Curriculum Development Centers Program

Awardee of The Office of the National Coordinator for Health Information Technology

HEALTH IT WORKFORCE CURRICULUM
COMPONENT BLUEPRINT
Version 2.0/Spring 2011

Component Number: 19
Component Name: Introduction to Project Management

Component Description (from FOA): An understanding of project management tools and techniques that results in the ability to create and follow a project management plan.

Assigned Institution: Johns Hopkins University
Team Lead(s): William Agresti, PhD, Johns Hopkins Carey Business School
Theron Feist, MS, JHU, School of Nursing
Team Members: James Smith, RN, MSITS, Johns Hopkins Hospital
Mary McNally, PMP, Harford Community College

Workforce Roles: Implementation Managers

Component Objectives
At the completion of this component, the student will be able to:

Component Units with Objectives and Topics

Unit 1: Overview of Health IT Projects
Description: Students will receive a broad overview of project management including some distinctive characteristics of health IT projects. This unit includes several real scenarios to illustrate the diversity of projects in health IT.

Objectives:
1. Describe the range and characteristics of health IT projects
2. Define a project
3. Define project management
4. Identify key characteristics for project success and failure

Topics:

This material was developed by Oregon Health & Science University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000015.

1.1 - Health IT Scenarios
1.2 - What is Project Management
1.3 - Reasons for Projects
1.4 - Role of the Project Manager
1.5 - Reasons Success/Failure

Unit 2: Project Life Cycles
Description: This unit provides an overview of various project life cycles so that students can assess their appropriateness for use depending on characteristics of a project. Students examine processes, knowledge areas, and organizational influences that are critical to successful project management.

Objectives:
1. Identify process groups and knowledge areas used in project management
2. Differentiate linear, iterative, adaptive, and agile project life cycles
3. Relate life cycle phases to reviews, milestones, and deliverables
4. Compare various organizational structures as contexts for managing projects

Topics:
2.1 – Project Management Elements
2.2 – Life Cycles
2.3 – Phases
2.4 – Organizations

Unit 3: Project Initiation
Description: Students learn what is necessary to get projects off to a strong start. Critical activities are to prepare a project charter and to identify and engage the project stakeholders.

Objectives:
1. Outline the needs for projects, how and why they are initiated
2. Construct a project charter
3. Identify project stakeholders
4. Generate a stakeholder register

Topics:
3.1 – Project Initiation
3.2 – Project Charter
3.3 – Stakeholders & Stakeholder Register

Unit 4: Project Planning Overview
Description: In this unit, students will learn how to effectively plan projects and to develop a project management plan. Several key documentation components will be introduced.

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Objectives:

1. Identify the importance and purpose of effective planning
2. Identify and describe each component of the project management plan (PMP)
3. Define and prepare project planning documents

Topics:

4.1 - Project Management
4.2 - Project Management Processes and Groups
4.3 - Planning a Project
4.4 - Project Planning Processes

Unit 5: Managing Project Scope

Description: This unit addresses a critical determinant of project success: defining and managing the scope of the project. Students learn the importance of eliciting stakeholder requirements and developing effective work breakdown structures.

Objectives:

1. Analyze scope to develop the project scope statement
2. Elicit stakeholder requirements for the project
3. Create a Work Breakdown Structure (WBS)

Topics:

5.1 – Project Scope
5.2 – Stakeholder Requirements
5.3 – Work Breakdown Structure

Unit 6: Managing Project Time, Cost, and Procurements

Description: In this unit, students will gain an understanding of how to manage project schedules and spending. The unit will cover broad topics such as purchasing, procurement, cost estimation and scheduling.

Objectives:

1. Define project time management activities
2. Define project cost management activities
3. Define project procurement activities

Topics:

6.1 – Define activities and project schedule
6.2 – Develop estimates for project cost and budget
6.3 – Evaluate make or buy decisions
6.4 – Develop a procurement plan

Unit 7: Managing Project Risk

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Description: A key to successful health IT projects is the pro-active management of risks: beginning with the preparation of a risk management plan. Risk management will be a continuing activity throughout the project, to identify risks and to plan and implement risk responses.

Objectives:

1. Assess project risks
2. Plan project responses
3. Prepare and maintain a risk register, and
4. Develop and execute a risk management plan

Topics:

7.1 – Managing Project Risk

7.2 – Risk Management Processes

7.3 – Risk Management Plan

Unit 8: Team Management and Communications

Description: Whatever role you play on a project team, it is essential to understand basic concepts of team management and communications. This unit covers key elements of managing and communicating in a team, including the development of an HR and communications plan.

Objectives:

1. Identify and describe roles of project team members
2. Develop the human resource plan
3. Acquire, development, and manage and lead the project team
4. Identify project communications responsibilities
5. Develop a communications plan

Topics:

8.1 – HR Management Process

8.2 – Project Communications

Unit 9: Project Monitoring and Control

Description: Project managers use monitoring and control tools and techniques to assess plans and deliverables, evaluate progress against plans, manage change requests, and review all project activities. It is critically important to keep the project within scope, budget, and schedule to meet stakeholder expectations.

Objectives:

1. Apply tools and techniques to monitor and control project activities
2. Appraise project status
3. Manage stakeholder expectations and change requests
4. Manage project scope

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Topics:

9.1 – Overview of Unit 9: Project Monitoring and Control

Unit 10: Managing Quality

Description: Quality is an elusive but essential component and consideration in any project. This unit will cover quality management planning and key characteristics of quality assurance and its impact on project management.

Objectives:

1. Develop a quality management plan
2. Discuss the role of quality assurance on a project
3. Apply quality control techniques

Topics:

10.1 – Total Quality Management Theory
10.2 – Quality Culture
10.3 – Quality Tools
10.4 – Quality Management Plan

Unit 11: Project Closure and Transition

Description: It is essential that project managers know all the processes required to bring a project to a successful conclusion. Key steps include completing all deliverables on time, gaining customer acceptance, documenting the project lessons learned, and managing the transition to operations.

Objectives:

1. Bring project activities to a close
2. Conclude the customer acceptance process
3. Document and archive lessons learned
4. Update and close out project documents
5. Manage transition to operations

Topics:

11.1 – Project Closure and Transition

Unit 12: Application of Health IT Project Management

Description: This unit involves both analysis of and hands-on application of project management tools and techniques to real-life health IT scenarios. Students will participate in team-based activities addressing scenario-based challenges in health IT projects.

Objectives:

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1. Apply project management principles to a health IT application
2. Select project management techniques and methods based on a specific application
3. Develop consistent and appropriate documentation for a specific health IT project

Topics:

12.1 – Project Management Principles

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