

Applications of Project Management in Public Health

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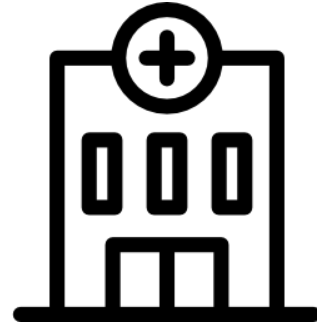
Agenda

- Background – Definitions + Characteristics
- Case Studies – Application of PM techniques in Public Health
- Project Management Tools

Background

Definitions + Characteristics

Managing the daily tasks of a community clinic



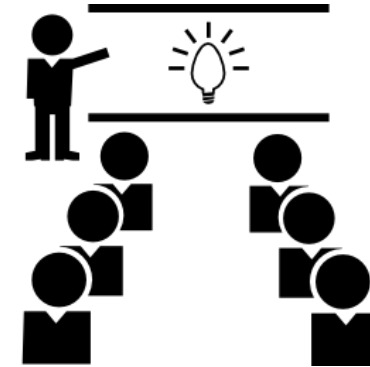
Periodically testing the quality of city water



Continuous surveillance of population health and disease outbreaks



Creating a public health educational Campaign



Which of these is a project?

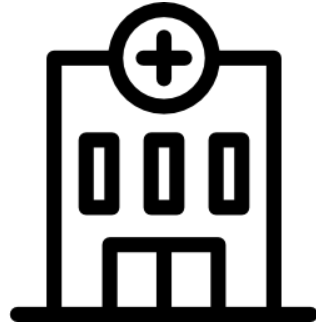
What is a Project?

“a temporary endeavor undertaken
to create a unique product, service, or result”

Characteristics of Projects

- Unique purpose
- Temporary
- Requires resources
- Developed using progressive elaboration
- Involves uncertainty

Managing the daily tasks of a community clinic



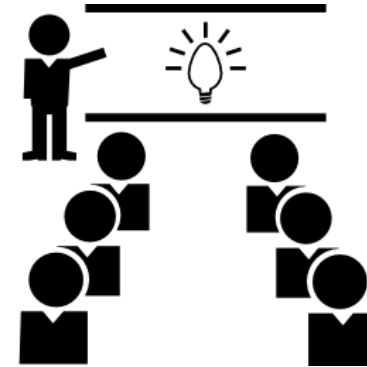
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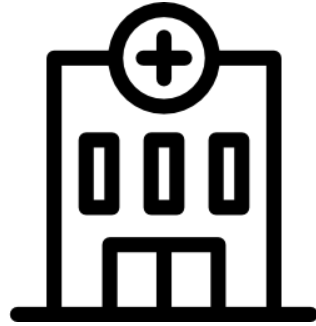


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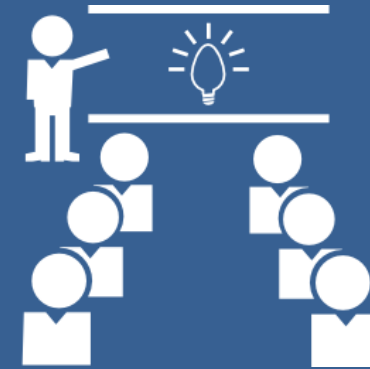
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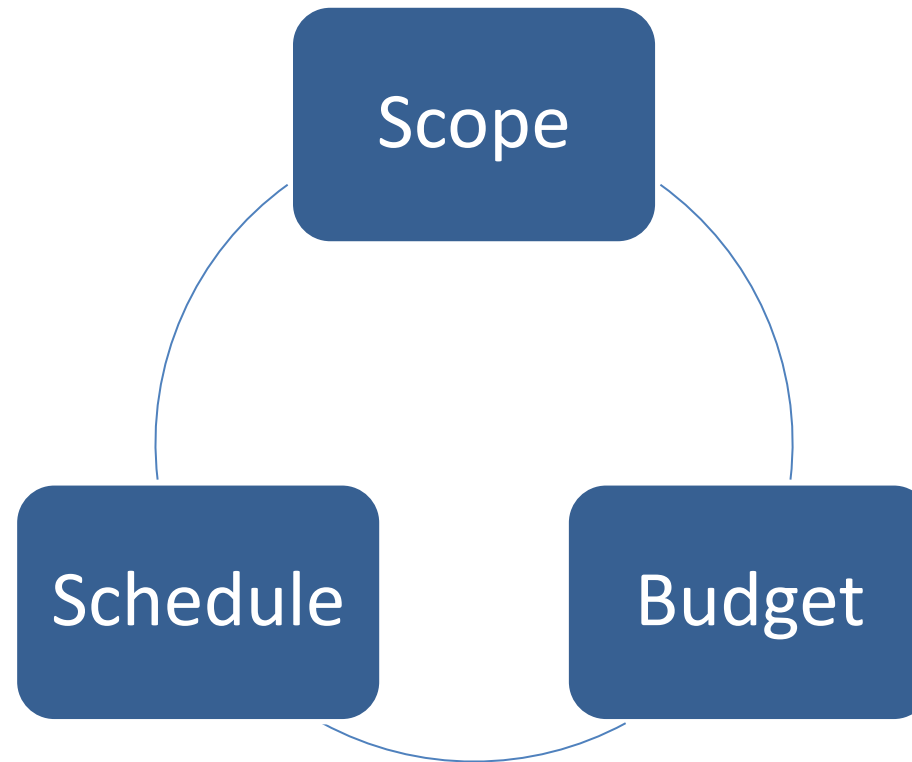


Which of these is a project?

Examples of Public Health Projects

- A community health center creates an in-house lab to expedite test results and minimize testing cost
- A hospital develops a program to reduce readmission rates by identifying and monitoring high-risk patient discharges
- A research team develops a smart phone application to assist diabetics and performs usability and field testing
- A health department launches a maternal and child health wellness program
- A health research-funding agency designs and launches a new grant program

Project constraints



What is Project Management?

“the application of knowledge, skills, tools and techniques to project activities to meet project requirements”

Role of a Project Manager



Case Studies

Application of PM techniques in Public Health

NYC preventing teenage pregnancy campaign

Risk management

NYC preventing teenage pregnancy campaign

- Public education campaign targeting teenage pregnancy
- Two years - \$400,000
- Offended several groups including Planned Parenthood of New York City
 - Stigmatized teen parents and their children
 - Reinforced negative stereotypes
 - Did not offer any prevention information



CDC Biosense

The need for project management

CDC Biosense



- Version 1 initiated in 2003
- Limited involvement from public health and preparedness stakeholders
- State and localities found it minimally acceptable – low quality, non-useful data
- Version 2 initiated in 2010 incorporating concepts from PM
 - Stakeholder engagement from the very beginning
 - Improved internal contract management

Healthcare.gov

“broke every rule of project management”

Healthcare.gov

HealthCare.gov

Apply Now



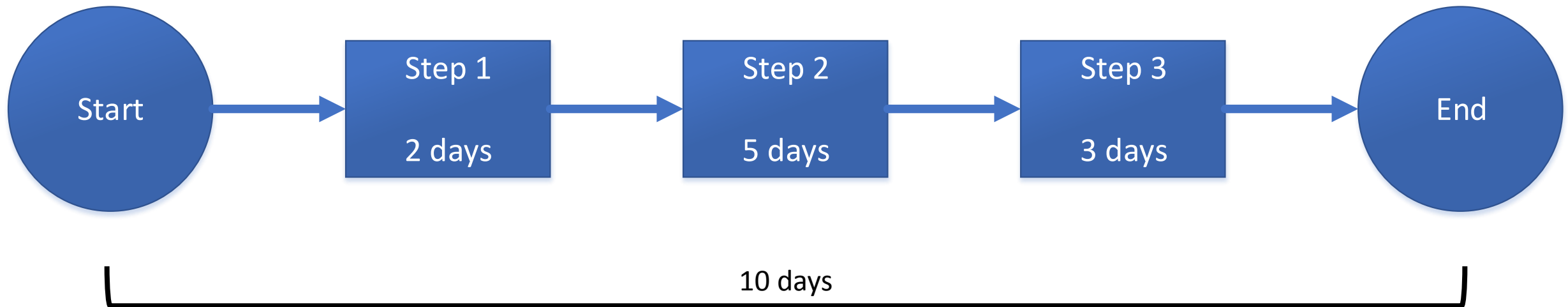
- Biggest new social program in the US since the 1960s
- Initial budget - \$93.7 million Final cost - \$292 million
- 1% of interested people were able to enroll in the first week of operations
- Problems – unrealistic requirements, technical complexity, fragmented authority, loose metrics, inadequate testing, aggressive schedules, administrative blindness

Project Management Tools

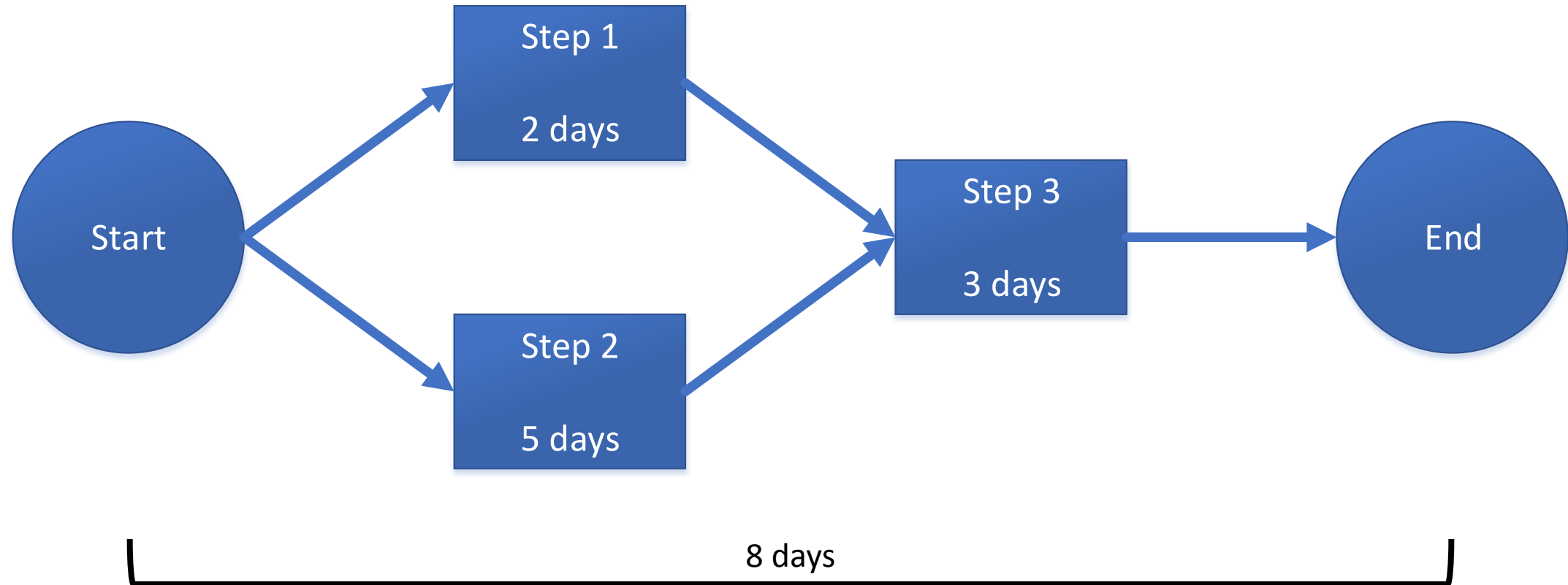
Scope Management

- Planning
 - Requirements Analysis – interviews, walk-throughs, observation, focus groups, brainstorming, mind maps
 - Work break down structure
- Monitoring
 - Change management
 - Watch out for scope-creep!

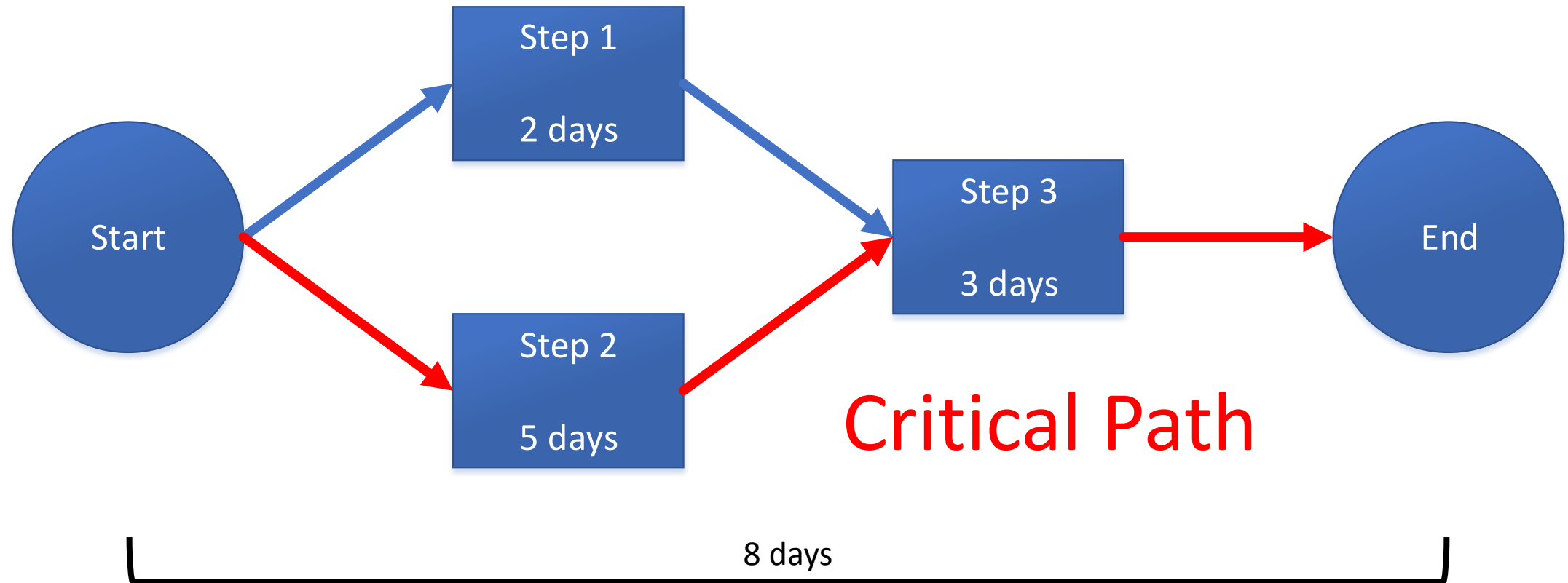
Schedule Management



Schedule Management



Schedule Management



Schedule Management – Gantt charts



Image from <http://www.idealware.org/blog/tools-gantt-charts>

Cost Management

- Planning / Project prioritization (is something worth doing?)
 - Net present value
 - Return on investment
- Monitoring (is everything going as planned?)
 - Earned value
 - Cost Variance

Conclusion

Conclusion

- Healthcare industry is poised for change – organizations are becoming more customer-focused
- Success of new projects is dependent on stakeholder engagement and effective planning and management
- Good project management can ensure that projects have clear goals, a good plan to meet those goals, and a good path for integrating the project into an organization's regular workflow.

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