**Project Monitoring-and-Controlling Template**

Project Title: Emergency Department Nurse Mentorship Training Program

| **Project-Management****Knowledge Area** | **Monitoring and Controlling** | **Frequency\*** | **Detailed Description of F or E Ratings\*\*** |
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|  | **Process** | **Outputs** |  |  |
| Integration Management | Monitor and control the integration of a digital whiteboard for use during E.D. Team Huddles.Monitor integration of simulation training into existing educational curriculum | Continued edict regarding managerial expectation to utilize digital Whiteboard to facilitate Huddle discussions each week in the E.D.Facilitate training of staff to operate equipment in simulation lab. | FO | E.D. staff have disregarded huddles on numerous occasions citing the business of the department. Management conceded to conducting Huddles during off-peak times. |
| Scope Management | Monitor scope to ensure that financial deliverables are met | Meeting with Fiscal to discuss Agency RN costs to trend quarterly expenses; meeting with Staffing Office to determine extent of operational need for agency RN’s. | F | Scope communicated aggressive fiscal goals with regard to reduction in use of Agency RN staff. Short-term gains involve attracting more RN hires with mentorship opportunity to displace agency, with long term goal of reducing turnover and improving retention.  |
| Time Management | Monitor and control duration of staff training (e.g.-mentor training, simulation administrator training). | Work with Staffing Office to use PRN coverage to backfill behind nurse mentor trainees; ensure that nurse educators and E.D. manager avail themselves for simulation training. | F | It is difficult to facilitate removal of high performing E.D. nurses from the clinical arena to attend mentor certification training program without compensating Agency Staff at overtime rates. Encouraging use of per diem nurses, compensated at straight time rates.  |
| Cost Management | Control costs associated with backfilling vacancies created by training requirements | Short-term contracts offered to per diem staff to work scheduled shifts  | F | Per diem staff agreed to work scheduled shifts during the training period to avoid use of overtime/contract labor costs. |
| Quality Management | Control E.D. Nurse Mentor selection process | Conduct High-Medium-Low performer meetings in tandem with E.D. manager | F | In order to deliver high quality mentor-based training to new E.D. nurses, we must be selective with mentors. |
| Human-Resource Management | Monitor creation of job descriptions for accuracyMonitor Job Fair activities at local Nursing academic institutions to ensure marketing of mentorship | Creation of Nurse Mentor and Mentorship Coordinator job descriptionsRegional advertisement of E.D. Nurse Mentorship opportunity to entice hiring of nurse prospects | OF | In order to boost applicant potential, optimizing advertisement of mentorship via regional nursing programs and job fairs is imperative.  |
| Communication Management | Monitor adherence to formal communication plan | Review all meeting deliverables to ensure concordance with plan and stakeholder engagement | F | Status meetings are scheduled to take place weekly or twice per week among the various stakeholders designated in the plan. |
| Risk Management  | Monitor and control inherent risks throughout project implementation | Amend risk register as needed, sharing with stakeholders routinely | F | Risk Register exists as a living document that will likely require amendments in accordance with project progression. |
| Procurement Management | Monitor receipt and installation of hardware | Simulation manikins and relative infrastructural components  | O |  |

Frequency Key: N=Never, O = Occasional (1-4 times), F= Frequent (5-10 times), E = Excessive (>10 times)

**Summary**

 This project entails supplanting the current pedagogical orientation plan using an andragogic approach by formally certifying high-performing E.D. nurses to become nurse mentors. This represents a significant ideological change that will require a great deal of monitoring and controlling for variables that could derail plan progress. The purchase and installation of a digital whiteboard for directing clinical practice by communicating key performance indicators to support Team Huddles is contingent upon staff engagement. There are reports that Huddles are not occurring as prescribed by management due to staff citing a busy clinical environment. More attention will be directed toward this important quality measure to ensure that this occurs during more conducive periods of time versus during peak times. Scope must be monitored frequently to ensure that aggressive fiscal deliverables will eventually be achieved, which includes a reduction in contractual nurse salaries and reduction in annual hiring/training expenses. Routine meetings with Fiscal Services will allow me to trend these expenses on a quarterly basis to ensure they remain on track for plan success. With respect to time constraints, it is important to frequently monitor and control for the duration of staff training initiatives during the formal mentorship training program and the simulation administrator training provided by the manikin vendor. A requirement for additional training beyond that which is contractually obligated can delay plan progression and violate fiscal constraints. Cost containment throughout the implementation phase will require frequent controls with regard to the use of ancillary nursing resources to facilitate the attendance of mentorship training by the selected E.D. nurse mentor candidates. Rather than rely upon expensive contract nurse salaries, short-term formal agreements will be offered to existing hospital per diem nurses who agree to cover scheduled shifts to allow prospective mentors to attend formal training. Quality will be preserved by controlling the selection of E.D. Nurse Mentor prospects which will involve a series of High-Medium-Low performer meetings in conjunction with the E.D. Nurse Manager. This will enhance the mentoring experience by capitalizing on existing strengths within the E.D. Monitoring various opportunities to promote the mentorship training endeavor will occur frequently to ensure that we are capturing as many opportunities as possible, which includes regional job fairs and recruitment events held at nursing academic institutions. Communication endeavors will be monitored frequently to ensure that deliverables reflect the proper stakeholder consensus and are occurring in accordance with the formal communication plan. Risk management will occur in accordance with the risk register, which will require frequent consultation and augmentation as risks are perceived and identified. The risk register will be disseminated among responsible stakeholders with each amendment to ensure uniform comprehension.