Project Management with Applications in Healthcare
MGB 432-001 and MGP 432-002 Virtual

Instructor: Amber Beckler
Phone: 530-210-3787
Email: zagnut@hotmail.com
Office Hours: Before and after class and by appointment

Course Description

Healthcare will represent 20% of GDP by 2020. Costs are rising for patients and providers continue to focus on the quality while managing the ever changing dynamics of the healthcare market. Project management in healthcare has unique challenges due to regulations, legal mandates, market drivers and internal business constraints. This course will focus on the heart of healthcare administration and how project management can be applied as a key lever to implement business strategy to enable increased efficiency, manage costs improve the overall patient and provider 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. The class will explore how project management integrates into strategy, business analysis, change management and lean sigma. Finally, students will interact with leading healthcare professionals sharing their experiences using project management as a lever to solve complex problems in the healthcare system.

Over 10% and in some areas almost 15% (and climbing) of jobs are tied to healthcare in the US across providers, health plans, hospital systems, public policy and state government. 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 and beyond.

Notice of the Code of Academic Conduct (http://sja.ucdavis.edu/files/cac.pdf)

Course Learning Outcomes

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 ties to strategy, business analysis , lean sigma and change management 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
- 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 and tools that you can use right away

Course Materials

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

Handouts: Selected readings, videos and templates will be available 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 should be turned to silence and if you need to take a call please step away in respect of those around you. The course format will be conducted using Zoom and it is expected that you participate via video minimize disruptions around you to the extent possible. 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 during the class exercises and through the individual paper and group project/presentation. For the group project/presentation, team members and the topic will be selected by end of lunch the 1st day of class. Students are encouraged to self-form into teams. The group project will be presented the 2nd 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 short paper. The paper topics will be selected by the end of the 1st day of class and due 1 week later.

Course Schedule

CLASS 1: **Sunday September 26th, 2021 (via Zoom)**

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 and lean sigma, project management, change management). Your experience and why it matters.

Discussion/Exercise: Powerpoint presentation, class participation

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

Readings/Handouts: Project Management defined. Types of initiatives within healthcare and unique constraints.

Discussion/Exercise: Powerpoint presentation, class participation, guest speaker

11:30-12:00 **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.

Discussion/Exercise: Powerpoint presentation, class participation

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 October 10th, 2021 (via Zoom)**
9:00-10:00	**Day 1 Recap and students share how they applied concepts and frameworks in their projects since we last met**
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**
1:00-2:30	**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	**Course wrap-up. The healthcare job market, networking opportunities and PMP certification. Class survey.**