Curriculum Development Centers Program

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

HEALTH IT WORKFORCE CURRICULUM
COMPONENT BLUEPRINT
Version 3.0/Spring 2012

Component Number: 19
Component Name: Introduction to Project Management

Component Description: 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, Gabrielle Haskins, PMP

Workforce Roles: Implementation Managers

Component Objectives

Upon completion of this component, the student will be able to:

- Describe factors that are critical to project success.
- Develop a comprehensive project management plan.
- Define project scope that reflects stakeholder perspectives and project requirements.
- Prepare an effective work breakdown structure.
- Differentiate project life cycle models based on project characteristics.
- Develop estimates for project cost and schedule.
- Apply tools and techniques to manage project scope, time, and budget.
- Plan and implement effective communications with the project team and stakeholders.
- Differentiate roles of project team members.
- Select and apply appropriate tools and techniques for risk management, quality management, and change management.

Component Units with Objectives and Topics

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.

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. Review the history of project management.
2. Define what a project is.
3. Define project management.
4. Identify reasons that more organizations are implementing HIT projects.
5. Identify key characteristics for project success and failure.
6. Describe the range and characteristics of health IT projects.

Topics:
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 Selection and 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.

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.

Objectives:

1. Identify the key elements of a project environment and HIT landscape.
2. Outline the needs for projects, how and why they are selected and initiated.
3. Construct a project charter.
4. Identify project stakeholders.
5. 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.

Objectives:

1. Identify the importance and purpose of effective planning.
2. Identify and describe each component of the project management plan.
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

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.

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 management time 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
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, develop,, manage, and lead the project team.
4. Identify project communications responsibilities.
5. Develop a communications plan.

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.

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:
- Direct project execution.
- Track, review, and report project progress and performance.
- Monitor and control project baselines.
- Manage stakeholder expectations and change requests.

Topics:
9.1 Direct and Manage Project Execution
9.2 Track Project Performance
9.3 Monitor and Control Project Work
9.4 Manage Change

Unit 10: Quality Management
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. Perform quality assurance
3. Apply quality tools

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

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.

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

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.

Unit Elements:
Instructor manual, lectures, self-assessment questions, discussion questions and/or activities, assignments and exercises

Format:
Slides with narration (voiceover PowerPoint in Flash format), suitable for lecture, team-based learning, or online independent study; lecture transcripts (MS Word documents); and audio files in mp3 format for each lecture; self-assessment and discussion questions and keys (MS Word documents).

Local Resources Required for Implementation:
Computer, Microsoft Office, PowerPoint, Flash player (free download), mp3 player (free download), Learning Management System (optional)

This material was developed by Johns Hopkins University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number IU24OC000013.