



Healthcare Project Management

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Disclosure statement

- Financial relationships: Employed at Ephraim McDowell Health, located in central Kentucky. Certified as a project manager and manage all projects for healthcare system. Three hospitals and 29 employed provider practice locations ranging from family practice to specialties such as cardiology and urology.
- Nonfinancial relationships: Maintain active PMI affiliation and currently serve as the chair of the MUSE International Board of Directors. I receive no financial gain from the this presentation.

Objectives

- How Healthcare project management differs from Traditional project management
- Virtual versus in person – you need both
- Growing project management in your organization
- Active listening and effective communication
- Project Management tools – simple to complex
- Measuring Success
- Testing and training tips
- Celebrate your efforts – not just the successes

Traditional Project Management

Project charter

Scope Document

Gantt Chart

Milestones

Return on
Investment

Work Break Down
Structure

Stakeholders

Deliverables

Cost/Benefit
Analysis

Healthcare Project Management

What are we doing

When can we meet?

What is included in the project?

When do we need it done

What needs to be accomplished

How long will it take for us to recoup our \$\$\$

Who does this effect?

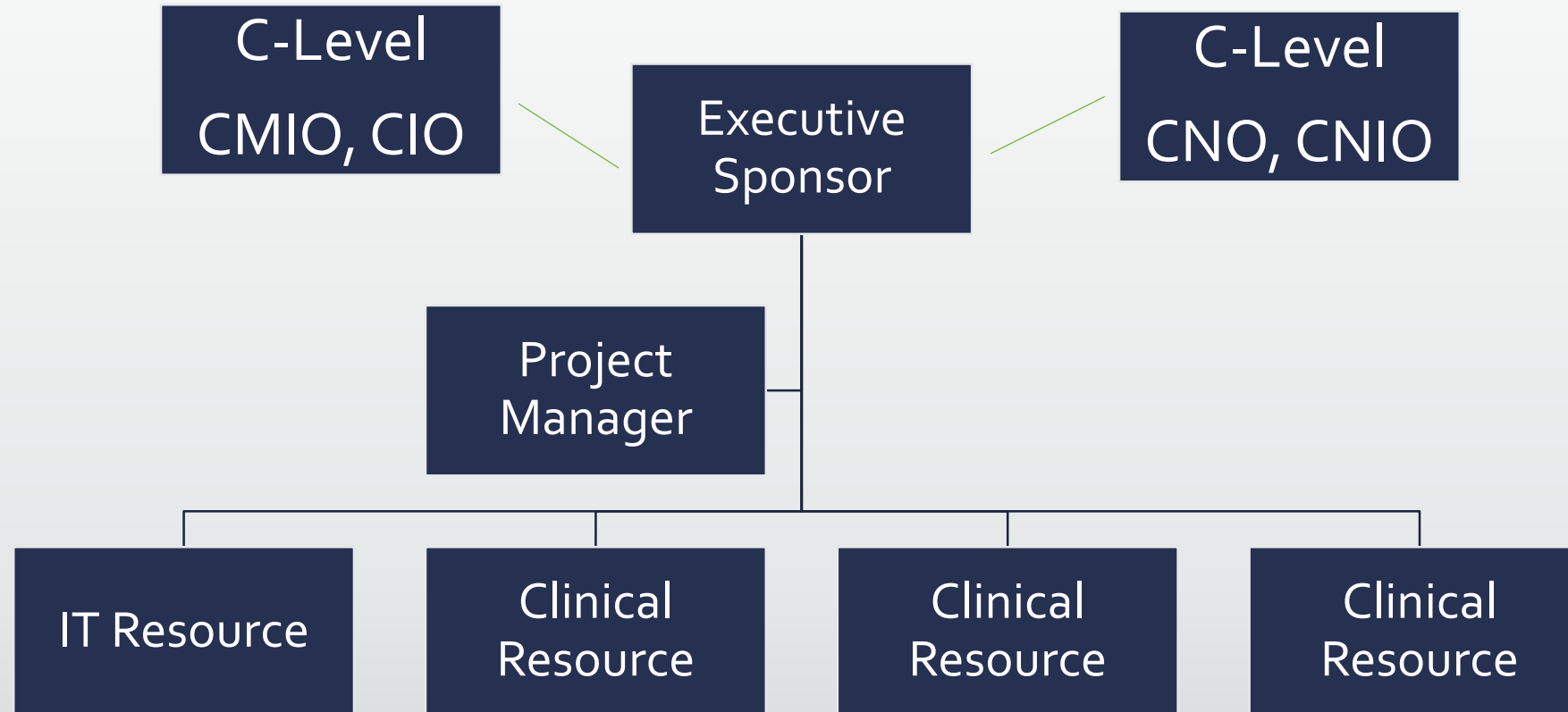
What do we get

How much does this cost and what is the benefit to our patients?

Who are your customers on Healthcare Projects:

- Providers, nurses, pharmacists, Technicians, Therapists
 - Focus is patient center, not process and workflow
 - Their work usually can't be handed off to others
 - Little if any room for error
 - Difficult to turn off what is happening to focus on projects
 - Avoid discussions about how the project could reducing the number of staff
 - Focus on better patient outcomes and how this will free up the staff to shift focus
- IT, Network, Infrastructure, and Plant Ops
 - It's all the same or is it?

Project Team Roles and Responsibilities



Virtual versus in person

- Pre-pandemic and post pandemic
- Clinical staff still prefer face to face (in person) trainings and go-live
- Order meetings so that those participating in person and virtually don't talk over each other
- Have ability to mute for background noise
- Make sure everyone is paying attention and the quiet ones are heard
- Take meetings to the end users, different dates/times and media
- Be sure to clarify virtual versus in person for each stage of the project

Active listening and effective communication

- Are you really listening?
 - Defer to the experts on clinical processes
 - Don't multitask during meetings
 - CYA – Control your acronyms
- The Great Communicator
 - Be Prepared, Be organized, and Be a strong leader
 - Be prepared to adjust as team members leave or are reassigned
- Send brief summary immediately following each meeting – Shorter is better
- Keep all team members informed on their next steps
- Do your team members regularly check e-mail? Do they prefer texts?
- Provide an option for team members to link back to all project documentation

Project Management tools – simple to complex

- What information is being used and by whom?
- What are the key pieces of information needed on all projects:
 - Project Name
 - Resource/s
 - Location/Facility and or Department
 - Current Status
 - Expected completion date
- What format does the information need to be in?
 - MS Project, excel, sheets, etc.
- Do the team members know how to use the tools?
 - Zoom, Teams, Google Meet, etc.
 - What types of devices are being used?

Measuring Success

- How do you measure success?
 - On time and on budget may not be success
- What are you benchmarking against?
 - Push back on timelines that are too aggressive
- Set realistic expectations
 - Number of resources needed
 - Time commitment for the project
 - Federal or Regulatory mandate effecting timeline

Measuring Success

- What is measurable?
- Don't accept "it's bad, we hate this system", Look for measurable /time based processes that the project will improve
- Document the original process – Document the new process
- Did this produce a better patient outcome
- Did you meet the goal that tied to your strategic objective?
- Process may not be faster but safer

Growing Project Management in your organization

- Baby Steps – prove that it's helpful
 - Complete as much as you can before handing over to the team
 - Schedule time for project updates
 - Meet with key resource teams on a regular basis
- Don't assume
 - does each area know what the other does
 - Will departments/locations work well together
 - Everyone has the same goals for the project
- Learn to avoid – Ooh Shiny
- Kinder/Gentler project manager

Testing and Training tips

- What does this mean to your clinical team members
 - Develop testing scenarios
 - Technical pieces have to work
 - They won't look for ways to "break" the process
 - Did all the testing really happen?

- Who needs to be trained and when?
 - Do these users have different skill sets?
 - Develop a user guide – and keep it current
 - Train the trainer – resources for ongoing training
 - Schedule follow up after go-live and annually

Celebrate your efforts – not just the successes

- Acknowledge the efforts from team
 - During and after the project
- Look for opportunities to recognize project efforts in public forums
- Help to connect the dots
- All is not lost – re-evaluate and revise
- Accept, learn, and move on

Questions????

Thank you and see you at MUSE International 2024

