Project Management in Health Care

HQS-620   4 Credits   Jun 8 - Aug 2

Course Description

This course examines the models and approaches of project management in health care settings. Learners demonstrate understanding of the project management process and its application to health care quality and safety initiatives. Learners gain skills to identify various stakeholders and roles, set goals and expectations, plan stakeholder engagement, and identify ways to mitigate obstacles in health care project management. Prerequisite: HQS-610.

Instructor Contact Information

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Class Resources

Project Management for the Advanced Practice Nurse

Sipes, C. (2019). *Project management for the advanced practice nurse* (2nd ed.). New York, NY: Springer Publishing Company. ISBN-13: 9780826161956

Course Objectives

1. Understand what project management means and its importance for application in a healthcare quality and patient safety setting
2. Identify key components of quality improvement project management, including engaging stakeholders, project planning, utilizing tools and techniques for effective communication
3. Demonstrate the effective use of tools and strategies for managing projects in a health care quality and patient safety setting.
4. Students will be prepared to begin more effectively managing quality improvement projects while mitigating risks, improving outcomes and controlling costs.

Case Study

Select one case study in Chapter 8 of the textbook from the following options: Nurse Manager or Case Study-Informatics Nurse Specialist. The case study you select will be used throughout the course. In Topics 3-7, your

assignment will be to add a component to your project management design by utilizing this case study.

LopesWrite

Refer to the LopesWrite webpage for guidance regarding assignments requiring submission to LopesWrite.

https://support.gcu.edu/hc/en-us/articles/201277380-LopesWrite

Topic 1: Project Management Methodologies

Objectives:

1. Discuss why project management is needed.
2. Discuss the value of establishing a framework for a project.
3. Contrast project management methodologies.

Jun 8, 2023 - Jun 14, 2023   Max Points: 110

Resources

Project Management: Case Studies

Read "Project Management Methodologies" in *Project Management: Case Studies*.

https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=cat01182a&AN=gcu.317842&site=eds-live&scope=site

How to Begin a Quality Improvement Project

Read "How to Begin a Quality Improvement Project," by Silver et al., from *American Society of Nephrology* (2016).

https://cjasn.asnjournals.org/content/clinjasn/11/5/893.full.pdf

9 of the Most Popular Project Management Methodologies Made Simple

Read "9 of the Most Popular Project Management Methodologies Made Simple," by Aston, located on the Digital Project Manager website (2019).

https://thedigitalprojectmanager.com/project-management-methodologies-made-simple/

Top Project Management Methodologies 2019

View "Top Project Management Methodologies 2019," from KnowledgeHut, located on YouTube.

https://youtu.be/5H5BJjGQ968

Project Management for the Advanced Practice Nurse

Read Chapters 1 and 2 in *Project Management for the Advanced Practice Nurse*.

A Health Care Project Management Office's Strategies for Continual Change and Continuous Improvement

Read "A Health Care Project Management Office's Strategies for Continual Change and Continuous Improvement," by Tremblay Aubry, Richer, and Guylaine, from *The Health Care Manager* (2018).

https://lopes.idm.oclc.org/login?url=http://ovidsp.ovid.com.lopes.idm.oclc.org/ovidweb.cgi?
T=JS&CSC=Y&NEWS=N&PAGE=fulltext&AN=00126450-201801000-00002&D=ovft&PDF=y

Hybrid Project Management Has Role in Health Care Today

Read "Hybrid Project Management Has Role in Health Care Today," by Hakim, from *Physician Leadership Journal* (2019).

https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?
direct=true&db=edsgao&AN=edsgcl.579714743&site=eds-live&scope=site

Project Management for Healthcare

Read the "Safety" and "Regulatory" sections of Chapter 2 in "Project Management for Healthcare," by Shirley (2011).

https://lopes.idm.oclc.org/login?url=http://library.books24x7.com/library.asp?%5eB&bookid=46716

Assessments

Summary of Current Course Content Knowledge

Start Date & Time	Due Date & Time	Points
Jun 8, 2023, 12:00 AM	Jun 8, 2023, 11:59 PM	0

Assessment Description

Academic engagement through active participation in instructional activities related to the course objectives is paramount to your success in this course and future courses. Through interaction with your instructor and classmates, you will explore the course material and be provided with the best opportunity for objective and competency mastery. To begin this class, review the course objectives for each Topic, and then answer the following questions as this will help guide your instructor for course instruction.

1. Which weekly objectives do you have prior knowledge of and to what extent?
2. Which weekly objectives do you have no prior knowledge of?
3. What course-related topics would you like to discuss with your instructor and classmates? What questions or concerns do you have about this course?

Class Introductions

Start Date & Time	Due Date & Time	Points
Jun 8, 2023, 12:00 AM	Jun 10, 2023, 11:59 PM	0

Assessment Description

Take a moment to explore your new classroom and introduce yourself to your fellow classmates. What are you excited about learning? What do you think will be most challenging?

Topic 1 DQ 1

Start Date & Time	Due Date & Time	Points
Jun 8, 2023, 12:00 AM	Jun 10, 2023, 11:59 PM	5

Assessment Description

Describe why project management is needed and explain the correlation between the nursing process and project management. Explain the value of establishing a framework for a project and provide an example in which a project management framework aided in the implementation of a new process.

Topic 1 DQ 2

Start Date & Time	Due Date & Time	Points
Jun 8, 2023, 12:00 AM	Jun 12, 2023, 11:59 PM	5

Assessment Description

Review Figure 2.1 "The Five Steps of the Nursing Process" and Figure 2.2 "The Five Phases of Project Management" in Chapter 2 of the textbook. As you reflect on the five steps of the nursing process, describe how that process aligns with the concept of project management. Provide specific examples of the similarities between elements of Figure 2.1 and 2.2.

Project Management Methodologies

Start Date & Time	Due Date & Time	Points
Jun 8, 2023, 12:00 AM	Jun 14, 2023, 11:59 PM	80

Assessment Traits

✍ Requires LopesWrite

Assessment Description

The purpose of this assignment is to contrast common project management methodologies that can be utilized in health care project management. Conduct your own research so you are able to contrast Lean/Six Sigma, Waterfall, PSDA, and Agile methodologies. In addition, select another project management methodology of your choice.

Use the Project Management Methodologies template to complete the assignment.

This assignment requires two to three scholarly resources.

While APA style is not required for the body of this assignment, solid academic writing is expected, and documentation of sources should be presented using APA formatting guidelines, which can be found in the APA Style Guide, located in the Student Success Center.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 1 Participation

Start Date & Time	Due Date & Time	Points
Jun 8, 2023, 12:00 AM	Jun 14, 2023, 11:59 PM	20

Topic 2: Project Manager Role

Objectives:

1. Describe the role and functions of a project manager.

Jun 15, 2023 - Jun 21, 2023   Max Points: 110

Resources

AHRQ Case Studies – Case Studies of Quality Improvement Initiatives

Explore the case studies on the AHRQ website in preparation for the Topic 2 assignment.

https://www.ahrq.gov/cahps/quality-improvement/reports-and-case-studies/Case-Study_QI-Initiatives.html

What Is a Project Manager? The Lead Role for Project Success

Read "What Is a Project Manager? The Lead Role for Project Success," by Alexander (2019), located on the CIO website.

https://www.cio.com/article/3224865/what-is-a-project-manager-the-lead-role-for-project-success.html#tk.cio_rs

Understanding the Complexity of Project Team Member Selection Through Agent-Based Modeling

Read "Understanding the Complexity of Project Team Member Selection Through Agent-Based Modeling," by Hsu, Weng, Cui, and Rand, from *International Journal of Project Management* (2016).

https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=edselp&AN=S0263786315001507&site=eds-live&scope=site&custid=s8333196&groupid=main&profile=eds1

Project Management for the Advanced Practice Nurse

Read the "PM Roles and Responsibilities" section of Chapter 3 and Chapter 8 in *Project Management for the Advanced Practice Nurse*.

Assessments

Topic 2 DQ 1

Start Date & Time	Due Date & Time	Points
Jun 15, 2023, 12:00 AM	Jun 17, 2023, 11:59 PM	5

Assessment Description

Describe three significant skills that are essential to have in the role as project manager. How do those skills align with the skills needed in the nursing profession? Provide a specific example to support your answer. Discuss one to two effective strategies to promote a high reliability organization.

Topic 2 DQ 2

Start Date & Time	Due Date & Time	Points
Jun 15, 2023, 12:00 AM	Jun 19, 2023, 11:59 PM	5

Assessment Description

As the project manager it is important to understand team dynamics. Describe how you would apply your leadership skills to move team members from the "storming" to "norming" stage of team development.

Case Study - Role of a Project Manager

Start Date & Time	Due Date & Time	Points
Jun 15, 2023, 12:00 AM	Jun 21, 2023, 11:59 PM	80

Assessment Traits

Requires LopesWrite

Assessment Description

The purpose of this assignment is to determine the role of a project manager for a given case study. Use the "AHRQ Case Studies – Case Studies of Quality Improvement Initiatives" from the AHRQ website located in the Topic 2 topic Resources to complete this assignment. The case studies located in Chapter 8 of the textbook provide additional support for this assignment.

Select and read a case study from "AHRQ Case Studies – Case Studies of Quality Improvement Initiatives". Once you have read the case study, in a 500-700-word paper, address the following:

1. Describe the problem outlined in the case study.
2. Discuss the project goals.
3. Describe the role of the project manager addressing the following:
4. Planning
5. Organizing
6. Budgeting
7. Monitoring progress
8. Managing reports and documentation
9. Health care quality and safety initiatives.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 2 Participation

Start Date & Time	Due Date & Time	Points

Jun 15, 2023, 12:00 AM   Jun 21, 2023, 11:59 PM   20

Topic 3: Project Design

Objectives:

1. Discuss the steps involved in initiating and designing a project.
2. Analyze authority gradients as they relate to team selection and formulation.
3. Create a project charter.

Jun 22, 2023 - Jun 28, 2023   Max Points: 130

Resources

The Four Phases of Project Management

Read "The Four Phases of Project Management," by *Harvard Business Review* Staff (2016), located on the *Harvard Business Review* website.

https://hbr.org/2016/11/the-four-phases-of-project-management

How to Write the Project Statement of Work (SOW)

Read "How to Write the Project Statement of Work (SOW)," located on the Project Management Website (2018).

https://project-management.com/how-to-write-the-project-statement-of-work-sow/

Mapping a Start for Quality Improvement

Read "Mapping a Start for Quality Improvement," by Harris, from *Physician Leadership Journal* (2018).

https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=130201825&site=eds-live&scope=site

Project Design Template: A 9-Step Approach to Designing a Project

Read "Project Design Template: A 9-Step Approach to Designing a Project," from My Management Guide.

https://mymanagementguide.com/wp-content/uploads/2012/01/project-design-template-download.pdf

Project Management for the Advanced Practice Nurse

Read Chapter 3 in *Project Management for the Advanced Practice Nurse*.

Assessments

Topic 3 DQ 1

Start Date & Time	Due Date & Time	Points
Jun 22, 2023, 12:00 AM	Jun 24, 2023, 11:59 PM	5

Assessment Description

Describe the value of creating a statement of work (SOW) and project charter. What elements of these documents will be valuable in project management? Provide a specific example to support your answer.

Topic 3 DQ 2

Start Date & Time	Due Date & Time	Points
Jun 22, 2023, 12:00 AM	Jun 26, 2023, 11:59 PM	5

Assessment Description

How do key stakeholders and project team members differ and how are they the same? As the project manager, how do you ensure that the individuals that perform the work have a voice in the project development?

Project Charter Template

Start Date & Time	Due Date & Time	Points
Jun 22, 2023, 12:00 AM	Jun 28, 2023, 11:59 PM	100

Assessment Traits

✍ Requires LopesWrite

Assessment Description

The purpose of this assignment is to create a project charter with a work breakdown structure. Select one case study in Chapter 8 of the textbook from the following options: Case Study: Nurse Manager or Case Study: Informatics Nurse Specialist (INS). The case study you select in this topic will be used throughout the course to complete the assignments in Topics 3-7.

Review Figure 3.2 "Project Charter Content" from Chapter 3 in the textbook. Use this as a model to complete the "Project Charter Template" located in the topic Resources folder. You will complete the template as if you are the project manager. The project charter will serve as a statement of work for the case study you selected

in Chapter 8 of the textbook.

This assignment requires one or two scholarly resources.

Prepare Part 2 of the template according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 3 Participation

Start Date & Time | Due Date & Time | Points
Jun 22, 2023, 12:00 AM | Jun 28, 2023, 11:59 PM | 20

Topic 4: Planning

Objectives:

1. Discuss the value of a work breakdown structure.
2. Discuss the importance of monitoring critical success factors.
3. Create a Gantt chart to schedule tasks in a project.

Jun 29, 2023 - Jul 5, 2023   Max Points: 130

Resources

A Visual Management Tool for Program Planning, Project Management and Evaluation in Paediatric Health Care

Read "A Visual Management Tool for Program Planning, Project Management and Evaluation in Paediatric Health Care," by Glegg, Ryce, and Brownlee, from *Evaluation and Program Planning* (2019).

https://www-sciencedirect-com.lopes.idm.oclc.org/science/article/pii/S0149718918300120

What Is a Gantt Chart?

Read "What Is a Gantt Chart" located on the Association for Project Management website (2019).

https://www.apm.org.uk/resources/find-a-resource/gantt-chart/

Step by Step Guide to Implement Quality Improvement

Read "Step by Step Guide to Implement Quality Improvement," from the Center for Public Health Quality (2020).

https://www.centerforpublichealthquality.org/index.php/theqitoolbox/step-by-step-guide/

Project Management: Case Studies

Read "Project Planning" in *Project Management: Case Studies*.

https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=cat01182a&AN=gcu.317842&site=eds-live&scope=site

Project Planning and Control in Social and Solidarity Economy Organizations: A Literature Review

Read "Project Planning and Control in Social and Solidarity Economy Organizations: A Literature Review," by Meriar-Bienvenue, Pellerin, and Cassivi, from *Procedia Computer Science* (2017).

https://www.sciencedirect.com/science/article/pii/S1877050917322901

Project Management for the Advanced Practice Nurse

Read Chapter 4 in *Project Management for the Advanced Practice Nurse*.

Assessments

Topic 4 DQ 1

Start Date & Time	Due Date & Time	Points
Jun 29, 2023, 12:00 AM	Jul 1, 2023, 11:59 PM	5

Assessment Description

Describe the relationship between project deliverables, goals, and outcomes. How are each important and what makes each different? Provide an example of each to support your position.

Topic 4 DQ 2

Start Date & Time	Due Date & Time	Points
Jun 29, 2023, 12:00 AM	Jul 3, 2023, 11:59 PM	5

Assessment Description

How does a "shared mental model" or visual tool assist in the completion of a project? What elements are important to include in such a visual and why?

Building a Project Schedule

Start Date & Time	Due Date & Time	Points
Jun 29, 2023, 12:00 AM	Jul 5, 2023, 11:59 PM	100

Assessment Traits

Requires LopesWrite

Assessment Description

The purpose of this assignment is to create a Gantt chart to outline the tasks and schedule for the case study you selected in the Class Resources. Recall that you created a project charter as the Topic 3 assignment. Review the feedback you received from your instructor for that assignment.

Part 1: Use the feedback from the Topic 3 assignment to create a Gantt chart showing the tasks and the time in which tasks should be completed for the project.To complete this assignment, access the Simple Gantt Chart located on the Microsoft Office website at: https://templates.office.com/en-us/simple-gantt-chart-tm16400962

Part 2: Create a 250-500-word summary addressing the following:

1. What is the value of a work breakdown structure?
2. What is the importance of monitoring critical success factors?

Submit both the Gantt chart and the summary to the dropbox.

Prepare the Part 2 summary according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 4 Participation

Start Date & Time	Due Date & Time	Points
Jun 29, 2023, 12:00 AM	Jul 5, 2023, 11:59 PM	20

    Prepared on: Jun 8, 2023, 5:08 PM

Topic 5: Communication

Objectives:

1. Define the elements in the communication cycle.
2. Describe communication strategies and how they can improve communication.

Jul 6, 2023 - Jul 12, 2023   Max Points: 130

Resources

What Drives Continuous Improvement Project Success in Healthcare?

Read "What Drives Continuous Improvement Project Success in Healthcare?" by Stelson, Hille, Eseonu, and Doolen, from *International Journal of Health Care Quality Assurance* (2017).

https://www.emerald.com/insight/content/doi/10.1108/IJHCQA-03-2016-0035/full/pdf?title=what-drives-continuous-improvement-project-success-in-healthcare

Project Communication Management for Project Managers Based on the PMBOK

Read "Project Communication Management for Project Managers Based on the PMBOK," by Jainendrakumar, from *PM World Journal* (2015).

https://pmworldlibrary.net/wp-content/uploads/2015/09/pmwj38-Sep2015-Jainendrakumar-project-communication-management-advisory.pdf

Email Communication in Project Management: A Bane or a Blessing?

Read "Email Communication in Project Management: A Bane or a Blessing?" by Smit, Bond-Barnard, Steyn, and Fabris-Rotelli, from *South African Journal of Informational Management* (2017).

https://search-proquest-com.lopes.idm.oclc.org/docview/1928615026?accountid=7374

Communication Plan Template

Utilize the "Communication Plan Template" to complete the topic assignment.

Project Change Stakeholder Communication

Read "Project Change Stakeholder Communication," by Butt, Naaranoja, and Savolainen, from *International Journal of Project Management* (2016).

https://www.sciencedirect.com/science/article/pii/S0263786316300850

Health Information Privacy

Explore the "Health Information Privacy" section on the U.S. Department of Health & Human Services website.

https://www.hhs.gov/hipaa/for-professionals/privacy/index.html

Effective Communication Management: A Key to Stakeholder Relationship Management in Project-Based Organizations

Read "Effective Communication Management: A Key to Stakeholder Relationship Management in Project-Based Organizations," by Rajhans, from *Journal of Soft Skills* (2018).

https://search.proquest.com/docview/2176619858?pq-origsite=gscholar

Assessments

Topic 5 DQ 1

Start Date & Time	Due Date & Time	Points
Jul 6, 2023, 12:00 AM	Jul 8, 2023, 11:59 PM	5

Assessment Description

The formula to calculate the communication channels is: n x (n - 1) / 2. N is the number of team members. Use the formula to determine the number of communication channels for a team of five members. Based on your calculation, what are the possible number of communication channels on the project team? Do you agree or disagree with the calculation? Should all stakeholders (even those not on the team) be included? Explain your rationale.

Topic 5 DQ 2

Start Date & Time	Due Date & Time	Points
Jul 6, 2023, 12:00 AM	Jul 10, 2023, 11:59 PM	5

Assessment Description

Identify three workplace environmental factors (i.e., organizational culture, staffing issues, regulatory requirements, etc.) and explain how they might adversely influence project communication. How might your

own communication bias influence project communication?

Communication Plan

Start Date & Time	Due Date & Time	Points
Jul 6, 2023, 12:00 AM	Jul 12, 2023, 11:59 PM	100

Assessment Traits

🖎 Requires LopesWrite

Assessment Description

The purpose of this assignment is to create a communication plan for stakeholders. This communication plan is in relation to the case study you selected in the Class Resources.

Complete the "Communication Plan Template" located in the topic Resources folder.

This assignment requires two or three scholarly resources.

While APA style is not required for the body of this assignment, solid academic writing is expected, and documentation of sources should be presented using APA formatting guidelines, which can be found in the APA Style Guide, located in the Student Success Center.

Prepare Part 2 of the template according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 5 Participation

Start Date & Time	Due Date & Time	Points
Jul 6, 2023, 12:00 AM	Jul 12, 2023, 11:59 PM	20

Topic 6: Implementation

Objectives:

1. Discuss the importance of an implementation checklist.
2. Describe why change management should be addressed in the Implementation Phase.

Prepared on: Jun 8, 2023, 5:08 PM

Resources

Quality Management Systems Implementation Compared With Organizational Maturity in Hospital

Read "Quality Management Systems Implementation Compared With Organizational Maturity in Hospital," by Moradi, Jafari, Maleki, Naghdi, and Ghiyasvand, from *Global Journal of Heath Science* (2016).

https://www-ncbi-nlm-nih-gov.lopes.idm.oclc.org/pmc/articles/PMC4804035/

Project Management for the Advanced Practice Nurse

Review Chapter 4 and Read Chapter 5 in *Project Management for the Advanced Practice Nurse*.

Implementation Checklist Template

Utilize the "Implementation Checklist Template" to complete the topic assignment.

Assessments

Topic 6 DQ 1

Start Date & Time	Due Date & Time	Points
Jul 13, 2023, 12:00 AM	Jul 15, 2023, 11:59 PM	5

Assessment Description

What are some of the downstream implications for a change in scope on a project? Provide a specific scenario to support your answer.

Topic 6 DQ 2

Start Date & Time	Due Date & Time	Points
Jul 13, 2023, 12:00 AM	Jul 17, 2023, 11:59 PM	5

Assessment Description

You are leading a project team to implement computerized provider order entry and several physician groups are resistant. What approach would you take to facilitate change? Support your position with one or two scholarly resources.

Implementation Checklist

Start Date & Time	Due Date & Time	Points
Jul 13, 2023, 12:00 AM	Jul 19, 2023, 11:59 PM	100

Assessment Traits

Requires LopesWrite

Assessment Description

The purpose of this assignment is to outline an implementation strategy for the goals in the previous phases of project management for the case study you selected in the Class Resources.

Use the "Implementation Checklist Template" located in the topic Resources folder to complete this assignment.

Prepare Part 2 of the template according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 6 Participation

Start Date & Time	Due Date & Time	Points
Jul 13, 2023, 12:00 AM	Jul 19, 2023, 11:59 PM	20

Topic 7: Progress Tracking Strategies

Objectives:

1. Discuss the value of monitoring the progress of the project.
2. Analyze how to best identify project adjustments needed and when to implement them.

Jul 20, 2023 - Jul 26, 2023   Max Points: 130

Resources

Prepared on: Jun 8, 2023, 5:08 PM

Fishbone Analysis Diagram Template

Utilize the "Fishbone Analysis Diagram Template" to complete the topic assignment.

Project Management for the Advanced Practice Nurse

Read Chapter 6 in *Project Management for the Advanced Practice Nurse*.

Problem-Solving Your Fishbone Into a Wishbone

Read "Problem-Solving Your Fishbone Into a Wishbone," located on the Vanguard Communications website (2018) for successful completion of the Topic 7 assignment.

https://vanguardcommunications.net/fishbone-problem-solving/

Assessments

Topic 7 DQ 1

Start Date & Time	Due Date & Time	Points
Jul 20, 2023, 12:00 AM	Jul 22, 2023, 11:59 PM	5

Assessment Description

What is the difference between monitoring and controlling during the tracking phase of a project? Provide an example of a tool other than a fishbone chart that can be used to monitor and control within a project. Describe the benefits and drawbacks of this other tool.

Topic 7 DQ 2

Start Date & Time	Due Date & Time	Points
Jul 20, 2023, 12:00 AM	Jul 24, 2023, 11:59 PM	5

Assessment Description

Identify two potential reasons why a project might fail, the cause, associated risks, and how you would mitigate.

Fishbone Diagram

Grand Canyon University 2023 ©   Prepared on: Jun 8, 2023, 5:08 PM

Start Date & Time	Due Date & Time	Points
Jul 20, 2023, 12:00 AM	Jul 26, 2023, 11:59 PM	100

Assessment Traits

✍ Requires LopesWrite

Assessment Description

The purpose of this assignment is to use a Fishbone Diagram to complete a root cause analysis. Identify a problem in your practice environment and utilize the topic Resource "Fishbone Analysis Diagram Template" to work through the problem to the root cause. Refer to "Problem-Solving Your Fishbone Into a Wishbone," located in the topic Resources to complete this assignment.

While APA style is not required for Part 1, solid academic writing is expected, and documentation of sources should be presented using APA formatting guidelines, which can be found in the APA Style Guide, located in the Student Success Center.

Prepare Part 2 of the template according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is located in Class Resources if you need assistance.

Topic 7 Participation

Start Date & Time	Due Date & Time	Points
Jul 20, 2023, 12:00 AM	Jul 26, 2023, 11:59 PM	20

Topic 8: Evaluating Outcomes

Objectives:

1. Identify the benefits of evaluating project outcomes.
2. Describe the value of celebrating success at the completion of a project.
3. Discuss the importance of a final analysis and debriefing following project closure.

Jul 27, 2023 - Aug 2, 2023   Max Points: 130

Resources

An Empirical Investigation into Different Stakeholder Groups Perception of Project Success

Read "An Empirical Investigation into Different Stakeholder Groups Perception of Project Success," by Davis, from *International Journal of Project Management* (2017).

https://www-sciencedirect-com.lopes.idm.oclc.org/science/article/pii/S0263786316301193

Project Management for the Advanced Practice Nurse

Read Chapter 7 in *Project Management for the Advanced Practice Nurse*.

Reconciling the Views of Project Success: A Multiple Stakeholder Model

Read "Reconciling the Views of Project Success: A Multiple Stakeholder Model," by Davis, from *Project Management Journal* (2018).

https://journals-sagepub-com.lopes.idm.oclc.org/doi/10.1177/8756972818786663

Project Management Closure: Best Practice for Project Learning

Read "Project Management Closure: Best Practice for Project Learning," from Virtual Project Consulting (2010).

http://www.virtualprojectconsulting.com/project-management-closure-best-practice/

How Digital Information Transforms Project Delivery Models

Read "How Digital Information Transforms Project Delivery Models," by Whyte, from *Project Management Journal* (2019).

https://journals-sagepub-com.lopes.idm.oclc.org/doi/full/10.1177/8756972818823304

The Importance of a Great Finish

Read "The Importance of a Great Finish," by Matsudaira, from *Communications of the ACM* (2019).

https://lopes.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=134383083&site=eds-live&scope=site

Assessments

Topic 8 DQ 1

Start Date & Time   Due Date & Time   Points

Jul 27, 2023, 12:00 AM   Jul 29, 2023, 11:59 PM   5

Assessment Description

What is a transition plan, and why is a transition plan important at the completion of a project? What should be included, and who should receive copies of the transition plan?

Topic 8 DQ 2

Start Date & Time	Due Date & Time	Points
Jul 27, 2023, 12:00 AM	Jul 31, 2023, 11:59 PM	5

Assessment Description

Your patient safety project is finally complete on time but slightly over budget. There were a significant amount of challenges encountered throughout. The project manager, who has moved on to a new project will not hold a final debrief meeting to review successes and failures; is this a mistake? Provide a specific example to support your position.

Benchmark - Monitoring Progress and Project Outcomes

Start Date & Time	Due Date & Time	Points
Jul 27, 2023, 12:00 AM	Aug 2, 2023, 11:59 PM	100

Assessment Traits

Requires LopesWrite

Benchmark

Assessment Description

The purpose of this assignment is to discuss the value of monitoring project progress and evaluating outcomes to develop quality and safety initiatives. In a 750-900-word paper, address the following:

1. Discuss the value of monitoring the progress of planned change and the impact it has on project outcomes.
2. Explain the benefits of evaluating overall project outcomes.
3. Discuss the importance of final project analysis and debriefing following project closure.
4. Discuss who should be involved in the project debriefing.
5. Explain why it's important to celebrate successful completion of a project.
6. How would you celebrate successful completion?
7. If all desired outcomes are not met in a project, describe the appropriate next steps.
8. Based on the case study in which you have applied the principles of project management to in Topics 3-8, develop at least two potential resulting quality and safety initiatives.

This assignment uses a rubric. Please review the rubric prior to beginning the assignment to become familiar with the expectations for successful completion.

Prepare this assignment according to the guidelines found in the APA Style Guide, located in the Student Success Center. An abstract is not required.

You are required to submit this assignment to LopesWrite. A link to the LopesWrite technical support articles is

located in Class Resources if you need assistance.

Benchmark Information

This benchmark assignment assesses the following programmatic competency:

MSN with an Emphasis in Health Care Quality and Patient Safety

6.2: Use process improvement principles to design quality and safety initiatives.

Topic 8 Participation

Start Date & Time	Due Date & Time	Points
Jul 27, 2023, 12:00 AM	Aug 2, 2023, 11:59 PM	20