

eHealth
PMO



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eHealth & Disruptive Technologies PMO Charter

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1. Executive Summary

The purpose of this charter is to establish agreement on key aspects of the eHealth & Disruptive Technologies (eHealth) Programme Management Office (PMO). This charter is, in effect, the organisational mandate for the PMO to exist and operate. This document defines the mission, goals and objectives of the PMO. It states who the PMO's sponsors and primary stakeholders are, the services that it offers and the staffing and support structures required to deliver those services.

The mission of the PMO is to drive improvement of organisational and individual capabilities and skills to manage and successfully execute change initiatives and to demonstrate measurable gains against industry benchmarks and metrics for project management capabilities and maturity.

This PMO Charter serves to identify the direction, work and success expectations for the PMO and to identify what management expects from the function. The charter is the blueprint to guide the evolution of the PMO, and to serve as a reference point when major operational decisions are needed.

This Charter is not a fixed definition of everything the PMO does, since the only constant is change. The Charter will be reviewed and updated on an annual basis or as necessary, to assure continuing alignment with eHealth strategy, consistent with industry best practices and adding value for our stakeholders.

This version of the PMO Charter was created four years after the approval of v1.0 by the then CIO. A great deal changed in that time, including a doubling in size of the PM resource pool, the emergence and demand for product management, increasingly agile approaches, the implementation of Modus and the impact of the Covid-19 pandemic. The four years since version 1.0 of this Charter have seen the PMO become a success story. Given the significant changes in the environment, however, the PMO must adapt and evolve to the next phase of its lifecycle to assure continuing relevance and value.

2. Definitions

Critical to success is a common understanding of key terms. The PMO maintains a full [glossary of terms](#) on the PMO site but for the purpose of the Charter, the following definitions apply.

A **portfolio** is a collection of programmes, projects and/or operations managed as a group. The components of a portfolio may not necessarily be interdependent or even related—but they are managed together as a group to achieve strategic objectives. A portfolio includes both projects in delivery and a pipeline of potential projects that have been requested but not yet approved.

Portfolios are organised primarily around the delivery areas of:

- Acute
- Community
- Corporate

These delivery areas are supported by back-end functions within eHealth, which are in turn, supported by the PMO as sub-portfolios to varying degrees, depending on the requirements of each area.

A **programme** is defined as a temporary, flexible organisation created to co-ordinate, direct and oversee the implementation of a set of related projects and activities to deliver outcomes and

benefits related to the organisation's strategic objectives. Programmes may not have clear end dates and usually run for several years. Programmes may be disbanded on achievement of their goals (like a project) or they can evolve into products.

A **project** is a temporary organisation with a defined end date, which will deliver one or more outputs or products in accordance with an approved business case. Projects are disbanded after the agreed outputs are delivered and handed over to service operations functions.

Programmes and Projects are classified as:

- **Strategic**
 - Driven by government, HSE or eHealth policy, legislative or regulatory requirements
 - Long-term goals and objectives
- **Tactical**
 - Required to support a Strategic initiative
 - Short-term goals and objectives
 - Interim solutions in pursuit of strategic objectives
- **Operational**
 - Supports day to day ICT services operations
 - Not directly related to Strategic goals and objectives
 - Low risk
- **Assignment**
 - Not a project. A sanctioned capital spend or a piece of work not warranting PM resource or overhead. Included in Modus and PMO dashboards and reports for capital tracking, forecasting and reporting only.

A **product** is an ICT application or service in production, with a dedicated team led by a Product Manager. A product is usually the output of an initial project or programme which brought it to production. A product may have projects within the product environment. A product does not usually have an end date though it is normal for it to have a roadmap of future developments and enhancements. The roadmap may include a retirement date, from when the product will no longer be operated or supported.

3. PMO Mission

Continuous improvement of organisational and individual capabilities and skills to manage and successfully execute change initiatives and to demonstrate measurable gains against industry benchmarks and metrics for project management capabilities and maturity.

4. PMO Goals

The key goals of the PMO are:

1. To provide and maintain a coherent project management framework with supporting Project Portfolio Management platform (Modus), tools and resources
2. To provide training in and support of Project Management and associated processes, tools and techniques
3. To assess and measure outcomes of the first two goals by means of a Quality Assurance process
4. To analyse and report on the performance of the eHealth portfolio of projects and programmes, aligned with the strategic goals of eHealth

5. Supporting Activities

Building on the success of Microsoft Project Online, the PMO's implementation of which was branded as 'Modus', in the next phase of the PMO's evolution the meaning of 'Modus' will be expanded to include the Project Management framework, training, quality assurance, BI & reporting as an overall 'PMO as a Service' offering.

Project Management Framework

The Modus project management framework, initially based on PRINCE2, will evolve into a hybrid, principles-based framework. As well as PRINCE2, it will be informed by Agile and PMBOK methodologies and customised for the eHealth environment as appropriate.

Recognising a need to be agile and responsive in a changing environment, emphasis will be on value and outcomes over process and procedures. The PMO, in consultation with its stakeholders, will provide the PM framework on an advisory basis. The extent to which the framework will be adopted by projects will depend on its perceived value. So continual feedback and incremental improvement will be integral to the design and implementation of the Modus framework.

Professional Development

The PMO will facilitate blended learning through formal training and coaching in the usage of the Modus suite of tools and services as well as informal professional development resources from multiple sources. Delivery of formal training will be through HSELand for maximum, reach, flexibility and efficient use of trainees' time.

The PMO will augment formal training with coaching and support to Project Managers and Project Officers as required.

The PMO will facilitate on-site or virtual PMO days, to bring existing and aspiring Project and Programme Managers together for learning and networking opportunities, to foster knowledge sharing and peer support and to generally promote Project/Programme Management as a profession.

Quality Assurance

Notwithstanding the adoption of agile principles, there are characteristics that all well-managed projects have in common. By means of a coherent Quality Assurance process and tools, the PMO will measure and report on the quality of project management, to continually improve outcomes and capabilities.

The PMO will publish a checklist of weighted criteria to be looked for in QA reviews. Following an initial review, an interim report with findings and recommendations will be discussed with the Project Manager. A follow-up QA review on an agreed date will update the interim report with any changes in the findings and recommendations and be issued as a final report.

The PMO will also perform informal quality checks as appropriate and collaborate with PMs to continually improve both project management quality and the QA process itself.

Reporting & Analytics

The PMO will provide a reporting and analytics service, utilising Microsoft Power BI and ancillary technologies, subject to capacity and availability of suitably skilled resources. The levels of service will be provisioned in order of portfolio, programme and project. Provision of any additional BI services will be subject to available capacity and underpinned by Documents of Understanding.

Modus Project Centre

The PMO will continue to operate and support the Modus Project Centre in its current form, while seeking to continually enhance its performance, functionality and value. Modus will be maintained as the single-source-of-truth for the portfolio of eHealth projects and programmes.

Assignments and projects managed by PMs outside of eHealth (e.g., in Section 38s) are monitored and reported on with reference to capital spend against sanction only. Any exceptions that draw on PMO resources may be undertaken on the basis of available capacity and agreements underpinned by Documents of Understanding.

6. Success Criteria

The PMO will be deemed successful by the end of 2021 if the following statements can be considered to be true:

Project Management Framework

The Modus Project Management framework is comprehensive and scalable. It is based on proven best practices and customised appropriately for the eHealth environment. The framework is easy to use and demonstrates material value.

Professional Development Programme

All PMO training materials are available on HSeLand. Courses are easily accessible and delivered in 'bite-sized' modules. Blended learning strikes a balance between technical competencies and the soft skills required to be a successful Project Manager.

The PMO provides coaching to PMs on an as needed basis in support of their projects and ongoing skills development.

Quality Assurance Process

At least 75% of projects will have had at least one QA review performed against a pre-published checklist. QA reviews focus on helping PMs across the portfolio manage their projects to a consistent standard of project management excellence. Reviews are quick and efficient, taking up no more than 30 minutes of PMs' time.

Reporting & Analytics

Portfolio dashboards and reports produced by the PMO are widely regarded as authoritative and accurately representative of the true state of the portfolio, programmes and projects.

Modus Project Centre

Modus is trusted as the single source of truth regarding the portfolio of eHealth projects.

7. Continual Improvement

A philosophy of continual service improvement lies at the centre of everything PMO does. Recognising the evolutionary nature of change, PMO strives to learn from experiences and to continually adapt, refine and improve how we manage change.

All projects are expected to perform meaningful Lessons Learned sessions as part of project closure activities and to log the results with the PMO. Lessons Learned across the entire portfolio will be collated and formally reviewed on a quarterly basis. Arising from this exercise, improvement

opportunities will be identified and Service Improvement Plans developed and implemented. The improvements delivered as a result will be reported on annually.

8. Governance and Sponsorship

The executive sponsor for the PMO is Michael Redmond, Chief Operating Officer of the Office of the CIO. The PMO reports to Michael Redmond, Chief Operating Officer and is managed by the Head of PMO, Tom Molloy. This Project Charter is endorsed by the Senior Management Team of the Office of the Chief Information Officer.

9. Organisation and Staffing

The PMO will be staffed by a manager with the title of 'Head of PMO' and four PMO Specialists. The number of PMO Analysts is based on current workload, supporting mostly the Acute and Community portfolios.

Version 1.0 of this Charter included a resource pool of c.50 Project Management staff within the PMO. Arising from the experiences of the last four years (including COVID-19, increasing adoption of Agile and Product Management practices) ownership and line management of the PM resource pool will be devolved to the Delivery Areas. This will enable the delivery areas to be more Agile and responsive to the needs of the health services, free of the inherent constraints of a centralised, project-centric resourcing model.

Once line management transfers are formalised, the PMO will cease to be a resource pool, enabling it to focus on providing enhanced value as a 'PMO as a Service'. However, the PMO will continue to support devolved PM staff with no degradation of quality or service levels.

10. Critical Success Factors

For the PMO to be successful in its mission, the following Critical Success Factors need to be satisfied:

- The PMO Mission, Goals and Objectives have visible support at the highest levels of the organisation and throughout the management structure.
- The PMO has the resources required to achieve the Mission, Goals and Objectives.
- The PMO is staffed by competent staff who have practical experience