



***The New England Chapter of the
Healthcare Information and Management Systems Society (HIMSS)
in cooperation with the Healthcare Specific Interest Group of
the Project Management Institute (PMI)***

Announces their Spring Symposium
**"Improving Healthcare Performance with
Effective Project Management"**

Symposium Date: **Friday, May 2, 2008**

Hours: 8:00 am – 3:30 pm

Location: Sheraton Harborside Portsmouth, Portsmouth, NH

Registration: \$125 for general public, **\$95 for PMI and HIMSS members**

Online registration: <http://www.nehimss.org/calendar/calendar.html>

Symposium Presenters include:

- **Dana Cartin, PT, PMA, Process Improvement Specialist, and James Schneider, Project Manager, Project Management Office Solaris Health System, New Jersey**
"An Interdisciplinary Approach to Sub-Acute Census Growth: Combining Project Management with Process Improvement to increase Sub-Acute patient volume within a large hospital system."
- **Lisa A. DiTullio, Principal, Lisa DiTullio & Associates, Cohasset, MA**
"Expected Behaviors: Road Rules for Project Team Management – Not Road Rage"
- **Mary Reich Cooper, M.D., J.D., Vice President and Chief Quality Officer, Lifespan, Providence, RI**
"Organizational Change: Paradigm Shift or Just a Shift?"
- **Chuck Podesta, Chief Information Officer, Caritas Christi Health Care, Boston, MA**
"Secrets of a Successful PMO"
- **David Rice, Project Planning Coordinator, Baystate Health, Springfield, MA**
"Work & Project Management: Impacts of a Portfolio Management Initiative"

Earn CPHIMS and PMP Continuing Education Units:

This program has been submitted for both CPHIMS credits and PMI Professional Development Units (PDU)s.

Conference Overview

Purpose: Healthcare organizations at every level are facing greater demands for demonstrable improvements in the quality, safety and efficiency of the care they provide to patients. To meet these challenges, many healthcare organizations have effectively combined the complementary philosophies and practices of project management with their quality and process improvement initiatives, and realized substantial gains in their performance. However, some organizations have also tried and failed, while still others have failed to try at all.

Intended Audience: This symposium is intended for a broad audience of healthcare professionals from all backgrounds. It addresses the needs of individuals who are seeking performance and career insights on the benefits of applying solid project management concepts, along with a process improvement approach to achieving the clinical, financial and operational performance goals of their organizations. Attendees will benefit by learning from the hands-on experience of individuals who are engaged in innovative and best practice initiatives that have produced dramatic results in improving healthcare performance. These sessions are appropriate for both new practitioners and seasoned veterans, along with senior leadership professionals who sponsor or lead major healthcare initiatives. All healthcare professionals who direct, manage, or participate in improvement projects, whether technical or non-technical, will leave this conference with practical insights they can apply directly to their work.

Conference Agenda

- 8:00 – 8:45 Registration and Continental Breakfast, Sponsor Displays Open
- 8:45 – 9:00 Opening Remarks and Orientation
- 9:00 – 9:50 **Session 1**
An Interdisciplinary Approach to Sub-Acute Census Growth: Combining Project Management with Process Improvement to increase Sub-Acute patient volume within a large hospital system.
Dana Cartin, PT, MPA., Process Improvement Specialist, and
Jim Schneider, MBA, PMP, Project Manager,
Solaris Health System, Edison, New Jersey
- 9:50 – 10:05 Break, Sponsor Displays Open
- 10:05 – 10:55 **Session 2**
Expected Behaviors: Road Rules for Project Team Management – Not Road Rage
Lisa A. DiTullio, Principal, Lisa DiTullio & Associates, Cohasset, MA
- 10:55 – 11:10 Break, Sponsor Displays Open
- 11:10 – 12:00 **Session 3**
Organizational Change: Paradigm Shift or Just a Shift
Mary Cooper, Senior Vice President and Chief Quality Officer
Lifespan, Providence, RI
- 12:00 – 1:00 Luncheon, Sponsor Displays Open
- 1:00 – 1:50 **Session 4**
Secrets of a Successful PMO
Chuck Podesta, Senior Vice President and Chief Information Officer
Caritas Christi Health Care, Boston, MA
- 1:50 – 2:00 Break
- 2:00 – 2:50 **Session 5**
Work & Project Management: Impacts of a Portfolio Management Initiative
David Rice, **Project Planning Coordinator**, Information Services
Baystate Health, Springfield, MA
- 2:50 – 3:10 **Concluding Remarks, Adjournment**

About Our Speakers

Dana Cartin, PT, MPA is a Process Improvement Specialist with Solaris Health System in New Jersey/ Dana Cartin began her career in 1990 as a Physical Therapist (PT) and served for 8 years in a PT leadership role. After completing her graduate training in 2006, she left clinical practice to pursue a career in Process Improvement (PI). Dana is certified in the Six Sigma methodology, completed additional training in Lean Six Sigma and has led a variety of operational PI projects throughout the health care system. Dana is a member of the American Society for Quality and remains a recognized leader in Physical Therapy in her state, serving as the Director of Practice for the American Physical Therapy Association of NJ.

Jim Schneider, MBA, PMP is a Project Manager with Solaris Health System in New Jersey.

Jim is an experienced healthcare leader bringing more than 25 years of clinical and operational management experience to Solaris Health System. He has been a Project Manager for over 8 years managing both IT and operational projects that have provided organizations with cost savings and increased efficiencies. Jim played a key role in creating the PMO Charter and implementing Project Management methodologies at Solaris Health System. Jim is a member of the Project Management Institute (PMI), the PMI New Jersey Chapter, and the PMI Healthcare and Metric SIGs.

Presentation Summary

Solaris Health System was created in 1997 by the consolidation of JFK Medical Center and Muhlenberg Regional Medical Center. Solaris Health System offers acute care, inpatient and outpatient rehabilitation, subacute rehab, and long-term care. Solaris Health System established a Program Management Office (PMO) in 2002 as a joint venture with McKesson to support a major Information Systems implementation/upgrade project. Over the past several years the PMO has shifted from managing Information System projects to supporting the goals of the organization by managing operational projects. The projects chosen are based on business needs and strategic initiatives. The PMO has adopted industry standard process improvement and project management methodologies to ensure successful outcomes.

Hartwyck at Edison Estates, a Solaris Health System subacute rehab and long-term care facility, has recently experienced a decline in admissions from JFK Medical Center. PMO involvement was requested to provide an integrated approach, and to develop strategies and processes to increase and sustain the growth of patient admissions from JFK. Since June 2007 the PMO has worked with Senior Management at JFK and Hartwyck to identify and implement process improvements and marketing strategies that have resulted in a positive growth in admissions.

Mary Reich Cooper, M.D., J.D., is Vice President and Chief Quality Officer for Lifespan Corporation, a four-hospital health system based in Providence, Rhode Island, and is affiliated with The Warren Alpert Medical School of Brown University. In her current position, Dr. Cooper is responsible for articulating the quality strategy for

Lifespan. Prior to assuming this position, Dr. Cooper was in a similar role for New York-Presbyterian Hospital. She was in that position for 12 years and was responsible for operation of the Hospital's Six Sigma program as well as quality, patient safety, quality informatics, quality research and innovation strategy.

Dr. Cooper's leadership experience has included a variety of positions in the quality arena beginning in 1990. She also practiced internal medicine for ten years prior to moving into administration. Her interests encompass health policy and shaping the quality agenda on a variety of topics including Six Sigma, patient safety and operational efficiencies.

Dr. Cooper's achievements and honors include:

- Grants and fellowships in outcomes research, patient safety, information technology, case management, and cardiac medicine totaling over \$8 Million.
- Publication of book chapters, abstracts, and journal articles including *Circulation*, *Pediatric Pulmonology*, *Journal of the American Medical Informatics Association*, *Academic Medicine*, and *AORN Journal*, among others.
- Presentations at numerous conferences and symposia.

Dr. Cooper received her medical degree from Temple University School of Medicine and her degree in health law from Pace University School of Law.

Presentation Summary: When organizations want to change their culture, or redesign their processes, it is not uncommon to find the same organization in place a few years later on that has not changed. Learn how one organization changed their culture through performance improvement, and hear about the efforts underway when a different organization faced a safety crisis.

Lisa A. DiTullio is past director of the project management office (PMO) at Boston-based Harvard Pilgrim Health Care, and was a core member of the turnaround team for an organization that went from being placed in State-supervised receivership in 1999 to being named the #1 Health Plan in America on the *U.S. News & World Report/NCQA* America's Best Health Plans three years in a row and the Highest Rated Plan in the Northeast for member satisfaction according to the JD Power and Associates 2007 National Health Insurance Plan Satisfaction Survey.

Today, Lisa is a leading force in project and business management. She is the principal of Lisa DiTullio & Associates, dedicated to the set-up and management of enterprise project management office models. She is the editor of *ProjectBestPractices*, a quarterly newsletter from ProjectWorld, and a contributor to *PM Network Magazine*. She's also the author of *Simple Solutions: How "Enterprise Project Management" Supported Harvard Pilgrim Health Care's Journey from Near Collapse to #1*.

Presentation Summary: No project can succeed without a project team. More likely than not, your project will require a number of participants from different areas within your organization. In today's environment, it is also highly likely you will need to involve parties from external agencies, whether they are consultants or vendors. Regardless of who and how many you have on your team, you cannot succeed in meeting your deliverables and deadlines unless you act as a high-functioning team. In recognition of the value of cross-functional teamwork, Boston-based Harvard Pilgrim Health Care reinforces a set of expected behaviors to guide "how" they operate and achieve results through team-based orientation. Hear how Harvard Pilgrim Health Care launched a project to support good teamwork to create an infrastructure for both the awareness and accountability for expected behaviors that has been adopted and practiced throughout the organization, resulting in improved decisions, efficiency, and business results.

Five Learning Objectives:

Attendees will learn:

- What set of Expected Behaviors are viewed as corporate standards at Harvard Pilgrim Health Care
- How Harvard Pilgrim Health Care launched a program to introduce and support Expected Behaviors to over 1200 employees, focusing on project teams and other cross-functional teams
- How simple templates and "training en mass" got key personnel up to speed on new Expected Behaviors processes and tools
- What teams have learned and how teams have progressed since the introduction of Expected Behaviors discipline as a core competency at Harvard Pilgrim Health Care
- How the Expected Behaviors model has evolved to fit the needs of the organization and specific team requirements

Charles Podesta is Senior Vice-President & CIO of Caritas Christi Health Care located in Brighton, MA. Established in 1985, Caritas Christi Health Care, the second largest health care system in New England, is a comprehensive, integrated health care delivery network providing community-based medicine and tertiary care in eastern Massachusetts, southern New Hampshire and Rhode Island. In his role at Caritas, Charles is responsible for all aspects of IT Strategic Planning, Implementations and Operations, including a 3 year \$50 million dollar IT plan implementing an ambulatory E.H.R. from eClinicalWorks and the advanced clinical suite from Meditech including CPOE. The successful implementation of this plan will give Caritas a competitive edge as it relates to clinician recruitment, referral capture, patient safety, patient satisfaction and operational efficiency.

Charles' previous positions included CIO at Berkshire Health Systems, Pittsfield, MA. Berkshire Health Systems has won numerous awards including Hospitals & Health Networks Most Wired (one of three health systems to win all 7 years) plus an Innovator Award from H&HN. BHS was one of eight hospitals in MA to win a Leapfrog Award

for their work on CPOE & EMR. Other positions include CIO at Saint Mary's Health System in Waterbury, CT, . Director of IS and Interim CIO for Baystate Health Systems in Springfield, MA, and management positions hospitals in Massachusetts and Pennsylvania. Often recognized for his positive working relationships with the physician community, Charles has made numerous presentations at national conferences and is quoted widely in healthcare publications on a variety of topics.

Presentation Summary: The Project Management Office (PMO) performs a key role in the new centralized Information Services model by managing projects across the entire Caritas Christi enterprise. The PMO reviews all projects, their priority, and their allocation of resources, ensuring that all projects across the enterprise receive the appropriate funding and staffing. PMO Project Managers monitor all project timelines, budgets, and resources, drawing upon centralized resources and other assets as required. The PMO utilizes and manages all tools associated with project management throughout Caritas Christi, including software to track, manage and report on current project progress. Additionally, the PMO researches the latest industry standards and best practices to ensure that all projects at Caritas Christi benefit from the most efficient and effective project life cycle methodology.

By ensuring that practice standards are consistently followed throughout the organization, the PMO brings a substantially higher level of consistency to project planning and execution throughout the organization. Chuck's presentation will focus on the steps required to setup and maintain a best practice project management office.

David Rice is a Project Planning Coordinator with the Program Management Office (PMO), and Administrator for the Project Portfolio Management (PPM) Initiative at Baystate Health in western Massachusetts. Prior to joining Baystate, David served as a project management consultant at engagements with healthcare clients throughout New England and across the country including Boston Medical Center, Yale New Haven, Brigham and Womens, Saint Francis (CT), Bridgeport Hospital, and CIGNA Healthcare.

Presentation Summary: Baystate Health is using its Project Portfolio Management (PPM) System not only to manage new projects, but work and maintenance efforts as well. This approach provides a clear picture of work efforts and resource allocations across the Baystate Health organization. The goal of this approach is to utilize portfolio management for all services being delivered to clients. In his presentation, David will review the design process used during Baystate's PPM system implementation and the associated standards developed in regards to templates, tools, and resource / project management methodology. In addition, he will present the benefits realized from this approach, both internally to Information Services and externally to clients in improved work intake, prioritization, and reporting.

Conference Directions

Portsmouth is easily accessible from I-95, only 55 miles north of Boston, east of Manchester, NH and south of Portland, ME. From exit 7 on I-95, the Sheraton Harborside is a one-mile drive east, in the historic city center. From exit 7 northbound, it is a right turn, from exit 7 southbound, a left turn, onto Market Street. As you follow Market Street, you will pass the Chamber of Commerce Visitor Center on your right. At the blinking traffic light, bear right to access the hotel entrance. After bearing right, the hotel will be on your left. Enter under the building porte-cochere, registration parking is available in our courtyard, as is valet parking for the garage. Alternatively, you may enter the hotel parking lot on your right, opposite the hotel entrance.

From Concord,
follow Route 4 East to Portsmouth Traffic Circle,
take I-95 North to Exit 7.

From Manchester,
follow Route 101 East to I-95 North to Exit 7.

From Portland,
take I-95 South to Exit 7.

From Boston and Logan International Airport,
take I-95 North to Exit 7.

From Hartford and New York City,
follow I-84 East to I-90 East, take I-95 North to I-95 North, Exit 7.

For further information and reservations at the Sheraton Harborside Portsmouth, please visit their website at <http://www.sheratonportsmouth.com/>. A limited number of specially priced rooms are available for New England HIMSS Conference attendees.