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Driving Impact with Project Management

Aligning Process and Value

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Jeffrey G. Matney, MS, PMP, CCMP

- **Role:** Strategic Plan Portfolio Manager at the Defense Health Agency.
- **Experience:** Over 17 years of experience leading complex projects and developing project management capabilities within the Military Health System, including the Defense Health Agency and U.S. Army Medical Command.
- **Military:** Major (70H) in the U.S. Army Reserve and instructor for the Army Medical Department Captains Career Course.
- **Certifications:** Project Management Professional (PMP) & Certified Change Management Professional (CCMP).

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Agenda

- **The "Why":** The Impact of Project Management on DHA's Mission
- **The DHA Approach:** 5 Phases + Modern Principles
- **Deep Dive:** The 'Initiate' Phase & Project Charter
- **Navigating the Lifecycle:** Plan, Execute, Monitor & Control, Close
- **Action Plan:** Next Steps

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Learning Objectives

At the conclusion of this activity, participants will be able to:

- **Understand** how the 5 PM phases integrate with modern, value-driven principles (PMI Talent Triangle: Ways of Working).
- **Apply** established best practices to develop a foundational Project Charter (PMI Talent Triangle: Power Skills).
- **Evaluate** project health using criteria beyond schedule and budget to ensure alignment with DHA strategic objectives (PMI Talent Triangle: Business Acumen).

PM Toolkit: During this session, you will access downloadable, DHA-compliant templates **(Charter, POAM, Risk Register, Status Report)** for immediate application to your projects.

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The Cost of "Winging It"

- **The Scenario:** Deployment of 20 new Patient Check-in Kiosks across a Military Treatment Facility (MTF).
- **Unstructured Approach:** Siloed execution, failures in IT integration, increased staff burnout, and inefficient use of budget.
- **Structured Approach:** Early stakeholder alignment, risk mitigation, and measurable reductions in patient wait times.
- **Project Management Outcomes:**
  - Without formal PM, **11.4%** of all project investment is wasted.
  - Organizations with high project management maturity achieve strategic goals **77% of the time**, compared to **56%** for those with low maturity.
  - Structured project management reduces the incidence of severe scope creep by **nearly 50%.**

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The DHA PM Framework
The 5 Process Groups

- **Initiate:** Define the vision, justify the business need, and secure formal authorization from leadership.
- **Plan:** Decompose the work, establish the baseline schedule (POAM), allocate resources, and identify risks.
- **Execute:** Lead the team, procure resources, and perform the actual work outlined in the plan.
- **Monitor & Control:** Measure performance against the baseline, manage variances, and rigorously control scope creep.
- **Close:** Formalize acceptance, transition the capability to sustainment operations, and archive lessons learned.

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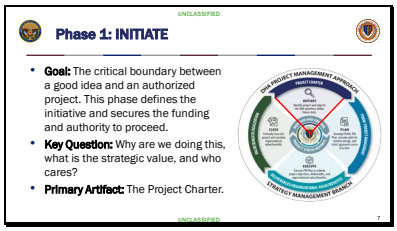

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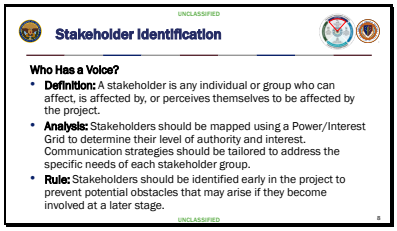

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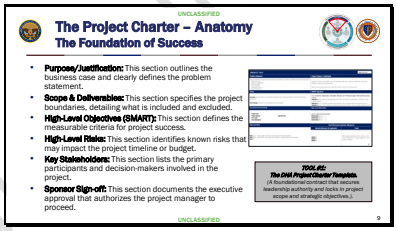

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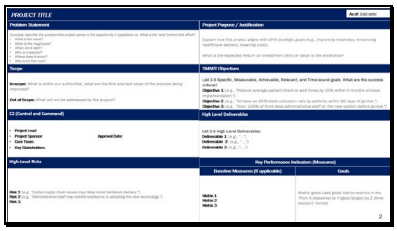

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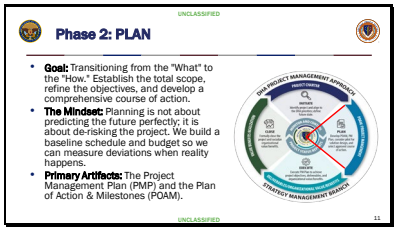

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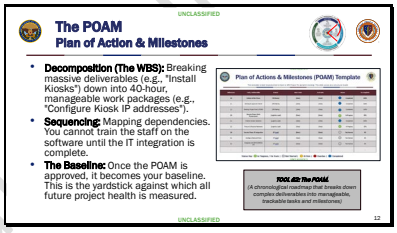

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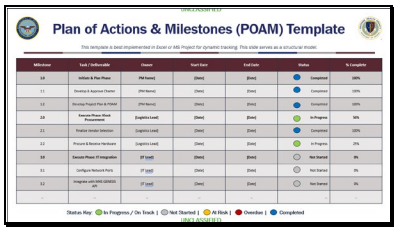

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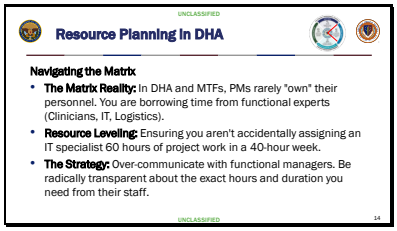

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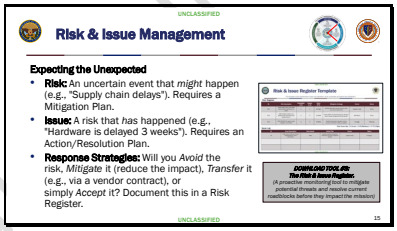

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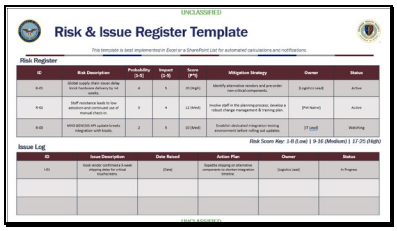

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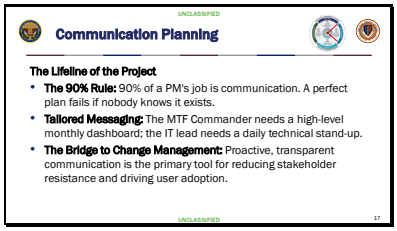

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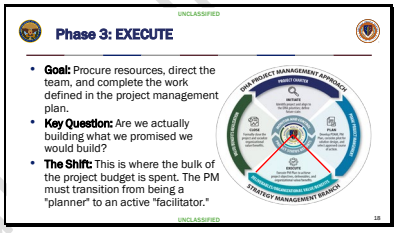

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Leading Execution & Managing Quality

The Role of the Project Manager in Removing Obstacles:

- **Servant Leadership:** The primary responsibility is to eliminate administrative and logistical obstacles, enabling technical experts to perform their tasks effectively.
- **Team Dynamics:** Teams progress through distinct phases (Forming, Storming, Norming, Performing). Anticipate conflict and address it constructively.
- **Quality Assurance:** DHA compliance, cybersecurity, and clinical safety standards must be maintained throughout the development process, rather than only verified upon completion.

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Phase 4: MONITOR & CONTROL

- **Goal:** Track, review, and regulate project progress and performance against the baseline.
- **Key Question:** Are we on track to deliver the expected value? If not, what is our corrective action?
- **The Feedback Loop:** Execution and Monitoring happen simultaneously. You do the work, measure the result, adjust the plan, and repeat.

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Measurement: Tracking Value, Not Vanity

Are We Winning?

- **Avoid Vanity Metrics:** Measuring sheer activity (e.g., "We held 15 meetings" or "We wrote 5,000 lines of code"). This does not equal success.
- **Seek Value Metrics:** Measuring outcomes (e.g., "We successfully integrated the system at 3 out of 5 target MTFs").
- **Variance Analysis:** Constantly comparing your actual schedule and actual spend against your planned POAM baseline. Catch deviations when they are small.

TOOL #5: The Project Status Report
(A high-impact executive dashboard that briefs leadership on value delivery, project health, and critical decision points)

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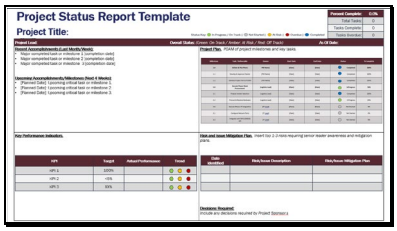

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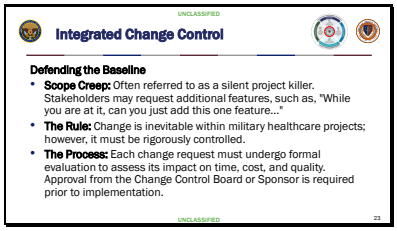

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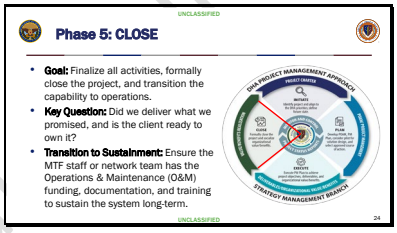

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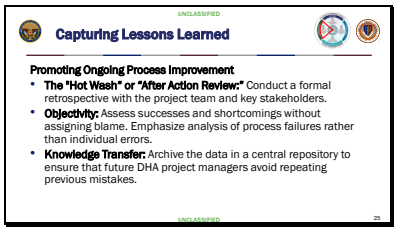

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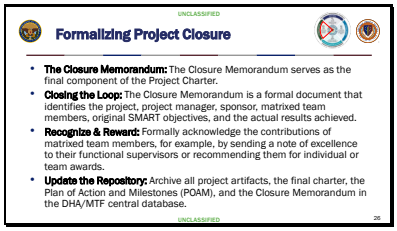

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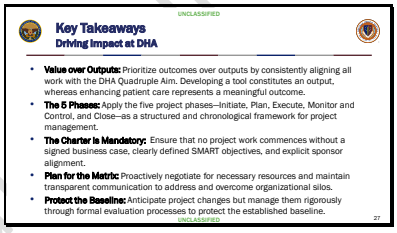

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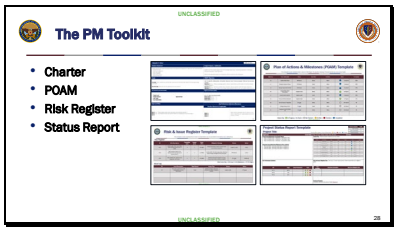

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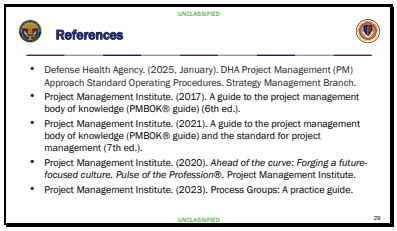

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