PROJECT PLANNING and MANAGEMENT

A GUIDE FOR CNLs, DNPs, AND NURSE EXECUTIVES

James L. Harris
Linda Roussel
Sandra E. Walters
Catherine Dearman

CONTENTS

Preface xi
Acknowledgments xiii
Contributors
CHAPTER ONE From Project Planning to Program Management
Key Terms 2
Roles 2
Professional Values 2
Core Competencies 2
Introduction 3
Project Planning and Program Management Overview 6
Using Concept Analysis as a Tool When Developing Sustainable Projects 14
The Relationship Among Innovation, Project, and Program Management 15
Summary 16
Suggested Readings 17
Reflection Questions 17
References 17

CHAPTER TWO	
Foundations of Project Planning Sandra E. Walters	and Program Management
Key Terms 20	
Roles 20	
Professional Values	20
Core Competencies	20
Introduction 20	
Conceptual Models a	nd Theoretical Frameworks 21
Key Drivers of Project	Planning and Program Management 23
Summary 25	
Suggested Readings	26
Reflection Questions	. 26
Learning Activity 26	
References 27	
CHAPTER THREE Requisite Competencies and Ski and Program Management Mark Balch, Reji John, Kerrian Rey	
Key Terms 30	
Roles 30	
Professional Values	30
Core Competencies	30
Introduction 30	
Core Skill Sets 31	
Key Components Lin	king Project Plans to Programs 33
Educating Others to and Program Succ	Achieve Project esses 34
Case Example 36	
Summary 37	
Reflection Questions	37
Learning Activity 37	
References 37	

CHAPT	ER FOUR	
Team P	ower and Synergy: Project Planning	
and Pro	ogram Management Essentials	9
Sandra	E. Walters	
	Key Terms 40	
	Roles 40	
	Professional Values 40	
	Core Competencies 40	
	Introduction 41	
	Essential Elements of Teams 41	
	Stages in Team Development 43	
	Barriers to Effectiveness in Interdisciplinary Teams 45	
4	Strategies for Work Management 47	
	Summary 49	
	Reflection Questions 49	
	Learning Activities 49	
	References 50	
CLIADT		
CHAPTI		
	g a Project for Implementation51 ne Dearman and Debra Davis	
Cathern	Key Terms 52	
	Roles 52 8.8 modurus kalkus kara kara kara kara kara kara kara kar	
	Professional Values 52	
	Core Competencies 52	
	Introduction 52 Assessing the Environment 53	
	Assessing the Environment 53	
	Developing the Strategy 55	
	Planning for Desired/Expected Outcomes 57	
	Planning Communication 60	
	Planning Risk Management Strategies 61	
	Summary 62 Poffection Questions 63	
	Reflection Questions 62	
	References 63	

CHAPTER	al Needs Assessment: Foundations for Application .	
The Clinica	darris, Linda Roussel, and Catherine Dearman	to compared has
lames L. H		
	Key Terms 66	
	Roles 66 Professional Values 66	
	FIOIC3310Hair Values	
	Core Competencies 66	
	Introduction 00	
	IRB Submission Criteria 76	
	Summary 77	
	Reflection Questions 77	
	References 77	
CHAPTER	R SEVEN	79
Implemen	nting a Project	range
Murielle S.	S. Beene	
	Key Tellis 00	
	Roles 80	
	Professional Values 80	
	core company	
	Introduction 80	
	Planning for Implementation 81	
	Micro-, Meso-, and Macrocollaboration 83	04.0
	Communicate, Communicate, and Communicate	e 84
	Change Management 85	
	Resistance to Change Is a Reality—Embrace It 8	88
	Postproject Monitoring and Evaluation 88	
	Project Implementation Challenges 89	
	Summary 90	
	Reflection Questions 90	
	Learning Activity 90	
	References 90	

CHAPTER	REIGHT
The Role	of Information Technology and the Enterprise
	Planning and Implementation
	larris, Murielle S. Beene, Pam Pickett,
Mimi Habi	erfelde, Alicia Levin, and Bonny Collins
	Key Terms 94
	Roles 94
	Professional Values 94
	Core Competencies 94
	Introduction 94
	Stakeholder and Leadership Involvement 95
	Information Technology Supporting Projects and Programs 96
	Information Technology as Positive Enabler for Project Planning and Program Management 96
	Building a Skill Set for Nurses Who Develop Projects and Manage
	Programs: The Information Technology Link 97
	Clinical and Administrative Information Technology Product
	Examples and Processes 98
	Summary 116
	Reflection Question 116
	References 116
CHAPTER	NINE
	g Metrics That Support Projects and Programs
	ry and Clista Clanton
	Key Terms 120
	Roles 120
	Professional Values 120
	Core Competencies 120
	Introduction 120
	Evidence-Based Practice Improvement 123
	Data Management Plan 125

Summary 143	
Reflection Questions 144	
Learning Activities 144	
References 144	
CHAPTED TENI	
Measuring the Value of Projects Within Organizations Michael R. Bleich	
Key Terms 148	
Roles 148	
Professional Values 148	
Core Competencies 148	
Introduction 148	
Aligning Metrics with Project Aims 150	
Principles of Project Evaluation Methods 154	
Information Dissemination: Roles and Responsible Communication 155	
Tools of the Trade 157	
Summary 157	
Suggested Readings 158	
Reflection Questions 158	
Learning Activities 159	
References 159	
CHAPTER ELEVEN Evaluating Project Outcomes	161
Key Terms 162	
Roles 162	
Professional Values 162	500 See Con
Core Competencies 162	
Introduction 162	
Managing Change: How Do We Evaluate Our S	Success? 164
Scholarship and Its Relationship to Evaluation	164

Busi	ness Plans: What Is the Connection to Evaluation? 165
Fore	ecasting 167
	nework for Quality Improvement and Evidence-Based ractice 169
Tran	nslation Science 170
Data	Analysis Techniques in Project Management 171
Bene	chmarks and Report Cards 171
Sum	nmary 173
Sug	gested Readings 173
Refle	ection Questions 174
Lear	ning Activities 174
Role	Descriptions for DNPs and CNLs 174
Resc	ources 175
Refe	rences 175
for Sustaining I	ELVE Results as a Mechanism nnovation
	Terms 180
Role	
Profe	essional Values 180
Core	e Competencies 180
Intro	oduction 180
Orga	anization of the Chapter 182
Pers	onal Style 182
Look	king at the Whole Picture 183
Cha	racteristics of Professional Presentations 188
Sum	mary 191
Sugg	gested Readings 191
Refle	ection Question 192
Lear	ning Activities 192
Refe	rences 192

CHAPTER THIRTEEN Toices From the Field: Executive Nurse Administration, Clinical Nurse Leader, and Doctor of Nursing Practice Student	
Assignment Examples, Information From Professors, and Student Exemplars	5
Key Terms 196	
Poles 196	
Professional Values 196	
Coro Competencies 196	
Introduction 196	
Executive Nurse Administration Exemplars 221	
CNL Project Examples 233	
Doctor of Nursing Practice Exemplars 240	
CHAPTER FOURTEEN Voices From the Field: Best Project Plans From Practice	53
Introduction 263	
Key Terms 264	
Roles 264	
Professional Values 264	
Core Competencies 264	
Summary 293	05
Index29	, ,