

NHS

OPENING VIDEO

- reminds where they've come from
- emotional as well as incredibly busy, complexity
- privileged + a sense of pride

MISSION of the Programme

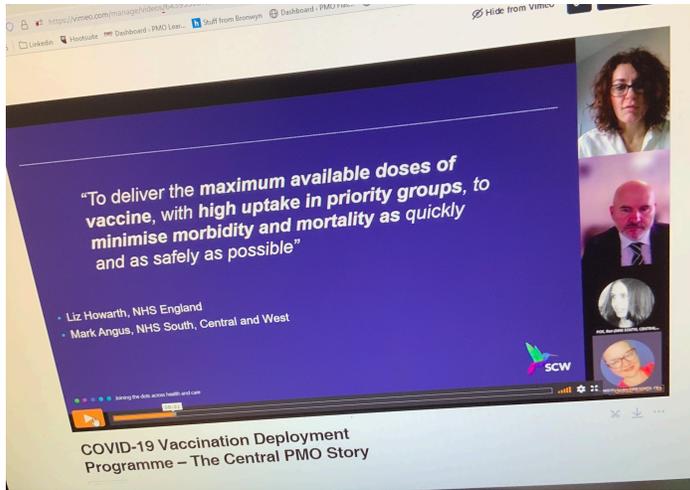
“living and breathing this - every minute, every day”



COVID-19 Vaccination Programme Rollout.

Liz Howarth
PMO Director

Mark Angus - Prog Mgr



8TH DECEMBER
FIRST DOSE!

87 million
so far



volatile uncertain complex ambiguous

VUCA

everything is happening at pace

the environment

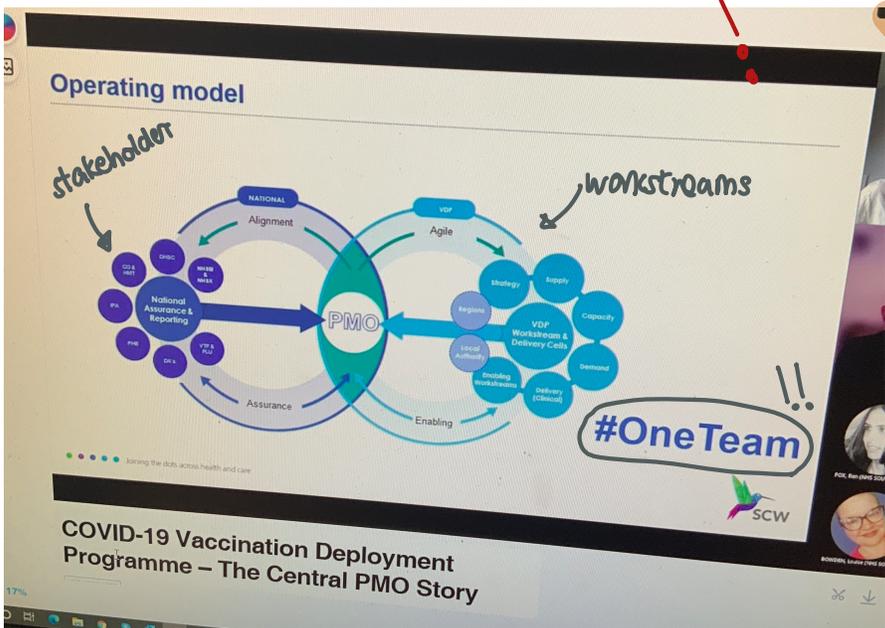
- different vaccines
- different requirements
- different dosages
- different places
- difficult groups to reach
- new developments
- new research
- different cycles.
- changes in personnel

The mission statement really does drive the programme - it has a BIG impact

GETTING STARTED:

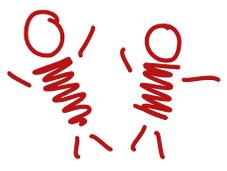
> used a consultancy initially before hand over.

“take a day off in this programme, it feels like a week!”



OVERVIEW

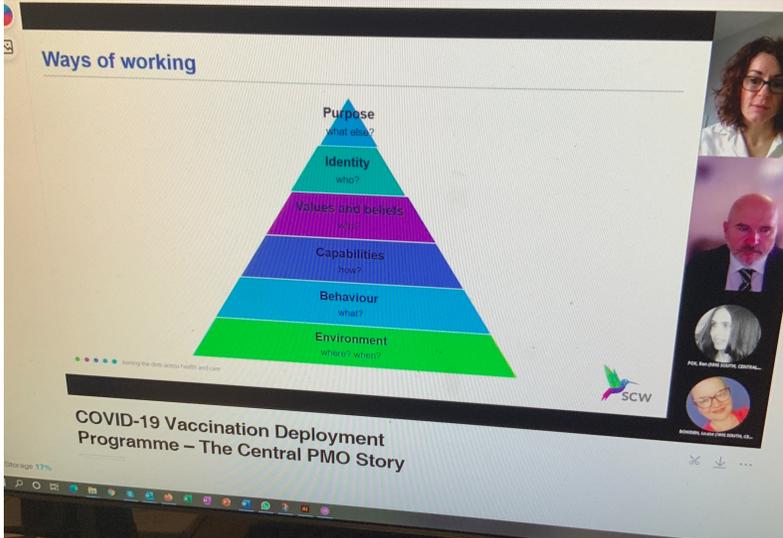
- > 11 workstreams
- > central programme office function
- > 25 people in the team
- central as well as embedded in the workstreams
- > people from different backgrounds inc. military



WAYS OF WORKING : how we work as a PMO team and as a programme
 >> the way we work together can make a huge difference on a programme like this.

PURPOSE:
 getting people focused

66 national programme, delivered locally



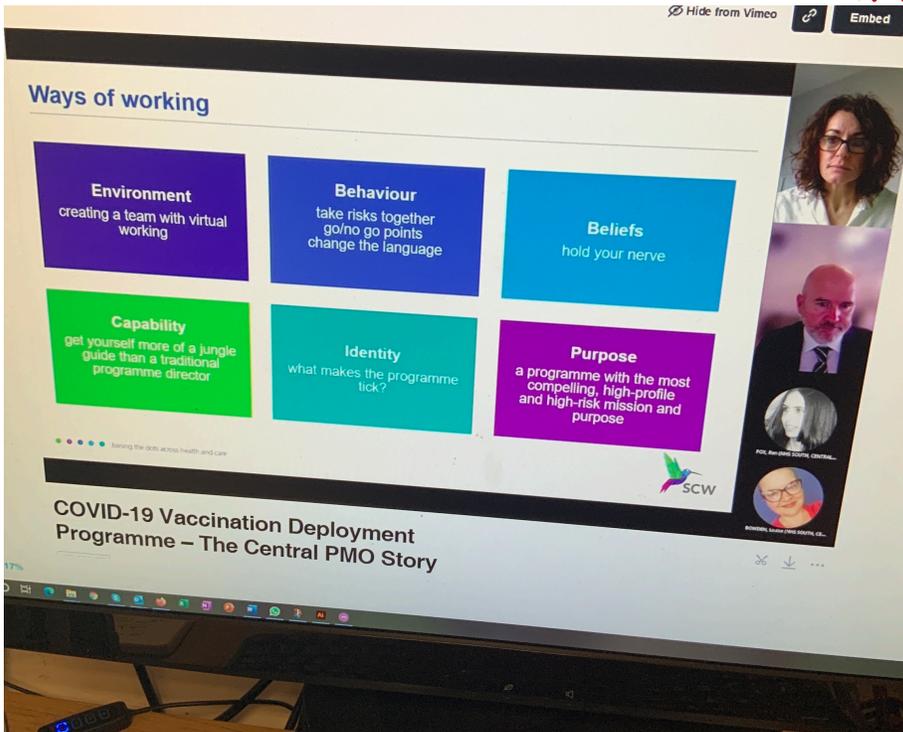
ENVIRONMENT: virtual and with lots of different teams.

>> they have a lot of meetings

PMO has to service those:

- on time
- slides ready
- support during
- actions
- minutes

LEVELLING
 PMO seen as an absolute key part of the team.



MILITARY STAFF: taking risks together

66 what needs to be truth today to take a decision about this

: no regrets decision

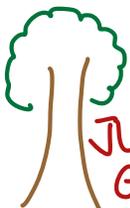
: go/no go points



* public sector
 - at speed
 - the right level of assurance

HOLDING NERVE: so many variations; twists + turns.

CAPABILITY: different types / levels of skills
 : each person brought something
 : blending + making it work



JUNGLE GUIDE: cutting away the blockers
 understand terrain
 look for the tracks
 next direction to go in

LESS TRANSACTIONAL

66 Meeting cadence



RISK:

rapid planning
 a range of scenarios
 starting from the bottom up
 recognising that it's not perfect
 >> testing and updating through regular meeting cadence.
 changes as the programme progressed



working at workshop level.



PLUS a central risk team in the central PMO



consistent risk mgmt approach

TIGHT CONTROLS + EFFECTIVE SYSTEMS + GREATER CERTAINTY of SUPPLY

DEEP DIVES:

decision-making
 problem-solving



- > value in getting the right cadence of meetings
 > beginning - middle - end of day
- > getting the right people in the room
- > spirit of : solving the problem by the end of the meeting
- > understanding if its a real problem to be solved
- > deep dives have become a way of doing business - an accepted way of working
- > able to cut through thorny issues

PLANNING:

what's coming up next
 PMO got involved in scenario planning + then getting into a workable plan.



→ CRITICAL PATHS on a page - been a crucial skill.

SCHOOL AGED CHILDREN

- ✓ careful situation
- ✓ impact of media
- ✓ minimise number of people involved until guidance received
- ✓ different feel to the programme

MOST CHALLENGING FOR THE PMO.



GRAB A JOB - PMO involvement: PMOT

- > able to get involved in the programme itself - rather than just typical PMO duties
- > get involved in the graba job
- > developed the website - lead by the PMO
- > 8 DAYS

a new way to communicate to that age cohort.

GOVERNANCE: the battle rhythm - meetings - checkpoints

What do you need to be awesome today?

↳ came from military colleague.

> looking after the people was crucial

“ don't forget that sleep is a weapon ”

cheesy but it worked!



TEAM WELLBEING:

No-one struggles or fails on the team - getting the balance on capacity right

- regular discussions + checkpoints
- sessions on wellbeing

Marc, you're on



MUTE!!



“ VERY PROUD of the TEAM ”

