

Presenting Faculty Disclosures


Alicia O. Burris, Ph.D.: Has no interest or relationship to report

- ▶ I **DO NOT** intend to reference unlabeled/unapproved uses of drugs or products in my presentation

Dawn Demeritte: Has no interest or relationship to report

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- ▶ We do not intend to reference unlabeled/unapproved uses of drugs or products in the presentation.



Practical Cases for Project Management in Medical Education

“...a methodology for applying structure to chaos” – M. Toothman, PMP

Presented by:

Alicia Burris, Faculty Development Research Associate

Dawn Demeritte, Executive Admin Specialist

UC Riverside, School of Medicine

Introduction

- ▶ Alicia Burris: BioChem – Cog/Neuro Psychology – Enterprise IT
 - ▶ The 3 shaped my professional growth
 - ▶ Learned PM “on the fly” – and could apply it across all 3
- ▶ Dawn Demeritte:
 - ▶ Innovative professional who sought PM as a means of fulfilling the School of Medicine’s Mission.
 - ▶ Acknowledges that PM is everywhere, just depends on how you approach it
- ▶ UC Extension & PMI
 - ▶ Thank you Michael Toothman – Intro to Project Management Essentials
 - ▶ Project Management Institute - <https://www.pmi.org/about/learn-about-pmi>

Welcome

Enjoy a laugh before we begin

- ▶ Feeling busy today???

<https://youtu.be/Pk7yqITMvp8>
00:01:08

- ▶ Take action!!!

https://youtu.be/VrSUE_m19FY
00:02:29

Topics we will discuss in this session

- ▶ Introduction of what project management is
- ▶ Discuss key elements of the project management process groups (framework)
- ▶ Information about the trend for better project and program management in health care industry
- ▶ Aspects of the application of project management from health professionals
- ▶ 12 Tips from experts in the Medical Education field



<https://Kahoot.it>

Google: kahoot.it

Please use your phones to navigate
to the link above.

<https://play.kahoot.it/#/k/31a0042f-a392-4fdf-939a-08b948c9a316>

Project Management defined

- ▶ “The application of knowledge, skills, tools and techniques to project activities to meet project requirements.
- ▶ 4 Core Knowledge Areas
 - ▶ Mostly associated with specific project objectives
- ▶ 5 Facilitating Knowledge areas
 - ▶ How project objectives are achieved

The PMBOK® Guide, <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok/sixth-edition>

4 Core Knowledge Areas

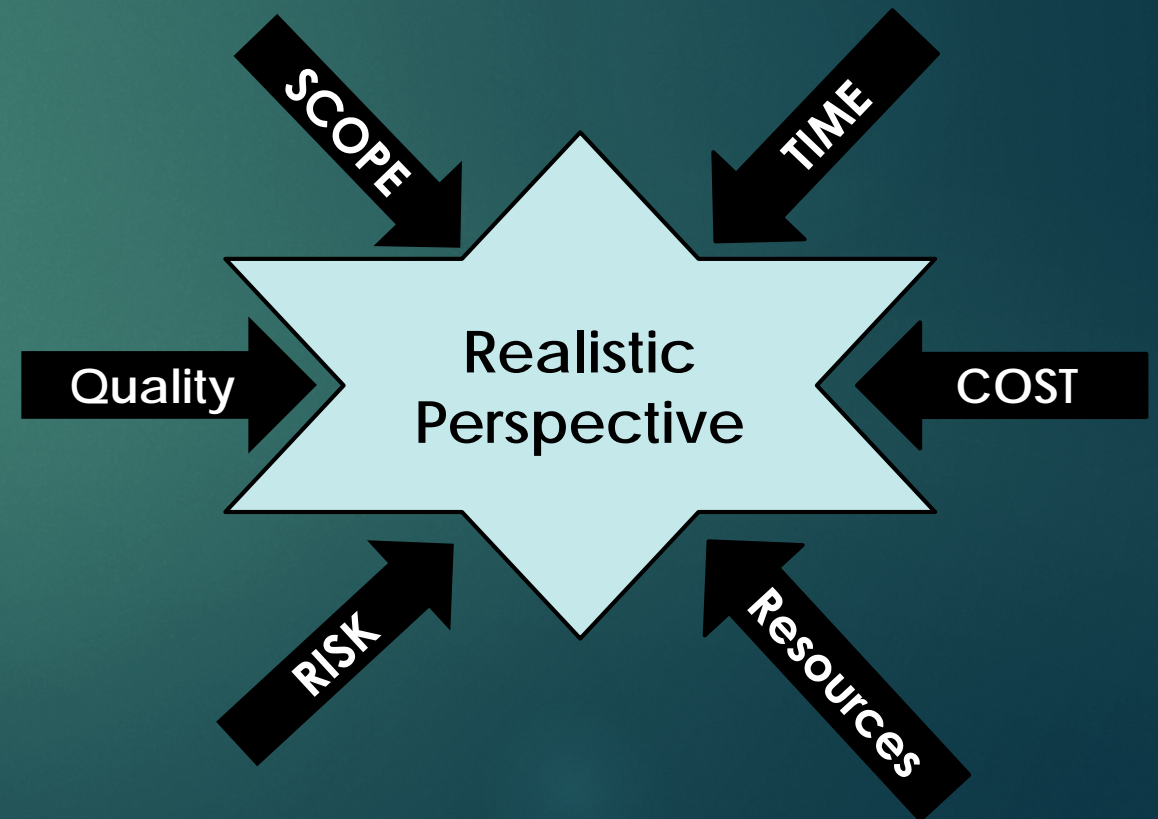
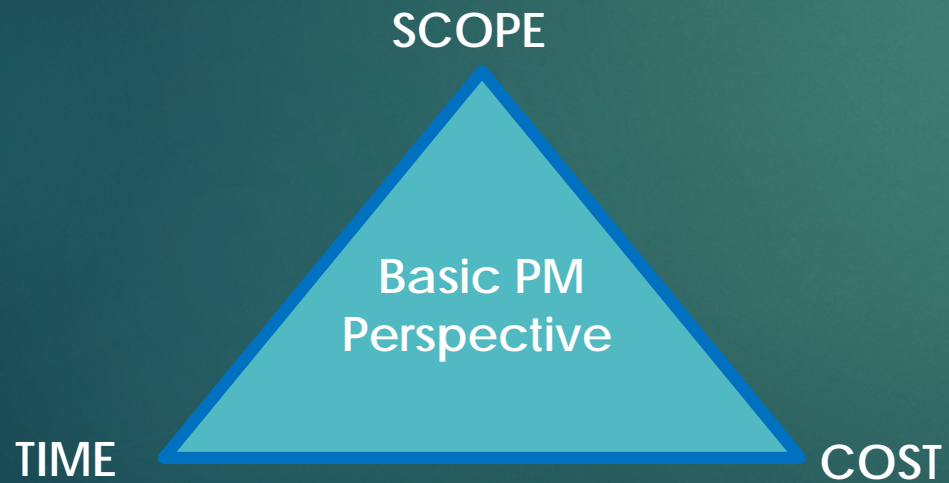
- ▶ Project **SCOPE** Management
 - ▶ What work will be done? (*project only work*)
- ▶ Project **TIME** Management
 - ▶ How long SHOULD it take?
- ▶ Project **COST** Management
 - ▶ What SHOULD it cost?
- ▶ Project **QUALITY** Management
 - ▶ What SHOULD show it satisfies the needs for this project being selected

5 Facilitating Knowledge Areas

- ▶ Project Human Resources Management
- ▶ Project Communications Management
- ▶ Project Risk Management
- ▶ Project Procurement Management
- ▶ Project Stakeholder Management

Project defined

- ▶ “A temporary endeavor undertaken to create a unique product, service, or result” -- The *PMBOK® Guide*, <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok/sixth-edition>



Project Attributes

- ▶ *Contrasts with Business “Operations” – that’s work done to sustain the business*
- ▶ Has a unique purpose
- ▶ It is temporary
- ▶ Is developed using ‘progressive elaboration’ in an iterative fashion
- ▶ Requires resources, often across disciplines
- ▶ Should have a primary customer or sponsor (PI in grant/academic cases)
- ▶ Involves uncertainty.....many time conflict

Project Management Framework

Process Groups

- ▶ Initiating
- ▶ Planning
- ▶ Executing
- ▶ Monitoring/Controlling
- ▶ Closing

Knowledge Areas

- ▶ Integration*
- ▶ Scope
- ▶ Time
- ▶ Cost
- ▶ Quality
- ▶ Human Resources
- ▶ Communication
- ▶ Risk
- ▶ Procurement
- ▶ Stakeholder

Tools & Super Tools

- ▶ **Scope statements**
- ▶ Critical path analysis
- ▶ SWOT Analysis
- ▶ Progress reports
- ▶ **Lessons learned reports**
- ▶ **Kick-off meetings**
- ▶ Requirement analysis measures
- ▶ Quality metrics

What's Unique about Project Management in Healthcare?



Care quality, cost containment and external review are key characteristics.



Quality of patient care is crucial, and healthcare is very personal.



Government and regulatory agencies often play a big role.



Finances are complex, and projects are becoming ever more complex.

Deliverables and metrics are different.



Collaboration across entities is required.

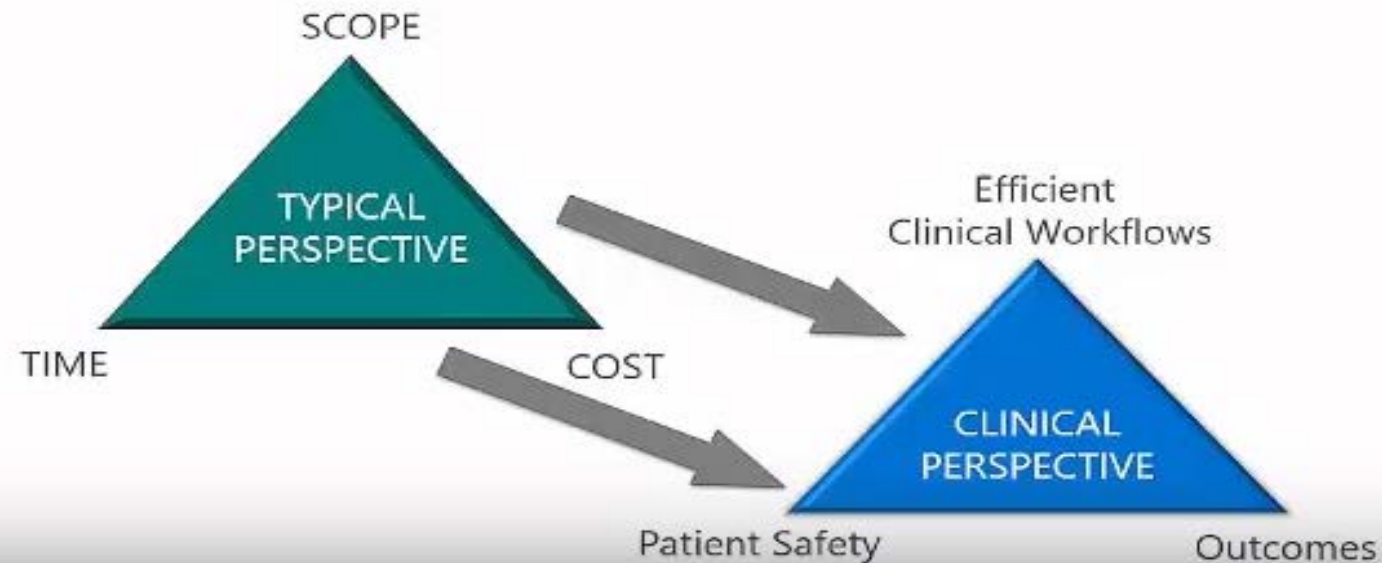


Graphic from *Project Management for Healthcare*, Project Online, Michelle Manimtim:
<https://youtu.be/WdmOkd9wqfw>

Why some SOMs care

- ▶ Industries surrounding Healthcare and Medical Education are using it more and more, here are a few examples.
 - ▶ NASA, USA
 - ▶ Obvious fit for project management
 - ▶ Mode of operations: “Doing things right” while effectively managing increasingly complex projects and teams composed of specialist across multiple organizations
 - ▶ TLC Family Health plan, Canada – needed cost savings from digitizing claims
 - ▶ Global Pharma, UK –
 - ▶ Complex drug-development from lab to launch – ***Forced to think for the future not sustain the now***
 - ▶ Means of addressing the challenges of ‘unknown-unknown or unforeseeable’ risks
- ▶ All of these examples require oversight/leadership, business processes and strategic planning to meet their missions, just like Schools of Medical Education.

Clinicians View Project "Success" Differently



Graphic from *Project Management for Healthcare*, Project Online, Michelle Manimtim:
<https://youtu.be/WdmOkd9wqfw> 00:06:25

Making the connections

- ▶ Medical Education Career
 - ▶ Variety of roles related to
 - ▶ Committee work
 - ▶ Planning
 - ▶ Implementation /Initiatives within the institutional setting
- ▶ Goal: **to consistently improve the likelihood of successful project work**
- ▶ Though PM may seem to some as incongruent with academic process.....
- ▶ Minimal literature to date; however growing to provide guidance on how projects should be structured and supported
- ▶ Its simply a method for navigating the complexities and challenges in medical education, academic group work, quality improvement projects, clinical trials, and reaching the community.

A strategic means to overcoming challenges

- ▶ Provides a means of strategically selecting the projects that have the most value and can be executed successfully.
 - ▶ Not always bright and shiny with flashing neon lights
 - ▶ Not always the grandest of ideas, either
- ▶ Closely aligns with Quality Improvement – In fact, most Quality Improvement initiatives are PROJECTS
- ▶ AT UCR-SOM the strategic vision and mission are loud and clear
 - ▶ Personally I'm thankful for this because it provides a direction
- ▶ Organizational strategic positioning requires a unique set of activities to service delivery or clinical practice that others find difficult, if not impossible, to emulate

"... a current climate of what may be an unsurpassed number of health care projects"*

American Recovery & Reinvestment Act (2009)

- Included the Health Information Technology for Economic & Clinical Health (HITECH) Act
- Increased HIPAA rules, enforcement, fines
- Created incentives / penalties for meaningful use of EMRs

Patient Protection and Affordable Care Act (2010)

- Increased number of Accountable Care Organizations (ACO)
- Ended Disproportionate Share payments
- Forced improvements in efficiencies

Quality & Patient-Driven Initiatives

- Increased emphasis on patient-centered care
- Promoted need for more evidence-based medicine
- Expanded number of centers of excellence

12 Practical tips

- ▶ Faculty in the medical field - Diane Gorsky, MSW, MD; Karen Mann, Ph.D.; and Joan Sargeant, Ph.D
- ▶ Project Management Activities
 - #1 Ensure that the mandate to lead comes clearly from the project sponsor
 - #2 Assemble the team membership
 - #3 Create project management framework and documentation

12 tips cont...

▶ Project Leadership Activities

#4 Secure the needed resources & administrative supports

#5 Manage & coordinate the project details

#6 Ensure that the project has a clear conclusion and plan for transition

#7 Establish psychological safety

12 tips cont...

▶ Project Leadership Activities

#8 Recognize & value individual contributions

#9 Watch for "scope creep"

#10 Adjust & respond to unexpected events

#11 Recognize & address conflict

#12 Maintain balance

Summary

- ▶ Clinical research and medical practice functions to maintain a 0% error margin
 - ▶ PM beneficial for communication, documentation, and improvement monitoring
- ▶ A progressive career in academic medicine will include opportunities to lead projects, and mobilize temporary groups of individuals to achieve project goals.
- ▶ There is little guidance, however, on how academic projects should be structured and supported.



CASE STUDY

Project Management Education Soars at the National Aeronautics and Space Administration (NASA)

- ▶ <https://www.pmi.org/business-solutions/case-studies/project-management-education-soars-at-nasa>



CASE STUDY

TLC Family Care Healthplan

Healthcare Company Uses Project Management to Develop Online Claims Program

- ▶ <https://www.pmi.org/business-solutions/case-studies/tlc-family-care-healthplan-uses-pmbok-guide-in-project-to-digitize-claims-process>



CASE STUDY

Organizational Change Management at Work in the Global Pharmaceutical Industry

- ▶ <https://www.pmi.org/business-solutions/case-studies/organizational-change-management-pharmaceuticals>

Resources & references

- ▶ Professor Michael Toothman



- ▶ Healthcare Project Management, Kathy Schwalbe & Dan Furlong
www.Healthcarepm.com
- ▶ The *PMBOK*[®] Guide, <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok/sixth-edition>
- ▶ *Project Management for Healthcare*, Project Online, Michelle Manimtim: <https://youtu.be/WdmOkd9wqfw>
- ▶ by Jake Mickelsen Quality Improvement Education Manager, Stanford University https://www.youtube.com/watch?v=tcdTPq6U_t0
- ▶ Clinical Practice Improvement Project Management, Dr. David Joyce, MD, MBA <https://youtu.be/Ju4gm0LeD1M>
- ▶ Project management and leadership: practical tips for medical school leaders Diane Gorsky, Karen Mann, Joan Sargeant: <https://doi.org/10.15694/mep.2016.000127>

Accreditation Statement

This activity has been planned and implemented in accordance with the accreditation requirements and policies of the Accreditation Council for Continuing Medical Education (ACCME) through the joint providership of the Annenberg Center for Health Sciences at Eisenhower and the University of California Riverside. The Annenberg Center for Health Sciences at Eisenhower is accredited by the ACCME to provide continuing medical education for physicians.

Credit Designation

The Annenberg Center for Health Sciences at Eisenhower designates this live activity/enduring material for a maximum of 1 *AMA PRA Category 1 Credit(s)*[™]. Physicians should claim the commensurate with the extent of their participation in the activity.

Upcoming Sessions

December 2017

Dinner & Workshop Series: How to Flip - A Misunderstood Strategy

- ▶ Thursday Dec. 14, 6-8pm
- ▶ UC Path Intellicenter Training Room 127
- ▶ Facilitator: Rosemary Tyrrell, Ed.D.

January 2018

Dinner & Workshop Series: Creating an Inclusive Working Environment

- ▶ Thursday January 11, 6pm-8pm
- ▶ UC Path Intellicenter Training Room 127
- ▶ Facilitator: Kathy Barton