

Statewide Min/Max Project Team Charter

1. Key Information

Project Name:	Statewide Min/Max Project
Executive Sponsor(s):	John Wiesman
Project Sponsor:	Nathan Weed
Project Manager(s):	Brian Mannion
Initiation Date:	January 13, 2020
Estimated End Date:	November 2020 (*Postponed from 6/30 due to COVID-19 response)

2. Project Summary:

The Department of Health (DOH) has committed forming an expert workgroup to assess methodologies for determining the distribution of Levels 1- 2 trauma centers across the state. The recommendations of the workgroup will inform the Secretary of Health's final decision on how DOH will determine the statewide minimum and maximum (Min/Max) numbers of Level I and Level 2 trauma designated centers our state needs. DOH's project team will complete the work required to stand up, administer and support the external Min/Max Workgroup, and assist the Secretary as requested in making his final decision regarding trauma center designations.

3. Problem Statement and Background:

The Washington State Department of Health is responsible for designating trauma centers state-wide. As a system, DOH must make sure the appropriate trauma resources are available in the right locations and in the right quantities to optimize patient outcomes. Research has shown that too many or too few trauma centers in one area can negatively impact the trauma system and patient outcomes.

The Washington State EMS and Trauma Steering Committee advised the Secretary of Health that the methodology for determining and implementing the Min/Max numbers for Level 1 and Level 2 trauma centers is one of the most important issues to resolve. A recent American College of Surgeons (ACS) assessment of the Washington EMS and Trauma system recommended that the methodologies for calculation of minimum and maximum numbers be reviewed and revised

However, there is no clear national consensus on the optimal methodology for calculating the minimum and maximum number of trauma designated centers. With this in mind, DOH is faced with breaking new ground to optimize Washington's Min/Max methodology. To achieve this, DOH is analyzing existing information and convening a workgroup comprised of Washington-state based trauma system experts to provide guidance. Based on these inputs the department aims to establish a Min/Max methodology for the state in 2020.

4. Project Goal:

The goal of this project is to ensure the Secretary of Health has sufficient information and input from the external workgroup to make a final decision on the statewide Min/Max methodology in 2020.

5. Project Objectives and Measures of Success:

#	Objective	Outcome
1.	Sufficient research and analysis to inform final decision regarding Min/Max methodology for Level 1 and 2 trauma centers	<ul style="list-style-type: none"> • DOH staff provides sufficient information for workgroup to develop recommendations • DOH staff provides sufficient information for Secretary of Health to make final Min/Max decision
2.	Timely, effective input from Min/Max work group to inform DOH's final decision	<ul style="list-style-type: none"> • Workgroup develops and approves Min/Max recommendation document • Workgroup delivers recommendations to Secretary of Health by November 2020 (*postponed from May 30)
3.	Transparency and defensible decision-making process	<ul style="list-style-type: none"> • Stakeholders and lawmakers understand critical information and milestones in decision-making process • Stakeholders and lawmakers express understanding of and faith in the fairness and efficacy of process results

6. Project Scope:

This project incorporates all research, analysis, public process management and project management required to ensure the Statewide Min/Max Workgroup issues credible recommendations regarding the Min/Max methodologies for Level 1 and 2 trauma centers, to the Secretary of Health by November 2020 (*postponed from May 30).

In Scope

- Project management to integrate key work streams necessary for achieving objectives on time, and maintaining a transparent and reliable project tracking system
- Launching, administering and supporting a Statewide Min/Max Workgroup (the workgroup)
- Preparing information, policy analysis, and decision-making tools for the workgroup and Secretary of Health

Out of Scope

- Anything unrelated to the establishment of a statewide Min/Max methodology in 2020
- Implementation of final methodology
- Representing DOH's final decision on Min/Max methodology (Secretary of Health makes final decision, not this project group)

7. Deliverables:

Deliverables
Final workgroup recommendations document and presentation to Secretary of Health
Research and analysis to support workgroup decision
Research and analysis on methodologies to support Secretary's final decision; final DOH report on Min/Max findings
All project documents and meetings necessary to support project and work group administration, including charter, agendas, decision-making tools

Up to 10 facilitated external workgroup meetings, including kick-off

Final project report including lessons learned

8. Governance:

The Project Sponsor, in close coordination with the Executive Sponsor, will provide timely and coordinated decisions that ensure high-quality execution of project objectives, align stakeholders on issues and direction, and keep project deliverables on schedule.

Roles and Responsibilities

Project Role	Role Description	Team Member(s) Assigned
Executive Sponsor	<ul style="list-style-type: none"> Set strategic direction; approve final scope, schedule and budget for project Secure proper resourcing and resolves conflicts at executive level Ensure timely decisions regarding changes to scope, schedule, and budget as well as properly escalated risks Final authority on appropriately escalated decisions Responsible for final outcome; represents DOH to public 	John Wiesman
Project Sponsor	<ul style="list-style-type: none"> Final word on communication with external work group Approves project charter, work breakdown structure and project plan; approves changes within approved scope, schedule, budget Supports Project Manager, Leads and Project Team to overcome organizational obstacles, championing agency support for project; ensuring proper resources are available Breaks ties among project team, escalates issues to executive sponsor as appropriate Responsible for completion of project tasks and deliverables 	Nathan Weed
Project Manager	<ul style="list-style-type: none"> Develop and maintain the project charter Creates and execute project plans; provide schedule updates Keep team and sponsor informed of progress Identify, track and escalate critical issues, risks and decisions Facilitates project meetings and administration Facilitate resolution of issues to accomplish goals 	Brian Mannion, Ashley Daniel
Work Stream Leads	<ul style="list-style-type: none"> Assigns, schedules and tracks work within work streams Control project to remain in scope and on schedule Identify, track and escalate critical issues, risks and decisions Facilitates work stream meetings and administration Represents work streams in project and work group meetings 	Dolly Fernandes Jim Jansen
Project Admin	<ul style="list-style-type: none"> Project and Work Group logistics Final document assembly 	Sarah Studebaker
Public Process Designer (Consultant)	<ul style="list-style-type: none"> Develop work group processes in collaboration with work stream lead and project manager, including cadence, decision-making process, and facilitation strategies and techniques. Design and implement meeting agendas. Facilitate meetings. 	Porsche Everson
Project Workgroup (Project Team)	<ul style="list-style-type: none"> Complete project assigned tasks, including consulting SMEs Actively project attend meetings and engage in discussion (or send delegate) Openly discuss risks and issues; work to resolve Be transparent <ul style="list-style-type: none"> Raise issues and risks promptly Share schedule updates (milestones and deliverables) Identify cross-project dependencies 	Tim Orcutt Tony Bledsoe Ben Booth Tara Bostock Adam Rovang

- Communicate important updates and schedules
- Presents work/incorporates feedback from external work group, as directed by work stream lead

Decision-making structure

Project Role	Decision-making authority and responsibility	Decision-making method	Escalation & direction
Executive Sponsor	<ul style="list-style-type: none"> ● Setting and changing project goals, scope, schedule, budget ● Final decision on risks escalated by sponsor ● Tie breaker/final word for sponsor-level and cross-divisional disagreements ● Mitigate risks that could affect overall project scope, schedule, budget 	Executive Sponsor decides	Final decision-maker for project ↓ Provides direction to project sponsor
Project Sponsor	<ul style="list-style-type: none"> ● Approving and changing project work plan(s) and resource allocation within approved overall project goals, scope, schedule, budget ● Final decision-maker for escalated decisions escalated by project manager or change manager within sponsor authority ● Mitigate risks within scope of project to maintain scope, schedule and budget 	Sponsor decides with input from PM	↑ Escalates decisions and risks that could affect overall project scope, schedule, budget to executive sponsor ↓ Provides direction to PM
Project Manager (PM)	<ul style="list-style-type: none"> ● Proposing and managing project plan, schedule ● Resource allocation as agreed by sponsor ● Final decision-maker for escalated decisions, issues and risks within scope of project manager authority ● Escalation point for all project decisions on which work stream leads cannot reach consensus 	Project manager decides with input from work stream leads	↑ Escalates decisions and risks that affect project's ability to meet scope, schedule budget ↓ Provides direction to project leads; including assigning tasks and breaking ties on decisions
Work Stream Lead	<ul style="list-style-type: none"> ● Provides input to develop integrated project plan ● Makes decisions within work stream ● Resource allocation within work stream ● Approves work packages for project plan ● Identify cross-over points and coordination strategies with PM ● Break ties/make and final decisions within work streams when consensus cannot be reached. ● Escalation point for all issues, risks and decisions raised by project team members 	Consensus between leads	↑ Escalates decisions and risks that affect work stream's ability to meet scope, schedule budget ↑ Escalate all risks and decisions where consensus cannot be achieved ↓ Provides direction to work stream resources; including assigning tasks

Project Team Members	<ul style="list-style-type: none"> • Provide input to work stream to develop and refine project plan and work breakdown structure • Scheduling and managing work assigned to project team at work-package level • Empowered to make decisions about work tactics and risk mitigation at the work package level 	Consensus within work stream	<ul style="list-style-type: none"> ↑ Escalates decisions above work package level to work stream lead ↑ Escalates all risks/issues to work scope, schedule and budget to work stream lead ↔ Keeps other team members informed by sharing relevant info with project team colleagues
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Project Team Work Agreements

Outward mindset: We will strive to see our teammates and stakeholders as people who matter like we do.

Communication: We will engage in honest and open communications with each other throughout the project.

Accountability: We will hold ourselves accountable for achieving our project’s goal as a team.

We will attend project meetings on time and prepared to participate.

We will complete our assigned tasks well and on time, and we will speak up promptly when we see an issue that could affect our ability to do so.

Cooperation: We will openly ask for help when we need it, and we will strive to provide help when asked.

We believe that conflict can be constructive; when we disagree about project work, we will presume good intent, focus on the facts and revisit our charter to ensure alignment.

We commit to following our decision-making processes in good faith.

We will support the team’s final decisions, even if we disagree individually.

9. Assumptions, Constraints and Risks:

Assumptions:

- DOH makes final decision on Min/Max methodology
- DOH project decisions are made in timely manner
- Funding for project resources ends June 30, 2021*
- Project resources will prioritize project work and not be reassigned to non-project work and will complete task in a timely manner
- Facilitation procurement complete by Jan. 27
- DOH agrees to seek resources for methodology development work stream as needed
- Consensus is not required for recommendations
- Project team will be empowered to complete work to agreed specifications

Constraints:

- DOH resources will not be available full time, but will prioritize work
- Legislative session will be competing for resources
- DOH must maintain neutrality during this project

Risks:

- DOH decisions not made in timely manner to support designation schedule for 2020
- DOH resources are not sufficiently prioritized for this project; friction between functional teams and project team

- DOH project group not empowered to complete work in timely manner
- Work group does not have sufficient info to assess options
- Scope, role and authority of work group vs DOH project team not understood
- External resources are not adequately integrated into project structure
- Public process is not sufficiently organized/supported to support work group

10. Acceptance:

By signing this document, I agree to support this project as described above. Physical or electronic signatures are acceptable.

Executive Sponsor	Title	Signature	Date
John Wiesman	Secretary of Health		

Versions:

V.	Title	Focus	Date
1.	Approved by work group leads and sponsor	Dolly provided edits to background and constraints	1/6/19
2.	Final review	Minor edits for grammar and style from project team	1/17/19