Project 1	Project 2	Project 3	Project 4	Project 5	Project 6
Upgrade NextGen Electronic Medical Record (EMR) System	Implement athenahealth EMR	Acquire Columbia Pediatrics Practice	Implement Behavioral Health in athenahealth	Manage HRSA Operational Site Visit	Implement New Path SUD Program
Took over struggling project	Managed the whole project	Managed the whole project	Managed the whole project	Managed the whole project	Managed the whole project
Healthcare	Healthcare	Healthcare	Healthcare	Healthcare	Healthcare
11/17/2012	4/8/2014	6/30/2017	5/2/2018	11/14/2018	4/24/2019
4/14/2014	12/31/2015	2/1/2018	1/31/2019	5/29/2019	9/1/2019
Columbia Valley Community Health	Columbia Valley Community Health	Columbia Valley Community Health	Columbia Valley Community Health	Columbia Valley Community Health	Columbia Valley Community Health
name, former COO	name, former COO	name, former COO	name, former COO	name, CEO	name, former COO
Immediate supervisor, COO	Immediate supervisor	Immediate supervisor	Immediate supervisor	CEO	Immediate supervisor
Lead team to upgrade organization's electronic health record (EHR).	Assess current EHR, evaluate alternatives, lead vendor selection, and replace EHR to improve provider satisfaction.	Add newly acquired pediatric practice corporate EHR.	Move department to new EHR to reduce cost and improve patient safety.	Prepare organization for government audit so we maintain federal funding status.	Integrate substance use disorder services to meet federal mandates.
IN: Perform assessment, create charter, create communications mgmt plan	IN: Create charter, stakeholder register, hold kick-off meetings	IN: Write charter, ID stakeholders, ID deliverables	IN: Define scope, ID stakeholders, write charter	IN: Dev communications plan, requirements, engagement plan	IN: Use past project documents to help develop requirements and charter
PL: Develop schedule, determine budget, identify risks and issues.	PL: Develop PM plan, collect req, define and sequence activities, estimate durations, develop schedule baseline, project calendar	PL: Develop schedule and communications mgmt plan, define and sequence activities, estimate costs, ID risks	PL: Use past projects to define and sequence activities, collect detailed req, develop project mgmt plan	PL: Define scope, create req traceability matrix, estab scope baseline and milestone list, decide to contract with outside SME	PL: Update requirements after adding third-party SME, define activity list and milestones, update lessons learned, ID risks
EX: Direct and manage work, update project docs,	EX: Communicate with stakeholders, direct and manage	EX: Direct and manage work of internal and external teams, manage	EX: Manage project knowledge, acquire resources from outside	EX: Develop team assignments, develop team through continual	EX: Update project schedule, train new employees on

store docs on SharePoint	project work, acquire training resources, motivate the team	resource calendars, communication; update schedule, motivate new team, update OPAs	org, improve team EHR competency, manage communications to dept	education, update project schedule. communicate with team	systems and encourage teamwork, communicate with stakeholders
MC: Control scope and schedule, monitor risks, test and evaluate results	MC: control scope, schedule and costs; control quality	MC: monitor and control schedule, manage issues log, control resources, communicate with stakeholders	MC: Maintain change log, lessons learned register, control schedule	MC: Validate scope prior to audit through mock audit, control schedule with 1:1 meetings, monitor planned vs. actual work	MC: Monitor progress compared with actual activity, update issues log, control schedule
CL: Update lessons learned, and write up final report	CL: document lessons learned, close with formal sign-off, update and file docs on SharePoint	CL: obtain final approval of deliverables, compile lessons learned, hand off open tasks to operations	CL: Transition open tasks to operations team, document lessons learned	CL: Update knowledge base for future audits and document lessons learned	CL: Update knowledge base and compile lessons learned
Tests revealed the vendor's product did not meet requirements so only partially upgrade.	Successfully upgraded EHR and improved provider satisfaction.	Successfully completed on time and budget.	Successfully completed project and achieved objectives.	We passed the audit with no findings and secured continued funding.	Providers see patients in new department, and we met federal regulations.