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Team Management in Healthcare Projects
Healthcare and Project Management
by Dr. Deepa Bhide

Healthcare and Project Management [1]

Team Management in Healthcare Projects [2]

Dr. Deepa Bhide, MBBS, DCH, PMP

Abstract

With the pandemic that has rampaged the world over the past two-plus years, we have witnessed a landslide shift in the healthcare industry's operations. COVID-19 added to the healthcare industry's perpetual transformation, innovation, and integration. Infiltration of Artificial Intelligence (AI) and its capabilities further disrupted operations in healthcare projects that impacted project team members' roles and responsibilities. The role of a healthcare professional is multi-dimensional and is evolving. Healthcare professionals are responsible for leading care teams or, in some cases, an entire department or practice. To succeed and adapt to meet the industry's emerging, challenging, and changing needs, healthcare project managers and teams must equip themselves with project management skills tailored to the healthcare industry.

Like any other industry, team management is critical for delivering successful projects (healthy patients and positive financial outcomes). Understanding the unique requirements of teams is essential for optimal team management. According to the Global Project Management Job Trends 2023 report[1], communication, problem-solving, collaborative leadership, and strategic thinking are vital skills to deliver strategic value for projects. Healthcare projects are likely to drive a significant part of this demand.

This paper discusses the nature of the healthcare projects, challenges faced by healthcare teams, essential skills, and specific competencies for teams and team members to be successful in projects related to the healthcare industry.

Key terms: project teams; PMI Talent Triangle®; team management; essential skills; stakeholders; patient-centric care; Artificial Intelligence

Overview

Projects, programs, and portfolios have many things in common. All of these are managed by and for human resources ('for' means the medical and care staff, supporting

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[1] Editor's note: This series of articles about project management in healthcare is by Dr. Deepa Bhide, a practicing pediatrician with additional experience in information technology and project management. She has recently experienced healthcare from a patient's perspective while recovering from a broken ankle. In this series, Dr. Bhide reflects on programs, projects and project management in all aspects of healthcare from industry, provider and human patient perspectives. Learn more about Dr. Bhide in her author profile at the end of this article.

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staff, patients themselves, and their relatives). Project teams form a backbone for project execution and success. The project manager has a ringside seat in the game. Not just financial value but trust and psychological safety between patients and healthcare teams deliver intangible value to the project. The project management team that manages the project team works closely with the stakeholders to deliver the project outcomes and eventual value. The team members' composition, competencies, interactions, and work environment are seen as a team culture, which forms the basis of team and project results.

Mary*: Good morning, doctor. How are you today?

Author: Good morning, Mary. I am good and hope you are too. How have you been?

Mary: I am good, thank you! I am eager to know your views on team management and the role and responsibilities of a project manager for healthcare projects. I was talking to a friend who handles Information Technology (IT) transformation for a local hospital. He seemed concerned about the project delay due to team-related issues.

Author: Ah, okay. The team is as vital as the project, especially when dealing with a healthcare project. Let's address the issue as we discuss, but first, let's start with a few questions. Why is teamwork essential for healthcare?

- A. It isn't – Physicians work solo and are entirely responsible for all patient care.
- B. It is an excellent practice to make other people feel important.
- C. Healthcare is multi-disciplinary. It requires multi-disciplinary care to treat a patient holistically.

Mary: C is the answer. Healthcare is multi-disciplinary, and different skill sets are needed for comprehensive patient treatment.

Author: Which of the following is the fundamental tenet of healthcare that drives teamwork?

- A. Patient-centric care; focus on safety and accessibility
- B. Focus on the profitability and financial viability of the healthcare setup
- C. Heightened need for regulatory compliance in the healthcare industry

Mary: A is the answer. Unlike many other industries where the primary focus may be on products or services, healthcare teams must prioritize the well-being of patients. This requires a high level of empathy and a commitment to patient-centered care.

Author: Which factor is the most important for the healthcare teams to remember while delivering equitable patient care?

- A. Socio-economic status of the patient
- B. Patient Diversity

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C. Geographical location of the patient

Mary: B is the answer. Healthcare teams must serve diverse patients with varying cultural backgrounds, languages, and healthcare needs. Cultural competence and sensitivity are essential in delivering equitable care.

Author: That's an excellent way to get started, right?

We have discussed the unique attributes of the healthcare industry[2] that influence the team dynamics and team members, including the project manager. Recall our earlier conversation related to the following aspects.

- Stakeholders – Presence of stakeholders with varied interests in patient care, ranging from treating physicians to the community. It's paramount to recognize stakeholders, directly and indirectly, influencing patient care processes. Effective stakeholder management is the linchpin that ensures their diverse interests align for the greater good of healthcare.

- Team - Healthcare projects can test an individual or team's flexibility, resilience, persistence, and perseverance. Collaboration between team members with diverse experiences and skill sets is critical.

- Leadership needs special skills such as motivating staff when faced with challenging situations during patient care, empathy, compassion, communication, problem-solving amidst pressure/time constraints, and quick and correct decision-making.

- Ethical dilemmas faced by the healthcare workforce that we discussed in detail in an earlier conversation.

- Strategic thinking - needed for envisioning comprehensive and sustainable care of the patient versus care for their current problem or other projects. This is important for ensuring patient-centric care.

Mary: I can relate to our earlier conversations. How is the team formed in healthcare? Is there a set process?

Author: Team formation in healthcare can be a very agile/on-the-go process. For example, when a patient is admitted to an emergency, a makeshift team is formed to handle the emergency. The patient is transferred to an intensive care unit (ICU) or an in-patient ward. A new team is in place in these settings. In such cases, a team may need to be a) assembled very quickly, b) have different goals and dynamics, and c) the team's makeup can change and evolve as more is learned about a patient's condition. Do you see how different this scenario is?

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Mary: Absolutely. The uniqueness is quite evident. How is the team composition in healthcare projects? What are the challenges faced by healthcare project teams?

Author: Let us see how different healthcare teams are from other traditional project teams. In a healthcare setting, for example, a patient care project, the team composition is unstable and changes as per the patient's condition. For example, a specialist may not be a part of the team for the entire project duration but perform only a task at a given time. Unlike traditional Project Management (PM), team leads may differ at different times. Another example of uniqueness is a single team member who is a part of multiple teams. For example, based on the work shifts in a hospital, a nurse can be a part of multiple teams taking care of multiple patients. She is then a part of multiple teams which are formed unique to the patient's care needs. **Team dynamics** in such cases is a function of the professionalism of individual team members and the leadership skills of the team leads; each one is aware of the patient's needs – a truly "patient-centric" team. Team dynamics is also a function of the organization's hierarchy and the presence of members with high-in-demand skill sets (e.g., a cardiothoracic surgeon or a neurosurgeon).

In line with the unique attributes of the healthcare industry, managing highly experienced experts, coordination between team members with differing skill sets, consensus development on a specific patient's care, managing a globally dispersed team (in some cases), deficiency or outdated skills of some team members and so on are a few unique team-related challenges in healthcare projects. I also feel that in some pockets, the healthcare industry is a "change-averse" industry with minimal tolerance for change. These challenges can impede project success and must be tackled judiciously and thoughtfully.

Knowing your team members and healthcare workforce well is critical in managing healthcare projects. The better you understand them, the smoother the project ride.

Mary: I agree. I have witnessed many such situations in my hospital. I recently noticed resistance to changes in the IT application we used for patient scheduling. The system was outdated, and we needed an intelligent application with contemporary features. The hospital staff was against this change and required convincing before they were okay with it.

What is the role of the project manager in such situations? Or in healthcare projects in general?

Author: It may interest you that PMI's 2021 Talent Gap Report[3] hints at a staggering 25 million new project professionals by 2030, and the healthcare industry drives a large part of this. 2.3 million project managers will be needed yearly to close the talent gap and keep up with demand.

The role of the project manager in the healthcare industry is exciting. Like the project managers of other enterprises, they are responsible for healthcare project-related

activities such as efficiency and quality in healthcare delivery, staying ahead of the compliance and regulatory requirements that are so integral to the projects, ensuring financial viability, managing a budget and overhead costs, regular communication with healthcare teams, including patient and their caregivers, hospital leadership, Project Management Office (PMO) if any and so on. The second set of activities that the project managers are involved in is unique to healthcare projects, such as driving patient-centric care, working with healthcare professionals towards achieving successful patient outcomes, reporting patient care measures, and training and education related to IT applications. For a litigation-prone industry such as healthcare, one of the core skills of the project manager is risk management. That is the cornerstone of being successful in the role. Like in other industries, project managers in the healthcare industry are "changemakers." The changemakers make the change happen through responsibility, collaborative working, knowledge, influence, and ownership. Moving from paper-based patient records to digital records, change to patient care workflows, and changes in patient scheduling system are a few examples of change management.

Mary: That is exciting. I see this person as possessing a good knowledge of the healthcare industry and the ability to manage projects and changes. What is the **role of a physician in the healthcare team?**

Author: Physicians and other healthcare professionals are pivotal in healthcare team management. However, it's essential to realize that other stakeholders, such as project/program managers, ancillary support workers, hospital administrative staff, and so on, are as important as this group of stakeholders. Effective teamwork is based on a collaborative mindset of all team members. Physicians are viewed as catalysts of change, helping people to remain disease-free or adapt to chronic disease management. Medical schools focus on training clinical science with little or no focus on soft skills, such as collaborative leadership, communication, an innovative mindset, and for-purpose orientation.

I have noted that as healthcare professionals progress in their careers, dealing with patients and projects and coordinating with other domains, they tend to learn the skills they lack. The learning and knowledge platforms add to the practical experience and help these professionals gain the skills they are deficient in. Knowledge management in the healthcare industry is another important topic for discussion, and perhaps we can take it up in the next session.

Mary: I agree. I generally see that the team revolves around the physician, with a lesser priority given to other team members. Ideally, that should not be the case. How can a patient influence the team? What role does he play? Also, what does the team need to be successful?

Author: I agree. Patients and physicians are not the only team members. They are one of the team members. That is critical to realize. The patient plays a key role not only as a part of its composition but also in its overall outcome. Contemporary medicine has new paradigms of care where the patient is an integral part of decision-making within the

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team. which includes a patient as an integral care team member. Societies such as "Enhanced Recovery After Surgery (ERAS)[4]" and similar societies are novel approaches that represent a new way of looking after patients undergoing major surgery. ERAS protocols focus on multi-disciplinary care delivery with active engagement of the team members, including the patient. This is one good way for patients to influence the team.

To succeed, project teams must have suitable core competencies/essential skills to achieve a specific goal/objective/result. Institute of Medicine's study "Crossing the Quality Chasm" (2001)[5] provides a framework for healthcare professionals and the workforce to meet current and upcoming healthcare needs. The framework has five core competencies: delivering patient-centered care, applying evidence-based practice and quality improvement methods, working in interdisciplinary teams, and leveraging informatics to drive quality improvement.

With the perception of new health problems and epidemiological, political, and ideological shifts across the globe, the role of the healthcare workforce (healthcare professionals, project managers, and all the stakeholders I mentioned in our earlier conversations) has changed. With business environments now more global than ever and with an increase in the complexity of projects, there is a need for new competencies and skill sets to deliver results successfully. According to PMI's 2021 Pulse of the Profession® report[6] "Beyond Agility," organizations and their project leaders must embrace new working methods to reimagine the post-pandemic future. PMI Talent Triangle®[7] framework provides a means to view the required skillsets for healthcare professionals and project managers managing healthcare projects. The healthcare workforce will benefit from a mix of competencies such as business acumen, ways of working, and power skills, as per PMI Talent Triangle®.

Business acumen refers to the need for professionals to showcase the ability of the stakeholders to see the big picture of the business and view the interdependencies among different functions. It calls for collaboration around global project management practices to address current and future challenges. The COVID-19 pandemic, the global vaccination program, healthcare support for the Ukraine war, natural calamities such as earthquakes, and more are a few examples demonstrating cognizance for micro- and macro-environments that influence projects. As newer and more complex medical procedures and treatments progress against globalized working, communication and soft skills help maintain critical human connections, even if teams operate in a virtual environment. Soft skills cannot be outsourced or automated and must be assimilated.

The global economy has become more project-oriented, and healthcare, a traditionally less project-oriented sector, is rapidly embracing project management. A global working model that works as a well-oiled machine with the right tools and techniques defines working methods. Digital health (telemedicine, remote monitoring wearables, surgical robotics, Internet of Things, clinical decision support with artificial intelligence, digital therapeutics, online pharmacies, and so on) forms the lifeline of the new ways of working. As last-mile connectivity, training the healthcare staff is the cornerstone for the success of these projects.

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A couple of questions

With new and evolving models of patient care process with Artificial Intelligence-enabled care, which of the following skills do you think will gain importance in the near future?

      A. Data analysis and engineering
      B. Increased multi-disciplinary collaboration
      C. Emotional intelligence and increased perceptive care

Mary: C is the answer. Undoubtedly, as new technologies take over, mundane, repetitive tasks can be automated. Emotional intelligence, empathy, and a human touch in the patient care process will and can never be automated.

Author: Perfect. So, the organizational leadership, project managers, and team members need to invest (if not done already) in the development of soft skills and power skills, as per the PMI Talent Triangle® that we will talk about shortly.

The roles and responsibilities of case managers and project managers in healthcare are similar, and the roles can be interchangeable. For example, patient care coordination can be done by both project managers and case managers with a similar focus.

      A. True
      B. Fale

Mary: True. I see case managers' roles as quite similar to the project manager in the healthcare system, especially in US healthcare. I see both roles working closely with patients, patient care process, quality of care, etc.

Author: That's an incorrect answer. Case managers concentrate on individual patient care (patient-centric), while project managers oversee healthcare projects and initiatives that can impact multiple patients and the healthcare system as a whole. It's essential that project managers need to know about patient care, but that's not their sole focus. They work with multi-disciplinary teams, and case managers are one of the stakeholders. I hope this is clear now.

Mary: Yes, and that is interesting too. I am amazed at the various roles in the patient care process. What roles can a physician or a healthcare professional play in the healthcare project management ecosystem?

Author: Physicians or healthcare professionals can play many roles in this domain. Graduating from a project manager, they can also don the roles of program or portfolio managers. Chief Medical Officers (CMOs) are recognized and responsible roles physicians play in leading hospitals and other healthcare setups. CMOs are responsible for the overall management of clinical services to provide safe, adequate medical care for patients. CMOs not only lead clinical departments but also collaborate with other roles,

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such as Chief Nursing Officer (CNO), Chief Technology Officer (CTO), Chief Operating Officer (COO), etc., towards the delivery of organizational goals.

Mary: It seems like there are a plethora of roles that a healthcare professional can play. I also see how these roles can work/work closely with the project manager.

I understand the need for PMI Talent Triangle® and its benefits for the healthcare workforce. However, I am curious to know if there are a few cutting-edge skills that this workforce must possess to be successful as a professional both in current and upcoming situations.

Author: Good question. It's critical to know more about the timing, quality, and type of skills that are more important than the quantum of skills one must possess. For example, have you read the book "Harry Potter and the Philosopher's Stone"? The book has a narrative where Hagrid, the keeper of Hogwarts, wants to take Harry to Diagon Alley, a winding alley located through a hidden passage full of wizard shops. He stands before a brick wall and taps a sequence of bricks magically moving away, forming a large archway leading to Diagon Alley. Tapping the correct sequence of bricks in the wall to reveal the opening is an exciting and vital part of that scene. I like to give this analogy for the skills that open the world of success for project managers.

Mary: I have read the book and am now interested in what behaviors or competencies (bricks) must be tapped to reveal the opening into must-have skills. You make the discussion so enjoyable!

Author: I love to give analogies. They help with a faster and better understanding of a concept, especially when it's new and complex. Here's one we call the "Blood Brain Barrier" from a clinical textbook. These skills also define high-performing teams to drive project success and apply to teams and individual team members.

Blood Brain Barrier – The right mindset

The human brain is the body's "control center" susceptible to genetic and environmental insults. "Brain insults" manifest themselves in a spectrum of damage that ranges from minor disabilities to death. Insults are of many types, such as injuries, infections, toxins, insufficient blood flow or oxygen supply, changes in blood pressure, abnormal enzymes/brain chemicals, etc. A unique arrangement of the cells with selective permeability in the capillaries of the brain tissue filters the injurious substances and acts as a "Blood Brain Barrier" (BBB). The brain must be protected at any cost to remain healthy. I view the project as a body and the project manager/healthcare workforce as the brain. The healthcare workforce faces a variety of stressors. Dealing with life-and-death situations, tight regulatory compliance, and pressure on cost reduction can emotionally affect the healthcare workforce, project manager, and the project team. While some amount of stress is good for optimal alertness and behavioral and cognitive performance, excessive pressure can damage the nerve cells, resulting in mental and physical sickness. As BBB protects the brain, the healthcare workforce must

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compartmentalize their priorities to protect themselves from unnecessary stressors to maintain their mental health. Developing self-awareness is critical for healthcare professionals and project managers. This helps in creating the right mindset to be able to deal with project challenges.

Mary: That's interesting! I agree with you and see how this relates to the "burnout" phenomenon that healthcare workers and project managers often experience. I would like to know the other critical competencies on this list.

Author: Bricks of the wall are the spectrum of teamwork-related competencies. Healthcare projects demand efficient and effective teamwork. Measuring team performance is crucial to ensure patient/client satisfaction, drive quality, and ensure cost-effectiveness (financial viability). Healthcare workforce and project managers of healthcare projects should demonstrate the following attributes.

1. **Clinical knowledge** - Clinical knowledge is not a "must-have" for a project manager but is an advantage. It helps understand the nuances of healthcare projects and communicate effectively with clinical staff.

2. **Professionalism** - Prioritizing patient welfare, social justice, and patient autonomy forms the three tenets of professionalism in healthcare. Professionalism Charter[8], published in 2002, is a result of collaboration between the American Board of Internal Medicine Foundation, the American College of Physicians Foundation, and the European Federation of Internal Medicine. According to the Charter, other tenets of professionalism constitute care delivery following the best humanistic, trust-based, ethical, regulatory, and legal approach.

3. **Teamwork and collaboration** - Teamwork is the spine of a project. Patient care challenges need a healthy team partnership and consensus for clinical treatment options. To do this, emotional intelligence, working in the patient/client's best interest, proper communication, and a culture of empathy is fundamental. Feeling cared for/respected tops the list of "must haves" now more than ever after the disruptive changes caused by the COVID-19 pandemic. Celebrations of small wins are vital to keep the team motivated.

4. **Decision-making** – Healthcare transformation with complex healthcare processes makes them inappropriate for traditional decision-making based on predictable and stable operations. For projects related to patient care and others, the teams (patients and healthcare professionals actively) need to be actively involved in engagement-centered shared decision-making with active interdependence on stakeholders for the most appropriate clinical diagnostic and therapeutic options.

5. **Personal and professional development** – Emerging diagnostic and therapeutic modalities trends necessitate new learnings. The healthcare workforce must adopt the right attitude for learning new treatment methodologies. Team managers should facilitate ongoing training and education. Fulfilling one's knowledge needs via learning credits programs (attending continuing medical education sessions at conferences, hospitals, or academies) and recertification exams for qualifying boards for professional degrees are examples of available upskilling initiatives to drive personal and professional growth.

6. **Adaptability** - Healthcare is rapidly evolving. New treatments, technologies, and regulations are emerging at a breakneck pace. A project manager must be adaptable and open to change, helping the team stay current and responsive to evolving needs.

7. **Risk Management** - Healthcare projects involve significant risks, including patient safety, regulatory compliance, and financial considerations. Project managers should be skilled in identifying, assessing, and mitigating risks to ensure project success. The healthcare teams must be adept at resolving conflicts constructively and help maintain a harmonious environment.
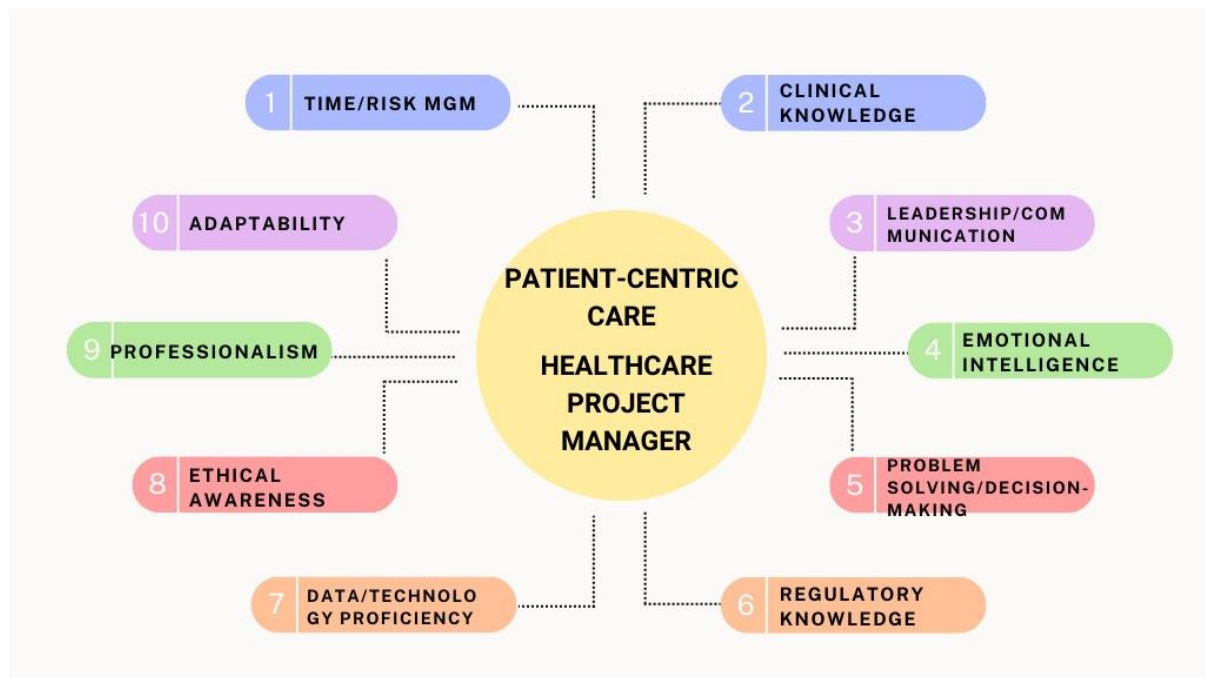

Fig 1: Key competencies required by a healthcare project manager (created by author)

I want to draw your attention to concepts of Inspection, Palpation, Percussion, and Auscultation - techniques that are, in simple terms, observation, feeling the part, striking

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the body part to produce a characteristic tone or sound, listening to body sounds with an instrument such as a stethoscope respectively, team health framework[9] has observed team (inspection), converse with the team (palpation), probe team (percussion) and hear team (auscultation). The team health framework is a simple, effective way to increase the probability of success while managing a team. Taking a proactive stance in communicating with the team helps project managers control team health instead of taking a reactive view of failures and challenges.

Developing the resilience capacity of the team, such as in dealing with various challenges like the loss of key members or leaders, failure on a critical technical piece of the project, and just the daily ability to disagree and negotiate when there are professional differences of opinion either within the team or with critical stakeholders is essential for the collective growth of the team. Such resilience within the team could be viewed as preventive medicine. Here, it's also necessary to assess the role of one's judgment in discerning whether the ebbs and flows of morale, performance, and other "health" issues are within the normal variance of dynamic team teams or if it is hitting the "trigger" point that requires some intervention. In this case, judgment is a soft skill that relies on ethical grounding.

Ethical grounding/moral courage is necessary to tackle challenging situations. In our discussion on ethics in healthcare, we have already discussed the ethical grounding and moral courage required to tackle complex problems in healthcare projects.[10]

I also refer you to the Brandminds blog[11] about the top ten essential leadership skills employers seek for the next two years (now through 2025). Of the ten skills, five are related to soft skill competencies. Isn't that interesting? This is entirely in alignment with the need for healthcare space, too.

Remember that some of these competencies may already exist. It's also unwise to assume that the healthcare workforce inherently possesses these competencies at the desired levels. New competencies may need to be developed. A project manager can lead this effort in inculcating the necessary and critical skillsets in teams.

Mary: Oh, I never thought about the value of team performance in such complex settings. You talked about new projects that evolve continually. How will the job markets likely pan out in the coming years? I am curious to know if there are any specific requirements from the team or a project manager.

Author: According to the Global Project Management Job Trends 2023 report[1], healthcare jobs have an upward trend worldwide. While Asia Pacific digital health will see a 26% compound annual growth rate through 2023, with the surge of college students entering the job market, the Chinese government is seen to be encouraging the private and public sectors to expand opportunities, particularly in healthcare. Platform-driven digital health and acclimatization to virtual healthcare experience is poised to increase project activity related to these areas. As organizations look to scale platform-driven digital health and virtual healthcare experiences, technology-related project activity will increase in South Asian markets. As a result, healthcare will likely witness a 10% revenue

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boost in 2023, the highest increase among business sectors. In the United States, those 65 years and older will consume healthcare resources, and projects that expand access and capacity will see an increase.

Mary: Oh, that's excellent news for the healthcare industry. I am sure all the skills that you mentioned will be in high demand. You also said healthcare projects were included in PMI's Most Influential Projects of 2022[12], acknowledging the game-changing projects. Do you think we need special skills to deliver such novel projects successfully?

Author: Well, I think the most influential projects mentioned in the report demand unique skills. These projects are loaded with uncertainty, from the conception of an idea to the actual results. Hence, other than time management, communication, problem-solving, and stress management, these projects require data analysis and interpretation, critical thinking, industry knowledge and details orientation, open-mindedness, out-of-the-box thinking, and perseverance. Added to the list, self-awareness, confidence, and trust are vital to delivering such projects.

Mary: I agree. These projects differ in how they could transform the whole industry or its processes. One needs to be ready for such projects. I see that the rapid advances in technology in the healthcare industry are both a boon and a bane for the industry. Digital technology is being integrated into all workflows, such as patient care, financial, supply chain, administration, etc. The healthcare workforce is expected to use applications such as Electronic Medical Records (EMRs), Self-service portals, Digital Clinical Reference Databases, Laboratory and Radiology Management Systems, and more. The latest on the block is ChatGPT and other AI-based tools, natural language processing (NLP), machine learning (ML), etc. As in other industries, digitization poses a risk of layoffs in the healthcare industry, too. In such situations, how should the healthcare workforce future-proof themselves? Well, I know there have been some failures of new technologies that were proclaimed moonshots but lacked sufficient due diligence.

Author: You are right. A redundant workforce is a liability on project teams. Unless teams and team members bring a distinct value to the project team, the risk of their layoff will remain. A highly skilled, digital-savvy workforce is the need of today. Agile thinking, analytical or data-driven mindset, media literacy, virtual collaboration, and computational mindset are a few competencies organizations will seek. Continual learning, communication, and teamwork will also be necessary.

That said, the new technologies promise to bring operational efficiencies to the patient care process. As these technologies play in the patient care workflows, they will also change how the team works. We will need to be aware of the new behaviors and team needs that will evolve.

Mary: What about dealing with healthcare shortages[13]? What competencies are required to tackle such situations?

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Author: I think it's stress management! In the face of life-saving situations, working under the pressure of time, effort, and expertise is crucial—the healthcare workforce is at risk of burnout. As project managers, we are responsible for estimating the resource requirement for a particular activity and ensuring sufficient buffer to minimize stress on the project team. Deglobalization can aggravate healthcare shortages. Cross-functional dexterity, expertise in regulatory and compliance requirements, and international trade will be helpful at such times. Project managers must make resource allocation decisions that balance quality care with budgetary constraints.

Mary: As a part of the hospital team, we are frequently "exposed" to feedback from peers, managers, and often from patients, too. What is your take on feedback?

Author: That's an important topic, too. Let's take it up in our subsequent conversation.

Mary: Thank you for this exciting and insightful discussion. I get a feeling of walking through Diagon Alley!

Conclusion

Team management in healthcare projects requires a unique blend of skills, including a deep understanding of medical practices, regulatory compliance, effective communication, and a commitment to patient-centered care. Managing diverse, interdisciplinary teams in a high-stress environment while navigating ethical and regulatory challenges are all critical aspects of healthcare project management.

The healthcare workforce must adapt to a rapidly changing world that involves constantly learning and incorporating new skills to handle new project expectations, regulations, and operational requirements and responsibilities while meeting the industry's ever-changing needs. With the complex and changing needs of the project and the project environments (e.g., the COVID-19 pandemic intrusion of Artificial intelligence in the decision-making process), a new generation of project managers, project teams, and new mechanisms will need to come into play. In addition, the upward trajectory of the global job markets for the healthcare industry will increase demand for the right skills for a team and a project manager.

Healthcare project management must be addressed at an organizational (healthcare facility level), encouraging and imparting project management knowledge to the relevant stakeholders. They will benefit from it, organizing their clinical expertise and allied activities around patient care and providing more consummate patient care.

Stakeholders in healthcare[14]

According to PMBOK® Guide - Seventh Edition, a stakeholder is "an individual, group, or organization that may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project, program, or portfolio" Stakeholders in the healthcare system are a diverse group encompassing healthcare professionals

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(physicians, nurses, physician assistants, and so on), pharmacists/pharmaceutical firms, hospital administrators, insurance companies, consumers or patients, patients' caregivers and families, paramedical and ancillary staff such as laboratory professionals, ambulance drivers, medical suppliers. The group can also include governments, employers, and communities at large.

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Glossary

AI: Artificial Intelligence

BBB: Blood Brain Barrier

EMR: Electronic Medical Record

ERAS: Enhanced Recovery After Surgery

IT: Information Technology

ML: Machine Learning

NLP: Natural Language Processing

PM: Project Management

PMBOK®: Project Management Body of Knowledge

PMI: Project Management Institute

PMO: Project Management Office

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Dr. Deepa Bhide, MBBS, DCH, PMP, has over 20 years of professional experience where she has blended medical practice and research with IT and Project Management. She juggles consulting, training, and operations and is proficient in clinical medicine, project management, and healthcare information technology. Starting her career as a medical practitioner, she has worked with varied organizations before her current stint as director and clinical expert for Inventurus Knowledge Solutions.

Deepa's growing interest and work in these areas, born from her day-to-day patient interactions, helped her view Project Management as a backbone of progressive healthcare. Her paper on "Patient Care - A Project Management Perspective" has received global recognition and acclaim. With a physician background as a solid foundation to leverage IT/PM skills and knowledge, Deepa has blended her broad-based experience and learnings to present a unified, holistic, and wholesome view of Project Management and Healthcare, a cross-domain confluence. Through various webinars, events, talks, and writings across platforms, Deepa has been an evangelist in championing global project management during the COVID-19 pandemic.

A Gold medalist from Osmania University for standing First in the MBBS course, she pursued her DCH in Pediatrics and Child health. Deepa has served various roles in local and global Project Management Institute (PMI) regions. She remains actively engaged with PMI and has been a participant and speaker for various national and global meetings and online events.

Deepa lives in Hyderabad, India, and loves traveling, singing, and experimenting with global cuisine. She can be contacted at deepa.bhide@gmail.com.