

Tools and strategies for developing and managing projects Day 2

Project planning instruments: from needs assessment to objectives definition



Directorate-General for
Health & Consumers



Executive
Agency for
Health and
Consumers

What is a project?

- A systematic, goal-oriented, temporary and one-time endeavor (effort) undertaken to create a unique product or service within clearly specified time, cost and quality constraints



Temporary: a project has a fixed start and end date

Unique: the product or service that results from the project should be something different than what existed previously

What is a project?

- A particular method of organising work which is different from standard business operational activities:
- Different from *routine*:
 - It does not involve the application of implicit or explicit procedures existing in the organisation to regulate day-to-day work
- Different from *improvisation*
 - More effective, but also more time-consuming and entails a level of uncertainty or risk

Why a project?

- Particularly useful to introduce innovations, address new challenges or find solutions for problems for which the existing procedures and routines do not accommodate
- But also: danger of failure

Project and routine work: some examples

Patient safety field:

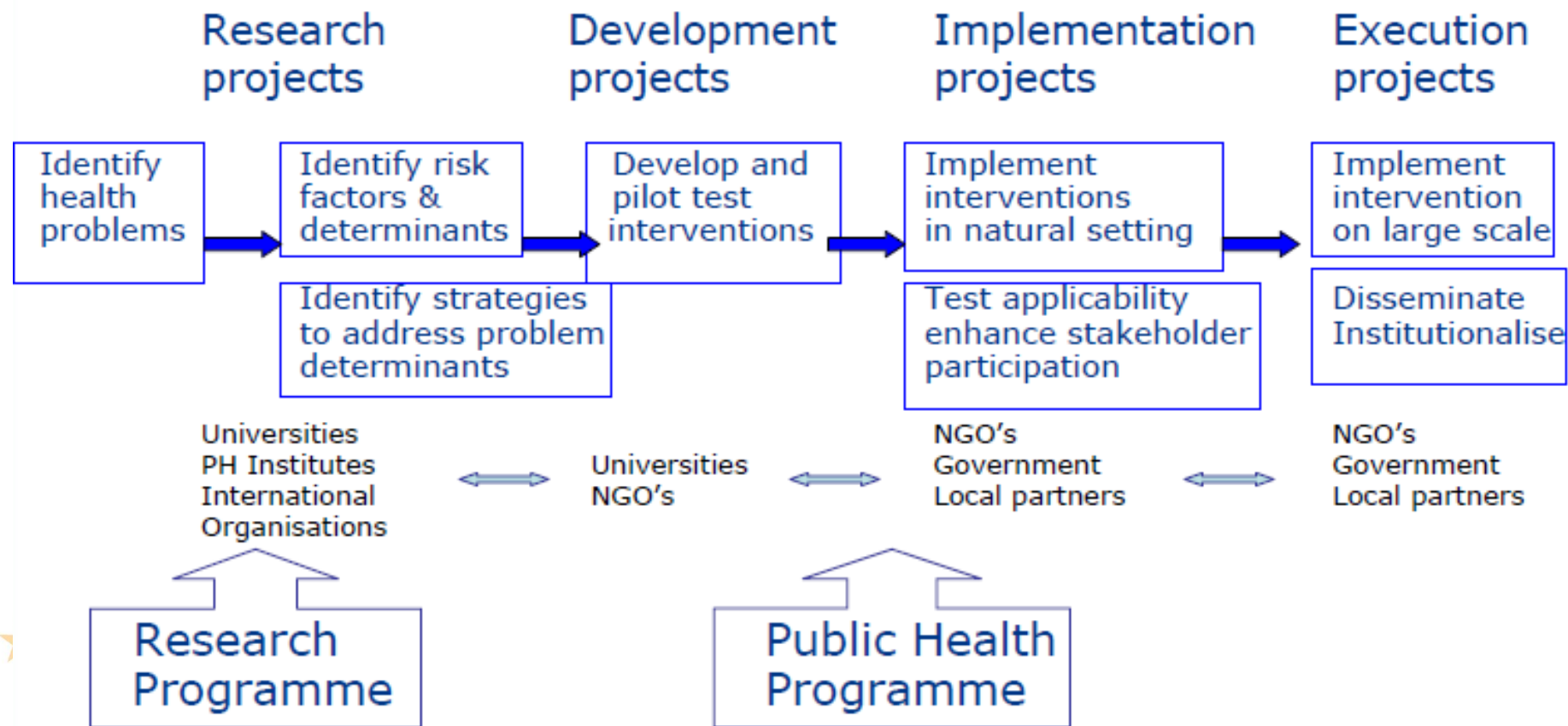
- Regular committee in hospitals, to monitor issues related to the patient safety agenda
- Participation in a national project on ICUs (GiViTI **Margherita Project**)
- Introduction of a new technique to reduce mortality in ICUs (called bundling)

Project and routine work: some examples

- Regular clinical work and participation in clinical trials
- The management of a health promotion campaign may include several “mini-projects”
- ★
 - ★ The introduction of a specific prevention programme (eg. Monitoring hypertension or migrant health)
 - ★
- Distribution of syringes for HIV/ AIDS prevention or a new methadone unit

Types of projects

- Research projects - increasing knowledge to serve as basis for "evidence based" decisions
- Development projects - development and pre-testing of an intervention/method to address a particular problem in a particular population or target
- Implementation projects - wider dissemination and implementation of an existing intervention in a particular target group or population
- Combined projects



What is project management?

- The skills, knowledge, experience, tools and processes that are required to undertake a project successfully



What is project management?

- A set of **skills, specialist knowledge, and experience** to reduce the level of risk and enhance the likelihood of success
- A set of **tools** to improve chances of success

Examples: document templates, registers, planning and other software, audit checklists and review forms

- A series of **processes** to monitor and control time, cost, quality and scope on projects.

Examples: time management, cost management, quality management, change management, risk management and issue management

Elements of a project plan

- **Rationale**
- Aims and Objectives
- Approach and method
- Outcomes, outputs and deliverables
- Planning and organisation of the work
- Organisation of the partnership
- Resource planning
- Evaluation plan
- Dissemination plan

Rationale

A clear and concise argument explaining why you are undertaking the project and why it is important

It should be ***evidence based*** and include:

- Outline of the importance of the (health) problem and context
- Analysis of the main problem determinants
- Review of possibilities for interventions, their likely effects and applicability
- Outline on what has been done to date, in previous or parallel initiatives, and how you will build on this
- Clear statement why your project is important and needs to be done



Ensuring project quality across the lifecycle

- Project initiation phase
- Project planning phase
- Project implementation phase

Project initiation phase

- Assessment of needs and feasibility of the project
- Alignment with programme/ organization's goals
 - At the time of drafting of the annual work plan/ go – no go decision

Answering the question - why this project?

Explains why you are undertaking the project and why it is important

Analysis of:

Evidence base

- (Health) problem and context
- What has been done to date, (previous or parallel) and how you will build on this

logic model

- Determinants of the problem
- Possibilities for actions, their likely effects and applicability

Why this project?

Example: increase in childhood obesity

Evidence base

logic model

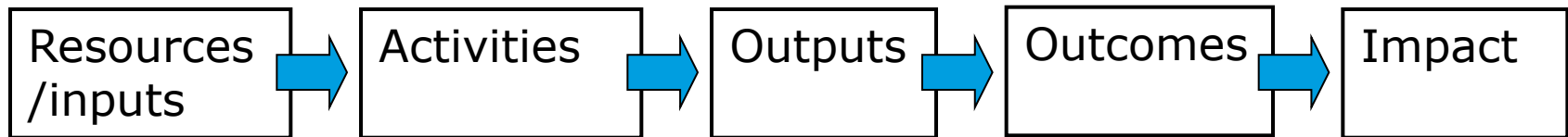
Analysis of health problem and context

- increased rates of overweight children, link with rising health inequalities, disproportionate effect on vulnerable groups
- Health examination survey (baseline), study on determinants, research on good practices

- **Causes: nutrition patterns, lack of physical activity, rising social inequalities**
- **Possibilities for action: information campaigns, change in school menus, efforts to increase physical activity**
- **Effects and applicability of proposed measures**

Logic

Describes the sequence of activities thought to bring about change and how these activities are linked to expected results **or** the principles on which a program is based



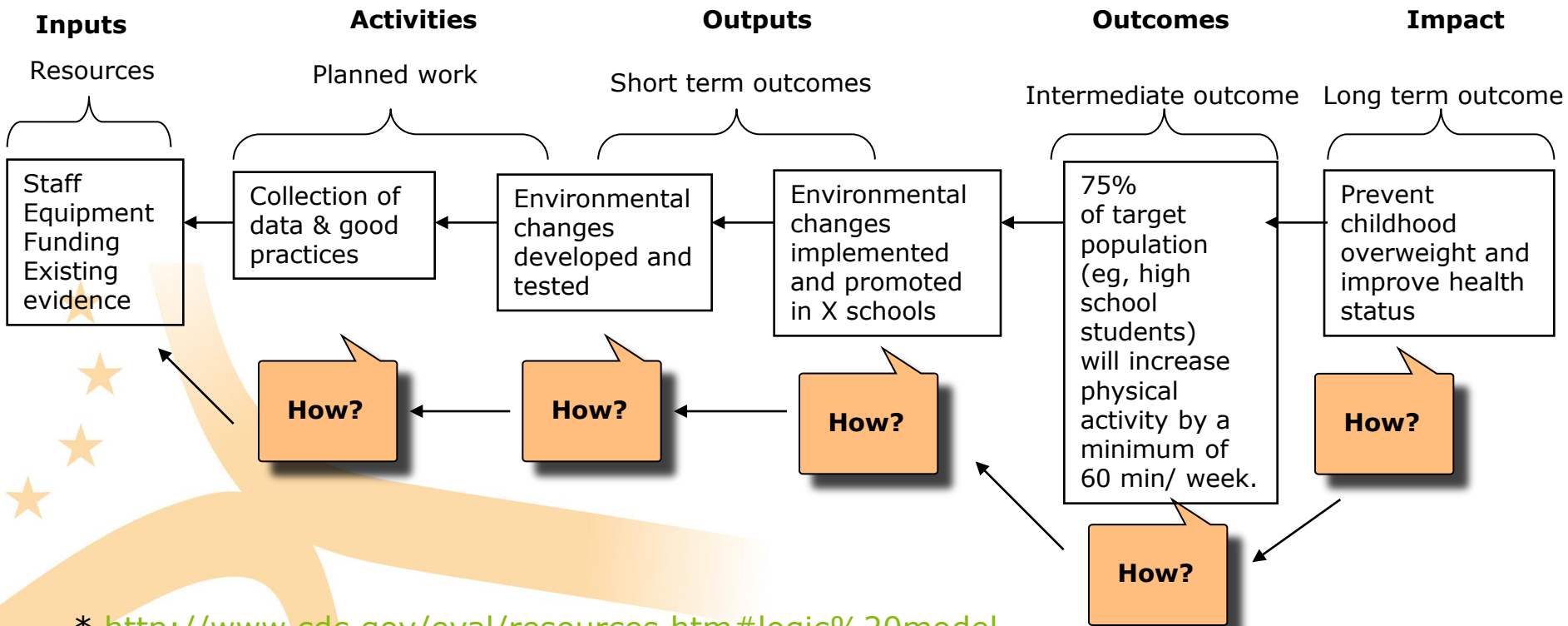
Your planned work

Your intended results

* **Basic Logic Model** W.H. Kellogg Foundation Logic Model Development Guide (2004)

Developing a logic model*

Start with desired outcomes and work backwards to develop activities (asking: How?)



* <http://www.cdc.gov/eval/resources.htm#logic%20model>

Group exercise

Development of 3 logic models:

- Chronic diseases management: cancer care
- To be defined
- To be defined

BREAK



Individual exercise

Development of the evidence base



Reminder

- Outline of the importance of the (health) problem and context
- Analysis of the main problem determinants
- Review of possibilities for interventions, their likely effects and applicability
- Outline on what has been done to date, in previous or parallel initiatives, and how you will build on this
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Pitfalls in project management – project definition phase

- Selecting an unimportant problem
- Not addressing the key determinants of the problem
- Not choosing the best intervention strategy to address the problem determinants
 - “quick fix” or “common sense” solutions that are not supported by evidence
 - insufficient adaptation to the target group or context

Examples of failures and why

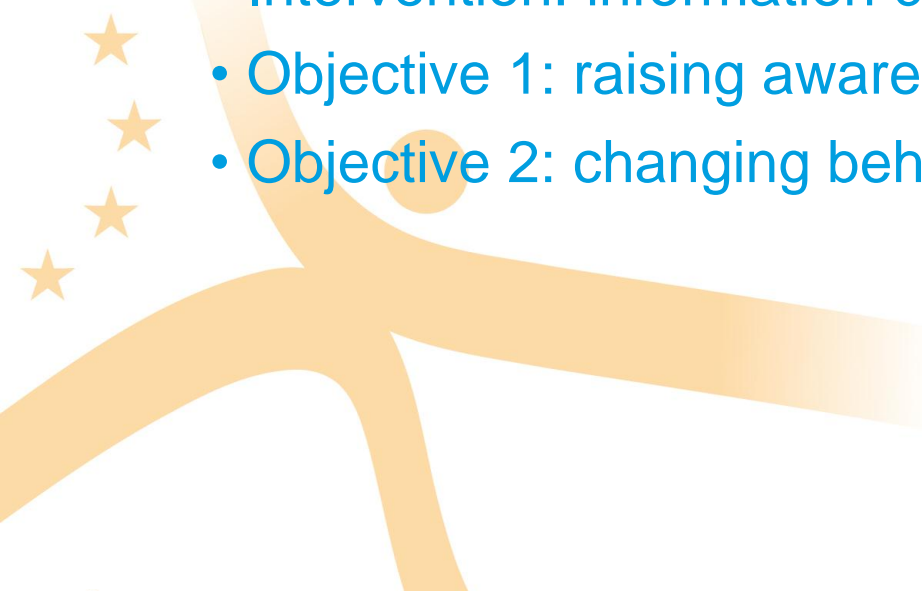
- Not addressing the key determinants of the problem
 - eg. Reduction of health inequalities
 - Key determinant: social inequalities
 - Intervention: improving access to care for hard to reach groups/ bringin care to them
 - Objective 1: bring hard to reach groups “in the system”
 - Objective 2: improving health status

Yes

No

Examples of failures and why

- Not choosing the best intervention strategy to address the problem determinants
 - eg. Prevention of overweight and obesity
 - Determinant: nutrition patterns (un-healthy choices)
 - Intervention: information campaign
 - Objective 1: raising awareness Yes
 - Objective 2: changing behavior No



Project planning phase: Building on the evidence base

- Clarification of the scope (objectives, deliverables, target groups)
- Detail of tasks, roles, responsibilities and timeline
- Identification of resources and needed skills sets

In other words

You now know what you want to do.

You can explain why it must be done and what expected outcomes.

Now it's time to define the project's aims and objectives...

Answering the questions What and how

Specification of:

- Aims and objectives
- Target group(s)
- Outcomes and deliverables
- Methods
- Activities, milestones, roles and responsibilities
- Evaluation indicators
- Measures to ensure sustainability of effects

Aims and *objectives*

General objective – relate to purpose and vision and is set as the *main single aim* and may have several objectives that would need to be fulfilled to be achieved

e.g. To make the school setting supportive for the prevention of overweight and obesity among young people

Setting the *specific objectives*

Specific objectives are the activities you carry out to achieve your general objective.

Often active verbs e.g. assess needs, revise, assemble, compare, investigate or develop.

★ e.g. By 6 months, map reasons for not taking part in classes of physical activity in fifteen participating schools.

Make the objectives S.M.A.R.T

- **Specific** - Specify the target group and the factors that need to be changed
- **Measurable** - Formulate objectives in a measurable format e.g. numbers to be reached, increased awareness by 25 %...
- **Appropriate** - Make sure objectives are achievable and attainable, acceptable for the target group?
- **Realistic** - Ensure that you can realistically achieve the objectives given the project's resources: time, money, staff?
- **Time-bound** - Connect objectives to a time line. State when you will achieve the objective e.g. within 3 months, by February 2015?

Technical aspects - Indicators

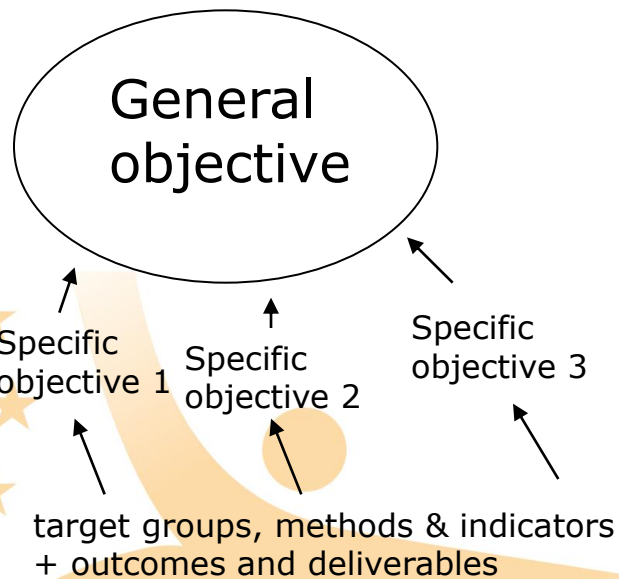
- Are used to measure the performance of the project
- Should be directly linked to the specific objectives
- Is the base for the evaluation as they are needed to measure progress and the level to which the objective is reached
- Should be separated into *process* and *outcome* indicators

Technical aspects - Target group

Identify the groups who will be involved in and benefit from the project.

Be specific, try to find a *segment* of people who are as homogenous as possible e.g. girls aged 11-15 in schools

Ensure that the planned methods for the interventions are relevant for this particular group





Aims, objectives and target group

- Indicates what you want to achieve with the project and with whom
- It should include:
 - **Aim:** a broad statement of the problem you intend to solve or what you intend to achieve
 - **Objectives:** realistic targets to achieve during the project, derived from the aim and should be
 - **Specific** – Clear about what will be achieved
 - **Measurable** – It's possible to quantify results and measure when they have been achieved
 - **Achievable** – They *can* be achieved
 - **Realistic** – Attainable with within project resources
 - **Timed** – Attainable within a specified period
 - **Target group:** identify the groups who will be involved in and benefit from the project

Methods and means

- The activities of the project need to be described to serve as a guideline for the implementation
- Every specific objective should be linked to at least one intervention method
- Answer the question: Why are these the most effective methods to achieve your objectives?



Indicator table

Specific Objective	Target groups	Main actions	Process Indicator	Impact/ outcome indicator
1.	- ... - ... - ...	•... •... •...	1. 2.	1. 2.
2.		•... •...	3.... 4....	3.
3.		•... •... •...	5. 6....	4.
4.		•...	7....	5.

Managing the project implementation

An **evidence based problem analysis** that takes into account **Policy and contextual relevance** leads to defining the **general objective** of the project.

This is translated into several **specific, s.m.a.r.t objectives**. Link **target groups, methods and means** to each objective and expected **outcomes** and **indicators of these**.



Group activities in **work packages** with defined deliverables.

Tools and strategies for developing and managing projects Day 2

Funding programmes, Calls for proposals, forms and necessary documents



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The Executive Agency for Health and Consumers



<http://ec.europa.eu/eahc/>

- The Executive Agency for Health and Consumers (formerly the Public Health Executive Agency) was began operations in 2006
- In 2008, the Agency's mandate was prolonged and expanded to include actions in consumer protection and training for safer food.
- The EAHC implements the EU Health programme, the EU Consumer programme and the Better Training for Safer food initiative.

The Executive Agency Health and Consumers



- The Agency is fully autonomous in the implementation of its tasks
- It works closely with the Health and Consumers Directorate General (DG SANCO)
- The EAHC manages relations with some 2800 beneficiaries involved in close to 340 projects in the field of health; it has about 50 staff members with an administrative annual budget of 7.03 million euro (year 2011)
- The EAHC is based in Luxembourg..

The 2012 Call for proposals



Protect citizens against health threats

Pandemic influenza preparedness and response planning in other sectors than the health sector

Crisis communication in the area of risk management

Environmental risks of medicinal products

HIV and co-infections prevention strategies

Improve citizens' safety

Early identification of risks (scientific advice)

Safety of blood, tissues, cells and organs

Patient safety

Improve citizens' health security



Protect citizens against health threats

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Patient safety

Promote health



Healthier ways of life & inequalities

Healthy ageing; health at work; health & other policies

identify & reduce health inequalities; cross-border care

Lifestyles

Tobacco and alcohol prevention

Prevention of major diseases

Cancer prevention in relation to environmental factors

Rare diseases

Creation of pilot networks on rare diseases

Support to the implementation of the Council recommendation on rare diseases

Generate and disseminate health information and knowledge



European Health Information System

Payment of care for cross border patients
(creation of a pilot network)

National health systems and their economic
efficiency

E-health cooperation (e-prescription
interoperability)

Health information (healthcare quality
indicators)

Health Technology assessment

Generate and disseminate health information and knowledge



Dissemination and application of health information

Communication and promotion of policies and Health Programme results;

Mechanisms for data analysis and dissemination; information to stakeholders and policy makers;

Analysis and technical assistance in support of policy development or implementation.

Financing mechanisms



Calls for proposals for projects

Calls for tenders

Joint actions

★ Operating grants

★ Conferences

★ Direct grants to Intl organisations

Project grants

Public or private bodies based in one of the participating countries

EU contribution:

- ★ up to 60% of project costs - up to 80%
- ★ in case of exceptional utility

Procurement/ Tenders

Service contracts to cover specific health programme objectives (for a total amount of € M17)

Calls for tenders are envisaged to be published in the first semester of 2011

★ in the Official Journal following the

★ indications given in the 2011 annual

★ Work Plan

★ EU financing 100%

Joint Actions

Joint undertaking between the EU Commission and Member States/other participating countries:

- ★ Public bodies or non-governmental organisations designated by them;

★ EU contribution up to 50% - up to 70% in case of exceptional utility

Operating grants

Non-governmental organisations or specialised networks to cover core functioning costs – related to programme objectives;

★ EU contribution up to 60% - up to 80% in case of exceptional utility