Syllabus for HIMT 420
Healthcare Systems: Project Management

Course Description

This course addresses the phenomenal impact information system (IS) projects have had on healthcare delivery. Students learn how IS healthcare projects affect organizations, doctors, patients, and chronic-illness treatments, as well as individuals interested in managing their own healthcare. Concepts and tools for IS healthcare project management, process re-engineering and work redesign are introduced. The purpose of this course is to expose students to IS project management activities in healthcare settings. Topics covered include recent IS healthcare project trends, budgeting, scheduling, resource management, scope, risk analysis, and deployment controls. The genesis of healthcare project management is covered using specific cases and examples. The writing emphasis (W-designation) classification of the course will help you achieve the course objectives.

Prerequisites: None

Course Learning Objectives

Upon completion of this course, you will be able to:

- Understand what project management means and how it improves the success of projects in a healthcare setting.
- Demonstrate knowledge of project management terms and techniques, such as:
    - The project management knowledge areas and process groups
    - The triple constraint of project management applied to a healthcare environment
    - The project life cycle
- Apply healthcare project management tools and techniques, such as:
    - Project selection methods
    - Work breakdown structures
    - Gantt charts, network diagrams, critical path analysis
    - Cost estimates
    - Earned value management
    - Motivation theory and team building
- Apply project management skills and tools to manage a project.
- Demonstrate and apply knowledge of a project management software tool to plan and manage a project.

HIM Curriculum Competencies

This course presents the content, knowledge, and skills required for the following 2014 AHIMA bachelor's degree competencies:

- III.A.4. - Take part in the development of networks, including intranet and Internet applications.
- III.B.2. - Take part in the planning, design, selection, implementation, integration, testing, evaluation, and support of health information technologies.
- VI.G.1. - Evaluate capital, operating and/or project budgets using basic accounting principles.
- VI.G.2. - Perform cost-benefit analysis for resource planning and allocation.
- VI.I.3. - Apply project management techniques to ensure efficient workflow and appropriate outcomes.
- VI.I.4. - Facilitate project management by integrating work efforts.

Course Materials

Course Activities

The course consists of the following activities and assessments.

Activity	Assessment
Reading the textbook, viewing the videos (as available)	D2L quizzes; reflection report
Discussion participation, reading the textbook and supplemental readings	Discussion participation rubric
Completing the online quizzes (D2L)	Immediate scoring in D2L
Case Simulation	Milestone assignments
EHR Simulation	Neehr Perfect activities
Reflection Report	Reflection Report Rubric
Latest & Greatest Journal Entries	Latest & Greatest Rubric

Course Outline

The course is organized into 3 units and 15 lessons.

- Unit 1: Project Management Overview and Process (Initiating)
  - Lesson 1: Course Overview & An Introduction to Project, Program, and Portfolio Management in Healthcare
  - Lesson 2: Project, Program, and Portfolio Selection
  - Lesson 3: Introduction to Project Management Software
  - Lesson 4: Initiating Projects
- Unit 2: The Project Management Process (Planning)

- o Lesson 5: Planning Projects, Part 1 (Project Integration and Scope Management)
- o Lesson 6: Planning Projects, Part 2A (Project Time and Cost Management)
- o Lesson 7: Planning Projects, Part 2B (Project Time and Cost Management)
- o Lesson 8: Planning Projects, Part 3A (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)
- o Lesson 9: Planning Projects, Part 3B (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)
- Unit 3: The Project Management Process (Executing, Monitoring/Controlling & Closing)
  - o Lesson 10: Executing Projects Part A
  - o Lesson 11: Executing Projects Part B
  - o Lesson 12: Monitoring and Controlling Projects
  - o Lesson 13: Closing Projects
  - o Lesson 14: Best Practices in Project Management
  - o Lesson 15: Course Reflection

Course Policies

Late Assignment Submission

Late submission of assignments is discouraged. All assignments are due by 11:59 pm on the Sunday of the lesson. The instructor reserves the right to take partial or full points off for late assignments. If you are going to be away, it is suggested you get the assignments done and posted ahead of time to avoid losing points for late submissions.

Statement of Student Time Commitment

For each course credit, students are expected to spend a minimum of 3 hours/week on course work. Therefore, for a four-credit course, at least 12 hours/week are expected. This is a general guideline which may vary depending on the assignments and/or quizzes.

Quizzes

During the course, you will complete ten quizzes in total. Quizzes will be timed and consist of 15 multiple choice and/or true/false questions.

Writing Requirements

Writing is important in this course because it not only is a writing-emphasis course but also it is the best place in the curriculum for you to practice technical writing as a means

of business communication. The writing component of the course is divided into two parts: formal writing and informal writing.

Formal Writing

For the formal writing requirement, you will be individually producing case analysis milestone reports. The instructor will provide feedback on your writing. Files should be named "milestone#-firstname-lastname.docx," all lowercase. Example: "milestone1-haried-peter.docx." The reports will be evaluated based on the following criteria:

1. Clarity and completeness of the case analysis (30%)
2. Logic for making the determined recommendation and or key decision (20%)
3. Appropriateness of the rhetoric of writing (e.g., consistent sense of audience) (20%)
4. Format and mechanics of writing (20%)
5. Professional appearance of the report (10%)

Over the course of the semester, you will individually submit ten in-depth written case analysis milestone reports discussing an assigned healthcare project. Additional details and requirements will be distributed in a separate document. The case objectives are as follows:

1. To add realism to the classroom; to enable students to apply what they have learned.
2. To help students to integrate knowledge of the various functional areas and to employ principles of systematic analyses to healthcare project management issues.
3. To improve a student's decision making ability, primarily through practice in making decisions.
4. To help students see how actions are related and what they mean in a practical as well as a theoretical sense.
5. To improve a student's written communication skills.

Informal Writing

For the informal writing requirement, we will combine both your review of current healthcare articles with the discussion portion of your course. The purpose is to allow you the student to acquire a convenient and efficient means for learning in a less-structured setting. For the semester, learning through informal writing will be carried out via online informal journal entries (JE) discussing the **"latest and greatest"** topics in the HIMT discipline.

You will be submitting your journal entry (JE) to the Dropbox for me to review. The informal writing assignment's main goal will be to expose you to the "latest and greatest" emerging healthcare project management information systems, technologies, and themes. We all know that in the world of HIMT the **only constant is change**. Hence, our textbook does not include all of the latest technologies or developments. I feel it is

important for you as an HIMT student and future HIMT professional to be exposed to the "latest and greatest" developments. You are free to select any article that is related to technology and project management.

Over the entire semester, you are required to develop a **disciplined reading program** and make **informal journal entries approximately bi-weekly**. Your journal entry (JE) must be submitted to the appropriate dropbox folder on D2L. Files should be named **"je#-firstname-lastname.docx,"** all lowercase. Example: **"je1-peter-haried.docx."** Since an HIMT professional (which you as HIMT students are striving to become) must apply new technologies to healthcare problems, you must keep up to date on the latest trends and techniques. The following will be required for informal journal writing submissions:

1. Set up a browsing schedule. This should consist of one or two hours a week that you will spend browsing articles related to HIMT.
2. You are required to submit a listing to your online journal indicating the article citations you browsed over the time period. Be sure to include complete citations of the article. (Note: Include at least **3 articles.**) Include the hyperlinks if appropriate.

Example: HIMT Journal Entry 1

- 06/06/16 Healthcare IT News
  - Telehealth Sees Explosive Growth http://www.healthcareitnews.com/news/telehealth-sees-explosive-growth.
  - Health Informatics Jobs Growing http://www.healthcareitnews.com/news/health-informatics-jobs-growing
- 05/31/16 ComputerWorld Healthcare IT
  - Hospitals Use Cameras, Sensor Tags to Track Hand Washing http://www.computerworld.com/s/article/9239678/Hospitals_use_cameras _sensor_tags_to_track_hand_washing?taxonomyId=132
  - HIPAA Rules, Outdated Tech Cost U.S. Hospitals $8.3B a Year http://www.computerworld.com/s/article/9238954/HIPAA_rules_outdated_t ech_cost_U.S._hospitals_8.3B_a_year?taxonomyId=13

3. After reading each of your selected publications, select **one, two or more** articles to read thoroughly. Identify these articles and make an informal summary (2-3 pages) to your online journal. Write "informally" (this is the point) by using bullets and lists, keywords, broken phrases and sentences. Feel free to write about what you find interesting, how this may impact the HIMT field and even the healthcare environment. Basically, you are given the freedom to discuss the articles as you deem fit. My main goal is to get you thinking about and keeping up to date with the developments in the HIMT field. Be sure to include the date and publication/knowledge-source in your online journal entry.

4. Below are some suggestions; however you should not cover or address all areas listed below. Feel free to use the suggestions below or address the articles as you deem best:
    o Briefly summarize the article (just the main points, restating the entire article will not result in a high grade!!!)
    o Why is the topic you have selected **important and relevant to HIMT students**? Why is this of value/importance? What impact will the topic have on you personally, and/or professionally?
    o What did you find interesting or not interesting?
    o Do you agree/disagree with the author?
    o Risks & rewards
    o How can this issue impact the healthcare industry?
    o Why or why not would you implement this technology?
    o Legal or ethical impacts?
    o Provide your own analysis/recommendations.
5. Submit your journal entries to the appropriate D2L dropbox **by the due dates** listed in the course calendar.

EHR Simulation

Each student will participate in an electronic health record project simulation hosted through Neehr Perfect. Neehr Perfect stands for (Networked Educational Electronic Health Record) and is built on the most widely-used EHR system in the world (VistA). VistA is the US government's EHR. Neehr Perfect is an exactly-as-seen-in-practice EHR. Students will complete a series of 10 activities throughout the course to introduce and gain valuable experience using an in-practice EHR system. All Neehr Perfect activities will be submitted to D2L before the assigned due date. Follow the instructions given below on how to enroll.

1. Go to Neehr Perfect Student Guides
2. UW HIMT Program Key: S63G66

Neehr Perfect Activities & Videos

* Neehr Perfect Activity #1: *Level I Scavenger Hunt-EHR Orientation*
* Neehr Perfect Activity #2: *Level II Scavenger Hunt EHR Essential Skills*
* Neehr Perfect Activity #3: *Level III Scavenger Hunt Applying Meaningful Use*
* Neehr Perfect Activity #4: *Level IV Scavenger Hunt Final Evaluation*
* Neehr Perfect Activity #5: *Activity-Intro Privacy Security Confidentiality*
* Neehr Perfect Activity #6a: *Registering Patient, Adding Orders Part I*
* Neehr Perfect Activity #6b: *Adding Orders Part II*
* Neehr Perfect Activity #7: *Data Entry*
* Neehr Perfect Activity #8: *Release of Information*
* Neehr Perfect Activity #9: *Pathophysiology and Pharmacology Case Review*
* Neehr Perfect Activity #10: *Quality Improvement Utilizing the EHR*

Case Project Simulation

A major goal of this course is to give you the opportunity to apply your project management insights to a healthcare information systems project case. In order to achieve this goal, each student **will work through a healthcare project case simulation.**

The case simulation is broken up into **ten milestones** with deadlines scattered throughout the semester. The goal is for the milestones to break the project up into more manageable deliverables and to ensure that you are working and thinking about the project throughout the entire semester. All milestone reports are to be organized and submitted to D2L (**in a single Microsoft Word file when possible**). Files should be named "case#-firstname-lastname.docx," all lowercase. Example: "case1-haried-peter.docx."

Project Management Software Memo

You will have the opportunity to write a memo recommending a project management software solution. Specific requirements are provided with the assignment in the course.

Grading

Weighting of Assignments

This is how the required work in the course will be weighted:

Assignments	Points
Quizzes: 10 @ 15 points	150
Neehr Perfect Assignments: 10 @ 10 points	100
Case Simulation Milestones: 10 @ 50 points	500
Latest & Greatest Journal Entries: 3 @ 30 points	90
Project Management Software Memo	35
Reflection Report	125
Total Points	**1000**

Grading Scale

Grade	Scale	Points
A	90–100%	> 900+
B	80–89.99%	800-899
C	70–79.99%	700-799
D	60–69.99%	600-699

Grade	Scale	Points
F	< 60.00%	< 600
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Course Calendar

All activities are due on Sunday 11:59 p.m. of each week, except for the final exam, which is due on Friday of the final week in the semester.
Also, please submit the milestone assignments in the following format: milestone#-firstname-lastname.file type. So my first milestone assignment would read as: milestone1-peter-haried.docx

Lesson #	Topic	Chapters	Quiz	Journal Entry (JE)	Running Case	Neehr Perfect Activities
Unit #1 - Project Management Overview and Process (Initiating)						
1 9/6-9/11	Course Overview & An Introduction to Project, Program, and Portfolio Management in Healthcare	1	Quiz 1			
2 9/12-9/18	Project, Program, and Portfolio Selection	2				Activity #1
3 9/19-9/25	Project, Program, and Portfolio Selection	2	Quiz 2			Activity #2
4 9/26-10/2	Initiating Projects	3	Quiz 3		Milestone #1	Activity #3
Unit #2 - The Project Management Process (Planning)						
5 10/3-10/9	Planning Projects, Part 1 (Project Integration and Scope Management)	4	Quiz 4	JE #1 Due	Milestone #2	Activity #4
6 10/10-10/16	Planning Projects, Part 2A (Project Time and Cost Management)	5			Milestone #3	Activity #5
7 10/17-10/23	Planning Projects, Part 2B (Project Time and Cost Management)	5	Quiz 5		Milestone #4	Activity #6
8 10/24-10/30	Planning Projects, Part 3A (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)	6			Milestone #5	Activity #7

9 10/31- 11/6	Planning Projects, Part 3B (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)	6	Quiz 6	JE #2 Due	Milestone #6	Activity #8
Unit #3 - The Project Management Process (Executing, Monitoring/Controlling & Closing)						
10 11/7- 11/13	Project Management Software Recommendation Memo (memo is due)					Activity #9
11 11/14- 11/20	Executing Projects	7	Quiz 7		Milestone #7	Activity #10
12 11/21- 12/4	Monitoring and Controlling Projects	8	Quiz 8		Milestone #8	
13 12/5- 12/11	Closing Projects	9	Quiz 9		Milestone #9	
14 12/12- 12/18	Best Practices in Project Management	10	Quiz 10	JE #3 Due	Milestone #10	
15 12/19- 12/23	Course Reflection				Reflection Report	