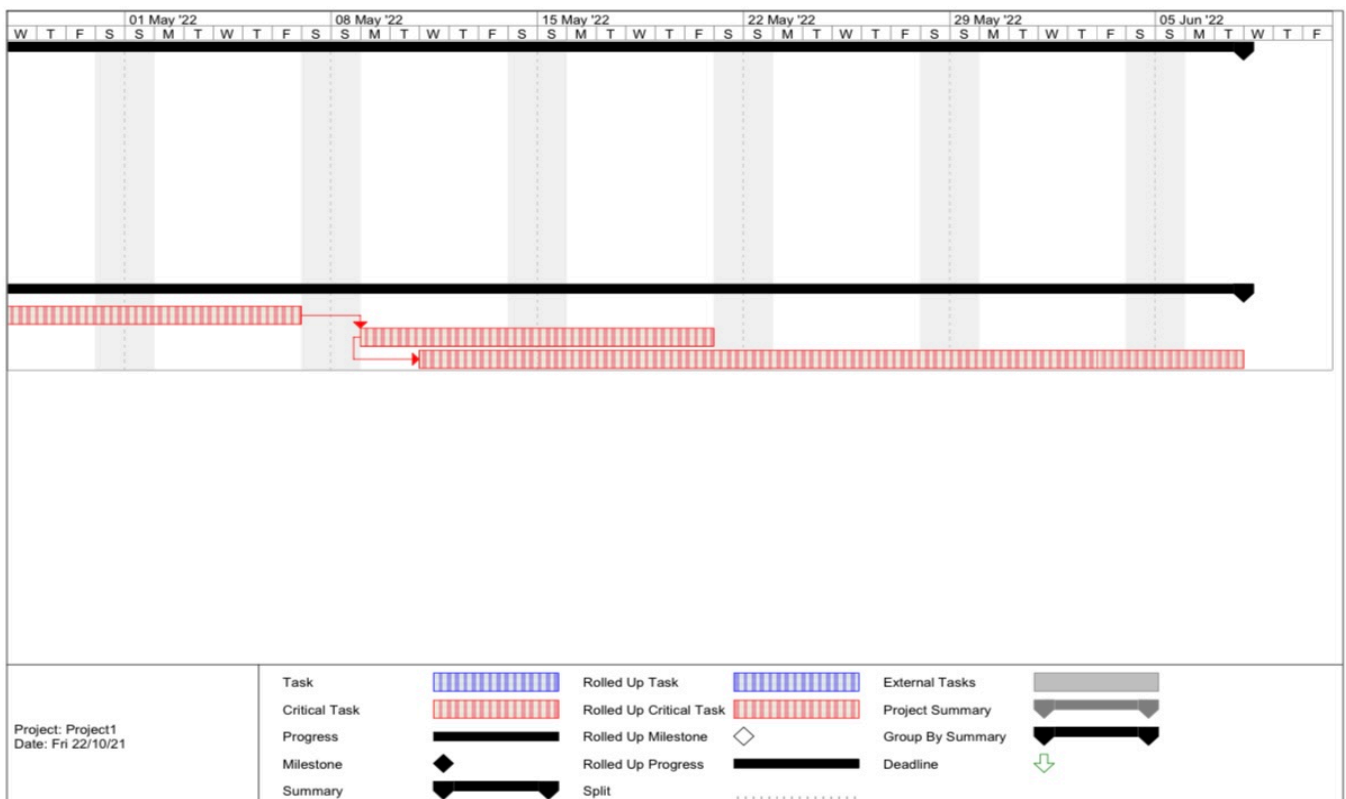
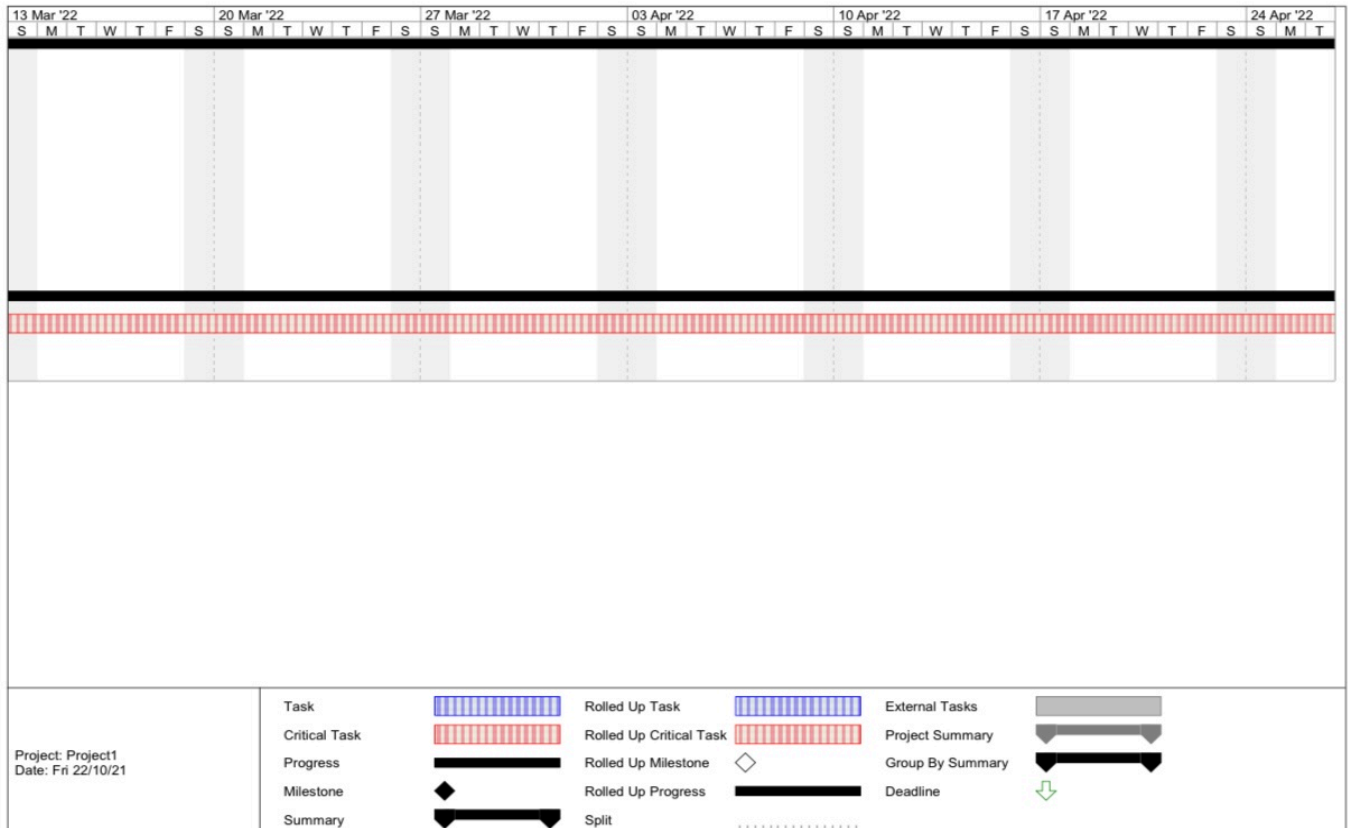


Figure 13.2 Fast Tracking Analysis

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.

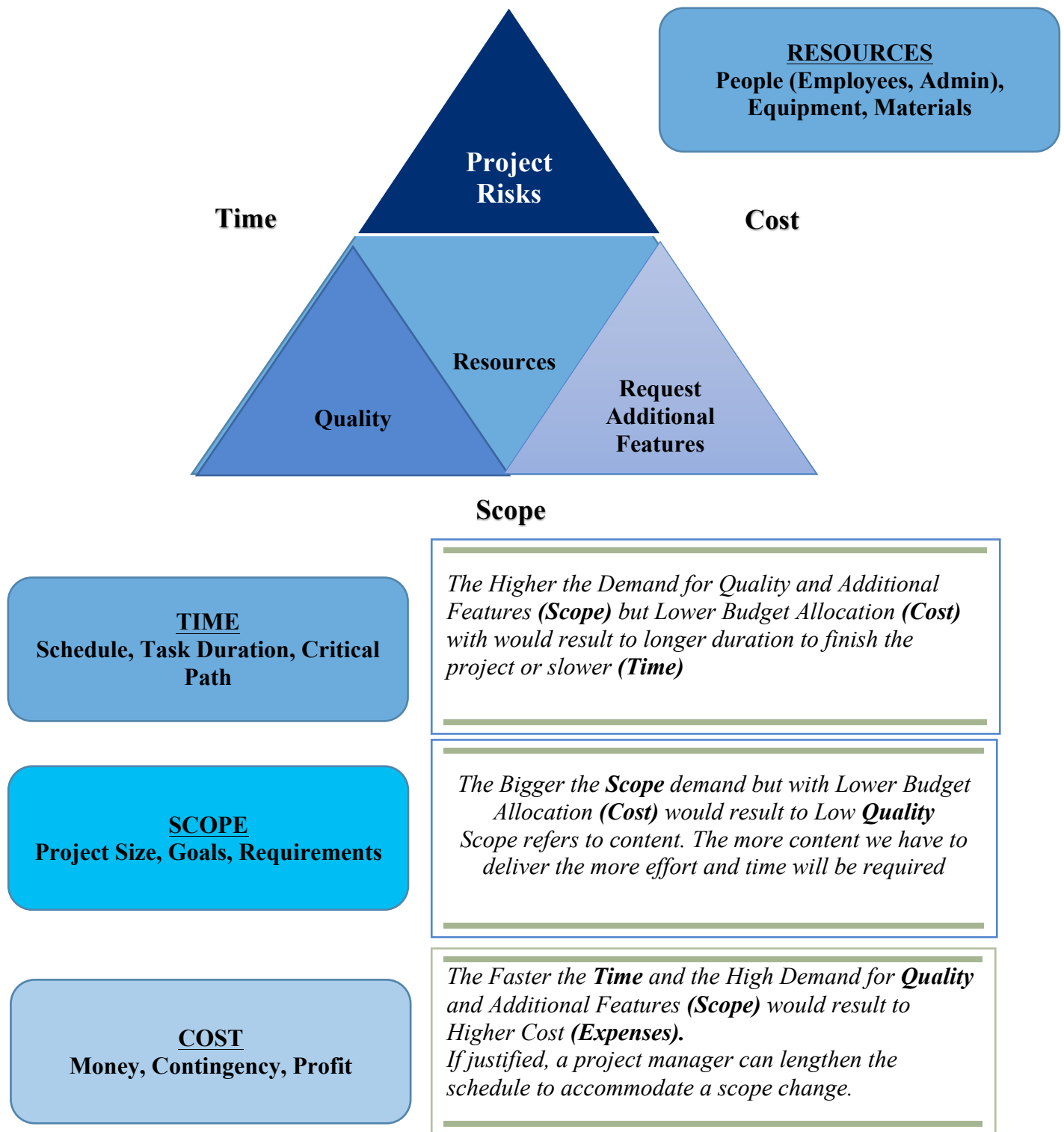
2. Negotiation- Waste Management Contract for Operation Manager

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].

PROJECT DESIGN

Triple Constraint:

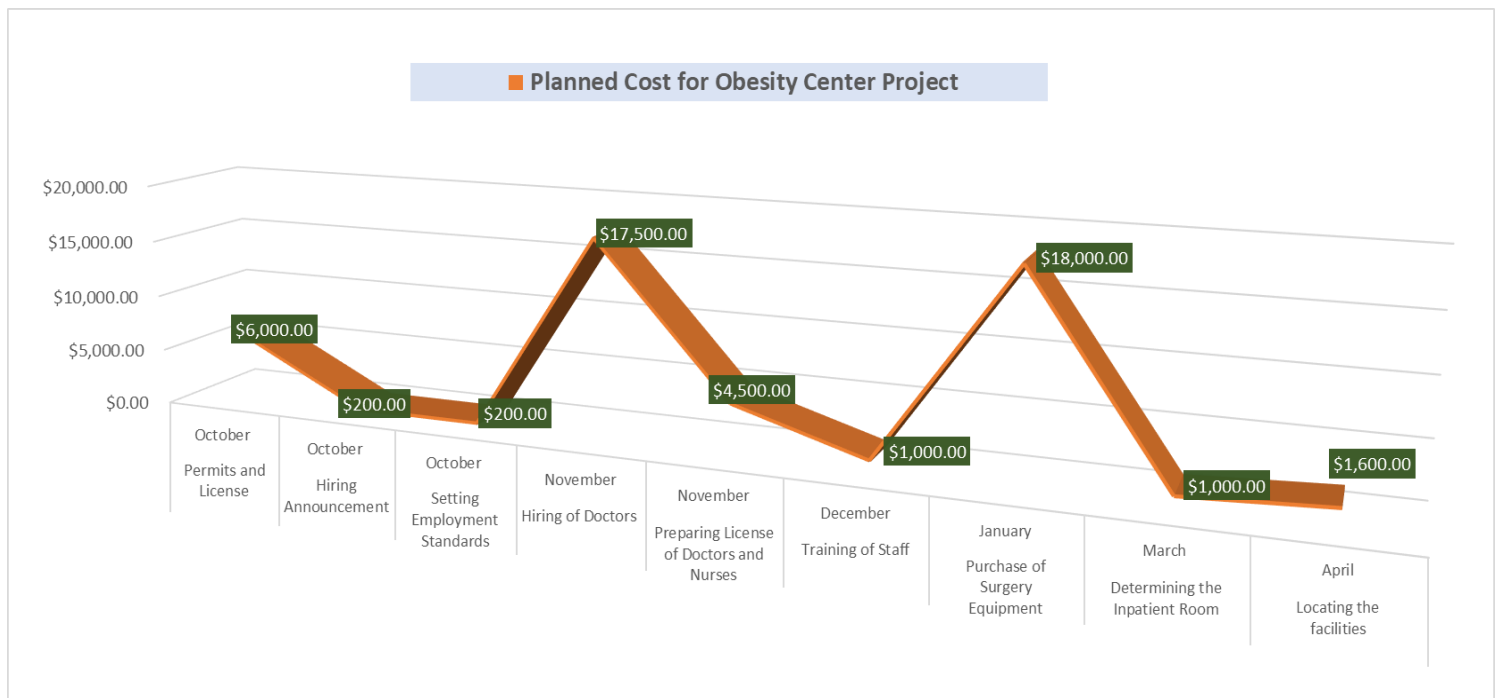


All four things (scope, quality, time, and cost) can often be balanced and traded off against each other in an effort to find the best overall solution, but this must be done in transparent collaboration with the customer or sponsor.

Task Name/Scope	Time	Planned Cost
Permits and License	October	\$6,000.00
Hiring Announcement	October	\$200.00
Setting Employment Standards	October	\$200.00
Hiring of Doctors	November	\$17,500.00
Preparing License of Doctors and Nurses	November	\$4,500.00
Training of Staff	December	\$1,000.00
Purchase of Surgery Equipment	January	\$18,000.00
Determining the Inpatient Room	March	\$1,000.00
Locating the facilities	April	\$1,600.00

Figure 15.1 Project Cost

Cost usually refers to expenditures such as hardware or project long costs such as people costs and other resources .



The Project starts on the conceptualization on October 15, 2021 followed by processing of building permit and license to operate which are obtained from various government organizations. Few days later, hiring announcement is done thru print and social media and on the same day, the employment standards were set. Then, hiring of doctors (and other medical employees) was done and next was the preparation of license of doctors and nurses.

The training and orientation will be held on third week of December. After less than two weeks, the surgery equipment will be purchased. Two months later, the Inpatient Rooms would be determined and facilities will be located after a month. The project is expected to be finished on May 24, 2022.

The following charts keep track of all of the different tasks and pieces of the Obesity Center project to always know what's in progress, what still needs to be done, and what hasn't been done yet. It also determines when it needs to be started or completed.

Figure 15 .2 Planned Cost for Obesity Surgery Center

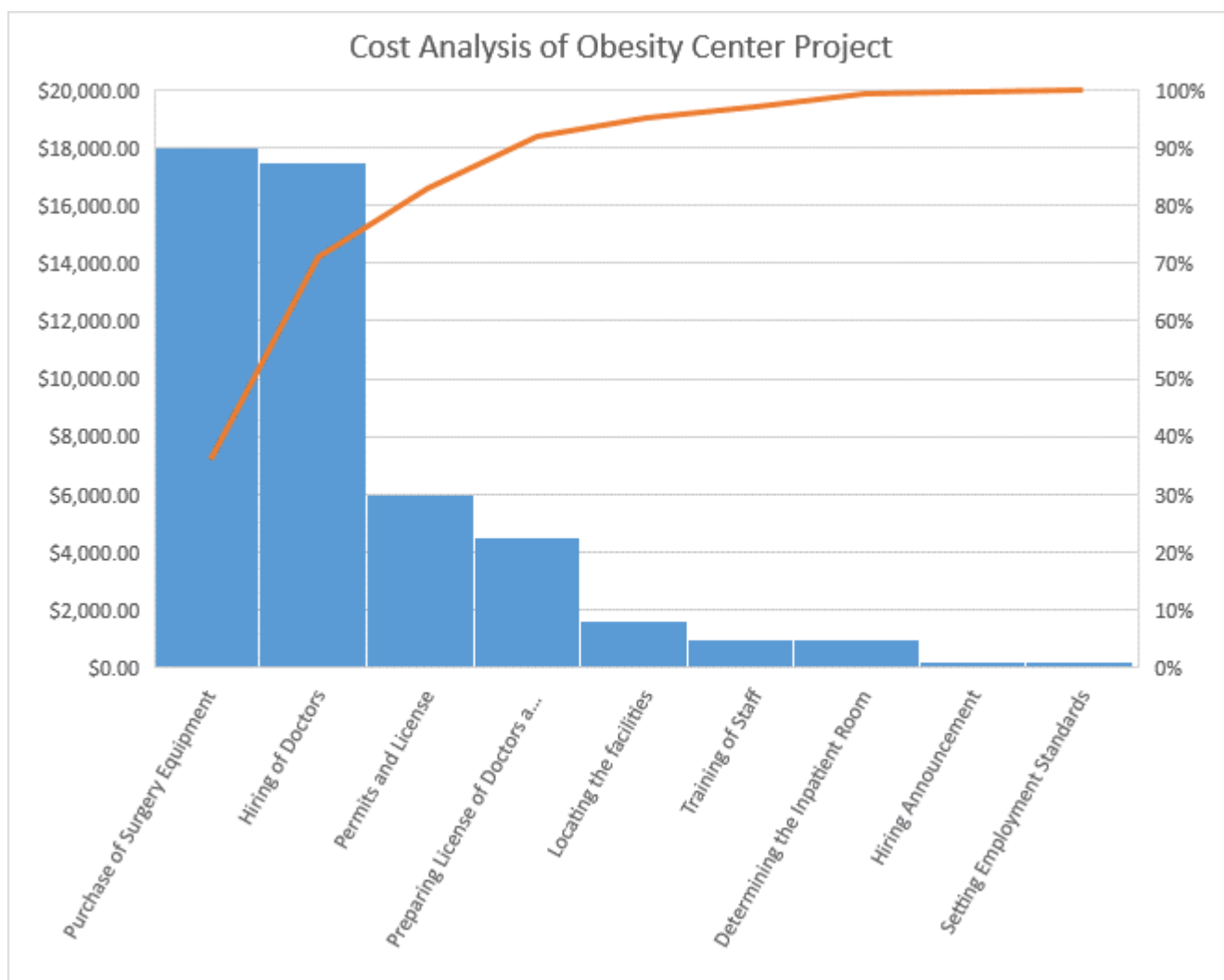


Figure 15 .3 Cost Analysis for Obesity Surgery Center

The above diagram demonstrates that more than 70% of the cost of the entire project is allotted for the major expenses: Purchase of Surgery Equipment and Instruments and Hiring of Doctors (include also Nurses and other Allied Healthcare professionals). By following the triple constraints, it would be practical to start the processing for the hiring of doctors and the purchase

of surgery equipment the earliest time possible. This would allow for flexible duration for the negotiation procedures, review of the credentials of obesity center staff as well as the quality, features and specifications of medical devices.

Cost Allocation, Planned Start and Finish Date, Percent Completed and Planned Cost

These shows the different people responsible for tasks to dependencies between different tasks to how long a project takes compared to how long you expected it to finish. This helps in keeping track of the scope, the time, and the cost associated with the project

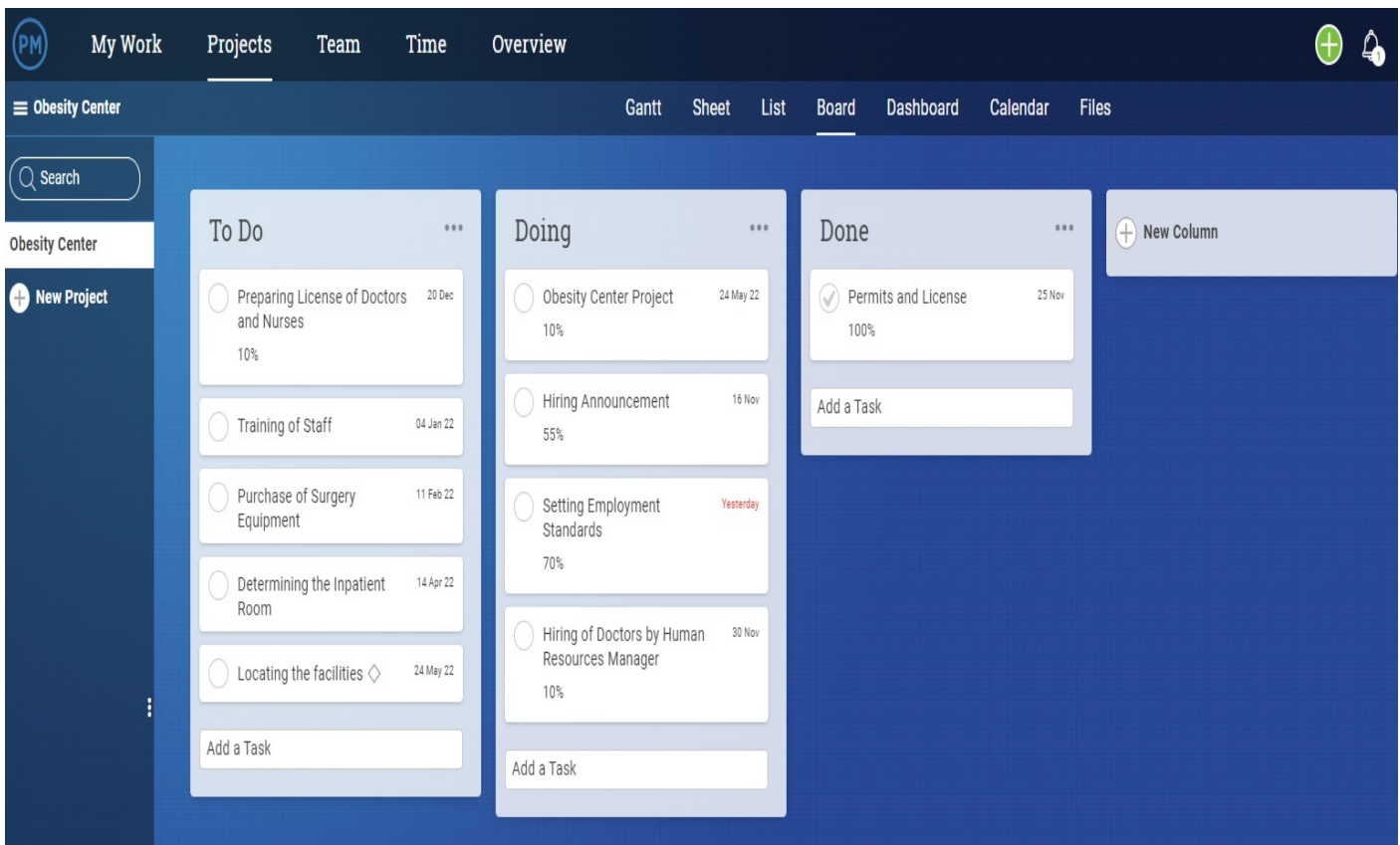


Figure 15 .4 To Do List for Obesity Surgery Center

To Do List (Scope)

The Triple Constraint, a framework for measuring project success and evaluating competing demands says that cost is a function of scope and time or that cost, time and scope are related so that if one changes, then another must also change in a defined and predictable way.

Scope refers to content. We can easily understand that the more content we have to deliver the more effort and time will be required.

The Triple Constraints highlight the importance of project identification and selection. It also stresses the importance of identifying, quantifying and revising the project benefit throughout. The Triple Constraint requires us to quantify and validate project benefits when the project is complete. It allows project managers to engage management and users more fully in the process and deliver greater benefits to the organization.

As an example, if we reduce cycle time in our underlying delivery process, then we will decrease the Project Schedule Cost, which will increase Value. It may also decrease the Project Delivery Cost.

As Project Manager, you need to identify and communicate possible ways of minimizing the impact of the scope increase. For instance, you might be able to absorb some or all of the additional cost by reducing the level of quality on some of the delivered scope. Understanding and measuring capability requires Process Management skills, techniques and methodologies and holds the greatest potential for improving delivered value through projects.

PROJECT SUCCESS FACTORS:

We are considered that project is success if the project SMART goals are achieved through the determined.

- **Scope statement.**
- **Time.** adhering to the scheduled time, of starting and end times of the project activities scheduled over project life cycle.
- **Planned cost.**
- **Quality of deliverables.**
- **Also project success measured by Achieving Key Performance Indicator Set Target.**

When the project elements are operated by responsible and accountable project managers, competent and skillful project team it will increase the chances of obtaining the desired outcomes.

-Stakeholders demands to meet the structured approach through Achieving Project Scope.

-Minimizing the Uncertainty of the project will lead to great likelihood for achieving Project scope

Furthermore, there are External and Internal Factors

External success factors:

- ❖ Competitors.
- ❖ Environmental Factors.
- ❖ Population.
- ❖ Purchasing capacity / Purchasing Power>

Internal Success Factors:

- ❖ To ensure 100% availability and access to high quality care and services and diet programs offered by the Obesity Surgery Center.
- ❖ To analyze both the gross and net profit margin to understand how profitable the obesity Center is in generating more returns.
- ❖ 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.
- ❖ To reduce the percentage of obese patients by the end of the first 6 months from operation of the Obesity Surgery Center project.

Table15. 5 WORK BREAKDOWN STRUCTURE- DICTIONARY

WBS Code	WBS Name	WBS Level	Dictionary/Description	Responsible Personal	Milestone		Cost	Deliverables	Status
					Finish Date	Start Date			
1.1.1	Preparing the important documents for Approval	2	Preparing all the necessary documents to obtain a permit from the health sector regulators, and obtain approvals in preparation for the opening	SPONSOR	Fri 15-10-2021	Thu 25-11-2021	\$2000	Approved Document	Completed
1.4.2	Determine the Inpatient room	3	Determining the medical inpatient rooms for the patient before and after the surgery and the medical equipment associated with that	Medical Administration	Thu 12-04-2022	Mon 25-04-2022	\$1000	Inpatients rooms	Under processing
1.4.3	Locating facilities medical department	3	Locating medical departments: surgeries, recovery, laboratory, radiology, pharmacy, and medical records.	Medical Administration	Wed 27-04-2022	Tue 24-05-2022	\$1600	Medical Department	Under processing
1.1.2	Approval of the Saudi Commission for health specialties	3	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	Fri 15-05-2021	Tur 11-11-2021	\$3000	SCFHS Approval	Completed
1.4.1	Providing medical equipment's	3	The medical equipment for all medical facilities according to the needs of obese patients	Medical supply	Mon 17-01-2022	Fri 08-04-2022	\$18000	Medical Equipment	Under processing
1.2.1	Training	3	-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	Medical Administration Suppliers	Fri 26-11-2021	Thu 02-12-2021	\$1000	Training System	Completed

			suppliers.						
1.2.2	Work schedules and on-call	3	Organizing the work schedules for the administrative staff and announcing them. Organizing the schedules for calling in case the staff is needed outside working hours	Medical Administra tion	Fri-26-11- 2021	Tue 30- 11-2021	\$4500	On-call Schedule	Completed
1.3.1.2	Setting employment standards	4	Determining the most important standards that achieve the strategic goals of the obesity centre, and assigning employees to the highest standards that achieve efficiency and effectiveness and raise the efficiency of the centre.	Quality Management	Fri- 03-12- 2021	Wed 22- 12-2021	\$200	Employee standards & Regulation	Under processing
1.3.1.1	Hiring Announceme nt	4	Publishing job opportunities announcement on the Obesity Center website and social media accounts.	Public relations	Mon 06- 12-2021	Fri 14- 01-2022	\$200	Job opportunities	Under processing
1.3.1	Interviews and Acceptance	3	Conducting interviews with applicants according to job categories and selecting according to accepted criteria.	HR department	Fri 03-12- 2021	Fri 14- 01-2022	\$17500	Accepted Employee	Under processing

REQUIREMENTS AND OBJECTIVES

Table 16.1 REQUIREMENTS TRACEABILITY MATRIX

REQUIREMENTS TRACEABILITY MATRIX								
PROJECT MANAGER:	OPERATIONAL DIRECTOR			PROJECT ID:	OSC-2021-01			
PROJECT SPONSOR:	BOARD OF DIRECTORS			PROJECT TITLE:	Obesity Surgery Center			
REQUIREMENT INFORMATION					RELATIONSHIP TRACEABILITY			
ID	CATEGORY	REQUIREMENT	PRIORITY	SOURCE	BUSINESS OBJECTIVE	DELIVERABLES	VERIFICATION	VALIDATION
REQ-001	Mandatory	Ability for medical staff to access center data management system to be aware of existing policies and procedures and problem solving methods	High	IT Manager	Increase awareness and compliance rate by 75%	Policies and Procedures, Guidelines and Templates and Analytics module	Achievement of business objective within 1 yr from go live.	Compliance Rate
REQ-002	Should have	Ability for center staff to access center training and education to improve competency and skills	Medium	Education Portal	Increase staff who undergo education training 80%	Hand outs, Attendance Sheet, Lectures, Venue	Achievement of training education objective	Attendance, Competency Exams
REQ-003	Nice to have	Ability for Management to see, review and approved online recently requested materials to be purchased	Medium	Procurement Service Desk Portal	Increase efficiency by 70% by 2 months after implementation	Purchase Order Request with Justifications and Cost and Timeline	Achievement of efficiency objective, Increase in Purchase of medical equipment and supplies	Approval Rate for Requested Items and the duration the item was purchased and delivered

REQ-004	Should have	Ability for Management to track the progress and development of obesity center staff weight loss and health 6 months after the operation	High	Chief Medical Officer	Increase Percentage of patients who were given health education and treatment plan	Number of patients who availed of weight loss and diet program, Medical Records of Obesity Patients	Health condition and lifestyle satisfaction of Obesity Center Staff	Improved lifestyle habits, Improved diet and Lifestyle satisfaction from obese patients
REQ-005	Mandatory	Ability to analyze both the gross and net profit margin to understand how profitable the obesity center is in generating more returns within 1 year	High	Board of Directors	Increase profit by 80% after 1 year of business operation	Return on Investment, Revenue Growth and Operational Cost	Achievement of finance objective	Financial Statement, Annual Report
REQ-006	Should have	Ability to determine the Access and Availability for patients in Obesity Center (Appointments Schedule, Reception)	Medium	Billing Reception and Admission, Call Center	Reduction of Patient Waiting Times Increase in Number of Booked Patients for Appointments	Appointment Schedules, Waiting time to be seen by physician	Achievement of efficiency objective	Patient Complaints on Waiting Time and Availability of Appointments, Patient Satisfaction Rating

❖ Methods used in requirement collection

When it comes any type of project, requirement collection performs a key role. It is not only important for the project, but it is also crucial for the project management function. Gathering project requirements is a significant part. Actually, the requirements collection process helps to define project scope through scope management.

Let's first define the requirements in a project. The requirement is the expectation of the project stakeholder regarding the results of the project. As per the definition is given by PMI, "Collect Requirements is the process of determining, documenting, and managing stakeholder needs & requirements to meet project objectives."

Therefore, the first step in the requirements collection process is to identify the needs of the stakeholders. Second, document these needs and requirements and then manage them during the project to meet the

project goals. This process forms the basis for defining the scope of the project and contributes to the success or failure of a project. **According to PMI**, around 70% of project errors can be traced back to the recording of requirements. Also, this error varies between 50% and 70% relying on the industry and the type of project. [11]

Which means, greater numbers of the failed projects have failed due to the poor or insufficient requirements collecting.

The needs and requirements of project's stakeholders differ frequently. Therefore, it is the Project manager responsibility to ensure that all the requirements are occupied. Project managers need to be very agile when gathering the project requirements. To do this, project managers must use the proper tools for requirements collection throughout the project lifecycle and should be careful when selecting the required tools to ensure that no project outcome requirements are overlooked because in the end he is the responsible for the success of the project.

There are several methods in gathering requirements. According to PMBOK 6th Edition defines following techniques under section 5.2 Collect Requirements:

[12]

1. Expert Judgment
2. Data Gathering
3. Data Analysis
4. Decision Making
5. Data Representation
6. Interpersonal & Team Skills
7. Context Diagram
8. Prototypes

In our project we use three of the above methods for collection:

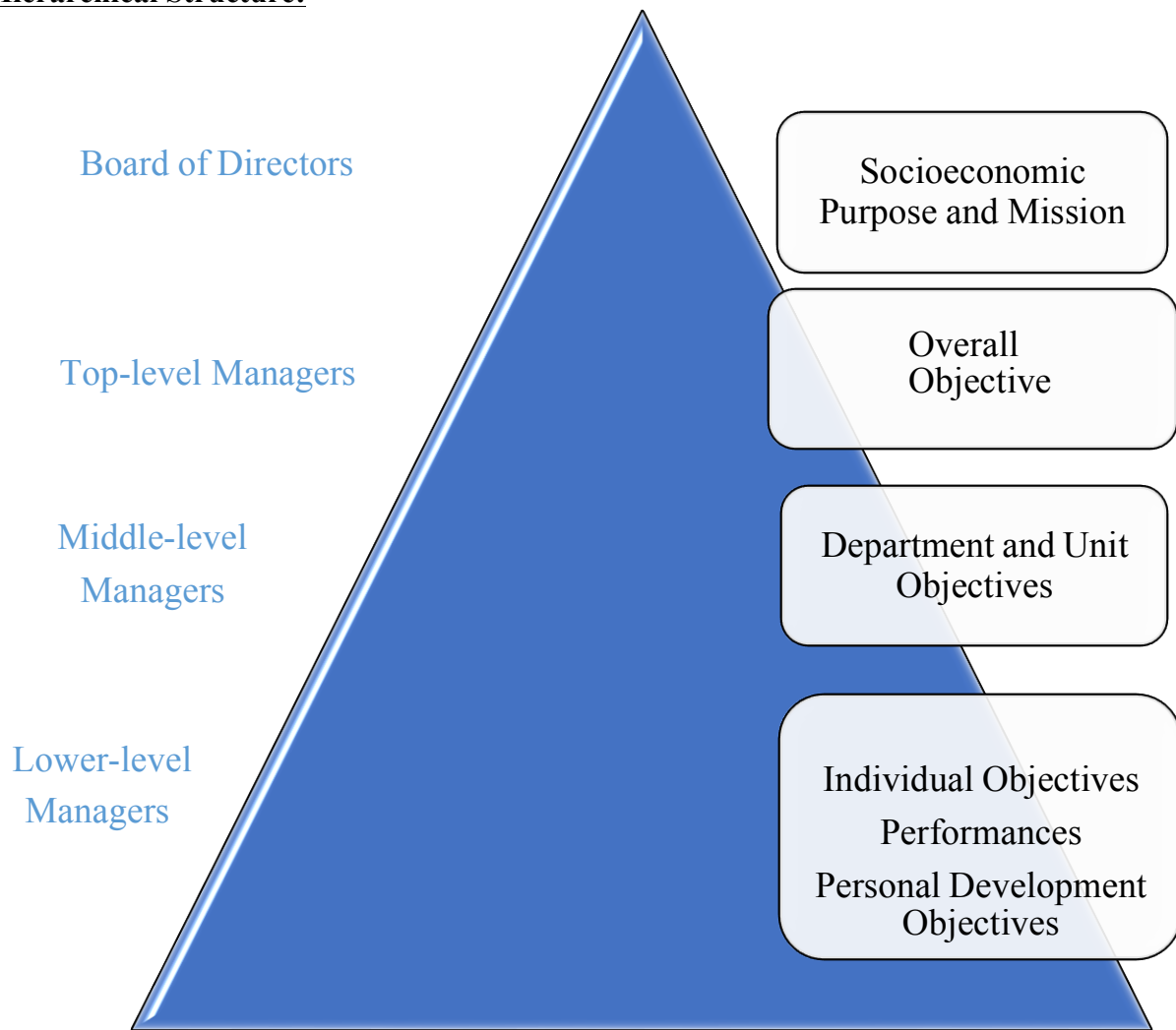
Brainstorming is a method we decide to use to gather ideas in a group. It is often used in early stage of a project, when the project capabilities are not clearly understood or defined. It provides a quick way to harness the creativity of a limited number of people for a large number of ideas. The brainstorming environment promotes unlimited and unbiased an explosion of ideas, concepts, policies, decisions and strategies. During brainstorming, every contribution counts, and the key to a successful session is to share as many ideas as possible without judging them.

Also, we apply another method that is a type of the decision-making technique called **Multi-criteria Decision Analysis. Multi-Criteria Decision-Making (MCDM, also known as Multi-Criteria Decision Analysis, MCDA)**, it is about methods (including software) for making decisions that require multiple criteria (or objectives) to be considered together in order to rank or make a choice among the evaluated alternatives. This method has been applied to health care decision-making, which has received a lot of attention in recent years some uses for example are patient prioritization for surgery, disease prioritization for research and development, and decision making regarding treatment approval.

The third tool is **Affinity Diagram**, which is one of tools of Data representation technique. It is used when we have a large number of stakeholder requirements. Similar requirements can be grouped into a single heading. Therefore, limit the number of requirements to some possible categories. This extends the

scope of the targeting to a few categories instead of taking them all at once.

Hierarchical Structure:



Project Description and Socioeconomic Purpose

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.

Mission

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

Overall Objectives

- 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 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

Department and Unit Objectives

- Access and Availability for patients in Obesity Center (Appointments Schedule, Reception)
- 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

Individual Objectives (Performances and Personal Development Objectives)

- Improved knowledge about health
- Improved Health condition
- Improved Lifestyle
- Zero to Low Infection Rate
- High Satisfaction Rating
- Reduction of Waiting Times

SCOPE

Project scope Definition

A project scope is created during the planning phase and it defines the project goals, objectives, deliverables, tasks, resources, costs, and deadlines.

It is important that, once approved, it becomes an steady point of reference and guidance for the project, informing stakeholders and keeping project teams focused.

Moreover, it is an agreed summary of all the key parameters of the whole project. A well-written project scope usually provides project boundaries, responsibilities, success criteria, and work approval procedures. It describes key stakeholders, assumptions and constraints. And it is important to explain the project in a way that all stakeholders and everyone involved can understand it.

Also, scope of the project helps ensure that clients, key stakeholders, and the project team have the same understanding of the project. This allows the team to get the work done and prevent the project from expanding beyond the stated vision. It provides a framework for when scope changes are necessary and provides team guidance in making decisions about change requests during the course of the project.

The scope of the project is sometimes referred to as a statement of work, scoping statement or terms of reference document. It is generally included in the overall project management plan.

Project scope management refers to the implementation of processes that identify, plan, schedule and control the execution of the required project work; In fact, scope management is a justification for the amount of project work required to ensure the successful completion of the planned project.

This is because scope management is a justification for the amount of work required to ensure the success of the planned project. on the one hand, an insufficient amount of work can lead to a complexity of their management, a loss of management efficiency. On the other hand, too many details require a lot of money and time to plan each task and monitor its execution. Therefore, the scope of project management determines the number and quantity of project works necessary and sufficient for the successful implementation of the project works.

Table 17.1 Project scope Statement

PROJECT STATEMENT	
Project Name: Obesity Surgery Center in Saudi Arabia	
1-Purpose and Description of project:	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.
2-Project goals:	2.1 To ensure 100% availability and access to high quality care and services and diet programs offered by the Obesity Surgery Center. 2.2 To reduce the percentage of obese patients by the end of the first 6 months from operation of the Obesity Surgery Center project 2.3 To improve the health condition of 100 obese patients as samples in order for the Body Mass Index (BMI) to reach the fitting level. 2.4 To improve the lifestyle of obese patients by providing weight loss programs and related activities. 2.5 To obtain high level of lifestyle satisfaction from obese patients.
3-Project Scope description:	<u>3.1 In the scope:</u> 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. <u>3.2 out of the Scope:</u> The project does not include the patient who dose not meet the criteria for Obesity Surgery.
4-Success Criteria:	4.1 Completing the project with: 4.2 Defined timeframe. 4.3 Set budget. 4.4 Specifications. 4.5 Success of deliverables.
5- Requirement:	5.1 Approval Documents. 5.2 Financing. 5.3 Project Manager. 5.4 Team
6-List of the stakeholders: *There should be a stakeholder register contain- (contact details, number or email address, and their classification). It must be available and to be updated at the start of project life cycle. *	6.1 Director of the center 6.2 Management Board 6.3 Project Consultant 6.4 Project consultant. 6.5 Resource Manager 6.6 Subcontractor 6.7 Customers of the Project. 6.8 Team Members on the Project.
7- High Risk:	<u>7.1 Legal Risk:</u> 7.1.1 Regularity Risk. 7.1.2 Compliance Risk. 7.1.3 Non contractual Obligations Risk. 7.1.4 Reputational Risk. <u>7.2Political Risks:</u> 7.2.1 Environmental Regulations Risk 7.2.2 Investment Risk 7.2.3 VAT Risk <u>7.3 Organizational Risks:</u> 7.3.1 Unclear Project Policy and Procedures Risk. 7.3.2 In-agreement of Project Parties Risk. 7.3.3 Misjudgment of Identified Time-Frame Risk

	<u>7.4.Financial Risks:</u> 7.4.1 Running out of The Set Budget Risk. 7.4.2 Investment Risk. <u>7.5. Risks associated with the patients:</u> 7.5.1 Patient complaints resulting to court litigation 7.5.2 Surgical Site Infection 7.5.3 Safety Hazard, Surgical Complications 7.5.4 Compliance with Regulations 7.5.5 Satisfaction of Patient Needs 7.5.6 Competition from other Obesity Centers 7.5.7 New regulation in insurance payment schemes 7.5.8 Evolving technology in medical equipment
8-Project Deliverables:	8.1 Building Construction, Layout, Design, Budget and Permit 8.2 License to Operate. 8.3 Insurance or Guarantor partnership 8.4 Staff Recruitment 8.5 Medical Equipment
9- Project Milestone:	6 Months Project start: October,15,2021 Project End: May,24,2022
10-Expected Budget:	\$100.000
11-Signoff: Project sponsor: Date: 15-10-2021	

Scope Creep Definition :

Every project manager's dream is for a project to run smoothly from initiation to completion please, without delays or over budget. But this rarely happens in practice. Even if all the details are discussed and planned in advance with all stakeholders of the project, there is always a change in the size of the project during the process. In fact, scope creep is a major concern for project managers, affecting 52% of projects. By managing the scope of the project, you can document everything that is required to achieve the goal of the project and avoid any problems such as the scope creep.

Scope creeping occurs when a project's scope, deliverables, or features expand from what was originally defined, without being accounted for in an extra time, resources or budget. It will have an effect on any fixed scope project. This is a very common thing, as it can happen both intentionally and unintentionally, resulting in any number of people involved in a project.

The term scope creep is usually used to describe the continuous expansion of a project's scope because to poor planning, miscommunication, or improper change control. Also, it can lead to poor outcomes such as budget overruns, missed deadlines, and poor implementation of core project goals. In general, this is viewed as something that should definitely be avoided, but with effective project scope management, the further development of the riflescope is not so bad.

The high-level scope is best documented in a project charter and improved within the scope statement. These high-level views are insufficient to understand the scope until a decomposed, delivery-based work breakdown structure (WBS) has been created. Without the details of the full WBS, there would be a gap of understanding. The gap will widen if the high-level scope is not clarified further with a detailed and validated requirements analysis.

Scope creep exists when scope or requirements are not managed properly. Scope changes should follow a well-defined process to prevent any accidental changes.

This is because most projects have many requirements that increase as the project progresses. In the daily determination and refinement of requirements makes it easy to add “rough “ requirements even without knowing that. Without clear decision-making authority, it would be difficult to determine whether the new requirements are within the scope or not. There are different issues that may occur because of that, and one of the examples is Gold Plating “ where developers may intentionally add additional features or functionality to the products which were not involved and defined in the original scope and they think they are useful or interesting. Whether the changes add value or not, developers or SMEs shouldn't make decisions about what functionality is about to be added. The people authorized to make decisions must be the only ones making the decisions. Therefore, gold plating should be avoided to achieve a successful completion.

The opposite can also occur if the project team can also enforce strict scoping and prevents change by doing so-called "scope kill".

- Examples of scope creep

- 1) Plastic surgery after obesity surgery is not involved in the decision within the scope
While it can be a planned and managed for the improvement of the project.
- 2) Emergency Department also another scope creep on the project.

Product Analysis:

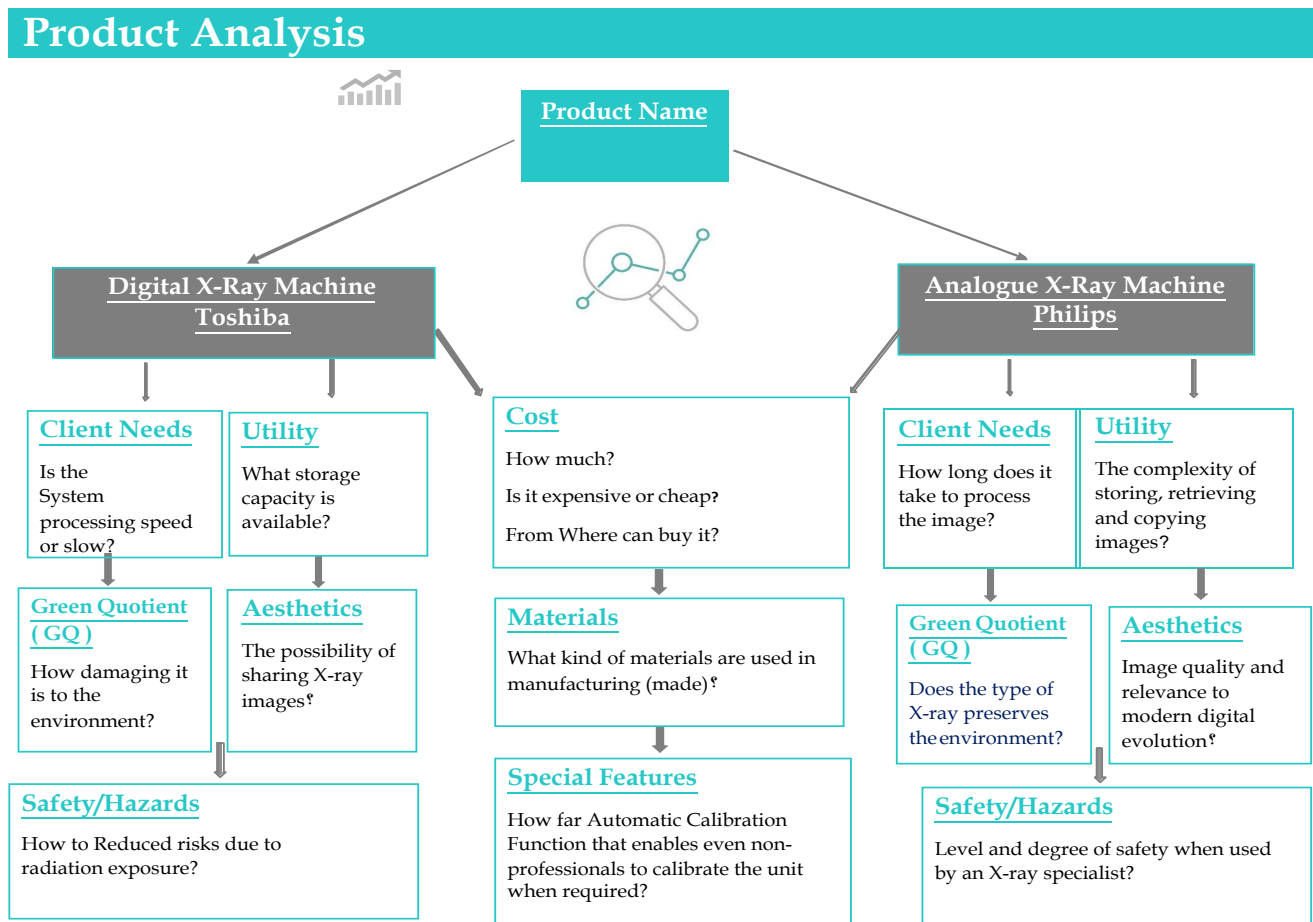


Figure17.1 Product Analysis

Table 17.2 Product Selection Method

<i>Product Name</i>	<i>Digital X-Ray Machine</i>	<i>Analogue X-Ray Machine</i>	<i>Digital X-Ray Machine</i>
Company Name	Toshiba	Philips	General Electronics
Utility 20%	Simple Data Storage Storage space is virtually unlimited since you can transfer images onto a hard drive	Complicated reproduction and storage of images Difficult to store and then retrieve images as they degrade over time	Simple Data Storage
Urgency 20%	Fast Processing image can also be easily resized to enlarge hard-to-see potential issues without distorting or degrading the quality of the image	Chemical Processing takes time	Fast Processing Image
Safety/Hazards 15%	Reduced risks due to radiation exposure	Considered to be safe by most healthcare specialists	Minimal risks
Cost 15%	High Acquisition and Initial Investment Cost However, Digital X-ray systems are more cost-effective than traditional systems because they don't require any film.	Relatively Inexpensive	Highly Expensive
Success 10%	High-quality X-Ray images	Poorer Image quality due to new digital systems	Difficult to share due to different image formats
Compliance to Environment (Green Quotient) 10%	Don't require the use of any of these materials, which makes them the more environmentally friendly option	The film and chemicals required by traditional x-ray systems often end up in the ocean or landfills, which consequently leads to environmental damage.	Don't require the use of any of these materials, which makes them the more environmentally friendly option
Difficulty (Usage) 10 %	Automatic Calibration Function that enables even non-professionals to calibrate the unit when required	Compact, lightweight and easy to move	Automatic Calibration

TIME

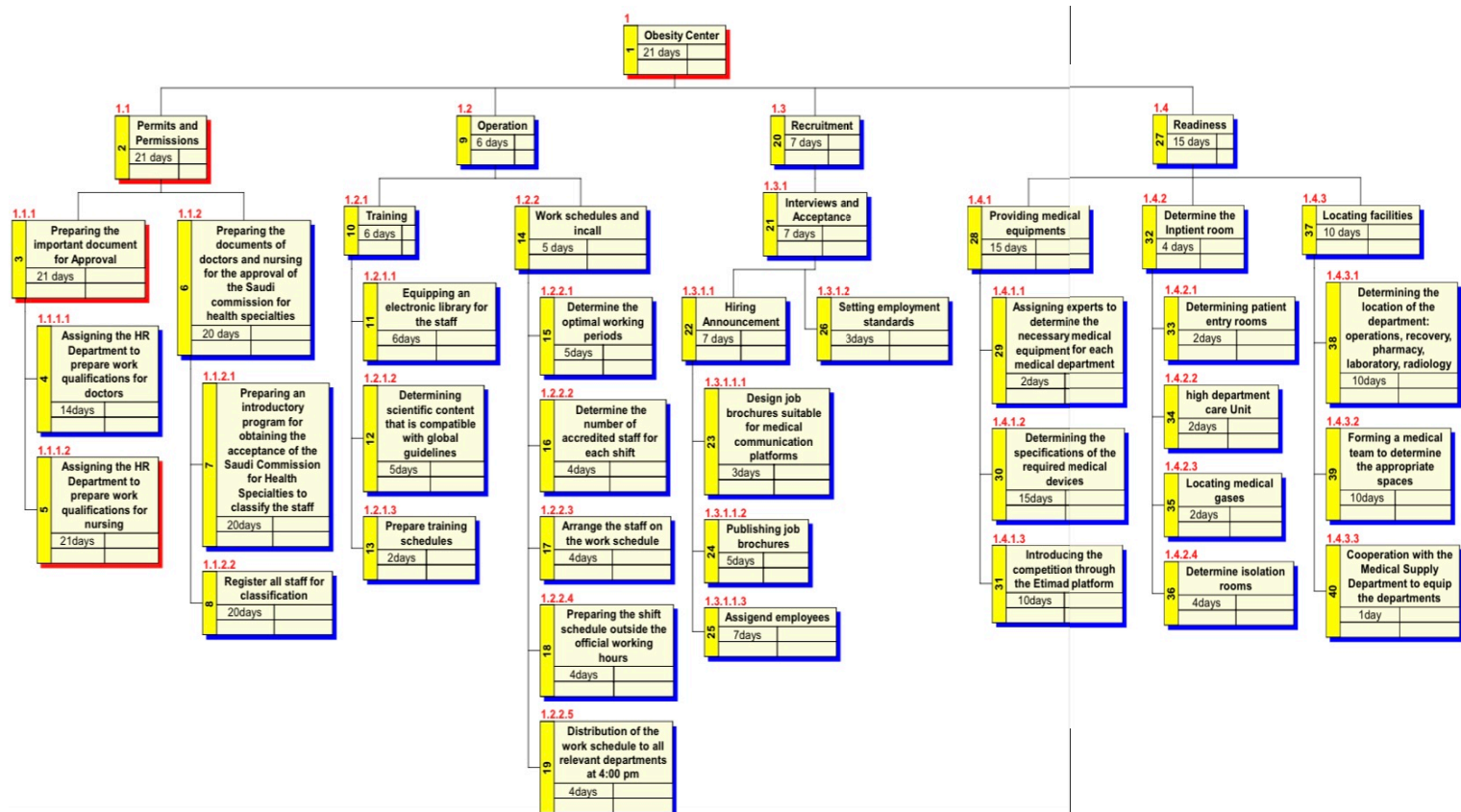


Figure 18.1 Developing the function list / activities included in each Work package in WBS

Table18.1 Developing the function list / activities included in each Work package in WBS

Project Name :	Obesity Surgery Center	Date :	
Project Number :		Document Number :	
Project Manager :		Project Owner/ client :	

Activity Number	Activity Name	Detailed Activity Description	Assigned To	Status / Comments
	Permits & Permissions		Sponsor	
	Preparing the important documents 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 Medical Director	
	Assigning the HR Department to prepare work qualifications for doctors		HR Department	
	Assigning the HR Department to prepare work qualifications for nursing		HR Department	
	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	HR Department	
	Preparing an introductory program for obtaining the acceptance of the Saudi Commission for Health Specialties to classify the staff		Medical Director & Chief Nurse	
	Register all staff for classification		Medical Coordinator	

Activity Number	Activity Name	Detailed Activity Description	Assigned To	Status / Comments
	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.	HR Department	
	Equipping an electronic library for the staff		Information Technology	
	Determining scientific content that is compatible with global guidelines		Medical Coordinator	
	Prepare training schedules		HR Department	
	Prepare the training rooms		...	
	Contracting with Speakers		...	
	Preparing for hospitality and Coffee break		Housekeeper	
	Work schedules and Incall	Organizing the work schedules for the administrative staff and announcing them. Organizing the schedules for calling in case the staff is needed outside working hours	Medical Director & Chief Nurse	
	Determine the optimal working periods		...	
	Determine the number of accredited staff for		...	

	each shift			
	Arrange the staff on the work schedule		...	
	Preparing the shift schedule outside the official working hours		...	
	Distribution of the work schedule to all relevant departments at 4:00 pm		Call center Office & Receptionist	

Activity Number	Activity Name	Detailed Activity Description	Assigned To	Status / Comments
	Recruitment			
	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	Quality management Office Medical Director & Chief Nurse	
	Hiring Announcement	Publishing job opportunities announcement on the Obesity Center website and social media accounts	Public relations HR Department	
	Design job brochures suitable for medical communication platforms		...	
	Publishing job brochures		...	
	Interviews and Acceptance	Conducting interviews with applicants according to job	HR department	

		categories, and selecting according to accepted criteria		
	Preparing a checklist of admission requirements for each applicant for employment		Medical Director & Chief Nurse	
	Preparing the headquarters for job interviews		HR Department	
	Waiting room for applicants		HR Department	
	Assigned employees			

Activity Number	Activity Name	Detailed Activity Description	Assigned To	Status / Comments
	Readiness			
	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 Director & Chief Nurse	
	Determining patient entry rooms			
	High department care Unit			
	Locating medical gases			
	Determine isolation rooms			
	Locating medical department	Locating medical departments: surgeries, recovery, laboratory, radiology, pharmacy, medical records	Medical Director & Chief Nurse	
	Determining the location of the department: operations, recovery, pharmacy, laboratory, radiology			
	Forming a medical team			

	to determine the appropriate spaces			
	Cooperation with the Medical Supply Department to equip the departments			
	Providing medical equipment's	The medical equipment for all medical facilities according to the needs of obese patients	Procurement Officer	
	Assigning experts to determine the necessary medical equipment for each medical department		Medical Director	
	Determining the specifications of the required medical devices		Medical Director	
	Introducing the competition through the Etimad platform		Procurement Officer	
	Comparison and contract		Procurement Officer	1

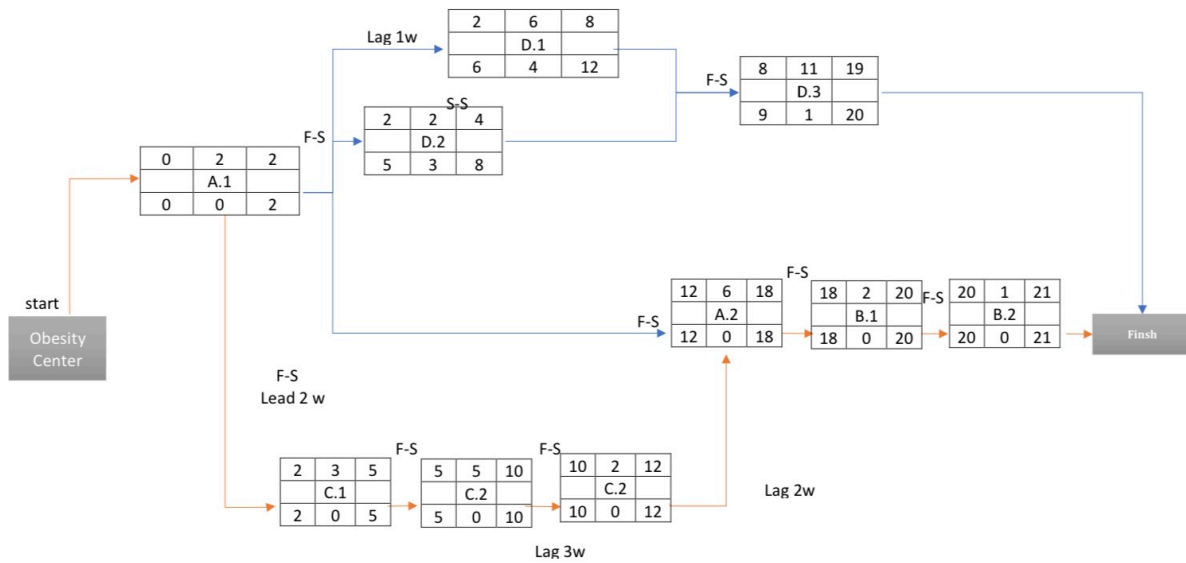


Figure 18.2 Logical Diagram and Critical Path

No	symbols	Activities	Dependency	Duration
1.1.1	A.1	Preparing the important documents for Approval	..	2w
1.1.2	A.2	Preparing the documents of doctors and nursing for the approval of the Saudi Commission for health specialties	A.1, C.3	6w
1.2.1	B.1	Training	A.2	2w
1.2.2	B.2	Work schedules and incall	B.1	1w
1.3.1	C.1	Setting employment standards	A.1	3w
1.3.2	C.2	Hiring Announcement	C.1	5w
1.3.3	C.3	Interviews and Acceptance	C.2	1w
1.4.1	D.1	Locating medical department	A.1	6w
1.4.2	D.2	Determine the Inpatient room	A.1	2w
1.4.3	D.3	Providing medical equipment's	D.1,D.2	11w

Table 18.2 Activities and Dependencies

Relationship Between Activities

In the time management, after determining the process of activities, the activities that must be performed to complete the scope of the project are defined. However, these activities must be performing sequentially. What is the reason for running this sequence tasks process? Because some tasks will depend on another, therefore they have to wait before the dependent tasks finishes, and some tasks will start together and some tasks will finish together. Therefore, the sequence of the project tasks should be formed. This is primarily done through the help of Sequence Activities process.

Project managers tend to get confused easily when starting a project. The main confusion is in prioritizing activities. As a project manager, it is very crucial to establish a logical relationship between activities so that everyone involved can understand the nature and order of the activities in the project. It is also important for the core project team to determine the dependencies between activities so that they can work optimally to achieve the project objectives. There must be particular planning in determining the dependencies between the activities.

Project management is a vast field that requires multiple tools. Among these different tools is the project schedule network diagram. The project schedule network diagram shows the order in which the project activities must be scheduled to address their logical relationships.

A network diagram is a graphical illustration of the project and is consistent of a series of linked arrows and boxes to describe the inter-relationship between the activities involved in the project. Boxes or nodes illustrate the description of activities and arrows represent the relationship between the activities. There should be a start and finish the activity, and all the other activities fall within these two.

Also, a network diagram demonstrates the critical path of a project as well as the scope of the project. A great network diagram will be an explicit and concise graphical representation of the project. It is beneficial for the project management teams to conceptualize the planning they have put time and effort into. The diagram provides a quick-glance overview of the project. It also illustrates who is responsible for which tasks.

Moreover, the network diagram is based on and often enriched with information about the type of logical relationship between activities. In general, there are four types of logical dependencies:

- *Finish -to- Start relationship (FS)*: It is a common form of dependency between the activities. And it means that you must wait for the predecessor activity to complete before starting the successor activity.

- Finish-to-Finish relationship (FF): The predecessor's activity should complete before the successor's activity is finished. It is infrequently used in Project Management.
- Start-to-Start relationship (SS): A predecessor's activity could start, and after some time the successor's activity can start with no need to wait for the finish of the predecessor's activity.
- Start- to -Finish relationship (SF): The previous activity will starts when the successor's activity is completed.

The figure above (18.2) shows a network diagram as a result of sequence activities process of the project :

As we can see,

- Activity 1.1.1 “Preparing the important documents for Approval” must start first.
- After Activity 1.1.1 “Preparing the important documents for Approval” finishes. Activity 1.1.2 “approval of the Saudi Commission for health specialties “, activity 1.4.2 “Determine the Inpatient”, activity 1.4.3 “Locating Facilities (medical department) “ and activity 1.3.1.2 “ Setting employment standards” will begin.
- Activity 1.4.1 “ Providing medical equipments”depends on Activity 1.4.2 “Determine the Inpatient room” and Activity 1.4.3 “Locating Facilities (medical department)” , which means , it will start only after these two activities are completed.
- Activity 1.3.1.1 “Hiring Announcement “ will start after Activity 1.3.1.2 “Setting employment standards” is completed.
- The activity 1.3.1 “Interviews and Acceptance” can start only after the completion of activity 1.3.1.1 “Hiring Announcement “

- Activity 1.1.2 “Approval of the Saudi Commission for health specialties” can not start until the activity 1.3.1 “Interviews and Acceptance” is finished
- Activity 1.2.1 “ Training “ can start after the activity 1.1.2 “Approval of the Saudi Commission for health specialties” has been completed .
- And the last Activity, activity 1.2.2 “ Work schedules and Incall “ can start only if activity 1.2.1 “ Training “ completes .
- After activity 1.2.2 “ Work schedules and Incall” completion, the project will end.

Leads and Lags:

Lead and lag are two techniques related with the relationships that can occur among several scheduled activities.

The definition of "**lead**" is that the successor activity starts before the predecessor activity is completed. For project managers to using **lead**, the logical relationship among those activities must be any a discretionary finish-to-start or start-to-start dependency.

The meaning of discretionary is that finish-to-start might be preferential, however it's not a tough logical dependency. In different words, there are no physical limitations or constraints that the predecessor needs to be completed before the successor activity can starts.

For example, as shown in the (Figure 18.2). We can see clearly there's is a lead time, where the activity 1.3.1.2 “Setting employment standards” starts 2 weeks before the activity 1.1.1 “Preparing the important documents for Approval” is finished.

A lag can be described as a delay required in the start of the successor activity. Lag time is that the variety of hours, days, weeks (or other unit of time) that needs to pass whereas there aren't any resources related to the successor activity throughout that time.

There are several reasons why lag is needed to be scheduled, e.g. because of physical or resource constraints that wait until another activity is partially or completely completed, or for a specific date and event occurs.

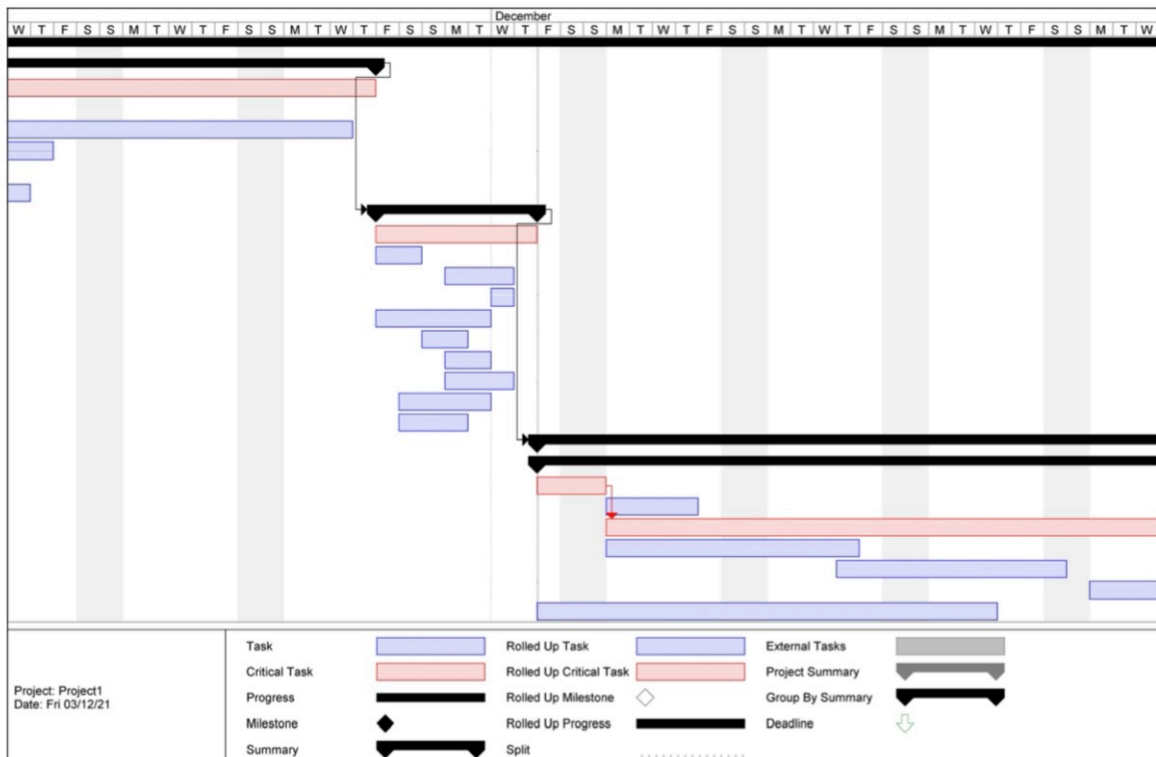
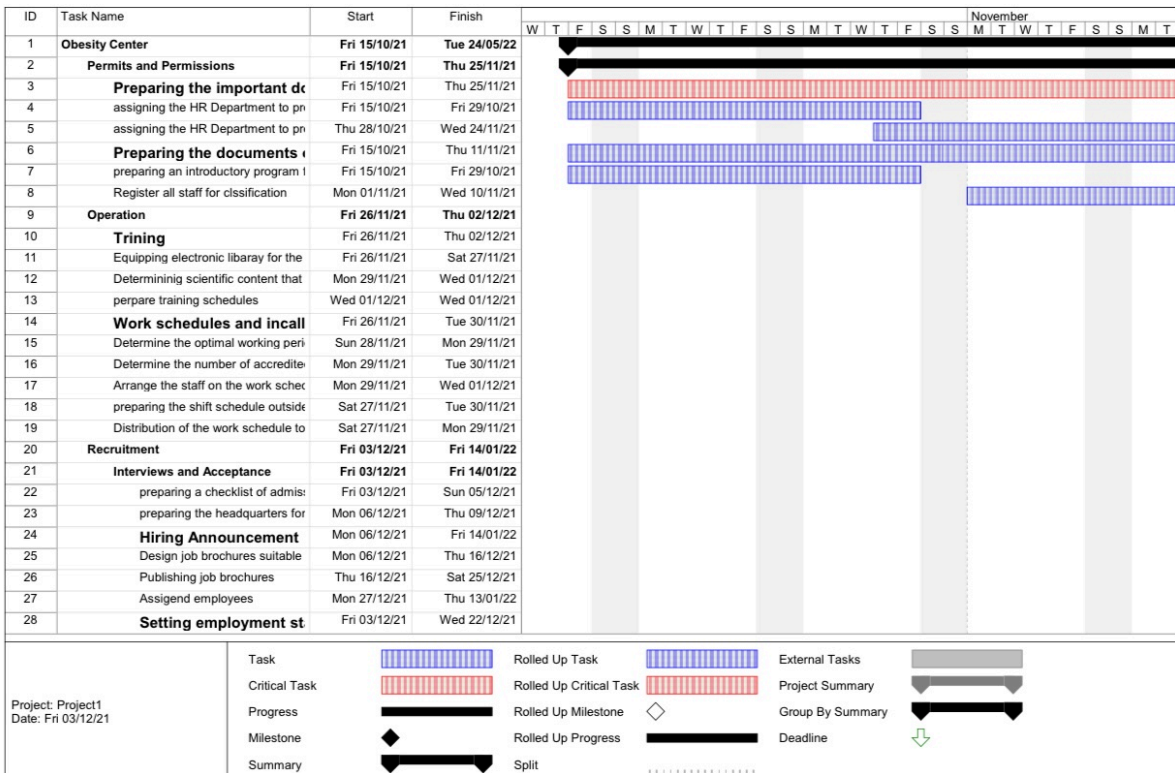
For example, as shown in the (Figure18.2), there is a lag in three activities, the first one is where the activity 1.4.2 “ Determine the Inpatient rooms “ can starts after 1 week until the 1.4.3 Locating Facilities (medical department) starts .

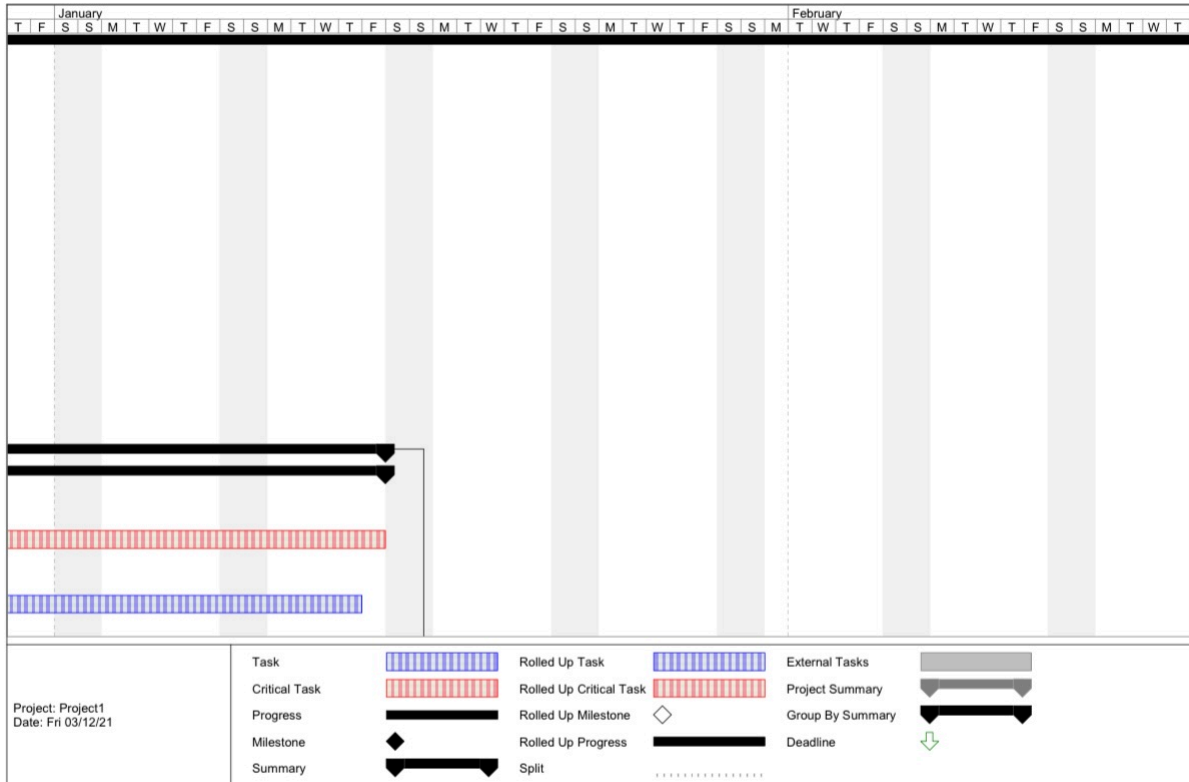
Second lag is when the activity 1.3.1 Interviews and Acceptance “ can begin after 3 weeks, because it will wait for the activity 1.3.1.1 “ Hiring Announcement” is finished

The third lag is while the activity 1.1.2 “Approval of the Saudi Commission for Health Specialties “ can starts after 2 weeks until the 1.3.1 “Interviews and Acceptance” is completed.

Critical Path

Moreover , in Logical Diagram (Figure 18.2) it can be seen Clearly , that the red line indicates the critical path . At the activities A.1, C.1, C.2, C.3, A.2, B.1 And B.2





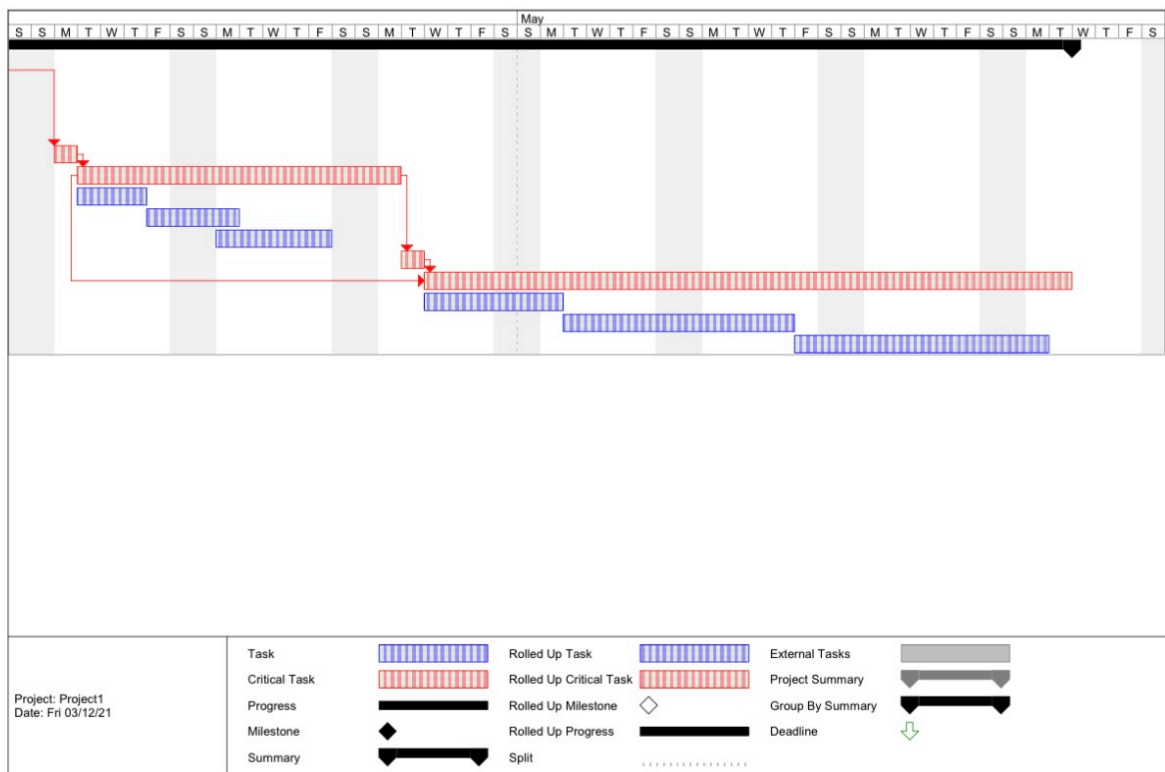


Figure 18.3 Gantt Chart

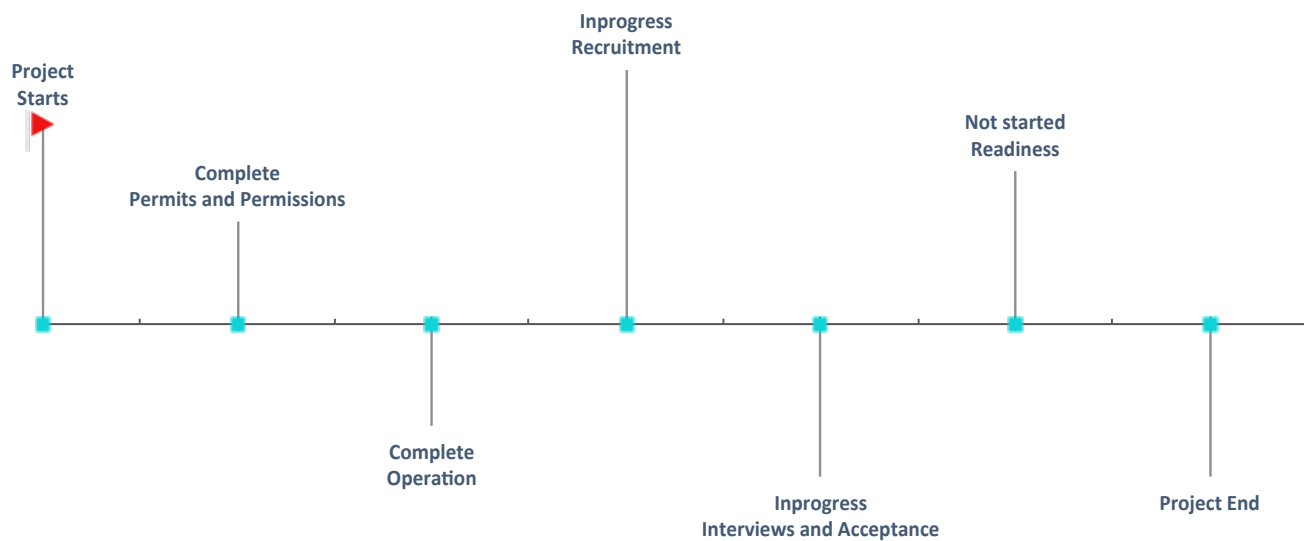


Table 18.3 Milestones Model

Date	Milestone	Status	Position
15/10/2021	Project Start	Started	20
15/10/2021	Permits and Permissions	Complete	10
26/11/2021	Operation	Complete	-10
3/12/21	Recruitment	In progress	25
3/12/21	Interviews and Acceptance	In progress	-15
17/01/2022	Readiness	Not Start	15
24/05/2022	Project End	Not Start	-15

QUALITY

Implementing and maintaining quality in any organization is not an easy thing, rather it is the result of continuous and organized efforts that meet and exceed the expectations of all stakeholders. Effective quality management not only creates customer trust and loyalty, but also drives continuous improvement and innovation. Over the years, quality management processes have been subject to improvement and development to match the requirements of providing service or health care in any organization with a comprehensiveness and integrity that ensures the efficiency, effectiveness and comprehensiveness of care.

In our project we go through 2 methods of improvement processes Therefore,
To apply some approaches in improving the processes we can go through many of them and one first formalized approach is Deming tool, which is fundamental tool for continuous improvement.
SIPOC approach also applied to catch the high level of critical part of the process

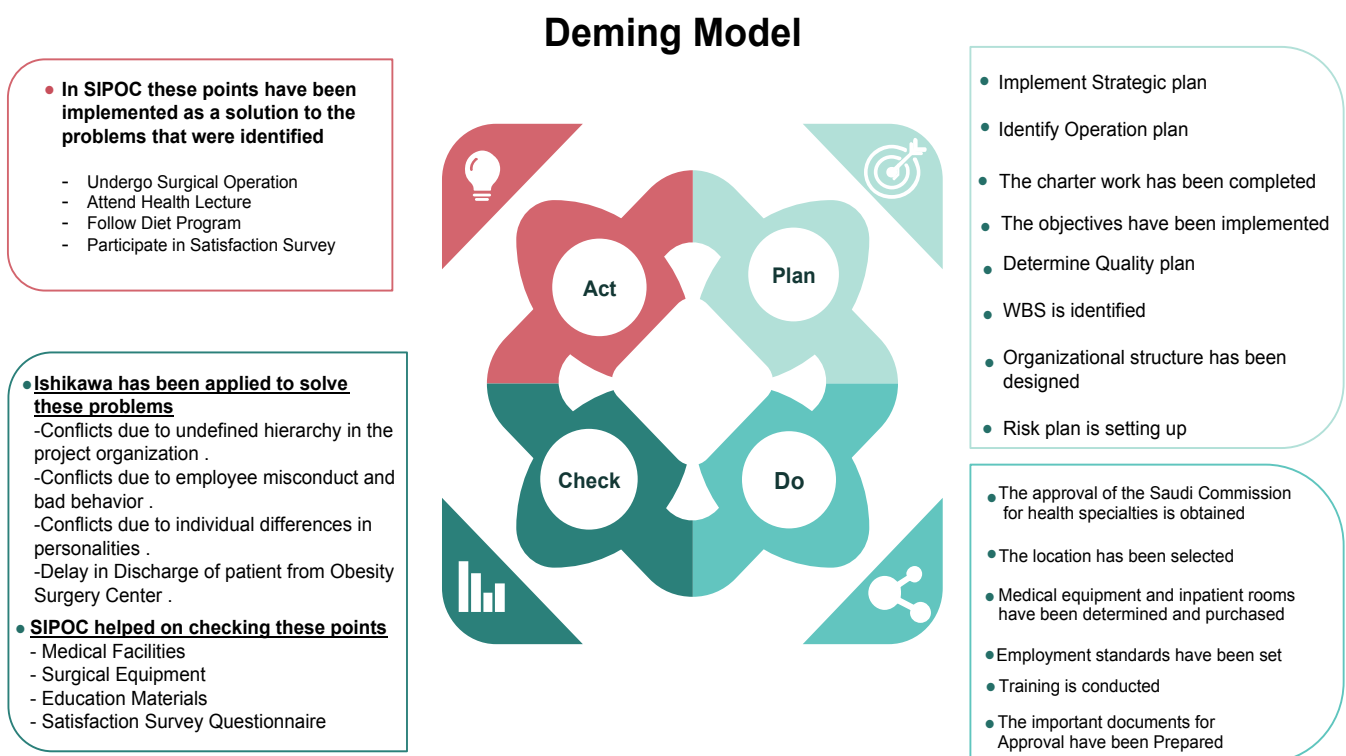


Figure 19.1 Deming Model

SIPOC DIAGRAM

Obesity Surgery Center

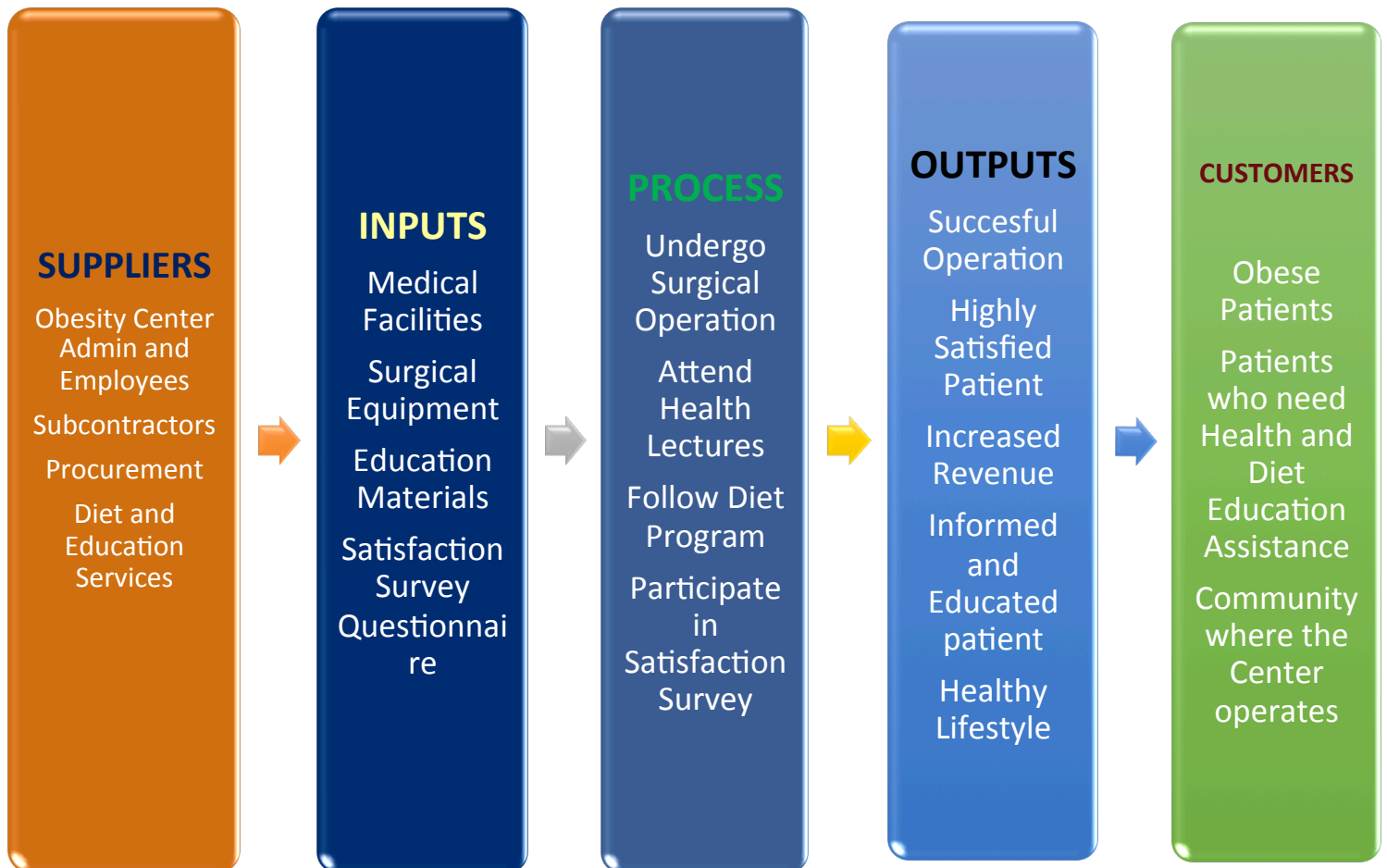


Figure 19.2 SIPOC Model

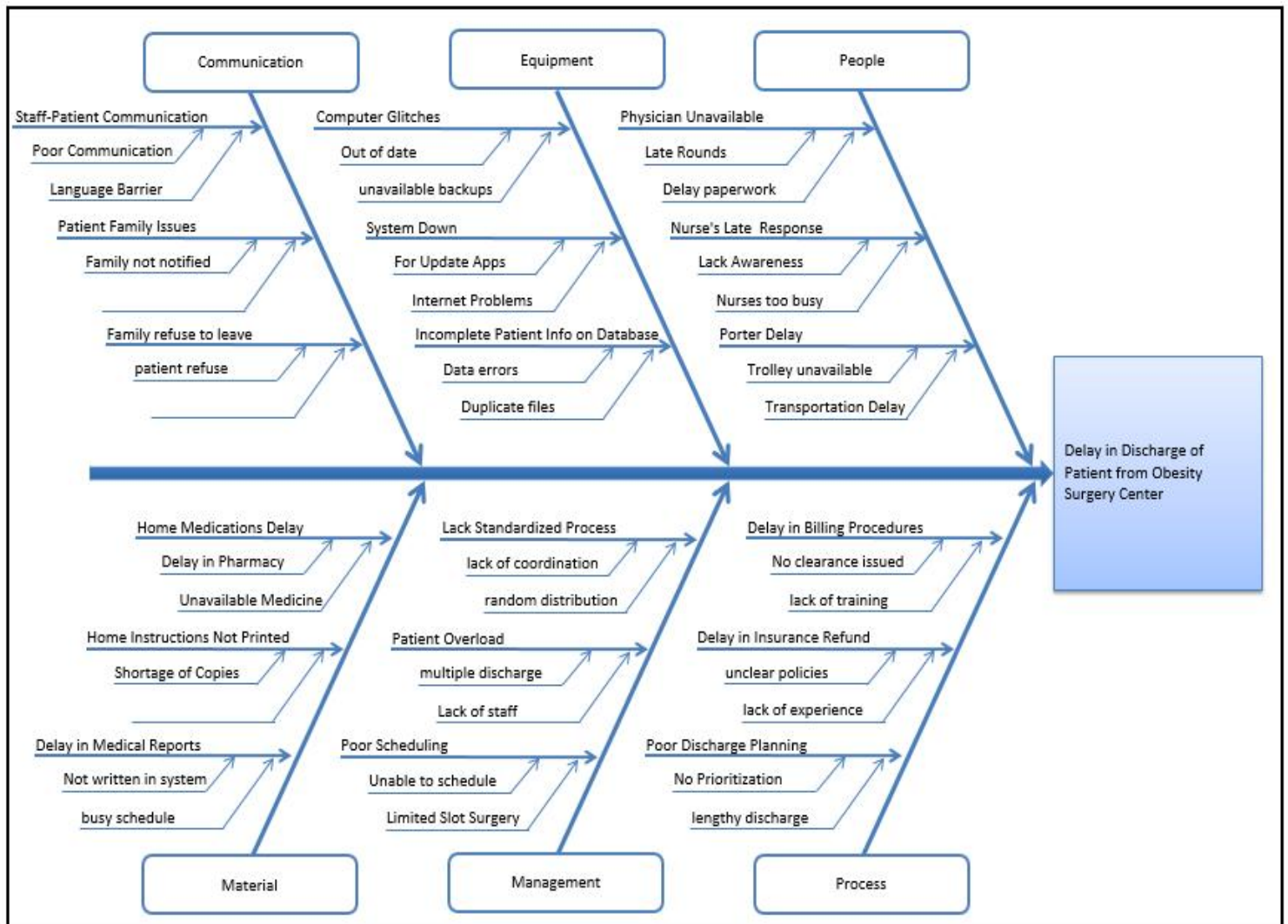


Figure 19.3 Ishikawa Model

FINANCE

Financial management is one of the most important elements of project success. It helps the project manager to monitor the results in terms of achieving the goals according to the specified budget. Therefore, the project owner must be aware of the concept of financial management and the tools used in it, through out:

- Develop a cost management plan
- Estimating cost
- Determine the budget
- Cost control

Below is an explanation of the cost breakdown structure and the project budget, as well as our work on calculating the earned value of the project.

Table 20.1 Cost Breakdown Structure accordance with the project WBS

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

Activity Number	Activity Name	Detailed Activity Description	Assigned To	Status / Comments	<u>Finance</u>
	Permits & Permissions		Sponsor		\$6000
	• Preparing the important documents 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		\$2000
	▪ Assigning the HR Department to prepare work qualifications for doctors				\$1000
	▪ Assigning the HR Department to prepare work qualifications for nursing				\$1000
	• Preparing the documents of doctors and nursing for the	Preparing the special qualifications of the medical staff, registering on the authority's	Medical Administration		\$3000

	approval of the Saudi Commission for health specialties	platform, and scheduling their exams to obtain the authority's accreditations			
	Preparing an introductory program for obtaining the acceptance of the Saudi Commission for Health Specialties to classify the staff				\$2000
	Register all staff for classification				\$1000
	Operation	Providing employees with the necessary information about policies and procedures for work and dealing with customers			<u>\$ 5500</u>
	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		\$1000
	Equipping an electronic library for the staff				\$300
	Determining scientific content that is compatible with global guidelines				\$100
	Prepare training schedules				\$100
	Prepare the training rooms				\$200

	Contracting with Speakers				\$150
	Preparing for hospitality and Coffee break				\$150
	Work schedules and Incall	Organizing the work schedules for the administrative staff and announcing them. Organizing the schedules for calling in case the staff is needed outside working hours	Medical Administration		\$4500
	Determine the optimal working periods				\$500
	Determine the number of accredited staff for each shift				\$700
	Arrange the staff on the work schedule				\$1500
	Preparing the shift schedule outside the official working hours				\$1000
	Distribution of the work schedule to all relevant departments at 4:00 pm				\$800
	Recruitment				<u>\$17,900</u>
	Interviews and Acceptance	Conducting interviews with applicants according to job categories, and selecting according to accepted criteria	HR department		\$17,500
	Preparing a checklist of admission requirements for				\$10,000

	each applicant for employment				
	Preparing the headquarters for job interviews				\$4500
	Waiting room for applicants				\$3000
	Hiring Announcement	Publishing job opportunities announcement on the Obesity Center website and social media accounts	Public relations		\$200
	Design job brochures suitable for medical communication platforms				\$150
	Publishing job brochures				\$50
	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		\$200
	Readiness				<u>\$20,600</u>
	Providing medical equipment's	The medical equipment for all medical facilities according to the needs of obese patients	Medical Supply		\$18,000
	Assigning experts to determine the necessary medical equipment for				\$10,000

	each medical department				
	Determining the specifications of the required medical devices				\$4000
	Introducing the competition through the Etimad platform				\$3000
	Comparison and contract				\$1000
	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		\$1000
	Determining patient entry rooms				\$300
	high department care Unit				\$200
	Locating medical gases				\$150
	Determine isolation rooms				\$350
	Locating medical department	Locating medical departments: surgeries, recovery, laboratory, radiology, pharmacy, medical records	Medical Administration		\$1600
	Determining the location of the department: operations, recovery, pharmacy, laboratory, radiology				\$600
	Forming a medical team to determine the appropriate spaces				\$700

	Cooperation with the Medical Supply Department to equip the departments				\$300
--	---	--	--	--	-------

Table 20.2 Earned Value Management

Planned Cost	Time	Task Name/Scope
\$6,000.00	October	Permits and License
\$200.00	October	Hiring Announcement
\$200.00	October	Setting Employment Standards
\$17,500.00	November	Hiring of Doctors
\$4,500.00	November	Preparing License of Doctors and Nurses
\$1,000.00	December	Training of Staff
\$18,000.00	January	Purchase of Surgery Equipment
\$1,000.00	March	Determining the Inpatient Room
\$1,600.00	April	Locating the facilities

Project Duration	6	
Months (BAC)	\$50,000	
First month	\$6,400	
Second month	\$22,000	
Half of second month	\$11,000	
20% of the total amount for the first and half of second month	17,400.00	
Project Completed	50%	

After one and half of second month	\$17,400	
Actual cost	\$17,400	

Budget at Completion BAC	\$50,000	
Planned Value PV	\$17,400	
Actual Cost AC	\$17,400	
Earned Value EV = (% work at completed * BAC)	\$25,000.00	
Cost Variance CV=(EV - AC)	\$7,600.00	Under planned cost
Cost Performance Index CPI=(EV/AC)	1.44	Under planned cost
Cost Variance Percentage CV%=(CV/EV)	30%	Under planned cost
Schedule Variance SV = (EV - PV)	\$ 7,600.00	Ahead of schedule
Schedule Performance Index SPI = (EV/PV)	1.44	Ahead of schedule
Schedule Variance Percentage SV% = (SV/EV)	30%	Ahead of schedule
Estimate month ahead/behind at time now (SV% * Duration to time now)	0.46	Ahead of schedule
Estimate month ahead/behind at end of project (SV% * Duration to time now)	1.82	Ahead of schedule
EAC (Estimate at completion) = (BAC/CPI) if CPI is the same for remainder of project	\$34,800.00	
EAC = (AC + BAC - EV), future work done at the planned rate	\$42,400.00	
EAC = AC (BAC - EV)/(CPI * SPI) If both CPI and SPI influence the remaining work	\$29,510.40	

Estimate To completion ETC = (EAC - AC)	17,400.00	
Variance at Completion VAC = (BAC-EAC)	15,200.00	
To Complete Performance Index (TCPI = (BAC – EV)/(BAC – AC))	0.77	Easier to complete

Based on the above result the project is under planned cost and ahead of schedule, also it is easy to complete the project.

The project is expected to be completed in 6 months at Budget at Completion \$ 50,000. After one and half the project is 50% completed. The planned value after one and half months is \$ 17,400, and the actual certified expenditure after one and half months is \$ 17,400.

BAC	\$50,000.00
PV	\$17,400.00
EV	\$25,000.00

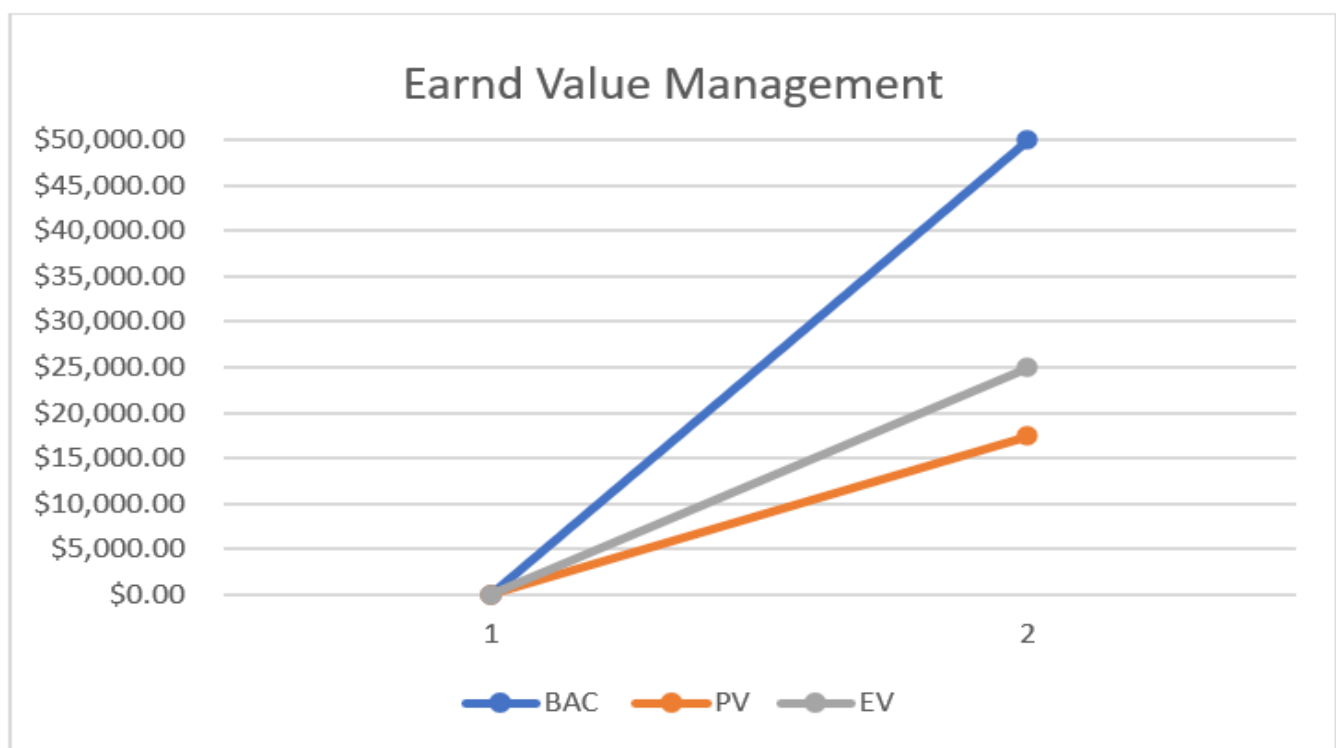


Figure 20.1 E Earned Value Management

RESOURCES

Resource Leveling And Smoothing

Resource management is one of the most important points in determining the activity resources and human resources appropriate for a particular project. It is one of the important factors that determine the success of the project, as it must be managed well in terms of smoothing and leveling

As resource smoothing is defined as the optimal method for resource exploitation, in which surplus is used without affecting the critical path

Resource leveling is defined as a technique in which start and end dates are modified based on the demand for resources in order to balance the demand for resources with the available supply.

Therefore, it can be considered that one of the most basic differences between resource leveling and resource smoothing is that while resource leveling uses the surplus and thus may affect one of the critical paths, resource smoothing uses the surplus but without affecting any of the critical paths. Therefore, a balance must be made between them to ensure the success of the projects

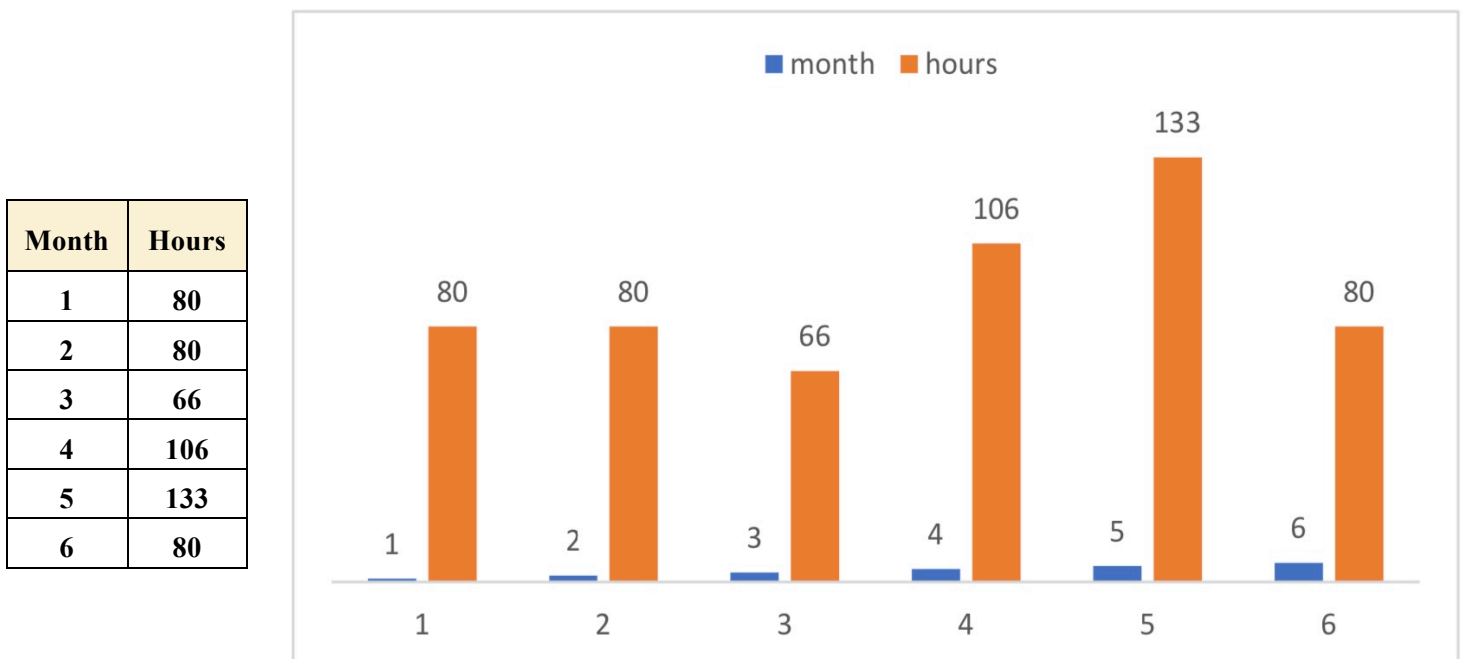


Figure 21.1 Project resource before applying leveling and smoothing technique

Month	Hours
1	80
2	80
3	79
4	120
5	80
6	80
7	100

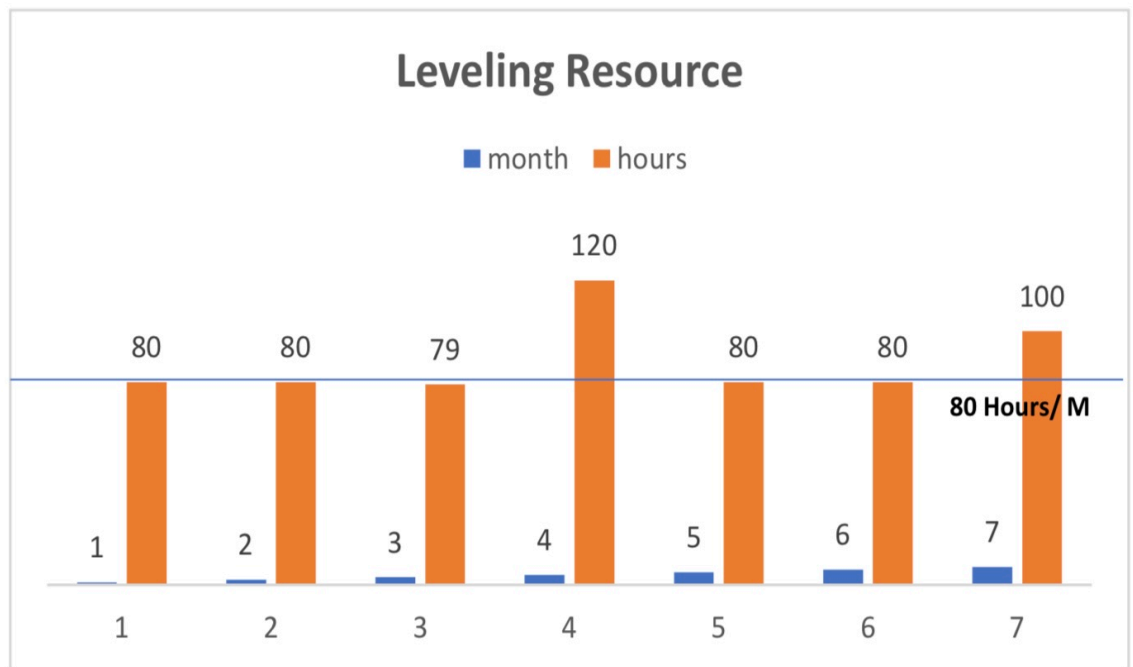


Figure 21.2 Project resource after applying leveling technique

Month	Hours
1	80
2	80
3	79
4	110
5	80
6	80
7	110

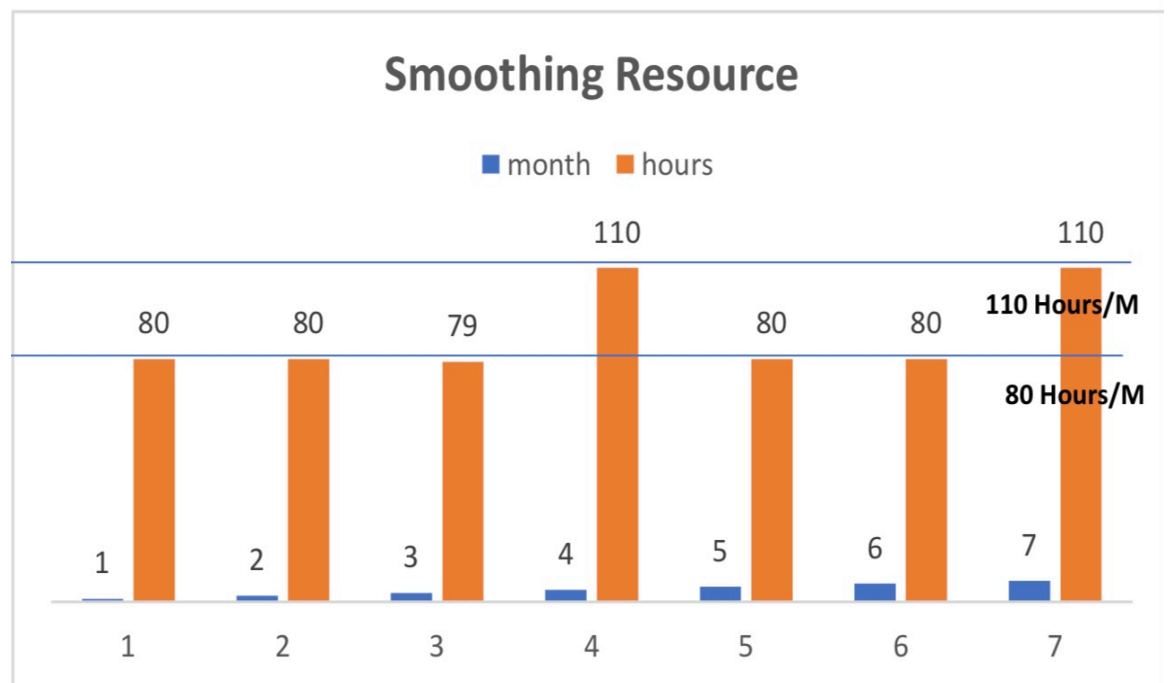


Figure 21.3 Project resource after applying smoothing technique

Table21.1 Project Resources Of Equipment And Tools Distribution

Employees Equipment's & Tools	Nurse's	Doctors	Medical Technicians	Engineers	Administrative	Security
Medical equipment in the clinic	✓					
Gastrointestinal Endoscopy Clinic		✓				
Medical equipment for IV room	✓					
lab equipment	✓		✓			
Radiology department equipment (CT scan MRI – Ultrasound)	✓		✓			
Surgical devices	✓	✓	✓			
Medical gases		✓	✓	✓		
Medical maintenance			✓	✓		
Building Maintenance				✓		
Telephone Exchange System					✓	
Sahel System (Management communication system)					✓	
Etimad System					✓	
Training tools	✓	✓	✓	✓	✓	✓
Office equipment's	✓	✓	✓	✓	✓	✓
Wireless Operation System						✓
Safety and security tools						✓
Electronic Health (Computer maintenance)				✓		

PROCUREMENT

Developing Procurement Execution and Contractors Selection Process:

A logical order is followed when creating a plan by procurement management in the Obesity Surgery Center as follows:

1) Prepare all the required documents (scope of work, terms & conditions, bill of quantity)

Scope of work:

The Obesity Surgery Center requests the high technical machine for fat removal (liposuction). The machine specifications are:

- Name: VASER (Vibration Amplification of Sound Energy at Resonance)
- Type: Hi Def.
- Size: Regular.

Terms & Conditions:

- The supplier shall deliver the machines as per the scope of work.
- The supplier shall make the delivery within 30 days after the issuance & approval of the purchase order.
- The supplier shall guarantee that the machines are good for use and have no defects.

Bill of Quantity:

Machine Name	Quantity	Cost	Total
VASER	10	22,500 SR	225,000 SR

2) Define and select one of the procurement methods based on the best available (single source, competition, direct purchase)

We in Obesity Surgery Center always choose the competition method because it ensures the justice and equality for all the suppliers.

3) Send request for price quotations to the qualified and approved suppliers only.

We sent the request for quotations for below suppliers:

- Harley Surgery.
- Koru pharma.
- Vaserlipocentre.

4) Selection of the best offer based on three major things: (Added value, Excellent quality, Best price)

SUPPLIER 3 Vaserlipocentre		SUPPLIER 2 Koru pharma		SUPPLIER 1 Harley Surgery		UNIT	QUANTITY
TOTAL	UNIT PRICE	TOTAL	UNIT PRICE	TOTAL	UNIT PRICE		
220,000 SR	22,000 SR	243,000 SR	24,300 SR	250,000 SR	25,000 SR	EACH	10

Vaserlipocentre has been selected based on the best price & quality.

- 5) Choosing the strategic approach to get this plan done. (communication & negotiation with the selected supplier to ensure getting the added value, the excellent quality & the best price)

Email is the main official way to communicate with the supplier & to negotiate also the price and quality.

- 6) Issuance of a purchase order to the selected supplier so he can start the work.

Obesity Surgery Center			
Company Phone: 123-585-24568 Website: www.obesitysurgerycenter.com Email: ASC@ obesitysurgerycenter.com Company Address: Saudi Arabia, Riyadh, Olaya Dist Riyadh, 11616		Purchase Order Dated As: <u>25/11/2021</u> Purchase Order #: <u>4560008</u>	
About Vendor:			
Vendor Name: <u>Vaserlipocentre</u>			
Company Name: _____			
Address: <u>195 Nottingham Rd, Mansfield NG18 4AA, United Kingdom</u>			
City, State, Zip Code		Phone: <u>+44 800 804 4367</u>	
Ship To:			
Name: <u>Obesity surgery center</u>			
Company Name: _____			
Address: <u>Saudi Arabia, Riyadh, Olaya Dist. Riyadh, 11616</u>			
Phone: <u>123-585-24568</u>			
Details	Quantity	Unit Price	Total
VASER high def regular	10	1111.04 GBP	11114.02 GBP
SUBTOTAL			11114.02 GBP
TAX			0
TOTAL			11114.02 GBP
Additional Notes: _____ _____ _____ _____ _____ _____ _____			 [Signatures of Authorized Person] [Write Designation Here]

Figure 22.1 Purchase order Model

Table 22.1 Weighted Scoring Model

Criteria	Requirement Score		
Product Name	Digital X-Ray Machine Brand Y	Analogue X-Ray Machine	Digital X-Ray Machine Brand X
Utility 20%	85 17	50 10	80 16
Urgency 20%	70 14	40 8	70 14
Safety/Hazards 15%	75 11.25	70 10.5	80 12
Cost 15%	60 9	80 12	50 7.5
Success 10%	85 8.5	60 6	85 8.5
Compliance to Environment (Green Quotient) 10%	80 8	60 6	80 8
Difficulty (Usage) 10 %	80 8	75 7.5	80 8
Overall Weighted Scores	75.75	60	74

The Weighted Score is obtained by multiplying the requirement score of each brand of x-ray machine to the criteria (with specific weighted percentage) featured on the left side of the table. The Overall Weighted Score is the sum of all scores for each brand of x-ray machine. As a project manager, it would be practical to select Digital X-Ray Machine Brand Y over the two other brands due to the highest Overall Weighted Scores obtained after considering the criteria and scores.

PLAN AND CONTROL

Table 23.1 Meeting Agenda

Department Name: Obesity Surgery Center Steering Committee

Meeting No.: 21112021

Type of Meeting: ☐ Regular ☐ Emergency ☐ Follow-Up

Meeting Day / Date: 21 November 2021

Meeting Time: 1100H – 1200H

Duration: 1Hour

Meeting Venue: Level 1, Medical Director's Office

Attendees: Medical Director, Project Manager, Chief Nurse, Human Resources Manager, IT Manager, Call Center Manager, Procurement Manager, Operations Manager

No.	Subject	Presenter / Discussion Leader	Time Allotment
1	Call to Order		5 mins
2	Review and Approval of Previous Minutes	Medical Director	5 mins
3	Old Business	Medical Director	5 mins
4	Agenda: 1. Discussion of approved Improvement Projects for Obesity Surgery Center 2. Patient Safety Culture Survey Report 3. Staff Satisfaction Survey 4. Patient Satisfaction Survey 5. Formulation and Development of Dashboards (Q1 2022)	Medical Director, Project Manager, Operations Manager, Human Resources Manager	40 mins
5	Other Business / Announcement	Medical Director	3 mins
6	Adjournment	Medical Director	2 mins

Prepared by:

Mr.
Operations Manager
Secretary, Obesity Surgery Center Steering Committee

Reviewed by:

Mr.
Project Manager
Secretary, Obesity Surgery Center Steering Committee

Approved by:

Dr.
Chief Medical Officer
Chairman, Obesity Surgery Center Steering Committee

Table 23.2

Type of Meeting: Obesity Surgery Center Steering Committee Meeting

Date / Time: 21/11/21 / 1100H – 1200H

Venue: CMO Conference Room, Level 1

Chairman: Mr. Nasser Al Luhaidan

Minute Taker: Mr.

Attendees: Medical Director, Project Manager, Chief Nurse, Human Resources Manager, IT Manager, Call Center Manager, Procurement Manager, Operations Manager

Apology: None

Absent: None

No.	Time Allotted	Subject	Discussion	Conclusion /Recommendation	Action(s) Taken/To Be Taken	Responsible Person(s)	Follow-Up Date	Status (Open/Closed)
1.0	5 mins	Call to order: at 11:00am by Mr. Nasser Al Luhaidan. He greeted everyone who attended the meeting.	The purpose of the meeting was also stated by Mr. Nasser in order to give briefing to attendees.					
2.0	10 mins	Introduction of each member	Each member were given time to introduce themselves stating their position or field of expertise/specialization		To discuss the Improvement Projects for Obesity Surgery Center	All Committee Members		Closed
3.0	10 mins	Discussion of Responsibilities	After introduction, Mr. Nasser discussed the roles of the members of the team	Roles were identified and given to committee members		All Committee Members		Closed

4.0	15 mins	Presentation of Reports by Departments	Other committee members presented their reports: Patient Safety Culture Survey Report, 2. Staff Satisfaction Survey, Patient Satisfaction Survey	Medical Director presented the Patient Safety Culture Survey Report HR Manager presented the Staff Satisfaction Survey Operations Manager presented the Patient Safety Culture Survey Report		All Committee Members		Closed
5.0	15 mins	Formulation of Dashboard for 2022	The Medical Director stated the importance of dashboard for Obesity Center to track performance improvement	Some members gave other suggestions. Voting was done.	To discuss the recommended dashboard .	All Team Members	Next Meeting	Open
6.0	5 mins	Adjournment	Meeting adjourned at 12:05 P.M.		.			OPEN
14.0	5 mins	Next Meeting	Agenda: To discuss the following: Key Performance Indicators	Sunday, December 12, 2021.				OPEN

PROJECT EVALUATION FORM

PROJECT NAME	Obesity Surgery Center	PROJECT NUMBER	001-2021
PROJECT ACRONYM	OSCP	AWARD DATE	October 2021
EVALUATION DATE	December 10, 2021	AGREEMENT AMOUNT	50,000 SAR

Evaluation Ratings (Select to the left of each subcategory, then select an overall Category Rating on the right)

5 = Significantly Exceeded Requirements/Expectations	2 = Met Some Requirements/Expectations
4 = Exceeded Requirements/Expectations	1 = Did Not Meet Requirements/Expectations
3 = Met Requirements/Expectations	N/A = Not Applicable

PERFORMANCE EVALUATION FOR PERIOD	PERIOD: 1 st 90 days
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PERIOD DESCRIPTION	Evaluation Performed after 30% submittals
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I	BUDGET CONTROL PERFORMANCE	ENTER WEIGHT % (10-30)	15%
		SELECT OVERALL CATEGORY RATING	Select Rating
Select Rating	A) Effectively managed and controlled the total project cost	5	
Select Rating	B) Changes were timely and accurately addressed	4	
Select Rating	C) Cost estimates were accurate with appropriate detail	4	
Select Rating	D) Met project budget	4	

II	SCHEDULE PERFORMANCE	ENTER WEIGHT % (25-40)	29.67%
		SELECT OVERALL CATEGORY RATING	Select Rating
Select Rating	A) Quality of baseline schedule	5	
Select Rating	B) Productive and timely schedule updates	4	
Select Rating	C) On time performance, responsive to Project's needs	4	

III	QUALITY OF DELIVERABLES	ENTER WEIGHT % (25-40)	25%
		SELECT OVERALL CATEGORY RATING	Select Rating
Select Rating	A) Deliverables met or exceeded project objectives	4	
Select Rating	B) Sufficient accuracy & detail in deliverables	5	
Select Rating	C) Clarity of information in deliverables	5	

QUALITY / VALUE OF SERVICE	ENTER WEIGHT % (25-40)	26.67%
	SELECT OVERALL CATEGORY RATING	Select Rating
A) Quality solutions addressing Project's needs	4	
B) Professionalism, cooperation, teamwork	5	
C) Effective communication with all parties	5	
D) Responsiveness to changes and Project's needs	5	
E) Proactive, effective project management	4	

OUTSOURCING PARTICIPATION	ENTER WEIGHT % (5-10)	8%
	SELECT CATEGORY RATING	Select Rating
A) Outsourcing participation relative to goal	5	

Evaluation Period Overall Rating

95%

OVERALL EVALUATION RELATIVE TO EXPECTATIONS			
does this consultant compare to others you use?	Better	Similar	Worse

Approved by:

General Director (Project Manager)

Figure 23.1 Performance Measurement

Tabel 23 .2 Project Change Request

Project name:

Replacement of Medical Curtains of Operating Rooms

Requested by:

Operations Manager

Date:

November 07, 2021

Request name:

Mr. Nasser

Request number:**Change description:**

From Permanent Curtains to Disposable Curtains

Change reason:

Cost-effective, Infection Control compliance, Reduction in waiting time during washing

Impact of change:

- **Scope:** OR Patient Rooms Linen
- **Budget:** 35,000 SAR
- **Timeline:** 1 month
- **Resourcing:** Linen Company
- **Communications:** Management, Procurement, Environmental Services, Operating Room

Proposed action:

To pull out all permanent curtains in OR patient rooms and replaced it with disposable curtain for hygienic purposes

Associated cost:

Procurement of disposable curtains to supplier, Labor for installation of curtains

Approved by:

Chief Medical Officer

Date:

November 11, 2021

RISKS AND OPPORTUNITIES

Objective of Risk Management in the OSC Project

As a Project Manager it is very important to identify and effectively manage risk, and anticipate possible risk events **to prepare and take appropriate actions** when risk occurs. Doing these steps **eliminate or mitigate negative impacts on the OSC project**. Also, the practical application of project risk management **positively influences the project outcomes** since risk can affect the people, processes, technology and resources involved in a project.

Methodology

The project utilizes different approaches and techniques ranging from 8RS and 4TS to identify risk probabilities, Risk Matrix, and assess its impact. It also required the use of flowchart brainstorming and multi-voting techniques. Checklist was used for data collection. Expected monetary value (EMV), tables and Action Plan were developed for more detailed presentation of the project.

Identify Potential Risks:

The purpose of risk identification is to minimize negative impact of project glitches and threats and to maximize the positive impact of the project opportunities.

A list of risk sources was considered in identifying risks such as:

1. Safety Hazard
2. Surgical Complications
3. Compliance with Regulations
4. Satisfaction of Patient Needs
5. Patient Complaints
6. Competition from other Obesity Centers
7. New regulation in insurance payment schemes
8. Evolving technology in medical equipment

Risks Breakdown. Identify the risk priorities and ensure that appropriate attention is paid to emerging risks.

From this list of risks, we selected a priority group using *multi-voting technique* and categorized them using *brain storming techniques*.

Table 24.1 Qualitative Risk Analysis

Likelihood	Consequences				
	Insignificant 0.05	Minor 0.1	Moderate 0.2	Major 0.4	Catastrophic 0.8
Almost (0.9) Has occurred on an annual basis in this organization in the past or circumstances will cause it to happen in the next few years	Moderate 0.45	High 0.09 Patient Complaints	Extreme 0.18	Extreme 0.36	Extreme 0.72
Likely (0.7) Has occurred in the last few years in this organization or has occurred recently in other organization in the past or will cause it to happen in the next few years	Moderate 0.037	High 0.06 Competition from other Obesity Centers	High 0.14	Extreme 0.28	Extreme 0.56 Safety Hazard (Fire)
Moderate (0.5) Has occurred at least once in this organization or has 5% chance of occurring in the next few years	Low 0.024 Satisfaction of Patient Needs	Moderate 0.05	High 0.1 Compliance with Regulations	High 0.2	Extreme 0.4
Unlikely (0.3) Has never occurred in this organization but has occurred infrequently in similar organization.	Low 0.015 Evolving technology in equipment	Moderate 0.03 New regulation in insurance payment	Moderate 0.06 Surgical Complications	High 0.012	High 0.24
Rare (0.1) Possible but has not occurred to date in any similar organization.	Low 0.005	Low 0.01 Building Structure, Standard Fixture and Fittings	Low 0.02	Moderate 0.04	Moderate 0.08

Risks were properly categorized to effectively manage the risks

Table 24.2 Cost OF the EMV

Risk	Probability	Cost Impact	EMV
Fire Incident	0.56	50,000 SAR	28,000 SAR
Patient Complaints Litigations	0.09	40,000 SAR	3,600 SAR
Compliance with Regulations Sanitation, permits	0.1	30,000 SAR	3,000 SAR
Competition from other Obesity Centers	0.06	35,000 SAR	2,100 SAR
<i>New regulation in insurance payment</i>	EMV = Probability x Cost Impact		36, 700 SAR

Table 24.3 Risk Register

Risk Name	Likelihood Of the Risk Occurring	Impact If The Risk Occurs	Severity	Owner	Mitigation Action
Fire Incident	Extreme	Extreme	High	Operation	To make sure to install fire fighter systems and make testing quarterly and fire drill and safety education to all staff
Patient Complaints Litigations	High	High	Minor	Operation	To review patient satisfaction on daily basis and to prioritize all issues and make action to develop all week areas
Compliance with Regulations Sanitation, permits	High	High	Minor	Operation	To review all governmental regulations and make sure of compliance with any updated information regarding regulations

Competition from other Obesity Centers	High	High	Minor	Medical Director	To frequently study the competitors and environment regarding any new services that can be provided by the Obesity Center
New regulation in insurance payment	Moderate	Moderate	Minor	Procurement Manager	To update always contracts with insurance companies to make sure to secure prices

Opportunities

- License, Exams and Certification
- Training and Development Programs for staff
- Accreditation from various healthcare organizations
- Trends in healthcare industry
- Clear career path for retention and promotion
- Re-skilling to meet the needs of the healthcare industry
- Personal development

Risk Response Strategies:

Projects are a series of several operations, which are always fraught with risks and which are not always negative for the project, when the risk management has prepared a plan and strategy to deal with any risk that may face the project

It is well known in project management that the four most important strategies for responding to risks are:

Either by avoiding it, transferring it, mitigating it, or finally accepting it

Avoid it: by stopping the work that leads to this danger

Transferring it by transferring the responsibility for the risk to another person to bear it, such as insurance companies

Mitigating it by making this risk as small as possible so as to put in place measures to mitigate its effects

And finally, accepting the danger by accepting its occurrence and its consequences

However, any of the above-mentioned strategy depends in general on the extent of accuracy and management in managing risks and their follow-up to all risks and determining what is the best way to deal with each risk to ensure the success of the project.

Result and Discussion

All real risks that can affect one or more objectives of the project were identified, defined, categorized and managed using detailed analysis. It took a lot of planning, preparation, obtaining results and evaluation to identify the strengths, weaknesses, opportunities and threats of a project. The risk management undertaken for the Obesity Surgery Center enabled the project organizations to achieve performance and profitability; return of investment and at the same time prevents loss of resources.

STAKEHOLDER

Table 25.1 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

Executive Summary and Recommendation

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, the Obesity Surgery Center was conceptualized as a solution to the above-mentioned problems.

During the Project Management Process, the team uncovered challenges and developed possible solutions and alternatives. Risk Identification and Risk Management were implemented to prepare and take appropriate actions when risk occurs and take these steps to eliminate or mitigate negative impacts on the Obesity Surgery Center project. The identified risks include Safety Hazard, Surgical Complications, Compliance with Regulations, Satisfaction of Patient Needs, Patient Complaints, Competition from other Obesity Centers, New regulation in insurance payment schemes and Evolving technology in medical equipment.

On the other hand, Opportunities for the Project include License, Exams and Certification, Training and Development Programs for staff, Accreditation from various healthcare organizations, Trends in healthcare industry, Clear career path for retention and promotion, Re-skilling to meet the needs of the healthcare industry, Personal development.

All real risks that can affect one or more objectives of the project were identified, defined, categorized and managed using detailed analysis. It took a lot of planning, preparation, obtaining results and evaluation to identify the strengths, weaknesses, opportunities and threats of a project. The risk management undertaken for the Obesity Surgery Center enabled the project organizations to achieve performance and profitability; return of investment and at the same time prevents loss of resources.

Project Context and Objectives

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

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

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 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; and 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.

The Center's 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 also imbedded in the culture of the organization.

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. 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

Project Results and Conclusion

The Project Charter has provided a method to sort potential challenges that might be confronted during the project, and allowed the project manager to develop an understanding of the strategic and tactical nature of the issues to be addressed. As per our business study, this project yielded several significant results and beneficial to some aspects such as:

- **Social:** Lifestyle satisfaction from obese patients and improve lifestyle habits of the community
- **Health and Well-being:** Increased percentage of patients with health education and treatment plan and patients who availed of weight loss and diet program
- **Improved Experience and Clinical Outcomes:** Improved patient experience and reduce risks and obtained high level of patient satisfaction
- **Financial:** In terms of Return on Investment and Revenue Growth, the project is expected to be completed in 6months at Budget at Completion \$50,,000. After one and a half month, the project is 50% complete. The planned value after one and a half month is \$17,400, and the actual certified expenditure after one and a half-month is \$17,400.
- **Community Interaction and Partnership:** The Obesity Center formed a linkage to the community, able to gain expertise, promoted education and training, provided access to operating and capital resources, and increase its influence with its stakeholders while also providing employment to some of the residents in the area where the center was built.

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