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Series Article

Role of Project Managers and PMOs (Part 2)
Future of Healthcare and Artificial Intelligence (AI)
by Dr. Deepa Bhide and
Hrishikesh Deshpande, PhD

Future of Healthcare and Artificial Intelligence (AI):

Practical Insights and Diverse Perspectives on AI in Healthcare Project Management [1]

Role of Project Managers and PMOs in AI for Healthcare (Part 2) [2]

Dr. Deepa Bhide, MBBS, DCH, PMP
and
Hrishikesh Deshpande, PhD, PMP

Abstract

The healthcare industry is transforming, with Artificial Intelligence (AI) emerging as a powerful tool for revolutionizing patient care, medical research, and administrative efficiency. However, successfully implementing AI projects in this highly regulated and complex environment requires a unique blend of expertise. Enter the project manager (PM) and the Project Management Office (PMO) – two crucial roles that are the backbone for ensuring the successful integration of AI in healthcare. This article, the first of two parts, delves into the critical roles PMs and PMOs play in navigating the complexities of AI-enabled healthcare projects. With input from 22 experts, we have investigated specific challenges PMs and PMOs face, the skillsets they need, and the strategies they could employ to ensure the successful development, deployment, and continuous improvement of AI solutions within the healthcare landscape. While part 1 of this series focused on crucial project manager concepts, this concluding article focuses on the role of PMOs in AI-driven healthcare.

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[1] Editor's note: This series is by Dr. Deepa Bhide, a practicing pediatrician with additional experience in information technology and project management. Her 2023 series of articles introduced readers to a range of important issues related to programs, projects and PM in healthcare. In this new series, Dr. Bhide will interview experienced healthcare, IT and project professionals around the world to reflect on the impact of artificial intelligence on global healthcare. Learn more about Dr. Bhide and her co-author this month in their author profiles at the end of this article. To read previous works by Dr. Bhide, visit https://pmworldlibrary.net/authors/dr-deepa-bhide/

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Experts:

Ananth HV, **Aparajita Banerjee**, **Asiya Sheikh**, **Balakumar Chinnaiyan**, **Chen Qian** (Samsung NeuroLogica, USA), **Dashrath Alluri, Joana Seringa** (NOVA National School of Public Health, Portugal), **Kalicharan Mahasivabhattu, Moragh Boyle** (iCAIRD, UK), **Naresh Jindam, Srinidhi GS, Sucheendra Kumar** (SBX Corporation, Japan), **Sudarshan Rao, Sumanth Raman** (Algorithm Health Ltd., India), **Sunanda Gundavajhala** (DispatchTrack, India), **Sunil Lakdawala** (A3 Remote Monitoring Technologies Ltd., India), **Tega Brian, Utsab Banerjee**

Additional experts participated in the study anonymously.

1. Introduction and study design

The study was conducted by collecting the responses of experts via Google Forms, with pre-defined questions tailored to the study's objectives. The questions encompassed various technical and project management topics and were organized into three domains: Generic, PM, and PMO.

Based on the 22 responses we obtained, the article is organized into two parts for clarity and organization. This is the second article of the series, which focuses on the crucial considerations of project management approaches and PMOs. The first article, published in July, focused on the foundational elements ensuring the success of healthcare AI projects from the project manager's point of view.
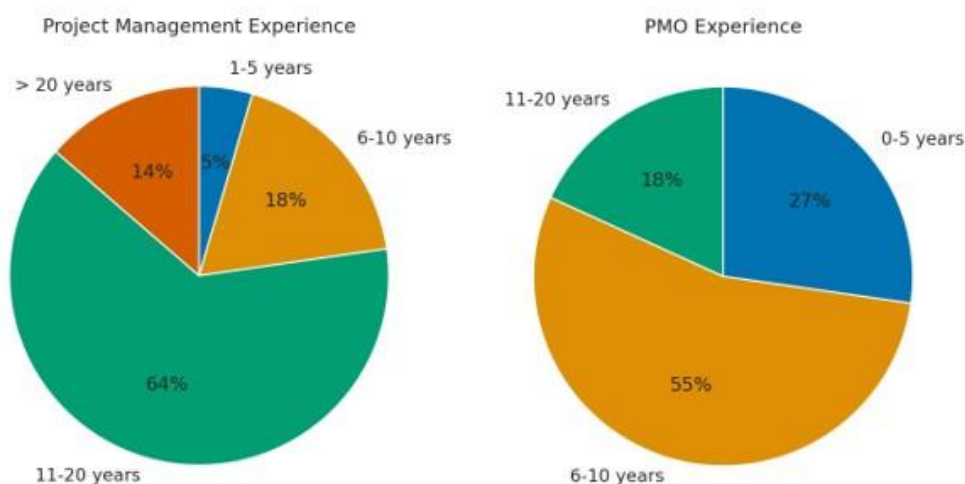

Figure 1: Project Management and PMO experience of the respondents

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Figure 1 illustrates the project management and PMO experience of the respondents. The participants in this study bring a wealth of knowledge and practical insights from their experience in project management and PMO roles. They exhibit diverse expertise from various industries and regions worldwide, including the USA, UK, Germany, Portugal, UAE, India, and Japan. Their backgrounds span multiple sectors, including healthcare, technology, pharmaceuticals, and research. This diverse group of professionals provides a robust foundation for understanding the intricacies and challenges of AI in healthcare project management.

These experts have managed medical imaging and diagnostics projects, pharmaceutical manufacturing and drug lifecycle management, research and development (R&D), remote patient management, public health initiatives, and digital transformation. A few examples of the projects include:

- Digital healthcare initiatives, such as Ayushman Bharat, to provide affordable healthcare and preventive care.
- COVID-19 management, including tracking and resource allocation.
- Healthcare revenue management to enhance financial processes.
- Pharmaceutical manufacturing and quality.
- Research and development of medical imaging technologies.
- End-to-end portfolio programs for Computed Tomography (CT) product lines.
- Product development for telemedicine and remote patient management.

2. Project Management Approaches for Healthcare AI Projects

Healthcare AI projects are complex and require careful planning and execution. Traditional project management approaches might not be sufficient to address the unique challenges associated with integrating life-saving technologies in a highly regulated field. The optimal strategy depends on the project's scope, change, risk profile, and delivery. Figure 1 depicts the experts' responses, with 67% of respondents preferring Agile methodology and 33% concluding that the hybrid project management approach is the most effective strategy for managing complex healthcare AI projects.
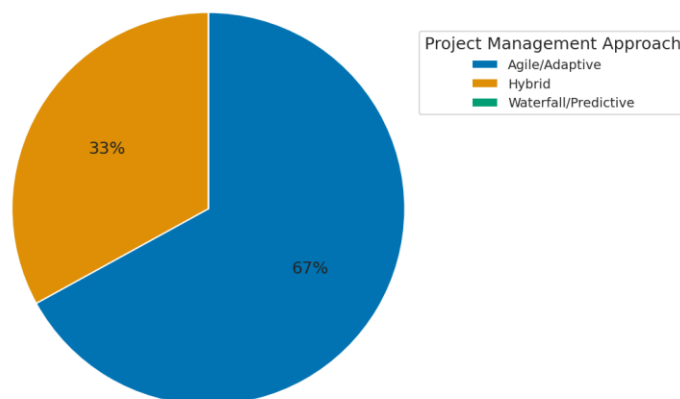

Figure 2: Project Management Approaches

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Agile methodologies like Scrum or Kanban emphasize short development cycles, continuous feedback loops, and a framework to adapt to changing requirements. This is crucial for AI projects in healthcare, where data availability and model refinement might necessitate adjustments throughout the development process. Agile approaches allow for faster feedback and course correction, leading to better planning, more efficient use of resources, and a higher probability of project success for delivering trustworthy models for clinically impactful applications. For example, patient workflow projects might need quick changes for better outcomes, as observed during the COVID-19 pandemic when healthcare projects were in a nano-agile mode.

On the other hand, a hybrid project management approach can be highly effective for healthcare initiatives that need to balance well-defined goals with flexibility. For example, a new chronic disease management program could benefit from this approach. The core program structure, including patient education materials and communication channels, can be planned using a waterfall approach to ensure clarity and stakeholder approval. However, agile sprints can be used within this framework to develop and refine specific program elements like mobile app features or educational modules, managing changes more effectively. This allows for continuous feedback from patients and healthcare providers, leading to a more user-friendly and impactful program.

Irrespective of the project management approach, it is crucial to establish robust data governance and security protocols from the outset. Implementing AI solutions can also necessitate workflow changes, which could further require staff training. In this regard, effective change management strategies are essential to ensure user adoption and overall project success.

3. AI Tools Recommended for Optimizing Project Management in Healthcare

The evolution of generative AI has resulted in numerous AI tools designed to meet diverse project management needs in both healthcare and general contexts. These tools offer the potential to streamline workflows, boost efficiency, and drive projects toward success. Experts in this study recommend various AI tools for optimizing healthcare project management efforts, each offering unique capabilities to facilitate effective decision-making and ensure successful project outcomes.

For example, selected quotes from two experts highlight the advantages of using ChatGPT and Microsoft Copilot:

- "ChatGPT assists in creating project charters, RACI matrices, and scheduling tasks. It simplifies document creation and management while enhancing brainstorming and ideation processes."

- "Microsoft Copilot simplifies summarizing meeting minutes, documents, presentations, and spreadsheets, increasing efficiency and facilitating better tracking of actions and tasks."

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The following table provides an in-depth summary of the tools mentioned by the respondents, along with their applications and use cases.

AI Tools	Applications and use-cases	Benefits
ChatGPT	Creating project charters, RACI matrices, scheduling tasks, brainstorming ideas, adapting data to project templates, deriving project measures	Versatility in handling various project management tasks enhances creativity, decision-making, and planning processes.
Jira	Ticket management, agile project management, tracking tasks, managing sprints, handling project workflows	Provides a structured approach to task and workflow management, efficient for issue tracking and agile environments
Trello with Butler	Task organization using boards, lists, and cards, automating repetitive tasks such as card movements and due date assignments	Flexibility and automation features streamline task management and increase efficiency.
Notion	Organizing project information, maintaining detailed documentation, integrating with AI tools	A versatile tool for managing complex projects, enhanced by AI integration for comprehensive project management
Microsoft Copilot	Summarizing meeting minutes, documents, presentations, and spreadsheets, action tracking, early-stage data analytics	It increases efficiency in handling extensive documentation tasks, facilitates better tracking of actions and tasks, and improves follow-up and accountability.
Perplexity	Detailed analysis of business cases, generating insights, and adapting data for project templates.	Improves the depth of business case analysis, which is valuable for strategic planning and decision-making
Asana, Todoist	Task and project management, setting priorities, collaboration, tracking progress and deadlines, integrating with other productivity tools	It helps organize and track tasks, improves team collaboration, simplifies task management, and boosts focus and productivity.
Wrike, Monday.com, ClickUp	Project planning, task assignment, real-time collaboration, performance tracking, workflow automation, timeline management	Provides comprehensive project management features with real-time collaboration, tracking capabilities, and customizable workflows
Miro	Visual project planning, brainstorming, remote collaboration, real-time editing	Supports visual collaboration and planning with real-time editing and brainstorming tools

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Digital Twins and Data Lake	Modeling and data management, creating small-scale models for planning and analysis, managing large datasets	A comprehensive approach to project planning and execution ensures proper data governance.
Generative AI and Machine Learning Models	Development speed, early-stage data analytics, conducting detailed analysis of business cases	Accelerates insight generation, valuable for project planning and evaluation
Company-Developed Internal Tools	Customized solutions tailored to specific organizational needs	Highlights the importance of personalized tools in optimizing project management efforts

4. Factors when Prioritizing Healthcare AI Projects Driven by the PMO

PMOs play a crucial role in selecting and prioritizing healthcare AI projects that can deliver substantial benefits in terms of patient care, workflow efficiency, cost savings, and overall organizational success. Such informed decision-making ensures that projects advance technological capabilities and align with the healthcare organization's broader objectives and operational needs.

Figure 3 illustrates the distribution of essential factors in prioritizing healthcare AI projects:

- Potential impact on patient outcomes (43%): The primary consideration for any healthcare AI project is how they can improve patient care. A few examples include AI-based early disease detection, which can lead to timely and more effective treatments, and AI-assisted surgical robots that enhance precision in minimally invasive procedures, thereby improving recovery times and patient safety.
- Adherence to regulatory requirements (28%): Compliance with healthcare regulations such as HIPAA is crucial for the success and legal integrity of AI projects. Ensuring AI tools meet these regulatory standards helps maintain legal and ethical integrity, safeguard patient data, and avoid potential legal repercussions.
- Alignment with organizational strategy (19%): AI projects must align with the broader strategic goals of the healthcare organization. For example, an AI project focused on predictive analytics for patient readmission should align with the organization's goal of reducing hospital readmission rates and improving overall patient outcomes.
- Resource availability and project feasibility (5%): Evaluating the availability of the required resources, including data, technical infrastructure, and skilled personnel, is crucial for healthcare AI projects. Projects must be feasible within the constraints of the organization's resources to ensure successful implementation.
- All of the above (5%): Projects that comprehensively meet all these criteria are considered highly viable and should be prioritized. These projects will likely provide the organization with the most significant overall benefits.

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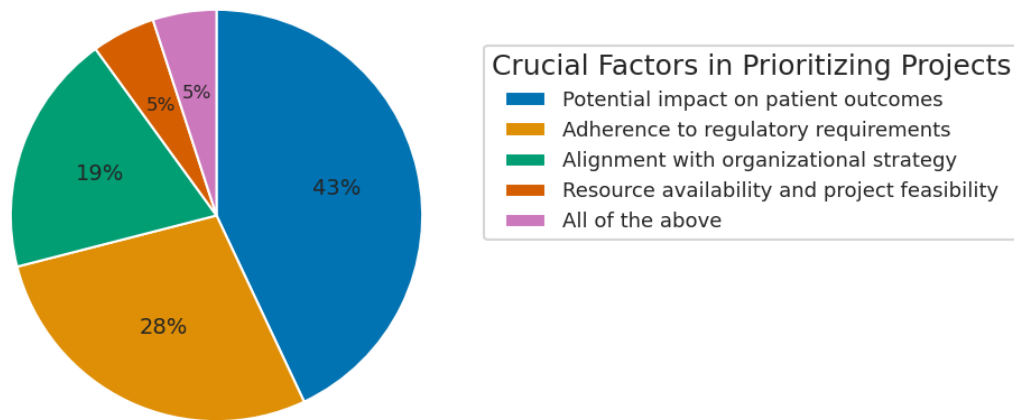by Dr. Deepa Bhide and
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Figure 3: Crucial factors in prioritizing healthcare AI projects

Beyond these primary factors, PMOs must also consider other aspects to ensure the successful implementation of AI projects:

- Clear plans for user adoption and training to ensure that healthcare professionals can effectively integrate new AI tools into their workflows, which in turn improves the usability and acceptance of AI solutions.
- Assess the technical viability of AI projects by evaluating the quality and availability of data needed to train AI models.
- Address ethical implications by reducing potential algorithmic biases and ensuring data privacy to build trust and promote the responsible use of AI tools.

5. Key Factors for the Successful Delivery of Healthcare AI Projects under the PMO

Successfully delivering healthcare AI projects requires a strategic approach and attention to several key factors, as exemplified in Figure 4.

Continuous improvement of project strategies is paramount, with 40% of experts emphasizing the importance of regularly refining and enhancing approaches based on feedback and past experiences. Effective communication and collaboration, highlighted by 35% of experts, ensure that goals are aligned, issues are promptly resolved, and the team remains cohesive. Adherence to timelines and milestones is also crucial, with 10% of experts noting the importance of maintaining project momentum and ensuring timely delivery. Maintaining project management standards and regulatory compliance, each indicated by 5% of experts, ensures consistency, quality, and adherence to legal standards.

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Figure 4: Important factors for the successful delivery of healthcare AI projects

6. Preferred Changes in Ways of Working for Healthcare AI Projects

Adapting to the evolving landscape of healthcare AI projects requires significant changes in how PMOs operate. As shown in Figure 5, key areas of focus include (i) dynamic stakeholder collaboration and communication to ensure alignment and smoother project execution, (ii) prioritization and value optimization to focus on high-impact projects and resource efficiency, (iii) adapting skillsets and processes to emphasize continuous learning and process improvement, and (iv) enhanced risk management and flexible innovation strategy to identify and mitigate risks early while incorporating new ideas and technologies.
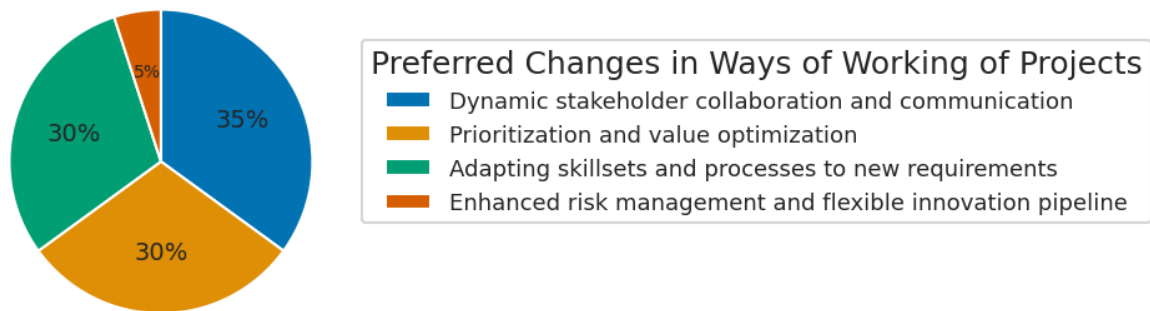

Figure 5: Desired changes in the ways of working for healthcare AI projects from the perspective of PMOs

The role of the PMO is evolving towards becoming a facilitator of innovation and responsible AI adoption in healthcare projects. This requires a shift in mindset and

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skillset, embracing data-driven decision-making and agile methodologies, and fostering a collaborative environment that prioritizes ethical considerations and project success.

7. Alignment of Healthcare AI Projects with Organizational Goals

Aligning healthcare AI projects with broader organizational goals is a critical responsibility for PMO leads. This alignment ensures that AI initiatives support the strategic mission, optimize resources, and contribute to long-term success. The role of the PMO in healthcare organizations involves integrating AI technologies effectively while focusing on the overall vision and objectives. This alignment is crucial for achieving the desired outcomes and ensuring that AI projects deliver tangible benefits that resonate with the organization's goals and priorities. The following sections discuss various strategies and approaches used by professionals to ensure this alignment:

7.1. Stakeholder engagement and buy-in

Early and ongoing stakeholder involvement is essential for aligning and integrating business goals into project planning, execution, and monitoring. Identifying and involving stakeholders from the start of the project ensures that all stakeholders and functions within the organization feel they have a voice.

Managing stakeholders throughout the project is equally important via regular discussions and reviews. This approach allows for incorporating the stakeholders' changing needs and adaptation as necessary. In addition, securing executive buy-in is critical in compliance-heavy healthcare environments to achieve successful adoption rates for AI projects.

7.2. Mapping projects to strategic objectives

Mapping project deliverables to broader organizational priorities is important, as quoted by a few experts: "I always map the project deliverables and outcomes to strategic objectives, demonstrating how AI solutions contribute to organizational priorities, such as improving patient experience and reducing healthcare costs." Demonstrating how AI solutions contribute to these strategic objectives helps ensure they align with the broader goals of the organization. Enterprise Project Management Office (EPMO) ensures that the healthcare organization's roles are aligned with patient care delivery.

Building cross-organizational solid relationships is also important since the overall objective of the organization is typically split over multiple functions. Engaging in these cross-organizational relationships ensures that AI projects are embedded within the focus areas of senior leadership. Once the outcome metrics of AI projects are integrated into the leadership's objectives, the commitment to support AI initiatives increases throughout the organization. This elevated support is essential for the successful implementation and alignment of AI projects with the strategic goals of the organization.

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7.3. AI for continuous improvement

Using AI to analyze the success and failure patterns of past projects helps identify the best practices and risks. This enables a constant focus on project goals and outcomes while instilling a culture of continuous improvement across teams and functions within an organization. In addition, implementing data-driven decision-making practices, such as short-cycle steering and portfolio alignment, ensures that strategic alignment is maintained at all levels.

7.4. Balancing top-down and bottom-up approaches

Combining top-down and bottom-up approaches is essential to ensure that the strategic vision and practical business needs are met in healthcare AI projects. The top-down approach provides a clear strategic direction from senior management, setting ambitious goals and aligning AI projects with the organization's mission. This high-level guidance is crucial for maintaining focus and coherence across projects. On the other hand, the bottom-up approach incorporates feedback from employees at all levels, particularly those engaged in day-to-day operations. This input ensures the goals are realistic and grounded in practical realities while fostering innovation and commitment.

Stakeholder engagement in this process is equally important as it creates a sense of ownership and collaboration, shaping objectives via collective effort rather than top-down mandates. This balanced approach helps ensure that AI projects are ambitious yet achievable and are supported throughout the organization.

7.5. Focusing on customer needs

Meeting customer needs is crucial for AI projects. These projects should aim to provide faster, reliable, cost-effective, and high-quality solutions, especially in critical and emergency conditions. Ensuring solutions are operable under adverse conditions and accessible to users with moderate skill levels is as important as technical and project management considerations. Addressing these needs significantly improves the value and relevance of AI projects, making them more effective and widely accepted in the healthcare environment. This customer-centric approach ensures that AI initiatives are aligned with organizational goals and deliver tangible benefits to patients and healthcare providers.

7.6. Compliance and performance monitoring

Regular monitoring of key performance indicators (KPIs) such as compliance with regulatory guidelines, timely delivery, and overall client satisfaction is essential for the success of AI projects. Continuous tracking allows PMOs to make necessary adjustments and ensure that projects remain aligned with organizational goals. This process helps identify any deviations early and implement corrective actions promptly. Integrating the organization's goals into AI projects is fundamental to preventing counterproductive

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outcomes and ensuring that the projects contribute positively to the overall mission and strategic objectives.

8. Key Project Management Processes for Healthcare AI Projects

Effective project management processes are essential for successfully implementing and delivering healthcare AI projects. PMOs must ensure these processes align with organizational goals and address the unique challenges of integrating AI technologies into healthcare. The following sections outline the critical project management processes identified by experts in the field:

8.1 Communication, education and training

Effective communication is crucial throughout the project lifecycle. This includes educating and training team members on AI technologies, project goals, and their roles and responsibilities. Continuous communication helps keep everyone aligned and informed, fostering collaboration and ensuring project success.

8.2 Project Preparation

A solid project foundation begins with thorough preparation. This involves defining the project scope, objectives, and deliverables in alignment with the organization's strategic goals. Key steps include identifying stakeholders, developing a project charter, and outlining roles, responsibilities, and timelines. Early stakeholder involvement is critical to ensure the project is well-understood and supported.

Defining project scope and goals in collaboration with stakeholders includes assessing data availability, evaluating compliance risks, and planning for proof-of-concept (POC) stages. Proper planning ensures that timelines and resources are adequately allocated and milestones and metrics are explicitly defined for successful project execution and delivery.

8.3 Quality assurance and consistency

Rigorous quality assurance (QA) processes must be designed and implemented, whether dealing with predictive models or generative AI. This includes setting up robust QA frameworks to monitor and evaluate the performance and reliability of AI systems throughout the project lifecycle. Similarly, ensuring the consistency of the AI models plays a significant role in gaining the acceptance and trust of the clinical and business stakeholders.

8.4 Continuous monitoring and adaptation

Ongoing monitoring of project progress is essential to maintain alignment with the business needs and organizational goals. This involves tracking key performance indicators (KPIs), managing risks, and keeping communication lines open. Regular

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reviews and adjustments help address issues, ensuring the project stays on track and adapts to changing needs and conditions.

8.5 Compliance and Regulatory Supervision

Strict supervision of regulatory guidelines and reporting is necessary to ensure compliance throughout the project. This includes adherence to healthcare regulations, such as HIPAA, and maintaining robust data governance practices. Ensuring compliance mitigates risks and enhances the credibility and reliability of AI solutions.

8.6 Requirements specification and evaluation

Clearly defining and evaluating project requirements is critical for successful outcomes. This involves detailed documentation of project needs, expected outcomes, and evaluation criteria. Regular assessment of requirements helps ensure that the project remains aligned with organizational goals and effectively addresses the intended objectives.

9. Unleashing the Project Management Potential of AI in Healthcare

AI integration brings numerous exciting opportunities for project managers and PMOs, particularly in the healthcare sector. The experts highlighted various aspects of AI integration in project management that excite them, as elaborated below.

9.1 Improved decision-making

One of the most exciting aspects of AI integration is its ability to simplify decision-making processes. AI can quickly analyze vast amounts of data, providing insights that aid in making informed decisions. This not only reduces the effort required but also ensures the timely delivery of projects. Additionally, AI facilitates easy task assignment, resource allocation, and scheduling, streamlining project workflows.

9.2 Automation of repetitive tasks

AI-based automation of repetitive tasks significantly enhances efficiency and frees up valuable time for project managers to focus on more strategic activities. Automation also leads to enhanced predictability via improved project planning and reduced uncertainties in project timelines.

9.3 Improving patient outcomes and healthcare

AI integration offers significant opportunities to improve patient outcomes. One expert highlighted this potential and noted that "AI offers significant opportunities to improve

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patient outcomes, with examples like the retrospective evaluation in NHS Grampian, where AI led to early cancer detection and better treatment outcomes."

Such applications improve diagnostic accuracy and treatment efficacy, improving patient care. Developing new AI products brings additional value to organizations and patients, driving innovation and offering tangible benefits in patient care and healthcare services.

9.4 Waste elimination

AI improves efficiency by eliminating non-value-added activities and focusing on value-driven activities. Project managers and PMOs also expressed interest in AI's potential for managing costs and schedules more effectively and improving overall efficiency in project management.

9.5 Future readiness

Staying at the forefront of technological advancements and preparing for future trends ensures that organizations and teams are future-ready and can leverage AI for continued success. One of the experts also mentioned the importance of "continuously educating the team on the benefits of AI."

Summary

This two-part article underscores the need to embrace the transformative potential of AI in healthcare and the critical roles the project managers and Project Management Offices (PMOs) play in ensuring successful project delivery. By leveraging AI, healthcare organizations can drive innovation and significantly improve patient care. Here are the key takeaways:

- In a highly regulated healthcare field, PMOs must navigate the delicate balance between fostering innovation and ensuring strict compliance with data privacy regulations. In healthcare, explainability and trust are paramount. Patients and medical professionals need to understand the decision-making processes of AI systems to ensure their responsible use and build confidence in these new technologies.

- AI should not replace human expertise but should augment it. The most successful healthcare AI projects focus on human-AI collaboration, leveraging the strengths of both to deliver superior patient care.

- Alignment between AI projects and organizational goals is essential to ensure that AI initiatives support the broader mission and goals of the organization. This can

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be achieved through stakeholder engagement, mapping project deliverables to strategic objectives, and focusing on the specific needs of the customers.

- Meeting customer needs is crucial for healthcare AI projects. Projects should provide faster, reliable, cost-effective, and high-quality solutions, especially in critical and emergency conditions. Ensuring solutions are operable under adverse conditions and accessible to users with moderate skill levels is as important as technical and project management considerations.

- Agile and hybrid methodologies are well-suited for healthcare AI projects due to their adaptability and emphasis on continuous feedback. These approaches allow for flexibility and iterative improvements, critical in the dynamic healthcare field.

- AI tools can significantly enhance project management efficiency by automating repetitive tasks, streamlining workflows, and providing data-driven insights. Tools like ChatGPT, Jira, and Microsoft Copilot assist in project management, from task assignment and resource allocation to summarizing meeting minutes and generating detailed analyses. These tools help project managers focus on strategic activities, improve decision-making processes, and ensure timely delivery.

Healthcare AI project management success relies on comprehensive planning, strategic execution, and continuous improvement. Key elements include effective communication, stakeholder collaboration, maintaining project management standards, and prioritizing value optimization. By understanding these factors, PMOs and project managers can navigate the complexities of AI in healthcare, ensuring seamless development and integration of applications that enhance patient care, optimize operations, and support the organization's long-term goals, providing meaningful benefits to both patients and healthcare providers.

Disclaimer: The views and opinions expressed in this interview series are those of the speakers and do not necessarily reflect the views of any entities or associated parties. Proprietary names of AI applications have been avoided unless explicitly mentioned by the interviewees.

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About the Authors

Dr. Deepa Bhide

Hyderabad, India

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 Vice President, Training, Clinical Support Solutions 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.

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Hrishikesh Deshpande

Hamburg, Germany

Hrishikesh Deshpande is an AI Professional and Agile Project Leader with a 14-year career trajectory in leading the research and development of AI-driven innovations. His interests include machine learning, computer vision, and AI leadership. He is passionate about building AI solutions that can significantly impact human lives.

Hrishikesh holds a master's degree from Indian Institute of Technology Bombay and a Ph.D. from INRIA Rennes France. His work at A3 Remote Monitoring Technologies Mumbai led to the development of a tele-cardiology product, enabling diagnosis for patients in remote areas and saving hundreds of lives. At Philips Research Hamburg, his technological contributions and team leadership resulted in several successful software transfers for product integration and over 30 patents. His research has resulted in over 10 publications in renowned AI and medical imaging journals and conferences.

Hrishikesh actively volunteers in the scientific community, serving as a scientific reviewer for international conferences and holding esteemed positions as a session chair and mentor. After earning his PMP certification in March 2024, Hrishikesh contributes to the PMI Germany Chapter by leading various initiatives.

Hrishikesh regularly shares insights on AI and project management on LinkedIn and can be reached at https://www.linkedin.com/in/deshpandehn/