SCOPE

Initiation

ACI Redesign Methodology

Scope

Scope is the boundaries within which the project lies. Its purpose is to create realistic work plans, budgets, schedules and expectations. The scope must be relevant to achieving the project goal.

Initiation

The purpose of this phase is to develop a clear understanding of what your project is, what you want to achieve and how you plan to get there.

Key points

1. Set the scope

Setting your scope is an important step to agree on what exactly is involved in the project. This ensures that all of your stakeholders will be clear about what is (and isn't) included in your project. The scope is agreed by the sponsor in consultation with the project team and steering committee. Ensure it is agreed early in the project so it is kept within manageable resources and influence.

2. Scope elements

Use a structure to guide discussion and build agreement about what is in or out of scope. Consider:

- Processes – such as admission, referral, transfer of care, ordering etc.
- Organisation – affected departments, staff, procedures and guidelines
- Technology – consider IT programs, equipment or paper forms and records
- People – the patient demographics
- Physical design – are infrastructure changes in or out?

3. Scope dependencies

Scope is inter-related to time, quality and resources. Adjusting one will affect the others, so the balancing act between these parameters needs to be managed carefully. Agree on the project timeframe, what resources are required (including budget), and the expected quality of the end product (e.g. 100% target vs 80% target). Remember to always monitor the impact of adjusting the scope to ensure time, quality and budget don't suffer.

4. Scope creep

Scope creep occurs when requirements are added to the scope after agreement. This is a common issue in managing projects. For example, you may be expected to change in four areas instead of two, or produce something far larger than originally intended. While sometimes this is necessary, it will introduce the risk of not completing the project to the agreed timeframes or budget. Any changes to scope need to be formally agreed with your sponsor/s.

NSW GOVERNMENT

AGENCY FOR CLINICAL INNOVATION

Redesign Methodology – Initiation

ACI_0022 [12/18]

Considerations and tips

Scope can be hard to manage and poor scope setting often leads to project failure. Be clear about expectations and don't let scope run away from you!

Boundaries

If you are battling with scope creep then consider how this may be managed and achieved. Is there another project team that could take on the extra scope? Is it possible to add resources? Talk with your sponsor and be clear about the risks and options.

Communicate scope

If scope is misunderstood, then your project may seem not to deliver what was expected. Ensure your stakeholders are clear on the scope from the start. Check that they understand the who, what, how and end product of the change. Keep this in your communications throughout the project.

Assumptions

Assumptions are what we believe will be available or happen to complete the project in scope. They may include time given for the team together to work or access to data, etc. Assumptions should be documented, as if they are not met, they may negatively impact the project.

Constraints

Constraints are the factors that limit the scope. Consider resource limitations, funding or time. Constraints can also come from organisational priorities or other projects competing for the resources you need. Being aware of and documenting constraints will ensure that they are transparent.

Scope dependencies

A change in one area will effect the other

Setting the scope

	IN	OUT	Example
Process			**Process beginning and end**
Organisational			**What areas? Staff? Procedures?**
Technology			**Equipment / IT / Documents**
Facilities			**Physical design**
People			**Patient demographics**

Further information

My Health Learning Log in Form – Redesign Initiation (202464923): Scoping a Project

Project Management in a Nutshell (40017593)

Next Steps

Once scope is set and agreed upon, embed it into your communication planning and be clear to all stakeholders. Then you can start planning the schedule accordingly and lining up how the project will run.

ACL_0022 [12/18]