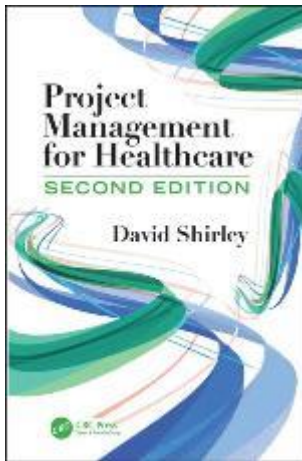


PM WORLD BOOK REVIEW



Book Title: ***Project Management for Healthcare, 2nd Ed.***
Author: **David Shirley**
Publisher: CRC Press
List Price: \$63.96
Format: Hard cover, 254 pages
Publication Date: February 2020
ISBN: 9780367252014
Reviewer: **Sheila Jackson, PMP**
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Introduction

In *Project Management for Healthcare* Shirley provides a blueprint for the application and formalization of project management methodologies in United States healthcare settings. As the author points out early on, project management in the U.S. healthcare environment is unique from project management in other industries in several ways.

Foremost, the skill set of the practitioners, the people skills and bedside manner required, which Shirley generalizes as, “healthcare professionals are in the ‘people’ business.” Thusly, Shirley explains that most healthcare workers fall into the personality category of *guardian*, protecting those with whom they interact, and tend to be procedure oriented and follow processes. Additionally, the types of projects that take place in healthcare settings are unique in that often some aspect of life and death are involved. Shirley’s understanding, definition, and instruction from these distinctions are the strength of this book.

Overview of Book’s Structure

Shirley has organized the book for active and ongoing use throughout the project lifecycle, as situations arise and as the need for methodologies emerges. Though there are sections written in narrative style, the instructional, textbook structure lends itself well to being used as a manual or guidebook in real time. Key review questions and endnotes extend the use of the content for further reading and development.

Shirley shares his views and experiences while including brief case studies that support before/after examples of application. This book would be an ideal job aid.

There are some sections that are repetitive of content in most any project management or business leadership book, and yet what makes this book stand out is the extension of this content into the healthcare environment and how one would apply it in particular.

Highlights

Project Management for Healthcare is an inside look at environmental processes, including the industry's own set of challenges and opportunities for the project manager. Shirley references the interrelated secondary and tertiary influences (which are many) and stakeholders (again, many) that impact project delivery in healthcare. The book is divided into seven parts: Definition, The Details, Management Skills as a Necessity, Beyond Project Management, Intersection of Healthcare and Manufacturing, Greening Healthcare, and Healthcare Agility. Several chapters include charts and graphs. He covers reporting, problem solving, documentation, conflict resolution, and the emotional intelligence skills required to succeed in an industry held to high customer service standards.

Shirley's writing style is direct and easy from a clearly credentialed source. He knows what he is talking about. His experience is obvious, so this point of confidence makes the book that much more helpful in being tried and tested. Those working within particular industries quickly learn there are variables unique to those environments that can constrain or limit organizations and/or individuals. The way the book is laid out, Shirley's instruction is immediately accessible and applicable. In reading through each chapter there are "aha" moments for application.

Shirley's inclusion of management skills, motivation, teaming and conflict resolution echo his remarks about the healthcare industry attracting *guardian* personality types. As a generalization the healthcare industry appeals to nurturing, caring people who are protective of those with whom they work and live, traits especially critical for their jobs. Project management methodologies enable these traits by providing structure.

Highlights: What I liked!

As someone new to working within the healthcare industry, I find this book immediately helpful and informative in my decision making. There is so much to love about this book. Most especially its brevity, clarity, and conciseness. This is not an everything you ever wanted to consider in managing projects in a healthcare environment, however, Shirley does create a pattern for applying standard project management practices within healthcare, a field experiencing disruption. He also draws attention to considerations around topics that are gaining traction and substance such as sustainability, green efforts and agility in healthcare. Shirley explains healthcare agility and lean project management. I am especially hopeful that the healthcare industry will further adopt an agile mindset and implement approaches friendly to agile development.

Who might benefit from the Book?

Anyone working in healthcare grows professionally through an understanding of project management methodologies applicable to their setting. As work becomes increasingly project-based, healthcare workers at all levels and institution sizes are expected to be productive and agile and what better training than from someone who speaks their language and understands the particular regulatory and organizational standards to which they are held. The book is written to an American audience. Though healthcare professionals outside the U.S. may find the book informative and applicable, the author's presumptions are about and take place in healthcare environments in the United States.

Conclusion

Shirley has written what could be a helpful job aid for anyone entering or seasoned in healthcare environments. The book provides a helpful point of reference for team discussions and leaders who wish to coalesce around methodologies consistent with their context. The book also reinforces that the skillset needed to succeed in the future of healthcare may be different than what has worked in the past. Motivating people and catalyzing change are integral to the project management role. As Shirley says, "what the project manager wants to do is get people to execute their duties because they want to, not because they have to." Emotional intelligence is required since healthcare is all about people.

The textbook style format lends itself well to serving as a point of reference for situational needs and realignments (roles, structural, organizational...). The articulations of roles and responsibilities are especially helpful to leaders who want to be agile and position their teams for the future. Shirley's insights are fresh and speak to current and emerging needs in an increasingly disrupted industry.

For more about this book, go to: <https://www.routledge.com/Project-Management-for-Healthcare/Shirley/p/book/9780367252014>

Editor's note: This book review was the result of a partnership between the publisher, PM World and the [PMI Dallas Chapter](#). Authors and publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. PMI Dallas Chapter members can keep the books as well as claim PDUs for PMP recertification when their reviews are published.

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About the Reviewer



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Sheila Jackson, PMP, MBA, PSM1 has more than seventeen years of project management experience, in multiple industries and settings, including healthcare. Sheila serves as Sr. Program Manager, Lifelong Learning, at the American Heart Association. Sheila has an MBA from University of North Texas and a BA in Psychology from Baylor University.