

Improvement Project Proposal Form

Understanding the problem, sponsorship, and change impact is critical in determining project feasibility. You should be able to answer these questions easily without much investigation.

Problem, impact, and measurements of success

What is the problem?	
How was this problem identified and by whom?	
How do we know there is a problem?	
Who or what does this impact?	
Is there data to measure the problem?	



If you do not have data...

Having data is an important step in DMAIC projects. If you do not have data or do not know where to find it, we suggest reaching out to your manager to discuss the topic and identify where you could acquire data

How is that data acquired and what system(s) does it live in?	
What will success look like for this project (e.g. metrics, specific deliverables)?	



If you can not define success....

Defining the success of your project is critical to understanding the goals and metrics you want to meet. If you can not define success, think through your problem, who/what it impacts, and even speak to your manager for help.

Scope, Timeline, and Resources

What is in-scope for the project?	
What is strictly out-of-scope for the project? (e.g. patient populations, departments, process steps, specific roles)	
What solutions are off-limits (e.g. budget monetary, staffing, IT-related issues)?	
Do you anticipate costs to run the project? (supplies, lunches, RIE, printing)	
When do you expect to complete the project? (This will be helpful when building your work plan and scoping your project)	
Are there any factors affecting this timeline? (e.g. busy season, budgets, capital requests)	

Project sponsors and team (definitions are below)

Who will help sponsor your project?	Executive Sponsor: _____ Sponsor: _____ Clinical Sponsor (if applicable): _____
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If you can't identify sponsors for your project...

Having support of your project from leaders is very important from the beginning. If you need help identifying the people above, speak to your manager for help.

Do they know about the problem and their involvement with this project?



If the sponsors do not know about the problem or project...

Set up time to meet with each of the individuals to discuss your project

Who are the customers of the process?

Who are the team members available and interested to support the project? (*Subject matter experts, influencers, informal or formal leaders*)

Change management considerations

What barriers or project constraints do you anticipate on this project? (*e.g. cultural dynamics, staff perceptions*)

Staff perceptions and workflow culture may be barriers to work through. Dynamics of admission workflow and day to day processes may change and involve a learning curve from the interdisciplinary team.

If this problem was addressed before please consider the questions below

Who was it completed by?

What were the outcomes?

Why are we revisiting?

Financial (if you can't answer this question now, please revisit as you move into improve/control. There are projects that do not have financial benefit)

Do you think there will be financial benefit to NM from this project?

Unknown, however in the future, it can help clarify specific budget components such as accommodations budget, proper staffing, etc.

Where will the benefit come from (e.g. cost reduction, revenue enhancement)?

Revenue enhancement

Next Steps:

- ☐ After addressing all hard stops (🚫), draft a charter using the information provided in this form
- ☐ Meet with executive/sponsor with your drafted charter (see drafted agenda)

Role	Responsibilities
Executive Sponsor	- Promote accountability among project team and help drive the project forward - Take ownership of addressing organizational barriers - Determine project direction, provide guidance on related work - Own communication as appropriate (kickoff large working sessions, emails to communicate interventions) - Eg: When bringing in another area, discuss project with other VPs, final approval of interventions
Sponsor(s)	- Address departmental barriers and own team communication - Provide guidance on solution generation and feasibility - Hold project team responsible for completing deliverables and taking ownership of process - Eg: Help make decisions on project priorities, discuss changes with team
Clinical Sponsor(s)	- Lead development of protocols, guidelines, and other clinical decisions - Build clinical consensus for guidance - Act as a clinical champion to promote solutions, address barriers, and gain clinical stakeholders' buy-in - Communicate changes/decisions with broader clinical audience - Eg: Present at attending meetings, have one on one conversations with MDs to create buy-in, own or delegate chart review