

Roadmaps and RPM

Writing and Updating Roadmaps



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ROADMAP IDENTIFIERS

Roadmap identifiers	
Initiative type	
Level 1	
Level 2	
Level 3	
Level 4 (Optional)	
Roadmap Name	
Roadmap Owner	[HEA_Last Name, First Name; Position]
Roadmap Approver	[HEA_Last Name, First Name; Position]
Roadmap Sponsor	[HEA_Last Name, First Name; Position]

What should my initiative type be?

Most roadmaps are small roadmaps:

- Small Roadmaps – for roadmaps that have a total value of *less than* \$10m over 4 years (14/15 to 17/18) and all revenue roadmaps
- Large Roadmaps – for roadmaps that have a total value of *more than* \$10m over 4 years (14/15 to 17/18)

What are levels 1, 2, 3 and 4?

These are the fields that show what part of NSW Health the roadmap belongs to.

Level 1 – Select ‘Ministry of Health’

Level 2 – Select your LHD/organisation

Level 3 – Select your facility or treatment area (if available)

Roadmap Name

This should be a concise, descriptive title for your roadmap. Check to see if your LHD/organisation has a naming convention, for example including your facility name at the beginning of each roadmap name.

Roadmap Owner

This should be the person who has responsibility for delivering the project, and will often be the person delivering many of the main actions and milestones. Except for very significant projects, this is usually not a member of the District’s Executive leadership team.

Note: all roadmap owner, approver and sponsor names must be written in the following format: HEA_Last Name, First Name; Position

Roadmap Approver

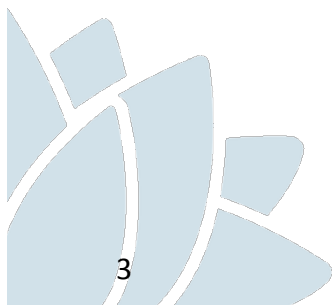
This is an optional field, an approver is someone who requires visibility or oversight of the project.

HEA_Last Name, First Name; Position

Roadmap Sponsor

This should be the person who is in a position to advocate for the project and have the authority to make key decisions about the project. This is usually a member of the District’s Executive leadership team.

HEA_Last Name, First Name; Position

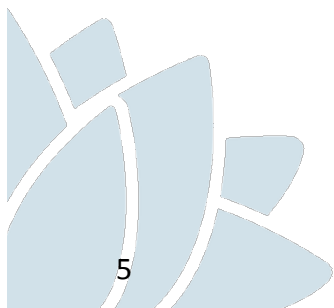


ROADMAP FILTERS

	Roadmap filters
Roadmap type	
Risk rating	
Roadmap Ending Year	
Size	
Reported to MoH	
NSW Health savings category	
Supporting Entity	
EIP category	
Recovery	
Methodology	

Roadmap type	<p>This should match your Initiative Type selection in the Roadmap Identifiers section:</p> <ul style="list-style-type: none"> • <i>Large or high risk initiative (Full Roadmap)</i>: Select if the Roadmap has a financial impact >\$10m over four years (~\$2.5m p.a.) or is very high risk. • <i>Smaller and low risk initiative (Secondary Roadmap)</i>: Select if the Roadmap has a financial impact <\$10m over four years (~\$2.5m p.a.). • <i>High-level plan</i>: Select for a Roadmap that details how the final Roadmap will be reached. This is known as a 'Roadmap-to-have-a-Roadmap'. It is entered in the system whilst the detail of the initiative is being developed. It is likely to include Milestones such as "Deputy Secretary signs off on completed analysis" or "Plan submitted to Executive for approval". Please talk to the PMO before creating a High-level plan • <i>Financial impact only Roadmap</i>: This is an aggregation of smaller initiatives only used by the PMO for reporting to Government
Risk rating	Select low, medium or high depending on your assessment of the project risk, particularly how it compares to other projects in your organisation. You may wish to seek advice from your Superuser.
Roadmap Ending Year	Select the last year of active monitoring of the roadmap from the drop down list.
Size	Select large, medium or small depending on how your project compares to others in your organisation. You may wish to seek advice from your Superuser.
Reported to MoH	<p>Always select 'yes' for this field if the roadmap contains financial benefits.</p> <p>Yes: Roadmap will be reported on by the Ministry in aggregate and will contribute to meeting the LHD/organisation's goal.</p> <p>No: Roadmap will not be reported on by the Ministry. Select this option for Roadmaps that are being used solely for internal purposes and will not contribute to meeting the LHD/goal's goal.</p>

NSW Health savings category	Select the option from the drop down menu that best suits your project. This is the last year you will track the project's progress.
Supporting entity	This is an optional field that allows you to nominate if your project is supported by a program delivered by a pillar or another NSW Health entity e.g. CEC for programs such as <i>Sepsis Kills</i> , or if delivery of the roadmaps is being supported by a pillar or other entity.
EIP category	Select from the drop-down menu to indicate which EIP category the Roadmap aligns to. Your project will most likely be one of the first three: <ul style="list-style-type: none"> • <i>Productivity</i> – cash cost saving or avoided cost initiatives that meet increased demand through more efficient use of existing capacity or avoid the costs of hospital admissions or other services and interventions • <i>Expenses</i> – cost reduction strategies to assist in addressing underlying budget pressures • <i>Revenue</i> – Strategies that support compliance with budget via revenue levers • <i>Not applicable</i> – rarely used, only for Roadmaps which are being used solely for internal LHD or other body purposes and will not contribute to meeting the LHD or other entity's target • <i>Wage Offset</i> - for specific projects (contact the PMO) • <i>Program Savings</i> – for specific programs identified by Government • <i>Transition</i> – relates to transition grants from the Ministry • <i>Other</i>
Recovery	If the roadmap is a part of a Recovery Plan under the Performance Framework, select 'yes'. Otherwise select 'no'.
Methodology	If the initiative that you are roadmapping is being delivered according to a particular methodology i.e. ACI's Clinical Redesign, Ministry's Essentials of Care, CEC's Clinical Practice Improvement or HETI's Financial Management Education Program, please select one of the options from the drop-down list. Leave blank if not relevant.



Roadmap overview	
Objectives and key metrics	
Financial background and assumptions	

Objectives and Key metrics

This statement should be a succinct paragraph that outlines:

- **What** the project is trying to achieve
- **How** you plan to achieve
- **How** you will measure what you achieve

E.g. This project aims to reduce the travel required for remote patients by implementing a telehealth initiative that uses videoconferencing technology to provide follow up appointments to patients. The benefits of this initiative will be measured through the number of videoconference consultations provided and a reduction in travel costs.

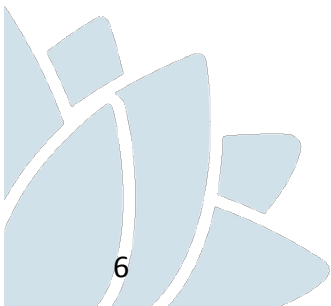
Remember, this is the statement that will be seen by managers and executive teams in district reports on projects, so this should be clear and concise.

Financial background and assumptions

This field details the underlying benefits assumptions of the roadmap to record how the planned benefits were calculated. This statement should detail:

- What metrics are being measured
- How related benefits are quantified

E.g. ABC Hospital conducts 100 follow up consultations per month with discharged patients. The telehealth initiative aims to conduct 50% of these consultations via videoconference. Average travel costs per follow up consultation are \$250. A 50% reduction in consultation related travel is projected to result in $\$250 \times 50 = \$125,000$ cash cost saving per month.



SCOPE

	Roadmap Scope
In scope	
Out of scope	

Description

The scope fields should be used to clarify:

- **What** and **who** the project will impact upon (in scope)
E.g. This project will be implemented in ABC Hospital in the delivery of follow up appointments to low risk post-operative patients
AND/OR
- **What** and **who** is excluded from the project (out of scope)
E.g. This project does not include follow up appointments for high risk post-operative patients

RISKS

	Issues / risks to be managed	Mitigation plan
Risks		

Issues / risks to be managed

Risks are events or activities that:

- Significantly impact the success or failure of the project
- AND**
- Are within the ability of the project team, approver or sponsor to influence.

Risks should include a description of:

- **What** risk event may occur
- **How** that event will affect the project

E.g. ABC Hospital staff may lack the technical expertise or support to effectively use videoconferencing facilities which would reduce the number of consultations that ABC Hospital can provide remotely.

Mitigation plan

The mitigation plan should explain how the risk will either be managed or avoided.

E.g. ABC Hospital will provide training to all relevant staff in the use of videoconferencing facilities

CRITICAL INTERDEPENDENCIES

	Description	Contact name and details/ role
Critical interdependencies		

Description

Critical interdependencies are events or activities that:

- Significantly impact the success or failure of the project

AND

- Are beyond the ability of the project team, approver or sponsor to influence.

The description of the critical interdependency should succinctly describe the event and how it will affect the project.

E.g. The local roll out of the National Broadband Network will need to be completed by April to support videoconferencing facilities in ABC Hospital staff.

Contact name and details/role

This should include the name and contact details of the person with visibility/oversight of the critical interdependency to provide updates on its progress

E.g. John Smith, ABC District Coordinator, NBN, 02 1111 1111

IMPLEMENTATION TEAM

	Name	Function / role	Agency	Contact details
Implementation team				

Who should be on the implementation team?

Your implementation team should include everyone with a key role to play in delivering the key objectives of the project. This could reflect your current operational team structure, or it could reflect a multi-disciplinary team that has been brought together specifically for this project, e.g. someone from an operational role, someone from finance and someone from HealthShare. Just remember, if you are adding people to the implementation team, make sure they know they're on the team.

What does Function/role mean?

This will either be the job title of the person on the team, or the description of their role in this particular team. For example, the team member may be John Smith, Nursing Unit Manager, but in the context of this team his role might be Stakeholder Manager.

What does Agency mean?

For this field, please add the appropriate department or facility. For example, you may have team members from across a number of different hospitals, departments or organizations.

What sort of contact details do I need to provide?

A phone number or email address.

KEY STAKEHOLDERS

	Group	Engagement plan
Key stakeholders		

Who are key stakeholders?

Key stakeholders are groups of people who will be affected by the project, or will have a particular interest or influence on the project implementation, but who are not part of the implementation team.

Stakeholders should almost always be groups of people, rather than individuals.

E.g. Clinicians, IT support staff, ABC Hospital Executive leadership team

What is an Engagement Plan?

An engagement plan should describe **how** you plan to engage and communicate with each stakeholder group to maintain their support for the project. Remember, the engagement plan should *not* be description of what you want the stakeholders to do for you. As such, we recommend avoiding the following words, as they do not adequately describe the process to be undertaken: “consult”, “key part of the process”. Perhaps use instead: “meet weekly”, “working group member”.

E.g. Provide regular communications and updates, hold quarterly information sessions, seek feedback on new policy

What are some examples of key stakeholders?

Stakeholder groups will vary from project to project. However, you may wish to consider if any of the following are key stakeholders for you project:

- Affected staff in your hospital/LHD/organisation e.g. NUMs, Clinicians, nursing staff, managers
- Integral leadership groups in your hospital/LHD/organisation e.g. Executive Leadership Group
- Patients/customers
- Unions or peak industry bodies
- Ministry of Health or supporting entities/pillars
- NSW Government or other government departments
- Local community members

DICE SCORE

DICE Score				
Elements			Selection	Score
D	Duration	Select from the drop-down menu the time (duration) until either the project is completed or the next learning checkpoint will occur. The 'learning checkpoint' is a stage in implementation (predetermined by the Roadmap owner) at which project strengths, weaknesses and progress against key performance measures are formally assessed.	<input type="text"/>	-
I	Team Performance Integrity	Select from the drop-down menu the performance integrity assessment of the project team. The following attributes of team performance integrity should be considered in making the assessment: capable leadership, clear objectives, fast track individuals, challenging minds, people skills, team playing, self motivation, appropriate resources, pushing to conclusion, hardworking and organizational skills.	<input type="text"/>	-
C1	Senior Management Commitment	Select from the drop-down menu the senior management commitment assessment for the Roadmap. In formulating the assessment, the focus should be on evaluating senior management commitment to change; in particular in terms of the visibility of, and effectiveness in communicating, commitment to change.	<input type="text"/>	-
C2	Local Commitment	Select from the drop-down menu the local commitment assessment for the Roadmap. Specifically this assessment relates to an evaluation of the commitment to change of the majority of the local staff who will be affected by the implementation of the Roadmap.	<input type="text"/>	-
E	Effort	Select from the drop-down menu the additional amount of local effort (beyond normal working requirements) that will be needed during implementation of the Roadmap.	<input type="text"/>	-
Overall Score				-
DICE Status			Actions to Improve DICE Score	
G	Please complete DICE selections		[Please include here any actions to improve the DICE Score]	

DICE formula

$$DICE = D + 2I + 2C_1 + C_2 + E$$

DICE

This section helps predict the success of your project and identifies risks based on human factors such as commitment, team integrity, duration, and effort.

The score asks five questions about the plan. Where risks are raised in the DICE score, actions are automatically suggested to inform the design of the Roadmap to help mitigate risks.

Please note:

- Where actions are required to reduce the DICE score, include these as Milestones in the Roadmap itself
- The first element, Duration, refers to the "learning checkpoint" i.e. a point of natural closure and reflection in the program such as the completion of the business case, sending out an RFP, mid-point evaluation etc. This element does not refer to the duration of the initiative itself.
- Any single element with a score of 3 or higher should be regarded as a risk for your project and mitigation steps should be included in the roadmap.

MILESTONES

Milestone	Milestone owner	Milestone date dd/mm/yyyy	How will the Impact(s) be measured?
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Note: All columns in this section must be completed for each milestone

Why are milestones important?

Milestones are the regular indicators of progress in your roadmap – they articulate at a high level the necessary activities or achievements for the project to be a success. Well written milestones clearly convey the process that needs to be undertaken to deliver the project, so if you encounter a change in staff or leadership, the new project owner or sponsor knows what is required straight away.

What makes a good milestone?

A good milestone is:

- **Clear** - Clearly describe major actions or achievements
 - Concise but unambiguous
 - Sufficient detail for executive review
- **Aggregated - Aggregate lower level activities**
 - Combine activities into a single Milestone
 - Milestones should be major, not minor, events or activities
- **Timely - Occur regularly, consistent with management by exception, and fit with other Milestones**
 - Discrete Milestones
 - Sensible sequence (e.g., chronological)
- **Tangible - Enable tangible confirmation of progress**
 - Unambiguous, but still concise
 - Sufficient detail for executive review

Milestones should include both activity milestones (what you're doing to change the world) and measurement milestones (how you are measuring the effect of the change). When developing milestones, make sure you include milestones that reflect the information on your summary page e.g. key actions related to the strategy outlined in the objectives and key metrics statement, any risk mitigation plans, critical interdependencies and stakeholder engagement plans, measurement milestones consistent with the financial assumptions statement, etc.

Who should the milestone owner be?

The milestone owner should be the person with responsibility for delivering the activity (the 'doer') or the person who has appropriate visibility of the milestone outcome to report on it (the 'reporter'). The owner is often the roadmap owner, as they are key to delivering the project. However, milestone owners can also be team members, governance bodies and key stakeholders.

How important is the milestone date?

All milestones must have a date – this is the date the milestone must be completed by. Please ensure that this is entered in the dd/mm/yyyy format. You may find it easier to report on this roadmap if you arrange your milestones in chronological order.

How will the Impacts be measured? field

This field should describe what you will be measuring and how you will be measuring it. If you have written your milestone well, this field will often repeat the measure outlined in the milestone text

E.g. Bed days saved @ \$850 per bed day

MILESTONES - FINANCIAL IMPACTS

One-time financial Impacts (\$'000)					Ongoing financial Impacts (\$'000)			
Capital Impacts		Recurrent Impacts			Capital Impacts	Recurrent Impacts		
Costs incurred	Cost savings	Costs incurred	Financial benefits		Costs incurred	Costs incurred	Financial benefits	
			Revenue increases	Cost savings			Revenue increases	Cost savings

Note: not all columns in this section need to be completed for each milestone

One time or ongoing financial impacts

One time financial impacts are single impacts that can occur at any point during the project. Any value entered in this field will be included as a whole value occurring only once during the life of the project e.g. an impact of \$100k recorded against a milestone dated 1 Jan 2015 will realise an impact of \$100k for the 14/15 financial year only, and not any subsequent years.

Ongoing financial impacts are impacts that will continue to occur every year. As these impacts are considered to be annual impacts, the amount will be pro-rata-ed for the remainder of the year, with the full annual impact included in the following year e.g. an impact of \$100k recorded against a milestone dated 1 Jan 2015 will only realise \$50k (50% of the impact amount) for the 14/15 financial year, with \$100k per annum realised in each of the following financial years. In order to ensure that a full year impact is recorded in this field, enter the impact against a measurement milestone dated 1 July of the financial year.

In order to measure the sustainability of benefits, the PMO recommends using *one-time financial impacts* for the first year in monthly or quarterly milestones, prior to 'locking in' the benefits through *ongoing financial impacts*.

Capital impacts

These fields relate only to large capital works such as new buildings or significant equipment purchases. Smaller capital impacts such as consumables should not be included in this field.

Recurrent impacts

Recurrent impacts refer to financial cash or avoided cost impacts. If these benefits or costs are going to occur for one year only or fluctuate from year to year, they should be included in the *One-time financial impacts* section. If these benefits or costs are anticipated to be ongoing for all future years, you should establish the pattern of benefits for the first year in quarterly or monthly measurement milestones with impacts in the one-time columns, with a single annual milestone for 1 July of the following financial year with the ongoing annual benefits figure included in the *Ongoing financial impacts* section.

Should I include all costs incurred?

The costs incurred column should only be used if costs related to delivering the project are going to be offset against the project benefits. If the project is being implemented within existing resources, this column should remain blank.

Remember, all financial impacts are measured in \$000s i.e. 12 = \$12,000

MILESTONES – NON-FINANCIAL IMPACTS

Non-financial Impacts				
FTE Impacts (FTEs)	Redundancies (#)	Operational KPI Up (# or %)	Operational KPI Down (# or %)	Confidence level (%)

Note: not all columns in this section need to be completed for each milestone

FTE Impacts

This field refers to the number of full time equivalent positions that have been reduced as a result of the project, entered as whole numbers. If the project has required the establishment of new positions and hiring new staff, this should be included in this column as a whole **negative** number i.e. -1. Please only use this field for actual positions, if you have created benefits that equate to one full time salary but not actually reduced the number of positions, this should be represented in financial impacts only and not included in this field.

Redundancies

This field should include the number of Treasury or Ministry funded redundancies resulting from the project only. This does not include locally funded redundancies.

Operational KPI UP and Down

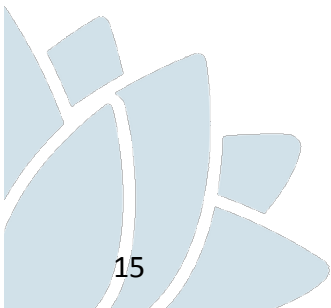
These fields provide an opportunity to measure any non-financial metrics that can be expressed as a number (up to 3 decimal places) or a percentage. The milestone description and 'how will the impacts be measured' fields should make clear what this figure is measuring.

If you are measuring a metric in which an increase on your target is desirable, then use the Op KPI Up field. *E.g. Participation rate*

If you are measuring a metric in which a decrease on your target is desirable, then use the Op KPI down field. *E.g. Infection rate*

Confidence level

This field provides the opportunity to rate the confidence in a milestone being able to be achieved and can be amended at any time after the roadmap has been loaded. Please note, that a lower confidence level rating will turn the milestone immediately yellow or red, even if it isn't due yet. This field is usually only used for critical interdependency milestones.



MILESTONE FILTERS

Milestone filters					
Critical interdependency	Cash or avoided cost	KPI Type	Industrial risk	Clinical impact	Level of approval

Milestone filters provide an opportunity to filter roadmaps for specific milestone types at an LHD/organisation and NSW Health level. However, for many milestones, these fields will all remain blank.

Critical interdependency

If the milestone relates to a critical interdependency as described in the summary page, select 'Yes' from the drop down menu. Otherwise, this field should be left blank.

Cash or avoided cost

If the milestone includes any financial impacts, this field **must** be completed. If the financial impact is a cash cost saving, cash cost or revenue amount, select 'Cash cost/saving' from the drop down menu. If the financial impact is an avoided cost, select 'Avoided Cost/Saving'.

KPI Type

This relates to the Operational KPI. If this milestone has an Operational KPI, please choose the relevant option from the drop down list. Otherwise, this field should be left blank. The main purpose of this field is to facilitate reporting on common KPI types.

Industrial risk

If the milestone relates to an industrial risk as described in the summary page, such as negotiations with unions, please select a low, medium or high risk rating from the drop down menu in this field. Otherwise, this field should be left blank. Note: this filter can be updated later in the software.

High: Industrial action is expected and will have significant disruption on the delivery of front line services or successful implementation of the savings initiative.

Medium: Industrial action may occur which will disrupt front line service or the delivery of front line services to the general public.

Low: Industrial action is not expected to occur.

Clinical Impact

This is an optional free text field in which you can note the clinical benefits associated with a milestone if these benefits are unable to be expressed as a numerical metric in the Op KPI fields.

Level of approval

This field has a drop menu with four choices:

- Pending legislative change – select this if the milestone refers to a required legislative change
- Pending final interagency approval – select this if the milestone refers to an agreement or approval process involving other government agencies or departments
- Pending Cabinet (or subcommittee) approval – select this if the milestone refers to Cabinet approval
- Relevant approval received – select this if the milestone refers to Ministerial or Secretary approval

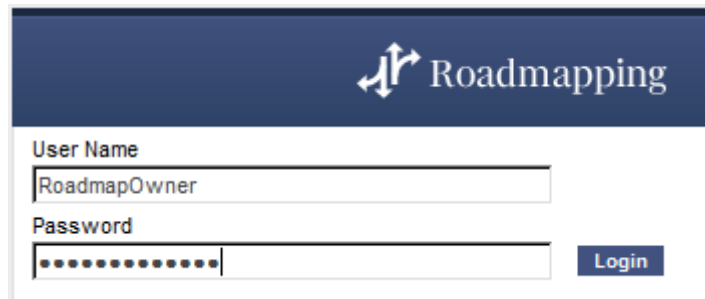
If the milestone does not refer to these levels of approval, please leave this field blank. If the approval referred to in the milestone is from a CE or Deputy Secretary, this does not need to be included in this field.

MILESTONE WORDS – DOS AND DON'TS

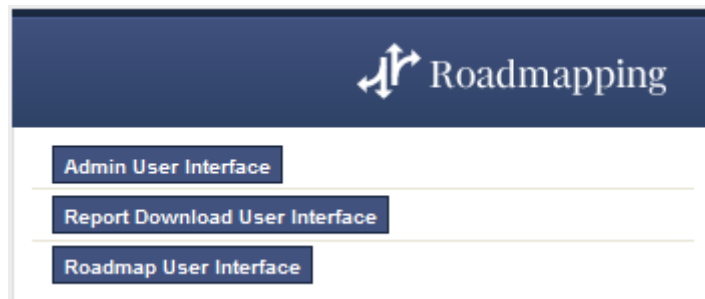
There are some words that are often included in milestones which the PMO suggests you don't use because they do not describe the final product or situation. These words include: create, develop, draft, identify and implement. Perhaps use these words instead:

- Analysed
- Approved
- Assessed
- Calculated
- Completed
- Conducted
- Confirmed
- Defined
- Discussed
- Drafted
- Engaged
- Established
- Finalised
- Finished
- Formed
- Measured
- Published
- Reported
- Reviewed
- Revised
- Trained
- Updated

LOGIN TO RPM



- Open Internet Explorer and go to <https://feo.rdmap.com/login.aspx>
- Type in User Name and Password
- Your User Name is "FirstnameLastname"
- Usernames and passwords are case sensitive
- For first time users: you will be given a temporary password, e.g. "Firstname12345", that you will be asked to change
- Passwords must be at least eight characters long and contain both letters and numbers



- Choose your login interface:
 - a) Roadmap Owners will see the Roadmap User Interface
 - b) Superusers and mini Superusers should use the "Admin User Interface" if available.
 - c) Report Download User Interface is used to retrieve internal management reports.

Note: You may not be able to view all three interfaces.
- Do not share your login info; contact your Superuser or the Program Management Office for additional user access if needed



UPDATING MILESTONES

Required Actions
Please make sure to fill the milestone corrective actions field since yellow or red milestones exist!

ISSUES & CORRECTIVE ACTIONS

Milestone Issues & Corrective Actions

Impact Issues & Corrective Actions

DATES & IMPACTS

Rel. Milestone	Plan	Update	Actual
1 <input checked="" type="checkbox"/> Working group to develop, implement and monitor the strategy established and first meeting held	01-Aug-2014	A	B
2 <input checked="" type="checkbox"/> Confirmed 13/14 baseline information for mattress related falls and average mattress request times	01-Aug-2014		
3 <input checked="" type="checkbox"/> New mattress processes developed and approved by Executive Leadership Team	01-Sep-2014		
4 <input checked="" type="checkbox"/> New signage produced and installed in all halls	15-Sep-2014		
5 <input checked="" type="checkbox"/> Consultation and initial education for nursing staff completed	15-Sep-2014		
Operational KPI Up	Units:(% or #)	Factor:1	85.000
6 <input checked="" type="checkbox"/> Consultation and initial education for orderlies completed	15-Sep-2014		
Operational KPI Up	Units:(% or #)	Factor:1	85.000

Click on the Milestones & Impacts tab

- If the date when you expect to complete a Milestone has changed, enter the new date in "Update"
- When a Milestone is complete, enter the final date in the "Actual" field
- If a forecast value differs to the plan, enter the new value in "Update" field
- When an Impact has been achieved, enter the final value in "Actual" field
- IMPORTANT:** Click "Save" to save data and see effect on traffic light
- Comments may be added to provide senior executives with a more complete view of the Roadmap and its context. Please see the following page for information – *it is recommended that you enter a comment when your roadmap has a red or yellow traffic light*

* When actuals are entered and saved, the field is locked but can be changed by contacting your Superuser

ISSUES AND CORRECTIVE ACTIONS

ISSUES & CORRECTIVE ACTIONS	
Milestone Issues & Corrective Actions	Impact Issues & Corrective Actions
<input type="text"/>	<input type="text"/>

Purpose

- The comments fields in the RPM software give the Executive a high level update on the progress of the project.
- Use the *Milestones Issues & Corrective Actions* field to comment on the strategy timing - delayed or overdue
- Use the *Impact Issues & Corrective Actions* field to comment on the realisation of benefits especially if the actual impact value is significantly different to the planned impact value

When to use

- When a project is under achieving or overachieving
- When a DICE score, milestone or impact is yellow or red

Content

In the instance of a red or yellow indicator, the comments should be two sentences on why the project is not meeting its targets and how this will be addressed.

When a project is going well, explain why the project is going well – it may be something that can be replicated elsewhere.

E.g. In July we had an unseasonal increase in presentations due to the swine flu. It is expected that the Christmas ward closure will make up for this number.

This strategy has been more effective than expected due to the high level of commitment from all staff involved.

The comments should be updated **at least monthly**, in time for the Monthly Executive Report.

Note

- The comments are an update on the **overall progress** of the timing and the impacts of the strategy, for this reason do not comment on specific milestones (e.g. “milestone 11”), especially as the person reading the comment may not have access to the list of milestones.
- Structure the comment as “cause and effect” – provide enough background that the reader will understand without reading the milestones, phrases such as “access now achieved” or “plan being developed” contain insufficient detail.

PROGRAM MANAGEMENT OFFICE CONTACTS

pmo@doh.health.nsw.gov.au

