Autonomous Pharmacy Framework *beta version*:
Project Management

Subcategory	Level 1	Level 2	Level 3	Level 4	Level 5
Overview Summary	**Level 1: Initial Process** There are not established practices or standards, and individual project managers are not held to specific accountability by any process standards. Documentation is loose and ad hoc. Metrics are informally collected on an ad hoc basis.	**Level 2: Structured Process and Standards** Documentation exists on these basic processes but it is not standardized. Functional management is involved in the project management of larger, more visible projects, and these are typically executed in a systematic fashion. There are basic metrics to track project cost, schedule, and technical performance, although data may be collected/correlated manually. Information available for managing the project is often a mix between summary level data, and detailed level data.	**Level 3: Organizational Standards and Institutionalized Process** Processes involve the different hospitals' stakeholders (e.g. pharmacy, IT departement, nurses) as active and integral members of the project team. Management has institutionalized the processes and standards with formal documentation existing on all processes and standards. Nearly all projects use these processes with minimal exception. Some project management tools and applications are used. Structured electronic data is collected regarding major projects.	**Level 4: Managed Process** Projects are managed with consideration to how the project performed in the past and what is expected for the future. Management uses efficiency and effectiveness metrics to make decisions regarding the project and understands the impacts on other projects. All projects, changes, and issues are evaluated based upon metrics from cost estimates, baseline estimates, and earned value. Project management tools and applications are used in every project. Structured electronic data is collected regarding all projects.	**Level 5: Optimizing Process** Management and the organization are not only focused on effectively managing projects but also on continuous improvement. Project management processes and standards are integrated with other corporate processes and systems. Project information is integrated with other corporate systems to optimized business decisions.
Governance	Project roles not formally appointed. Delivery activities, documentation, planning, escalation structure, and communication plan do not exist. Little engagement with vendor.	Project manager is appointed to each project, but the project manager has not recieved any specific training. No other stakeholders are identified formally. Basic planning is performed without assigned accountability or communication plan. Escalation route may exist informally.	Project manager is identified as part-time role and has received some training. Project plan exists but it is not always updated. Project team members are allocated to project tasks. As needed steering board meetings exist.	Full time, trained, dedicated project manager and key stakeholder are assigned regarding major projects. Project plan and status is updated real-time. Resource allocation is maintained. Regular Steering Board meetings.	Full time, trained, dedicated project manager and key stakeholder are assigned to all projects already at the planning phase. All stakeholders are engaged and have an opportunity to contribute. Project Management Professional (PMP) or country specific required standards are adopted to deliver the project.
Outcomes	No business case to measure against KPIs.	Business case exists however not considered during planning and not re-visited or measured after implementation. No KPIs are measured.	Business case is considered during planning. Some ROI and success measurement performed. Some KPIs requiring minimal effort are measured.	Business case KPIs agreed during deployment and measurement is planned. Business case re-visited when changes arise and effect on outcomes evaluated. All ROI and success is measured and promoted internally. Case studies are created. All of the KPIs are measured.	Business case KPIs agreed during formation of project and measurement is planned and resourced at the onset. Case studies created and independently verified, reporting on success of the delivery. (e.g. professional journals). All KPIs measured, scrutinized, and actions taken for continuous improvement.
Project Deployment Budget	No assigned budget for delivery. Spending not monitored.	Budget is agreed as part of business case, but not monitored during delivery.	A budget is agreed at the onset or as part of the business case and some attempt to keep track of costs against plan are made. Limited focus by the steering board on budget.	Budget agreed and actual costs are captured to a good degree of accuracy. Steering board takes an active interest in the costs and remediation plans are requested in real time.	Actual costs vs budget are reviewed at scheduled intervals. Contingency budget assigned and managed as per PMP recommendations/standards.
Supporting Systems	No project planning or project management tool in use.	Planning performed on Excel. No other collaborative tools in place.	MS Project or equivalent is used for planning. The communications plan is clear. No collaboration functionality is present and/or leveraged.	Project management tool is employed for planning and collaborative working. Enhanced functionality and integration is not present or is not being used.	Adaptive project management tool or purpose built project management tool is employed. Continuous delivery in making data-driven decisions on project plan allocations and revisions is automated. The deployment is wide-spread and all project deployment business activity must take place through the tool. Full adoption across all departments. Integrated with other systems.
Training of Users for each dedicated automated system	Staff self trained by using the live system. No training offered by the vendor. No training plan identified. No assessments performed.	Training dates are identified, but detailed plans of who, how and when are not made. Identification of expert(s) from the pharmacy are trained and carry out training. Vendor shares written training information.	Formal training plan is defined with trainees identified and informed. Training of staff is provided by the vendor. Support by vendor in working time. After initial deployment new hires are trained on the job with no training script. No follow-up compliance or refresher training exists. Online e-learning resources made available.	Trainee assessments completed and trainee certificates issued. Support (24/7) by vendor. After initial deployment new hires are trained on the job with a training script.	Refresher training and compliance training defined as standard to maintain skill and knowledge levels.

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