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
Which of these is a project?

- 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
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

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?
Managing the daily tasks of a community clinic

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Continuous surveillance of population health and disease outbreaks

Creating a public health educational Campaign

Which of these is a project?

CUNY SCHOOL OF PUBLIC HEALTH

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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

Scope

Schedule

Budget
What is Project Management?

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

- Scope
- Schedule
- Budget
- Quality
- Risk
- Communication
- Human Resources
- Procurement
- Stakeholders
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

- 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

1. Step 1: 2 days
2. Step 2: 5 days
3. Step 3: 3 days

Total: 10 days
Schedule Management

- Step 1: 2 days
- Step 2: 5 days
- Step 3: 3 days

Total duration: 8 days
Schedule Management

Start

Step 1
2 days

Step 2
5 days

Step 3
3 days

End

Critical Path

8 days
Schedule Management – Gantt charts

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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.
References


