



Nurses in Project Management Roles: *Bringing Projects in On-Time and Within Budget*

Summer Institute in Nursing Informatics

June, 2007

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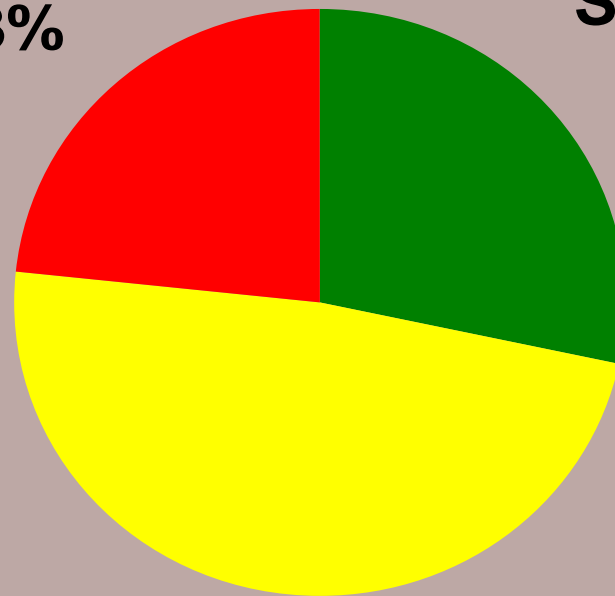
Nurses in Project Management Roles

- **Why Project Management**
- **Nurses as Project Managers**
- **Project Management Components and Critical Success Factors**
- **Education/ Training/ Professional Societies**
- **PM in Healthcare & NI**
- **Conclusion**

Why Project Management?

Failure
23%

Success
28%



Over-Runs
49%

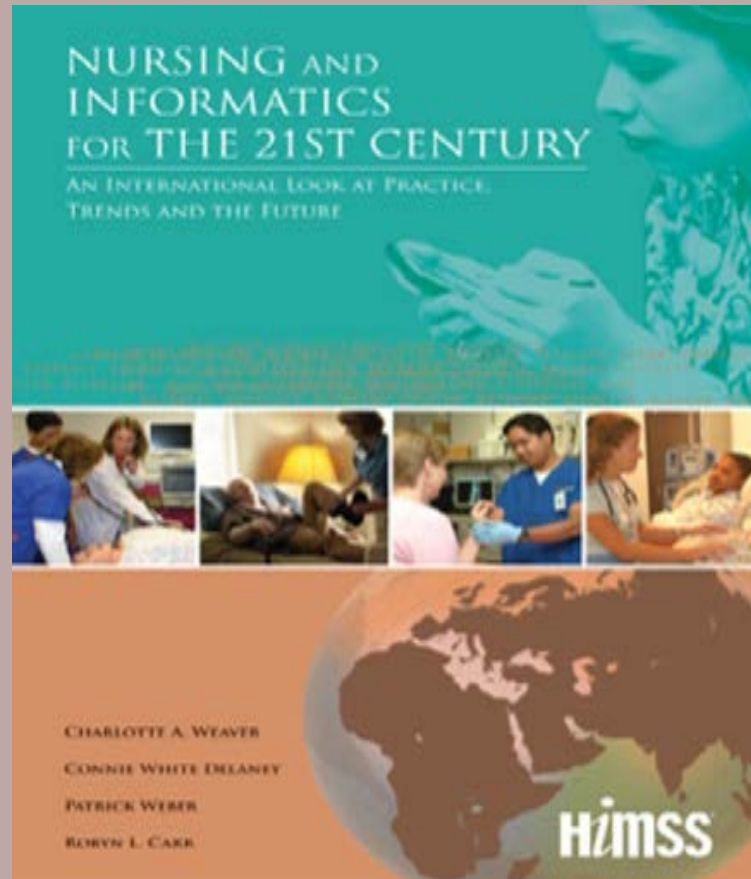
(Source: Standish Group, 2001)



Why Project Management?

- **Project Management is a core business competency**
 - Tom Peters, 1993

Nursing Informatics for the 21st Century



HC IT PM Case Study

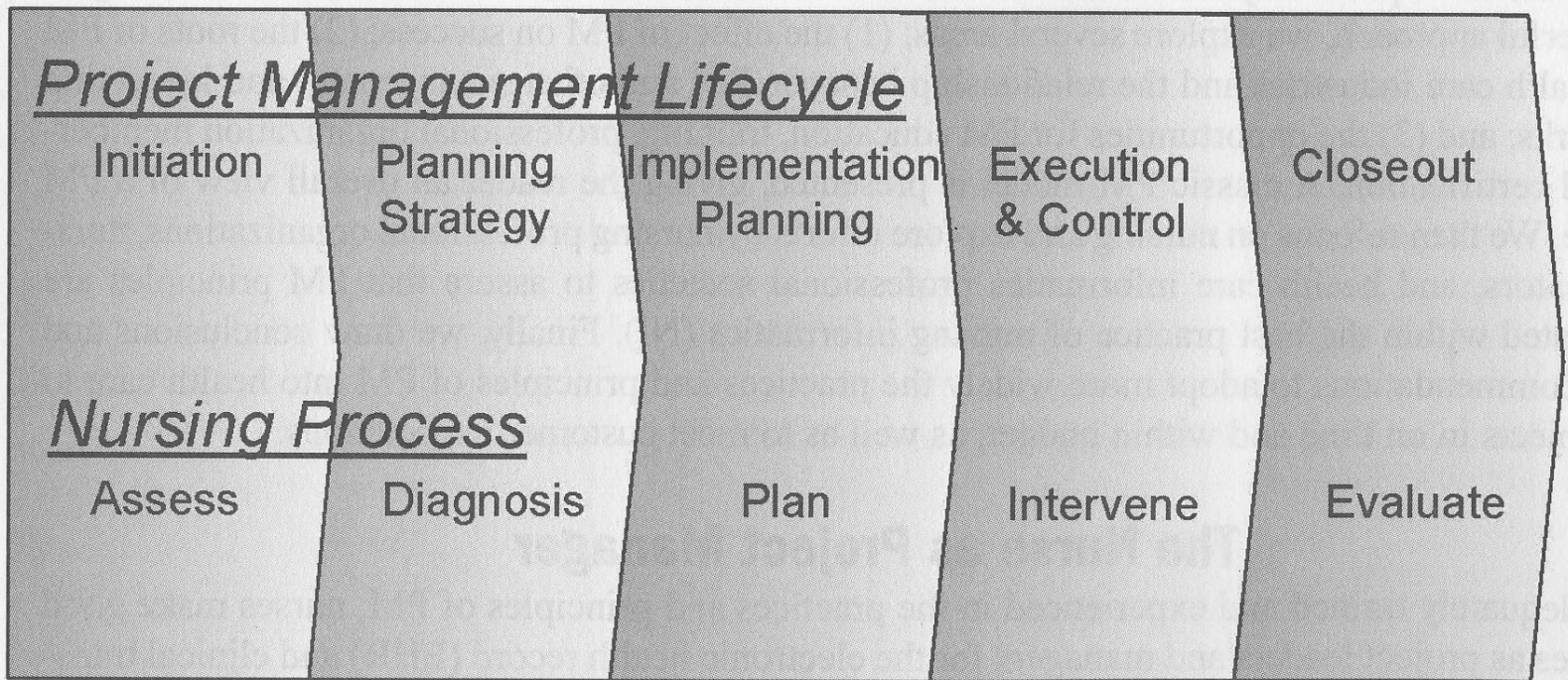
- **Tree Health Care System**



Why Nurses Make Good PMs

- **PM & Nursing Processes**





Why Nurses Make Good PMs

- **PM & Nursing Processes**
- **Experience with**
 - responsibility
 - management
 - supervision
- **Clinical know-how**
 - culture
 - workflow



Why Nurse are Challenged by PM



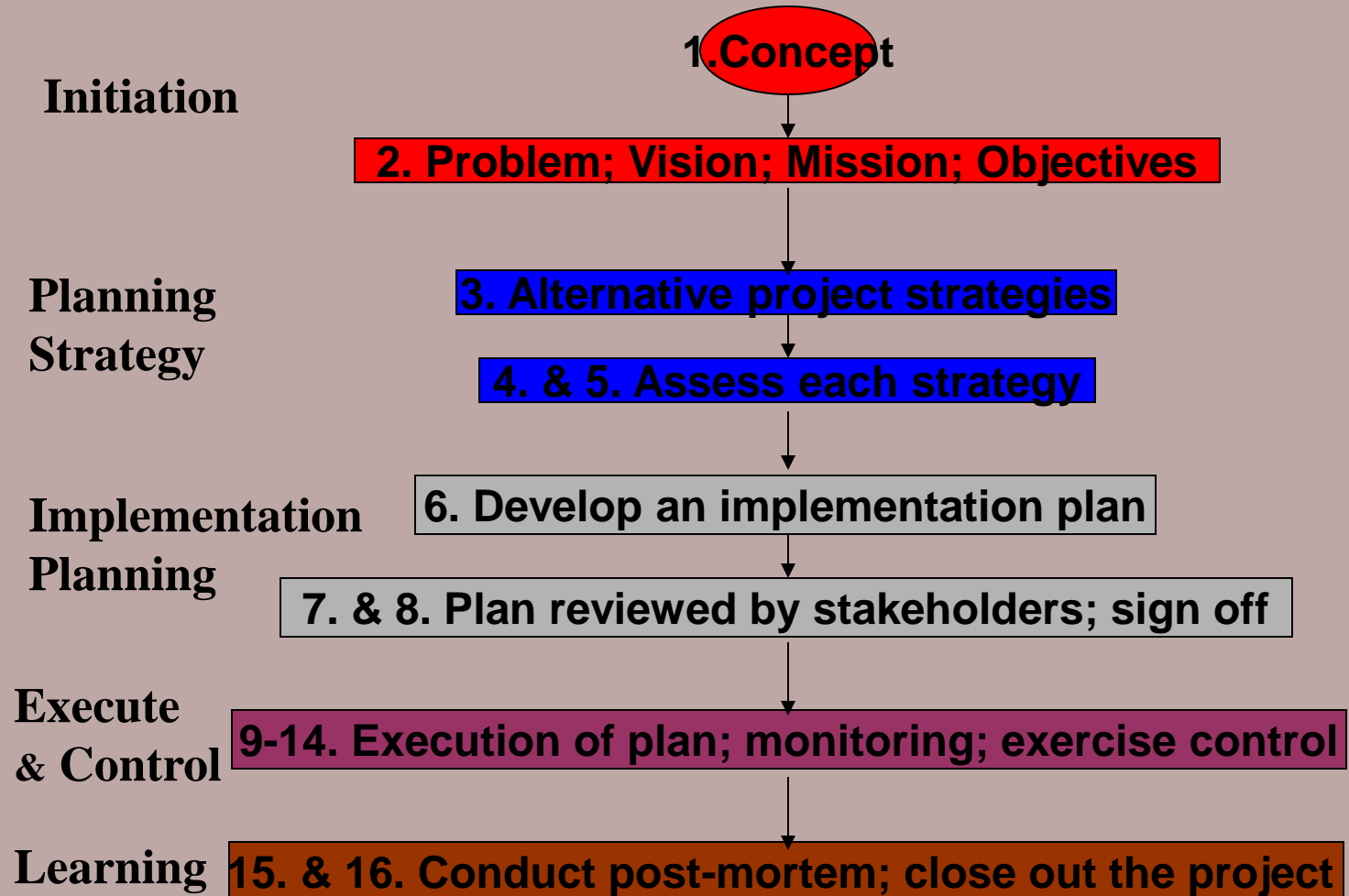
- **Management language barriers**
- **Inordinate risk aversion**



PMI Project Management Components

- **Integration** management
- **Scope** management
- **Time** management
- **Cost** management
- **Quality** management
- **Human resource** management
- **Communications** management
- **Risk** management
- **Procurement** management

A General Project Algorithm



Source – The Lewis Institute, 2003



PM Critical Success Factors

- **Define success in PM terms**
 - **Time**
 - **Cost**
 - **Scope**
 - **Customer expectations/ Quality**



PM Critical Success Factors

- **Sustained, active upper mgt support**
- **Rewards for achieving project success**
- **Competence of PM and project team**
- **Effective communication**
- **Mutual understanding of all stakeholders**
- **Adequate resources**

PM Education

- **Colleges & Universities**
 - Modules of courses
 - Courses
 - Degrees
- **Training**





- **Project Management Institute (PMI)**
 - **150,000 member not-for-profit**
 - education
 - standards
 - advocacy
 - **Project Management Body of Knowledge**
 - PMBOK
 - **www.pmi.org**



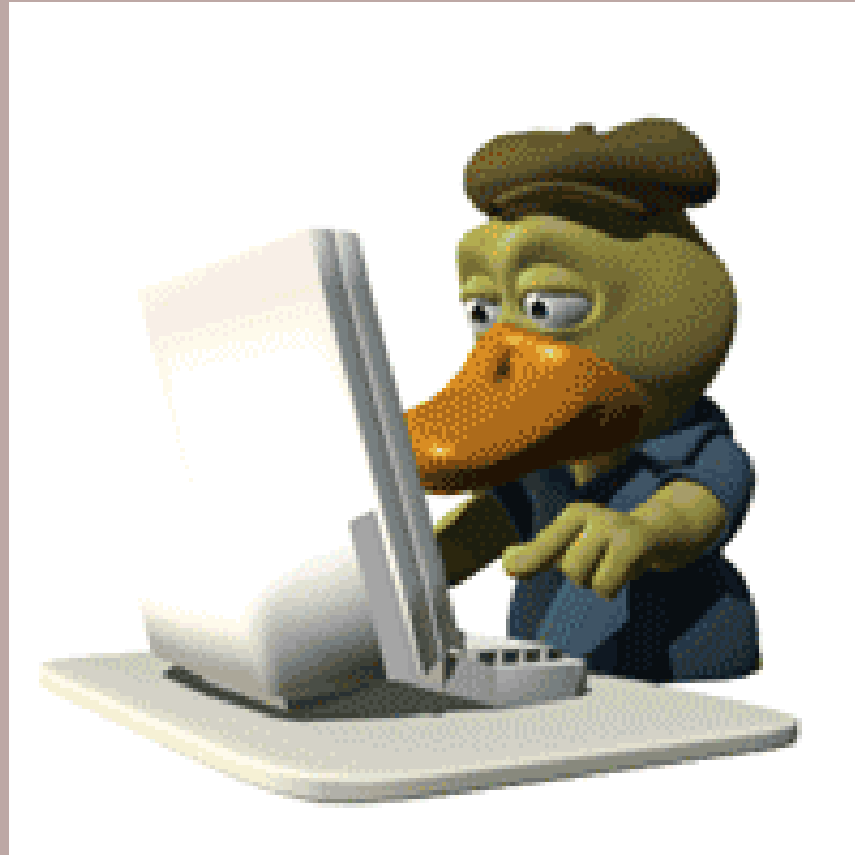
PM in HC and NI

- **The Scope and Standards of Nursing Informatics Practice**
- **HIMSS NI survey**
 - **2/3 of respondents – implementation**
- **Project Management Office**

Conclusion

- **Nurses make outstanding project managers for clinical health IT projects**
- **IF they are informed about and knowledgeable of the**
 - practices
 - principles
 - tools of PM
- **AND they have**
 - adequate upper management support
 - resources

Questions? or Comments!



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