

HIMT-420: Healthcare Systems: Project Management

Contact information:

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Communication Preferences

I frequently check email, and you should regularly receive a response within 24 hours (most likely sooner). Google Chat @ chuang@uwlax.edu is also an option for quick clarification questions.

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 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.

Learning Outcomes/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
 - Gant 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 help plan and manage a project.

Course Materials

- Scwalbe, K. (2013). Healthcare Project Management. ISBN-13: 978-0982800355

Course Organization

The course is organized into 3 Units with 15 Lessons.

OUTLINE OF COURSE CONTENT

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)

- Lesson 5. Planning Projects, Part 1 (Project Integration and Scope Management)
- Lesson 6. Planning Projects, Part 2A (Project Time and Cost Management)
- Lesson 7. Planning Projects, Part 2B (Project Time and Cost Management)
- Lesson 8. Planning Projects, Part 3A (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)
- 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)

- Lesson 10. Executing Projects Part A
- Lesson 11. Executing Projects Part B
- Lesson 12. Monitoring and Controlling Projects
- Lesson 13. Closing Projects
- Lesson 14. Best Practices in Project Management
- Lesson 15. Course Reflection

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 Rubric
Reflection Report	Reflection Report Rubric
Latest & Greatest Journal Entries	Latest & Greatest Rubric

Quizzes

During the course students will complete 10 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 W-emphasis course, but also is the best place in your 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 lower case. Example: "milestone1-peter-haried.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 (10) 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 students' 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, you will review current healthcare articles and submit journal entries discussing your analysis. 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 "**Latest and Greatest**" topics in the HIMT discipline.

You will be submitting your journal entry (JE) to 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 topic, video(s) and article(s) that are related to health information management.

Over the entire semester, students 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 lower case. Example: "**je1-Michael-Jordan.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 in your journal entry indicating the article citations you browsed over the time period. Be sure to include complete citations of the article (Note: Include at least **three (3) articles**). Include the hyperlinks if appropriate.

Example: HIMT Journal Entry 1

- 06/06/17 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>
- 05/31/17 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_tech_cost_U.S._hospitals_8.3B_a_year?taxonomyId=132

3. After reading each of your selected publications, select **one, two or more** articles to read thoroughly. Identify these articles and make an informal entry (2-3 pages). 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.
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:
 - Briefly summarize the article (Just the main points, restating the entire article will not result in a high grade!!!)
 - 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?
 - What did you find interesting or not interesting?
 - Do you agree/disagree with the author?
 - Risks & Rewards
 - How can this issue impact the healthcare industry?
 - Why or why not would you implement this technology?
 - Legal or Ethical impacts?
 - Provide your own analysis/recommendations.
5. Submit your journal entry to the appropriate D2L dropbox **by the due dates** listed on the class schedule.

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 lower case. Example: "case1-peter-haried.docx".

Project Management Software Memo

Students will have the opportunity to use write a memo recommending a project management software solution. Requirements are provided on the course site.

Lesson #	Topic	Chapters	Quiz	Journal Entry (JE)	Running Case
1	Course Overview & An Introduction to Project, Program, and Portfolio Management in Healthcare	1	Quiz 1		
2	Project, Program, and Portfolio Selection	2			
3	Project, Program, and Portfolio Selection	2	Quiz 2		
4	Initiating Projects	3	Quiz 3		Milestone #1
5	Planning Projects, Part 1 (Project Integration and Scope Management)	4	Quiz 4	JE #1 Due	Milestone #2
6	Planning Projects, Part 2A (Project Time and Cost Management)	5			Milestone #3
7	Planning Projects, Part 2B (Project Time and Cost Management)	5	Quiz 5		Milestone #4
8	Planning Projects, Part 3A (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)	6			Milestone #5
9	Planning Projects, Part 3B (Project Quality, Human Resource, Communications, Stakeholder, Risk, and Procurement Management)	6	Quiz 6	JE #2 Due	Milestone #6
10	Project Management Software Recommendation Memo Due				
11	Executing Projects Part B	7	Quiz 7		Milestone #7
12	Monitoring and Controlling Projects	8	Quiz 8		Milestone #8
13	Closing Projects	9	Quiz 9		Milestone #9
14	Best Practices in Project Management	10	Quiz 10	JE #3 Due	Milestone #10
15	Course Reflection				Reflection Report

Course Policies

Class Participation

Many assignments in this course require that you read each other's work to post a peer reply. Please do not read the work of other students before posting your original or first post on any assignment. The reason for this is to encourage original thought and creativity and to avoid

what is known as groupthink. In groupthink students seem to follow along with the first posts and reply similarly; this puts an undue responsibility on the person who had the courage to post first, and it may actually reduce the quality of your post if you structure yours like others already there. It is required that you view other students' postings in order to post your peer replies. The instructor reserves the right to grade students differently based on their participation in discussions and their failure to post their work prior to viewing the work of peers.

Late Assignment Submission

Late submission of assignments is discouraged. All assignments are due by 11:59 p.m. on the Monday. 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.

Assignment	Points
Quizzes: 10 @ 15 points each	150
Case Simulation Milestones 10 @ 50 points each	500
Latest & Greatest Journal Entries 3 @ 30 points each	90
Project Management Software Memo	35
Reflection Report	125
Total Points	900

Grade	Percentage Range	Points
A	> 90 %	> 810 +
B	80 – 89.99 %	720 - 809
C	70 – 79.99 %	630 - 719
D	60 – 69.99 %	540 - 629
F	< 60.00 %	< 540
IC		