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Brief Overview

Application of Project Management in Healthcare

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Abstract

Project management is used to produce specifically defined deliverables, by a certain time to a defined quality, with a given level of resources, so that planned outcomes and benefits may be achieved. The health care systems from different countries are choosing project management as a tool to meet their budgets and increase the quality of medical care. In health, a project is recognized a particularly useful way to introduce innovations, address new challenges, or find solutions for problems that the existing procedures and routines do not accommodate

The purpose of this article is to provide an overview of the literature on project management applications in the healthcare field.

The search of the literature on project management applications in the healthcare field was conducted utilizing r scholarly databases PubMed, Cochrane Database of Systematic Reviews, Embase. The findings of this research show the significant and increasing role of project management in healthcare.

The results indicated the existence of different types of health projects, describing the specific characteristics of each type. Project management is an effective tool to improve healthcare quality management outcomes. The healthcare experts can apply project management to improve healthcare quality management outcomes. Recent systematic reviews identified healthcare project success factors and project management's role in healthcare quality management outcomes improvement. Additional research is needed to improve knowledge about project management applications in public health projects.

Keywords: project management, health, healthcare, public health, healthcare quality, success factors, success criteria.

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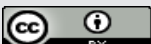
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Introduction

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management enables organizations to execute projects effectively and efficiently. Projects are a key way to create value and benefits in organizations. In today's business environment, organizational leaders need to be able to manage with tighter budgets, shorter timelines, scarcity of resources, and rapidly changing technology [1]. The field of project management has expanded beyond engineering, construction, and information systems since its inception [2]. The health care systems from different countries are choosing the project management as a tool to meet their budgets and increase the quality of medical care. Although project management appears to be the ideal approach to meet

the challenge of operational improvement in order to bring about a better performance of health care systems [3]. Public health projects are fundamentally different from engineering or information technology projects. Public health is concerned with assessing and monitoring the health of communities and vulnerable populations in order to identify health problems and priorities, developing public policies to address identified local and national health problems and priorities, and ensuring that all populations have access to appropriate and cost-effective care, including disease prevention and promotion [4].

The purpose of this article is to provide an overview of the literature on project management applications in the healthcare field.

Methodology

The search of the literature on project management applications in the healthcare field was conducted utilizing scholarly databases PubMed, Cochrane Database of Systematic Reviews, Embase .

The key word used for research: "project management", "health" "healthcare", "public health" "healthcare quality" "success factors", "success criteria".

The Main part

Like many other sectors, healthcare is about to enter a period of rapid change. Longevity and the advance of new technologies and discoveries – as well as innovative combinations of existing ones – are among the many factors propelling patient empowerment, which is fundamentally changing how we prevent, diagnose and cure diseases [5]. Health expenditure will outpace GDP growth over the next 15 years in almost every OECD country, according to new OECD forecasts. Health spending per capita will grow at an average annual rate of 2.7% across the OECD and will reach 10.2% of GDP by 2030, according to a new OECD report [6]. In a report provided by Deloitte (2021) on the challenges of the global healthcare industry, the authors systematize the major global issues that healthcare providers, policymakers, and all stakeholders who gravitate to this particular ecosystem must focus on. These are: digital transformation and interoperable data, socioeconomic change, labor and talent, care model innovation, consumers and the human experience, and collaboration.

One of the efficient tools which can help control costs, mitigate risk, and focus on that challenges is project management. The health care systems from different countries are choosing project management as a tool to meet their budgets and increase the quality of medical care [7]. Organizations are undertaking projects to incorporate new elements into their workflows, to improve processes across the continuum of care, and to enhance their facilities, all while improving outcomes and lowering costs. According to the Massachusetts Hospital Association, the advantage of project management in healthcare is that it enables organizations to "stay one step ahead of any potential risk" as they complete this diverse array of projects. Additional complexities, such as regulatory constraints and a diverse set of stakeholders, amplify the importance of project management in healthcare. Project managers must adhere to a plethora of procedures and regulations pertaining to patient safety, quality, and privacy. Each industry has its own set of rules, but healthcare is particularly complicated, with the government and private organizations [8].

Project management can be applied in any healthcare field. It is widely used to deliver projects on time, within budget, and of defined quality. Project management is described as 'a formalized and structured method for managing change in a rigorous manner. It is used to produce specifically defined deliverables, by a certain time to a defined quality, with a given level of resources, so that planned outcomes and benefits may be achieved [9].

In health, a project is recognized a particularly useful way to introduce innovations, address new challenges, or find solutions for problems that the existing procedures and routines do not accommodate. Different types of health projects can be distinguished:

- Research projects, which aim to increase knowledge than can serve as a basis to make "evidence based" decisions;

- Development projects, which involve the development and pre-testing of an intervention to address a particular problem in a particular population or target group;

- Implementation projects, which are concerned with the dissemination and implementation of an existing intervention in a particular target group or population [10].

Schwalbe (2013) describes the following characteristics of other health projects:

- Quality is a critical issue: health projects are mostly developed to address or prevent a specific health problem; many are related to issues of survival;

- The government plays a crucial role: The government is often the sponsor or reason for a healthcare project (such as many electronic health record projects) or it creates laws or standards that must be followed in private healthcare projects.

- Individuals' perspectives on health are highly individual: the behavior, the willingness to pay for healthcare, and the types of service they use are different [11].

Project management is an effective tool to improve healthcare quality management outcomes. The systematic literature review M. Dobin et al. (2016) aimed to determine whether the adoption of formal project management methods for managing projects among healthcare leaders improves quality management outcomes. The Seven themes emerged from the data analysis process: timely goal accomplishment (65%); cost-management through PM (58%); positive impact on quality (65%); improved task interdependence, communication, and teamwork (73%); PM as an adjunct to other quality management programs (31%); improved perceptions of PM (46%); and references to the Project Management Institute or the Project Management Body of Knowledge Guide (69%). The results demonstrate an expanding need for PM within a healthcare system and a preponderance of evidence in favor of PM as an adjunct for health leaders performing healthcare quality management. These findings suggest that healthcare professionals could consider the use of PM to improve healthcare quality management outcomes [12].

Conclusions

The purpose of the research is to provide an overview of the literature on project management applications in the healthcare field. The findings of this research show the significant and increasing role of project management in healthcare. The results indicated the existence of different types of health projects, describing the specific characteristics of each type. Recent systematic reviews identified healthcare

Santos C. et al (2020) in a systematic literature review identified general project success criteria and success factors and describes specific evidence for the public health field. The results of this research provide a set of non-context-specific success criteria and factors. Although the iron triangle “achievement of scope, time, and cost goals” is still essential, other mainly subjective success criteria, i.e., stakeholder satisfaction, benefits for the client or other stakeholders, and opportunities for future growth and value creation for the project owner, are nowadays also considered essential for successful project management [13].

Clemens B Tempfer & Peter Nowak provide an overview of published data on user participation in Health Care and they identified the following success factors associated with project success: adequate financing; collaborations; advanced project logistics; small-scale projects; and adequate internal and external communication [14].

project success factors and project management's role in healthcare quality management outcomes improvement. Additional research is needed to improve knowledge about project management applications in public health projects.

Conflict of interest. The author declare no conflict of interest.

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Денсаулық сақтауда жобалық басқаруды қолдану

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Түйіндеме

Жобаны басқару белгілі бір сапамен және ресурстардың берілген деңгейінде белгілі бір нәтижелерге қол жеткізу, жоспарланған мақсаттар мен нәтижелерге жету үшін қолданылады. Әртүрлі елдердің денсаулық сақтау жүйелері бюджетті тиімді әзірлеу және медициналық көмектің сапасын арттыру құралы ретінде жобалық басқаруды таңдайды. Денсаулық сақтау саласында жоба инновацияларды енгізудің, жаңа мәселелерді шешудің немесе қолданыстағы шарттар мен процедуралар бойынша жүзеге асырылмайтын мәселелердің шешімін табудың ерекше тиімді әдісі болып саналады.

Бұл мақаланың мақсаты денсаулық сақтау саласында жобалық басқаруды қолдану бойынша әдебиеттерге шолу жасау болып табылады.

Денсаулық сақтау секторында жобаны басқару қолдану бойынша әдебиеттерді іздеу PubMed, Cochrane Database of Systematic Reviews, Emtree ғылыми деректер базалары арқылы жүргізілді. Бұл зерттеудің нәтижелері денсаулық сақтаудағы жобаны басқару маңызды және өсіп келе жатқан рөлін көрсетеді.

Нәтижелер әр түрдің ерекше сипаттамаларының сипаттамасы бар денсаулық жобаларының әртүрлі түрлерінің бар екенін көрсетті. Жобаны басқару денсаулық сақтау сапасын басқару нәтижелерін жақсартудың тиімді құралы болып табылады. Денсаулық сақтау мамандары денсаулық сақтау сапасын басқару нәтижелерін жақсарту үшін жобалық басқаруды қолдана алады. Жақында жүргізілген жүйелі шолулар денсаулық сақтау жобаларының табыс факторларын және денсаулық сақтау сапасын басқару нәтижелерін жақсартудағы жоба менеджменті рөлін анықтады. Қоғамдық денсаулық сақтау жобаларында жобалық басқаруды қолдану туралы білімді жақсарту үшін көбірек зерттеулер қажет.

Түйін сөздер: жобаны басқару, денсаулық, денсаулық сақтау, қоғамдық денсаулық сақтау, денсаулық сапасы, табыс факторлары, табыс критерийлері.

Применение проектного менеджмента в здравоохранении

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Резюме

Проектный менеджмент используется для получения конкретных результатов к определенному времени с определенным качеством и с заданным уровнем ресурсов, для достижения запланированных целей и результатов. Системы здравоохранения разных стран выбирают проектный менеджмент в качестве инструмента эффективного освоения бюджета и повышения качества медицинского обслуживания. В сфере здравоохранения проект считается особенно эффективным способом внедрения инноваций, решения новых задач или поиска решений проблем, которые не могут быть реализованы в существующих условиях и процедурах.

Цель этой статьи - предоставить обзор литературы по применению проектного менеджмента в сфере здравоохранения.

Поиск литературы по по применению проектного менеджмента в сфере здравоохранения проводился с использованием научных баз данных PubMed, Cochrane Database of Systematic Reviews, Emtree. Результаты этого исследования показывают важную и растущую роль проектного менеджмента в здравоохранении.

Результаты показали существование различных типов проектов в области здравоохранения с описанием конкретных характеристик каждого типа. Проектный менеджмент является эффективным инструментом для улучшения результатов управления качеством здравоохранения. Эксперты в области здравоохранения могут применять проектный менеджмент для улучшения результатов управления качеством здравоохранения. Недавние систематические обзоры определили факторы успеха проектов здравоохранения и роль проектного менеджмента в улучшении результатов управления качеством здравоохранения. Необходимы дополнительные исследования для улучшения знаний о применении проектного менеджмента в проектах общественного здравоохранения.

Ключевые слова: управление проектами, здоровье, здравоохранение, общественное здравоохранение, качество здравоохранения, факторы успеха, критерии успеха.