



The Five Rights of CMS
 Project Administration
 How to Deliver Safe, Healthy and
 Cost Effective Content
 Management System and
 Technology Projects

In healthcare you may have heard about the Five Rights of Medication Administration and how important it is to include these simple “rules” in the patient care process to help ensure the safety, health, and welfare of the patient and avoid medication errors. In working with our partners and clients we’ve developed similar “rules and rights” in the administration of CMS (Content Management System not Centers for Medicare & Medicaid Services!) related technology projects. The goal being of course: avoid “adverse events.”

With a hats-off acknowledgment to the healthcare industry and a genuine interest in content management system project and user safety and satisfaction, here are: The Five Rights of CMS Project Administration.

1. Right Project - Ask the customer to identify and confirm the business need and business problem they want to solve. Confirm that a CMS, content strategy and structure are at the core of solving the problem.

- Did the customer write and/or collaborate on the project charter, system requirements, budget and stated business goals for implementing the new system/project?
- Confirm that the customer organization can and will collaborate on solution design and confirm that they can articulate and agree (internally) on what problems are to be solved by the new CMS project?
- Confirm customer “buy in” and that the project makes sense “as ordered.”

2. Right Technology - Does the prescribed CMS technology meet the need and solve the problems at hand and importantly; is it flexible beyond the Web?

- Be sure the technology is able to deliver compelling and dynamic user experiences no matter the device, the platform or the channel you're targeting.
- Check the technology stack and watch out for "unusual" configurations. Alternative configurations can produce some serious side effects.
- Confirm that development languages and work style (how you build and code) are compatible with the teams involved and importantly, verify that the systems involved can talk to each other easily with open APIs.
- "Est-ce que vous parlez français?" Is internationalization needed in your new system in the future? Or will you be stuck with Sólo Inglés? This is another consideration when endeavoring to deliver the Right Technology.

3. Right Size - Check the proposed solution definition and verify that licensing, per unit costs, capacity, scalability, ongoing support, and maintenance are right-sized for today and with a view into the future.

- Confirm that the system and implementation match the scale and size of the organization and its needs. Like in medication administration, there's no need to give Morphine for a skinned knee and matching the CMS solution to the organizations resources and budget is critical for a healthy outcome.

- Validate a TCO analysis and identify areas where costs could change outside of your control. Consider if “add-ons” are needed to complete your requirements.
- Be sure to identify all the systems involved in the project and identify realistically what the staff requirement might be to run the newly implemented technology? How about the post implementation support footprint?

Any hidden costs or do you need to hire a small army to run the new system(s)? If necessary, ask a third party or get references to confirm your assumptions that the system fits now and can adapt and meet future needs as well... without sending your CFO to the ER.

4. Right Implementation - Again check to see that the implementation plan is appropriate to the operating environment. Does the client have a reasonable expectation of a successful implementation?

- Can the company adopt the technology according to the suggested implementation/project plan?
- Watch out for individual personnel or even whole departments having an allergic reaction to change and being reluctant to do things differently. Watch out for adverse reactions to simply “needing to be trained on the new system.” If no one will use the new system... well... not a good prognosis.
- Check that the organization has human resources capable of using, managing and taking on the care and feeding of the new system. If not, do they have budget and willingness to make changes to obtain or train such human resources? It’s a sign of good health when

organizations plan and staff their marketing technology and content management projects realistically.

Confirm how the new system is going to be set-up and integrated into the business units and business processes. Identify whether you need a partner to help. There can be high value added with 3rd party involvement, particularly when turf wars and departmental conflicts need mediation... as can be the case between IT and Marketing departments.

5. Right Time - Consider company history, staff readiness, capabilities, experience, executive support, and governance as being important to timing. In the arc of the company's story... double check to see that it's the right time to take on the project.

- Just like a patient in the healthcare setting, considering the company's history, the current state and how the project may impact the company's "ability to thrive," is part of developing and implementing a healthy content management project.
- Timing is not just solely an economic consideration. All of the other "Rights" can figure into the notion of the "Right Time" for a company to take on a content management project.
- Is there something that needs to be done in advance to get us prepared for success with this project? Building "readiness" in the minds of customers and content editors will ease the pain of change.

There's Still More to It...

Just as the Five Rights in Medication Administration cannot by themselves completely ensure a patient's safety, the same holds true in technology project administration. There are always human and environmental factors to consider in every project. The best outcomes are often found in a collaborative, people-centered environment, where solution design is approached with all the users and administrators at the center. The process is optimized when individuals negotiate with one another and strategize on the development of a system that gets business results...similar to how a "care team" collaboratively delivers quality care in the patient care setting.

When engaging with our clients, we use the Five Rights of CMS Project Administration as a guideline and when we identify inconsistent behavior or symptoms... we talk about it with the customer at the center - with their welfare in mind.

Right Project, Right Technology, Right Size, Right Implementation and Right Time. All of these work together to ensure the healthy, safe and cost effective delivery of a high performance CMS project to our clients.



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