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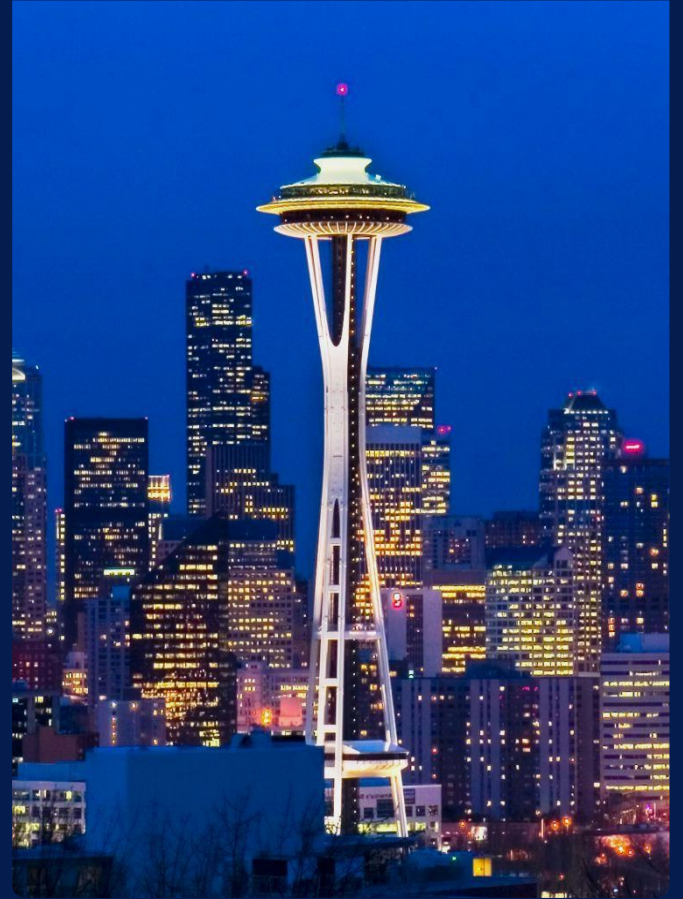
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# From Projects to Programs to Portfolios



# Meet your speakers!



**Subha Rama**  
Principal Product Marketing  
Manager, PPM



**Olivia Ripps**  
Senior Manager, PPM  
Practice



# Learning Objectives

What will you learn today?

- ✓ **How should you think about scale?**  
Understand the different dimensions of scale
- ✓ **How to scale from projects to programs to portfolios**  
Understand how each of these is supported in Smartsheet
- ✓ **Evolving scale mindfully**  
Evaluate where you stand in terms of people, process, technology maturity to evolve your scale roadmap

# Table of contents

**1**

Moving fast @scale

**2**

Projects, programs,  
portfolios

**3**

Maturity matters!

**4**

Demo

1

**Moving fast @scale**

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# Here's a pop quiz....

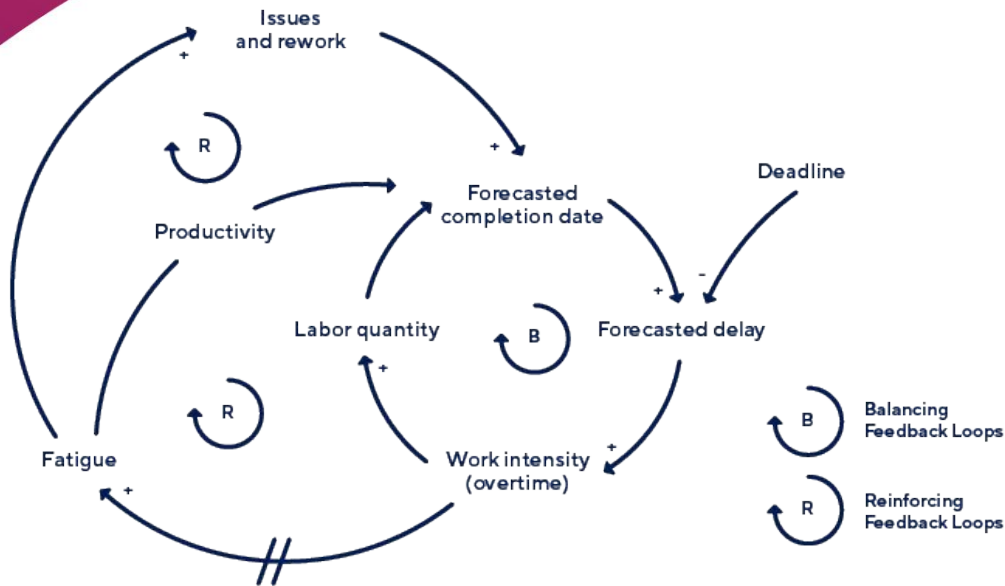
What do you need to drive a car fast?





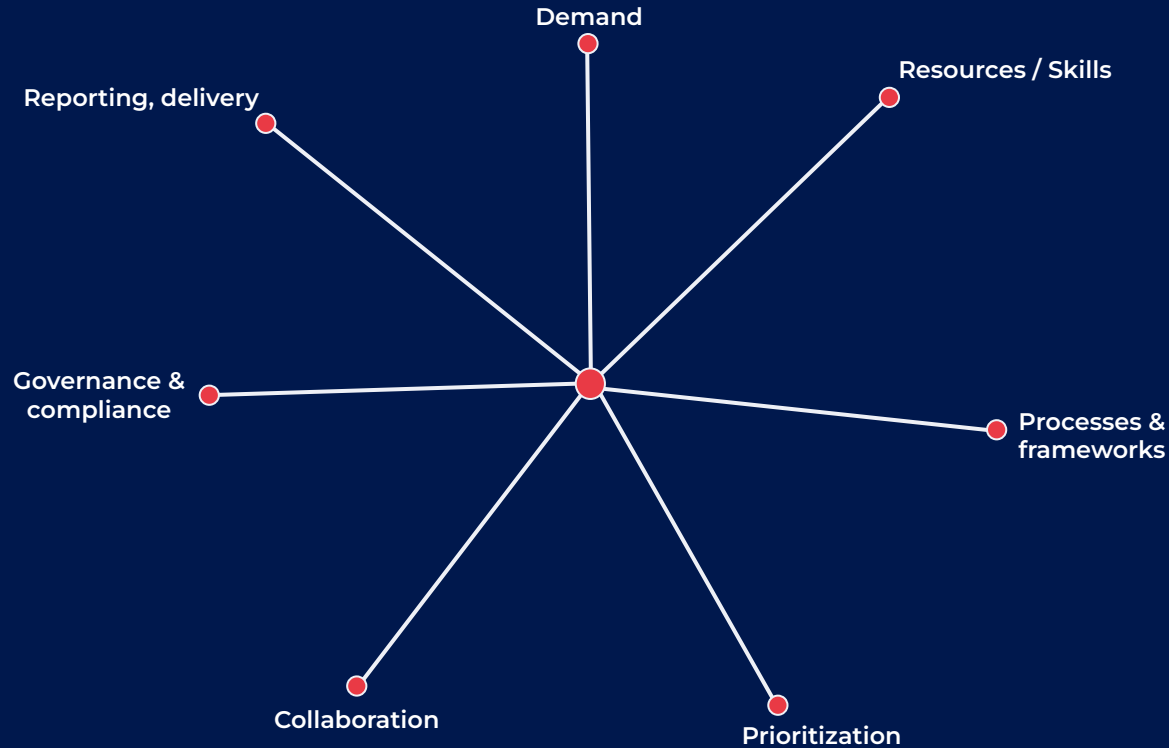
This is a model for bringing a delayed software development project back on track.

**Imagine doing this across 100s and 1000s of projects!**



*Adapted from Abdel-Hamid & Madnick, 1991*

# Key considerations for scale



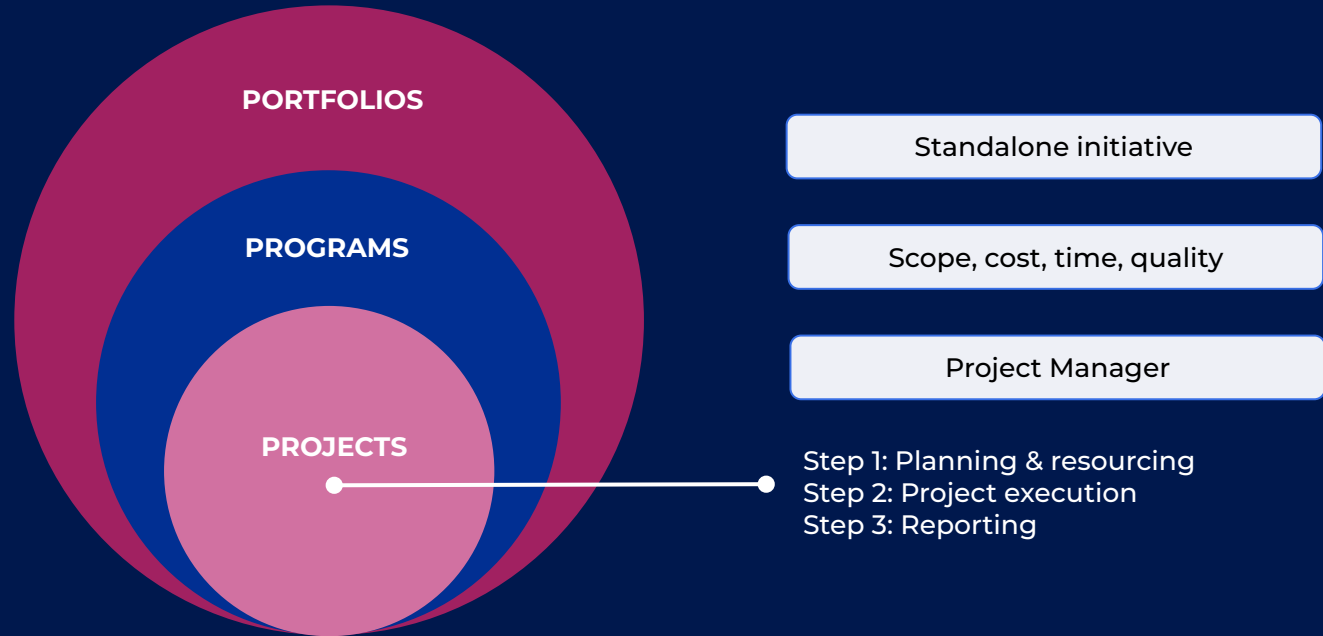
2

## Projects, programs, portfolios

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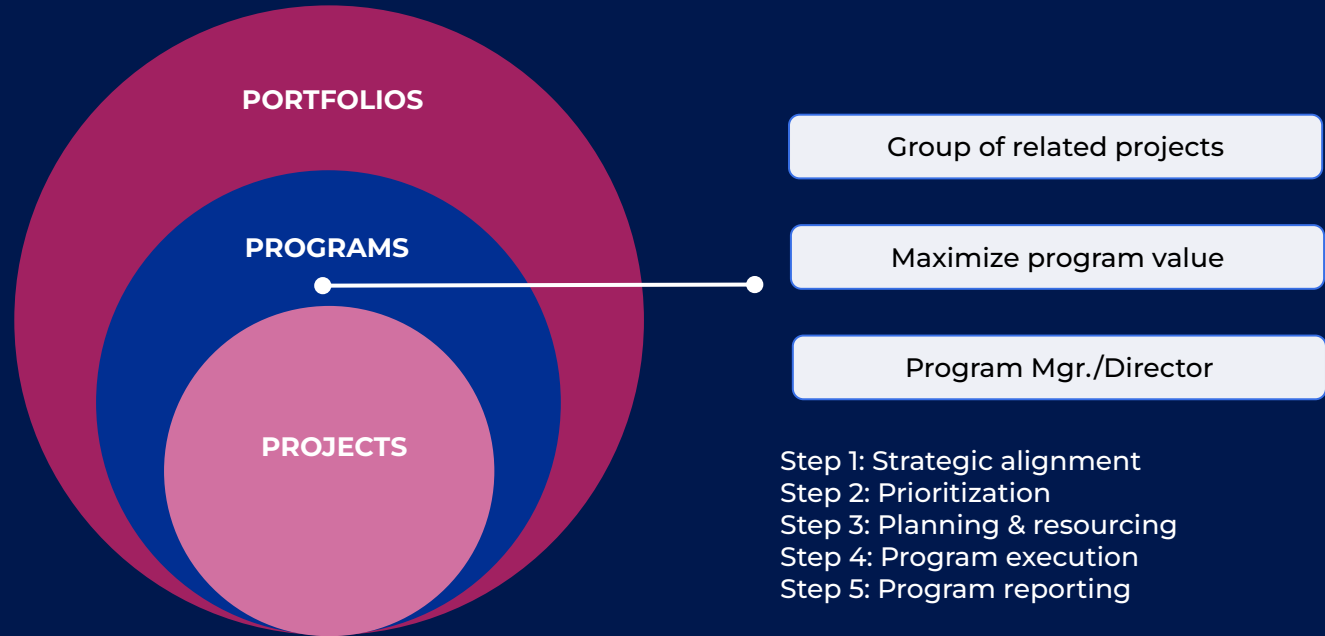
# What is a project?

Focus on project delivery within the constraints of scope, cost, time, and quality



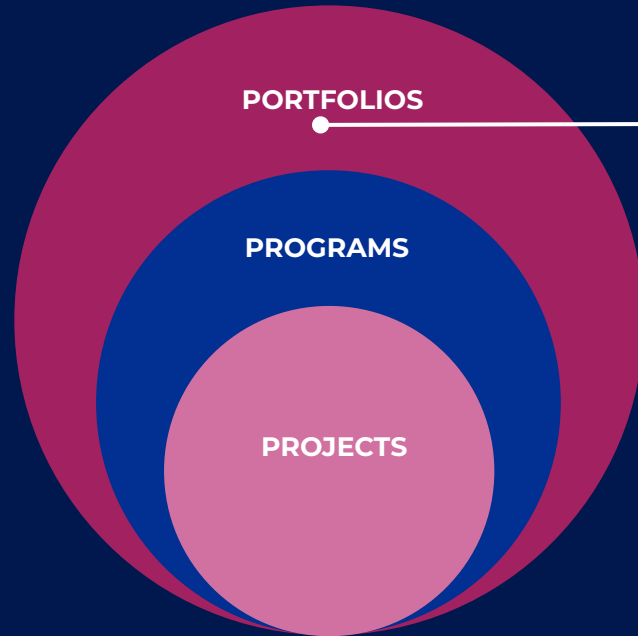
# What is a program?

Focus on delivering program value, standardization, governance



# What is a portfolio?

Alignment with strategic priorities, business value, governance, compliance, and optimization.



Collection of projects/ programs that are distinct/related

Strategic business value

Portfolio Director

- Step 1: Strategic planning & alignment
- Step 2: Prioritization, risk/benefit assessment
- Step 3: Planning & resourcing
- Step 4: Portfolio execution
- Step 5: Continuous portfolio optimization
- Step 6: Reporting

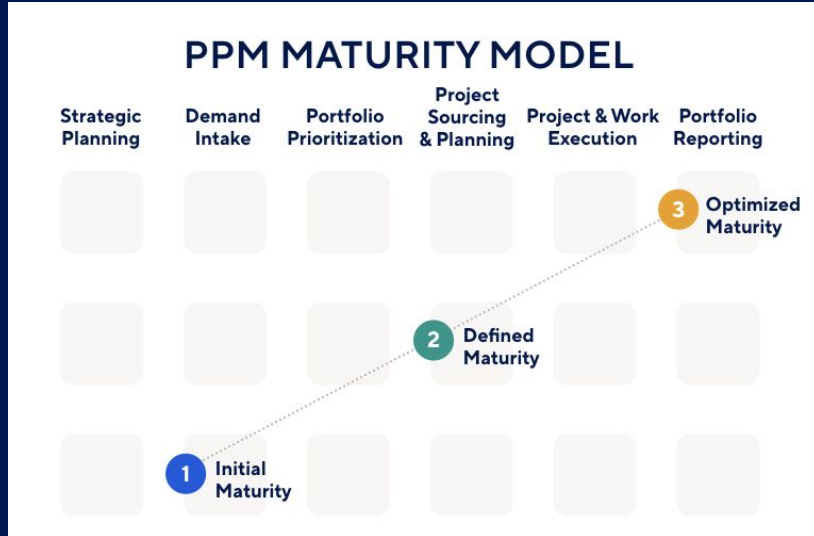
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**Maturity matters!**

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# Organizational maturity, the 4th dimension

Successful scaling depends on your maturity across people, process, and technology

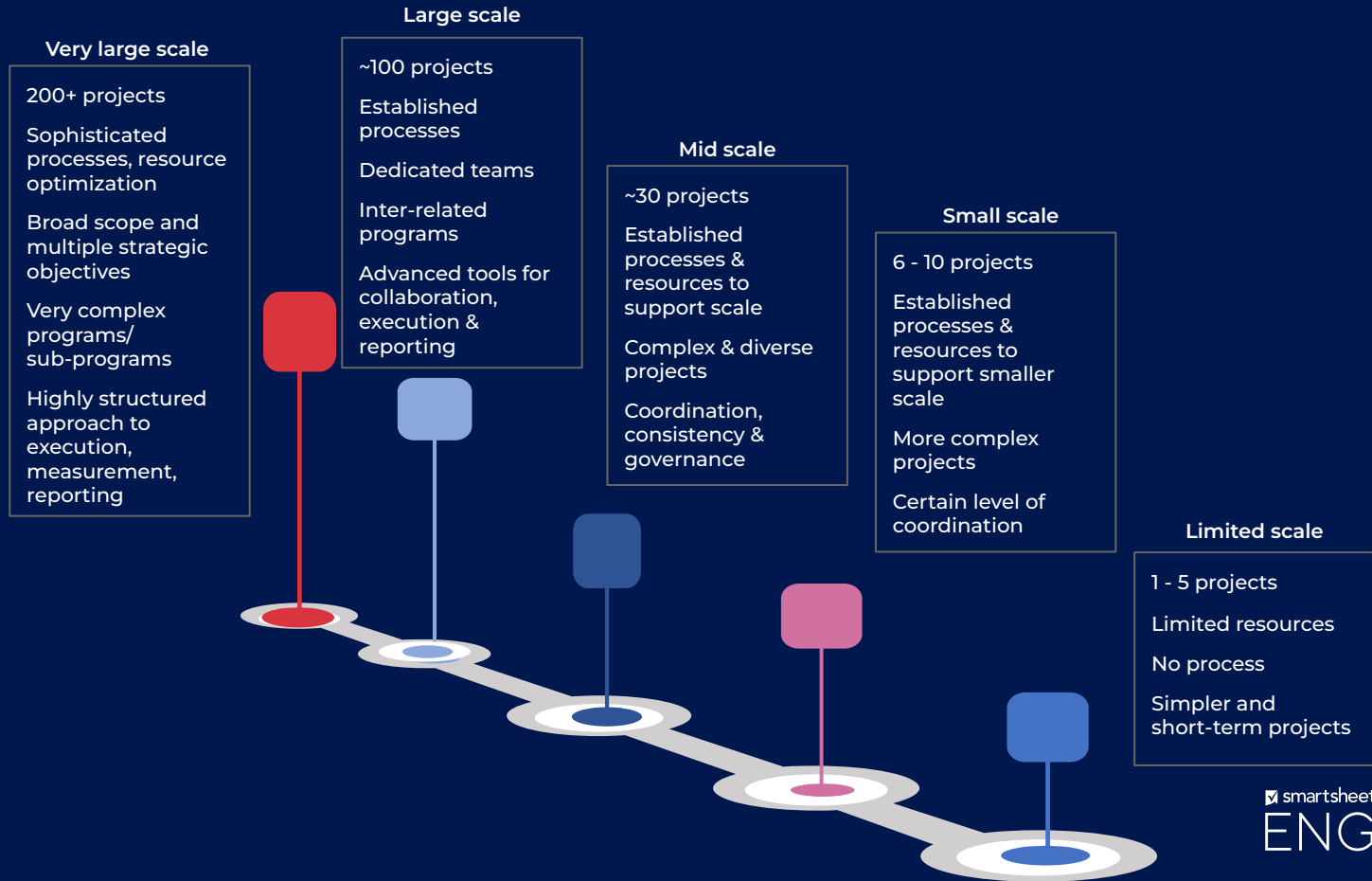


Organizations benchmarking and optimizing for PPM are **6x** more likely to report strong or unlimited scalability.

*Q: How would you describe your organization's ability to scale project management approaches?*  
Source: IDC's PPM Research Survey, 2023



# Levels of scale



# What would an ideal future state look like?

Projects aligned to strategic goals

92%

91%

There is effective prioritization

85%

86%

Processes integrated with  
strategic planning

84%

89%

Can change course and adapt

83%

86%

Achieve clearly defined financial  
and non-financial goals

83%

90%



4

## Demo Foundations

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# Portfolio scale in action

## Strategic Planning

- What are your long-term **goals and objectives**?
- What is your **vision and mission** statement?
- Who are your **key stakeholders** and what are their **expectations**?
- What are the current **trends and challenges** in our industry?

# Portfolio scale in action

Strategic Planning

- How do you **evaluate and prioritize** incoming demands?
- What criteria are used to determine whether a request should be **accepted or rejected**?
- How do you ensure that demand management **aligns with your strategic goals**?

Demand & Intake Management

# Portfolio scale in action

Strategic Planning

- What is the process for capturing and maintaining the **backlog**?
- How do you **prioritize** items in the backlog?
- What criteria are used to **evaluate and select** backlog items for execution?
- How do you ensure the backlog is regularly **reviewed and updated**?

Demand & Intake Management

Backlog

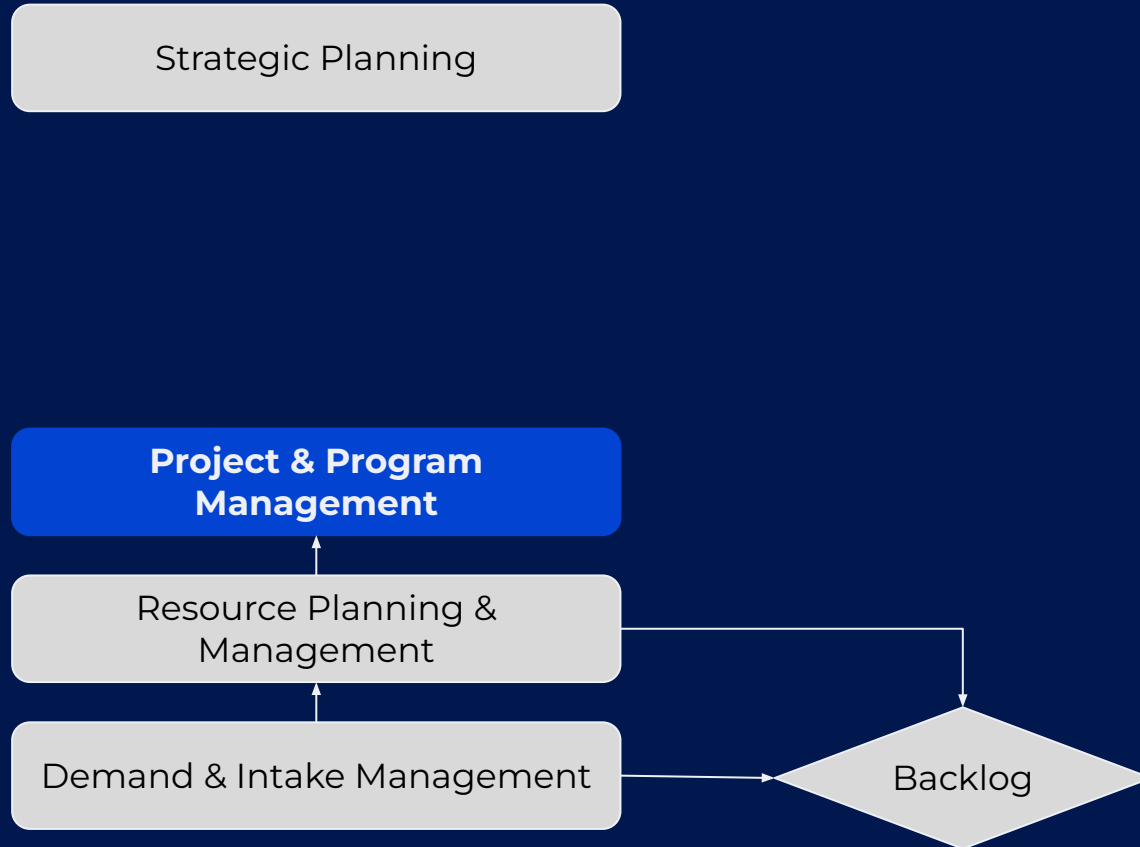
# Portfolio scale in action

Strategic Planning

- What **resources** are available for achieving our strategic goals?
- How do you ensure that **demand** management **aligns** with your **resource availability**?
- How do you **assess and select vendors** or partners?



# Portfolio scale in action



- What are the key **deliverables and milestones** for your projects?
- How do you **track progress** and **performance**?
- What are the **standard processes and methodologies** for execution?

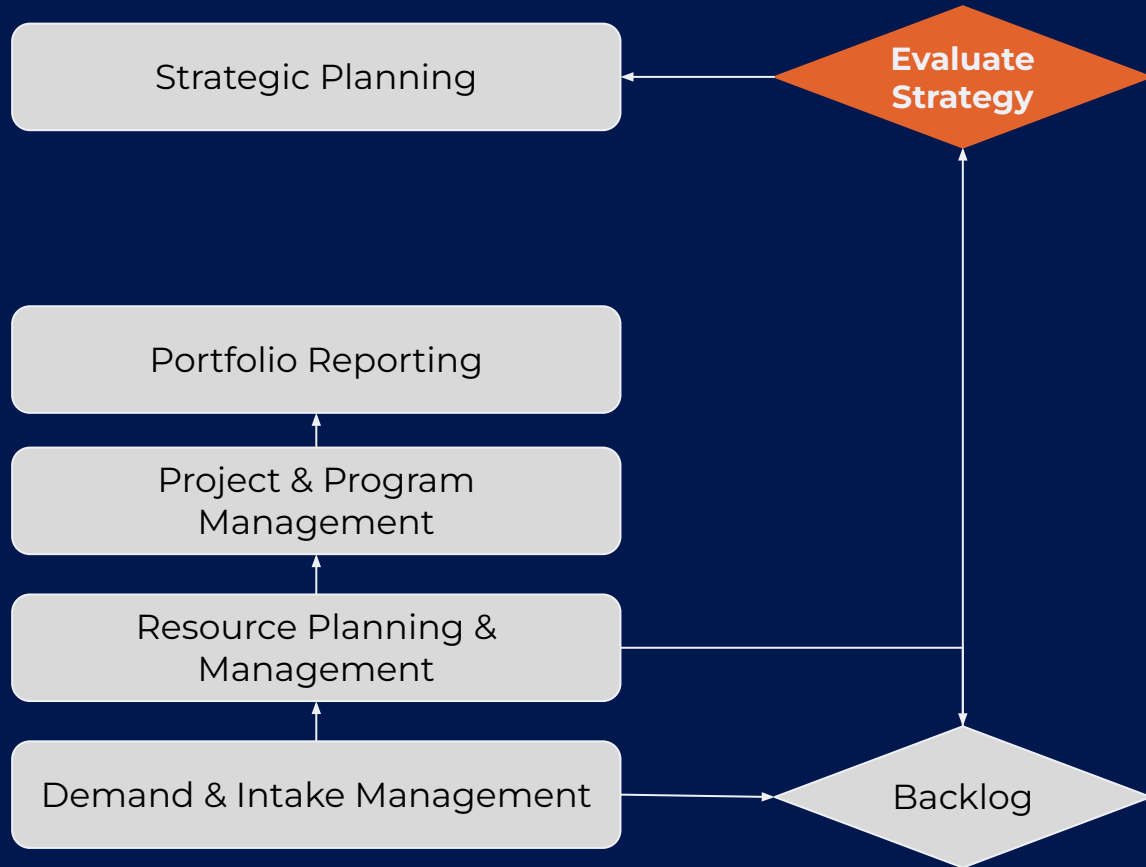


# Portfolio scale in action



- What key **metrics and performance indicators** do you need to track?
- How do you ensure the **accuracy and relevance** of the **data** reported?
- Who is the **target audience** for your portfolio reports?

# Portfolio scale in action



- How do you **measure success and progress** towards your strategic objectives?
- How often do you **re-evaluate** your strategic priorities?
- What **triggers** a re-evaluation of your strategy?
- How do you **incorporate feedback** from performance metrics and project outcomes into strategic adjustments?

# Portfolio scale in action



- What steps do you take to **re-prioritize** projects when your **strategy or resources change**?
- How do you **manage conflicts** and **competing priorities**?
- How do you use **project performance data** to **adjust our priorities** and stay aligned with your strategy?

5

## Smartsheet Demo

Project, Program, and Portfolio Management

smartsheet

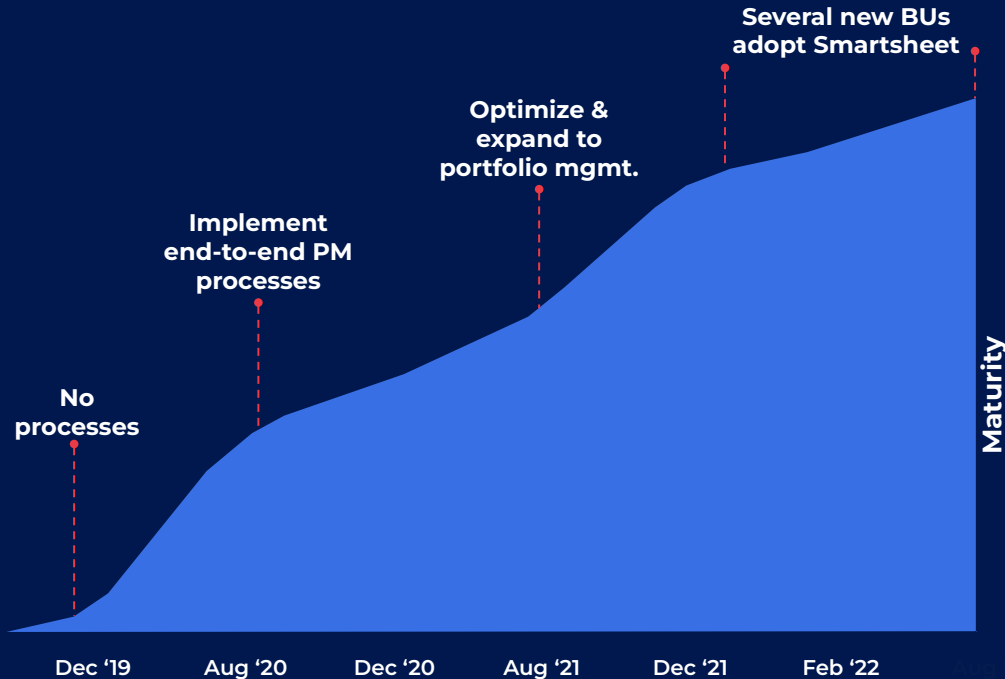
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# Portfolio scale in action



- How do you **manage different types of work** as we grow to ensure efficiency and quality?
- How do you keep **reporting consistent and effective** across various teams and portfolios?
- How do you **allocate resources** well when scaling across multiple portfolios with different needs?
- How do you **align priorities across different portfolios** and teams as we scale?

# Leading automaker accelerates their portfolio maturity from 0 – 100 mph in just a few months



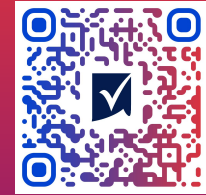
You  
can  
choose  
how  
you  
want to  
scale!



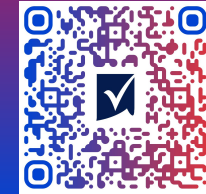
# Recap of learnings

What have you learnt today?

- ✓ **How should you think about scale?**  
Understand the different dimensions of scale
- ✓ **How to scale from projects to programs to portfolios**  
Understand how each of these is supported in Smartsheet
- ✓ **Evolving scale mindfully**  
Evaluate where you stand in terms of people, process, technology maturity to evolve your scale roadmap



Demo Templates



# Next steps...

- **Attend SEA7** - Learn how to ensure the work you are doing is having the desired outcomes.
- **Attend SEA12** - Learn how to deal with change when you take on complex projects at scale.
- **Attend SEA36** - Learn about integrating Smartsheet with the rest of your techstack.
- **Assess your PPM maturity** – Take the PPM maturity assessment to understand how to optimize your project portfolios.
- **Visit the Projects, Programs & Portfolios booth** - Attend our Tiny Tutorials at the booth to learn the tips and tricks for scaling effectively.
- **Try it** - Start with our demo templates and see how you can take these to the next level.

## Take the survey

We'd love to hear your thoughts on the session.

**Open this session in the mobile app, click "Survey," and answer two questions — it's that easy!**

# Thank you.

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Register for upcoming User Groups



Continue to expand your Smartsheet skills and connections by attending a **User Group**.

### Smartsheet User Groups

- **Discover** how others are using Smartsheet
- **Network** with the Smartsheet team and your peers
- **Virtual** and **in-person** events around the globe

# Share your experience at ENGAGE

by participating in the conversation on social media!  
Use **#SmartsheetENGAGE** and tag Smartsheet  
in your posts all week long.



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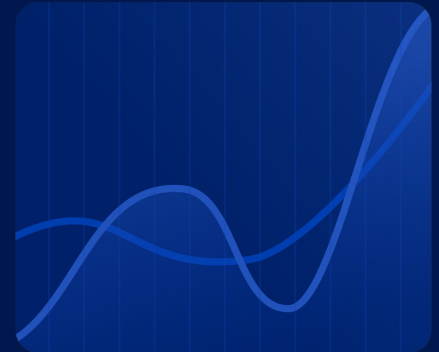
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# Demand Dashboard

## DEMAND INTAKE + PORTFOLIO PRIORITIZATION

### Strategic Planning

SUBMIT NEW REQUESTS HERE



### Project Intake Form

Please provide high-level information on your proposed project in the form below. The details provided will help PMO to categorize the project and determine the next steps.

**Project Name \***

Should be indicative of the project objective. Please avoid the use of code names.

Send me a copy of my responses

Submit

Powered by smartsheet

VIEW YOUR PROJECT SUBMISSIONS HERE

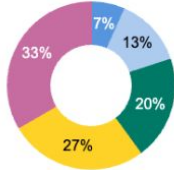
#### ☆ My Submissions/ Requests ⓘ

Filter

Project Name	High Level Description	Approval	Estimated Budget	Estimated Start Date	Estimated End Date
Patient Onboarding Redesign	Redesign the patient onboarding system to streamline the process and reduce administrative errors, resulting in faster onboarding and better patient experience.	Pending	\$500,000	10/15/24	01/31/25
Patient Data Cloud Migration	Migrate sensitive patient data and hospital systems to a secure cloud infrastructure to ensure compliance and future scalability.	Approved	\$750,000	11/01/24	03/31/25
Telemedicine Platform Development	Develop a telemedicine platform that integrates with the existing patient management systems, improving remote healthcare services for patients.	Approved	\$800,000	11/05/24	02/28/25
AI-Driven Automation for Administration	Implement AI-driven automation for repetitive administrative tasks, resulting in increased efficiency and reduction in manual labor.	Approved	\$1,000,000	11/20/24	07/01/25
Cybersecurity Upgrades for Cloud Systems	Deploy advanced cybersecurity measures to ensure the cloud system remains compliant with HIPAA and other healthcare regulations.	Approved	\$950,000	11/30/24	04/30/25
	Partner with wearable technology				

# Demand Dashboard

## REQUESTS BY STATUS



- New
- Under Review
- Approved
- Hold - Need More Info
- Rejected

## REQUEST METRICS

**2.5**  
Avg. Days to  
Assignment

**15**  
Avg. Days to  
Review

**30**  
Avg. Days in  
Progress

## PIPELINE

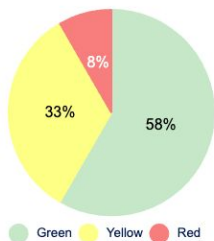
For prioritization, click on the report to edit the 1-10 inputs with 1 being low and 10 being high

Project Name	Estimated Budget	Estimated Start Date	Estimated End Date	Business Function	Weighted Total	P1 - Alignment w Company Goals	P2 - Market Positioning	P3 - Core Capabilities	P4 - Revenue Potential	P5 - Profitability & Margin	P6 - Growth Potential	P7 - Technical Risk	P8 - Resources Financial	P9 - Resource People
<b>Total</b>	<b>\$9,700,000</b>													
<b>Strategic Goal</b> Automate business processes to improve efficiency	<b>\$3,400,000</b>													
Advanced Patient Monitoring System	\$700,000	11/15/24	02/15/25	IT PMO	72%	8	9	5	3	7	9	4	10	
Business Process Automation	\$750,000	11/01/24	03/31/25	PMO	67%	9	4	10	2	4	10	7	8	
Mobile Health App Development	\$450,000	10/20/24	02/28/25	Product Development	49%	1	4	7	9	3	10	4	1	
Cloud-Based Electronic Medical Records (EMR)	\$1,500,000	12/01/24	05/31/25	IT PMO	46%	3	3	2	8	4	4	6	7	
<b>Strategic Goal</b> Develop a mobile app for remote patient care	<b>\$3,350,000</b>													
Wearable Integration with Telemedicine	\$500,000	10/15/24	01/31/25	Product Development	62%	10	10	6	5	4	1	6	9	
AI-Driven Automation for Administration	\$1,000,000	11/20/24	07/01/25	PMO	57%	3	2	8	7	10	9	3	3	
Patient Data Cloud Migration	\$750,000	11/01/24	03/31/25	IT PMO	48%	3	10	6	4	1	5	3	5	
Healthcare Data Analytics Platform	\$600,000	11/10/24	03/20/25	IT PMO	44%	7	3	9	7	1	3	1	8	

# Strategic Planning Dashboard

## STRATEGIC PLANNING DASHBOARD

### KEY RESULTS BY STATUS



### Mission Statement:

At InnovateHealth Solutions, our mission is to revolutionize healthcare delivery through cutting-edge technology solutions that enhance operational efficiency, empower patient care, and drive actionable insights. We are committed to enabling healthcare providers to streamline processes, improve patient outcomes, and adapt to the rapidly evolving digital landscape by harnessing the power of automation, mobile technologies, and data-driven insights.

### Value Statement:

**Innovation with Purpose:** We believe that technology should drive meaningful change. Our solutions are designed to address the unique challenges of healthcare, empowering providers and patients alike through innovations that simplify complex workflows and enhance care delivery.

**Data-Driven Decisions:** In a world where information is power, we harness the potential of data analytics to deliver actionable insights. By enabling real-time data access and analysis, we help healthcare organizations make informed decisions that lead to better care and operational efficiency.

**Integrity and Compliance:** In an industry as critical as healthcare, integrity is paramount. We are committed to maintaining the highest standards of security, privacy, and regulatory compliance, ensuring that all our solutions are HIPAA-compliant and meet the rigorous demands of healthcare governance.

### Demand + Prioritization

### Project Management Office

### IT Project Management Office

### Strategic Goal Overview

Strategic Priority	Description	Dashboard
Automate business processes to improve efficiency	This priority focuses on streamlining and automating manual, repetitive workflows across departments to enhance productivity, reduce errors, and cut operational costs. By implementing AI-driven solutions, healthcare organizations can improve scalability, shorten process turnaround times, and free up employees to focus on higher-value tasks.	<a href="#">Strategic Goal #1 Dashboard</a>
Develop a mobile app for remote patient care	This priority aims to create a user-friendly mobile application that enables patients to access healthcare services remotely. The app will facilitate virtual consultations, appointment scheduling, and provide real-time communication between patients and providers, enhancing patient engagement and improving the overall care experience.	<a href="#">Strategic Goal #2</a>
Develop an analytics platform for patient data insights	This priority is centered around building a robust analytics platform that provides real-time insights from patient data. By integrating various data sources, the platform will help healthcare organizations make data-driven decisions, improve patient outcomes, and optimize operational performance through actionable insights.	<a href="#">Strategic Goal #3</a>

# Strategic Planning Dashboard

## Projects by Strategic Goal

Project ID	Dashboard	% Complete	Overall Health	Project Manager
Strategic Goal <b>Automate business processes to improve efficiency</b>				
PR-00156	<a href="#">Business Process Automation</a>	0%	Green	sarah.matthews@healthorg.com
PR-00161	<a href="#">Advanced Patient Monitoring System</a>	46%	Yellow	emily.rivers@healthorg.com
Strategic Goal <b>Develop a mobile app for remote patient care</b>				
PR-00143	<a href="#">Patient Data Cloud Migration</a>	11%	Green	oliver.white@healthorg.com
PR-00151	<a href="#">AI-Driven Automation for Administration</a>	85%	Green	sarah.matthews@healthorg.com
Strategic Goal <b>Develop an analytics platform for patient data insights</b>				
PR-00152	<a href="#">Cybersecurity Upgrades for Cloud Systems</a>	0%	Yellow	lisa.bryant@healthorg.com

## Projects by Strategic Goal

Project ID	Dashboard	% Complete	Overall Health	Project Manager
Strategic Goal <b>Automate business processes to improve efficiency</b>				
PR-00156	<a href="#">Business Process Automation</a>	0%	Green	sarah.matthews@healthorg.com
PR-00161	<a href="#">Advanced Patient Monitoring System</a>	46%	Yellow	emily.rivers@healthorg.com
Strategic Goal <b>Develop a mobile app for remote patient care</b>				
PR-00143	<a href="#">Patient Data Cloud Migration</a>	11%	Green	oliver.white@healthorg.com
PR-00151	<a href="#">AI-Driven Automation for Administration</a>	85%	Green	sarah.matthews@healthorg.com
Strategic Goal <b>Develop an analytics platform for patient data insights</b>				
PR-00152	<a href="#">Cybersecurity Upgrades for Cloud Systems</a>	0%	Yellow	lisa.bryant@healthorg.com

# Strategic Planning Dashboard

## Program Overview

Program Name	Dashboard Link	Description	Program Manager
Healthcare Operational Efficiency	<a href="#">Program Dashboard</a>	This program focuses on improving administrative and operational processes within healthcare organizations. The goal is to enhance efficiency, reduce costs, and improve patient care delivery.	healthcare.efficiency@healthorg.com
Secure Cloud Migration	<a href="#">Program Dashboard</a>	This program centers on securely migrating healthcare systems and sensitive patient data to the cloud, ensuring compliance, scalability, and enhanced data security.	cloud.migration@healthorg.com
Telemedicine Product Launch	<a href="#">Program Dashboard</a>	This program involves the development and launch of a telemedicine platform for remote patient care, integrating with existing systems and driving user adoption.	telemedicine.launch@healthorg.com

## Lessons Learned Report - Portfolio

OKR	Goal Health	Owner	Lessons Learned	Recommendation(s) for Future OKRs
<b>Objective</b> <b>Automate business processes to improve efficiency</b>				
Reduce manual data entry by 50% within 6 months	●	IT Lead	Early engagement with departments accelerates adoption	Focus on expanding automation to other departments, include ongoing maintenance as a key result
Decrease process turnaround time by 30% across key departments	●	Process Improvement Lead	Conduct more detailed training sessions to ease concerns	Future OKRs should include employee engagement and feedback as part of the change management process
Achieve 80% user adoption of automated systems by end of the year	●	Change Management Lead	Early identification of resistance is key to maintaining momentum	Next OKRs should track training satisfaction and create incentives for faster adoption
Cut operational costs by 20% in the next quarter	●	Finance Lead	Invest in detailed cost-benefit analysis before implementing	Future OKRs should set long-term cost optimization targets, extending beyond short-term goals
<b>Objective</b> <b>Develop a mobile app for remote patient care</b>				
Launch the mobile app to 90% of the target user base in 4 months	●	Mobile App Lead	Early user testing helps prevent major bugs at launch	Future OKRs should focus on enhancing app features based on user feedback to drive further engagement
Achieve a 75% patient satisfaction rate within 3 months post-launch	●	Customer Experience Lead	Provide detailed app tutorials for all user types	Introduce OKRs focused on reducing specific pain points raised by users to boost satisfaction
Integrate 100% of the app's features with the existing patient system	●	IT Integration Lead	Regular syncs with IT team prevent post-launch integration issues	OKRs should include monitoring system performance post-integration and tracking data accuracy



# Strategic Planning Dashboard

## Risk Report - Portfolio

OKR	Goal Health	Notes/Risk Plan	Owner	Target Due Date
Objective <b>Automate business processes to improve efficiency</b>				
Decrease process turnaround time by 30% across key departments	●	Some departments are resistant to change	Process Improvement Lead	11/30/24
Objective <b>Develop a mobile app for remote patient care</b>				
Achieve a 75% patient satisfaction rate within 3 months post-launch	●	Risk of low adoption due to tech-savvy differences in patient demographics	Customer Experience Lead	03/15/25
Integrate 100% of the app's features with the existing patient system	●	Focus on data integrity during integration; ensure seamless data flow	IT Integration Lead	12/31/24
Reduce patient no-shows by 25% within 6 months using the app	●	Leverage app notifications and reminders to boost engagement	Patient Care Lead	03/01/25

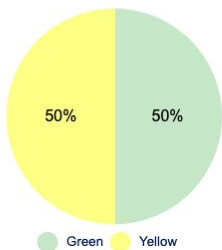
## Red/Yellow Goal Health

OKR	Goal Health	Days Remaining	Notes/Risk Plan	Owner	Target Due Date
Objective <b>Automate business processes</b>					
Decrease process turnaround time by 30% across key departments	●	44	Some departments are resistant to change	Process Improvement Lead	11/30/24
Objective <b>Develop a mobile app for remote patient care</b>					
Achieve a 75% patient satisfaction rate within 3 months post-launch	●	119	Risk of low adoption due to tech-savvy differences in patient demographics	Customer Experience Lead	03/15/25
Integrate 100% of the app's features with the existing patient system	●	66	Focus on data integrity during integration; ensure seamless data flow	IT Integration Lead	12/31/24
Reduce patient no-shows by 25% within 6 months using the app	●	109	Leverage app notifications and reminders to boost engagement	Patient Care Lead	03/01/25
Objective <b>Develop an analytics platform</b>					
Generate 5 actionable insights per month to improve patient outcomes	●	66	Actionable insights dependent on quality of data inputs	Data Science Team	12/31/24

# Strategic Goal Dashboard

## AUTOMATE BUSINESS PROCESSES TO IMPROVE EFFICIENCY

### PROJECTS BY STATUS



The **Automate Business Processes to Improve Efficiency** priority focuses on transforming manual, time-consuming workflows into streamlined, automated processes that enhance productivity, reduce errors, and lower operational costs. By leveraging cutting-edge technologies such as AI-driven automation, our goal is to optimize administrative tasks, allowing healthcare providers and staff to focus more on patient care and innovation.

This initiative aims to drive efficiency across multiple departments by identifying key areas ripe for automation, such as data entry, scheduling, billing, and reporting. The automation of these processes not only accelerates task completion but also reduces human error, leading to improved accuracy and consistency in operations.

Overall, this strategic priority reflects our commitment to continuous improvement, ensuring that healthcare providers have the tools they need to operate more efficiently, deliver higher-quality services, and ultimately improve patient outcomes.

### Strategic Planning

### Project Management Office

### IT Project Management Office

#### Strategic Goal #1 Report

Project ID	Dashboard	% Complete	Overall Health	Project Manager
Business Function <b>IT PMO</b>				
PR-00161	<a href="#">Advanced Patient Monitoring System</a>	46%	Yellow	emily.rivers@healthorg.com
Business Function <b>PMO</b>				
PR-00156	<a href="#">Business Process Automation</a>	0%	Green	sarah.matthews@healthorg.com

# IT PMO Dashboard

## IT Project Management Office

### Strategic Planning Dashboard

#### PORTFOLIO STATUS

TOTAL

3  
ACTIVE  
PROJECTS

BY STAGE



BY OVERALL HEALTH



QUICK LINKS

- All Open RAID
- All Past Due Tasks
- Active Project Summary

#### PORTFOLIO UPDATES & ROADMAP

##### ACTIVE PROJECT SUMMARY

Name	Dashboard	Project Stage	% Complete	End Date	Sponsor	Overall Health
<b>Project Stage</b> Initiation						
Project Manager <b>lisa.bryant@healthorg.c</b>						
PR-00152	<a href="#">Cybersecurity Upgrades for Cloud Systems</a>	Initiation	0%		CIO - Michael Reynolds	Yellow
Project Manager <b>oliver.white@healthorg.</b>						
PR-00143	<a href="#">Patient Data Cloud Migration</a>	Initiation	11%	12/26/24	CIO - Michael Reynolds	Green
<b>Project Stage</b> Planning						
Project Manager <b>emily.rivers@healthorg.</b>						

# IT PMO Dashboard

## RAID LOG REPORT

Item	Status	Owner	Resolution / Mitigation Plan	Target Mitigation Date
<small>Project Name</small> <b>Advanced Patient Monitoring Sys</b>				
Potential delays in hardware delivery	New	Procurement Lead	Work with supplier to expedite delivery or find alternatives	10/15/24
System integration with hospital infrastructure	New	IT Lead	Implement API integrations and conduct rigorous testing	
Set up training for healthcare staff	In Progress	Training Lead		
Choose monitoring device vendor	Complete/Closed	Project Sponsor		

Project Name  
 R... ..

## ALL PAST DUE TASKS

Item	Start Date	End Date	Assigned To	Comments	Sep 29																						
					S	M	T	W	T	F	S	S	M	T	W	T	F										

# Program Dashboard

## Healthcare Operational Efficiency Program Dashboard

Strategic Planning

Project Management Office

IT Project Management Office

### PORTFOLIO STATUS

TOTAL

0

ACTIVE PROJECTS

BY STAGE



- Initiation
- Planning
- Execution
- Monitoring & Control
- Closed

BY OVERALL HEALTH



- Green
- Yellow
- Red
- Blue

QUICK LINKS

- All Open RAID
- All Past Due Tasks
- Active Project Summary

### PORTFOLIO UPDATES & ROADMAP

#### ACTIVE PROJECT SUMMARY

Name	Dashboard	Project Stage	% Complete	End Date	Sponsor	Overall Health
Business Function <b>IT PMO</b>						
Project Manager <b>emily.rivers@healthorg.</b>						
PR-00161	<a href="#">Advanced Patient Monitoring System</a>	Planning	46%	10/22/24	CIO - Michael Reynolds	Yellow
Business Function <b>PMO</b>						
Project Manager <b>sarah.matthews@health</b>						
PR-00151	<a href="#">AI-Driven Automation for Administration</a>	Planning	85%	12/24/24	CIO - Michael Reynolds	Green
PR-00156	<a href="#">Business Process Automation</a>	Identify business processes for automation	0%	08/19/24	CIO - Michael Reynolds	Green

# Project Dashboard

## PROJECT



### Advanced Patient Monitoring System

#### QUICK LINKS

#### HIGH LEVEL DESCRIPTION

Install advanced remote patient monitoring systems for critically ill patients to provide real-time health updates to medical professionals.



PROJECT PLAN



RAID LOG



PROJECT RESOURCES



PROJECT CHECKLIST

#### PROJECT INFORMATION

  
OVERALL HEALTH

46%  
% COMPLETE

Planning  
PROJECT STAGE


1  
HIGH PRIORITY RISKS

CIO - Michael Reynolds  
PROJECT SPONSOR

 emily.rivers@...  
PROJECT MANAGER

#### PROJECT UPDATES & ROADMAP

#### PAST DUE TASKS REPORT

Project Milestone	Task / Milestone	% Complete	Start Date	End Date	Q3					
					Jul	Aug	Sep	Oct	Nov	
	Install monitoring devices	50%	09/01/24	09/19/24		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

 smartsheet

# ENGAGE