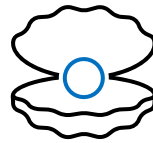


# project management pearls



**Peter A. D. Steel, MA, MBBS, FACEP**

Associate Professor of Clinical Emergency Medicine

Vice Chair of Clinical Services

Department of Emergency Medicine

Weill Cornell Medicine

calibrating to culture



1

create basic infrastructure: teams, meetings, basic data  
standardize core practice operations; begin to optimize  
team development through consensus culture



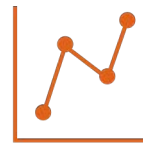
# 2

optimize core practice operations

develop capability, capacity and talent

clinical program development / expansion /

develop & implement systems of accountability & transparency



Outliers

3

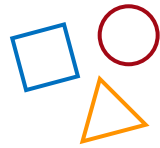
achieve research growth and impact

formalize processes for enhanced collaboration and innovation

optimize visibility and culture



# the basics



- o concept
- o design
- o measurement
- o launch
- o maintenance

# conception

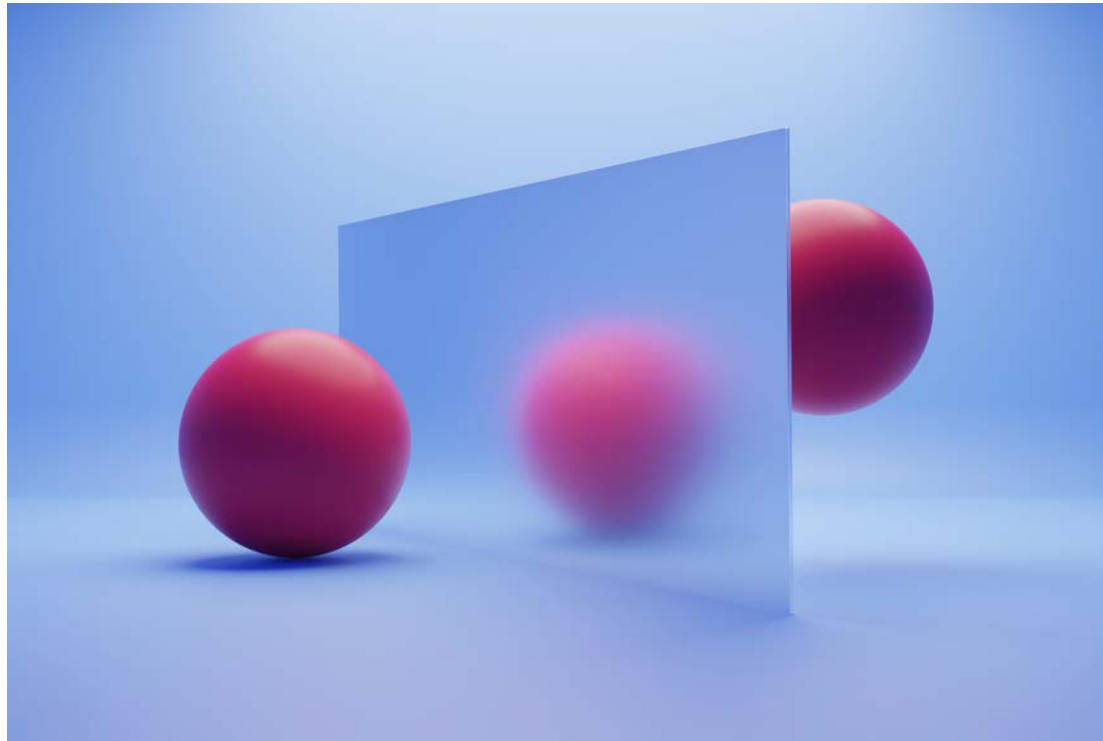


innovation requires deep knowledge  
of foundational infrastructure





value of the **historical** naysayer



o what are the drivers of the issue?

- o quality & patient safety
- o operational efficiency
- o patient experience
- o financial

o what is the history?

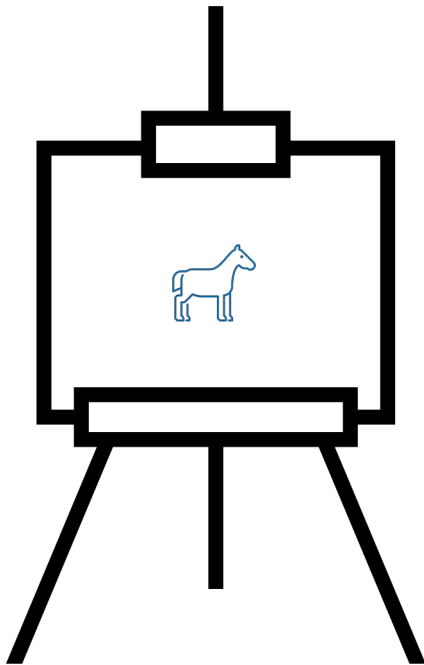
- o how old is the issue?
- o what have we done before?
- o what has been done before?

o ballpark potential delta?



design pearls





- reflect on institutional culture

- broad stakeholder engagement



- senior engagement



- the missing link in healthcare?

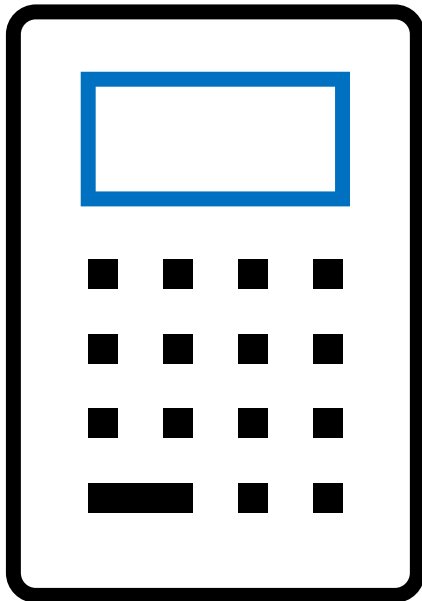


- still missing something?

measurement pearls



# Early Measurement Decisions



- Right after conceptualization
- Problem
- IMPACT
- baseline vs control
- multidimensional
- research?

# Informatics Infrastructure



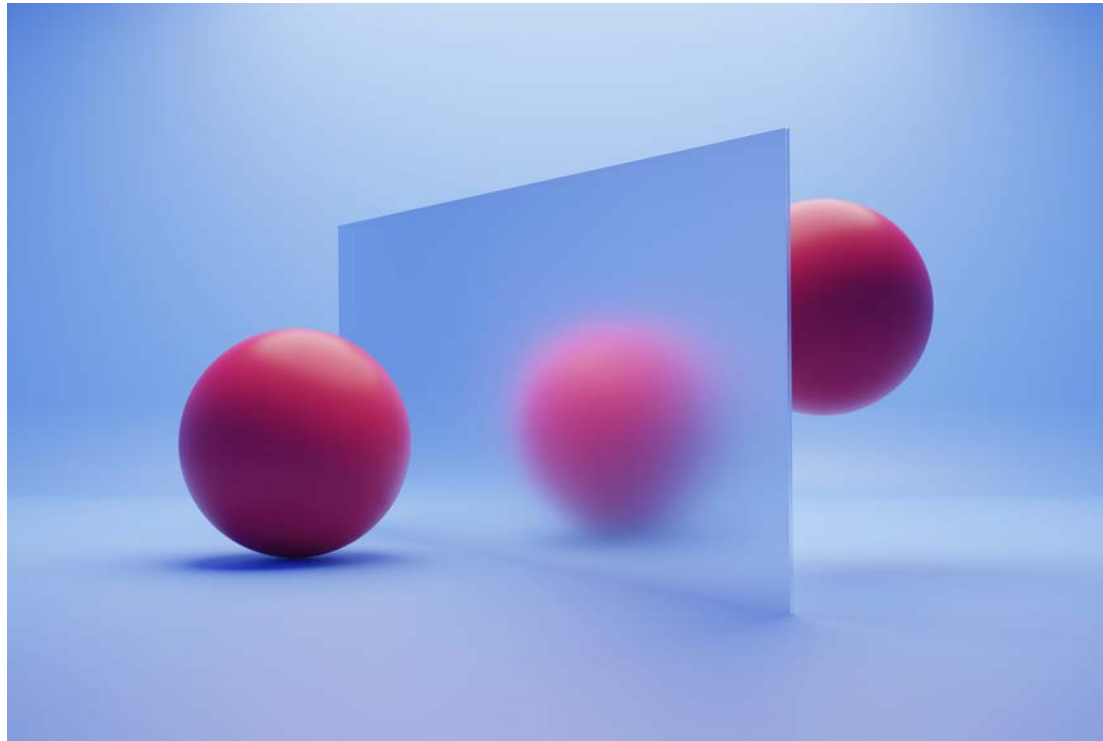
pre-launch review







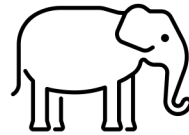
identify early trojan horses



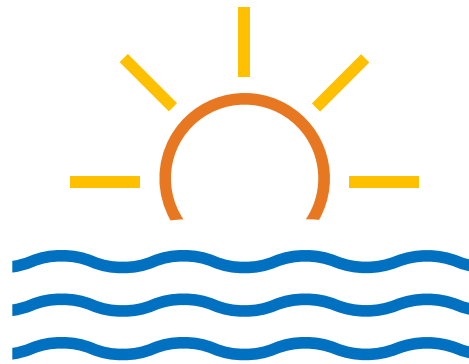
launch pearls



- it shouldn't be about you..... *the death of "Peter Projects"*
- want to win.....but maintain curiosity
- don't pivot too early
- don't pivot too late
- early feedback / wins..... to frontline team



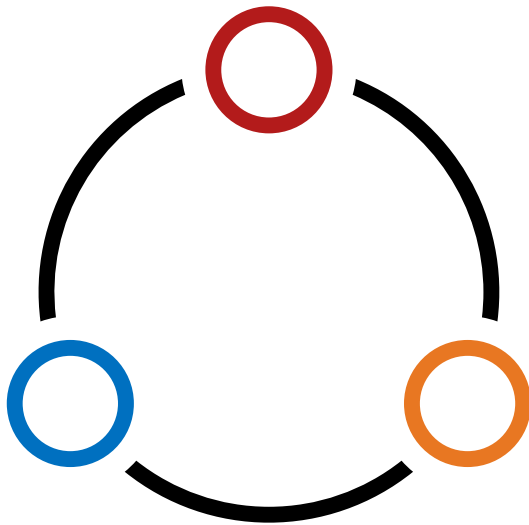
# change management



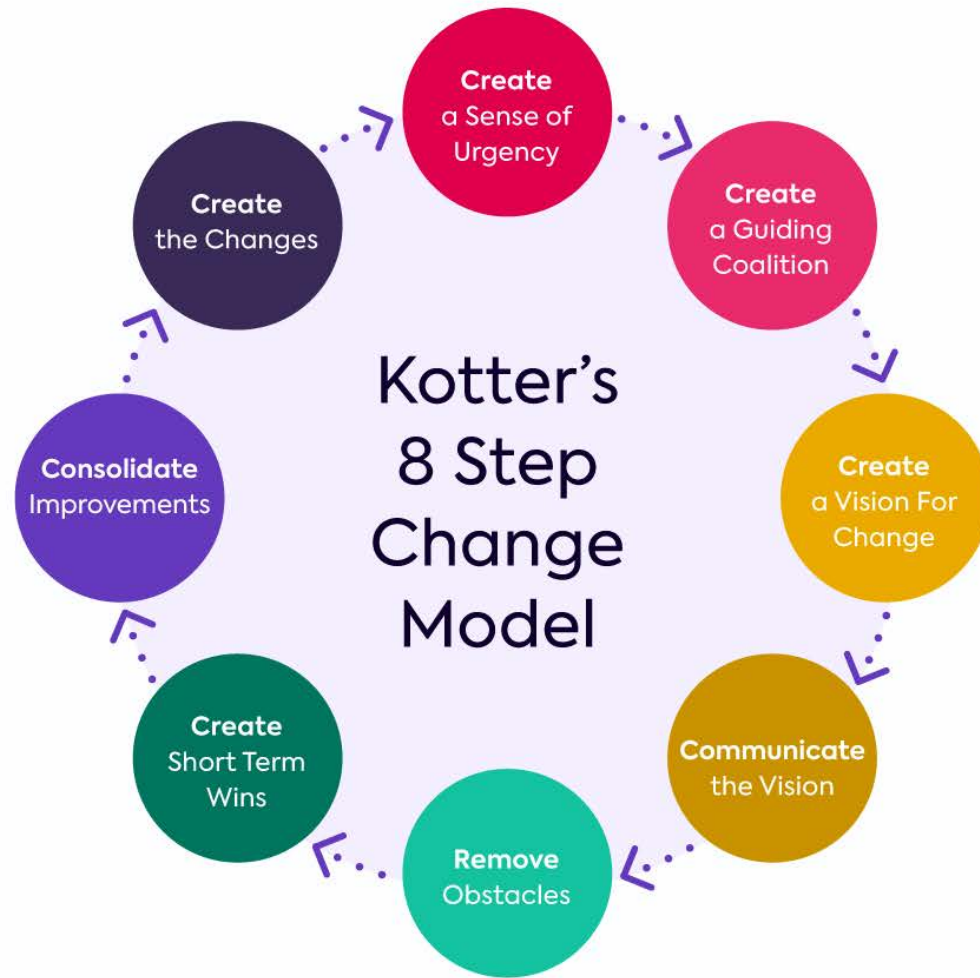
# change management models

- Lewin's Change Management Model
- McKinsey 7-S Model
- Nudge Theory
- The ADKAR Change Management Model
- Kübler-Ross Change Curve
- Bridges' Transition Model
- Satir Change Model
- Kotter's 8-Step Theory
- Maurer 3 Levels of Resistance and Change Model
- Deming Cycle (PDCA)

# key model elements



- o frontline team engagement
- o short term wins
- o hardwire change

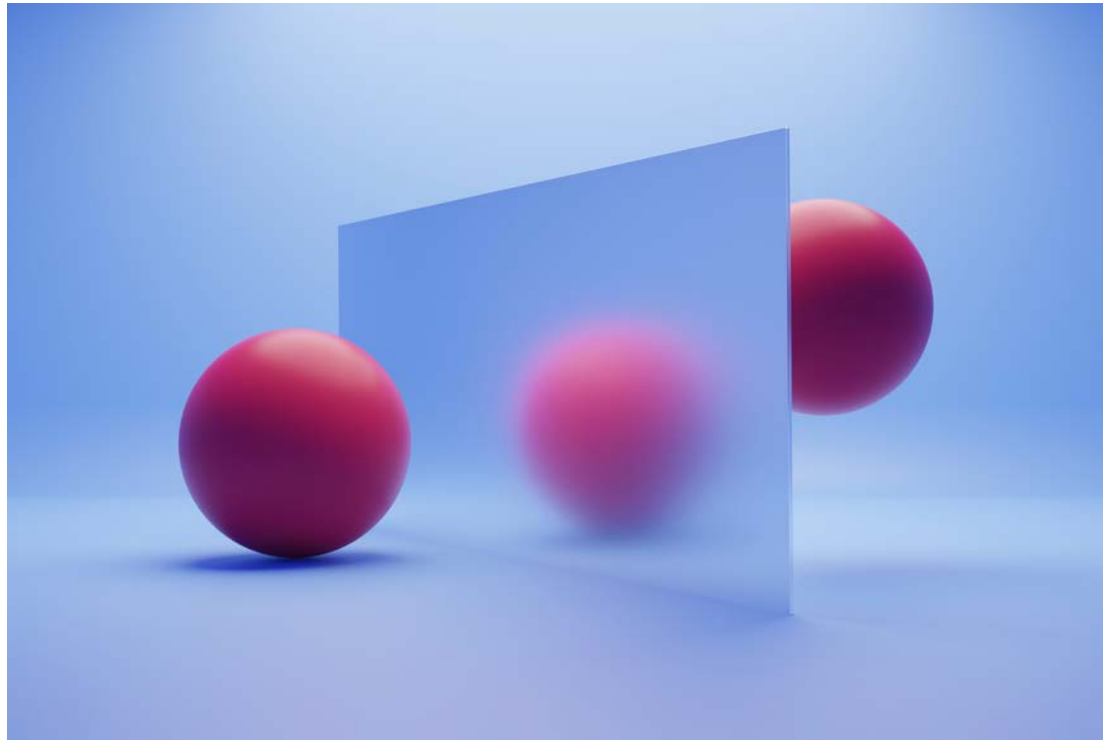




maintenance pearls

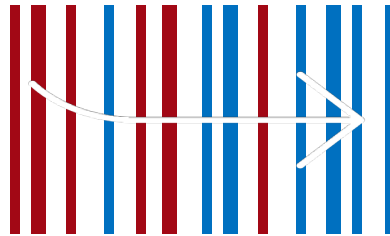


identify late trojan horses





informatics infrastructure





**Weill Cornell Medicine**  
Emergency Medicine

**NewYork-Presbyterian**

Leading  
Emergency  
Care

**INNOVATION**  
**SCHOLARSHIP**  
**COMPASSION**