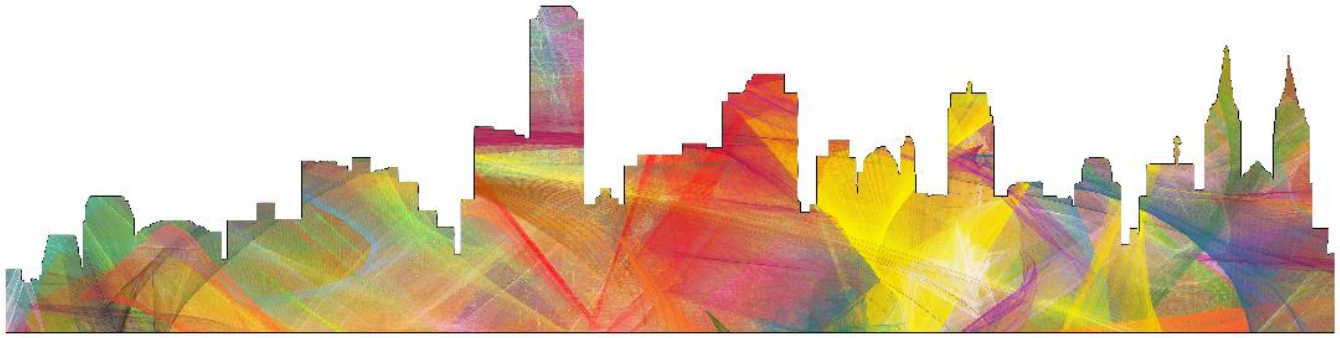


2-Nov-2017

ADELAIDE *Connected*

...What's driving our Passion & Purpose ?

Thanks to our Sponsors

paxus get connected

SMS Management & Technology

IIBA Australia Chapter

PMI ADELAIDE, SOUTH AUSTRALIA CHAPTER

And current affiliated Associations

CHANGECONNECT

Change Management Institute

IMC INSTITUTE OF MANAGEMENT CONSULTANTS

acs

WinRSA

AEA Association of Enterprise Architects Adelaide, Australia

Agenda

5:30 – 6:10	Registrations & Networking
6:10 – 6:20	Welcome / Message from our Sponsors
6:20 – 6:35	Will Noble – PMI 2017 Pulse of the Profession®
6:35 – 7:00	David Pender - “Knowledge Networks to support Innovation”
7:00 – 7:20	Paul MacDonald & Lia Kahler - “The New RAH – A Historic Change”
7:20 – 7:30	Q&A / Door Prizes
7:30 – 8:00	Networking

INTERNATIONAL Project Management Day

Paxus

Lesley Gardner, State Manager SA

"Leadership is no longer about position – but passion. It's no longer about image but impact. This is Leadership 2.0."

— Robin S. Sharma

SMS/ASG

Rob Absalom, State Director SA

ASG GROUP COMPLETES ACQUISITION OF SMS, POISED FOR STRONG GROWTH

ASG Group Limited is positioned to become a genuine alternative to Australia's Tier 1 IT service providers following completion of the acquisition of SMS Management & Technology Limited.

Will Noble

PMI, Director Corporate Relations – Australia & NZ

- He advocates an agenda of Project, Program and Portfolio Management (PPPM) professionalisation and adoption of standards and credentials in enterprise and government organisations.
- He works with ASX100 and multinational corporations to realise business and strategy results attributable to excellence in PPPM and Organisational Project Management (OPM).

Pulse of the Profession® is our annual global survey of project, program and portfolio managers charting the major trends in project management.

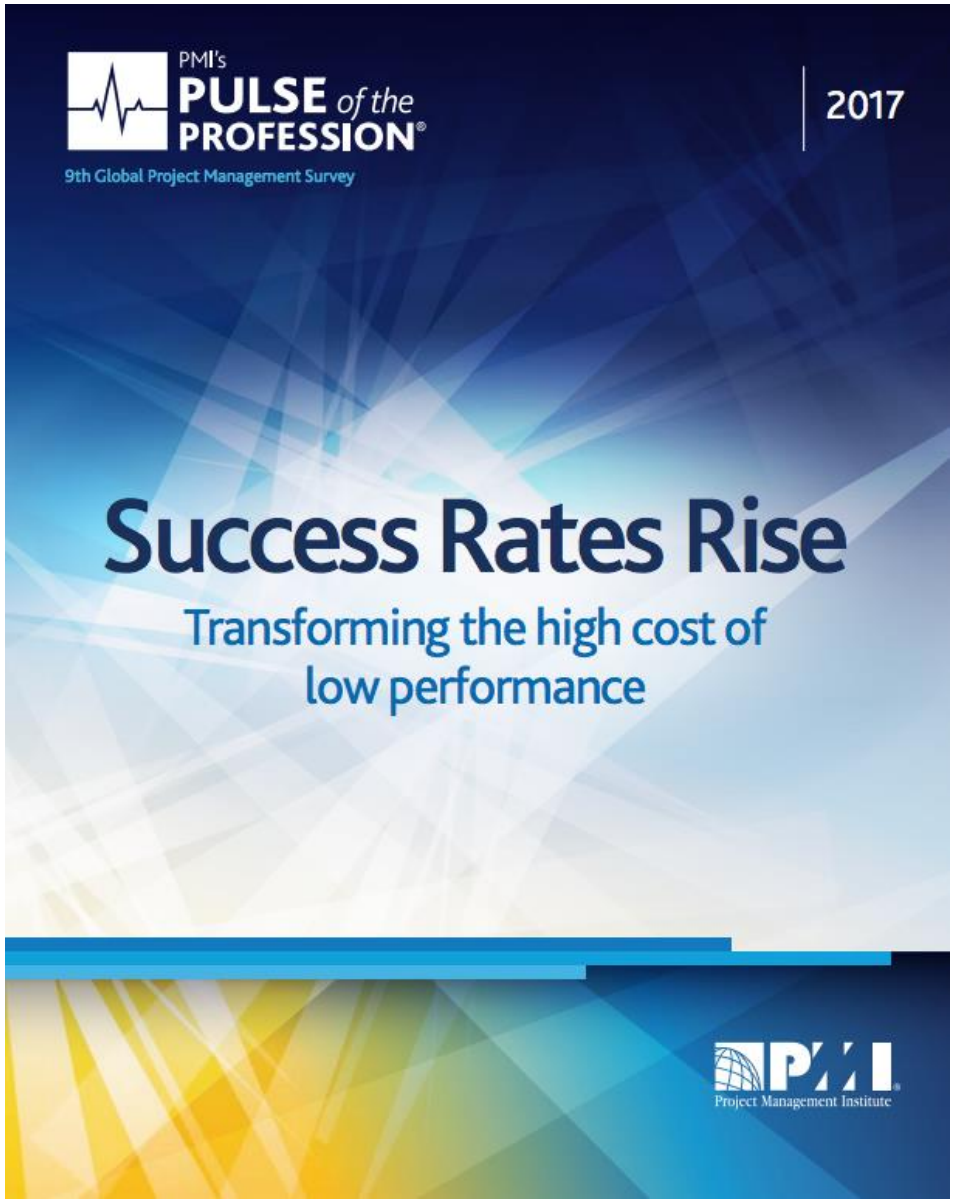
Adelaide Connected | 2 November 2017

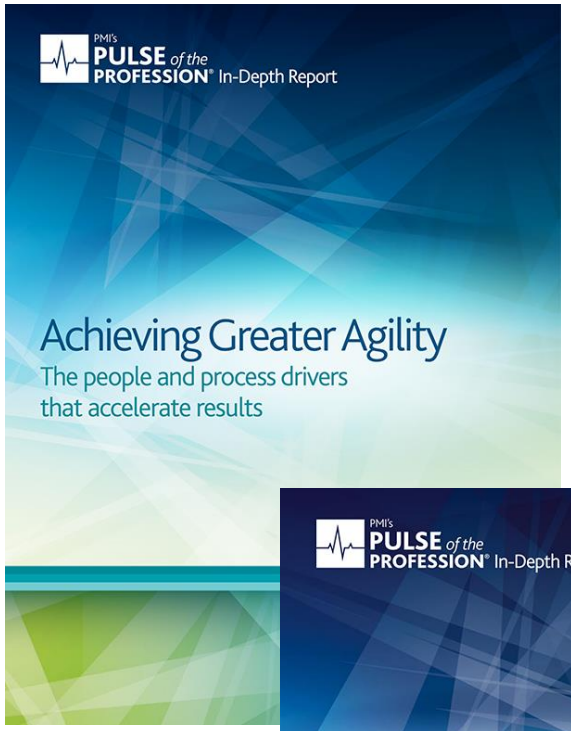
2017 PMI Pulse of the Profession®

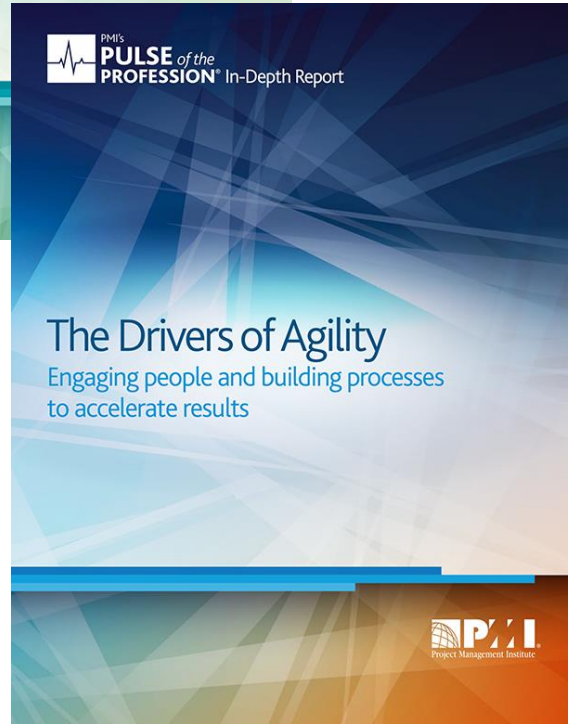
Will Noble

Director, Corporate Relations | Australia & New Zealand

@will_noble


PMI's
PULSE of the PROFESSION®
9th Global Project Management Survey
2017
Success Rates Rise
Transforming the high cost of low performance
PMI
Project Management Institute


PMI's
PULSE of the PROFESSION® In-Depth Report
Achieving Greater Agility
The people and process drivers that accelerate results


PMI's
PULSE of the PROFESSION® In-Depth Report
The Drivers of Agility
Engaging people and building processes to accelerate results
PMI
Project Management Institute

Which best describes your role?

Practitioner

PMO Director

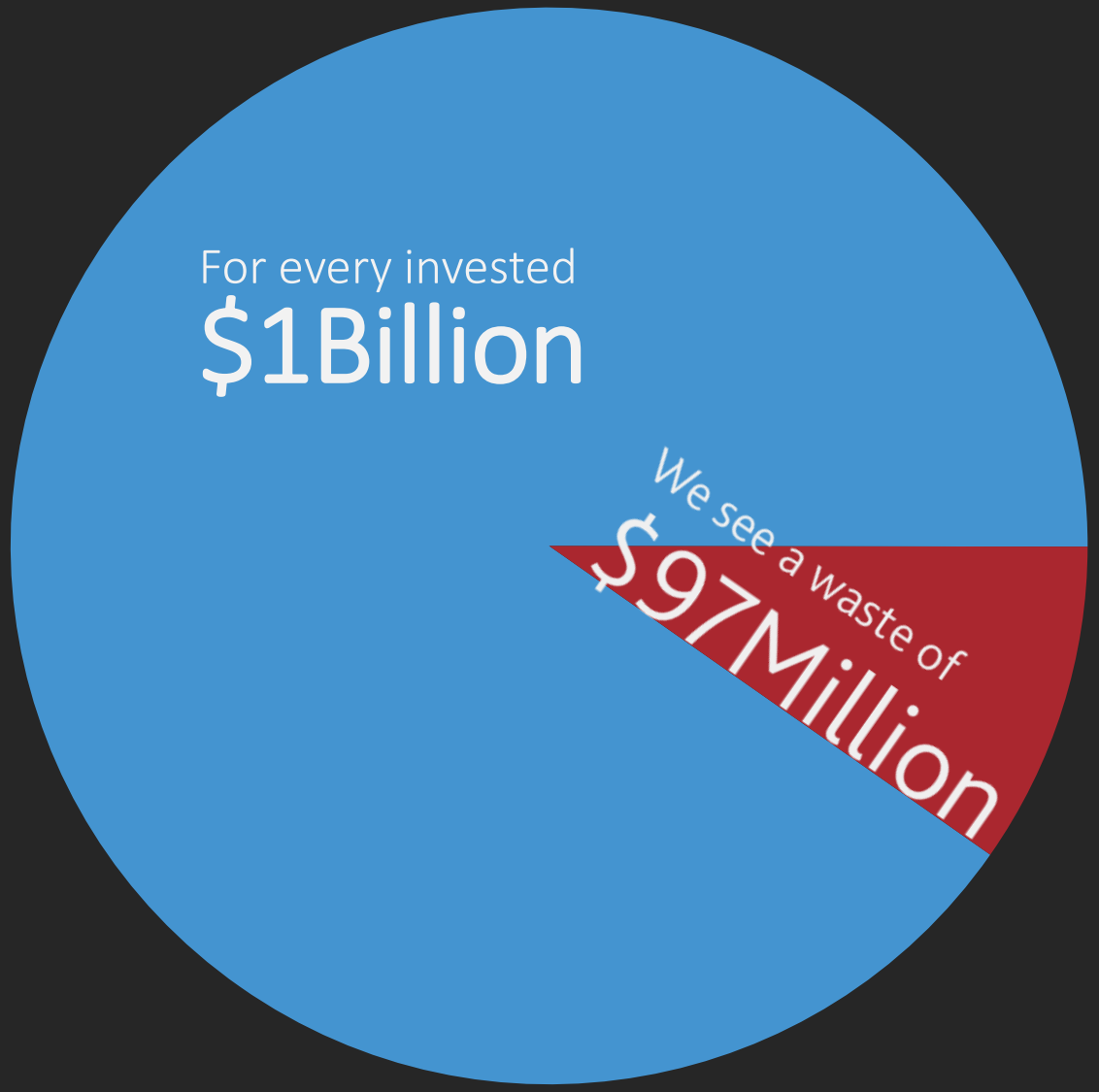
Executive Leader

Start the presentation to activate live content

If you see this message in presentation mode, install the add-in or get help at PollEv.com/app

We see $97 million wasted for every $1 billion invested due to poor project performance, a

20% decline from last year



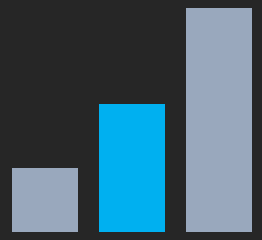
NOTE: Amounts represent a percentage that applies to any currency.

Findings: Focus Areas

Talent

Are you ready to be a project leader?

Benefits



Can you connect your team to the dream?

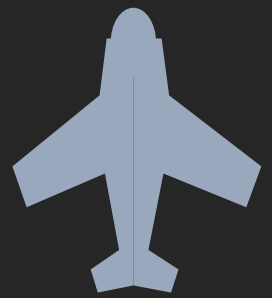
PMO

PMOs and strategic EPMOs – is yours an enabler?

Sponsor

Do you know what motivates your executive sponsor?

Agility



Agility vs Agile practices – can you identify when to use what?

What would you make your #1 focus?

Talent

Benefits

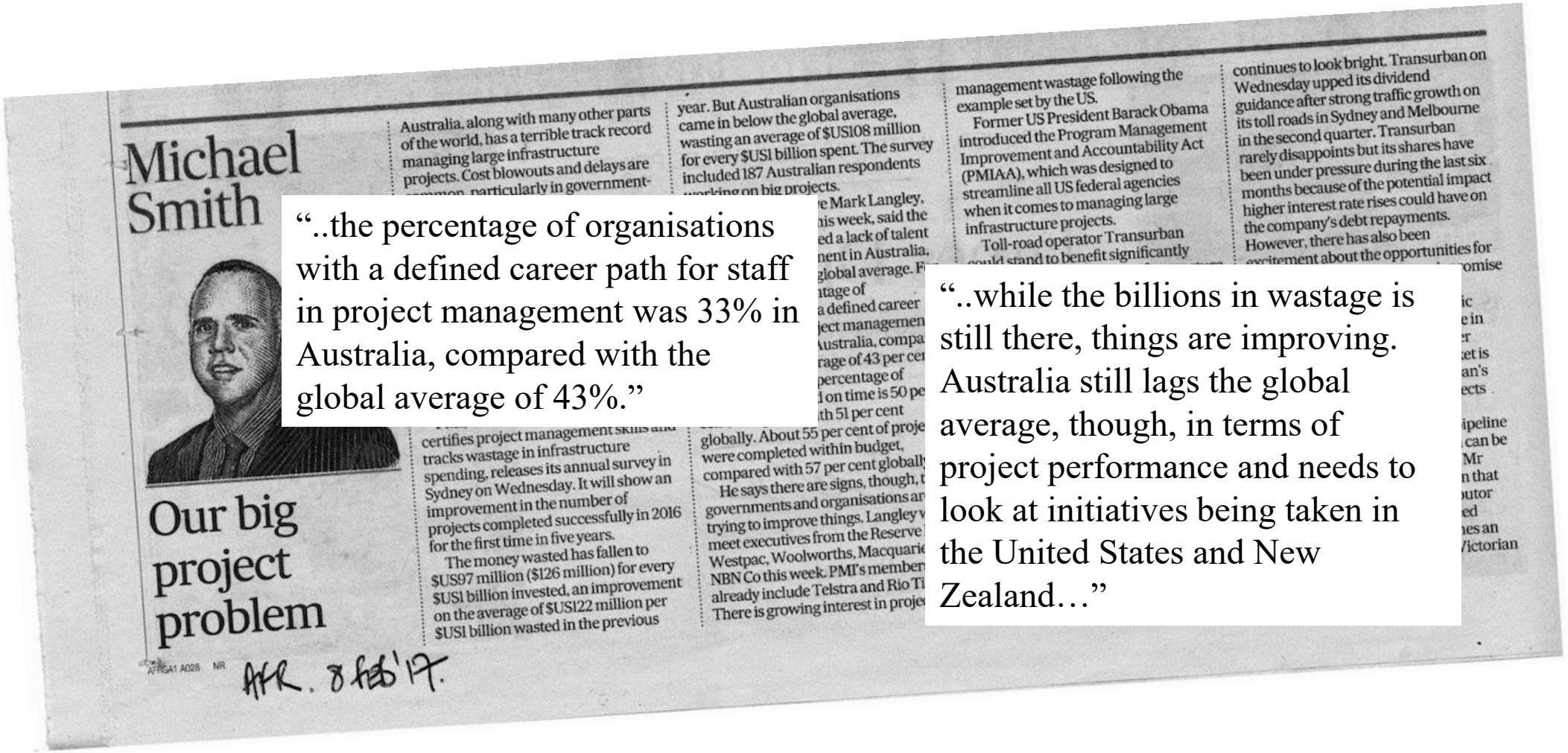
PMO

Sponsorship

Agility

Start the presentation to activate live content

If you see this message in presentation mode, install the add-in or get help at PollEv.com/app



Michael Smith

Our big project problem

Australia, along with many other parts of the world, has a terrible track record managing large infrastructure projects. Cost blowouts and delays are common, particularly in government-

certifies project management skills and tracks wastage in infrastructure spending, releases its annual survey in Sydney on Wednesday. It will show an improvement in the number of projects completed successfully in 2016 for the first time in five years.

The money wasted has fallen to $US97 million ($126 million) for every $US1 billion invested, an improvement on the average of $US122 million per $US1 billion wasted in the previous year. But Australian organisations came in below the global average, wasting an average of $US108 million for every $US1 billion spent. The survey included 187 Australian respondents working on big projects.

e Mark Langley, his week, said the ed a lack of talent nent in Australia, global average. F ntage of a defined career ject managemen Australia, compa rage of 43 per cen percentage of d on time is 50 pe th 51 per cent globally. About 55 per cent of proje were completed within budget, compared with 57 per cent globall

He says there are signs, though, t governments and organisations ar trying to improve things. Langley w meet executives from the Reserve Westpac, Woolworths, Macquarie NBN Co this week. PMI's member already include Telstra and Rio Ti There is growing interest in proje

management wastage following the example set by the US.

Former US President Barack Obama introduced the Program Management Improvement and Accountability Act (PMIAA), which was designed to streamline all US federal agencies when it comes to managing large infrastructure projects.

Toll-road operator Transurban could stand to benefit significantly

continues to look bright. Transurban on Wednesday upped its dividend guidance after strong traffic growth on its toll roads in Sydney and Melbourne in the second quarter. Transurban rarely disappoints but its shares have been under pressure during the last six months because of the potential impact higher interest rate rises could have on the company's debt repayments. However, there has also been excitement about the opportunities for omise

ic e in r et is an's ects

ipeline can be Mr n that outor ed nes an Victorian

AFRGA1 A028 NR

AFR. 8 feb '17.

"..the percentage of organisations with a defined career path for staff in project management was 33% in Australia, compared with the global average of 43%."

"..while the billions in wastage is still there, things are improving. Australia still lags the global average, though, in terms of project performance and needs to look at initiatives being taken in the United States and New Zealand…"

Powering Strategic Growth through Successful Project Management

"Organisations' ability to successfully .. implement strategic initiatives .. depends on their maturity with various aspects of project management."

within budget has increased.

There has also been a significant decline in dollars lost, including in Australia. Some 197 respondents involved in major projects across the country indicated improvement in outcomes in which dollars wasted averaged 10.8 per cent, just slightly higher than the global average of $97 million for every $1 billion invested due to project failures – which, globally, represents a 20 percent decline from the year prior.

In all, our findings continue to reinforce what we have learned in the past: that when proven project, program, and portfolio management practices are implemented, projects are more successful. Organisations are clearly making progress and they are experiencing greater success with implementing strategic initiatives. This is particularly good news because when organisations embark on projects and programs, they do so with a clear mission: to add value, advance strategies, and increase competitive advantage. So, the more mature they are with project management, the more likely they will be to achieve their mission.

At the same time, the definition of success is evolving. The traditional measures of scope, time, and cost are no longer sufficient in today's competitive environment. The ability of projects to

"Underperformers" are organisations with 60 per cent or fewer of their projects being completed on time and on budget, and meeting original goals and business intent—and having low benefits realisation maturity.

As expected, champions have higher project success rates (92 percent versus 33 percent for underperformers) and enjoy more successful business outcomes: champions waste 28 times less money than underperformers due to poor project performance.

All of these improvements and advances, which suggest growing maturity in various aspects of project and program management, come as global organisations must grapple with dramatic shifts related to technology, changing customer expectations, and demographics that challenge traditional approaches to defining and achieving organisational success.

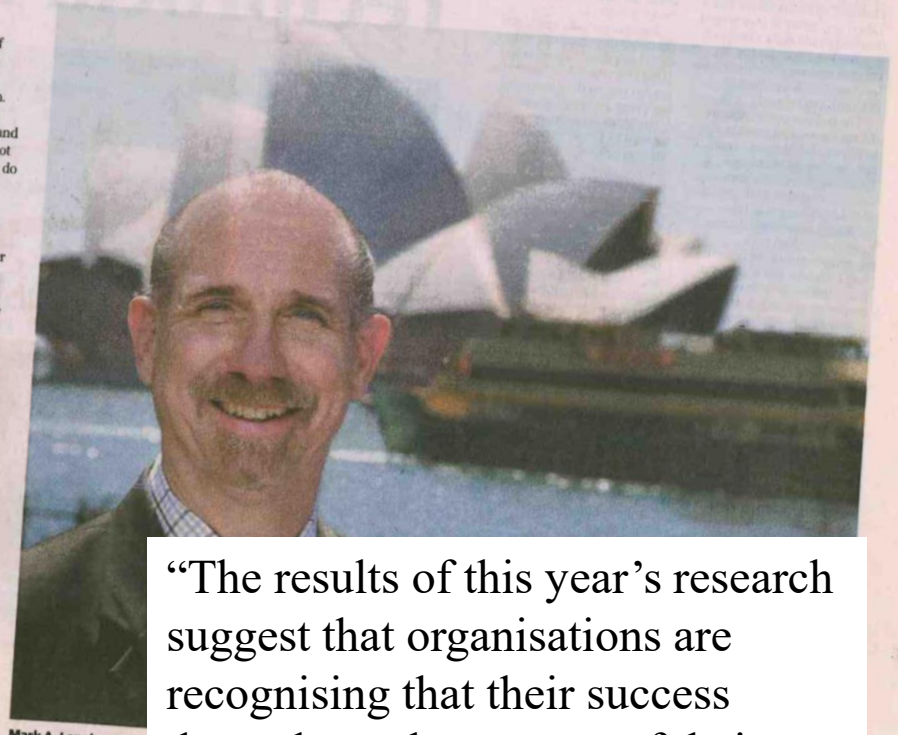
For example, global robotics spending is expected to grow from US$15 billion in 2010 to US$67 billion in 2025. The share of tasks performed by robots will rise from a global average of about 10 percent to about 25 percent across all manufacturing industries by 2025 as well. Wider robotics adoption will boost manufacturing productivity by as much as 30 per cent and significantly lower labour costs, with estimates ranging from 18 per cent lower

manufacturing is
the changing nature of
tions. Ten to 15 years
ated products and
ers they needed them.
edia, customers now
dback to each other and
hat they do and do not
portantly what they do
r service.
nomy" — largely
in technology and
enabled by changing consumer attitudes that place a premium on experiences over ownership — is disrupting numerous industries. Consider the impact that Uber, Airbnb, and Poshmark, to name a few, are having on transportation, hospitality, and fashion industries, respectively.

Finally, demographic trends are affecting the makeup of the workforce. As Baby Boomers retire, younger generations are moving into leadership positions — armed with their own ideas, demands, and perspectives. Many of them are digital natives, who will push for quicker adoption of new technologies. The mean age of the workforce is getting younger, with millennials poised to make up the largest percentage of the workforce.

Organisations' ability to successfully navigate these changes will rely largely on their ability to implement strategic initiatives — which in turn depends on their maturity with various aspects of project management. Yet too many organisations still fail to connect project and program management to strategy. In fact, they often view project and program management as operational.

They may spend a lot of time and energy developing strategic plans, bringing in outsiders who can tell them where they ought to be going, and then they leave implementation to chance because they don't understand that it's essentially project, program and portfolio



Mark A. Langley, Presi

management that will
that change.

We have long advoc
project management is
organisation's success. The trends described

results of this year's research suggest that organisations are recognising that their

"The results of this year's research suggest that organisations are recognising that their success depends on the success of their projects and programs."

Mark A. Langley is the President and CEO of Project Management Institute.

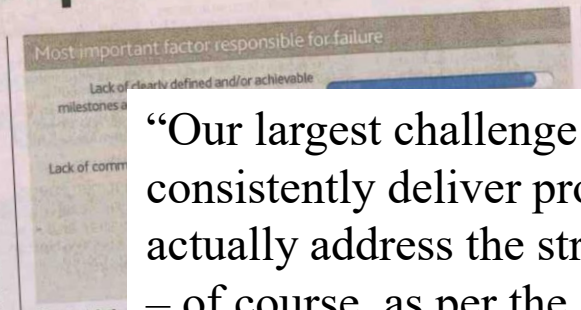
A Global Blueprint for Business Enhancement

TAXPAYERS could save millions of dollars every year if government-funded projects — such as infrastructure development and hospital construction — were managed more effectively.

In the closing days of 2016, US President Barack Obama signed into law the Program Management Improvement and Accountability Act (PMIAA), legislation that will advance how program management is implemented across the American government. The PMIAA provides a roadmap for organisations, both private and public and in the US and around the world on how to revamp their project management approach to increase collaboration, improve decision-making, and reduce risk.

The PMIAA mandates the formal implementation of established project management approaches to create a more consistent, efficient and effective federal government.

The legislation provides a framework for carrying out policy that corrects widespread inefficiencies, such as unnecessary cost overruns and preventable delays in meeting program goals and deadlines as well as improve service delivery, enable projects to be funded by the government, for instance



New legislatio
for them. Sour

hospital constr
development,
of citizens and
from the spen

Organisati
struggle to ma
project investments; according to new research from the Project Management Institute, organizations in the Government industry waste an average of $97 million for every $1 billion spent on projects and programs due to poor project

businesses and jurisdictions around the globe should be quick to imitate. The new law aims to improve efficiency in federal government projects and programs through the creation of formal jobs path for project managers in government. It will also develop a standards-based model for program management throughout the federal government; ensure there is designated senior executives in each

of the PMIAA serve as a blueprint for implementing strategies to enhance bottom-line results by increasing the likelihood that critical projects will be delivered on time and within budget.

Maximising the benefits, reducing the waste

FINDINGS unveiled in our *2017 Pulse of the Profession®: Success Rates Rise: Transforming the high cost of low performance* show that last year organisations around the globe reduced the average amount of money they wasted on projects and programs by 20 percent compared to the previous year.

The research determined that one of the reasons organisations are wasting less money on projects is due to growing attention to an important project management strategy: benefits realisation management. This method is about identifying benefits at the outset of a project and ensuring that the benefits are realised and sustained once the project ends. Nearly one in three organisations (31 percent) reported high benefits realisation maturity in the latest *Pulse of the Profession study*.

Australia's leading telecommunications and technology services company, Telstra Corporation, firmly believes in the advantages of a benefits realisation management model. It focuses on capturing one or two critical benefits coming out of a project, according to Bronwyn Clere, Executive Director for Capital Planning & Delivery, Telstra. "Our largest challenge is to consistently deliver projects that actually address the strategic issues—of course, as per the scope of those projects or the business requirements."

When organisations embark on projects and programs, they do so with a clear mission: to add value, advance strategies and increase competitive advantage. While organisations are becoming more aware of the value of project management, some are still missing significant opportunities.

PMI has identified the three stages of benefits realisation management: identification (determining whether a project can produce the intended business result); management (ensuring that the initiative remains aligned with the business objective); and sustainment (monitoring to be sure that the expected value of the project continues once the initiative is completed).

When an organisation uses this approach the results are clear. For example, when an organisation identifies benefits up front, 74 per cent of projects meet goals versus 48 per cent in organisations that do not.

"Our largest challenge is to consistently deliver projects that actually address the strategic issues – of course, as per the scope of those projects and the business requirements." (Telstra)

David Pender

Principal of Knowledge Perspectives

- Adjunct senior lecturer at the University of Adelaide Business School
- Chief Knowledge Officer of Blockchain Global Advisors
- He has a particular interest in innovation in more traditional companies, the knowledge networks needed to support the introduction of major change (including application of new technologies) and disruption

“Knowledge Networks to support Innovation”

FM

Knowledge Networks

Innovation, disruption & complexity

David Pender

Principal, Knowledge Perspectives

CKO, Blockchain Global Advisors

Knowledge Perspectives

As the operating environment becomes more discontinuous, complex & disruptive, the more impossible it is to understand and do everything by yourself.

So, what now?

Knowledge Perspectives

Knowledge networks

Innovations / disruptions

are adopted, implemented & confirmed through PEOPLE

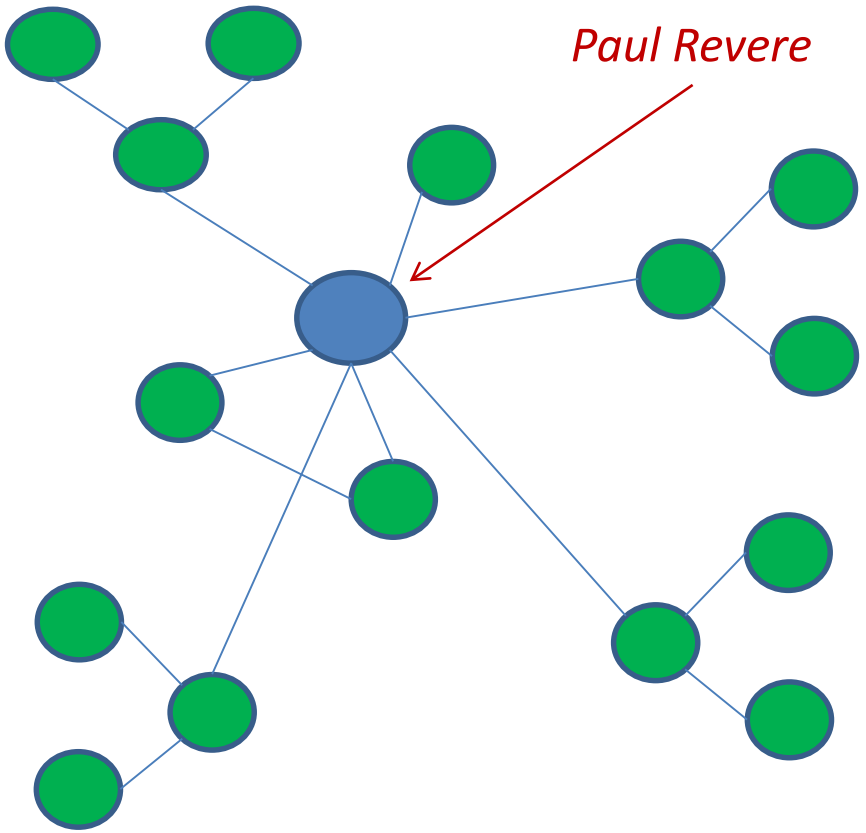
through

are created, understood & defined SOCIALLY

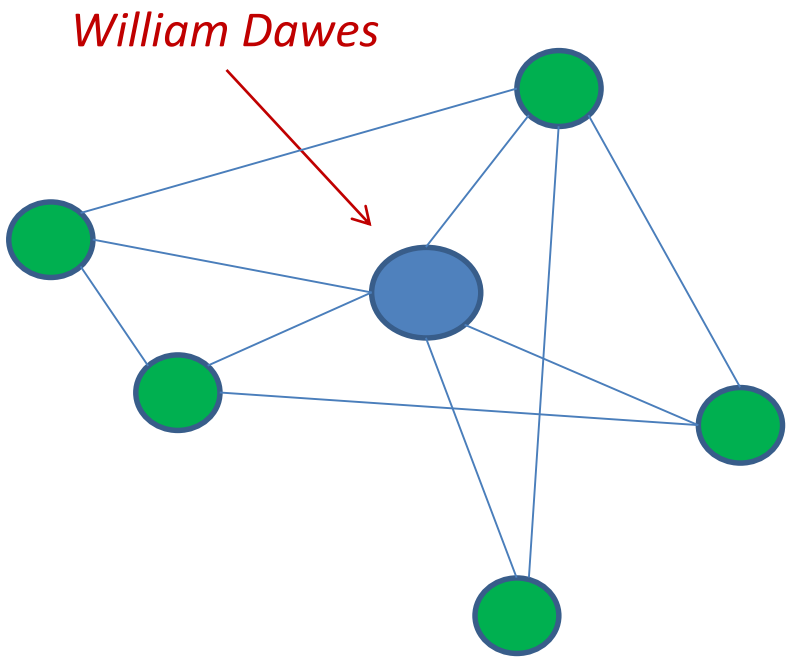
combining incomplete ideas

Knowledge Perspectives

A quick network primer



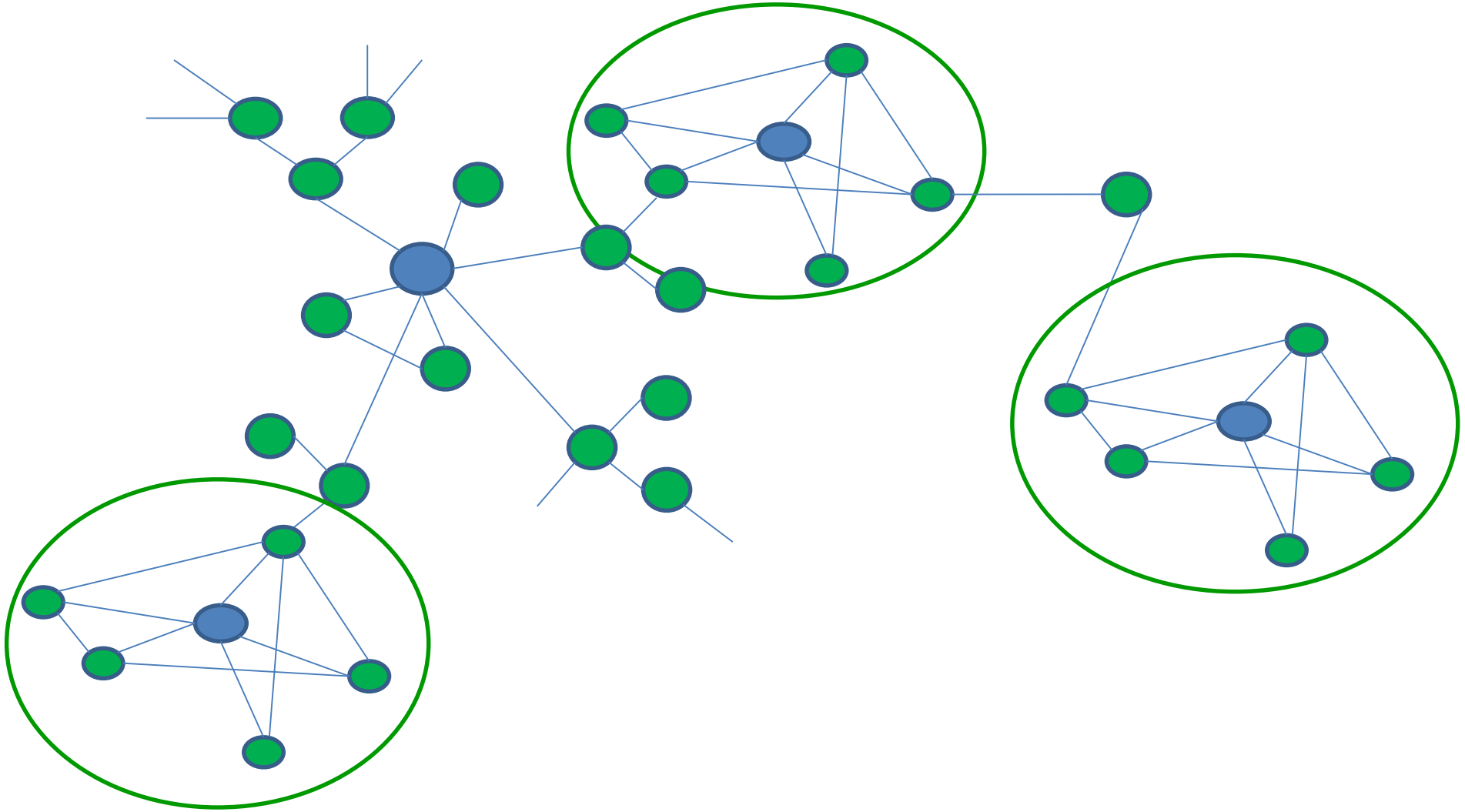
Direct visits = 7



Direct visits = 5

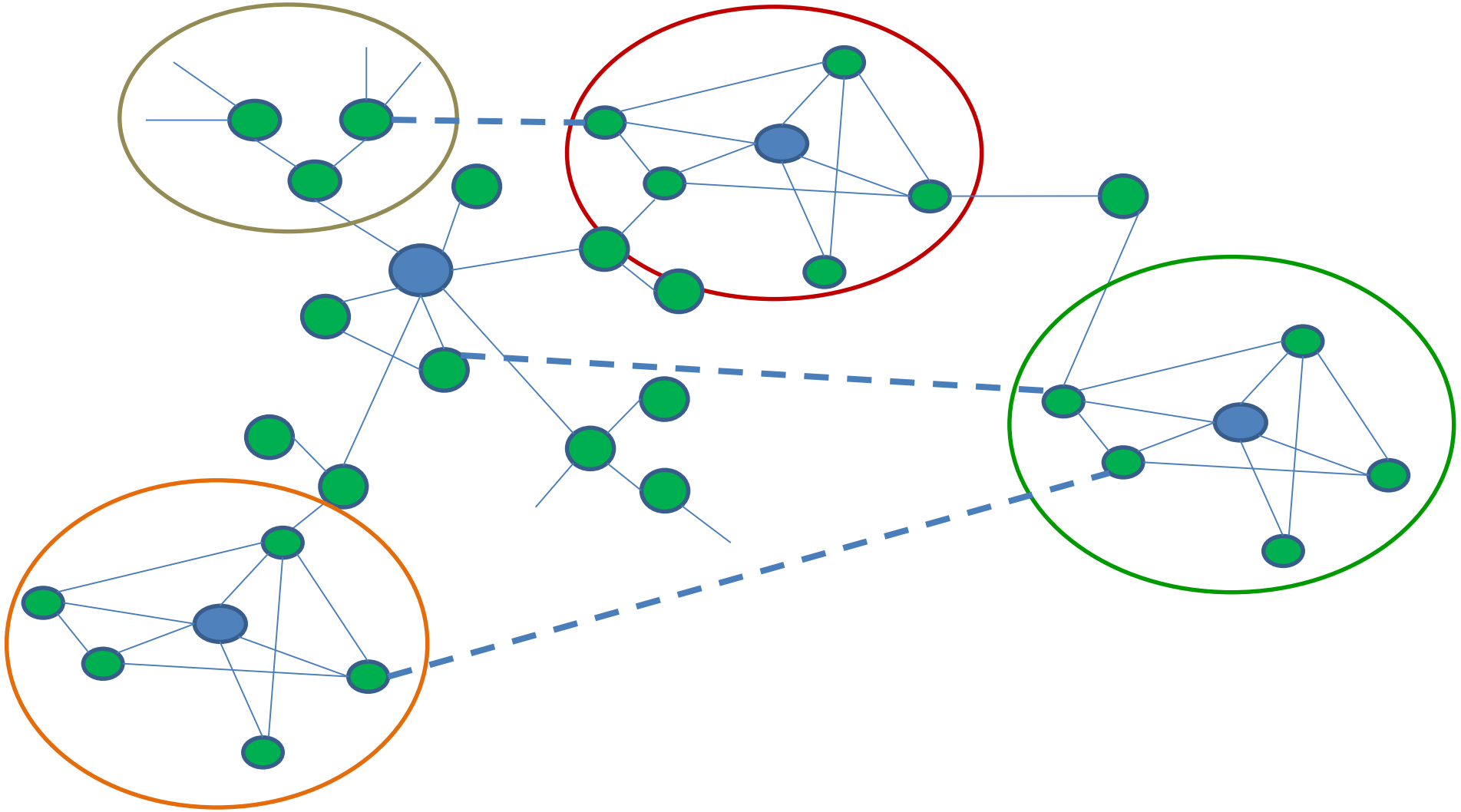
Knowledge Perspectives

KNs for innovation/disruption



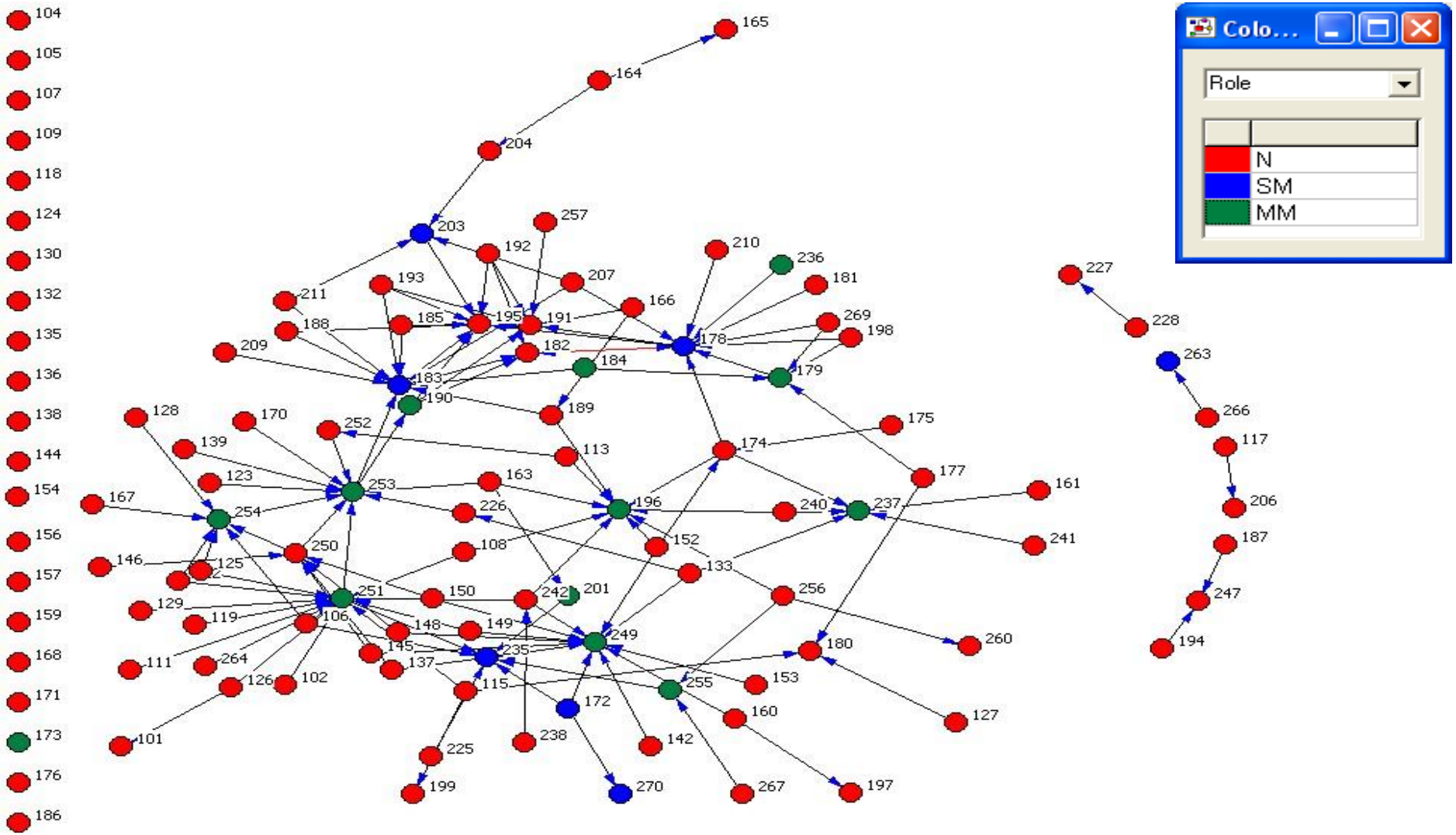
Knowledge Perspectives

KNs for innovation/disruption



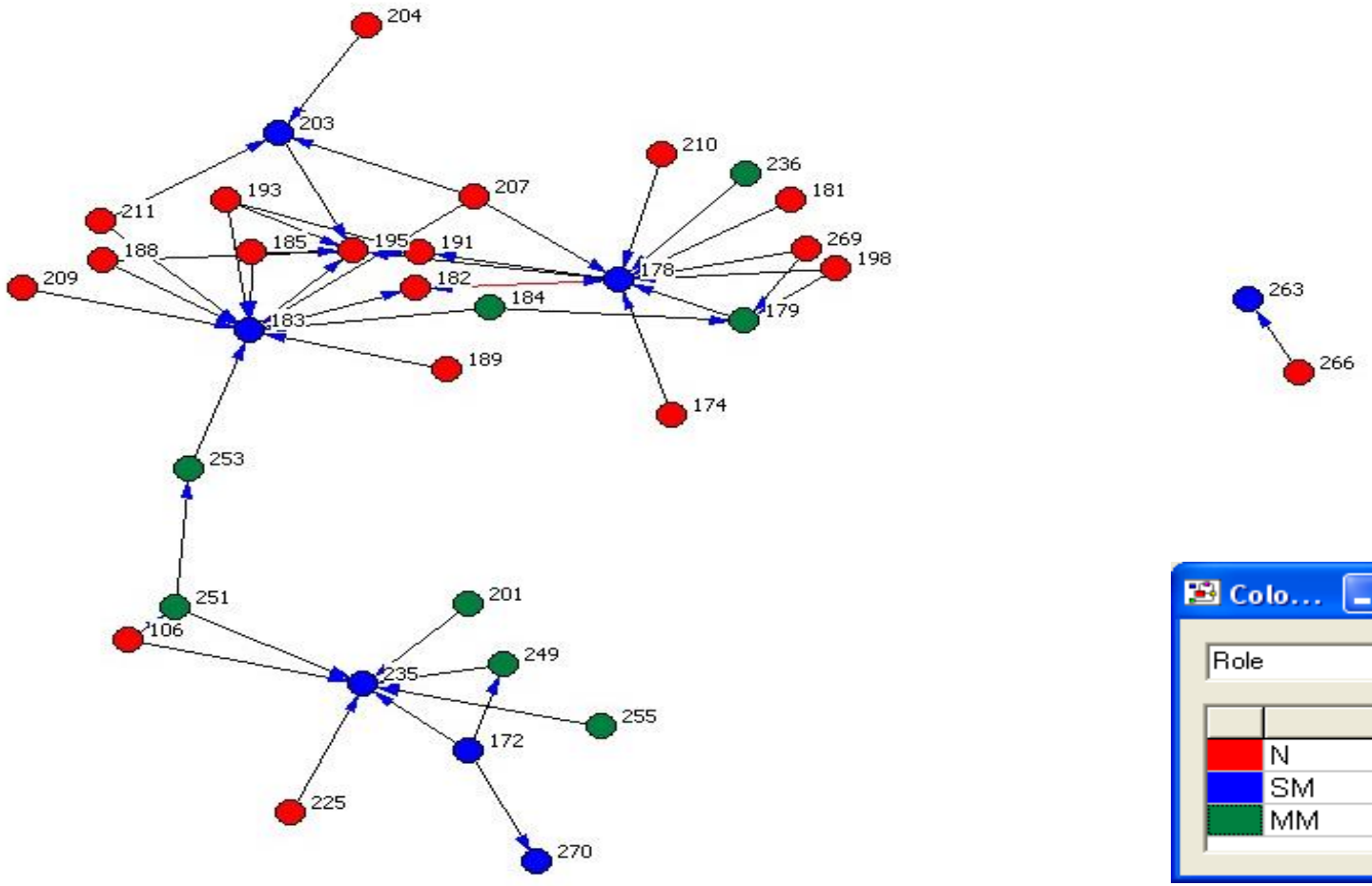
Knowledge Perspectives

Innovation network (role)



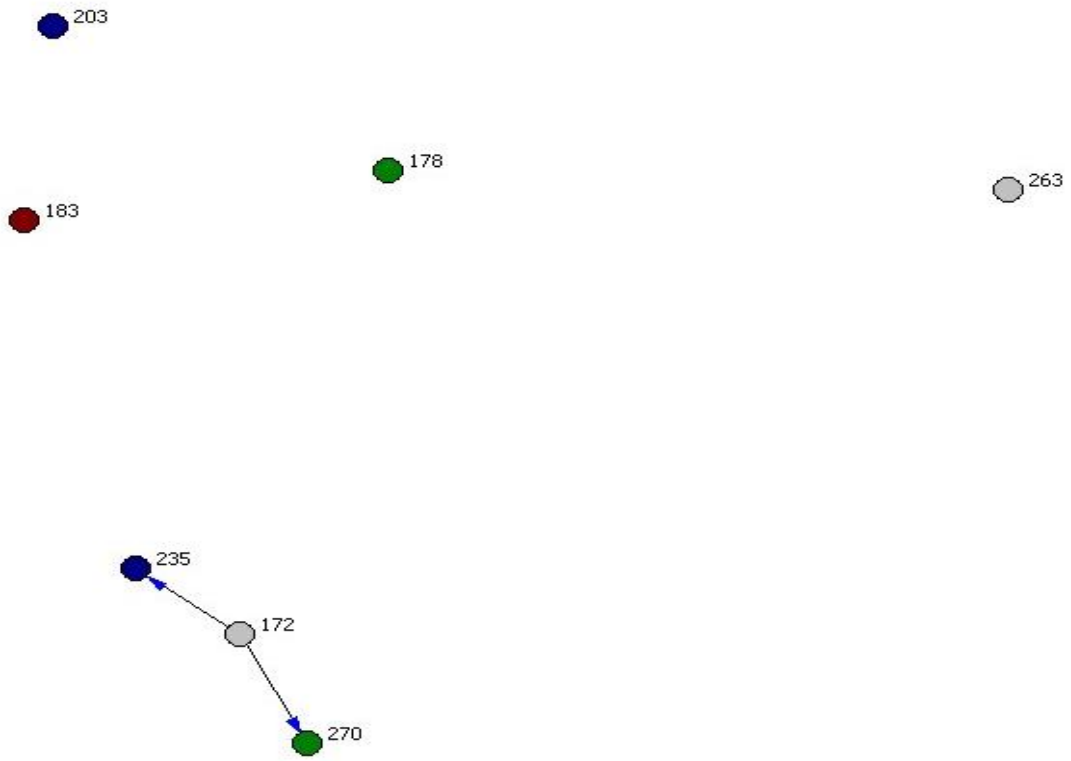
Knowledge Perspectives

Innovation network (SM)



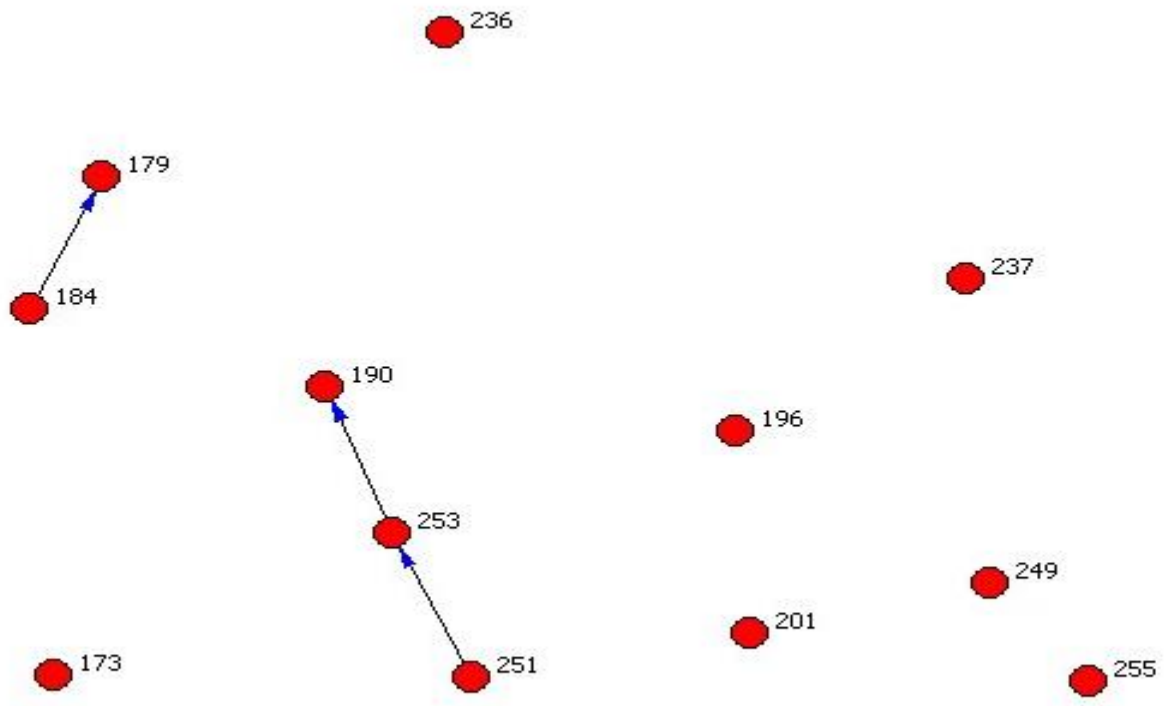
Knowledge Perspectives

Innovation network (between SM)



Knowledge Perspectives

Innovation network (between MM)



Knowledge Perspectives

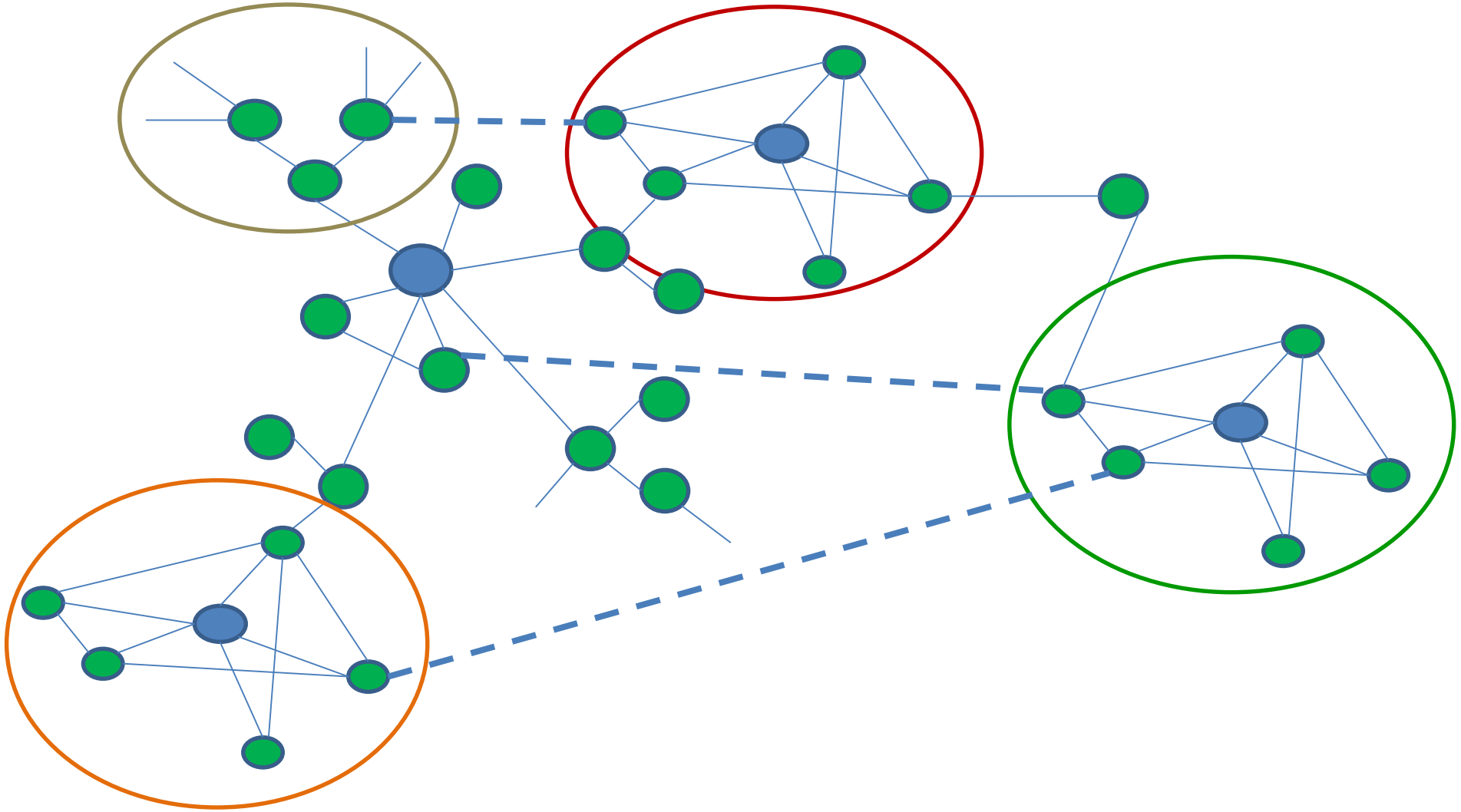
Structure

Organisations producing more innovations have more complex structures that link people in multiple ways and encourage them to "do what needs to be done" within strategically guided limits (Kanter)

	Create	Transfer	Implement
Strong ties	High cost	Critical for tacit K	Necessary for influence
Weak ties	Critical for new ideas	Aid diffusion	
Density	Inhibits	Aids tacit K	Facilitates
Brokerage	Facilitates	Critical	Hand-off

Knowledge Perspectives

Building networks “fit for purpose”



Knowledge Perspectives

Contacts

David Pender

Email: david@kp3.com.au

Phone: 0408804490

Knowledge Perspectives

Lia Kahler & Paul MacDonald

Business Analyst

Asia Pacific Capability Lead - Program and Project Services

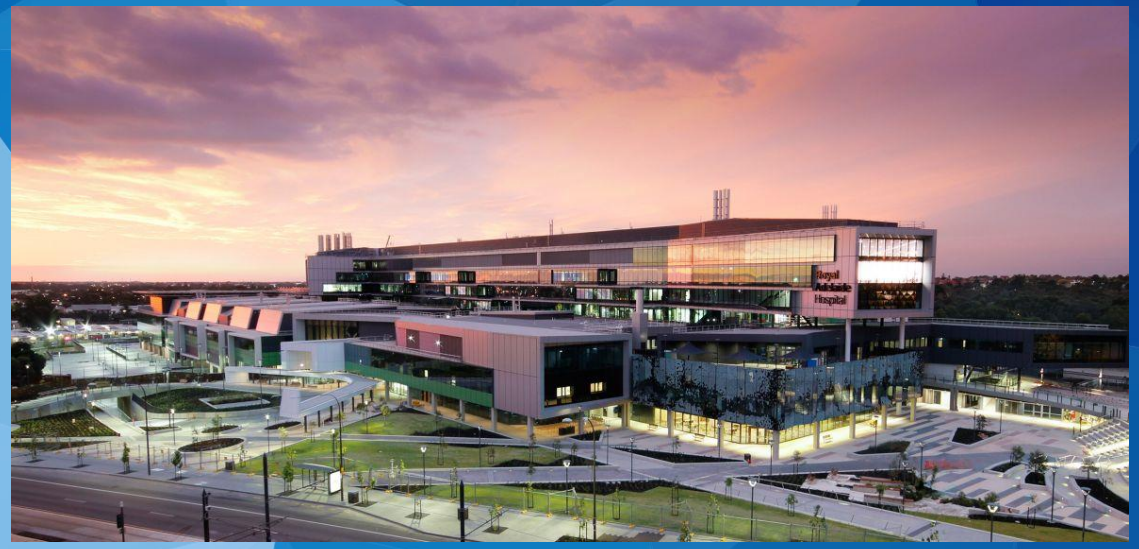
- Lia is a versatile IT professional whose career spans State Government, Defence and private industry. She has experience in business change, requirements elicitation, training and quality assurance.
- Lia is currently a committee member of the IIBA Adelaide branch and was a volunteer Tour Guide at the new Royal Adelaide Hospital.

- Paul has 30+ years experience in both local and international business environments, working across Engineering, Defence, Manufacturing, Construction, Water, Finance, Health, Agriculture, and Management Consulting.
- Paul's background is in Complex Project / Program / Portfolio Management and Benefits Management (including P3MO establishment and operation).

"The New RAH – A Historic Change"

LF

+Empowering Business



"On Your Mark, Get Set,….." Change Management for the New Royal Adelaide Hospital

Lia Kahler
Consultant

Paul MacDonald
National Principal Consultant

Adelaide Connected – 2017 Joint Networking Event
2 November, 2017

SMS Management & Technology

Presentation Dedication

…..to the project team, staff, and management of new RAH, who both individually and collectively invested personal effort, made sacrifices, and went above and beyond, so that the move to and activation of new RAH was safe and successful.

Disclaimers

- The statements made in this presentation are personal perspectives, opinions and views based on working in the new RAH Activation Project
- They should not be construed as the views of SA Health, CALHN, or new RAH Hospital Management
- Although certain confidentiality and non-disclosure agreements entered into at the time of our engagement in the new RAH Activation Project remain in force, we do not believe these have constrained or limited materially the scope or content of this presentation

Agenda

1. The Race to be Run
2. Course Obstacles
3. On your Marks
4. Get Set
5. Go!
6. Case Study
7. The Race Continues

THE RACE TO BE RUN

+Empowering Business

Hospital Focus

- 800 beds – 700 inpatient beds, 100 same-day beds
- 6000 staff transferred
- 30 per cent more capacity
- Estimated 85,000 inpatients and 400,000 outpatients cared for annually
- Estimated 1.3 million meals served per year
- Around 24,000 line items stocked hospital-wide
- More than 10,000 individual items of equipment tested and positioned

Patient Focus

- Designed to create the best possible experience for patients and their family members
  - ensure most effective flow of patients to the care they need
  - Greater levels of privacy, comfort, and infection control
  - Bedside technology (TV, telephone, internet)
- Strong focus on natural light and environment tapping into the soothing and healing qualities of nature to promote recovery
  - 100,000+ plants and trees
  - 70+ internal courtyards and sky gardens
  - an Aboriginal Garden
  - three wetland walks

Environment Focus

50% target reduction in greenhouse gas emissions compared to equivalent hospitals.

- **Co-generation** system utilises energy generator waste heat to support the building's domestic hot water system.
- **Building orientation** minimises solar thermal loads
- Extensive **daylight penetration**
- Rainwater and stormwater **harvesting**
- Extensive use of **water sensitive landscaping**
- **Water-efficient** thermal plant

+Empowering Business

COURSE OBSTACLES

+Empowering Business

Key Concept - Change Characterisation

PHYSICAL CHANGE

- Building layout, style, and physical completion
- Geographic location

PROFESSIONAL CHANGE

- Models of Care
- New Technologies and Tools
- Processes
- Work Flows

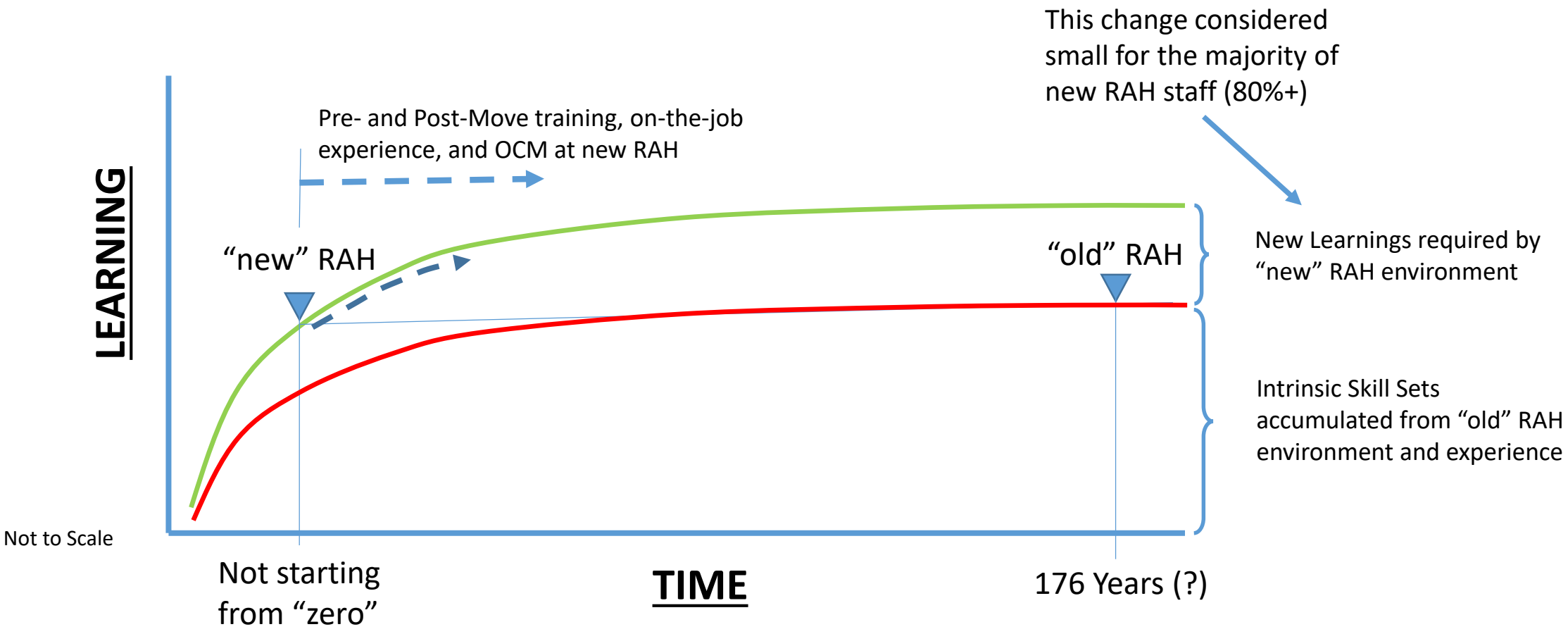
SOCIAL CHANGE

- New teams
- New colleagues, including PPP personnel
- New organisation structures
- New pressures

For each of 12 Medical Directorates

SMS
+Empowering Business

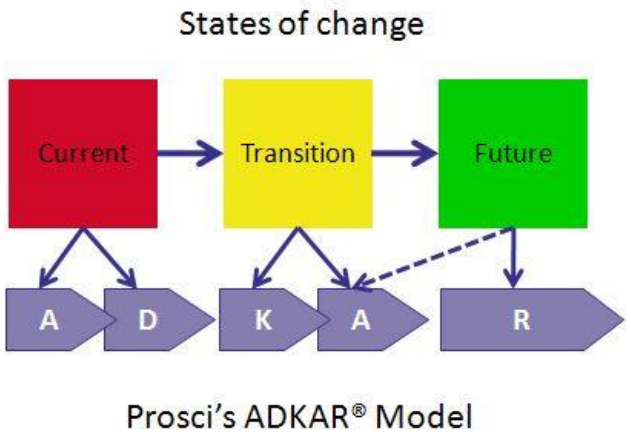
Key Concept - Learning Curve



+Empowering Business

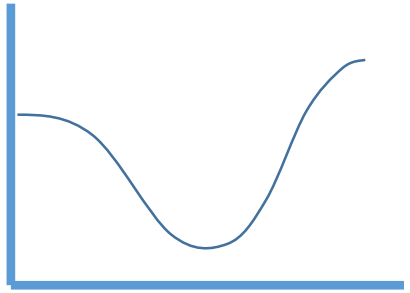
Change Frameworks Referenced

ADKAR Change Model
By PROSCI



8 Step Change Model
By John Kotter

Change Transition Curve
By Elizabeth Kubler-Ross



+Empowering Business

ON YOUR MARKS

+Empowering Business

10 Step Change Process (1/4)

1. **Start Early**
   1. Although not consistently in place throughout the project lifecycle, Change Management had been formally present in the project for several years
   2. Change Management educational work had been completed and hospital staff had a solid, basic understanding of what change management is and its importance.
2. **Assess Stakeholders**
   1. A core element of any change process is a good understanding of the stakeholders of the change
   2. This was accomplished in a variety of ways, including face-to-face interaction with established change champion groups
   3. General Public needed to be considered in the stakeholder analysis as well
   4. Allow for expression of grieving, loss and mourning as stakeholders come to terms with the changes

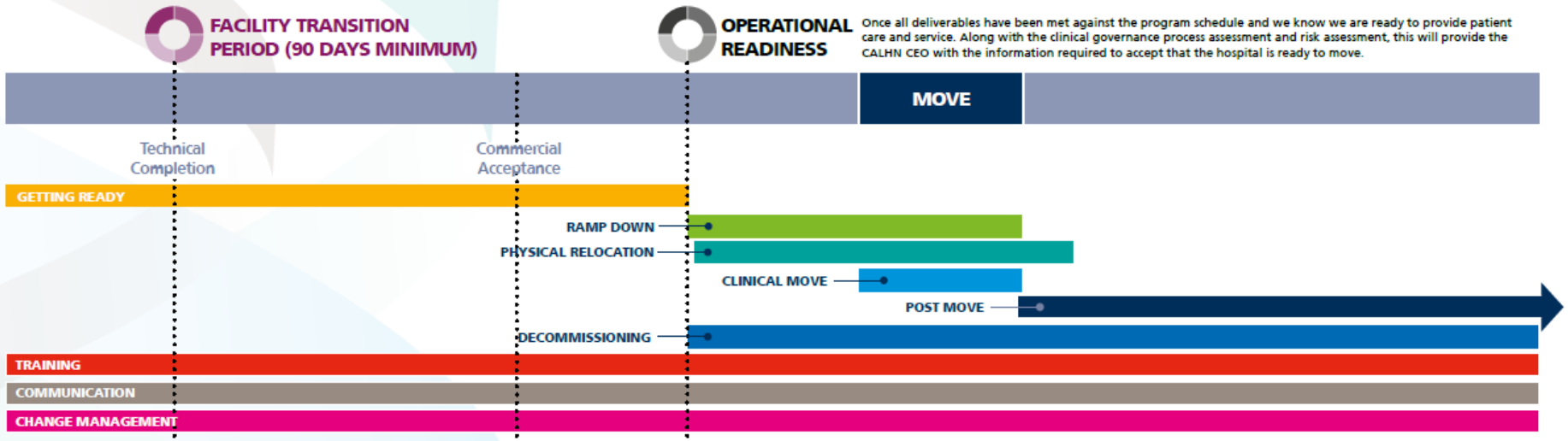
10 Step Change Process (2/4)

3. **Clear Goal and Vision of Change Intent**
   1. Goal: To achieve a successful move to the new RAH facility ensuring safety of patients, staff, and the public.
   2. Readiness and Exercising Work Stream defined Move Readiness preparations in five stages.
4. **Clarify and agree Changes occurring during the move**
   1. 12 medical directorates all with differing needs for change and adjustment convened internal Activation Teams which were supported in achieving Go-Live readiness by project coordinators
5. **Establish a Deadline and Hold it**
   1. Ministerial declaration of 5 September as the opening day for the Emergency Department provided a boost to the sense of urgency
6. **Build a plan and work as a team to complete it**
   1. Activation Delivery Management Plan – described the key elements of the process by which the move would be accomplished and defined the Activation Pathway

THE NEW ROYAL ADELAIDE HOSPITAL

ACTIVATION PATHWAY

Government of South Australia
SA Health



GETTING READY

This period covers from now until the Decommissioning phase begins. It will be a series of planned activities that need to be completed by your Directorate in readiness for our relocation to the new site. Detailed information and any supporting tools will be provided to the Activation Teams primarily through Activation Forums in a look ahead approach. Monthly Activation snapshots and the new RAH Change Community will keep staff up-to-date on progress and decisions.

FACILITY TRANSITION PERIOD

This is the period (of 90 days minimum) following Technical Completion in which the State Government confirms that everything is safe, operational and is fit for purpose. During the Facility Transition Period there are a number of activities that must occur to make sure the hospital is operationally ready. Most of the activities lead by the State fall into one of two categories – State Operational Commissioning or Operational Readiness.

RAMP DOWN

A Ramp Down period will occur prior to the Clinical Move, to reduce the number of patients in the existing hospital. This will be achieved with the cooperation of the SA Ambulance Service and other Local Health Networks.

PHYSICAL RELOCATION

The Physical Relocation Schedule is programmed over approximately a four week period including prior to the Clinical Move, during the Clinical Move and about one week post Clinical Move. Readiness and Exercising will co-ordinate the process, by engaging with professional removalists to ensure the relocation of equipment/items supports and does not compromise the Clinical Move sequence.

CLINICAL MOVE

The Clinical Move is the safe, physical transfer of patients from the existing hospital to the new facility. Throughout the clinical move over 7000 staff and volunteers will also transition to the new hospital.

DECOM-MISSIONING

Commences once Physical Relocation begins. Staff departing the site are expected to leave their workspace safe and secure by:

- removing personal items
- organising the removal of waste and linen
- securing imprests and stores
- organising the removal of any pharmaceuticals and consumables
- securing confidential documents and medical records.

POST MOVE

Post-move activities including go-live support, settling into the new hospital and ramping back up to business as usual.

SMS
+Empowering Business

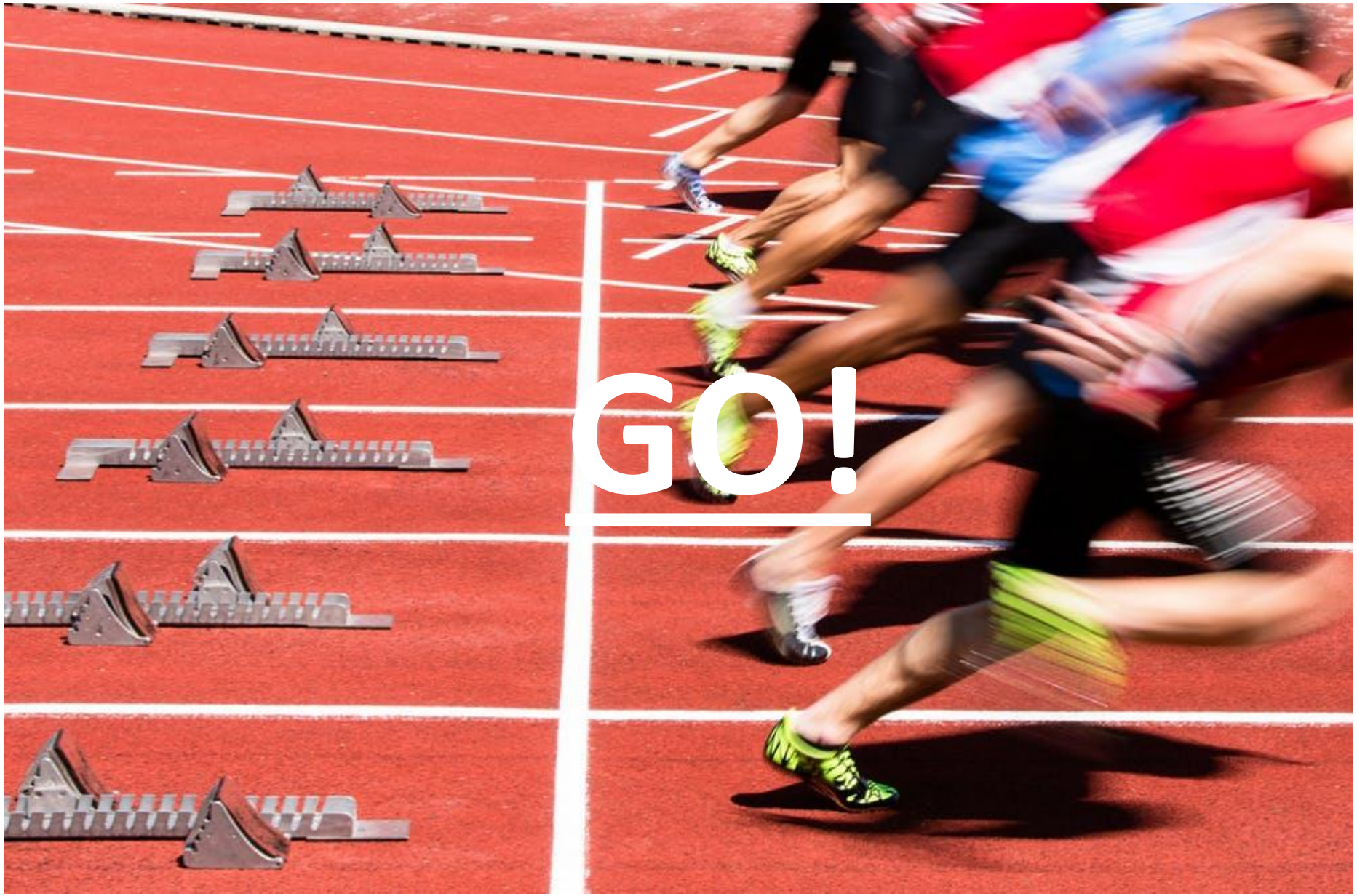
10 Step Change Process (4/4)

7. **Engage Stakeholders, Build Ownership and Buy-in**
   1. This was done across the CALHN management hierarchy as well as from within the project team
   2. Most Directorates were quite proactive to manage and own this engagement process internally.
8. **Manage Risk**
   1. Practice the move activity and prepare contingency plans
9. **Communicate with stakeholders**
   1. Dedicated Communications team throughout the project lifecycle undertook both internal and external communications activities targeted to key themes and messaging.
10. **Reinforce changes with stakeholders, post-move**
   1. New governance and monitoring processes are typically required to take over from the project monitoring and governance.
   2. Plan this in advance to guide the post move “Settle” and “Grow” phases

GET SET
2
3
4
5
6

A Sampling of Preparation activities

- **Onsite orientation** and specialist training delivered to 6,000 staff
- **General public tour days** and one dedicated to staff and their families allowed over 5,500 visitors to tour the new RAH
- **190 different vendors** worked with new RAH's biomedical teams to support assembly, testing and installation of complex medical equipment
- **Over 240 detailed risk assessments** undertaken on all departments and equipment types to ensure the new hospital was safe for staff and patients upon opening
- **Farewell exhibition** and RAH history book released to staff before move, including a Memory Wall



+Empowering Business

- Between 7 August and 6 September about 6,000 staff and 300 patients of the Royal Adelaide Hospital moved to the new, purpose-built facility at the western end of North Terrace.
- Ramp down in patient numbers accomplished so that minimum patient numbers were physically moved to the new facility via SAAS.
- Patients were moved between 4-6 September without incident.
- On Tuesday, 5 September, the Emergency Department at the new facility opened to the public, as planned.

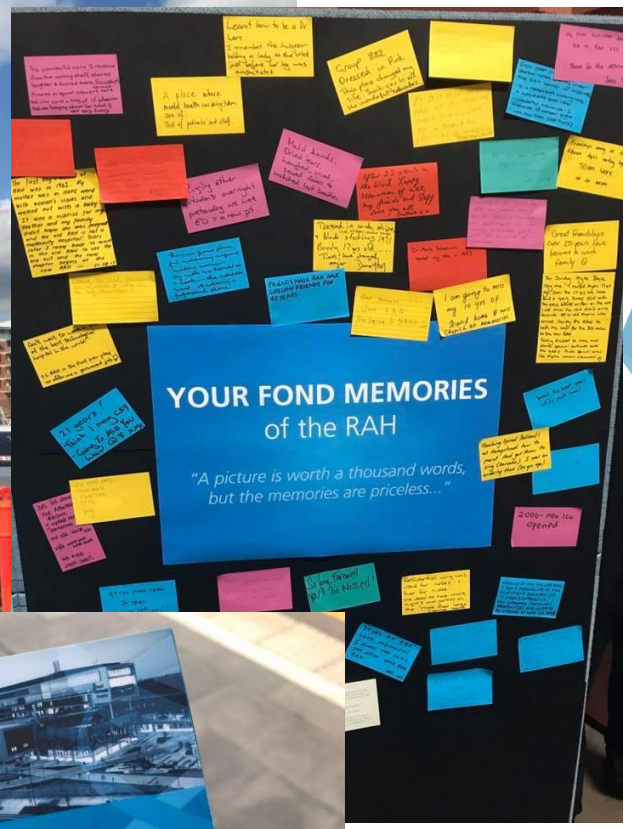
+Empowering Business

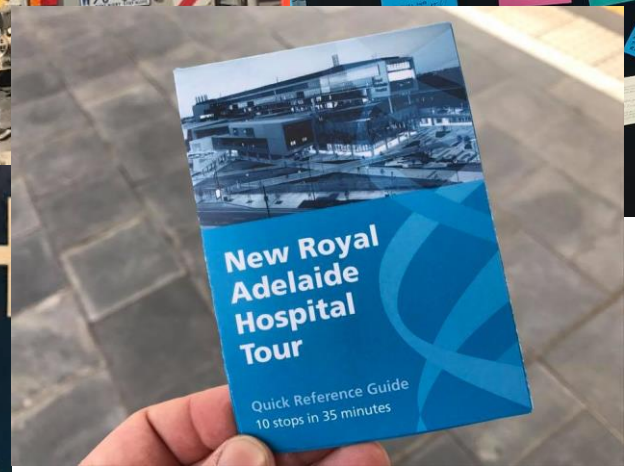
Case Study

Day 1 Workflows for Outpatient diagnostic services at the RAH

+Empowering Business

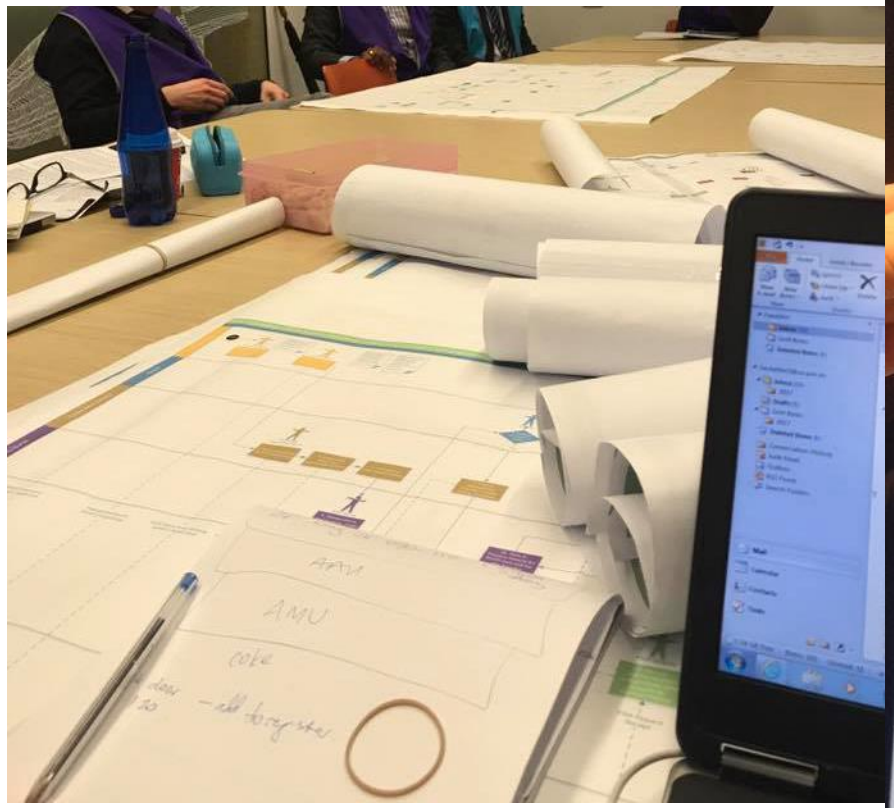
Challenges

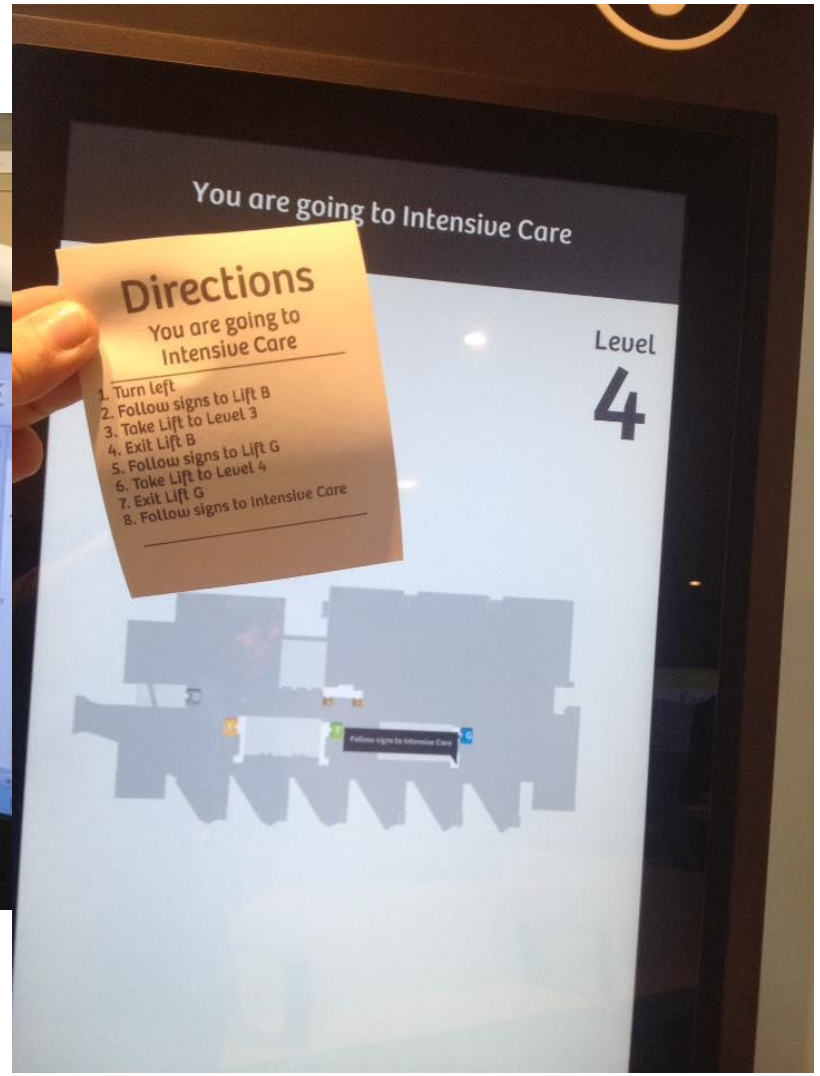




+Empowering Business

Methods and Approach



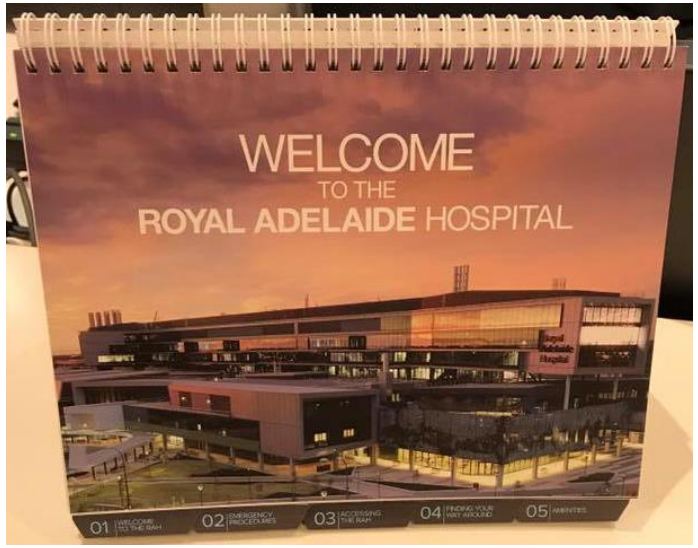


+Empowering Business

Successful Techniques

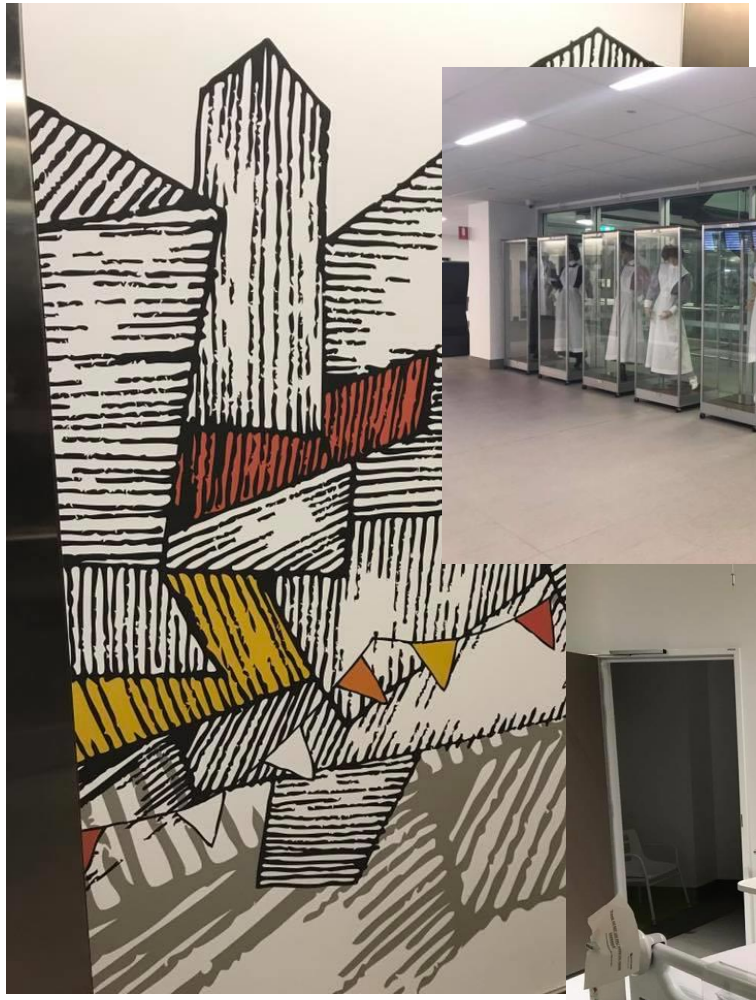
+Empowering Business

Results



+Empowering Business

Lessons Learnt



+Empowering Business

+Empowering Business

Transformation Implications

- Post-move change management activity **typically increases** rather than decreases for a period of time.
- This must be **owned by stakeholders** rather than the project team
- Passing control from project to hospital and CALHN management requires **care and mutual engagement**
- There will be ups and downs going forward, as the “settle” transitions to “grow”
- Keeping a **keen eye on the ongoing improvement** of performance is likely to be important for the hospital

Donated by...

paxus get connected

SMS Management & Technology

PMI Project Management Institute

IIBA Australia Chapter

NEC \Orchestrating a brighter world

PP

&

let's talk

and we'll do it again in 2018!

AD