



PLUTONIC ZOO

impartial, resourceful, perceptive

Getting aged care IT projects to succeed

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Plutonic Zoo Pty Ltd

ITAC09 conference

Sydney

Thursday 21 May 2009



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Getting aged care IT projects to succeed the first time

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Getting aged care IT projects to succeed

- The project scene
- Case study 1: Considering legal action
- Case study 2: Changing IT system/vendor
- Lessons learned

Two paradigms collaborating

Aged Care

Compassionate

Service

Strict regulation

Diverse IT literacy

IT

Rational

Products

Creative

Logical

The project scene

People

Misunderstandings
Strained relationships
Escalations
Legal interventions
Settlements

Project

Unresolved issues
Unrealised benefits
Resources wasted
Try again

The project scene



Common objectives

Issues perspectives

Bridge differences

The project scene

Practical services

Technical
Commercial
Management
Communication

Service values

Impartial
Resourceful
Perceptive

Project passions

Align
Collaborate
Leverage

Getting aged care IT projects to succeed

- The project scene
- **Case study 1: Considering legal action**
- Case study 2: Changing IT system/vendor
- Lessons learned

Case study 1: start situation

Payroll and rostering project

Staff resigning, high overtime costs

Project issues escalated to client lawyers

Plutonic Zoo appointed as impartial arbitrator

Case study 1: methodology

Fact finding → Scoping → Resolving

Fact finding – Scoping – Resolving

Project history

Vendor project personnel changes

Weak requirements reconciliation

Complex awards not understood

Vendor budget overrun → squeeze

Excessive manual workarounds

Fact finding – Scoping – Resolving

Plutonic Zoo actions

Separate discussions with both parties

Examine implemented system

Validate perspectives against contract

Compare implementation with specifications

Case study 1: methodology

Fact finding – **Scoping** – Resolving

Frame ALL issues from BOTH parties

Separate contracted from “new” needs

Categorise project issues

Case study 1: methodology

Fact finding – Scoping – **Resolving**

Working groups with Plutonic Zoo facilitator

Resolve one issue at a time

Plutonic Zoo adds expertise as required

Steering group manages escalations

Negotiations -> Collaboration

Case study 1: outcome

Empty issue list

Substantial rework of rules base

Reimplementation

Commercial settlement

Agreed future conflict resolution process

Working system

Happy staff

Normal working hours

Case study 1: outcome

PHENOM!

Case study 1: conclusions

Consider yourself part of the problem

Common sense is not common

Expressing BAU needs is an expert job

Getting aged care IT projects to succeed

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Case study 2: start situation

Existing Accounting+Purchasing System

Technical issues escalated to C-level

Parties not interested in joint resolution

Plutonic Zoo appointed as project director

Fact finding – Scoping – Resolving

Project history

No documented business requirements

No auditable vendor selection process

Several contract versions, nothing final or signed

Lack of trust in the vendor's capabilities

Solving project issues a priority

Fact finding – Scoping – Resolving

Plutonic Zoo findings

Overseas vendor - limited local influence

Poor implementation

Substantive manual workarounds

Lack of trust in financial figures

Case study 2: methodology

Fact finding – **Scoping** – Resolving

Focus on INDIVIDUAL perceptions

Convolutted technical issues

Communication issues

Case study 2: methodology

Fact finding – Scoping – **Resolving?**

Repair chemistry: replace contact people

Reinstall and reconfigure the system

Professional user testing planning

“New” requirements

Case study 2: outcome1

- Joint understanding of client needs
- Joint conclusion vendor could not satisfy
- Decision to look for alternatives
- Ongoing interim vendor support
- Commercial arrangement

Case study 2: methodology

Fact finding – Scoping – **Resolving2**

Professional business requirement analysis

Impartial product search

Professional closed tender process

Open communication

Self de-selection of vendors

Case study 2: outcome

Unanimous vendor selection

Expectations included in practical contract

Full time implementation project manager

Early resolution of project issues

Functionality prioritised above time/budget

Delayed but successful go-live

Case study 2: outcome

PHENOM!

Case study 2: conclusions

Avoid bottomless pits

Work towards team consensus
(management, users, IT, vendor)

Plan early for project effort

Details can become showstoppers

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- 1. Qualify 'industry best practice':**
 - Value comes from alignment to your needs;**
 - Only what is being used adds value**



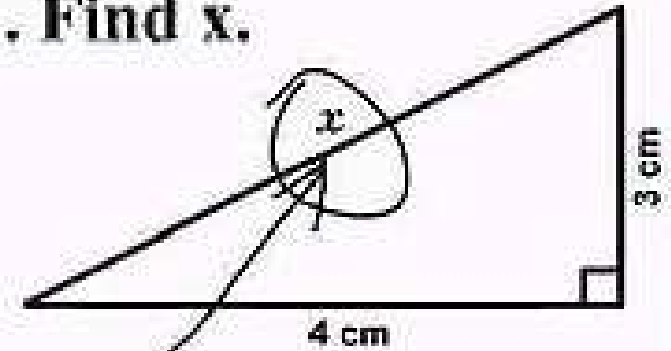
2. Requirements need to be complete



3. Understand the relevance of questions; know your own presumptions

Lessons learned

3. Find x .



Here it is

4. Be creative: distinguish means from goals

Lessons learned



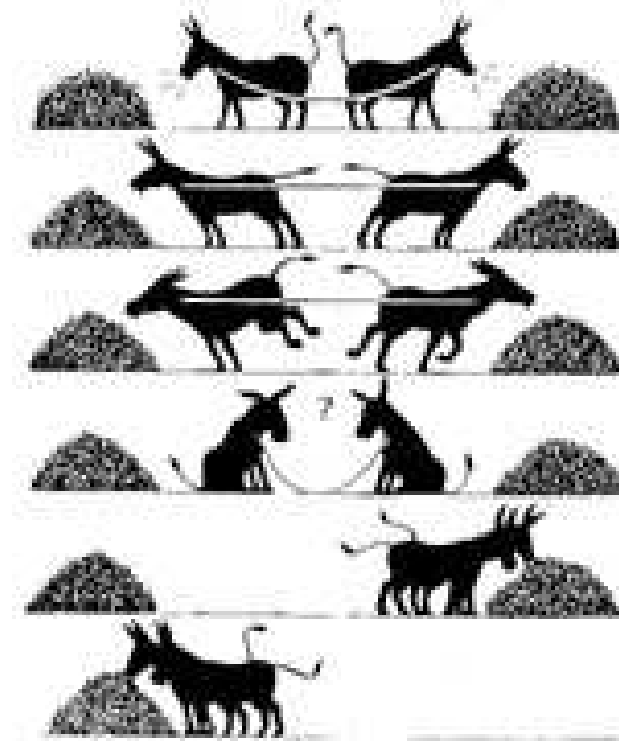
5. Avoid email for controversial information

Lessons learned

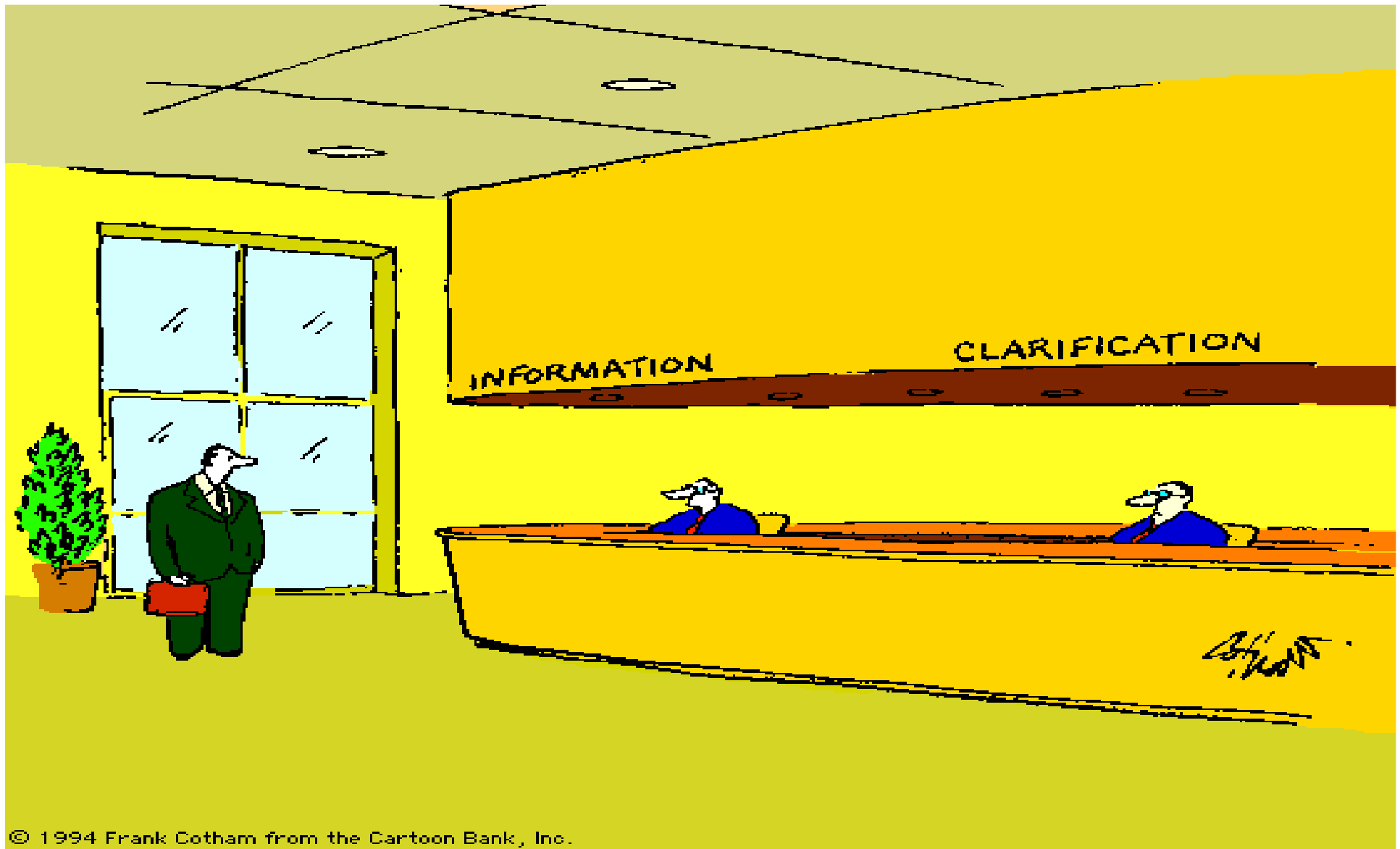


6. Asking for help is a sign of strength

Lessons learned



7. Conflicts are helpful when a win/win results



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