

## ***Project Management with Applications in Healthcare*** ***MGB 432-1***

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Office Hours: Before and after class and by appointment

### **Course Description**

Healthcare will represent 25% of GDP by 2020. Costs are rising and next year alone, health insurance premiums are projected to increase by 25%. Project management in healthcare has unique challenges due to regulations, mandates, deadlines and artificial constraints. This course will focus on the heart of healthcare administration and how project management can be applied as a key lever to increase efficiency, decrease costs and improve the patient experience.

Through experiential learning, students will apply proven project management frameworks within the payer, provider and ancillary healthcare delivery system. Class discussions will illustrate how project management is foundational to improving healthcare. A specific module, “ties that bind”, will explore how project management integrates into strategy, business analysis, change management and lean sigma. Finally, students will interact with leading healthcare professionals on their experiences with project management as a lever to solve complex problems in the healthcare system.

After taking this course, students will:

- Understand classic paradigm challenges of healthcare delivery and the role project management plays in problem definition, root cause analysis and insight
- The role of project management in postulating capabilities and implementing rigorous execution processes
- Understand how project management integrates into strategy, business analysis, change management and lean sigma within the healthcare context
- Gain hands-on experience applying the Project Management Institute’s (PMI) Body of Knowledge (PMBOK) methodology and learn how to use practical tools in the healthcare setting
- Learn and interact with leading healthcare professionals and their experiences with project management as a lever of transformation
- Be able to apply project management techniques in any sector including non-profit, government, commercial and private

- Students will receive a comprehensive healthcare project management playbook with frameworks including cheat sheets for the coveted PMP certification

Over 10% and in some areas almost 15% (and climbing) of jobs are tied to healthcare in the US and the Bay Area is a major hub. The Bay Area has a large number of providers, health plans, hospital systems and research & development firms as well as biotech. Whether you are in a high tech manufacturing firm working on chips for the latest personal health device, work in health insurance identifying ways to reduce claims overpayment to lower the cost of care or in the provider space or trying to improve the patient experience, the physics of project management are the same. Students will be able to apply the frameworks learned in this course to any healthcare setting.

## Course Learning Outcomes

By the end of this course, students should be able to:

- Understand classic paradigm challenges of healthcare delivery and the role project management plays in problem definition, root cause analysis and insight
- The role of project management in postulating capabilities and implementing rigorous execution processes
- Understand how project management integrates into strategy, business analysis, change management and lean sigma within the healthcare context
- Gain hands-on experience applying the Project Management Institute's (PMI) Body of Knowledge (PMBOK) methodology and learn how to use practical tools in the healthcare setting
- Learn and interact with leading healthcare professionals and their experiences with project management as a lever of transformation
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## Course Materials

**Course Syllabus:** You are responsible for the information contained in this syllabus.

**Handouts:** Selected readings, cases, videos and templates will be available either in class or through Canvas. These will be used for the in-class discussions and exercises.

## Course Requirements

This course is graded (A,B,C, etc.) and based on a total of 300 points based on the distribution below.

Assignment	Points	Percent of Final Grade
Class participation and in-class exercises	100	33.3%
Group project/presentation	100	33.3%
Individual take-home paper	100	33.3%

**1. Attend all sessions:** Attendance for the entire sessions on both days is mandatory.

**2. Come prepared:** Come to class having read and watched all the relevant material.

**3. Participate in class:** Students are expected to pay attention and participate in class discussions and exercises. Smart phones not allowed during class. Laptops should be open only for taking notes or exercises. Ideal class participation involves thoughtful comments and questions to enhance the learning experience.

**4. Demonstrate grasp of techniques:** Students need to demonstrate a good grasp of the various project management concepts in the class exercises and through the group project/presentation. For the group project/presentation, team members and the topic will be selected by end of lunch the 1<sup>st</sup> day of class. Students are encouraged to self-form into teams. The group project will be presented the 2<sup>nd</sup> day of class. In addition to the group project/presentation, students must demonstrate an understanding of how project management is applied in the healthcare setting through a take-home individual paper. The paper topics will be selected by the end of the 1<sup>st</sup> day of class and due 1 week later.

## Course Schedule

**CLASS 1: Sunday February 11<sup>th</sup>, 2018 (Bishop Ranch, BR-1503)**

**9:00-9:30 Course overview and introductions**

Readings/Handouts: Review of course syllabus. Discuss individual paper and final group project.

**9:30-10:30 Landscape of healthcare: Why are costs rising so rapidly and what levers are available to transform this industry?**

Readings/Handouts: The pillars of healthcare. Overview of transformation levers (strategy, business analysis, project management, change management, lean sigma). Your experience and why it matters.

Discussion/Exercise: Powerpoint presentation, class participation, form teams and small group breakout

**10:30-11:00 Healthcare project management applied: When and how project management can be leveraged to help solve a diverse set of problems.**

Readings/Handouts: Project Management defined. Types of initiatives within healthcare and unique constraints. Case studies to demonstrate application of project management methods and tools.

Discussion/Exercise: Powerpoint presentation, class participation

**11:00-12:00 The PMI PMBOK: Five Process Groups defined (Initiation, Planning, Executing, Controlling, Monitoring & Closing). Ten Knowledge Areas illustrated (Integration, Scope, Time, Cost, Quality, Human Resources, Communications, Risk, Procurement, Stakeholders)**

Readings/Handouts: Overview of PMBOK process groups and activities within each. Overview of key components of an integrated project plan.

Discussion/Exercise: Powerpoint presentation, class participation, assignment for lunch is to choose group project topic

**12:00-1:00 Lunch – During lunch, your team will select a healthcare topic of interest for the group project/presentation.**

**1:00-3:00 Using PM tools in healthcare: Build a Charter and Setup Governance. Define a Communication Plan. Develop a Team to help build a Work**

**Breakdown Structure and Schedule. Manage Risks and Issues. Track Spending.**

Readings/Handouts: Overview of Charter, Governance, WBS, Risk Management, Budget: Charter Template, Stakeholder matrix, WBS process and tool, MS Project Schedule, Risk Matrix, Issue Log, Communication plan, Budget Tracker

Discussion/Exercise: Break into groups and develop an initial charter, identify stakeholders and define a simple governance structure and communication plan. Class Readout.

Discussion/Exercise: Break into groups and use the affinity process to identify activities and high level deliverables to build a WBS and Schedule. Create a simple risk matrix and budget tracker. Class Readout.

**CLASS 2: Sunday February 25<sup>th</sup>, 2018 (Bishop Ranch, BR-1503)**

**9:00-10:00 Day 1 Recap and Q&A**

**10:00-12:00 Group Project Presentations**

Description: Each team will present their final project on a healthcare related topic. It should demonstrate concepts and tools learned in class.

**12:00-1:00 Lunch**

**1:00-2:00 Guest speaker**

Guest Speaker(s): Tentative: Michael Tucker, VP, Payer and Provider Solutions, QunitliesIMS, Inc.  
Tentative: Amanda Attaie, Director, Product Transformation, Blue Shield of CA

**2:00-2:30 Understanding the healthcare pipeline: How do strategic planning and portfolio management play a role in healthcare project management?**

Readings/Handouts: Compare & Contrast of strategic planning, portfolio management, program management and project management. Hoshin planning defined.

Discussion/Exercise: Powerpoint presentation, class participation

**2:30-3:00 Where do you go from here? Course wrap-up. The healthcare job market, networking opportunities and PMP certification. Class survey.**