

Implementation of Silver Learning Training Course

EAC 582 - Organization and Operation of Training and Development Programs
North Carolina State University

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Project Description and Goal

Date	December 6, 2019
Project Name	Implementation of Silver Learning Course
Project Manager	Kelia S. Ray
Project Begin Date January 2, 2020	Project End Date March 31, 2020

Description

This Tivity Health Inc. project will design, develop, and implement a three module blended learning course for United Hospice of Rockland, a small community hospice in Rockland County, New York. The employees of this training series are unique in that they are aged 60 or over. The Silver Learning Course aims to provide educational training about common health disparities, dietary nutrition, and community resources to help encourage physical activity. It aims to deliver succinct instruction using plain language guidelines, adult learning strategies, and Google technology.

Purpose and Goal

The health information series attempts to promote healthy aging by minimizing health risks and behaviours that become harder to manage in a burgeoning aging workforce. The blended learning course is designed to promote later life learning strategies to help encourage increased physical activity in adults aged 55-65. Upon completion of the training course, employees may become eligible to receive a behavior-based discount from the company's health insurer.

Project Vision and Mission

Vision Statement

A vision statement is a document that states the current and future objectives of an organization. A vision statement is important when managing the project because it illustrates and describes what the project's success looks like at the end. It is a living document that can be referred to as a road map used to direct the purpose and position of the organization.

Tivity Vision Statement: Tivity's project vision is to offer high-quality health information that focuses on the diverse needs of mature learners. The project goal is to implement Silver Learning as an optional, engaging and affirming behavior rewarding e-health training course.

Mission Statement

Likewise, a mission statement is a key tool that captures the essence of your business's goals, standards, and beliefs. This powerful statement summarizes your business intention to your learners, instructors, administrators (stakeholders) and community. It must conform to, agree with the vision statement. This key statement defines "what" you are doing and for whom are we doing it. It is a "selfie" snapshot of the organization.

Tivity Mission Statement: *Promoting healthy learning activities for a healthier silver living.*

Project Scope and Deliverables

Scope Summary

This project will design, develop, and implement a three module blended learning training called "Silver Learning " for United Hospice of Rockland employees aged 60 and over in New York. Silver Learning is an e-health training course designed to encourage physical activity among the staff for a possible reduction in health insurance premiums. The primary support staff consists of 50 employees, 1 Executive Director, and 1 Nurse Case Supervisor. Modules 1 and 2 are online user-centered trainings. Module 3 consists of four in-person group training sessions hosted at Walmart Health's state-of-the art facility in Rockland County, New York.

Objectives

- ☐ Provide independent online e-health instruction to provide fundamental health information using the WHO Active Aging Framework (WHO, 2002).
- ☐ To offer a value-added health information tool that combines continued learning, autonomy, and physical activity to employees aged 55-66 years.
- ☐ To attempt to provide an option to decrease the cost of healthcare for health insurance companies, business entities and their employees.

Cost Objectives

\$40,000 for 50 employees in April 2020; see [project budget](#).

Deliverables

A three module blended learning training course that includes interactive presentations to encourage self-regulated participation in physical activity. The four in-person sessions will be hosted at Walmart's Health facility in Rockland County, NY about 1.1 miles from the worksite.

Approvals

Sponsor Name & Title	<i>Amy Stephens, Hospice of Rockland Executive Director</i>
Sponsor Name & Title	<i>Davis Park, Tivity Health Inc. Account Manager</i>
Sponsor Name & Title	<i>Milton Walter, Walmart Health Program Director</i>
Project Manager	<i>Kelia S. Ray, Tivity Health Inc. Agile Active Ageing Project Manager</i>
Date Submitted	11/30/19
Date Approved	12/6/19

SWOT Analysis of Myself as Project Manager

A critical requirement of project management is planning. It involves clearly specifying goals the PM desired to achieve. The "SWOT" analysis identifies the strengths (S) and weaknesses (W) relative to the opportunities (O) and threats (T) that exist in the environment. Based on this analysis, I will establish actions and tactics required for implementation. My learning process is evaluated by the iterative successes of this project and/or available opportunities for process improvements.

Strength Strong technical communicator Visual design knowledge Synchronous teaching experience Available written resources	Weakness Lack of practical knowledge Lack of time available to meet Lack of performance experience Lack of references
Opportunity Lack of relative references Minimal Reputation Available network contacts	Threat Unknown weather conditions Unknown personnel limitations Unknown interior limitations

Stakeholder Analysis

Stakeholder Name	Business / Title	Influence	Facts of Interest
Amy Stephens, sponsor	Executive Director of Hospice of Rockland	High	Budget conscientious; worked as executive director for 26 years.
Davis Park, sponsor	Account Manager with Tivity Health Inc.	High	Healthcare provider; interested in measurable performance outcomes.
Milton Walter, sponsor	Walmart Health Program Director	High	Grand opening of Walmart Health facility. Interested in community satisfaction.
Trainers	Walmart Health	High	This is their first assignment with an older adult audience. Profits depend on their success here.
Instructional Designers	Tivity Health Inc.	Medium	They are not going to lose much with lower patient satisfaction. Younger graduate employees.
Evaluation Department	Tivity Health Inc.	Medium	General company communication about project is enough.
Google Consultant	Tivity Health Inc.	Medium to High	This position is paid on commission. Increase use of features drives up income.
Technical Communicator	Tivity Health Inc.	Medium to High	The TC was brought on by special request of Tivity Account Manager, Park.
Trainees/Learners	Employees of Hospice of Rockland	Medium to High	Interested in cost savings; not very interested in doing the extra activity after work.

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Project Budget

United Hospice of Rockland is a nonprofit organization that depends on executive board members to authorize funds for projects such as this one. Therefore it will be very important that scope creep and all manners of financial distraction are monitored closely throughout the project (Russell, 2012). The goal in pleasing all sponsors is to provide the best training possible at the lowest cost. Below is a budget breakdown that examines how the \$40,000 budget is being allocated. The largest expense will be the venue. This is however, the one area that might be eligible for a reduction in costs. The Tivity Account Manager and Walmart Health Program Director are working to find additional cost savings. The budget contains the highest feasible amount owed.

			BUDGET	ACTUAL	UNDER/OVER
			40000	39316	684
TASK	HRS	PAY RATE	BUDGET	ACTUAL	UNDER/OVER
Personnel Expenses					
ID SME	15	\$50.00	\$950.00	\$750.00	\$200.00
Design SME	10	\$55.00	\$770.00	\$550.00	\$220.00
Personnel Expense Totals			\$1,720.00	\$1,300.00	\$420.00
Other Expenses					
Supplies			4200	4158	42
Software			4300	4287	13
Venue	4	\$2,711.00	11000	10,844	156
Travel	4		1000	1000	0
Training	12	\$528.00	\$6,400	\$6,347	\$53
Other Expense Totals			26900	26636	264
Venue Items					
Rent			7000	7000	0
Equip Rental			3,200	3,200.00	0
Concessions			700	700	0
Gratuity			480	480	0
Venue Totals			11380	11380	0
TOTAL			\$40,000.00	\$39,316.00	\$684.00

Communication Plan

The mission of United Hospice of Rockland depends upon the commitment of a wide range of informed individuals to participate in effective communication from its earliest stages through to the ending results. This communication plan is the wheels of the organization's mission and provides driving instructions to all relevant members of the project team as well as other parties involved in the project.

Stakeholder	Discussion	Due / Frequency	Method	Audience
Project Sponsor	Scope of project; expected completion timeframe; new concerns and updates	Weekly & urgently depending on the issue	In-Person, recorded Zoom meetings, summary progress reports, Email; Asana	Project Manager
Project Manager	Attention from core team members with respective assignments and deadlines; overall progress & milestones	9:00am; as needed to provide daily project updates	In-Person, Zoom meetings, detailed progress reports, Email; Slack and Asana	All Project Team Members
Trainers	Learner Needs Analysis	9:00am as needed to provide daily updates	In-Person, Zoom meetings, detailed reports, Email; Slack and Asana	Google Consultant; Instructional Designers
Instructional Design Team	Designing blended coursework	9:00am as needed to provide daily updates	In-Person, Zoom meetings, detailed reports, Email; Slack and Asana	Project Sponsor Project Manager Trainers; technical communicator
Evaluation department	Education product quality	Milestone dates & scheduled bi-weekly meetings	In-Person, phone calls or Zoom m; Summary progress reports; Emails; Asana	Project Sponsor Project Manager Curriculum SME
Google Consultant	Current and customized use of application features	Milestone dates & scheduled bi-weekly meetings	In-Person, phone calls or Zoom meetings; Summary reports; Emails; Asana	Project Sponsor Project Manager; Trainers
Technical Communicator	All documentation; style guide; Usability report	Milestone dates & scheduled bi-weekly meetings	In-Person, phone calls or Zoom meetings; Summary reports; Emails; Asana	Project Manager Industry Clients Curriculum SME; Trainers
Curriculum SME	content management	Milestone dates & scheduled bi-weekly meetings	In-Person, phone calls or Zoom meetings; Summary reports; Emails; Asana	Project Manager Industry Clients Technical Communicator; Trainers
Industry Clients	Concerns	Quarterly or as needed & at major milestones	In-Person meeting; Emails	Project Sponsor

Work-Breakdown Structure

Silver Learning Implementation	
WBS-Code	1
Costs	\$ 40,000.00
Overview	Three module training
Manager	Kelia Ray

e-Learning	
Module 1	
WBS-Code	1.1
Costs	\$ 8,000.00
Overview	Google Slide presentation
Subproject Manager	Davis Park

e-Learning	
Module 2	
WBS-Code	1.2
Costs	\$ 8,000.00
Overview	Google Slide presentation
Subproject Manager	Davis Park

In-Person	
Module 3	
WBS-Code	1.3
Costs	\$ 24,000.00
Overview	In-person physical activity
Subproject Manager	Davis Park

Instructional Design	
WBS-Code	1.1.1
Costs	\$ 4,000.00
Overview	Tivity instructional designers co-partner with technical communicator
Liabe for Package	Kelia Ray

Instructional Design	
WBS-Code	1.2.1
Costs	\$ 4,000.00
Overview	Tivity instructional designers co-partner with technical communicator
Liabe for Package	Kelia Ray

Instructional Design	
WBS-Code	1.2.2
Costs	\$ 11,380.00
Overview	Walmart trainers co-partner with Tivity instructional designers
Liabe for Package	Kelia Ray

Goggle Consultant	
WBS-Code	1.2.1.1
Costs	\$ 2,000.00

Goggle Consultant	
WBS-Code	1.2.1.2
Costs	\$ 2,000.00

Goggle Consultant	
WBS-Code	1.2.2.2
Costs	\$ 6,310.00

Curriculum SME	
WBS-Code	1.2.1.3
Costs	\$ 2,000.00

Curriculum SME	
WBS-Code	1.2.1.4
Costs	\$ 2,000.00

Curriculum SME	
WBS-Code	1.2.2.4
Costs	\$ 6,310.00

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Risk Registry and Risk Management Plan

Healthy Aging Training Series						
Risk Registry						
Category of Risk	Risk Description	Potential Cause(s)	Potential Response	Trigger	Response Strategy	Owner
Mod-3	Loss of project lead or specialist due to separation from team or company	<ul style="list-style-type: none"> • Workload now double for current team • Possible duplication of work; meetings; documentation • Possibility Client's interests are lost in translation 	Replace team members with alternative internal team members or outside hire consultants.	2 weeks	Schedule a face to face meeting with sponsors and stakeholders to identify any concerns for a final modified charter approval.	Project Manager
Low-2	Expectations are unclear for several members of the project team	<ul style="list-style-type: none"> • Lack of Vision • Time Management • Miscommunication 	Clarify project charter and schedule full team Q & A via round table meeting.	7 days	Project manager schedules mandatory meetings with core team members to assess understanding of expectations and deliverables.	Sponsor / Project Manager
High-4	Date/time availability for curriculum SMEs is minimal	<ul style="list-style-type: none"> • SMEs are in high demand and booked 2+ months into the future. 	Contact alternate vendors.	2 weeks	Require guaranteed Zoom meetings.	Project Manager
High -4	Employee vacation causing the project to take longer to complete	<ul style="list-style-type: none"> • Challenges in getting all team members caught up • Delay in detail or summary plan reports • Lag in timely meetings 	Factor in a week of vacation for every team member upfront.	2 weeks	Require the full project team to provide vacation schedules for the next 3 months.	Project Manager
Mod-3	Unexpected down time delaying travel to/from North Carolina	<ul style="list-style-type: none"> • Flood/electrical issues • Weather conditions • Automotive challenges 	Select very few out of state vendors or specialists; Require guaranteed Zoom meetings.	12-24 hours	Schedule online meetings or at an offsite location central to critical project team members.	Project Manager

Risk Management Plan

1. Methodology: The project team will review previously documented aging health training programs to assist in risk management planning. Interviews will be conducted along with a risk assessment checklist to best identify appropriate risk management procedures (PMI, 2015).

2. Roles and Responsibilities: The project manager will be responsible for leading and overseeing risk related activities. Other tasks and are risk related will be delegated out and overseen by the project manager.

3. Budget and Schedule: A budget and schedule will be provided as risk related tasks and activities are needed.

4. Risk Categories: Risks for this project are included but not exclusive to the list below. Additional risks will be addressed by the project manager as presented.

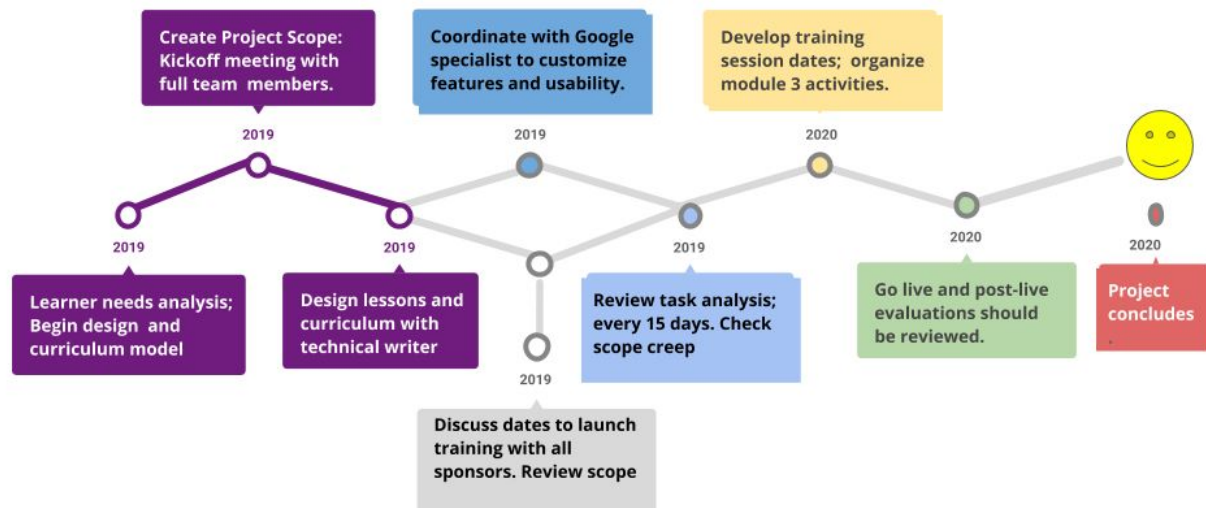
5. Risk Probability and Impact: These risk categories are rated using whole numbers on a 1 – 5 scale. 5 is to be noted as the highest potential risk.

6. Risk Documentation: Risk related information is documented in the risk register below. Risks for this project are included but not exclusive to the list below.

Milestone Schedule

Milestone	Completion Date	Stakeholder Judge	Acceptance Criteria
Project Scope Approval	10/05/19	Sponsor	Did the sponsors approve the Project Scope?
Project Kickoff Meeting	10/06/19	Project Manager	Do all project members understand expectations?
Identify Requirements	10/16/19	Project Manager	Are all requirements met?
Finalized Requirements	10/25/19	Project Manager	Are all contracts signed?
Design/Development	11/15/19	Project Manager	Modifications completed?
Curriculum Design	12/01/19	Project Manager	Design meet requirements?
Usability Testing	12/06/19	Tivity Health Sponsor	Are the employees happy?
Trainer Testing	12/11/19	Tivity Health Sponsor	Do trainers know the product?
Go Live	12/18/19	Walmart Health PD	Registration complete?
Evaluations	01/12/20	Walmart Health PD	Survey response results?
Outside Scope	03/31/20	Project Sponsors; Manager	Is the Project completed?

Critical Path Analysis



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Team Operating Principles

- Full team meetings will consist of a review of old and new issues discussed since the last meeting. Methods are listed in communication plan.
- Core team meetings are scheduled for 90 minutes. Members rotate as note takers and forward notes to team leader within 48 hours of meeting.
- Team leaders are responsible for setting and distributing the agenda to the team at least 24 hours before the meeting.
- Any potential missed deadlines need to be reported to the team as outlined in the communication plan along with the new deadline. 3 day notification required.
- Decisions from team disagreements (if any) will be made by:
 - o Team leader on any budgetary issues.
 - o Consensus on any project deliverable issues.

Lessons Learned

- Weekly meetings are pivotal for keeping the team up-to-date on project progress or to identify any reasonably necessary changes (Dinsmore and Cabanis-Brewin, 2014).
- Support and participation of all parties is critical to ensure a successful development for this project.
- Maintaining open incoming and outgoing communication channels help present plans and actions to be taken.
- Timely execution of meeting plans, objectives and activities is required.

References

- Dinsmore, P., & Cabanis-Brewin, J. (2014). *The ama handbook of project management* (2nd ed.). Amacom.
- Russell, L. (2012). *Managing project: a practical guide for learning professionals*. San Francisco, CA: Jossey-Bass
- Project Management Institute. (2015, January 22). *Why Ethics Matter*. Retrieved October 8, 2019, from <https://www.youtube.com/watch?v=dELsfKv-5Lc&feature=youtu.be>.