

LEADERSHIP – Strategic Projects

Deficiencies/failures in large scale projects (e.g. redevelopment, strategic plan projects) can negatively impact a healthcare organization's operations, finances and reputation. Factors contributing to large scale project deficiencies/failures can include cost overruns, schedule delays, failure to meet key milestones/deliverables, scope creep, cancellation, personnel changes, resource capacity, and stakeholder dissatisfaction. This document contains information entered by HIROC subscriber healthcare organizations (acute and non-acute) in the Risk Register application to help you in your assessment of this risk.



Ranking / Ratings¹

- Likelihood – average score 3.00
- Impact – average score 3.36

The Risk Register allows for risks to be assessed on a five-point likelihood and impact scale, with five being the highest.



Key Controls / Mitigation Strategies

- Project priority setting and harmonization across organization
- Strong project governance including senior leadership accountability for each project
- Project management and portfolio management best practices, processes and staff resources
- Efficient allocation of financial and human resources
- Stakeholder engagement
- Strategic partnership and/or collaboration with third parties (e.g. vendors, ministry)
- Formalized and thorough RFP process
- Clearly defined scope, plans, timelines, measures, deliverables
- Regular communication and reporting processes to target audiences
- Change management processes
- Project risk identification, analysis, mitigation strategies and any gaps
- Contingency planning processes
- Insurance (building/construction)
- Communication plan (internal and/or external)



Monitoring / Indicators

- Project reports;
 - key milestones achieved/missed (e.g. monthly)
 - project costs and timeline
- Regular review/re-prioritization of all projects (e.g. bi-annual)
- Reporting at the board level committee overseeing the strategic projects